PROCEDURE FOR MEASURING CUSTOMER SATISFACTION

Code:

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Change history

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1. Purpose, scope and users

The purpose of this procedure is to describe methods for gathering and using information about a customer satisfaction in order to establish a system for monitoring customer satisfaction.

This procedure is applied to all processes and/or areas (parts of the organization) within the QMS that establish communication and determine customer requests or receive customer feedback.

Users of this document are [employees of Sales Department] of [organization name].

2. Reference documents

- ISO 9001 standard, clauses 7.2.3 and 8.2.1
- Procedure for Corrective and Preventive Actions
- Procedure for Management Review

3. Establishing a system for measuring customer’s satisfaction

3.1. Process flow
3.2. Identification of customer’s expectations

When determining customer expectations, [job title] must consider the following:

- Requests that customer stated through contract and accompanying documents
- Comments that customer hasn’t stated

Comment [9A5]: E.g. Sales Manager

Comment [9A6]: E.g. Product specification, order document, etc.
3.3. Identifying and choosing characteristics that refer to customer’s satisfaction

Characteristics can be grouped into categories and ranked according to their relevance to the customer.

- Characteristics of product and/or service
  - Performance quality, stability, character, aesthetics, utility, support, interchangeability, appearance
  - Characteristics about product

- Shipment characteristics
  - Delivery on time, completeness of shipment, time needed to respond to request, accompanying information about shipment, quality of shipment service

- Organizational characteristics
  - Personal characteristics (leadership, competencies, communication), way of working, compliance, secrecy, behavior of organization (business ethics, corporate responsibility), reputation of organization

3.4. Selecting method for gathering data about customer’s satisfaction

[Job title] is responsible for gathering data about customer satisfaction, and it can be through a qualitative, quantitative or combined research method.

Quantitative research is conducted in a way to discover what characteristics of product, shipment or organization are most relevant to customer satisfaction.

[Job title] gathers information by detailed interviews with customers and discussion groups made of the most important customers.

Quantitative research measures the level of customer satisfaction.

Interviews and questionnaires (they can be sent by mail, e-mail, together with the product, or can be put on the organization’s website) are the main tools that [Job title] uses for conducting this research.

[Job title] gathers this information at least [once a year].

[Job title] verifies gathered data by checking the following aspects:

- Mistakes in data, they should be identified and corrected in order to prevent forming a false conclusion.
• Completeness of data: it is important to check completeness of data and to decide how to handle missing data.

• Accuracy of data: it is recommended to confirm that number of survey respondents and survey method are consistent with wanted level of reliability.

3.5. **Choosing scale and method of survey**

[job title] determines the scale of the survey statistically, in order to ensure the level of accuracy. It is a compromise between desired accuracy and survey costs.

In the case of a cumulative survey, [job title] uses a small sample and it depends on a business decision. If the number of customers is relatively small, the survey is conducted on them all.

[job title] must determine sampling methods in order to provide representative findings with regard to number of customers:

• Method of random sampling is used when the group of customers is relatively homogeneous,

• Method of stratified sampling is used to group customers into different categories, and then proportionate samples are extracted in order to acquire information about every group of customers.

3.6. **Making questionnaire for evaluation of customer’s satisfaction**

3.6.1. **Choosing structure and formulation of questions**

After determining what information is needed, [job title] groups questions into logical sections with more questions especially when there can be multiple answers. The order of questions is logical from general to more specific questions.

When formulating questions, [job title] must:

• Clearly define the question regarding who, what, when, where, why and how

• Use common language

• Avoid usage of ambiguous words

• Avoid using words that can lead the examinee in another direction, or make him biased and lead him to the answers that the organization wants to hear.

The questionnaire can include questions that require descriptive answers.

3.6.2. **Establishing ranking system**

According to information about customers delivered by [job title], [job title] delivers the questionnaire to customers. A five-point scale is used with offered categories. Customers return the completed questionnaires by text or email. When grading customer satisfaction, [job title] asks customers what they think about services and why they think that way. The Manager Representative then puts the answers into the Monitoring Customer Satisfaction Record. After completing the survey, the Manager Representative
3.7. Analyzing data about customer satisfaction

When data regarding customer satisfaction are gathered, [job title] analyzes them in order to acquire information, which includes:

- Level of customer satisfaction (in total or by categories of customers) and trends
- Characteristics of products and processes in the organization that can have significant influence on customer satisfaction
- Relevant information about products and processes of the competitor
- Areas that can be improved

3.8. Reporting about conducted analysis

[Job title] documents results of the analysis in the Report of Customer Satisfaction, together with points of concern or areas for improvement, and delivers it to [job title]. The report should identify possible causes that contribute to customer dissatisfaction.

3.9. Communication of information about customer’s satisfaction

Information that affects the elements of customer satisfaction is reviewed by management and results are delivered to responsible persons in the organization in order to take action that can lead to improvement. Depending on the nature of the information, the appropriate responsible person is notified.

Information can be delivered to:

- Purchasing department, if dissatisfaction is related to quality of procured materials
- Sales department, if there is dissatisfaction with delivery deadlines, or if data shows customer dissatisfaction with behavior of employees in contact with customers
- Customer support department, if customers are dissatisfied with speed and quality of response to customer requests for help
- Human resources management, if price and value perception of customers are significant for retention

Comment [9A23]: E.g. Marketing Manager or CEO

Comment [9A24]: Scales with even numbers force a choice by respondents that may not reflect their true position. Odd numbers are more difficult for respondents to use.

Comment [9A25]: Adapt this column if other scale is used.

Comment [9A26]: and criteria if other scale is used.

Comment [9A27]: Adapt and identify all departments and job titles that need to be notified.
4. Managing records kept on the basis of this document

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5. Appendices

- Appendix 1 – Customer Satisfaction Questionnaire
- Appendix 2 – Report of Customer Satisfaction
- Appendix 3 – Monitoring of Customer Satisfaction