

[Organization logo]

[Organization name]

**Commented [16A1]:** All fields in this document marked by square brackets [ ] must be filled in.

## PROCEDURE FOR MEASURING CUSTOMER SATISFACTION

**Commented [16A2]:** If you want to learn more about customer satisfaction, see:

Main elements of handling customer satisfaction in ISO 9001  
<http://advisera.com/9001academy/blog/2014/07/01/main-elements-handling-customer-satisfaction-iso-9001/>

Code:	
Version:	0.1
Created by:	
Approved by:	
Date of version:	
Signature:	

**Commented [16A3]:** Adapt to the existing practice in organization.

### Distribution list

**Commented [16A4]:** This is only necessary if document is in paper form; otherwise, this table should be deleted.

Copy No.	Distributed to	Date	Signature	Returned	
				Date	Signature

## Change history

Date	Version	Created by	Description of change
	0.1	16949Academy	Basic document outline

## Table of contents

<b>1. PURPOSE, SCOPE AND USERS .....</b>	<b>3</b>
<b>2. REFERENCE DOCUMENTS .....</b>	<b>3</b>
<b>3. ESTABLISHING A SYSTEM FOR MEASURING CUSTOMER'S SATISFACTION .....</b>	<b>3</b>
3.1. PROCESS FLOW .....	3
3.2. IDENTIFICATION OF CUSTOMER EXPECTATIONS .....	4
3.3. IDENTIFYING AND CHOOSING CHARACTERISTICS THAT REFER TO CUSTOMER SATISFACTION .....	5
3.4. SELECTING A METHOD FOR GATHERING DATA REGARDING CUSTOMER SATISFACTION .....	5
3.5. CHOOSING SCALE AND METHOD OF SURVEY.....	6
3.6. MAKING QUESTIONNAIRES FOR THE EVALUATION OF CUSTOMER SATISFACTION .....	6
3.6.1. <i>Choosing structure and formulation of questions</i> .....	6
3.6.2. <i>Establishing ranking system</i> .....	6
3.7. ANALYZING DATA ABOUT CUSTOMER SATISFACTION .....	7
3.8. MONITORING THROUGH KEY PERFORMANCE INDICATORS – DASHBOARD .....	7
3.9. REPORTING ABOUT CONDUCTED ANALYSIS .....	8
3.10. COMMUNICATION OF INFORMATION ABOUT CUSTOMER SATISFACTION .....	8
<b>4. MANAGING RECORDS KEPT ON THE BASIS OF THIS DOCUMENT .....</b>	<b>8</b>
<b>5. APPENDICES .....</b>	<b>9</b>

[organization name]

---

## 1. Purpose, scope and users

The purpose of this procedure is to describe methods for gathering and using information about customer satisfaction in order to establish a system for monitoring customer satisfaction and customer's perception of the degree to which their needs and expectations have been fulfilled.

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

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

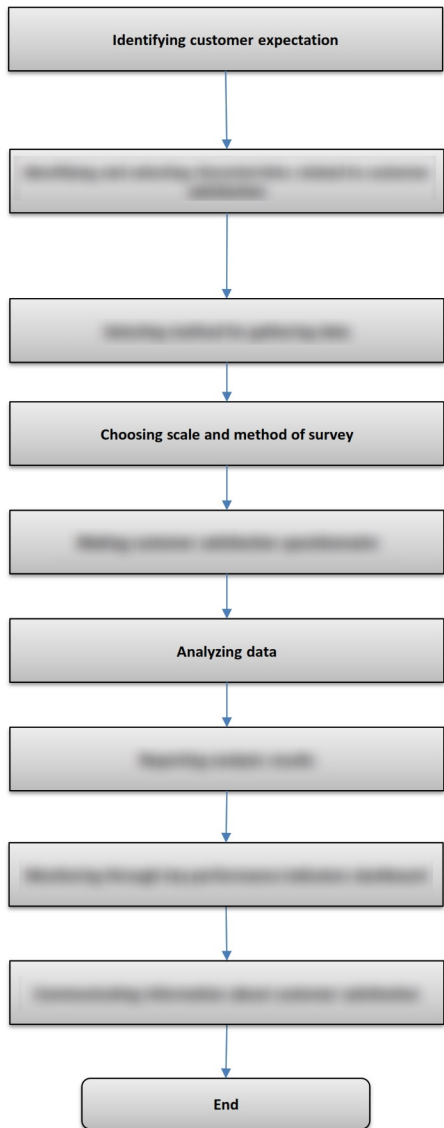
**Commented [16A5]:** This is only necessary if document is in paper form; otherwise, this table should be deleted.

## 2. Reference documents

- IATF 16949:2016, clauses 9.1.2
- Procedure for Management of Nonconformities and Corrective Actions
- Procedure for Management Review

## 3. Establishing a system for measuring customer's satisfaction

### 3.1. Process flow



### 3.2. Identification of customer expectations

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

- Report the customer needs through contract and ~~customer requirements~~

Commented [16A6]: E.g. Sales Manager

Commented [16A7]: E.g. Product specification, order document, etc.

[organization name]

- Requests that customer hadn't stated directly
- Implied customer requests
- Legal and regulatory requests.

The customer doesn't have to specify all aspects of the product. It is important that the organization fully understands their requirements in order to understand their true requests.

### 3.3. Identifying and choosing characteristics that refer to customer satisfaction

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

- Performance characteristics

Performance characteristics (quality, reliability), aesthetics, safety, support (maintenance, training), price, guarantees, information about product

Commented [16A8]: Adapt to organization's needs.

- Shipment characteristics

On-time delivery, condition of product, time needed to respond to requests, responding information about product, quality of product used

Commented [16A9]: Adapt to organization's needs.

- Organizational characteristics

Personal characteristics (kindness, competence, communication), way of resolving

complaints, speed, amount of information provided, customer responsiveness, frequency of responses

Commented [16A10]: Adapt to organization's needs.

### 3.4. Selecting a method for gathering data regarding customer satisfaction

[Job title] is responsible for gathering data regarding customer satisfaction. This can be accomplished through a qualitative, quantitative or combined research method.

Commented [16A11]: E.g. Marketing Manager

Qualitative research is conducted to determine what characteristics of product, support or organization are most relevant to customer satisfaction.

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

Commented [16A12]: E.g. Marketing Manager

Commented [16A13]: Adapt to organization's needs.

**Quantitative research** measures the level of customer satisfaction.

Surveys and questionnaires are the most common methods used for conducting this research. They can be sent to each customer together with the product, or distributed at the organization's website.

Commented [16A14]: E.g. Marketing Manager

Commented [16A15]: Adapt to organization's needs.

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

Commented [16A16]: E.g. Marketing Manager or Outsource company.

Commented [16A17]: This is recommended dynamics; adapt to organization's needs.

See this section gathered data by checking the following aspects:

[organization name]

- Mistakes in data: Mistakes should be identified and corrected in order to prevent forming a bad conclusion.
- Comparison of data: It is important to check the comparability of data and decide how to handle incompatible data.
- Accuracy of data: It is recommended to confirm that the number of survey respondents and survey methods are consistent with requirements 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 quantitative surveys, [job title] uses a statistical method that depends on a statistical method. 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 the number of customers:

- Random sampling is used when the group of customers is relatively homogeneous.
- Systematic sampling is used to group customers into different categories. Systematic samples are then selected in order to acquire information about each group of customers.

### 3.6. Making questionnaires for the evaluation of customer satisfaction

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

After determining what information is needed, [job title] groups questions into logical sections with other questions, especially when there are too many questions. The order of questions must then proceed to more specific questions.

When formulating questions, [job title] must:

- Clearly define the question regarding who, what, when, where, why and how
- Use correct language
- Avoid usage of ambiguous words
- Avoid using words that are hard for customers to understand. Therefore, it is recommended to avoid the use of technical terms and to use simple language that the organization wants to use.

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. If the questionnaire is used with different categories, customers select the most important thing we can do to improve our service. After entering customer answers, [job title] calculates an average score for each question, and the overall mean score, then enters them into the ranking system. [job title] then compares the scores to the target.

**Commented [16A18]:** Delete if organization is using another method to rate customer satisfaction.

**Commented [16A19]:** E.g. Marketing Manager

**Commented [16A20]:** Delete if organization is using another method to rate customer satisfaction.

**Commented [16A21]:** E.g. Is there anything else you would like to tell us? What is the most important thing we can do to improve our service? Suggestions/comments?

**Commented [16A22]:** E.g. Sales Person

**Commented [16A23]:** E.g. Marketing Manager

[organization name]

Representative analyzes the results and reports the results to [job title]. [Job title] then develops a

**Commented [16A24]:** E.g. Marketing Manager or CEO

*Criteria for evaluating customer satisfaction:*

**Commented [16A25]:** Why adopt a five-point scale?

Total average mark on scale of 1 to 5	Level of satisfaction
4.5 – 5	High level of satisfaction
3.5 – 4.5	Satisfactory level
Less than 3.5	Unsatisfactory level

**Commented [16A27]:** Adapt this column and criteria if other scale is used.

**Commented [16A26]:** Adapt this column if other scale is used.

### 3.7. Analyzing data about customer satisfaction

[Job title] sends the Customer Satisfaction Questionnaire to all clients via email and collects results

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

- Level of customer satisfaction (in total, or by categories of customers) and trends
- Identification of products and processes in the organization that are most significant
- Relevant information about products and processes of the competitors
- Areas for improvement

Results of every survey are entered into Monitoring of Customer Satisfaction by [job title], in order to

### 3.8. Monitoring through key performance indicators – dashboard

[Job title] monitors customer satisfaction by using defined internal and external performance

#### 1. Quality key performance indicators

- Customer Order Status - measures number of orders placed
- Customer Order Cycle - measures delivery time

#### 2. Logistics section key performance indicators

- On-time deliveries – measures delivery performance
- Customer Service Response - measures response to customer inquiries/complaints

[organization name]

Recalls or field returns are recorded in the first sheet of the Customer Satisfaction Dashboard. On the [job title] checks for data provided by the customers related to the quality of delivered parts and the effectiveness of manufacturing processes.

[Job title] checks for data provided by the customers related to the quality of delivered parts and the effectiveness of manufacturing processes.

If a complaint is received from a customer, the customer satisfaction process effectiveness is [job title] documents the results of the analysis in the Report of Customer Satisfaction and in the Customer Satisfaction Dashboard. The report should identify possible causes that contribute to customer dissatisfaction and recommendations to help the organization identify areas for improvement. The report is then submitted to [top management].

**Commented [16A28]:** Adapt according your agreement with OEM/ customers and certification body.

### 3.9. Reporting about conducted analysis

[Job title] documents the results of the analysis in the Report of Customer Satisfaction and in the Customer Satisfaction Dashboard. The report should identify possible causes that contribute to customer dissatisfaction and recommendations to help the organization identify areas for improvement. The report is then submitted to [top management].

### 3.10. Communication of information about customer satisfaction

Information that affects the elements of customer satisfaction is reviewed by the [top management] person.

Information can be delivered to:

- Purchasing department, if dissatisfaction is related to quality of procured materials
- Sales department, if dissatisfaction is related to delivery deadline, or if dissatisfaction is related to customer service
- Customer support department, if customer is dissatisfied with speed and quality of response to customer requests to help
- Executive management, if the customer feels that price and value are significant

## 4. Managing records kept on the basis of this document

Record name	Code	Storage		Responsibility
		Retention time	Location	
Customer Satisfaction Questionnaire	PR.18.1	2 years	[office of [job title]]	[job title]

**Commented [16A29]:** If the record is in electronic form; write the name of the folder on [job title]'s computer.



[organization name]

Report of Customer Satisfaction	PR.18.2	2 years	[office of [job title]]	[job title]
Monitoring of Customer Satisfaction	PR.18.3	2 years	[office of [job title]]	[job title]
Customer Satisfaction Dashboard	PR.18.4	2 years	[office of [job title]]	[job title]

**Commented [16A30]:** It is necessary to adapt to your organization practice.

## 5. Appendices

- Appendix 1 – Customer Satisfaction Questionnaire
- Appendix 2 – Report of Customer Satisfaction
- Appendix 3 – Monitoring of Customer Satisfaction
- Appendix 4 – Customer Satisfaction Dashboard