

[Organization logo]

[Organization name]

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PROCEDURE FOR MEASURING CUSTOMER SATISFACTION

Commented [AS91002]: If you want to learn more about customer satisfaction, see this article from 9001Academy: Main elements of handling customer satisfaction in ISO 9001 <http://advisera.com/9001academy/blog/2014/07/01/main-elements-handling-customer-satisfaction-iso-9001/>

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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].

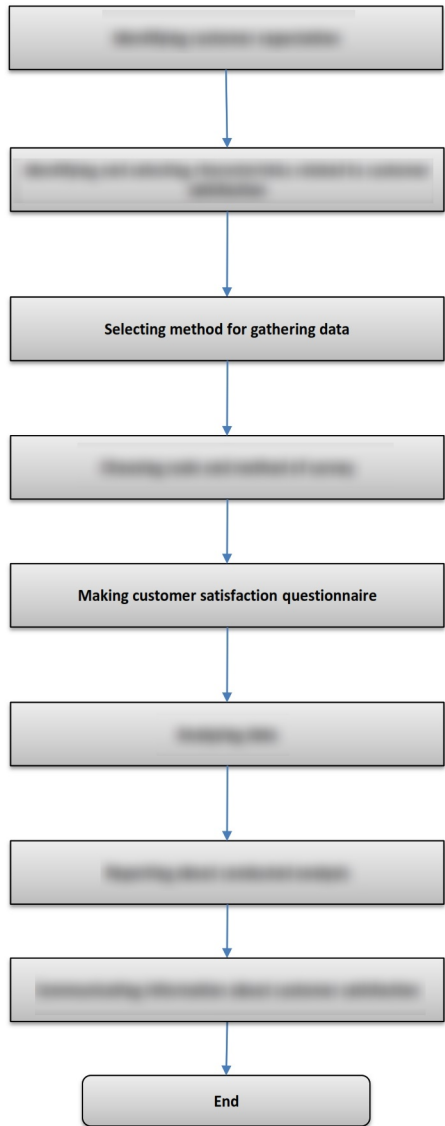
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2. Reference documents

- AS9100 Rev D standard, 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's expectations

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

- Report the customer's needs through various and **comprehensive documents**

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[organization name]

- Requests that customer hadn't stated
- [redacted]
- Legal and regulatory requests

The customer doesn't have to specify all aspects of the product – it is important that the organization [redacted]

3.3. Identifying and choosing characteristics that refer to customer's satisfaction

[Job title] ensures that at a minimum the following information is monitored: product and service [redacted] characteristics can be grouped into categories and added according to their relevance to the customer.

- Characteristics of product and/or service

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

- Shipment characteristics

[redacted]

- Organizational characteristics

Personal characteristics (kindness, competence, communication), way of resolving [redacted]

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.

[redacted]

[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 [redacted])

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

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

- Accuracy of data; this should be identified and corrected in order to prevent forming false opinions.
- Completeness of data; it is important to check completeness of data and to decide how to handle incomplete data,
- Reliability of data; it is recommended to confirm the number of survey respondents and survey method are consistent with expected 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 quantitative surveys, job title can conduct sample with respect to a statistical decision. The number of customers is selected based on survey conducted in form of

[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 proportional samples are selected in order to acquire information about each 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 open questions, especially when there are no multiple choices. The order of questions is logical and grouped to form specific sections.

When formulating questions, [job title] must:

- Clearly define the question regarding who, what, when, where, why and how
- Avoid usage of ambiguous words
- Avoid using words that can lead the examinee in another direction, or make him biased and dependent on the answer that the respondent wants to give.

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. It then asks each to rate each different category, customer about the

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Commented [AS910022]: 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 [AS910023]: E.g. Sales Person

Commented [AS910024]: E.g. Marketing Manager

[organization name]

completed questionnaire by mail or email. When analyzing customer satisfaction, [job title] [redacted] Monitoring Customer Satisfaction Record. After completing the survey, the Manager Representative [redacted]

Commented [AS910025]: E.g. Marketing Manager or CEO

Criteria for evaluating customer's satisfaction:

Commented [AS910026]: Why adopt a five-point scale?
[redacted]

Total average mark on scale of 1 to 5	[redacted]
4.5 – 5	[redacted]
3.5 – 4.5	[redacted]
Less than 3.5	[redacted] level

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3.7. Analyzing data about customer satisfaction

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

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
- [redacted]
- Relevant information about products and processes of the competition
- Areas that can be improved

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

3.8. Reporting about conducted analysis

[Job title] documents results of the analysis in the Report of Customer Satisfaction, together with [redacted] dissatisfaction.

[Job title] develops and implements plans for customer satisfaction improvement that address any deficiencies identified by the evaluations and assesses the effectiveness of the results.

Commented [AS910029]: E.g. Marketing Manager

3.9. Communication of information about customer's satisfaction

[organization name]

Information that affects the elements of customer satisfaction is reviewed by management and notified.

Information can be delivered to:

- Purchasing department, if dissatisfaction is related to quality of procured materials
- [redacted]
- [redacted]
- Executive management, if price and value (in perception of customers) are significant for customers

Commented [AS910030]: Adapt and identify all departments and job titles that need to be notified.

4. Managing records kept on the basis of this document

Record name	Code	Storage		Responsibility
		Retention time	Location	
Customer Satisfaction Questionnaire	PR.14.1	2 years	[office of [job title]]	[job title]
Report of Customer Satisfaction	PR.14.2	2 years	[office of [job title]]	[job title]
Monitoring of Customer Satisfaction	PR.14.3	2 years	[office of [job title]]	[job title]

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5. Appendices

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