

# Customer satisfaction and performance measurement

3<sup>rd</sup> year

Laboratory management and quality assurance MLS-QUAL-323

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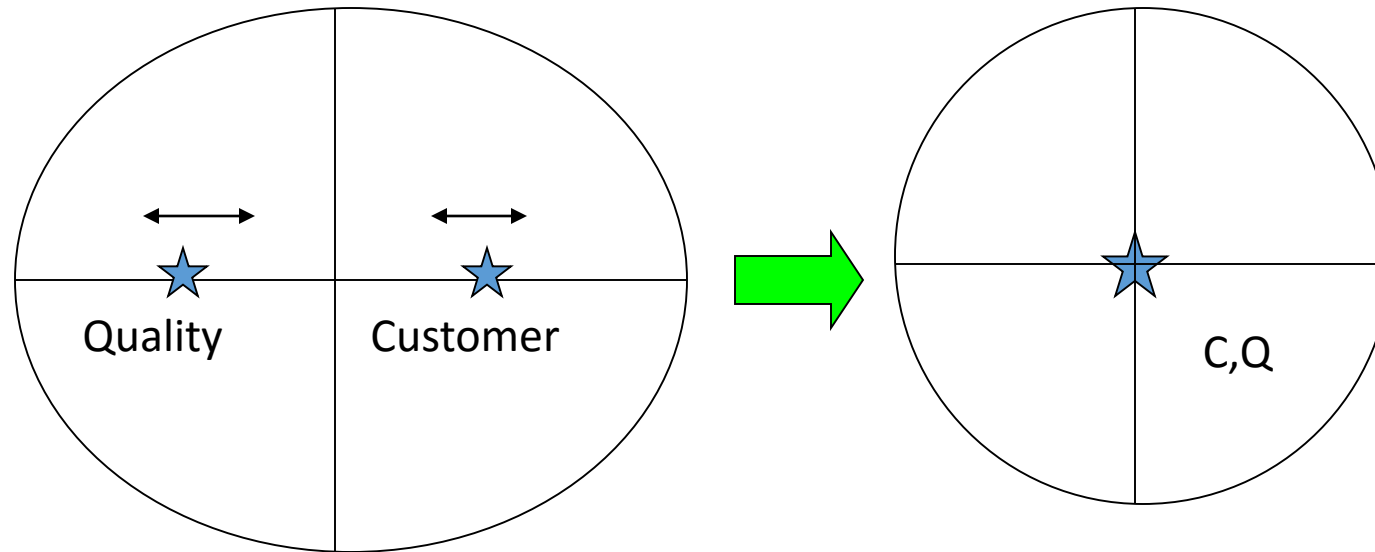
# Objectives

- By the end of this lecture you will be able to:
  - Define customer
  - Identify customer satisfaction
  - Be familiar with customer type
  - Identify customer chain
  - Describe customer feedback methods
  - Describe service quality

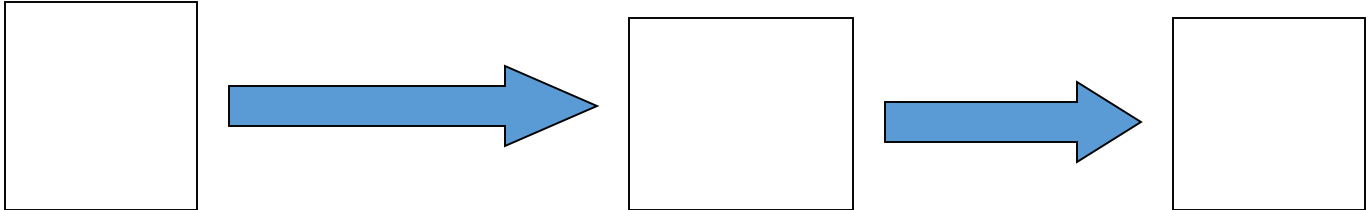
# Customer satisfaction

- Customer is the Boss or 'King'
- Customer dictates the market trends and direction
- Customer not only has needs to be supplied( basic performance functions)
- Also he 'wants what he wants!'( additional features satisfy him and influence his purchase decision)
- Hence the Suppliers and Manufacturers have to closely follow at the heel of the customer.

# Norman's Customer satisfaction model



# Customer Satisfaction

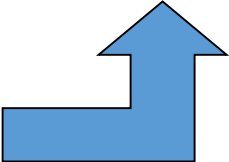


Quality System

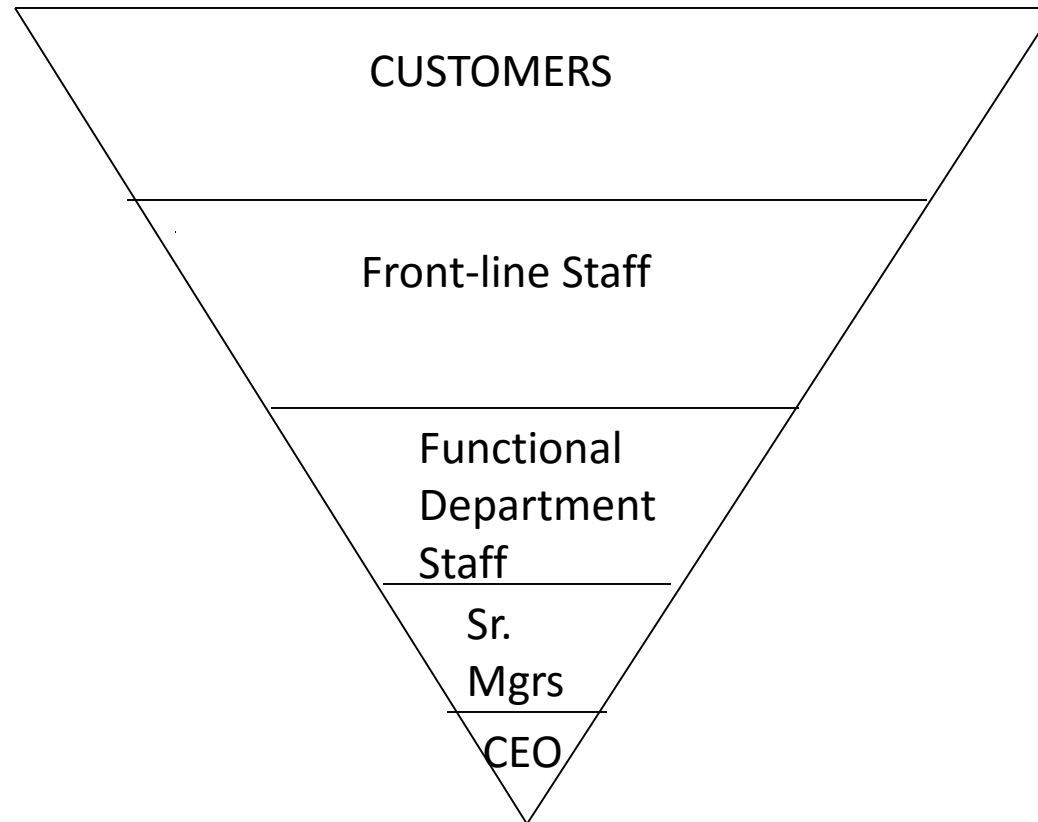
Quality Product/  
Service

Customer Satisfaction

Customer Focus



# Customer Satisfaction Organisational Diagram



# What is customer satisfaction?

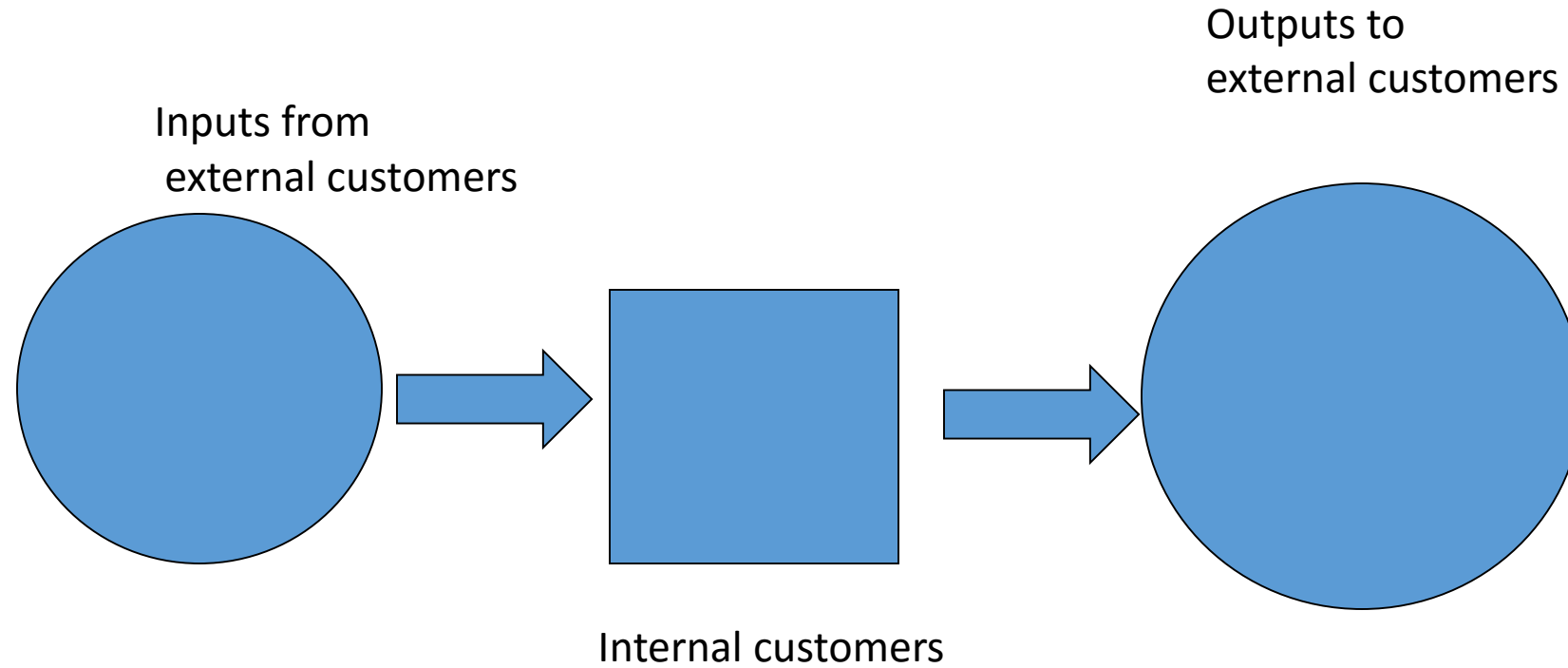
- Is it due to Product quality?
- Is it due to pricing?
- Is it due to good customer service ?
- Is it due to company reputation?
- Is it something more?

# Customer types

- **External and Internal** customers
- **External – current, prospective and lost customers**
- **Internal** – Every person in a process is a customer of the previous operation.( applies to design, manufacturing, sales, supplies etc.) [Each worker should see that the quality meets expectations of the next person in the supplier-to-customer chain ]
- **TQM** is commitment to **customer-focus** - internal and external customers.



# Customer/supplier chain



# Internal customer/Supplier relationships

- Questions asked by people to their internal customers
  - What do you need from me?
  - What do you do with my output?
  - Are there any gaps between what you need and what you get?
- Good team-work and inter-Departmental harmony is required. Also the leaders role in supervising the internal customer-supplier chain.

# TQM and customer quality percepts

- TQM is quality management and management of quality – there is no full stop and no break in the chain!
- Continuous process (quality) improvement is all its about.
- Why? One important reason is the customer quality level is not static and his expectations keep changing and his demands too!
- Also plant process dynamics- how to achieve maximum efficiency , optimizing cost and performance in the process operations, minimizing waste etc.

# Customer satisfaction/ dissatisfaction feedback

- Customer feedback has to be continuously sought and monitored - not one-time only!( Pro-active! Complaints are a reactive method of finding out there is a problem)
- Customer feedback can be relayed to Mfgr.
- Performance comparison with competitors can be known
- Customers needs can be identified
- Relative priorities of quality can be obtained from the horses' mouth!
- Areas for improvement can be noted.

# Customer feedback methods performance measurement

- Comment cards enclosed with warranty card when product is purchased.
- Customer survey and questionnaire
- Customer visits
- Customer focus groups
- Quarterly reports
- Toll-free phones
- e-mail, Internet news groups, discussion forums
- Employee feedback
- Mass customization.

# Customers- Handle with care!

- Employers don't pay wages but it is the **customer who pays the wages!**
- So take **good care** of your customers.
- Customer-care centres not just profit-centres!
- The entire organization must in effect revolve around the customer – whether the customer is being well served and if he is really pleased, contented and satisfied with the service you have to offer.

# Service Quality

- **(i )Organisation**
- Identify each market segment
- Write down the requirements
- Communicate the requirements
- Organise processes
- Organise physical spaces

# Service Quality

- **(ii) Customer Care**
- Meet the customer's expectations
- Get the customer's point of view
- Deliver what is promised
- Make the customer feel valued
- Respond to all complaints
- Over-respond to the customer
- Provide a clean and comfortable customer reception area.



# Service Quality

- **(iii) Communication**
- Optimize the trade-off between time and personal attention
- Minimize the number of contact points
- Provide pleasant, knowledgeable and enthusiastic employees
- Write documents in customer-friendly language.

# Service Quality

- **(iv) Front-line people**
- Hire people who like people
- Challenge them to develop better methods
- Give them the authority to solve problems
- Serve them as internal customers
- Be sure they are adequately trained
- Recognise and reward performance

# Service Quality

- **(v)Leadership**
- Lead by example
- Listen to the front-line people
- Strive for continuous process improvement

# Summary