

Item 3.2: Customer Relationships and Satisfaction (45 pts.)

Process

How do you build relationships and grow customer satisfaction and loyalty?

Describe **HOW** your organization builds relationships to acquire, satisfy, and retain **CUSTOMERS**; to increase **CUSTOMER** loyalty; and to develop new opportunities.

Describe also how your organization determines customer satisfaction.

Within your response, include answers to the following questions:

3.2a. Customer Relationship Building

- (1) How do you build relationships to acquire **CUSTOMERS**, to meet and exceed their expectations, to increase loyalty and repeat business, and to gain positive referrals?
- (2) **HOW** do your **KEY** access mechanisms enable **CUSTOMERS** to seek information, conduct business, and make complaints?
What are your **KEY** access mechanisms?
HOW do you determine **KEY CUSTOMER** contact requirements for each mode of **CUSTOMER** access?
HOW do you ensure that these contact requirements are **DEPLOYED** to all people and **PROCESSES** involved in the **CUSTOMER** response chain?
- (3) **HOW** do you manage **CUSTOMER** complaints?
HOW do you ensure that complaints are resolved **EFFECTIVELY** and promptly?
HOW do you minimize **CUSTOMER** dissatisfaction and, **as appropriate**, loss of repeat business?
HOW are complaints aggregated and **ANALYZED** for use in improvement throughout your organization and by your **PARTNERS**?
- (4) **HOW** do you keep your **APPROACHES** to building relationships and providing **CUSTOMERS** access current with business needs and directions?

3.2b. Customer Satisfaction Determination

- (1) **HOW** do you determine **CUSTOMER** satisfaction and dissatisfaction and **loyalty**?
HOW do these determination methods differ among **CUSTOMER** groups?
HOW do you ensure that your **MEASUREMENTS** capture actionable information for use in exceeding your **CUSTOMERS'** expectations, securing their **future** business, and gaining positive referrals?
HOW do you use **CUSTOMER** satisfaction and dissatisfaction information for improvement?
- (2) **HOW** do you follow up with **CUSTOMERS** on products, services, and transactions to receive prompt and actionable feedback?
- (3) **HOW** do you obtain and use information on your **CUSTOMERS'** satisfaction relative to their satisfaction with your competitors, **other organizations providing similar services**, and/or industry **BENCHMARKS**?
- (4) **HOW** do you keep your **APPROACHES** to determining satisfaction current with business needs and directions?

Notes:

N1. **CUSTOMER** relationship building (**3.2a**) might include the development of **PARTNERSHIPS** or alliances with **CUSTOMERS**.

N2. Determining **CUSTOMER** satisfaction and dissatisfaction (**3.2b**) might include use of any or all of the following: surveys, formal and informal feedback, **CUSTOMER** account histories, complaints, win/loss **ANALYSIS**, and transaction completion rates. Information might be gathered on the Internet, through personal contact or a third party, or by mail.

N3. **CUSTOMER** satisfaction **MEASUREMENTS** (**3.2b[1]**) might include both a numerical rating scale and descriptors for each unit in the scale. Actionable customer satisfaction **MEASUREMENTS** provide useful information about specific product and service features, delivery, relationships, and transactions that **affect** the **CUSTOMERS'** **future** actions—repeat business and positive referral.

N4. **Other organizations providing similar products or services** (**3.2ba[3]**) might include other organizations with whom you don't compete but provide similar products and services in other geographic areas or to different populations of people.

N5. Your **CUSTOMER** satisfaction and dissatisfaction **RESULTS** should be reported in **Item 7.2**.

2006 BALDRIGE ACTIONABLE CRITERIA

N6. For some nonprofit organizations, (e.g., some government agencies or charitable organizations), customers may be assigned or may be required to use your organization, and relationships may be short term. For those organizations, relationship building (**3.2a[1]**) might be focused on meeting and exceeding expectations during the short-term relationship, resulting in positive comments to other people, including key **STAKEHOLDERS** of your organization.

For additional description of this Item, see [3.2 Customer Relationships and Satisfaction Description](#).

2006 Criteria Items: [1.1](#) - [1.2](#) - [2.1](#) - [2.2](#) - [3.1](#) - [3.2](#) - [4.1](#) - [4.2](#) - [5.1](#) - [5.2](#) - [5.3](#) - [6.1](#) - [6.2](#) - [7.1](#) - [7.2](#) - [7.3](#) - [7.4](#) - [7.5](#) - [7.6](#) - [P.1](#) - [P.2](#) - [Criteria Home](#)

Key: [CAPS](#) link to [GLOSSARY](#) terms; [Red](#) words link [CORE VALUES](#); [Yellow](#) identifies new 2006 words; [Best Practices](#); [Application Information Capture Templates](#)