

7.2 Customer-Focused Results

Purpose

This item asks about your customer-focused performance results, which demonstrate how well you have been satisfying your customers and engaging them in loyalty-building relationships.

Commentary

Your performance as viewed by your customers. This item focuses on all relevant data to determine and help predict your performance as viewed by your customers. Relevant data and information include the following:

- Customer satisfaction and dissatisfaction
- Retention, gains, and losses of customers and customer accounts
- Customer complaints, complaint management, effective complaint resolution, and warranty claims
- Customer-perceived value based on quality and price
- Customer assessment of access and ease of use (including courtesy in service interactions)
- Customer advocacy for your brand and product offerings
- Awards, ratings, and recognition from customers and independent rating organizations

Relative satisfaction. For customers' satisfaction with your products relative to satisfaction with those of competitors and comparable organizations, measures and indicators might include information and data from your customers, from competitors' customers, and from independent organizations.

Results that go beyond satisfaction. This item places an emphasis on customer-focused results that go beyond satisfaction measurements, because customer engagement and relationships are better indicators and measures of future success in the marketplace and of organizational sustainability.

SOURCE: 2019–2020 Baldrige Performance Excellence Framework Criteria Commentary - This commentary provides brief summaries of the Baldrige Criteria for Performance Excellence categories and items. It also includes examples and guidance to supplement the notes that follow each Criteria item in the Baldrige Excellence Framework booklet. For additional free content, and to purchase the booklet, see www.nist.gov/baldrige/publications.