

To: All Clients  
From: John Graham

REF: Customer Satisfaction

Hi, I hope you are doing well. As you know ISO9001:2000 requires the organization to monitor information relating to customer perception as to whether the organization has met customer requirements (Section 8.2.1) and to collect and analyze data on customer satisfaction (Section 8.4).

We are getting lots of questions on this topic. Many people are frustrated and want to know why measuring customer complaints is not enough. This method alone will not suffice, because it is a well-known fact that most unsatisfied customers don't complain, they just go away.

Along with customer complaints, we would like to add some other ideas:

- Study market share,
- Track customer retention,
- Survey customers via mail,
- Survey customers via phone,
- Visit key customers,
- Hold customer focus groups,
- Obtain feedback from your sales and marketing personnel,
- Etc.

You will want to add to the list as appropriate for your company and market. Remember, you do not need a procedure, but you must have evidence.

We appreciate your confidence in our ability and we look forward to seeing each of you very soon.

Sincerely,

*John F. Graham*

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