



R&R Newsletter

Reducing Risk/Removing Waste

ISO Support Group

DECEMBER 2009

**An ISO 9001:2008
Registered Company**

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LEAN JOURNEY...

Strategy 1:

- Isolate the Value Stream

Strategy 2:

- Specifying Value

Strategy 3:

- Mapping the Value Stream

Strategy 4:

- Making the Stream Flow

Strategy 5:

- Letting Customers Pull Value

Strategy 6:

- Seeking Perfection

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This Newsletter Issue covers the topic of:

ISO 9001:2008 Clauses 8.1 General and 8.2.1 Customer Satisfact'n

What's new in Clauses 8.1 and 8.2.1?... For Clause 8.1 they've simply done some word-smithing... For 8.2.1 a new NOTE has been added... *NOTE: Monitoring customer perception can include obtaining input from sources such as customer satisfaction surveys, customer data on delivered product quality, user opinion surveys, lost business analysis, compliments, warranty claims and dealer reports...* This helps clarify what evidence can be used for this key clause.

Clause 8.1 General provides an overview of "measurement, analysis and improvement" and is supported by other Clauses within Element 8.0, as follows: 8.1a) links to 8.2.4 Monitoring and Measurement of Product, 8.1b) links to 8.2.2 Internal Audit, 8.1c) links to 8.5 Improvement, and finally the last sentence in Clause 8.1 links to 8.4 Analysis of Data.

Clause 8.2.1 Customer Satisfaction is making sure that you are hearing the "voice of the Customer", that this is an active "listening" process, and that you will react to what you hear. It starts by asking how information is obtained from Customers regarding how your performance has been with respect to meeting their needs. Second, it asks how you plan on using this information for improving your business operations. Guessing what your Customers are thinking is not a good business strategy, and monitoring the number of complaints doesn't tell you how satisfied they are. Think about this: How many times have you (as a Customer) decided to spend your money elsewhere, rather than complain?

So how do you decide what method or tool to use? Customer feedback comes in a variety of ways, so make sure you use more than one technique. Start by listing the ways in which you currently obtain feedback from your Customers. Next to each item on this list, decide whether it is "proactive" (you initiate the activity), or "reactive" (the Customer initiates it)... the challenge is to end up with a list with a good mix of both.

Proactive techniques include: Surveys; Sales Calls/Visits; Key Customer Meetings (including technical personnel); Focus Groups; Customer Events; Comment Cards; 1-800 numbers; Website Feedback Forms; etc...
Reactive techniques include monitoring: complaints; credits issued; customer returns; warranty activity; delivery performance; inspection/test results; Customer audit/rating results; testimonial letters received; referrals; amount of repeat business; market share data; etc...

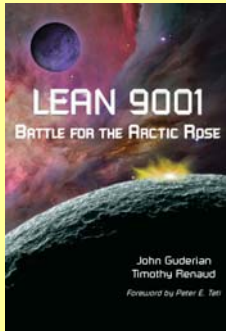
Even though Customer Satisfaction Surveys are the most common method being used, it's not the only way, and in many cases is not the best way if poorly designed. Anytime there is contact between the Customer and someone in your company, there is an opportunity to collect satisfaction data. Sales/Technical Visits and Key Customer Meetings qualify if they are proactive and happen regularly. Use a structured checklist to ensure the right information is being captured during these visits.

To view more of our Newsletters... you can visit our Newsletter page:
www.isosupport.com/newsletters/newsletters.htm

PS: Don't forget to look at the [Q&A](#) section below for some final thoughts...

OUR NEW BOOK!

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TRAINING:

- ISO 9001:2008 Essentials
- ISO 9001:2008 Executive Overview
- ISO 9001:2008 Orientation
- Internal Process Auditing for ISO 9001:2008
- Internal Auditor Refresher + Prep Session

- Process/Value Stream Mapping
- 5S for Service/Mfg
- Lean Essentials/Kaizen
- Business Modeling and Performance Measure'ts
- Root Cause Analysis and Corrective Action
- Mistake Proofing
- Continual Process Improvement
- Strategic/Business Planning

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Email Tim.. [HERE](#)

For more information on training provided by ISG on ISO 9001 or Process Improvement/Lean (Manufacturing/Office), please visit our website at www.isosupport.com. Once there, you will also find information about the following:

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http://www.isosupport.com/services/lean/srvcs_pi_lean.htm

“The 3 Biggest Mistakes People Make with ISO 9001”; ISO 9001:2000 Tips, Tools and Techniques

Click here: <http://www.isosupport.com/books/books.htm>

If you enjoyed reading our previous ISO Newsletters you'll find that this book contains many of the practical approaches and advice that I've discussed in these Newsletters over the past 5 years.

Q: How do you audit Clauses 8.1 and 8.2.1 of ISO 9001:2008?

A: For Clause 8.1, it can be assessed by auditing the Clauses which support, or link to it (see previous page).

For Clause 8.2.1, an Audit checklist should cover these areas:

- Are both a proactive and reactive approach used to obtain Customer feedback? (Proactive approach must be used as a minimum)
- How is feedback obtained from Customers? What is the structure/format that is used? Does it provide information on how Customers perceive the organization's performance?
- Is more than one method or technique employed?
- How often is each method used (frequency)?
- How is this information communicated internally?
- How is this information used to uncover ways to improve?

(Make sure to obtain examples for each item listed above)

Until next time...

Tim Renaud

Helping Business Professionals Reduce Risk and Remove Waste!

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Tim Renaud, P.Eng., B.A.Sc., is a senior trainer and consultant with the ISO Support Group. His business experience covers over twenty-two years with both small and large organizations within various industries. He began consulting in 1992 and achieved ISO 9001 Registration for ISO Support Group in Oct/1998. Specific areas of expertise include training and consulting on installing ISO Management Systems, as well as implementing Process Improvement Strategies, always with a focus on reducing risk and removing waste (becoming Lean). Association memberships include the American Society for Quality (ASQ) and the Professional Engineers Ontario (PEO).