

What does "Customer satisfaction" mean for you?



Today's speakers

- Bernard Kaufmann, IRIS General Manager
- Luise Nitsche, Quality System Manager, Siemens Mobility
- Stephan Middelkamp, General Manager Quality, Harting
- Wiert Kalkwijk, Head of Quality, Nederlandse Spoorwegen
- François Ouellette, Lead Auditor, Lloyd's Register



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IRQB Quality Monthly: Customer Satisfaction
7 May 2021



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9
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9 April 2021

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SUN	MON	TUE	WED	THU	FRI	SAT
						1
2	3	4	5	6	<u>7</u>	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

5
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5 March 2021



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IRQB – Quality Monthly webinar

Customer satisfaction through performance?

IRIS concept

Bernard Kaufmann

IRQB Coordinator

Why Customer satisfaction ?

- 1) It generated the IRIS scheme in 1999.....
- 2) It is a basis for trustful trade amongst all countries
- 3) It is a requirement of all recent ISO 9001 versions, as:
 - a benefit in the general introduction
 - an aim in the process approach
 - the target of its scope (system application)
 - an enhancement in customer focus
 - a dedicated clause 9.1.2
 - an input and an output of the management review
 - a general improvement



Customer satisfaction in ISO/TS 22163

ISO 9001:2015, Quality management systems — Requirements

9.1.2 Customer satisfaction

The organization shall **monitor customers' perceptions** of the degree to which their needs and expectations have been fulfilled. The organization shall determine the methods for obtaining, monitoring and reviewing this information.

NOTE Examples of monitoring customer perceptions can include customer surveys, customer feedback on delivered products and services, meetings with customers, market-share analysis, compliments, warranty claims and dealer reports.

9.1.2.1 Customer satisfaction — Supplemental

The organization shall **manage customer complaints** by:

- a) recording them and their responses in a centralized application software;
- b) communication with the customer in terms of acknowledgment and related corrective actions according to 10.2.

Customer satisfaction in IRIS Certification® Conformity assessment:2020

It is a **core part** of the IRIS scoring system:

- Clause 13.2 b and Appendix 4
- Customer perception through customer feedback and KPI measurement

Customer feedback	5.1.2, 8.2.1.1, 9.1.2, 9.1.2.1	5 open questions
KPIs <ul style="list-style-type: none">• Customer satisfaction• Customer on-time delivery• Nonconformities raised by the customer	9.1.1.1 g) – i)	KPI evaluation matrix

Customer satisfaction in IRIS Certification® Conformity assessment:2020

It has a direct impact of the Quality performance levels:



Performance level	Maturity	Criteria	Assessment sheet	Customer perception	Performance evaluation
Bronze	Able	a) Management system implemented b) Management system fits to requirements of ISO/TS	Threshold reached	-	-
Silver	Transparent	+ performance mgt. system implemented + performing internal processes	≥ 70%	≥ 75%	≥ 80%
Gold	Top-Performing	+ meeting regularly customer expectation + top performing internal processes	≥ 80%	≥ 85%	≥ 90%

Customer satisfaction in IRIS Certification[®] Conformity assessment:2020

Direct customer feedback will be necessary to be awarded the Gold quality performance level

QUESTIONNAIRE		Direct Customer Feedback	
Date		Place	
Customer Information		Organization Information	
Customer name		Organization name	
Customer representative		Organization site (country)	
Customer representative position		Organization site (city)	
ON TIME DELIVERY			
On a scale from 1 to 5, where 1 is "not true at all" and 5 is "completely true", how do you evaluate your supplier on the following statement:			
The Organization Provides its products and services on time		Score:	1-5
Please add details on how the rating has been made:			
.....			
Please add details on which projects / products / services / systems the rating has been made:			
.....			
.....			
QUALITY PERFORMANCE			
On a scale from 1 to 5, where 1 is "not true at all" and 5 is "completely true", how do you evaluate your supplier on the following statement:			
The Organization delivers high quality products and services		Score:	1-5
Please add details on how the rating has been made:			
.....			
Please add details on which projects / products / services / systems the rating has been made:			
.....			
.....			

Summary

Customer satisfaction must:

1. be the cornerstone of company's organisation
2. give confidence in the management system
3. enhance trust in the organisations
4. be revealed by the audit outputs: IRIS Certificate & Quality Performance Level





IRQB Quality Monthly Customer Satisfaction 👍

Luise Nitsche, SMO BE QM

SIEMENS

Siemens Mobility – THAT'S US

38.500

Employees worldwide

9,1

Revenue in bn €

Munich

Headquarter

2006

First site IRIS certified

22

IRIS certified sites

6

SILVER QPLs



Portfolio



Rail infrastructure



Rolling stock



Customer services



Turnkey projects



Intermodal solutions

Be a partner of choice for our customers



We want to be a company that is obsessed with offering our customers a better experience every time we interact with them. Customer satisfaction is our priority. Our goal is to improve our customer satisfaction index by a further 20 percent at least.

<https://www.siemens.com/vision2020plus/de.html>

What factors are influencing customer satisfaction from your point of view?



As a system integrator we are a customer and a supplier. Customer feedback to our suppliers is as important as the analysis and improvement of our customer satisfaction



**Equipment
Manufacturer's**

Customer feedback via

- Supplier letters
- Quality dialog
- Supplier evaluation



Siemens Mobility

Analysis of internal
customer satisfaction via

- Customer satisfaction surveys
- KPIs (OTD, quality performance, ...)



Operators

Analysis of external
customer satisfaction via

- Net promotor score (NPS)
- Project-specific customer satisfaction surveys
- Customer perception KPIs (OTD, quality performance, ...)

The customer feedback to our suppliers is based on transparent KPIs and standardized processes

Supplier letters



- Monthly basis
- Comprehensive dashboard to monitor supplier performance
- Key KPIs like OTD, delivery capability, quality performance, NCCs will be evaluated

Quality dialog



- Regularly quality dialog based on supplier performance KPIs with supplier quality and procurement department

Supplier evaluation



- Yearly supplier evaluation will be performed by a cross functional team (quality, logistics, engineering, procurement)

Be a partner of choice for our customers



Customer satisfaction is our priority



Identification and implementation of improvements out of customer feedback brings business value and leads to a broader understanding of customer needs



Detailed analysis of customer satisfaction is done by the NPS, project-specific surveys and KPIs



Customer satisfaction based on trust, reliability and delivered results (on time & on quality)



Pushing Performance

**“Quality is ...
... when the customer comes back,
... and not the product!”**

– Philip Harting, Chairman and CEO

But: How to ensure that customer is satisfied?



Facts & Figures (Business Year 2019/20)



Pushing Performance

759 Mio.
euros in turnover



worldwide **44**
sales companies

> 5,500 employees

14 production
plants



founded in
1945

100 %
owned by the
Harting Family



Company HQ in
Espelkamp, Germany

Topic overview



Our Products, our Solutions



Pushing Performance

**Electrical/electronic connectors,
device terminations,
network components**



**Customised
solutions**

**e-mobility full-service provider,
Electro-magnetic
product solutions**



**Special machines
and tools**



Machinery & Robotics



Automation



Transportation



Wind Energy



Power Generation
and Distribution



Grocery retailing
and retailing



Automotive

**>>10000
Customer**

Customer Satisfaction



Pushing Performance

Basis for customer satisfaction is customer communication

- **Learn expectations**
- **Receive feedback**
- **Start dialogue**
- **Understand how you are seen**
- **Improve performance**

Customer satisfaction

Business Category: Customized Solution



- **Close Collaboration from the beginning**
- **Collaborative Development leads to direct feedback at an early stage**
- **Direct customer connection over the product life cycle**
- **Continuous Customer feedback linked to the individual project**

Customer satisfaction

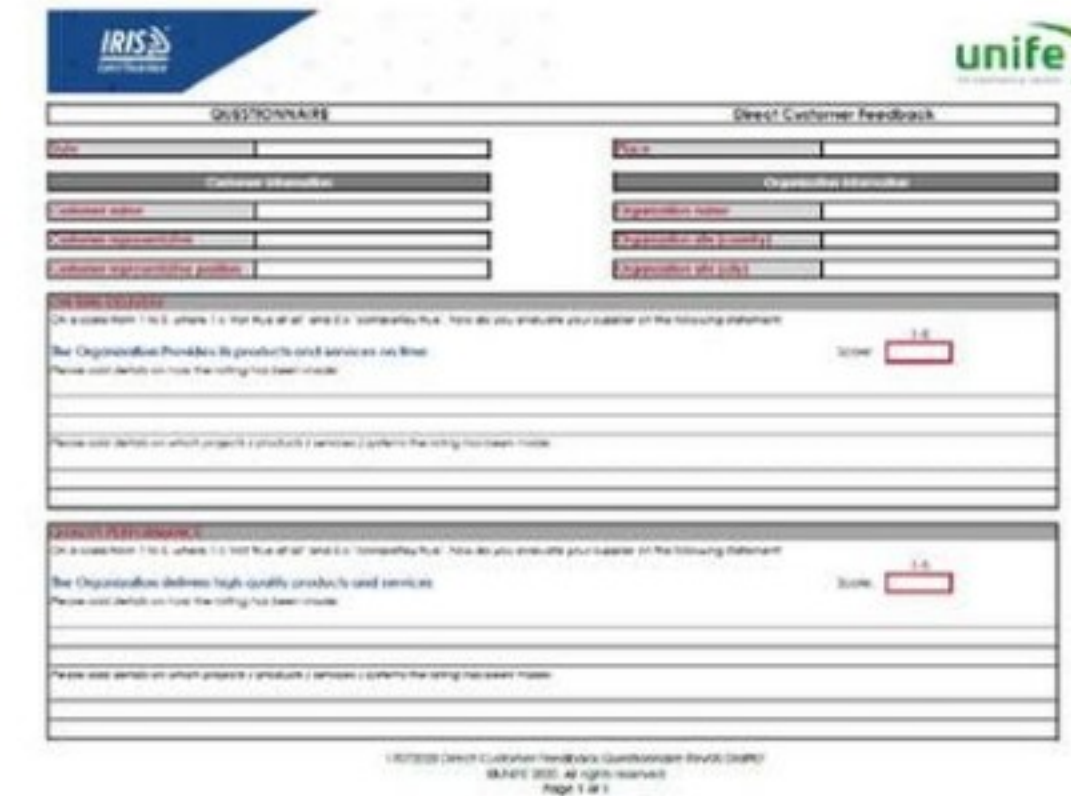
Business Category: Products



- **Product is developed with lead customer or according to the market requirements**
- **Same product is used by multiple customers**
- **We collect the Customer feedback via different channels**
 - **Direct sales (Customer visits, Boosts, ...)**
 - **Digital channels (Chat, Forum, Digital Boosts, ...)**
 - **Customer Surveys (local & global)**

Customer satisfaction

Railway specific regulations



The screenshot shows a 'Direct Customer Feedback' questionnaire. It includes fields for 'Customer information' and 'Organization information'. There are two main sections for rating: 'On a scale from 1 to 5, where 1 is the best and 5 is the worst, how do you evaluate your supplier on the following statement: The Organization Provides its products and services on time' and 'The Organization delivers high quality products and services'. Each section has a 'Score' field and a 'Free Text' area for details. The form is branded with IRIS and unife logos.

- **Additional measures to enhance communication with Railway customers**
- **Yearly customer survey based on UNIFE/IRIS template**
 - **The Organization provides its products and services on time**
 - **The Organization delivers high quality products and services**
 - **Free Text for details**
- **Questionnaire is sent directly to purchasing sites (not Headquarters)**
- **Answers as starting point for discussion to align expectations**

Customer Satisfaction

IRQB Webinar

Wiert Kalkwijk
Head of Quality
7 May 2021



Items

- Context - NS Operations
- Customer Satisfaction
 - Supplier Performance Measuring
 - Quality Management - Supplier Quality Assurance (SQA)



NS Operations, maintenance in strategic locations in NL



● 35 Service sites

4 Maintenance Workshops:

- Amsterdam - High Speed,
- Leidschendam (Sprinters),
- Onnen (Intercity),
- Maastricht (both).

● 2 Refurbishment Centers:

- Haarlem Refurbishment, Damage Repair, Bogies.

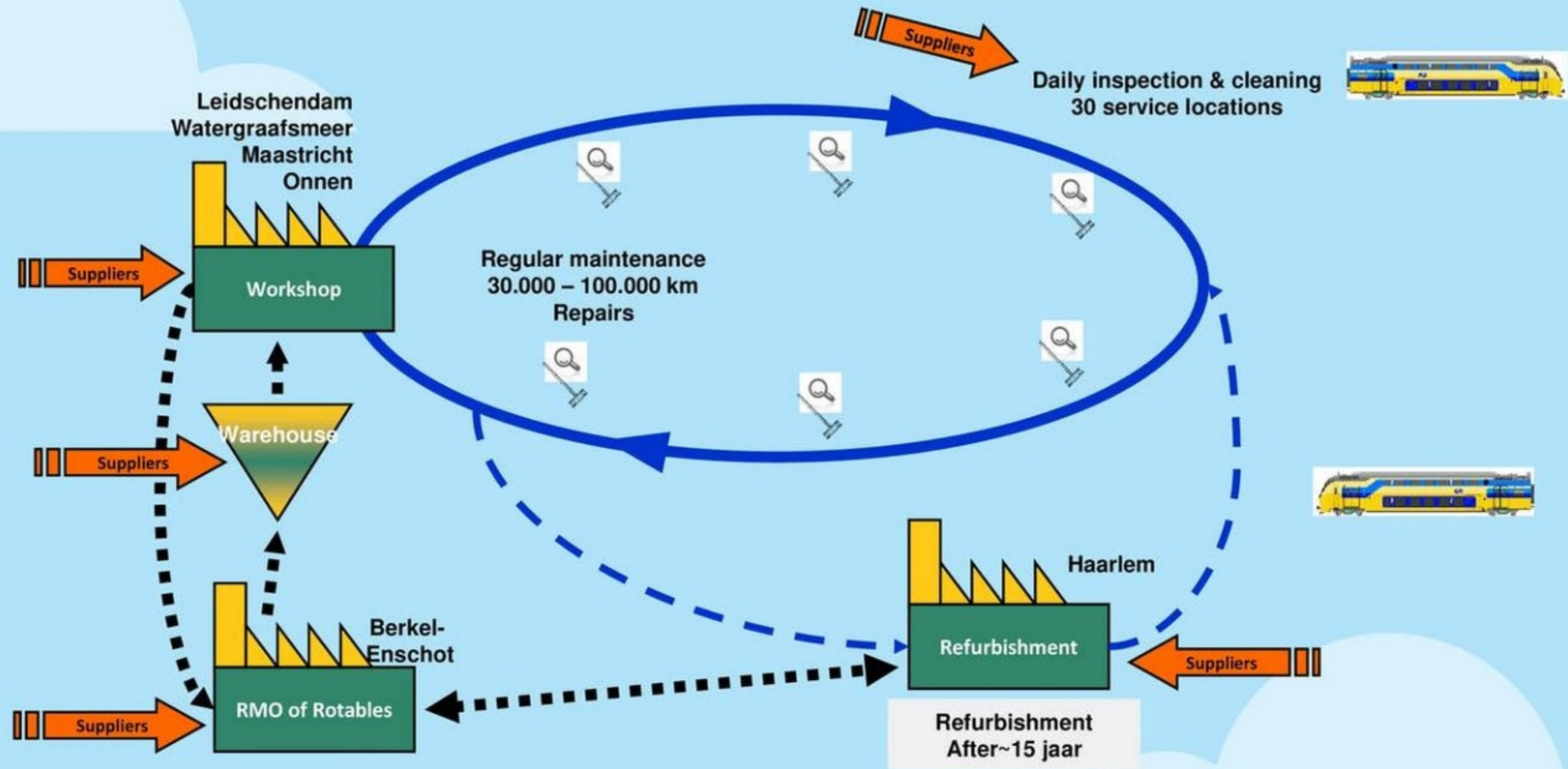
• Berkel-Enschot
Components Refurbishment.

● HQ in Utrecht.



Maintenance during the total life cycle

Procurement is active in all phases



Customer Satisfaction - Supplier Performance Measuring

■ QL - Quality and Logistics – Quarterly

Quality management:

1. Certification

Is Supplier certified according ISO-9001 and/or ISO/TS 22163 (IRIS)?

2. Process assessment/QMQ

What is the level of quality management at Supplier based on the outcome of the NS Quality Management Questionnaire (QMQ)?

3. Order yield

Quantity of order lines without non-conformities

4. Throughput time NCR's

The number of NCR's, out of the total quantity of NCR's in the relevant period, that have been solved by Supplier within the deadlines prescribed in the 8D methodology

Logistics:

5. Contract reliability (SLIP):

Number of Order lines delivered within the Delivery Time (number of days) as agreed upon in this Agreement

6. OTD confirmed delivery time (CLIP):

Number of Order lines delivered at the delivery date confirmed by supplier in the order confirmation

7. Order confirmation:

Number of order confirmations received in relation to the total number of order lines

8. Time to quote:

Average number of days between the date NS sends SUPPLIER a Request for Quotation and the date of receipt of the Quotation by NS



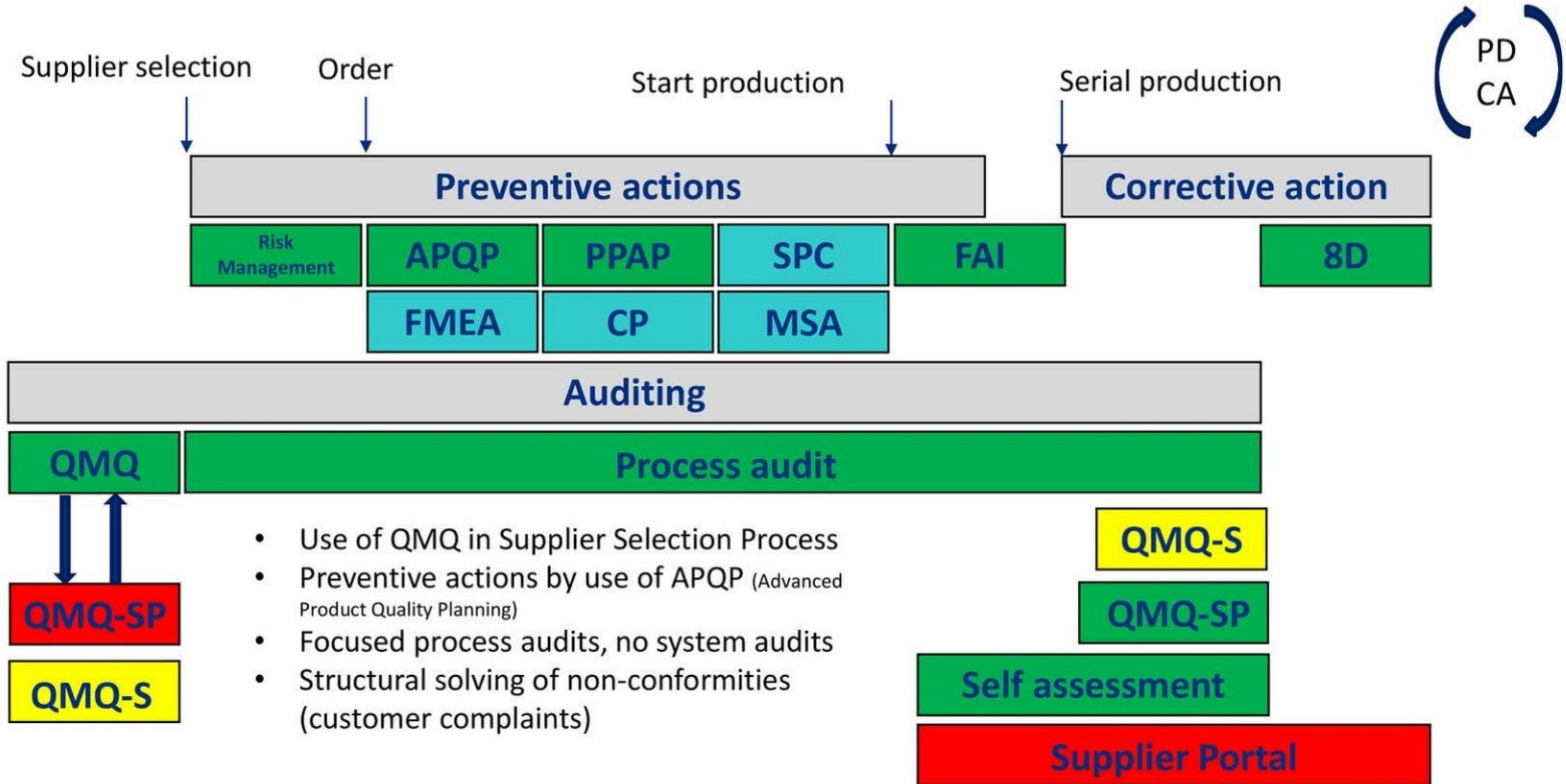
The targets are mutually agreed between NS and Supplier.



Customer Satisfaction

- Supplier Quality Assurance

GREEN = NS format / process
 BLUE = supplier format
 YELLOW = in development
 RED = future



- Use of QMQ in Supplier Selection Process
- Preventive actions by use of APQP (Advanced Product Quality Planning)
- Focused process audits, no system audits
- Structural solving of non-conformities (customer complaints)





IRQB Webinar 7 May 2021 – Customer Satisfaction The Auditor point of view

by: François Ouellette, Lead Auditor

Customer Perception vs Customer Satisfaction



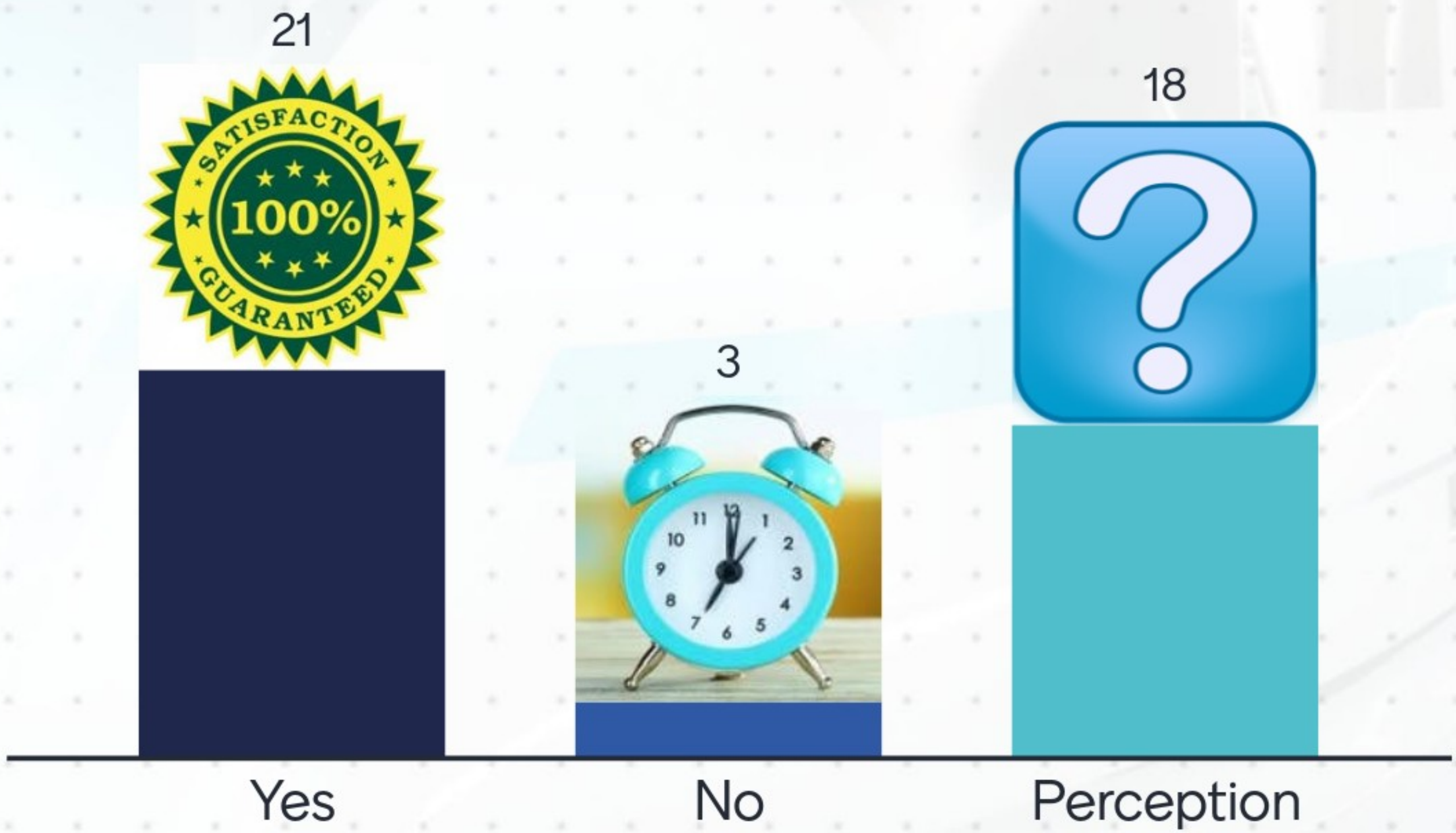
Perception
vs
Satisfaction



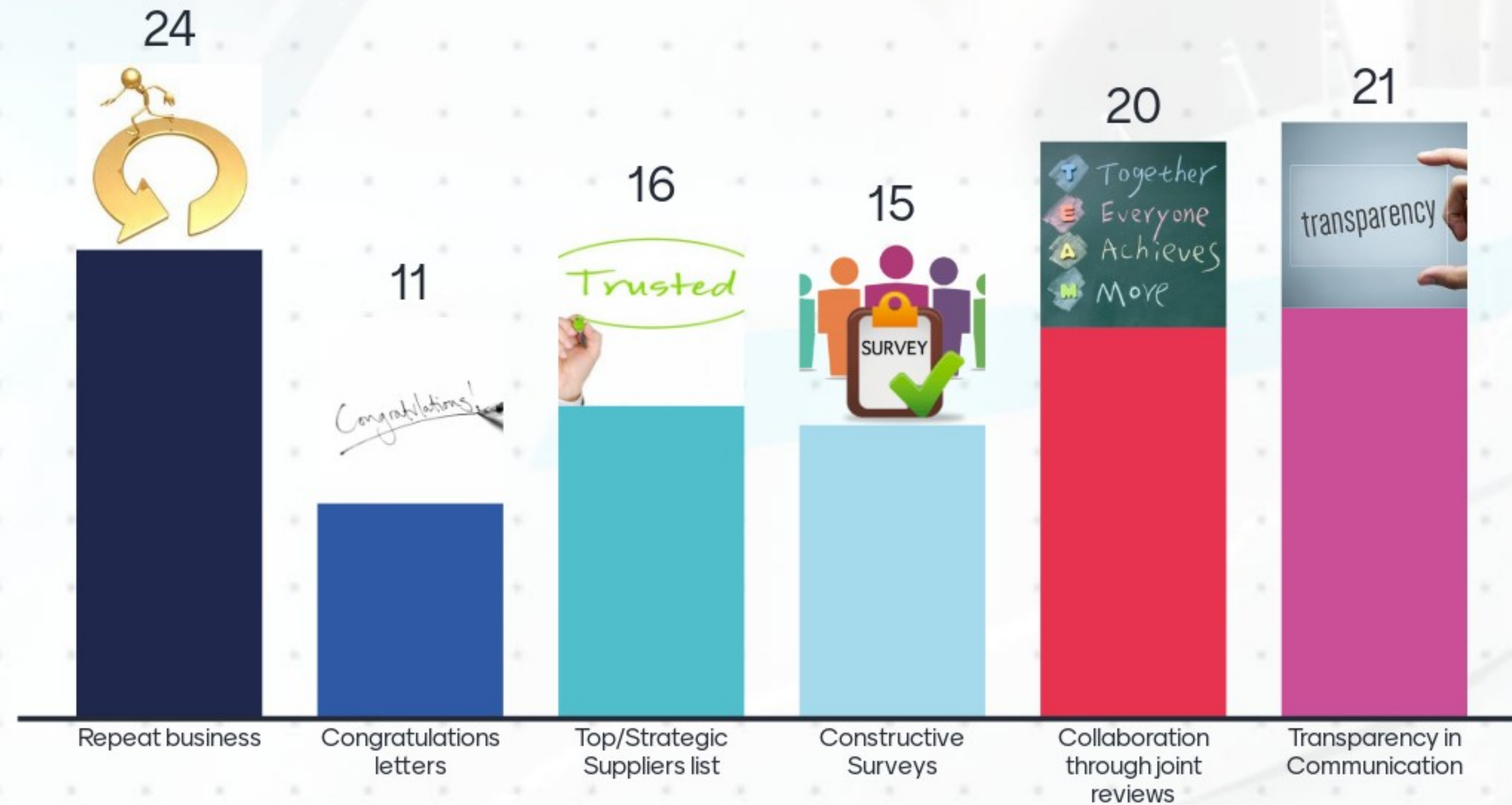
Identify the number of indicators that can be used to measure Customer Satisfaction?



Is on-time delivery (OTD) an indicator of Customer Satisfaction?



How many of these situations or approaches applies to you?



Continuous Improvement of the Customer satisfaction will bring you **GOLD**

- As an auditor, I expect the approaches, methods and processes to improve each year thru:
 - Continuous Improvement
 - Cultural Shift from Perception to Satisfaction
 - Improving the identification of the Customer's needs and expectations
 - Improvement Action Requests (IARs)



During the Data Review & Preparation of the Audit Plan, I pay attention to...

- Customer Perception (Ensuring that sufficient data is provided)
 - Stakeholder analysis
 - Capturing all customers (individually) needs and expectations
 - Customer feedback
 - Any communications (positive or negative) from Customers
 - Customer Perception KPIs
 - Negative: NC raised by customers
 - Positive or Negative: OTD
 - Positive or Negative: Customer Satisfaction besides NC and OTD
- During the preparation of the Audit Plan, I make sure that:
 - One dedicated session on Customer Perception
 - Included in the sessions with SHALL and Should requirements

On-site / Remote Audit – ISO/TS 22163 Enablers Evaluation

I pay attention to (SHALL):

- 5.1.2 Customer focus
- 5.2.3 Quality Policy
- 6.2 Quality Objectives
- 8.1.5 Change Management
- 8.2.1 Customer Communication
- 8.5.1.2 Special processes
- 9.1.2 Customer Satisfaction
- 9.3 Management Review

I pay attention to Communication with Customers (Should)

- 6.1.3 – Involving customer in joint work on risk assessments and response
- 8.1.1 – Outsourcing or transfer
- 8.1.3 – Review of SWOT with customer
- 8.9 – Participation in the FAI
- 9.1.1 – Response and resolution time

On-site / Remote Audit - IRIS Conformity Assessment 2020

- During the session on Customer Perception, I will cover the following:
 - Stakeholders Analysis – Review and discuss the data provided
 - Customer Perception – Review and discuss the data provided
 - KPIs – Review actual performance, improvement actions and their effectiveness
- Outcome of the audit - Identify Improvement Action Requests (IAR)
 - Aimed at driving Continuous Improvement and increase Quality Performance Levels

- The journey from Bronze to Gold

- Bronze – Enablers Evaluation



- Silver – More mature Customer perception approaches + more adequate KPI Customer satisfaction

- Gold – Obtaining mandatory Direct Customer Feedback

Q&A

0 questions
0 upvotes

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