# Contents

## On the Web

**Criteria Commentary** (https://www.nist.gov/baldrige/baldrige-criteria-commentary)
This commentary provides the "why" behind the Criteria, as well as additional examples and guidance.

## 3.2 Customer Engagement: How do you build relationships with customers and determine satisfaction and engagement? (45 pts.)

### a. CUSTOMER Experience

**(1) Relationship Management** HOW do you build and manage CUSTOMER relationships? HOW do you

- acquire CUSTOMERS and build market share;
- manage and enhance your brand image;
- retain CUSTOMERS, meet their requirements, and exceed their expectations in each stage of the CUSTOMER life cycle?

**(2) CUSTOMER Access and Support** HOW do you enable CUSTOMERS to seek information and support? HOW do you enable them to conduct business with you? What are your KEY means of CUSTOMER support and communication? HOW do they vary for different CUSTOMERS, CUSTOMER groups, or market SEGMENTS, as appropriate? HOW do you

- determine your CUSTOMERS' KEY support requirements, and
- DEPLOY these requirements to all people and PROCESSES involved in CUSTOMER support?

**(3) Complaint Management** HOW do you manage CUSTOMER complaints? HOW do you resolve complaints promptly and effectively? HOW does your management of complaints enable you to recover your CUSTOMERS' confidence, enhance their satisfaction and ENGAGEMENT, and avoid similar complaints in the future?

**(4) Fair Treatment** HOW do your CUSTOMER experience PROCESSES ensure fair treatment for different CUSTOMERS, CUSTOMER groups, and market SEGMENTS?

### b. Determination of CUSTOMER Satisfaction and ENGAGEMENT

**(1) Satisfaction, Dissatisfaction, and ENGAGEMENT** HOW do you determine CUSTOMER satisfaction, dissatisfaction, and ENGAGEMENT? HOW do your determination methods differ among your CUSTOMER groups and market SEGMENTS, as appropriate? HOW do your measurements capture actionable information?

**(2) Satisfaction Relative to Other Organizations** HOW do you obtain information on CUSTOMERS' satisfaction with your organization relative to other organizations? HOW do you obtain information on your CUSTOMERS' satisfaction

- relative to their satisfaction with your competitors; and
- relative to the satisfaction of CUSTOMERS of other organizations that provide similar products or to industry BENCHMARKS, as appropriate?

### c. Use of VOICE-OF-THE-CUSTOMER and Market Data

HOW do you use VOICE-OF-THE-CUSTOMER and market data and information? HOW do you use VOICE-OF-THE-CUSTOMER and market data and information to build a more CUSTOMER-focused culture and support operational decision making?

*Terms in SMALL CAPS are defined in the Glossary of Key Terms (pages 46–53).*

### Notes

**3.2.** Results for customer perceptions and actions (outcomes) should be reported in item 7.2.

**3.2a(4).** You should ensure that your approaches for managing customer relationships, enabling customers to seek information and support, and managing complaints promote equity and inclusion, and that they do not inadvertently discriminate unfairly or inappropriately against specific customers or customer groups.

**3.2b(1).** Determining customer dissatisfaction should be seen as more than reviewing low customer satisfaction scores. It should be independently determined to identify root causes and enable a systematic remedy to avoid future dissatisfaction.

**3.2b(2).** Information on relative satisfaction may include comparisons with competitors, comparisons with other organizations that deliver similar products in a noncompetitive marketplace, or comparisons obtained through trade or other organizations. Such information may also include information on why customers choose your competitors over you.

**3.2c.** Customer data and information should be used to support the overall performance reviews addressed in 4.1b. Voice-of-the-customer and market data and information to use might include aggregated data on complaints and, as appropriate, data and information from social media and other web-based or digital sources.

*For additional guidance on this item, see the Criteria Commentary (https://www.nist.gov/baldrige/baldrige-criteria-commentary).*