

Reliable feedback and information processing methods that inform a company, in a timely way, of what the customer wants and ensures that it is delivered.

The continual process of aligning a business's strategic intent with actual stated, unstated, and latent requirements of its customers; and, the discipline to stay focused on that intent from order to delivery.

Level 1 Plan	Level 2 Pilot	Level 3 Deploy	Level 4 Integrate	Level 5 Excel
<ul style="list-style-type: none"> ▪ No established quality policy or system; quality defined as whatever sells ▪ No systematic measure of customer satisfaction ▪ Product-out orientation ▪ No system for managing customer relationships ▪ No understanding of the relationship between process waste and customer satisfaction 	<ul style="list-style-type: none"> ▪ Basic quality system established on paper; quality defined as whatever is not returned ▪ Company can pass an ISO 9000 paper audit ▪ Measure of customer satisfaction based on expressed requirements only ▪ Still periodically fails to meet customer requirements ▪ Orientation is still product-out, but top management initiates TQM as its approach to the customer, who is seen to be interested in cost, quality, delivery, and service ▪ Analyze total business, the entire value chain from design to manufacturing, to identify non-value adding waste 	<ul style="list-style-type: none"> ▪ Quality system has been deployed; company complies with own system ▪ Company can pass both paper and on-site ISO 9000 audits ▪ Measure of customer satisfaction based on unexpressed as well as expressed requirements ▪ Customer's expressed requirements met, but unexpressed requirements still unmet ▪ Strong relationships with customers are established and there is a market-in orientation ▪ Performance measures throughout the company are geared to key process indicators of customer satisfaction 	<ul style="list-style-type: none"> ▪ Quality system being refined ▪ Measure of customer satisfaction based on expressed, unexpressed, and latent requirements ▪ Expressed, unexpressed requirements met, but failure in delighting customer ▪ Market-in approach emphasizes service elements of all products ▪ Feedback from service in the field to design team ensures better match between design and need ▪ Fast feedback systems catch errors, prevent defects, and shorten reaction times between discovery of errors and process abnormalities and corrective action 	<ul style="list-style-type: none"> ▪ Quality system being refined; quality is defined as Zero Defects ▪ Measure of customer satisfaction based on expressed, unexpressed, and latent requirements ▪ In all systems, standard operation and continuous improvement defined by customer requirements ▪ Firm regularly delights customer by anticipating latent requirements and providing excellent after-sales service ▪ Total business is engineered to serve the customer by delivering the products customers want, when they want them, without waste