Identify two businesses in your community with which you are familiar. Suggest four measures of quality for each. Rate each business on these quality dimensions. Then, answer the following questions.

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| --- | --- |
| **Measure of Quality** | **Rating (1 is poor, 5 is excellent)** |
| **Company   #1 Off the Hoof** **ISO 9000** | |
| Measure 1  Average customer wait time for seating | 1             2             3             4             5 |
| Measure 2  Satisfactory inspection ratings | 1             2             3             4             5 |
| Measure 3  Number of meals returned to the kitchen | 1             2             3            4             5 |
| Measure 4  Customer satisfaction ratings | 1             2             3             4             5 |
| **Company   #2 FedEx Malcolm Baldrige Award** | |
| Measure 1 Leadership: organizational leadership and social responsibility | 1             2             3             4             5 |
| Measure 2 Strategic planning: strategy development and deployment | 1             2             3             4             5 |
| Measure 3 Customer and Market focus: Market and customer knowledge and customer relationships and satisfaction | 1            2             3             4             5 |
| Measure 4 Human resources focus: work systems, employee learning and motivation, and employee well-being and satisfaction | 1             2             3             4             5 |

1. **What do these measurements tell you about the respective businesses?**

These measurements tell us the businesses are committed to providing top quality service and products to customers. Businesses that adopt quality standards such as ISO 9000 and Malcolm Baldrige are committed to meeting customer and employee needs.

1. **How might they improve on one of the indicators?**

**Off the Hoof:** This business may improve on *Measure 4:* *customer satisfaction* by implementing exit surveys on customer’s checks that allow customers to complete a customer satisfaction survey by calling a 800 number. After survey data is collected, the business makes adjustments based on customer feedback.

**FedEx:** This business may improve on *Measure 3: Customer and Market focus* by providing more FedEx drop-off and pick-up stores in local neighborhoods. For example, customers living in areas such as Arlington, Oakland, and Eads have to drive 10 or more miles to a FedEx facility in order to receive face-to-face contact with an actual FedEx employee.

1. **Does each business have a customer feedback mechanism? If so, what is it? If not, what would you recommend?**

FedEx has a customer feedback mechanism that allows customers to call into a 800 number to report customer issues and complaints. Off the Hoof should implement an electronic means of capturing customer feedback and satisfaction that allows customers to enter their satisfaction through an 800 number at their leisure.