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## IMPLEMENTATION OF ISO 10004:2018 GUIDELINES IN SERVICE SECTOR ORGANIZATIONS TO IMPROVE CUSTOMER SATISFACTION

In the modern market environment customer satisfaction management is strategically important for the service sector. Organizations are directly dependent on customers, compelling them to deeply understand their needs and fulfill the relevant expectations. Maintaining the appropriate level of customer satisfaction requires continual analysis of the entire experience of their interaction. The lack of a systematic approach significantly complicates objective assessment of service quality and timely identification of shortcomings in the actual service process.

To implement a systematic approach to customer satisfaction management it is advisable to use the guidelines of the international standard ISO 10004:2018 “Quality management — Customer satisfaction — Guidelines for monitoring and measuring” [1]. According to this standard, customer satisfaction is defined as the perception of the degree to which their expectations have been fulfilled, which reflects the discrepancy between previous expectations and the actual perception of the service delivered. An important aspect that the standard emphasizes is the nature of customer expectations: they can be not only clearly formulated, but also implicit or generally accepted. To ensure the development of the organization and attract more customers, continual service quality improvement is necessary. Implementing the guidelines of the standard enables organizations in the service sector to achieve comprehensive improvement of service quality provision and, as a result, improves customer loyalty.

A key advantage of applying the ISO 10004:2018 standard is the implementation of monitoring and measuring of customer satisfaction, which is based on the following guiding principles: commitment, capacity, transparency, accessibility, responsiveness, information integrity, accountability, improvement, confidentiality, customer-focused approach, competence, timeliness, comprehension and continuity, which involves mandatory analysis of the collected data in order to identify shortcomings in the provision of the service. For the effective use of the information obtained when making management decisions, it is advisable to use specialized tools, in particular Quality Function Deployment (QFD), which ensures the transformation of customer requirements into specific service characteristics [2].

The implementation of ISO 10004:2018 guidelines creates the necessary conditions for the transition from intuitive decisions to evidence-based management. Reducing the gap between customer expectations and the actual service quality delivered ensures its timely adaptation to the changing conditions of the modern market. Continual service quality enhancement helps to improve customer satisfaction, acting as a key factor in the sustainable development of the organization in the service sector.

### References

1. ISO 10004:2018 “Quality management — Customer satisfaction — Guidelines for monitoring and measuring”.
2. Moschenko I.O., Zaporozhets O.V. Research on the degree of satisfaction of the requirements of higher education applicants with the quality of methodological support of the educational process in universities using the QFD method. *Metrology and instruments*. 2025. № 2. P. 72 – 81. URL: <https://doi.org/10.30837/2663-9564.2025.2.10>