Critical Thinking Activity

Customer Demands Versus Organizational Capabilities

**“I don’t know why we keep collecting all this customer input and feedback. It’s clear they want a better product than our processes can produce,” said Derrick Kramer, CEO of Ronkel Inc.**

**“That’s true,” said Linda Carver, Ronkel’s director of quality. “But we are going to lose our customers if we don’t improve our processes. We need to do more than collect customer feedback. We need to use it to keep our processes up-to-date.”**

**Clearly, Ronkel needs to translate customer demands into process improvements. Explain how QFD could be used to help this company. How should Kramer and Carver proceed if they choose to apply QFD?**

**Peers Post:**

Customer feedback is golden information but only if an organization acts upon it.  Feedback can be hard to quantify into actionable items but if an organization doesn't put the time in make meaningful improvements then they will risk losing customers.  Product designs can be looked at as a living thing.  The product lifestyle of development, introduction, maturity and obsolescence should not be a new concept to anyone in this program.  However, QFD and customer feedback play in important role when transitions from one generation of products to the next.  The ultimate goal should be to develop a new product that customers are willing to purchase based on how they perceived the old.  The House of Quality is a tool that can be used to evaluate customer needs, rate them and translate them into design specifications that engineers can use for development (Goetsch& Davis, 2016).

In the case of Ronkel Inc, they are facing a common situation where they are collecting mountains of data but not really using to drive improvements.  It seems that they have done some internal analysis of their capabilities and feel as though they are not currently capable of meeting customer demands.  This could mean many different things like outdated techniques and technology, inadequate capacity to produce to customer demand, inability to produce a product in a cost effective matter and many others.  The point is that the customers are giving them the answer to narrow down the problem, they just have to choose to find it.  The customer may be saying the product is great but it's always delivered late, the product is superior but costs too much or the product doesn't meet requirements as well as a the competition.  This means that their analysis goes beyond just the product design.  It can mean design of the manufacturing line or capability of their current equipment, all of which plays a role in the customers perception of quality.