



finance development consultancy

## Customer Care

David Bailey

davidbaileyfcca



### Customer Care Objectives

- At the end of the workshop, participants will be able to:
  - Understand the importance of customer care to their future.
  - Confidently deal with customers in all situations, in person, by email and over the phone.
  - Deal with difficult customers.

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### Customer Care Programme

- Your customers and their needs and expectations.
- Defining your service and setting standards.
- The fundamentals of good communication - dealing with customers in person, by email and on the phone.
- Handling complaints and dealing with difficult customers.
- How to work in a team.

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### Customer Facts 1 of 5

- Are more customers or fewer customers complaining nowadays than they used to?
  - More people are complaining.
- Are the people who complain more young people, middle aged people or older people?
  - It is especially older people who are complaining: two-thirds of people over 50 apparently complain very often if dissatisfied about a product or service.

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### Customer Facts 2 of 5

- Does having a complaint resolved cause customers to be more or less likely to recommend the supplier to friends?
  - Having a complaint resolved apparently causes most customers to recommend the supplier to friends.

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### Customer Facts 3 of 5

- What percentage of customers tell someone if their complaint is not handled well?
  - 80% of customers tell someone if their complaint is not handled well.

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## Customer Facts 4 of 5

- What percentage of staff feel qualified to deal with customer complaints?
- Only 25% of staff feel qualified to deal with complaints.

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## Customer Facts 5 of 5

- What percentage of customer-facing staff have received specific training in dealing with angry customers?
- Only 33% of customer-facing staff have received specific training in dealing with angry customers.

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## Your Customers

### Exercise

- Who are your Customers?
- What are their needs and expectations?

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## The FAN Model

- **Customers:**
  - Who has the **Funds**? These are the people who will be paying for our facilities or services.
  - Who has the **Authority**? These are people who generally hold the power to decide whether to use our facilities or services.
  - Who has the **Need**? These are the people who will use our facilities or services.
- These may be the same individual or three different people or organisations.

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## What Are Our Customers' Needs?

- Our customers' needs can be summarised in four headings :
  1. Price  
“What is the cost ?”
  2. Quality  
“What is the quality / reliability ?”
  3. Service  
“What level of customer service ?”
  4. Information  
“What Information is needed / provided ?”

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## Praise

### Exercise

- Write an email to your organisation or department acting as a customer who has used your service recently.
  - What would the customer thank you for?
  - What would impress the customer the most?
  - How would the customer express his or her gratitude?
  - What specific aspects of your service appeals to the customer?

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## Praise - Action Planning

- What did you include in your praise letter that others did not?
- What did others include that you did not consider?
- Are you happy with what customers think of your organisation?
- What would you like to be different about what customers think?
- What can you do to achieve this?

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## Criticism

### Exercise

- Write an email of criticism from an imaginary customer's point of view.
- Include areas of weakness or short-comings in customer's eyes.

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## Criticism - Action Planning

- What areas did you highlight as weaknesses?
- Was there a consensus among the groups on these weak areas?
- Which areas need to be addressed immediately?
- What are you going to do about them?
- How do you want your customers to think about your organisation in these areas?

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## The Fundamental Belief of a Customer Focused Organisation

- "Customers are the reason for work, not an interruption of work".
- What did you learn this morning?

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## What I Can Do...

### Exercise

- Ask your colleague for something they cannot say "Yes" to.
- Use U S A to respond
  - *Understanding* - show you understand their request and show empathy
  - *Situation* - explain the situation
  - *Action* - what you can do.

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## Never Saying No

- What requests do you typically say "No" to?

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## Excuses, Excuses

- Avoid making excuses.
  - “I’m sorry your claim hasn’t been processed yet, but everyone has been on holiday and we’re pretty backlogged.”
  - “I’m sorry your claim hasn’t been processed yet. Let’s see how I can speed it up and what you can expect in the future.”
  - “I can’t do that. You have to talk to Claire.”
  - “Would you like me to transfer you to Claire, who is the one who can make that decision.”

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## Why Should the Customer be Interested in Your Problems?

- The customer is not interested in these things, don’t bother telling him or her about them, you will only make him or her angry and bored. They seem like feeble excuses.
- No matter how good your tests, your quality assurance system or your customer services, your systems have usually been designed by you, not by your customers.

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## Dealing With Customers

- “A lot of people don’t like that rule.”
- “Our computer has been doing that a lot lately.”
- “We’ve been short staffed for the last three months.”
- Don’t mention other/similar complaints.

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## The Problem with Problems

- Customers are not bothered about your problems, the problems of your supplier, your manufacturer, your staff, or your employees.
- Why should a customer be bothered about your problems?
  - Customers are not always bothered about your shortage of staff, the fact that your computer network has gone down, power cuts, rail strikes, leaves on the line, frozen points, portion control policies, your customer service policy, your need for a lunch break etc.

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## Getting it Right: the Overall Package

- Customers include everything as ‘part of the package’ - so you can never use the excuse - “That’s the other department’s responsibility”, or “It’s the delivery driver’s fault”, or “It’s a computer problem that caused it”.
- A customer expects everything to meet their expectation - so you have to ensure that everything which forms ‘part of the package’ is ‘spot on’ - even if part of the service is outside your control or authority - and that may be difficult to do.

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## Customers will Typically Consider all the Following as Being ‘Part of the Package’:

- Product or service reliability
- Consistency
- Speed and timeliness of delivery
- Accuracy of paperwork
- Courtesy of telephone answering
- The value of information you give e.g. accuracy and usability of any instructions on how to use it
- The service provided by the delivery organisation
- The attitude of staff - “can do” or “not my job.”

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## What are the Benefits to our Customers ?

- What are the benefits to our customers of the service we provide ?
- A benefit is something which will meet a real (often personal) customer need.
- We need to be able to identify the benefits that our product or service provides.
  - Note : A feature of our product or service is only a benefit to a customer provided that they perceive they have the need which it meets.

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## Moment of Truth:

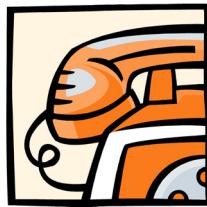
- Defined as “Any episode in which a customer comes into contact with any aspect of the organisation and gets an impression of the quality of service.” (Albrecht 1988).
- Good customer service is all about **improving the moment of truth**.

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## Telephone Technique (1 of 2)

- Cheerful
- Helpful
- Polite
- Prompt
- Take messages carefully
- Transfer helpfully
- Permit no distractions
- Ask to hold respectfully
- Call back when you can

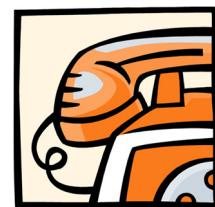


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## Telephone Technique (2 of 2)

- Use names
- Don't make asides
- Don't eat
- Don't keep transferring
- Always call back
- No doubtful language
- Avoid three-way conversations
- Care with jargon



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## Dealing With Difficulty

- Exercise: Fists
  - Asking versus telling
  - Telling versus persuading
  - Building rapport
  - Body language
  - Choice of words
  - “Because” - explaining the reason why you want or need someone to do something.

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## The Two Dimensions of Quality Customer Service

1. Procedures
  - Systems, procedures and processes - the way things get done. The mechanisms by which customers' needs may be met. Normally they are systematic, formal and organised.
2. People
  - The human or interpersonal side.

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## Service Assessment Scale

Is your department:

Positive	?	Flexible
Tactful	?	Constructive
?	Knowledgeable	Organised
Gracious		

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## How do your Customers see your Organisation?

- Is it a pleasure to do business with you?
- Do they look forward to it?
- Are your systems easy to use?
- Are your people easy to deal with?
- Are staff friendly and helpful?
- Do they enjoy doing business with you?
- Are they delighted to do business with you?

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## The Effects of Poor Service

- “An unhappy person remembers the incident for 23½ years and talks about it for 18 months.”  
**White House Office of Consumer Affairs**
- “Each dissatisfied patient tells an average 10 people about their bad hospital stay.”  
**Humana Research**
- “In the average business, for every customer who bothers to complain, there are 26 others who remain silent.”  
**TARP, Washington DC**

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## The Customer is Always Right

Sometimes confused, misinformed, rude, stubborn, changeable and even downright stupid  
**BUT NEVER WRONG.**

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