Contents

Bet	Before you begin			
Тор	oic 1: Advise on customer service needs	1		
1A	Understand and assess customer needs	2		
1B	Diagnose problems and improve customer service delivery	16		
1C	Advise on options to improve customer service	29		
1D	Use business technology to present information	38		
Sun	nmary	41		
Lea	rning checkpoint 1: Advise on customer service needs	42		
Top	oic 2: Support customer service strategies	47		
2A	Promote and implement customer service strategies	48		
2B	Identify budgetary considerations in delivering strategies	57		
2C	Resolve customer difficulties and complaints promptly	67		
2D	Implement customer service strategies	78		
Sun	nmary	80		
Lea	rning checkpoint 2: Support customer service strategies	81		
Top	oic 3: Evaluate and report on customer service	85		
3A	Review and measure client satisfaction with service delivery using customer data	86		
3B	Identify and report the changes necessary to maintain service standards	94		
3C	Recommend and advise on future directions in customer service	99		
3D	Maintain systems and records for customer satisfaction reports	103		
Sun	nmary	106		
Lea	rning checkpoint 3: Evaluate and report on customer service	107		

Aesthetics (appearances)

The customer has a need for the product that looks the best, even though it may not actually be the best product in terms of performance, practicality or value.

Social acceptance

The customer has a need for the product or service that gives them the most social benefit and gratification. The customer needs the product/service because it is 'cool' or fashionable at that time. Fashion and fad items are good examples of products with high levels of social acceptance.

Customer service

The customer has a need for the product or service that has the greatest level of customer service and support. The customer may even purchase a more expensive product and/or one of lesser quality to competitors' offerings, just because the organisation offers the best customer service.

Define customer service

Customer service is the term given to the assistance, advice and support an organisation offers its customers. It encompasses a range of specific behaviours, such as listening actively, communicating and explaining clearly, questioning and summarising information, showing empathy and being cheerful and positive. People prefer to deal with a company or store where they are treated well. It also includes the extent to which the organisation has efficient and flexible ordering, delivery and payment processes; provides high-quality products and services to meet the customers' needs; and has policies and procedures in place to ensure service is delivered to customers consistently and at the desired standard.



Use communication techniques

Workers and management will have some idea of their customers' needs, but informal opinions can be one-sided, subjective and not based on what the customer might report if they were asked directly.

In order to have satisfied and long-term customers, organisations can make use of several formal and informal information sources to access data on customer service needs to provide a more holistic and objective picture.

Customer satisfaction surveys

Customer satisfaction surveys, questionnaires and feedback forms can be used to assess customer service needs as they provide customers with an opportunity to either compliment or complain about the organisation's customer service. They may be provided with the product or service, mailed to the customer or left in a conspicuous place such as on a shop counter. Many car rental companies place a feedback form on the dashboard of their vehicles to attempt to get feedback from customers. Other businesses provide a postage-paid envelope to customers to increase the chances of receiving completed forms. Online feedback forms are increasingly being used to allow customers to provide



feedback more conveniently. A typical online feedback form will include form fields for the customer's name and contact details and a space for comments.

Customer complaints log

Many organisations will log customer complaints, whether customers have chosen to complain in writing or verbally.

Some customer complaints logs only capture patterns in complaints, while others also include space to record outcomes. Here is an example of an analysis of complaint forms.

Analysis of complaint forms 1 June to 8 June					
Date	Complaint	Complaint made by	Complaint directed at		
3 June	Salesperson could not provide sufficient information	Member of public (not regular customer)	Salesperson		
6 June	Goods not delivered on time	Corporate agency	Distribution company (an outsourced service)		
8 June	Information required to provide to customer not available in time	Colleague	Colleague		

1B Diagnose problems and improve customer service delivery

Customer service needs that have been identified must be further analysed in order to diagnose any customer service problems that exist and areas in which the organisation can improve.

To effectively understand whether customer service gaps or mismatches exist in your organisation, you will need to undertake a customer service audit.

Perform a customer service audit

A regular customer service audit can give an organisation up-to-date information about how satisfied customers are with customer service performance. Audit is a term used to describe a



process whereby procedures, practices and records are closely examined and checked to ensure they meet certain standards. It reviews the organisation's customer service performance by analysing the business from the customer's perspective. A customer service audit is a review of the way services are delivered by an organisation.

A customer service audit includes:

- the quality of current customer service
- what customers complain about the most
- how well staff work as a team
- how customer service can be improved
- how the organisation's service compares with that of its competitors
- how easily an organisation's customers are able to use its systems.

An effective audit

The organisation performs a customer service audit by observing staff in action talking with customers, gathering and analysing information from customer feedback and complaint forms, conducting surveys, issuing questionnaires and asking third parties (such as industry bodies or suppliers) to comment on service levels.

To be effective, audits should be conducted regularly. Some organisations have developed a formal customer service audit checklist to help with their implementation.

A customer service audit may examine:

- communication with customers
- promptness with orders, deliveries, etc.
- flexibility within each situation
- provision of information
- handling of problems
- provision of feedback.

Analyse qualitative feedback

Feedback received during telephone calls, face-to-face discussions, emails and letters can also be gathered together and analysed by looking for trends in the comments made. It can be more time-consuming to assemble information that comes in these formats rather than numerical or quantitative data. However, the sort of 'free form' or qualitative feedback offered in letters or meetings can be extremely valuable as it allows customers to say exactly what's on their mind without restricting them to categories or grading scales.

A hotel, for example, might be told that 'I ordered room service and on both occasions the meal was not hot when it arrived. I asked for a replacement meal and was provided it both times, but this should not have happened', or 'Thanks for organising two adjoining rooms for us and our kids - it was great' or 'I would like to have seen more vegetarian dishes on the menu'.

Here is a series of actions that can be taken to respond to feedback.

Respond to feedback

Sort feedback 1

> Sort feedback into different groups; for example, those relating to food, to housekeeping, to front desk management.

Communicate 2

Pass on information to relevant managers; for example, feedback relating to food would be conveyed to the hotel's chef, a compliment about room arrangements would be passed on to the front desk manager.

Log data into spreadsheet 3

> Enter the data into a spreadsheet in different categories, such as catering, housekeeping and front of house.

Present information 4

> To improve service delivery and keep track of things they are doing well, managers of the hotel meet monthly. Information collated and presented by the marketing coordinator is presented in summary form by managers, discussed, and used to set performance goals for teams.

5 As the choice and standard of food seemed to be issues, the marketing coordinator could change the feedback forms to include a section on the standard of food offered.

Review and change the feedback forms

Resource considerations and restrictions

The resources at your disposal must be kept firmly in mind in terms of the funds available to implement any proposed strategy designed to improve customer service, as well as the human resources available. Any strategy you develop must be realistic and fit within the organisation's overall resource levels.

For example, if you have identified that customers are demanding longer business hours, then a strategy aimed at opening for an extra hour each day will need to factor in whether the organisation has the staff and money available to implement this strategy.

Quality assurance

Quality assurance is necessary in industrial organisations (for example, manufacturers), which require quality certification and compliance to make business operations safe and effective to meet regulatory guidelines.

However, most organisations have quality assurance procedures in place to ensure operations are performed to the required standard. As such, these procedures affect customer service policies and procedures and can directly affect the manner in which staff operate.

For this reason, it is important to factor quality assurance requirements into any proposed customer service strategies, so as to not violate or be in conflict with quality assurance requirements. An example could be a manufacturer seeking to increase production times to reduce customer order waiting periods. Before deciding to cut back, speed up or reduce any area of the production process, the organisation must ensure any action maintains its quality programs.

Legal requirements

In situations where there are legal requirements affecting the customer service your organisation provides, any option for improving customer service must not be in breach of these legal requirements. These legal aspects could include privacy issues relating to collecting customer details, anti-discrimination or access and equity.

Here are examples of legal requirements relating to customer service that must be followed in different industries.



- Clothing articles must display washing instructions.
- Children's nightwear must have fire safety labels.



 Staff who prepare or sell food must be aware of the correct handling, storage and cooking methods.

Consistent

Any customer service improvement strategy you come up with must be consistent with the organisation's overall strategy and goals. A strategy you develop may be an excellent idea, but it needs to be consistent with what the organisation is doing and trying to achieve as a whole.

Measurable

The advice you give on improving customer service must be measurable by listing the exact goals or targets you want to achieve; for example, customer call times to decrease to 30 seconds, order periods to decrease to seven days, sales to increase by 12 per cent. Setting exact goals increases clarity on what is expected and provides a benchmark for people to strive towards. Having a measurable target allows you to measure your progress and your success in implementing the strategy.

Realistic

The strategy you develop must be realistic in the sense that it must be attainable given the organisation's current resources. Any strategy to improve customer service must factor in the organisation's resource capabilities; otherwise, the strategy is not going to be implemented effectively.

Options for improving customer service

When exploring options for improving customer service delivery, it is essential that you are able to think laterally. Approach those who have had previous experience in a similar situation and ask for their advice and suggestions.

Here are some examples of strategies aimed at improving customer service performance.

Improve staff-customer interaction

- · Provide training in communication, interpersonal skills
- · Use videos to show correct techniques
- Brainstorm ideas at staff meetings

Develop a more efficient customer database

- · Purchase a specialised software application, and train staff in its use
- Provide more detailed information on customer contacts
- Designate a person responsible for keeping the database current

Develop more streamlined procedures in organisational systems and processes

· Provide options for improved customer service

Responsibilities

Outlines which person, team or department is responsible for which areas of customer service. This is particularly important for larger organisations where collaboration between people or departments is required when serving customers. For example, the charter could state which person, team or department is responsible for:

- · receiving customer enquiries
- · serving customers in the ordering process
- · taking customer orders
- · processing customer orders
- · resolving customer complaints and disputes.

Pricing policy

Outlines the organisation's overall pricing policy. This is usually done broadly in terms of where the business prices itself in the market (high-end vs low-end) and may include a commitment to guarantee the lowest cost or to match or beat competitors' offerings.

Refunds policy

Provides details about the circumstances under which the organisation will allow customers to return or exchange items and under what conditions refunds will be issued. This needs to be clear and specify things like the time frame in which products can be returned, any purchase amount limits that apply, staff/manager approval required, and presentation of receipt conditions.

Guarantees/warranties

Information about guarantees and warranties the organisation provides on its products and services. These need to be specific and clear to meet legal guidelines and provide the customer with an accurate view of any conditions or restrictions that may apply to prevent misunderstandings later on.

Online services

Consumers can now easily access goods and services via the internet, which has radically changed the way consumers and businesses interact. The way businesses can manage their dealings with customers has been revolutionised.

Here are examples of what web-based technology can provide:

- When combined with fast, remote connections, it allows organisations to provide prompt, reliable service
- Support staff can access centralised product and customer databases online
- Support staff are able to readily access purchasing, ordering or client account details remotely
- Customers can carry out complete transactions, from ordering and payment to warranty registration
- Businesses with well-developed and informative websites are able to transact with customers locally
- Businesses have affordable, accessible alternatives in the way customer profiling is managed
- Customer-monitoring activities can be outsourced

Example: customer service technology

Maria takes many phone calls from clients each day. She uses a headset, so she is also able to type customer information and access records using her computer. Her voicemail system captures missed calls.

Maria receives a customer complaint call and calls her team leader Jo to discuss it.

Jo suggests that Maria creates a new file on the problem and assembles all the information relevant to the client's issue. She asks Maria to use Outlook Calendar to arrange a time they can meet.

Maria accesses the client's records electronically. She opens the organisation's database management system and then prints out the relevant information. She accesses other information related to the customer's product using the organisation's intranet.

Jo and Maria meet and discussed the problem by phone with the interstate product manager, putting him on loudspeaker. Together, they work out a resolution that will satisfy the client.

A phone call and email provide the client with a form to fill out.

Once the issue is resolved, Maria shreds confidential information shared by the client and updates their record in the database. In the

meantime, Jo works on a report created using organisational electronic forms and templates. The report is emailed to the product manager and kept on the organisation's shared folders on the computer server where others can access it.



Present proposals on improvements

When communicating with different individuals and groups, it is essential that you be mindful that different methods may not be appropriate. For example, how you communicate a customer service strategy to sales staff will be different to how you present it to senior management. It is important to use the correct presentation method, or combination of methods, for your target audience.

The nature of the strategy you are presenting will also affect the communication method you use. For example, a major change in customer service strategy involving multiple departments throughout the organisation will most likely require a more formal presentation method than a simple change to opening hours.

Each method has its pros and cons and which method/s you select depends on who your audience is and the nature of the message you are giving. Here is a list of different ways of communicating to different audiences.

Methods of communicating about change

- · Formal presentations
- Emails, company memos, staff meetings and training sessions
- · Development of policy and procedures manuals
- Press releases
- · Regular company newsletters
- · Customer information sessions
- · Updates on company website
- Advertising on TV, radio, newspaper or online
- · Promotional handouts, brochures or flyers

Guidelines for presenting proposals and implementing strategies

Regardless of the way in which proposed service solutions can be presented, there are a few guidelines to follow when presenting and implementing a strategy aimed at improving customer service. These guidelines act as a checklist to make sure that you've done all the work you should have before a strategy is presented and implemented. Following these guidelines will provide you with the greatest chance of your strategy being accepted and implemented effectively by staff.

Aspects of a strategy to describe and explain can include:

- the customer service issue
- customer service needs
- the implication of inaction
- a range of possible solutions
- the recommended solution.

2B Identify budgetary considerations in delivering strategies

Implementing a strategy to improve customer service may require you to identify and allocate budgetary resources. Budgetary resources include funds, staff and time. This area of responsibility requires that you identify budgetary limitations and research your costs. Any training that is required to improve customer service should also be recognised as a cost in terms of time and money.

Depending on the strategy, different budgets may be relevant. An IT strategy, for example, may be achieved with funds allocated from a project budget, while many other customer service strategies will be accounted for in a marketing budget.

Here is how one organisation might prepare its budgets.

Sales budget

An estimate of future sales, often broken down into both units and dollars; used to create the organisation's sales goals

Production budget

An estimate of the number of units that must be manufactured to meet the sales goals; the production budget also estimates the various costs involved with manufacturing those units, including labour and materials

Cashflow/cash budget

A prediction of future cash receipts and expenditures for a particular time period that is usually in the short-term future; the cashflow budget helps the organisation determine when income will be sufficient to cover expenses and when there will be a need to seek outside financing or draw on capital reserves

Marketing budget

An estimate of the funds needed for promotion, advertising and public relations to market the product or service

Project budget

A prediction of the costs associated with particular internal projects that include labour, materials and other related expenses; the project budget is often broken down into specific tasks, with task budgets assigned to each

Management budgets

Used to support specific management actions; these can include budgets for stock levels, development budgets, contingency analysis, GST commitments, tax commitments, etc.

Maintenance

How items allocated to this category could affect customer service:

• Ensuring equipment is kept operational to ensure effective service delivery

Merchandising equipment

How items allocated to this category could affect customer service:

• Setting up new displays to keep customers informed of new product lines

Allocate available resources to systems, programs and communication

An organisation that runs efficiently with effective systems in place can deliver a better standard of customer service. These systems also contribute to the smoother implementation of changes within the organisation. Here is how an organisation might allocate resources to systems, programs and communication.

Policies and procedures

How items allocated to this category could affect customer service:

- Developing a more flexible returns policy
- Reassuring customers that the organisation complies with legal and ethical requirements

Advertising

How items allocated to this category could affect customer service:

- Sending mailouts to customers with surveys, newsletters and advice regarding new products
- · Setting up a website to give customers another means of contact
- Developing and printing brochures to improve customer knowledge of products

Incentives

How items allocated to this category could affect customer service:

- Setting up a customer rewards program
- Starting staff awards for the delivery of excellent customer service

Apply a team approach

When working with a whole team, provide positive reinforcement of customer service strategies by:

- · respecting the contributions of all participants
- · giving credit for achievements
- presenting and promoting a positive image of the group
- solving problems that staff need to face together do not leave them feeling like they are on their own and encourage them to work as a team when challenges arise
- provide encouragement
- give constructive feedback instead of criticism if performance needs improvement.

Mentor team members

Whereas a coach provides assistance in performing the duties involved in a particular role, a workplace mentor acts more as a role model or a symbol of the values desired in staff. While a mentor may be similar to a coach and have the technical expertise and experience of performing the team member's duties, the mentor's real role is to provide emotional support, advice and confidence. Hence, mentoring relationships are often not just about what needs to be done on a day-to-day basis at work, but also encompass personal goals and other issues.

Mentors are usually not a team member's immediate supervisor or manager, although they can be. This is because mentoring is a long-term relationship that goes beyond the technical or day-to-day aspects of the job. Also, it would be difficult for a supervisor to effectively be a mentor to all of their team members and unfair on other team members if one staff member was mentored and another wasn't.

In a customer service context, mentoring can involve:

- being a role model in terms of behaviour and attitude
- providing emotional support and confidence for new employees and protection for team members who have made an honest mistake
- encouraging fair and ethical practices in customer service
- encouraging non-discriminatory work practices
- providing strategies for achieving both work and personal goals
- providing career advice
- providing feedback
- nominating team members for promotion and advising others when they have performed well.

Implement a customer complaints procedure

When it is implementing a customer service complaint procedure, an organisation will need to deploy a variety of steps and strategies. Here are examples of steps to follow to successfully resolve customer complaints.

Steps to successful complaint resolution

1 Receive and log complaints

Customers must be easily able to log complaints and staff should record all details for future reference and analysis.

2 Investigate the complaint

The staff member who took the complaint, the staff member who was responsible for serving the customer originally or the manager responsible for the staff member may investigate the complaint. All details of the customer's dealings with the business must be sought to determine exactly what happened.

3 Declare to resolve the complaint

The customer's complaint may not be able to be resolved immediately if you need to investigate the details of their complaint. In such circumstances, it is important to reassure the customer that you will resolve the complaint and to take responsibility for doing so.

4 Solve the complaint

After investigating the complaint, it will become evident what has happened. Now action by the organisation is required. Determining what action to take involves consulting the organisation's policies and procedures.

Notify the customer of the solution

The customer must be notified about what action will be taken by the organisation to resolve their complaint.

6 Follow up with the customer

It is important to follow up with the customer once the dust has settled to see how they felt their complaint was handled. If the customer is still unhappy with the outcome of your analysis, then you may need to direct them to an outside party (for example, an ombudsman).

Refund the customer's money

Many goods come with money-back guarantees, which may be used as a selling point. Guarantees sometimes persuade a customer to buy when they are not totally sure they want the product. Where no guarantees are explicitly stated, an organisation may still refund money for goods that are faulty or unsatisfactory.

The returns and refunds policy may state that your customers are required to have proof of purchase showing they bought the goods from your organisation within the last two months. A flexible refund/returns policy can result in an increase in business, which may outweigh the additional costs.

All staff should be aware of the procedures for making refunds in your organisation. In particular, they should be aware of the accounting and paperwork aspects of a refund.

Here are some aspects of these policies and procedures you will most likely need to know.

What staff need to know about refunds and exchanges

- How and when the refund is to be made; for example, cash, cheque or credit card
- When no refund or exchange is allowable; for example, if goods have obviously been used
- When staff must give customers a full refund and when an exchange or voucher is appropriate
- How the refund is to be recorded and accounted for; for example, special forms supplied
- What paperwork and forms are to be completed acknowledging that a refund has been given
- What authority is required for a refund and any dollar limits that apply
- · When an issue should be referred to a supervisor or manager

Replace faulty or incorrectly delivered products

Customers who have received a faulty product or one that was incorrectly delivered may wish to have their item replaced, rather than receive a refund. Procedures for replacing goods will vary according to the type of product and the organisation. Staff may be authorised to replace goods if a customer is unhappy with a product or when the goods are found to be faulty. The organisation should have a form that allows staff to record the details of the fault and how and when the goods were replaced. If a particular product is consistently returned, the records help an organisation find ways to identify and resolve the problem.



Product or service availability

Product or service availability, like the guarantee of quality, is another fundamental of good business. If a good or service is advertised, customers will be disappointed if the organisation cannot deliver.

The organisation's stated standards and delivered standards match

If your organisation is unable to provide the quality of product or level of service that it promises, then it is placing added, unwanted and unreasonable pressure on frontline staff who have to deal with dissatisfied customers. Effectively, if your enterprise does not measure up, then you are asking your team to defend the indefensible.

Pı	ractice task 8
1.	If managers come up with a strategy they believe will greatly improve customer service but staff are reluctant to implement the changes, what are some ways to promote the changes and overcome this?
2.	Think of a positive experience you have had over time with an organisation that appears to have sound foundational customer service strategies in place. Describe how this organisation gets customer service right in at least three key ways.

3A

Review and measure client satisfaction with service delivery using customer data

Evaluating customer satisfaction with an organisation's service delivery involves assessing the effectiveness of strategies, assessing how well the implementation of any new strategies was managed and identifying areas where further improvements can be made. By continually monitoring the effectiveness of the customer service strategies implemented, the organisation can identify which practices to continue and where further improvements are needed.



Customer feedback systems

Customer service needs are continually changing.

What customers deemed as acceptable in the past may not be the case today or in the future. To continually meet the changing customer service needs of its customers, an organisation should continually measure and evaluate customer satisfaction by regularly analysing verifiable data. There is a need for constant review and measurement of what customers need and expect from your organisation's customer service and what they feel they are being delivered.

Customer feedback systems collect information about the way an organisation is perceived by its customers and should be collected in a targeted and deliberate fashion. Here is an example of what information customer feedback systems can provide.

Customer feedback can provide answers to the following questions:

- Are customers satisfied and to what extent?
- What are customers' opinions about the service they receive?
- What do customers like about the service they receive?
- What do they dislike?
- Which complaints are most commonly made?
- What suggestions have customers offered?

Customer satisfaction surveys

As well as providing information about customers' current needs, customer satisfaction surveys can function as part of an overall and comprehensive customer feedback system. They are used to collect both qualitative and quantitative data on the organisation's customer service performance. Unlike feedback forms, which are continually used, a survey is commissioned as a project to survey a defined population of respondents (in this case the organisation's customers or potential customers) and get their thoughts, opinions and attitudes on a range of issues related to the organisation and customer service in general. Hence, surveys can be used as a one-off or intermittently over a certain period of time; for example, every six months.

Secondary research

There are many reliable forms of customer service performance data that already exist within an organisation. This is secondary data that was originally collected for another purpose, but is also useful at providing an analysis of customer service performance.

Secondary research can include:

- net sales figures and sales growth
- market share
- number of product refunds, returns and exchanges
- number of cancellations of services
- number of customer complaints received
- customer waiting times
- number of clients on the organisation's books
- staff turnover and absenteeism and staff performance appraisal data
- quality assurance data.

Manage the feedback process

When collecting feedback on your organisation's customer service and satisfaction, there are many decisions to make as you think about what information you would like to gather and how you are going to do it. Motivating customers to respond to your requests for feedback is often difficult, possibly because they don't believe their complaints will be taken seriously. Also, many customers only contact the organisation if they are upset and have a complaint to make, and many customers do not have time to complete a feedback form or survey.

Here are some questions and ideas to help you manage this process and receive worthwhile results.

Comparing data

Has the information been collected and analysed in the past? If it has, design a survey or structure interview questions based on the existing information or old surveys so the data can be easily compared.

Number of responses required

How many responses will you require to get enough meaningful data? Remember that some clients will not have the time or inclination to participate, so expect to approach more customers than you need. For instance, if you want 100 surveys completed, you may need to issue up to 300.

Explain and reward

If you are going to send information out in hard copy, such as with a survey or feedback form, you should also send a letter explaining what it is for. You may also need to offer customers something in return for their opinion and time such as a free gift voucher or \$20 credit on their account.

Monitor your own performance

In addition to looking at ways your organisation can improve, you must also consider your own performance with customer service and identify ways you can increase your skills and knowledge and progress your career. Check your skills against performance standards

specified in the organisation's customer service charter. Managing your own learning requires you to regularly monitor and review your strengths and weaknesses, identify whether there are any skill gaps and consider how you can seek learning opportunities.

Be aware of your organisation's professional development program as you may be able to access short courses or those leading to a qualification. Seek advice from your manager and observe how experienced colleagues deal with customers. Take advantage of offers to attend customer service seminars or workshops. There may be the opportunity to access a mentor.



Practice task 11

Choose a customer service issue that you have previously identified using verifiable data. Report on this issue and make a recommendation. Use this example customer service plan document or a template from your organisation.

Vision

(Summarise your organisation's approach to quality customer service)

Overview

(Explain why you are preparing this plan)

continued ...

Summary

- 1. As customer service management is an ongoing process, customer service strategies and performance need to be continually monitored, reviewed, evaluated and adjusted accordingly.
- 2. As well as having steps in place for customers to provide feedback at their own discretion, organisations must also have systems in place to proactively monitor and review customer satisfaction levels on a continual basis.
- 3. The organisation must review and measure its customer service performance by implementing feedback mechanisms such as surveys, feedback forms, interviews and mystery shoppers.
- 4. The collection of customer service performance information enables the organisation to evaluate its overall customer service performance and understand how customers perceive the organisation, its products and its customer service.
- 5. Analysis of customer service and satisfaction will lead to the identification of specific areas for change in your customer service strategy.
- 6. In planning to implement changes to the customer service strategy, it is important to report to designated personnel and your team to get their input, approval and support for the proposed changes.
- 7. Systems are required to record the performance of customer service strategies that have been implemented, in order to provide evidence of and assess their effectiveness. Management can use this information when reviewing customer service performance and identifying areas for improvement.
- 8. Effective systems for recording and reporting on customer service performance have several characteristics, including the use of technology, accuracy, timeliness and accessibility, clarity and storage of information.