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Online Instructor's Manual
to accompany

Customer Service **A Practical Approach**

Sixth Edition

Elaine K. Harris

Prentice Hall

Boston Columbus Indianapolis New York San Francisco Upper Saddle River

Amsterdam Cape Town Dubai London Madrid Milan Munich Paris Montreal Toronto

Delhi Mexico City Sao Paulo Sydney Hong Kong Seoul Singapore Taipei Tokyo



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INTRODUCTION TO INSTRUCTORS

SAMPLE SYLLABUS	1
SUGGESTED COURSE SCHEDULE.....	3
10 week schedule	
12 week schedule	
15 week schedule	
16 week schedule	
3 week schedule	
SUGGESTED COURSE DESCRIPTION.....	5
CHAPTER 1: WHAT IS CUSTOMER SERVICE?	6
Outline	
Opportunities for Critical Thinking (with Answers)	
CHAPTER 2: THE CHALLENGES OF CUSTOMER SERVICE	12
Outline	
Opportunities for Critical Thinking (with Answers)	
CHAPTER 3: PROBLEM SOLVING	19
Outline	
Opportunities for Critical Thinking (with Answers)	
CHAPTER 4: STRATEGY FOR FORMULATING A PLAN FOR SUCCESS	24
Outline	
Opportunities for Critical Thinking (with Answers)	
CHAPTER 5: EMPOWERMENT	29
Outline	
Opportunities for Critical Thinking (with Answers)	
CHAPTER 6: COMMUNICATIONS IN CUSTOMER SERVICE.....	34
Outline	
Opportunities for Critical Thinking (with Answers)	
CHAPTER 7: COPING WITH CHALLENGING CUSTOMERS.....	42
Outline	
Opportunities for Critical Thinking (with Answers)	
CHAPTER 8: MOTIVATION	48
Outline	
Opportunities for Critical Thinking (with Answers)	
CHAPTER 9: LEADERSHIP IN CUSTOMER SERVICE	53

Outline

Opportunities for Critical Thinking (with Answers)

CHAPTER 10: CUSTOMER RETENTION AND MEASURING SATISFACTION59

Outline

Opportunities for Critical Thinking (with Answers)

CHAPTER 11: TECHNOLOGY AND CUSTOMER SERVICE

Outline

Opportunities for Critical Thinking (with Answers)

CHAPTER 12: EXCELLENCE IN CUSTOMER SERVICE70

Outline

TESTS CHAPTERS 1-11

Introduction to Instructors

Welcome to Customer Service: A Practical Approach, 6th edition. If you are new to this text, you will be pleased with the many opportunities that it provides to create a thorough and informative course. If you have used the previous editions you will find that the 6th edition has increased opportunities for effective instruction in the dynamic area of customer service.

This Instructor's Guide includes a variety of tools to assist you as you plan your customer service class. Included are a suggested course description, course schedules for a 10 week, 12 week, 15 week, and 16 week term. Additionally a three session schedule is provided for a seminar type course. A sample syllabus will be helpful if your school does not have a standard syllabus format to copy.

Outlines for each chapter will assist you as you create your presentation materials. Customer Service: A Practical Approach is a very straightforward text. Students have, since the first edition, expressed an appreciation for the style of this text. Specific concepts are covered with examples. Instructors are encouraged to look for local and current examples to illustrate the concepts being studied in the course. This technique helps the students to see customer service in action around them, and it also helps the course to be identified as relevant and up to date.

The course schedules all suggest the use of four Challenges to be assigned during the duration of the course. A very extensive list of challenges is provided with one in each chapter. The instructor should choose the specific challenges that they see as the most appropriate for their students. Challenges could also be used as in class activities. The list of possible challenges to be assigned is more extensive than would allow for the assignment of all over the time frame of a traditional semester.

Challenges include:

- Compliment/complaint letters
- Individual purpose statement
- Research paper
- Departmental factoid
- Development of a system
- Mystery shopper
- Quality recognition forms
- Newsletter
- Resume
- Philosophy of customer service
- Current Events

For in-class activities instructors may also want to use

- Job Links-individualized application activities

- Team Time-teambuilding exercises

- Quick Quizzes-true/false questions relating to the chapter material

- Key terms-a collection of important terms from the chapter

- Opportunities for critical thinking-discussion questions to reinforce concepts and

- Skill building-exercises to furnish the opportunity to develop the important skills necessary to become an excellent customer service provider.

- Ethics in Action- (NEW TO THIS EDITION) the description of an ethically challenging situation

along with a “what would you do” discussion or essay opportunity.

Finally, a computerized test bank is available to assist in the easy creation of tests. The Opportunities for Critical Thinking questions and Skill Building exercises are great for group discussions and are suitable for essay questions on a test.

Customer Service: A Practical Approach is an excellent text to use as you deliver your customer service course.

COURSE SYLLABUS

COURSE NUMBER:
COURSE NAME: Customer Service
TIME:
DAY:
ROOM:

INSTRUCTOR:
OFFICE NO.:
OFFICE HOURS:
OFFICE PHONE:

NEXT COURSE IN SEQUENCE - Other marketing courses according to your major.

TEXTBOOK AND OTHER MATERIALS –

Customer Service: A Practical Approach, 6th Edition, Elaine K. Harris, Pearson (2013)

COURSE DESCRIPTION - This course provides students with the basic concepts and current trends in the customer service industry. Special areas of emphasis include problem solving, development of a customer service strategy, creating customer service systems, coping with challenging customers, customer retention, and measuring satisfaction.

COURSE OBJECTIVES - Upon completion of this course the student should be able to:

1. Define customer service.
2. Actively express an understanding of the customer service industry.
3. Express techniques for exceeding customers' expectations.
4. Actively illustrate steps toward problem solving.
5. Discuss the relationship between strategy and empowerment in creating a culture that encourages the provision of excellent customer service.
6. Design a new or improved customer service system.
7. Demonstrate improved listening skills.
8. Express an understanding of how to cope with those individuals whom they find to be challenging.
9. Discuss the relationship between leadership and motivation in customer service.
10. Demonstrate methods of showing leadership without position.
11. Define customer retention and various methods of measuring customer satisfaction.
12. Express in written and oral form their individual philosophies of customer service.

TEACHING METHODS - The instructor should explain his or her specific approach to teaching the course.

GRADING SYSTEM - The instructor should detail his or her method of determining student performance.

GRADING SCALE - The instructor should insert the grading scale which he or she uses for evaluation. The instructor may choose to use the following suggested grading scale:

90% of total points = A
80% of total points = B
70% of total points = C
60% of total points = D
Below 60% = F

ATTENDANCE POLICY - The instructor should explain his or her specific attendance policy.

MAKE-UP TEST POLICY - No make-up exams will be given without prior consent of the instructor. In the event that the exam schedule should be changed, prior notice will be given in the classroom. The lowest exam grade (not including the final exam) will be dropped.

COURSE SCHEDULE - The instructor should include the course schedule here or distribute it separately.

**SUGGESTED COURSE SCHEDULE
10-WEEK SEMESTER**

Week 1: CHAPTER 1 - WHAT IS CUSTOMER SERVICE?

Assign Challenge #1

Week 2: CHAPTER 2 - CHALLENGES OF CUSTOMER SERVICE
CHAPTER 3-PROBLEM SOLVING

Week 3: TEST 1. Challenge #1 due

Week 4: CHAPTER 4 - STRATEGY AND FORMULATION OF A PLAN FOR SUCCESS
CHAPTER 5 - EMPOWERMENT
Assign Challenge #2

Week 5: CHAPTER 6 - COMMUNICATIONS IN CUSTOMER SERVICE
CHAPTER 7 - COPING WITH CHALLENGING CUSTOMERS

Week 6: TEST 2. Challenge #2 due

Week 7: CHAPTER 8 – MOTIVATION
CHAPTER 9-LEADERSHIP IN CUSTOMER SERVICE
Assign Challenge #3

Week 8: CHAPTER 10 - CUSTOMER RETENTION AND MEASUREMENT OF
SATISFACTION
CHAPTER 11- TECHNOLOGY AND CUSTOMER SERVICE
CHAPTER 12 - EXCELLENCE IN CUSTOMER SERVICE
Assign Challenge #4.

Week 9: TEST 3. Challenge #3 due

Week 10: FINAL EXAM. Challenge #4 due.

SUGGESTED COURSE SCHEDULE 12-WEEK SEMESTER

Week 1: CHAPTER 1 - WHAT IS CUSTOMER SERVICE?

Assign Challenge #1

Week 2: CHAPTER 2 - CHALLENGES OF CUSTOMER SERVICE.

CHAPTER 3-PROBLEM SOLVING

Week 3: TEST 1. Challenge #1 due

Week 4: CHAPTER 4 - STRATEGY AND FORMULATION OF A PLAN FOR SUCCESS

Week 5: CHAPTER 5 - EMPOWERMENT

Assign Challenge #2

Week 6: CHAPTER 6 - COMMUNICATIONS IN CUSTOMER SERVICE

CHAPTER 7 - COPING WITH CHALLENGING CUSTOMERS

Week 7: TEST 2. Challenge #2 due

Week 8: CHAPTER 8 - MOTIVATION

Assign Challenge #3

Week 9: CHAPTER 9 - LEADERSHIP IN CUSTOMER SERVICE

CHAPTER 10 - CUSTOMER RETENTION AND MEASUREMENT OF
SATISFACTION

Week 10: CHAPTER 11- TECHNOLOGY AND CUSTOMER SERVICE

CHAPTER 12 - EXCELLENCE IN CUSTOMER SERVICE

Assign Challenge #4

Week 11: TEST 3. Challenge #3 due

Week 12: FINAL EXAM.

Challenge #4 due.

**SUGGESTED COURSE SCHEDULE
15-WEEK SEMESTER**

- Week 1: CHAPTER 1 - WHAT IS CUSTOMER SERVICE?
Assign Challenge #1
- Week 2: CHAPTER 2 - CHALLENGES OF CUSTOMER SERVICE
- Week 3: CHAPTER 3 - PROBLEM SOLVING
Challenge #1 due
- Week 4: TEST 1
- Week 5: CHAPTER 4 - STRATEGY AND FORMULATION OF A PLAN FOR SUCCESS
- Week 6: CHAPTER 5 - EMPOWERMENT
Assign Challenge #2
- Week 7: CHAPTER 6 - COMMUNICATIONS IN CUSTOMER SERVICE
CHAPTER 7 - COPING WITH CHALLENGING CUSTOMERS
- Week 8: TEST 2
- Week 9: CHAPTER 8 - MOTIVATION
Challenge #2 due
Assign Challenge #3
- Week 10: CHAPTER 9 - LEADERSHIP IN CUSTOMER SERVICE
- Week 11: CHAPTER 10 - CUSTOMER RETENTION AND MEASUREMENT OF
SATISFACTION
- Week 12: CHAPTER 11- TECHNOLOGY AND CUSTOMER SERVICE
CHAPTER 12 - EXCELLENCE IN CUSTOMER SERVICE
Assign Challenge #4
- Week 13: TEST 3
- Week 14: Challenge #3 due
- Week 15: FINAL EXAM
Challenge #4 due

**SUGGESTED COURSE SCHEDULE
16-WEEK SEMESTER**

- Week 1: CHAPTER 1 - WHAT IS CUSTOMER SERVICE?
Assign Challenge #1
Assign the students to write their personal philosophies of customer service
- Week 2: CHAPTER 2 - CHALLENGES OF CUSTOMER SERVICE
- Week 3: CHAPTER 3 - PROBLEM SOLVING
Challenge #1 due
Assign the students to share their letters with the other students in the class
- Week 4: TEST 1
- Week 5: CHAPTER 4 - STRATEGY AND FORMULATION OF A PLAN FOR SUCCESS
- Week 6: CHAPTER 5 - EMPOWERMENT
Assign Challenge #2
- Week 7: CHAPTER 6 - COMMUNICATIONS IN CUSTOMER SERVICE
- Week 8: CHAPTER 7 - COPING WITH CHALLENGING CUSTOMERS
- Week 9: TEST 2
- Week 10: CHAPTER 8 - MOTIVATION
Challenge #2 due
Assign Challenge #3
- Week 11: CHAPTER 9 - LEADERSHIP IN CUSTOMER SERVICE
- Week 12: CHAPTER 10 - CUSTOMER RETENTION AND MEASUREMENT OF SATISFACTION
- Week 13: CHAPTER 11- TECHNOLOGY AND CUSTOMER SERVICE
CHAPTER 12 - EXCELLENCE IN CUSTOMER SERVICE
Assign Challenge #4
- Week 14: TEST 3
- Week 15: Challenge #3 due
- Week 16: FINAL EXAM
Challenge #4 due

SUGGESTED COURSE SCHEDULE
THREE SEGMENTS - FOUR SESSIONS - 4 HOURS EACH SESSION

SEGMENT 1 “THE WONDERFUL WORLD OF CUSTOMER SERVICE”

SESSION 1: CHAPTER 1 - WHAT IS CUSTOMER SERVICE?

Assign Challenge #1

Assign the students to write their personal philosophies of customer service

SESSION 2: CHAPTER 2 - CHALLENGES OF CUSTOMER SERVICE

SESSION 3: CHAPTER 3 - PROBLEM SOLVING

Challenge #1 due

Assign the students to share their letters with the other students in the class

SESSION 4: TEST 1

SEGMENT 2: “STRATEGY AND EMPOWERMENT”

SESSION 1: CHAPTER 4 - STRATEGY AND FORMULATION OF A PLAN FOR SUCCESS

Assign Challenge #2

SESSION 2: CHAPTER 5 - EMPOWERMENT

SESSION 3: CHAPTER 6 - COMMUNICATIONS IN CUSTOMER SERVICE

CHAPTER 7 – COPING WITH CHALLENGING CUSTOMERS

Challenge #2 due.

SESSION 4: TEST 2

SEGMENT 3: “CUSTOMER SERVICE FOR THE LONG HAUL”

SESSION 1: CHAPTER 8 - MOTIVATION

Assign Challenge #3

SESSION 2: CHAPTER 9 – LEADERSHIP IN CUSTOMER SERVICE

CHAPTER 10 – CUSTOMER RETENTION AND MEASURING SATISFACTION

Assign Challenge #4

Assign the students to review the philosophies they wrote during SEGMENT 1

SESSION 3: CHAPTER 11 – TECHNOLOGY AND CUSTOMER SERVICE

CHAPTER 12 - EXCELLENCE IN CUSTOMER SERVICE

Challenge #3 due

SESSION 4: TEST 3

Challenge #4 due

SUGGESTED COURSE DESCRIPTION

This course provides students with the basic concepts and current trends in the customer service industry. Special areas of emphasis include problem solving, development of a customer service strategy, creating customer service systems, coping with challenging customers, customer retention, and measuring satisfaction.

CHAPTER 1: WHAT IS CUSTOMER SERVICE?

OUTLINE

- I. Customer service is important!
 - A. The importance of customer service is at an all-time high!
 - B. Customers are more sophisticated than ever before!
 - C. Customer service is in style!
- II. What is customer service?
 - A. Customer service is anything we do for the customer that enhances the customer experience.
 - B. The customer's satisfaction is our goal.
- III. Understanding satisfaction.
 - A. Customer satisfaction is the customer's overall feeling of contentment with a customer interaction.
 - B. Customer satisfaction recognizes the difference between customer expectations and customer perceptions.
 - C. Satisfaction may develop quickly or over a period of time.
 - D. Our job is to reduce the customer's stress.
 - E. Examples of customer service:
 - 1. Receipt lookup or "return by" date on store receipts.
 - 2. Calling the customer by name.
 - 3. Easy return policy.
 - 4. Updated map of the area or Global Positioning System (GPS) in rental cars.
 - 5. A doctor calling you back to see how you are feeling after a professional visit.
 - 6. On-time delivery.
 - 7. Courtesy and enthusiasm.
 - 8. Owner's manuals and frequently asked questions online
 - 9. Showing the customer you care.
 - 10. Excellent follow-up.
 - 11. Empathy in handling complaints and questions.
 - 12. Well-explained instructions.
 - 13. Illustrations of encouragement.
 - 14. Suggesting a less expensive option.
 - 15. Package carry out.
 - F. Why is excellent customer service so rare?
 - 1. Excellent customer service requires:
 - a. Spending money.
 - b. Taking action.
 - 2. Excellent customer service requires developing the skills to be successful.
 - 3. Organizations must assess their current levels of customer service.
 - 4. Policies may need to be updated.
 - 5. Employees must be empowered to make decisions to benefit customers.
 - 6. Technology can facilitate our ability to provide excellent customer service.
 - 7. Organizations must periodically measure customer satisfaction.
 - G. The five needs that every customer has:

1. Service.
 2. Price.
 3. Quality.
 4. Action.
 5. Appreciation.
- H. External and internal customers:
1. External customers are the customers with whom we do business outside our organization.
 2. Internal customers are the people with whom we work throughout our organization.
 - a. Our internal customers should be just as important to us as our external customers.
 - b. By satisfying our internal customers, we are creating an excellent foundation to begin meeting our external customers' needs.
- I. Customer attributes:
1. Customer attributes are customer characteristics that allow them to be categorized according to demographic, psychographic, or firmographic information.
 2. Demographic information: includes characteristics like age, income, marital status, education, stage in the family life cycle, whether they own or rent their home, sex, zip code, occupation, household size, mobility patterns ethnic background, religion, etc.
 3. Psychographic information: focuses on lifestyle, mode of living, needs, motives, attitudes, reference groups, culture, social class, family influences, hobbies, political affiliation, etc.
 4. Firmographic information: includes characteristics about a company like how many employees they have, the kind of business they are in, whether they are retail, wholesale, or a service provider, their hours of operation, etc.
- J. The cost of losing a customer:
1. We lose the current dollars that our business relationship created.
 2. We lose the jobs that our client or clients provide.
 3. We lose our reputation.
 4. We lose future business.

OPPORTUNITIES FOR CRITICAL THINKING—ANSWERS

1. What is the definition of customer service?
Customer service is anything we do for the customer that enhances the customer experience.
2. List 5 examples of customer service.
Five examples of customer service:
 1. ***Receipt lookup or "return by" date on store receipts.***
 2. ***Calling the customer by name.***
 3. ***Easy return policy.***
 4. ***Updated maps of the area or Global Positioning System (GPS) in rental cars.***
 5. ***A doctor calling you back to see how you are feeling after a professional***

- visit.
6. **On-time delivery.**
 7. **Easy to use and functional web site.**
 8. **Owner's manuals and frequently asked questions online.**
 9. **Showing the customer that you care and illustrating courtesy and enthusiasm.**
 10. **Excellent follow-up.**
 11. **Empathy in handling customer complaints and questions.**
 12. **Well-explained instructions.**
 13. **Illustrations of encouragement.**
 14. **Suggesting a less expensive option.**
 15. **Accessibility when and where the customer wants it.**
3. What are the 5 needs that every customer has?
The five needs that every customer has are:
1. **Service.**
 2. **Price.**
 3. **Quality.**
 4. **Action.**
 5. **Appreciation.**
4. Explain why it is necessary for customer service providers to maintain positive relationships with both internal and external customers.
Both internal and external customers assist us in providing excellent customer service. Internal customers can facilitate the flow of work and help to create a more positive work environment. External customers are our links with the public at large. They provide the revenue to keep us in business.
5. How is technology enhancing the provision of excellent customer service?
The use of technology is greatly facilitating the provision of excellent customer service. Customers use technology in their own lives, and they expect businesses to use technology also. Technology can speed up formerly slow processes.
6. Relate customers' expectations about price to their expectations of service.
Most customers expect a high level of service for a moderate price. This may not always be easy to provide, but because of limited financial resources, customers will seek out the best service/price combination that they can find.
7. Is the loss of current dollars the only concern when a customer is lost?
No, the loss of dollars must be combined with the loss of jobs, reputation, and future business.
8. List the ways you can become a better customer.
Individuals can become better customers by exercising their rights as customers, writing compliment and complaint letters, filling out comment cards, answering truthfully when someone asks how your experience was, and by expecting the same level of service from ourselves.
9. Write your own philosophy and definition of customer service.

Compose your own philosophy of customer service.

10. Define contentment.
Contentment is the state of being satisfied.

CHAPTER 1 SELF-TEST

1. The customer's overall feeling of contentment with a customer interaction is referred to as:
 - a. scope of influence.
 - b. customer reinforcement.
 - c. customer satisfaction.
 - d. none of the above.
2. The use of technology and current information _____ the provision of excellent customer service.
 - a. minimally enhances
 - b. has neutral benefit to
 - c. greatly facilitates
 - d. none of the above
3. Your secretary, the mailroom attendant, and your co-workers are all referred to as your _____.
 - a. external customers
 - b. internal customers
 - c. secondary customers
 - d. co-dependents
4. Which of the following is not an example of customer service?
 - a. owner's manual and frequently asked questions online
 - b. empathy in handling customer complaints
 - c. the lowest price in town
 - d. on time delivery
5. Customer service is:
 - a. specifically price oriented.
 - b. our personal vision of the results that will come from our experience.
 - c. anything we do for the customer that enhances the customer experience.
 - d. entirely knowledge based.

ANSWERS TO CHAPTER 1 SELF-TEST

1. c
2. c
3. b
4. c
5. c

CHAPTER 2: THE CHALLENGES OF CUSTOMER SERVICE

OUTLINE

- I. Equipped for success.
 - A. Unfortunately, customer service is not always easy to provide!
 - B. Customer service providers must become familiar with the common barriers to customer service.
- II. Barriers to excellent customer service:
 - A. Laziness.
 - B. Poor communications skills.
 - C. Poor time management.
 - D. Attitude.
 - E. Moodiness.
 - F. Lack of adequate training.
 - G. Inability to handle stress.
 - H. Insufficient authority.
 - I. Serving customers on autopilot.
 - J. Inadequate staffing.
 - K. Customer service providers must perform periodic self-evaluations to determine their effectiveness and to determine the areas in need of improvement.
- III. The power of perceptions:
 - A. We must be aware of the perceptions of others.
 - B. Perception is the way we see something based on our experience.
 - C. Everyone's perception is slightly different.
 - D. Perceptions are developed over a period of time.
- IV. Understanding expectations:
 - A. Expectations are our personal vision of the result that will come from our experience.
 - B. Expectations may be positive or negative.
 - C. Organizations frequently misinterpret what their customers' expectations are.
- V. Levels of expectations:
 - A. Primary expectations are the customers' most basic requirements of an interaction. (Satisfy hunger.)
 - B. Secondary expectations are expectations based on our previous experiences that are enhancements to our primary expectations. (Good service or courteous treatment.)
 - C. Expectations are always changing.
- VI. Scope of influence:
 - A. Scope of Influence is our ability to influence others based on our perceptions or experiences.
 - B. Every person's "scope" is different.
 - C. The average number of people influenced by our opinions is 7-15.
 - D. Studies show that it costs about five times as much to attract new customers as to keep existing customers.

- E. Facebook has greatly increased an individual's scope of influence.
- F. Happy customers can attract new customers at virtually no cost to us.

VII. Reputation Management:

- A. Reputation management is the process of identifying how a company is perceived and establishes an action plan to correct, maintain, or enhance their reputation.
- B. Customers may be attracted to a company because of its reputation than any other single factor.
- C. Reputation management moves away from how a company would like to be perceived and identifies and responds to how they are really perceived.
- D. By effectively managing its reputation, a company can maintain an informed and realistic understanding of how customers and the community perceive them.

VIII. Techniques for exceeding customers' expectations:

- A. Become familiar with your customers.
- B. Ask your customers what their expectations are.
- C. Tell your customers what they can expect.
- D. Live up to their expectations.
- E. Maintain consistency.
- F. Communicate with customers using the method they want to use.

IX. Keys to credibility:

- A. As we interact with others, we must strive to be believable.
- B. Credibility is made up of the combination of our current knowledge, reputation, and professionalism.
- C. Credibility encourages trust.
- D. Tips for cultivating credibility:
 - 1. Practice consistency.
 - 2. Keep your word.
 - 3. Develop your expertise.
 - 4. Become a teammate with your co-workers.
 - 5. Treat all of your customers and co-workers with the same high level of respect.
 - 6. Remember: credibility is harder to regain than it is to keep.

X. The importance of values:

- A. Corporate values and employee values must be joined for excellent customer service to occur.
- B. Values are a combination of our beliefs, perceptions, and ideas as they relate to an appropriate response to a situation.
- C. Employees must recognize their own values and beliefs and attempt to identify organizations that have similar priorities.

XI. Ethics in customer service:

- A. Ethics are a set of principles that govern the conduct of an individual or group.
- B. There are really no shortcuts when it comes to telling the truth and determining an appropriate course of action.
- C. Individuals must face the consequences of the decision's they make.
- D. Ethics checklist:
 - 1. Is it legal?

2. Is it fair?
3. How do I feel about it?
4. Would the court of public opinion find my behavior incorrect?
5. Am I fearful of what those who I trust would say about my actions?

XII. The current status of customer service:

- A. Unfortunately, many people are talking about the importance of customer service, but they are doing little to improve it.
- B. Causes for the current status:
 1. It is difficult to measure the financial benefits of customer service.
 2. Customers have high expectations of what they hope to gain from those with whom they do business.
 3. Technology allows faster responses, but the use of technology requires additional training.
 4. Customer service is an opportunity no organization can ignore.

XIII. New trends in customer service:

- A. Accessibility for the customer.
- B. Immediacy of response.
- C. Feedback from customer to customer service provider.
- D. Outsourcing of all or part of customer service functions.
- E. Increasing use technology to provide all levels of service.
- F. Non-traditional approaches to customer service.

OPPORTUNITIES FOR CRITICAL THINKING - ANSWERS

1. Why is credibility important to convey to your customer?
Customer service providers must convey credibility to their customers so that they are believable and are seen as being trustworthy.
2. Explain the six techniques for exceeding customers' expectations.
The six techniques for exceeding customers' expectations are:
 - 1. Become familiar with your customers.***
 - 2. Ask your customers what their expectations are.***
 - 3. Tell your customers what they can expect.***
 - 4. Live up to their expectations.***
 - 5. Maintain consistency.***
 - 6. Communicate with customers using the method they want to use.***
3. Why are so many people talking about customer service and yet doing so little to improve its quality?
Customer service is easy to talk about, but beginning the process of providing it requires convincing those in control of the financial benefits, understanding customer expectations, and taking the initiative to begin the process.
4. Why should we consider our customers' perceptions?
Perceptions are the way we see something, based on our experience. Customers' perceptions influence the quality of their current experience. A customer may enter into

an experience expecting a positive or negative result.

5. What are some common barriers to customer service?
Common barriers to customer service are: laziness, poor communication skills, poor time management, attitude, moodiness, lack of adequate training, inability to handle stress, and insufficient authority.
6. How relevant is the reality that some customers may perceive your service inaccurately?
Extremely relevant. Customers' perceptions—correct or incorrect—impact how they approach their service experience.
7. How do primary expectations differ from secondary ones?
Primary expectations are a customer's most basic requirements of an interaction. Secondary expectations are those expectations that are enhancements to our primary expectations.
8. Describe an example of a situation in which scope of influence hurt or helped your business.
Describe your own example.
9. What are some techniques for cultivating credibility?
Techniques for cultivating credibility include:
 - 1. Practice consistency.***
 - 2. Keep your word.***
 - 3. Develop your expertise.***
 - 4. Become a teammate with your coworkers.***
 - 5. Show your dedication to customers.***
 - 6. Treat all your customers and coworkers with the same high level of respect.***
 - 7. Apologize if you are wrong.***
 - 8. Remember that credibility is harder to regain than it is to keep.***
10. What role do values play in an individual's approach to providing customer service?
Values are a combination of our beliefs, perceptions, and ideas as they relate to an appropriate response to a situation. Values impact how we relate to others. Customer service providers must be aware of their own value system as they serve others.

CHAPTER 2 SELF-TEST

1. Credibility is made up of the combination of our current knowledge, _____, and professionalism.
 - a. who we know
 - b. reputation
 - c. physical appearance
 - d. ideas
2. For excellent customer service to exist, the successful joining of corporate values and employee values must occur. Values are:
 - a. legal guidelines as to what is right and wrong.

- b. our interpretation of company policies.
 - c. what our parents taught us to believe.
 - d. a combination of beliefs, perceptions, and ideas as to the appropriate response to a situation.
3. Jacob was initially ignored and treated rudely by the sales person as he shopped for his first car. He returned to his home discouraged about the process of purchasing a vehicle. As he shared his feelings about the experience with his friend, he was expressing his_____.
- a. perception
 - b. expectation
 - c. philosophy
 - d. credibility
4. Scope of influence is:
- a. the basis of self motivation.
 - b. our ability to influence others.
 - c. anything we do for the customer.
 - d. a problem solving strategy.
5. Which of the following is not a barrier to excellent customer service?
- a. laziness.
 - b. poor time management.
 - c. insufficient authority.
 - d. ability to handle stress.

ANSWERS TO CHAPTER 2 SELF-TEST

- 1. b
- 2. d
- 3. a
- 4. b
- 5. d