客戶關係及服務
Customer Relations and Services

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Leading Hospitality and Tourism

Our Agenda Today

14:30 –14:35	簡介Introduction	
14:35 –15:50	客戶關係及服務簡介	Introduction to Customer Relations and Services
	客戶服務的理念	Customer Service Concepts
	問與答	Q&A
15:50 –16:00	**小休Break**	
16:00 –17:30	針對客戶服務的公司政策	Company Policies on Customer Services
	應付不易取悅的顧客	Dealing with Difficult Customers
	與顧客溝通	Communicating with Customers
	問與答	Q&A

The Nature of Customer Services 顧客服務的性質

Variability
差異性

Inseparability of production and consumption
生產與消費不可分離性

Intangibility
無形性

Services

Perishability
不可保存性
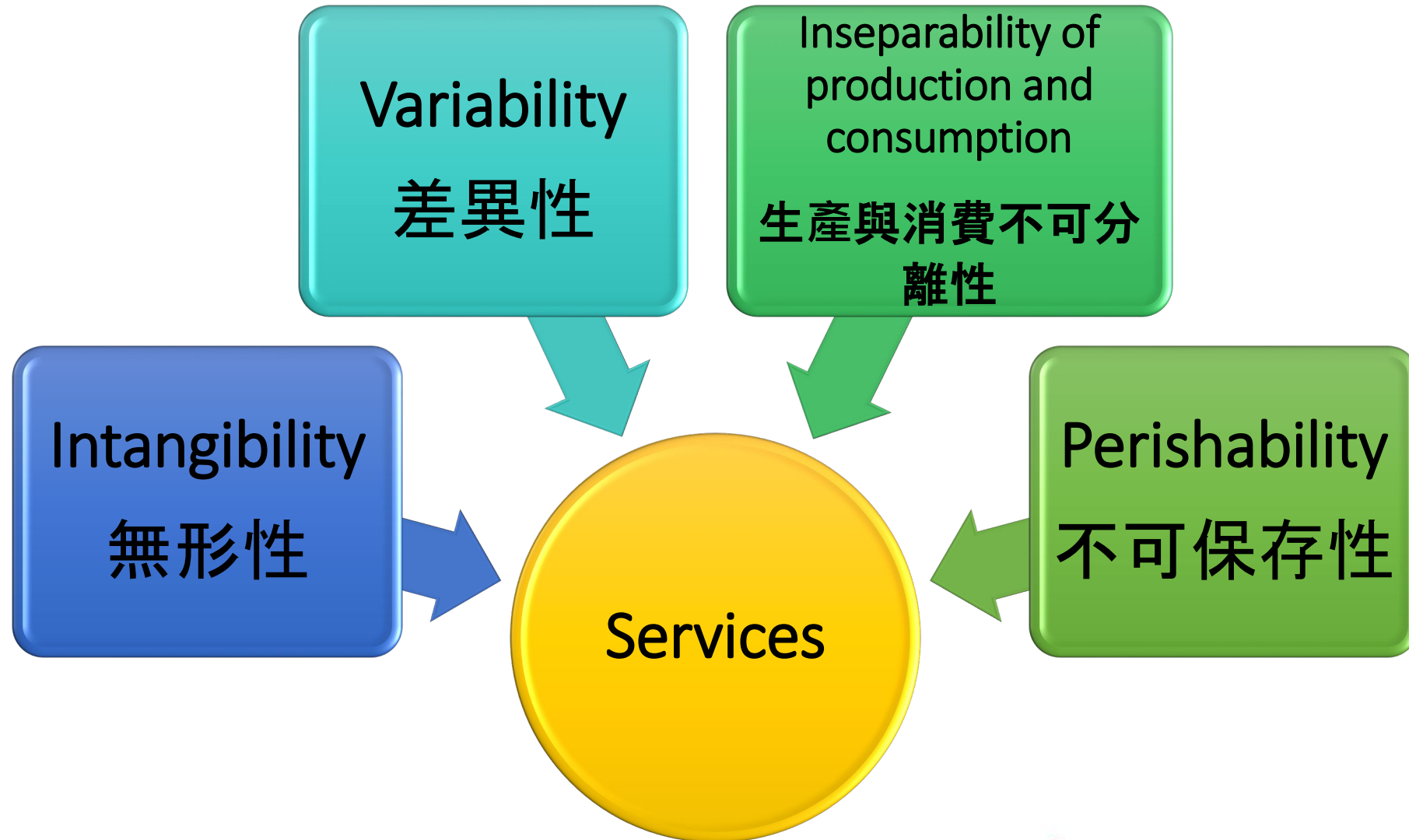
The Importance of Customer Service 顧客服務的重要性

Successful hospitality companies have to compete on the basis of the quality of the customer service they provide in order to obtain:

- A competitive differentiation that favors the organization

- Favorable word-of-mouth advertising

- Greater productivity

- Better employee morale

- Better profits and rates of return

The Importance of Customer Service 顧客服務的重要性
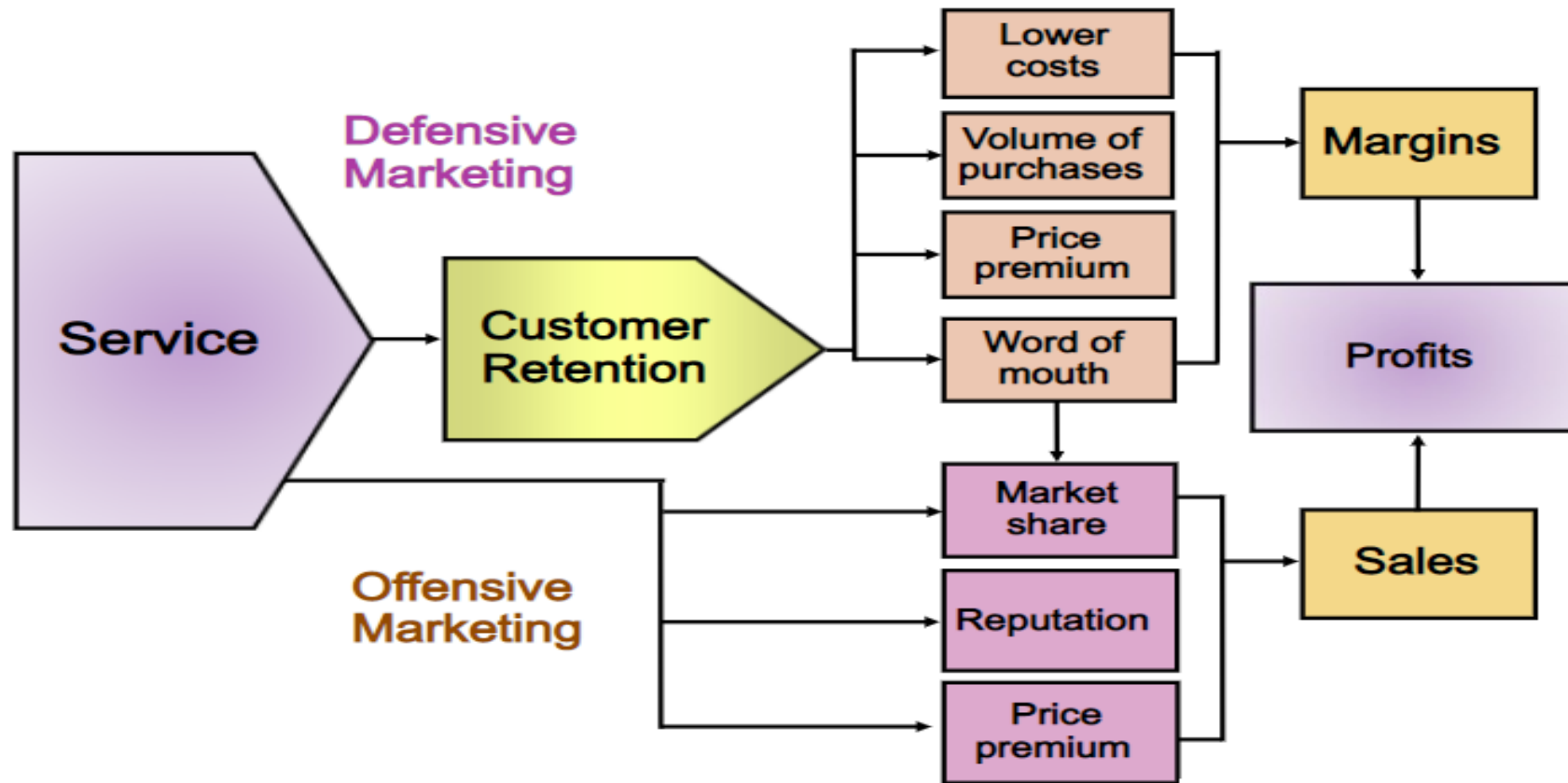
(Source: Zeithaml, V.A., Bitner, M.J., & Gremler, D. D. (2018). *Services marketing: integrating customer focus across the firm*. McGraw-Hill. 7th Edition.)

Customer Satisfaction and Customer Loyalty
顧客的滿意度和顧客的忠誠度

Customer satisfaction may not lead customer loyalty!

Some customers never return to an area

Some customers shop for the best price

Some customers like to have different purchase experiences – like to stay or dine at different places

Importance of Customer Retention 顧客維繫/保留的重要性

5% increase adds

__**125**__ **%** to profitability

Life Time Value of a Customer 顧客的終身價值

Exercise:

Think of a shop which you frequently patronize.

Calculate the number of times you will visit the shop per month

Estimate the $$ which you spend each time you visit the shop

Estimate the no. of years which you think you will continue to purchase from the shop

Your Lifetime Value as a Customer 你作為顧客的終身價值

Name of the shop:_____

No. of visits/purchases per month :_____

Avg. $ spent per visit/purchase:_____

Avg. $ spent per year:_____

Purchase lifetime:_____

LIFETIME VALUE:_____

Example 例子

Mr. Smith is the owner of a computer company in the US. He needs to travel to Hong Kong every two months to meet with his clients. He is 40 years old. He always stays at the "Hong Kong Hotel" when he visits Shanghai. What will be his lifetime value?

No. of visits per year: 6

Avg. $ spent per visit: HKD 10,000

Avg. $ spent per year: HKD 60,000

Purchase lifetime: 15 years

LIFETIME VALUE : HKD 900,000

Customer Life-time Value and Loyalty 顧客終身價值及忠誠度

Types of Customer Loyalty Programmes

1. Simple Points System
2. Tier System
3. Partnership System

Nowadays, an effective loyalty programme should consist of the characteristics of all systems.

(Sources: Zeithaml, V.A., Bitner, M.J., & Gremler, D. D. (2018). *Services marketing: integrating customer focus across the firm.* McGraw-Hill. 7th Edition.)

Parasuraman's Five Dimensions of Service Quality
帕拉休拉曼的五個層面/維度

Reliability (可靠性**) :** ability to perform the promised service dependably and accurately.

Assurance (保證性**):** knowledge and courtesy of employees and their ability to inspire trust and confidence.

Tangibles (有形性**) :** physical facilities, equipment, and appearance of personnel.

Empathy (同理性**):** caring, individualized attention the firm provides its customers.

Responsiveness (回應性**) :** willingness to help customers and provide prompt service.

Personal Attributes of Tourism and Hospitality Service Personnel
旅遊及款待從業員的個人特質

- Grooming 儀容

- Personality 個性
  - Introvert (內向) VS Extrovert (外向)

- Qualification and skills 專業資格和技巧

- Emotional labor 「情緒勞動」
  - The labor that goes beyond the physical or mental skills needed to deliver quality service.

The Service Encounter 服務接觸

The most vivid impression of service occurs in the **service encounter** when the customer interacts with the service firm.

It is the *"moment of truth"* 「關鍵時刻」

Early, **late**, and **intense** encounters are likely to be more important in customer evaluations of the overall service experience.

What motivate customers take action? 刺激顧客採取行動的因素

- Needs (需要) - state of felt deprivation for basic items such as food and clothing and complex needs such as for belonging.   i.e. I am thirsty.

- Wants (願望) - form that a human need takes as shaped by <u>culture</u> and <u>individual personality</u>. i.e. I want a Coca-Cola.

- Demands(需求) - human wants backed by buying power. i.e. I have money to buy a Coca-Cola.

Maslow's Hierarchy of Needs 馬斯洛的需要層次

Physiological needs
生理需要

Safety needs
安全需要

Love/belonging needs
愛/歸屬的需要

Esteem needs
尊重需要

Need for self-actualization
自我實現需要

Source: Maslow, A. H. (1943). A theory of human motivation. *Psychological review*, *50*(4), 370.

Maslow's Hierarchy of Needs

Self-actualization — morality, creativity, spontaneity, problem solving, lack of prejudice, acceptance of facts

Esteem — self-esteem, confidence, achievement, respect of others, respect by others

Love/Belonging — friendship, family, sexual intimacy

Safety — security of body, of employment, of resources, of morality, of the family, of health, of property

Physiological — breathing, food, water, sex, sleep, homeostasis, excretion

Customer Perceptions of Service Quality and Customer Satisfaction
客戶對服務質素的看法和客戶滿意度
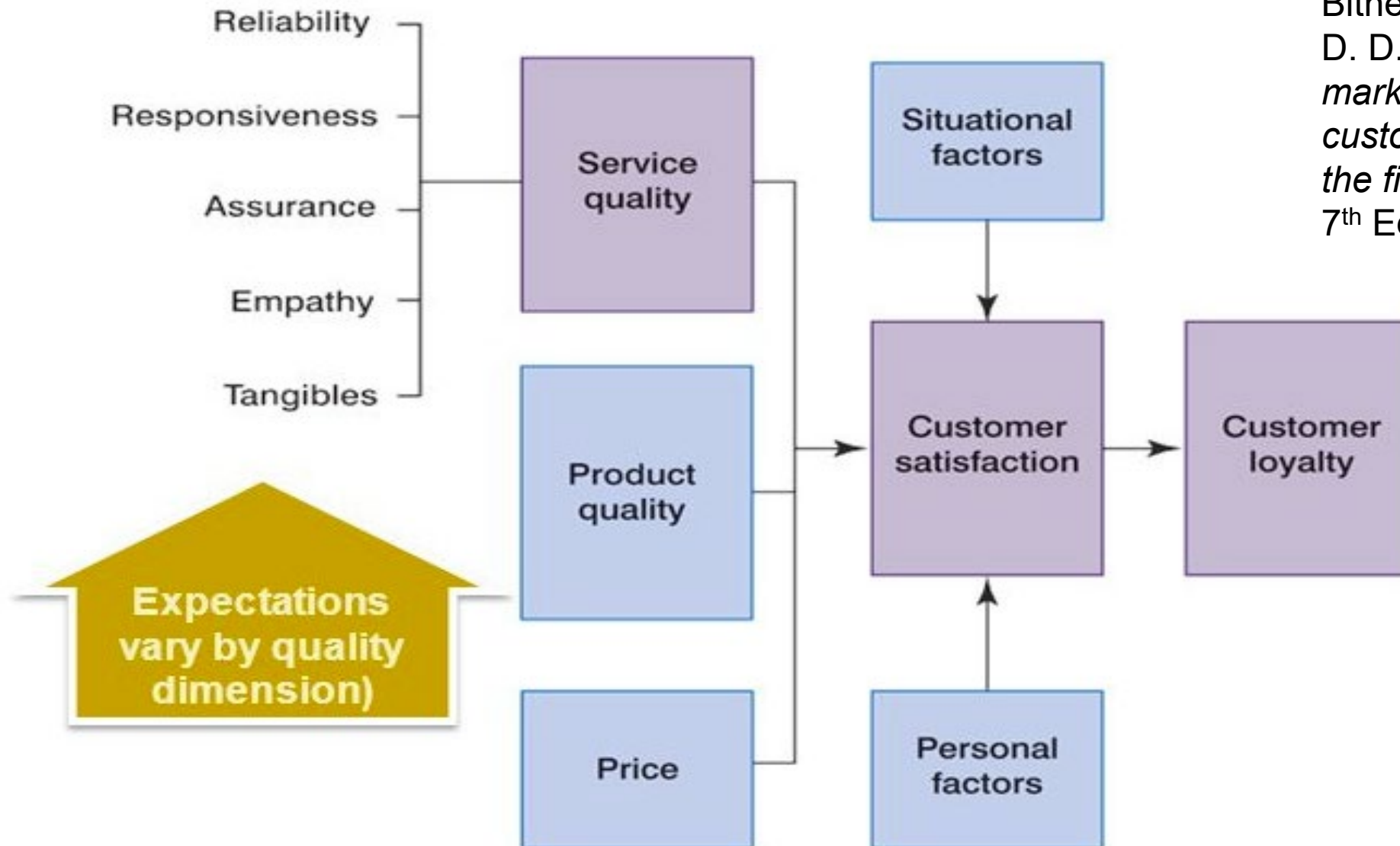
Parasuraman's Gap Model of Service Quality
帕拉休拉曼的服務質量差距模型

(Source: Zeithaml, V.A., Bitner, M.J., & Gremler, D. D. (2018). *Services marketing: integrating customer focus across the firm.* McGraw-Hill. 7th Edition.)

Gaps Model of Service Quality

Customer Gap (感知服務質量差距):

- difference between customer expectations and perceptions

Provider Gap 1 (Listening Gap) (認識差距):

- not knowing what customers expect

Provider Gap 2 (Service Design & Standards Gap) (服務設計及標準差距):

- not having the right service designs and standards

Provider Gap 3 (Service Performance Gap) (服務表現差距):

- not delivering to service standards

Provider Gap 4 (Communication Gap) (溝通差距):

- not matching performance to promises

The Customer Gap (顧客差距)

Expected service 期望的服務

Customer Gap

Perceived service 認知的服務
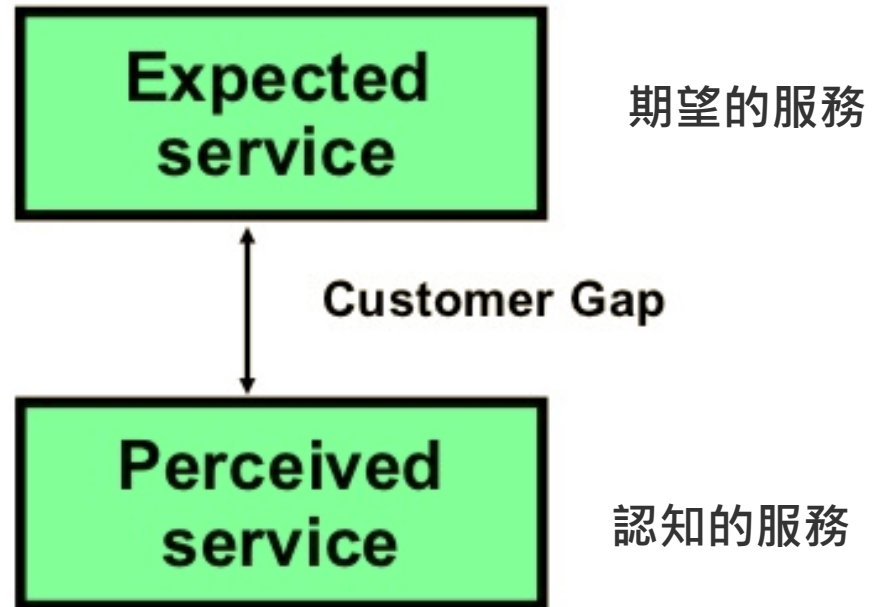
Levels of Customer Expectations 顧客期望的層次

Ideal expectations or desires → "Everyone says this airline is the best airline and I want to choose the best one for my honeymoon."

Normative 'should' expectations → "This airline ticket is pretty expensive, so it should have really good inflight service."

Experienced based norms → "Most of the time this airline service is really good, but when it gets full the service can get a bit slow."

Acceptable expectations → "I expect this airline to serve me in an adequate manner and the staff to be polite and helpful."

Minimum tolerable expectations → "I expect terrible service from this airline, but I buy the ticket because the price is very low."

High — Low
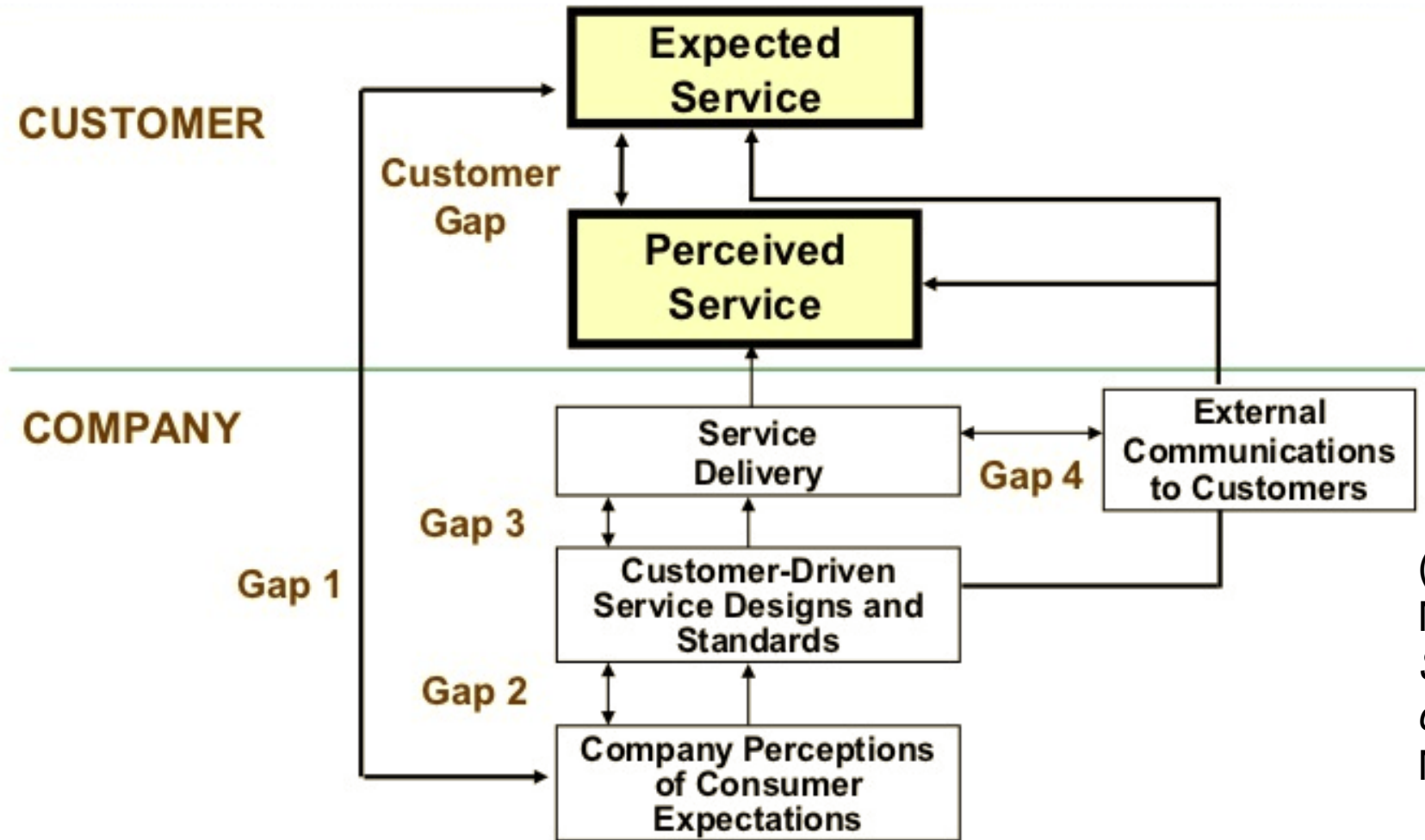
(Source: Zeithaml, V.A., Bitner, M.J., & Gremler, D. D. (2018). *Services marketing: integrating customer focus across the firm*. McGraw-Hill. 7th Edition.)

Key Factors Leading to the Customer Gap 影響感知服務質量的因素

Customer Expectations

Customer Gap

- **Provider Gap 1:** Not knowing what customers expect

- **Provider Gap 2:** Not selecting the right service designs and standards

- **Provider Gap 3:** Not delivering to service standards

- **Provider Gap 4:** Not matching performance to promises

Customer Perceptions

(Source: Zeithaml, V.A., Bitner, M.J., & Gremler, D. D. (2018). *Services marketing: integrating customer focus across the firm*. McGraw-Hill. 7th Edition.)

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Provider Gap 1 (Listening Gap) 管理者認識的差距:

CUSTOMER

Customer expectations

Perceived Service

COMPANY

Gap 1:
The Listening Gap

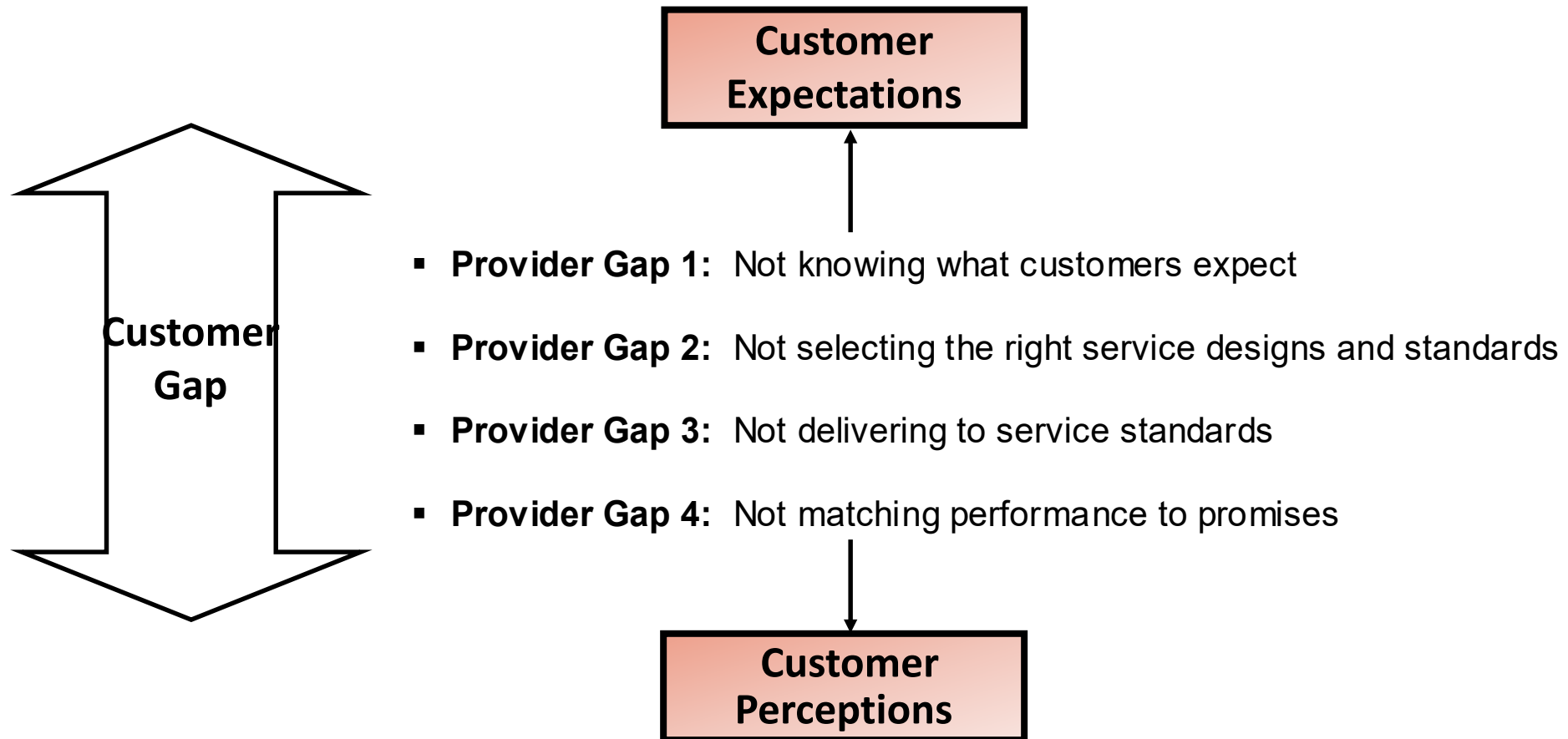**Company perceptions of customer expectations**
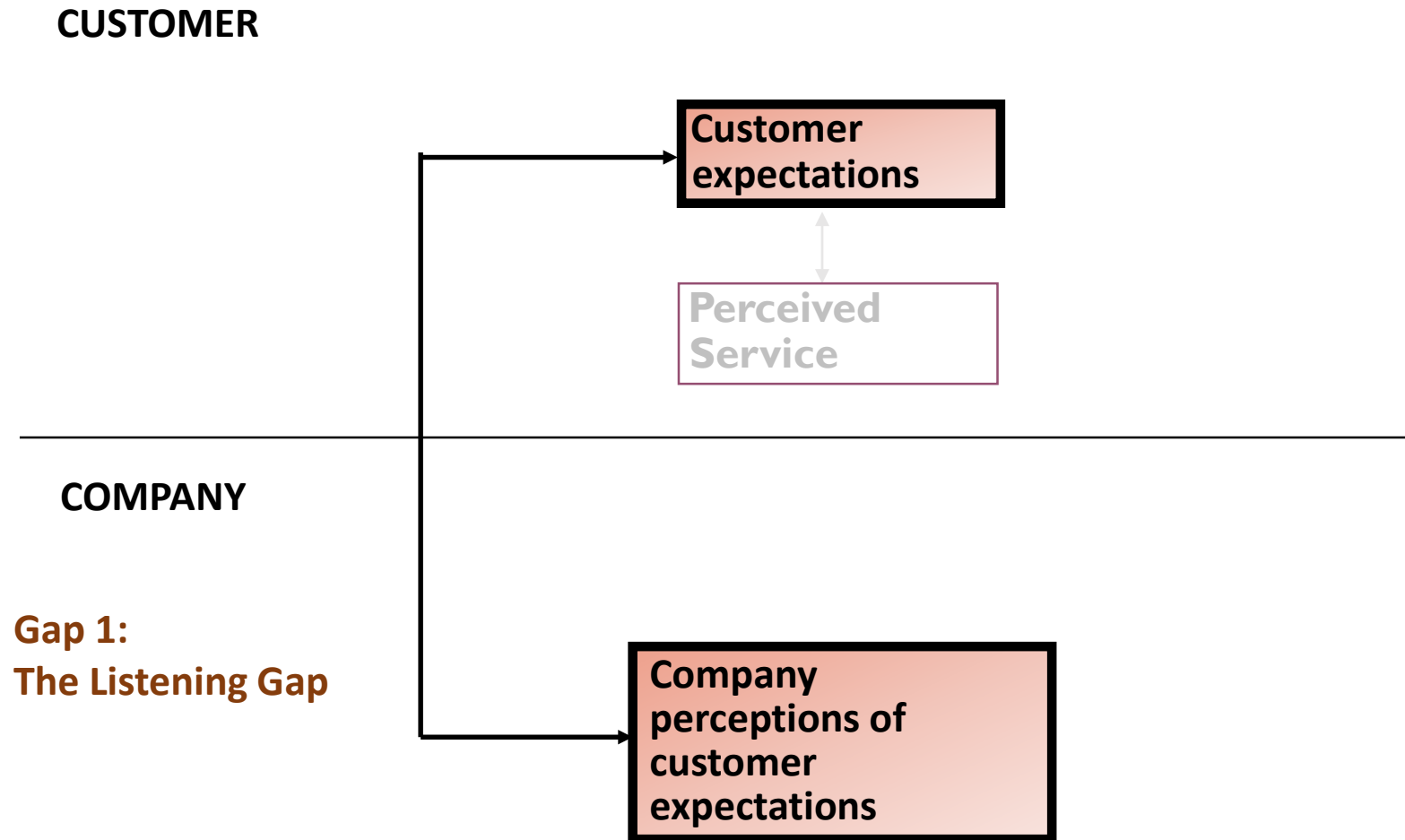
(Source: Zeithaml, V.A., Bitner, M.J., & Gremler, D. D. (2018). *Services marketing: integrating customer focus across the firm*. McGraw-Hill. 7th Edition.)

Key Factors Leading to Provider Gap 1 影響差距一的因素

Customer Expectations

Gap 1

- **Inadequate marketing research orientation**
  - Insufficient marketing research
  - Research not focused on service quality
  - Inadequate use of market research
- **Lack of upward communication**
  - Lack of interaction between management and customers
  - Insufficient communication between contact employees and managers
  - Too many layers between contact personnel and top management
- **Insufficient relationship focus**
  - Lack of market segmentation
  - Focus on transactions rather than relationships
  - Focus on new customers rather than relationship customers
- **Inadequate service recovery**
  - Lack of encouragement to listen to customer complaints
  - Failure to make amends when things go wrong
  - No appropriate recovery mechanisms in place for service failures
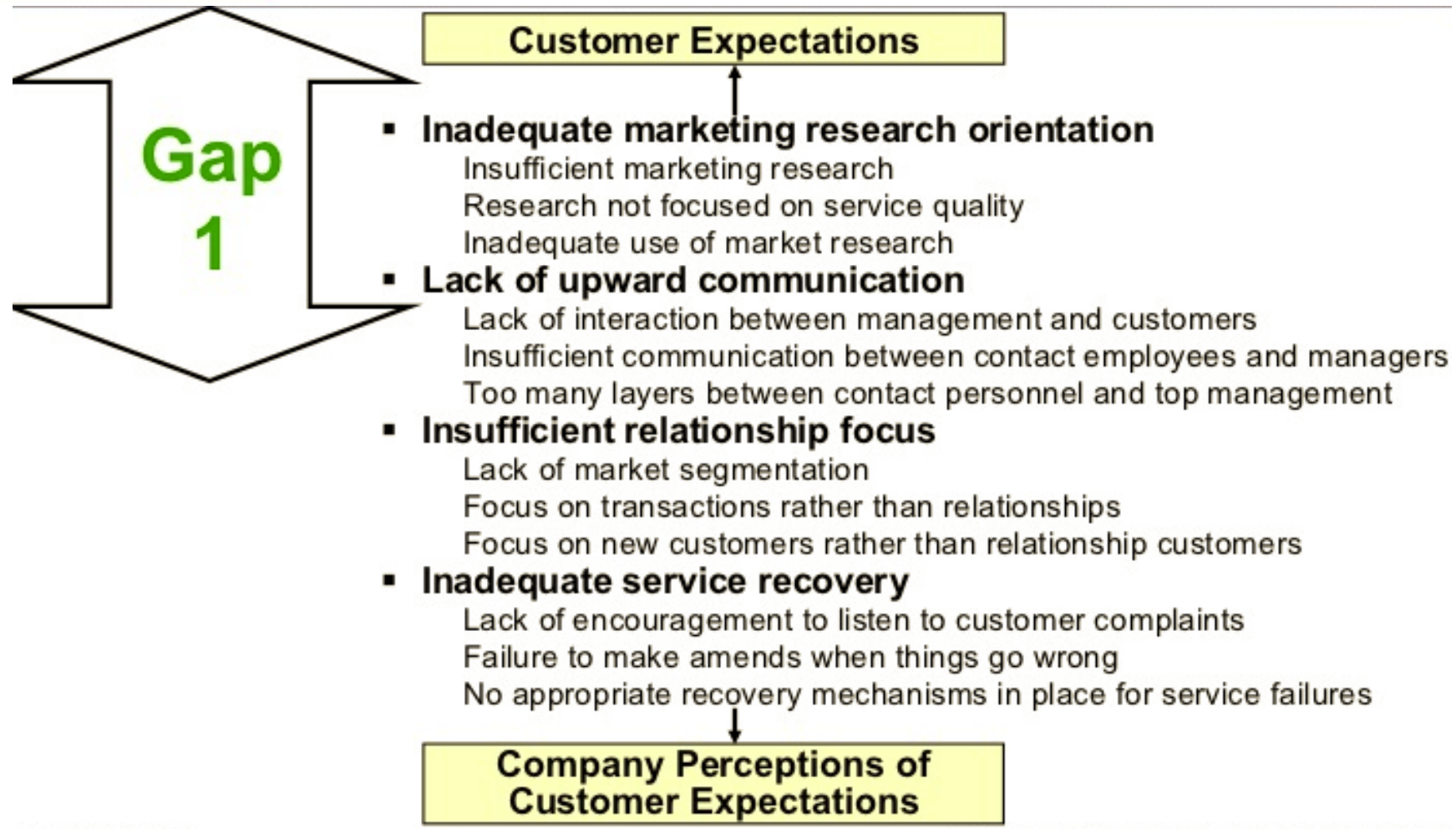
Company Perceptions of Customer Expectations

(Source: Zeithaml, V.A., Bitner, M.J., & Gremler, D. D. (2018). *Services marketing: integrating customer focus across the firm*. McGraw-Hill. 7th Edition.)

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Provider Gap 2 (Service Design & Standards Gap) 質量標準差距

CUSTOMER

COMPANY

Customer-driven service designs and standards

Gap 2: The Service Design and Standards Gap
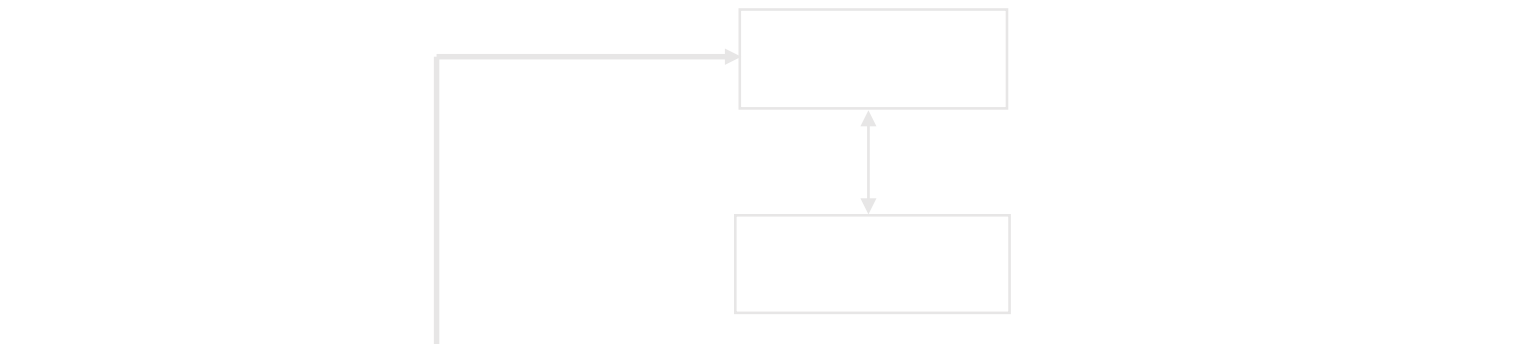
Company perceptions of customer expectations

(Source: Zeithaml, V.A., Bitner, M.J., & Gremler, D. D. (2018). *Services marketing: integrating customer focus across the firm*. McGraw-Hill. 7th Edition.)

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Key Factors Leading to Provider Gap 2　影響差距二的因素

Customer-Driven Service Designs and Standards

- **Poor service design**
  - Unsystematic new service development process
  - Vague, undefined service designs
  - Failure to connect service design to service positioning
- **Absence of customer-driven standards**
  - Lack of customer-driven service standards
  - Absence of process management to focus on customer requirements
  - Absence of formal process for setting service quality goals
- **Inappropriate physical evidence and servicescape**
  - Failure to develop tangibles in line with customer expectations
  - Servicescape design that does not meet customer and employee needs
  - Inadequate maintenance and updating of the servicescape

Gap 2

Management Perceptions of Customer Expectations

Provider Gap 3 (Service Performance Gap) 服務表現差距

CUSTOMER

COMPANY

Service delivery

Gap 3: The Service Performance Gap
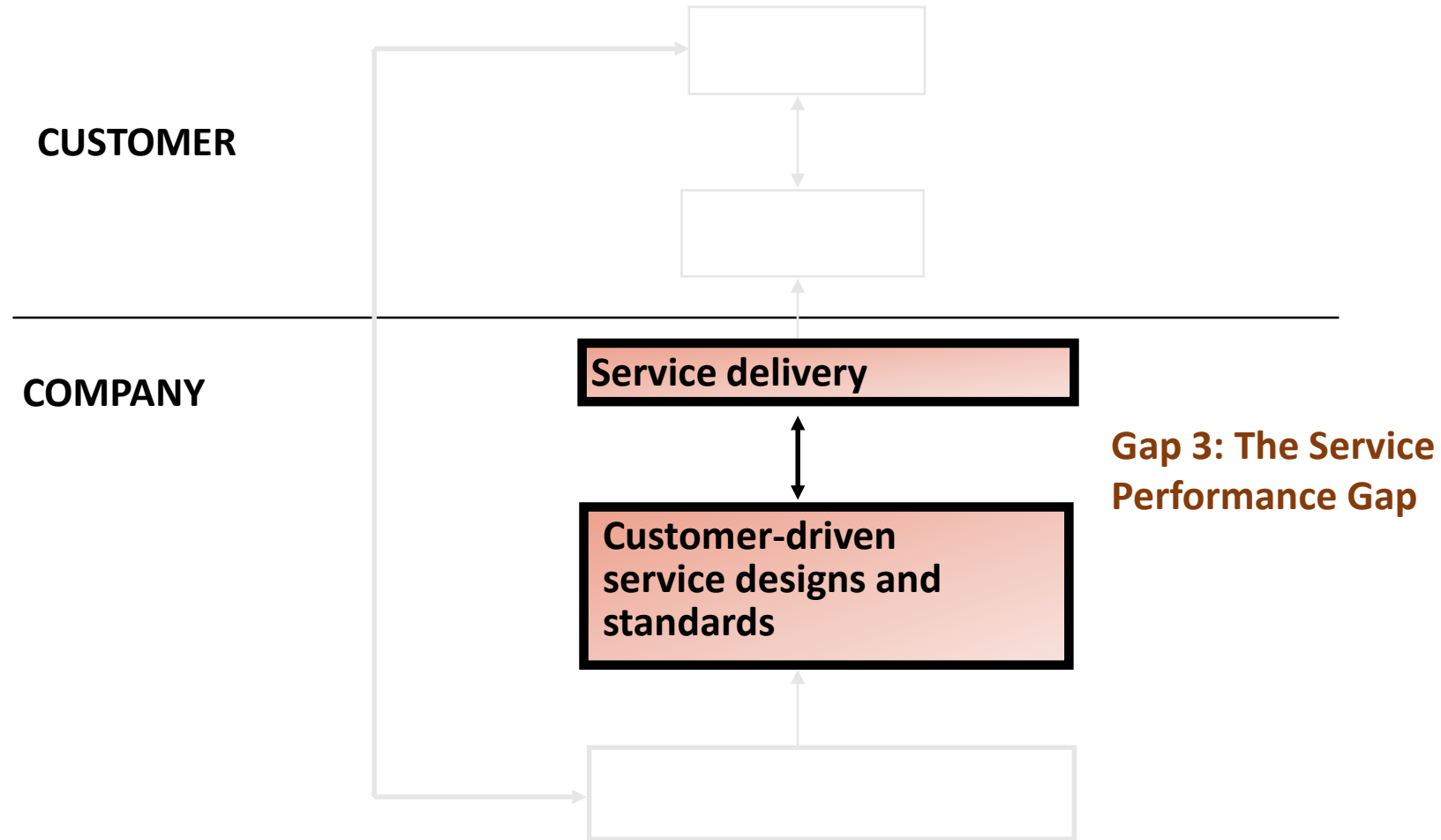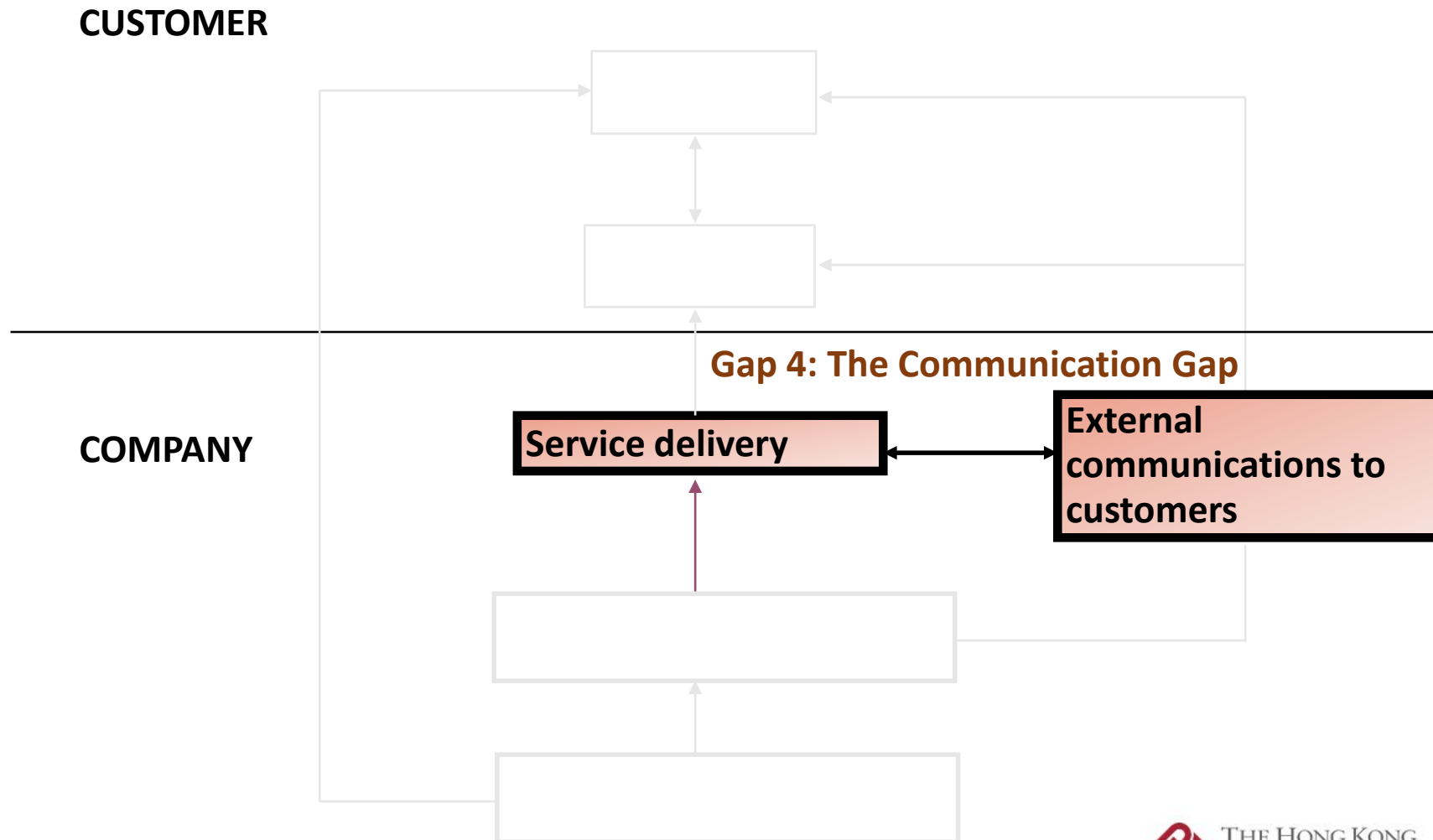
Customer-driven service designs and standards

(Source: Zeithaml, V.A., Bitner, M.J., & Gremler, D. D. (2018). *Services marketing: integrating customer focus across the firm*. McGraw-Hill. 7th Edition.)

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Key Factors Leading to Provider Gap 3　影響差距三的因素

Customer-Driven Service Designs and Standards

- **Deficiencies in human resource policies**
  - Ineffective recruitment
  - Role ambiguity and role conflict
  - Poor employee-technology job fit
  - Inappropriate evaluation and compensation systems
  - Lack of empowerment, perceived control, and teamwork
- **Customers who do not fulfill roles**
  - Customers who lack knowledge of their roles and responsibilities
  - Customers who negatively impact each other
- **Problems with service intermediaries**
  - Channel conflict over objectives and performance
  - Difficulty controlling quality and consistency
  - Tension between empowerment and control
- **Failure to match supply and demand**
  - Failure to smooth peaks and valleys of demand
  - Inappropriate customer mix
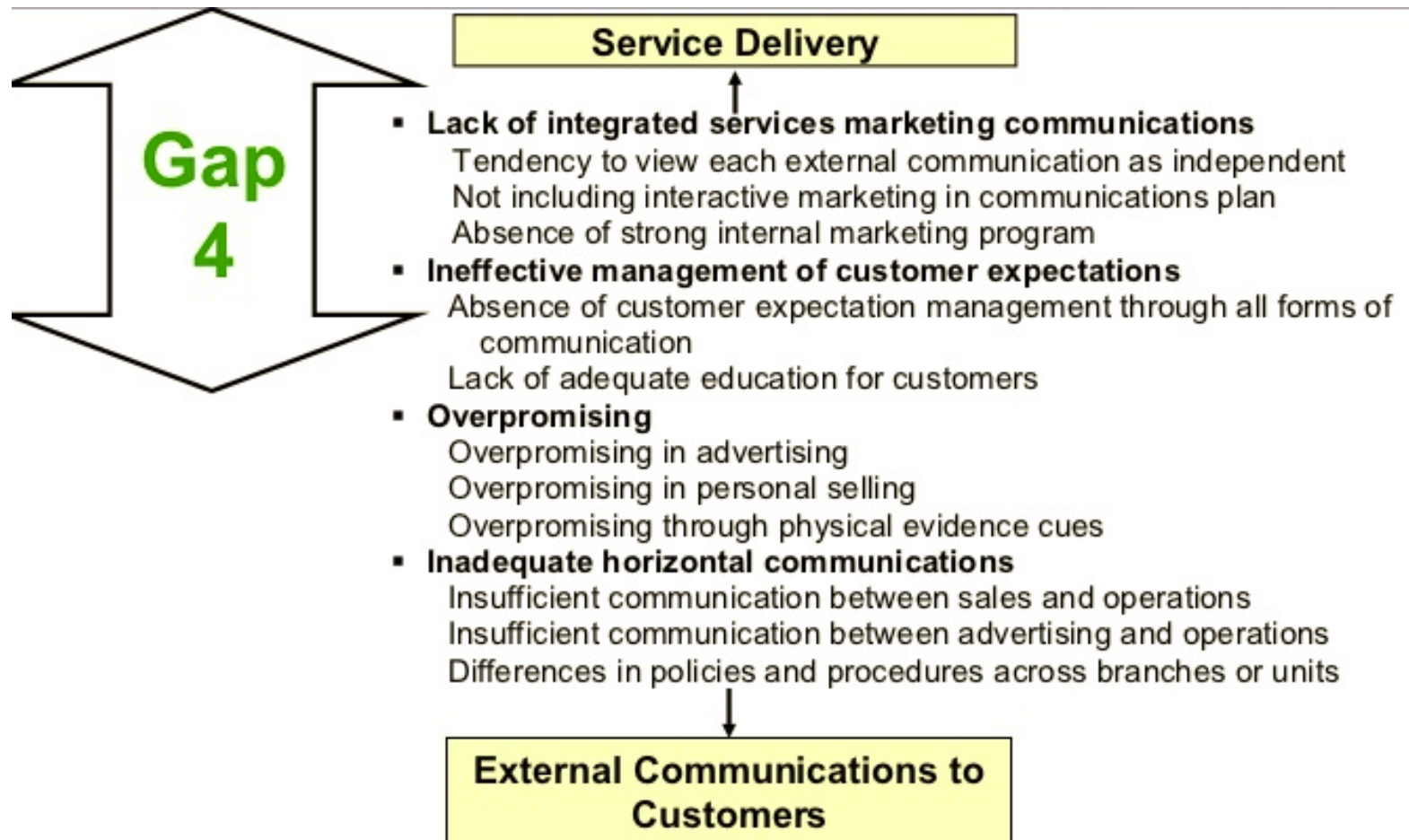 - Overreliance on price to smooth demand

Service Delivery

(Source: Zeithaml, V.A., Bitner, M.J., & Gremler, D. D. (2018). *Services marketing: integrating customer focus across the firm*. McGraw-Hill. 7th Edition.)

Provider Gap 4 (Communication Gap)服務溝通的差距

CUSTOMER

COMPANY

Gap 4: The Communication Gap

Service delivery ⟷ **External communications to customers**

(Source: Zeithaml, V.A., Bitner, M.J., & Gremler, D. D. (2018). *Services marketing: integrating customer focus across the firm*. McGraw-Hill. 7th Edition.)

Key Factors Leading to Provider Gap 4 影響差距四的因素

Service Delivery

- **Lack of integrated services marketing communications**
  Tendency to view each external communication as independent
  Not including interactive marketing in communications plan
  Absence of strong internal marketing program
- **Ineffective management of customer expectations**
  Absence of customer expectation management through all forms of communication
  Lack of adequate education for customers
- **Overpromising**
  Overpromising in advertising
  Overpromising in personal selling
  Overpromising through physical evidence cues
- **Inadequate horizontal communications**
  Insufficient communication between sales and operations
  Insufficient communication between advertising and operations
  Differences in policies and procedures across branches or units

External Communications to Customers

Gap 4

(Source: Zeithaml, V.A., Bitner, M.J., & Gremler, D. D. (2018). *Services marketing: integrating customer focus across the firm*. McGraw-Hill. 7th Edition.)

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Service Culture   服務文化

"A culture where an appreciation for good service exists, and where giving good service to internal as well as ultimate, external customers, is considered a natural way of life and one of the most important norms by everyone in the organization." –

 Christian Grönroos, Professor of Service and Relationship Marketing, Hanken School of Economics Finland

Source: Grönroos, C. (1990). *Service management and marketing: Managing the moments of truth in service competition*. Jossey-Bass.

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Service Culture   服務文化

Greeting Etiquette of Meeting People from Different Countries

- Handshake
- Bow
- Hug
- Cheek kissing

Standards 服務標準….

Some can be measured:

Some cannot be measured:

Examples:

Examples:

-
-

-
-

Customer, Not Company-Defined Standards

Company-defined standards are not typically successful in driving behaviors that close provider gap 2.

A company must set **customer-defined standards:** operational standards based on pivotal customer requirements identified by customers. These standards are deliberately chosen to match customer expectations and to be calibrated the way the customer views and expresses them.

Standards....

"Not everything that counts can be counted, and not everything that can be counted, counts"

~ Albert Einstein

Some can…

**Grooming
(Example)**
- Is cut and designed to give a sense of silhouette.
- Dress length is approx. 4cm above top knee.
- Slit at the back of dress is approx.12.5cm.

Some cannot…

Example:

We expect the airlines and their flight attendants to….

1. Have high personal performance standards.

2. Be responsible for the crew's performance and behaviour.

3. Keep up to date with operational and safety procedures.

4. Provide feedback and recommendations on crew performance standards, and all aspects of cabin service.

5. Be in regular contact with Cabin Crew Management Team.

6. Be able to build and lead an effective and competent inflight

Types of Customer-Defined Service Standards

- **Hard standards and measures:** things that can be counted, timed, or observed through audits.

- **Soft standards and measures:** opinion-based measures that be directly observed. They must be collected by talking to customers, employees, or others.

- **One-time fixes** are technology, policy, or procedure changes that, when instituted, address customer requirements.

Customer Participation 顧客的參與

- Low: Customer Presence Required during Service Production
- Moderate: Customer Inputs Required for Service Creation
- High: Customer "Cocreates" the Service

Importance of Fellow Customers in Service Delivery
顧客們在提供服務過程中的重要性

Some customers can detract from satisfaction:

Disruptive behaviors
Overly demanding behaviors
Excessive crowding
Incompatible needs

Some customers can enhance satisfaction:

Mere presence
Socialization or friendships
Roles: assistants, teachers, supporters, mentors

The Service Triangle 服務金三角

COMPANY

Internal Marketing
"Enabling the promise"

External Marketing
"Making the promise"

EMPLOYEES

Interactive Marketing
"Delivering the promise"

CUSTOMER

(Source: Zeithaml, V.A., Bitner, M.J., & Gremler, D. D. (2018). *Services marketing: integrating customer focus across the firm*. McGraw-Hill. 7th Edition.)

The Customer Pyramid "顧客金字塔"

Most Profitable Customers

Least Profitable Customers

Platinum

Gold — Not as profitable: discounts or less loyal

Iron — Utilize capacity, but do not merit special treatment

Lead

What segment spends more with us over time, costs less to maintain, spreads positive word of mouth?

What segment costs us in time, effort and money yet does not provide the return we want? What segment is difficult to do business with?

(Source: Zeithaml, V.A., Bitner, M.J., & Gremler, D. D. (2018). *Services marketing: integrating customer focus across the firm*. McGraw-Hill. 7th Edition.)

The Customer Pyramid "顧客金字塔"

Platinum Tier	Company's most profitable customers, typically heavy users of the product, not overly price sensitive, willing to invest in and try new offerings, and committed customers of the firm
Gold Tier	Profitability levels are not as high, perhaps because customers want price discounts that limit margins or are simply not as loyal. May be heavy users who minimize risk by working with multiple vendors.
Iron Tier	Essential customers that provide the volume needed to utilize the firm" capacity but their spending levels, loyalty, and profitability are not substantial enough for special treatment
Lead Tier	Customers who are costing the firm money. They demand more attention than they are due given their spending and profitability and are sometimes problem customers—complaining about the firm to others and tying up firm resources.

(Sources: Zeithaml, V.A., Bitner, M.J., & Gremler, D. D. (2018)).

"The Customer Is NOT Always Right." "顧客不是永遠是對的。"

Not all customers are good relationship customers:

- The wrong segment

- Not profitable in the long term

- Difficult customers

Types of difficult customers

1. Angry customers
2. Customers dissatisfied with your products or service
3. Indecisive customers
4. Demanding or domineering customers
5. Rude or inconsiderate customers
6. Talkative customers

Ending Business Relationships 中止商業關係

Should firms fire their customers?

Deal with difficult customers

- Be patient
- Smile, introduce yourself
- Listen attentively
- Maintain a positive attitude
- Collect more information by asking open-ended questions
- Offer help, positive suggestions and comments

Reliability is Critical in Service but…
服務的可靠性是極之重要，但……..

In all service contexts, service failure is inevitable.

Service failure occurs when service performance that falls below a customer's expectations in such a way that leads to customer dissatisfaction.

Service recovery refers to the actions taken by a firm in response to service failure to improve the situation for the customer.

Complaining Customers: The Tip of the Iceberg
你收到的投訴，很可能只是冰山一角
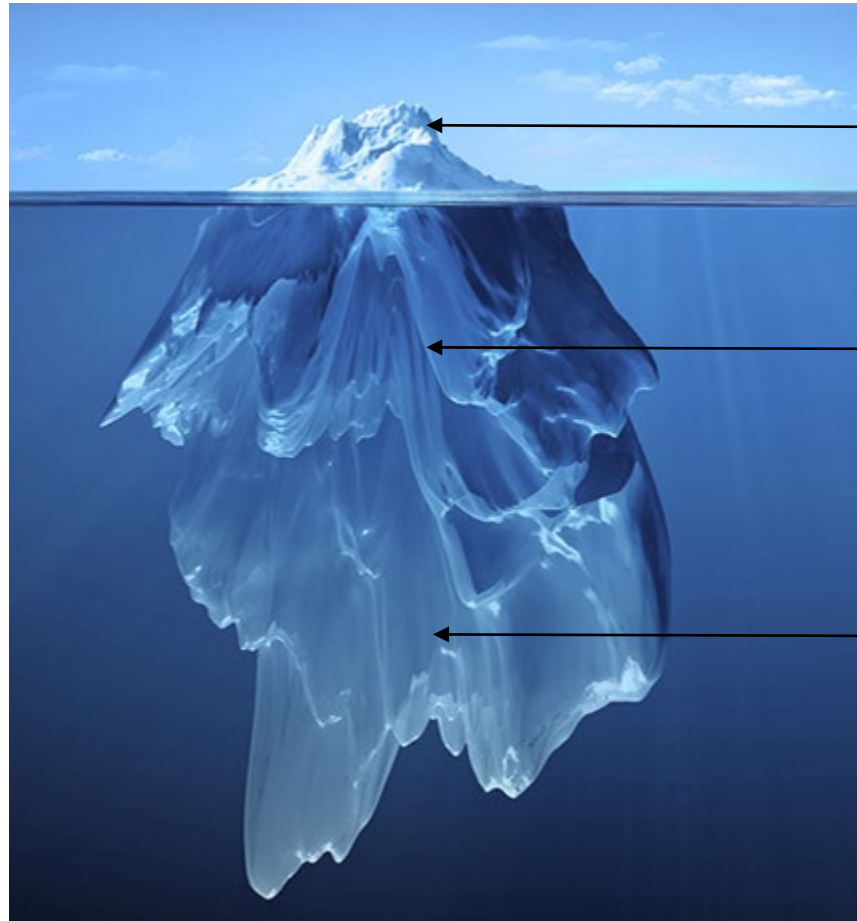
1%–5% complain to management or company headquarters

45% complain to a frontline employee

50% encounter a problem but do not complain

(Source: Zeithaml, V.A., Bitner, M.J., & Gremler, D. D. (2018). *Services marketing: integrating customer focus across the firm*. McGraw-Hill. 7th Edition.)

Types of Complainers 投訴者的種類

Passives (被動):
- least likely to take any action
- doubtful of the effectiveness of complaining

Voicers (發聲):
- actively complain to the provider
- not likely to spread negative W O M
- believe in the positive consequences of complaining

Irates (極其憤怒) :
- more likely to engage in negative W O M to friends and relatives and to switch providers
- less likely to give provider a second chance

Activists (行動主義):
- above average propensity to complain on all levels
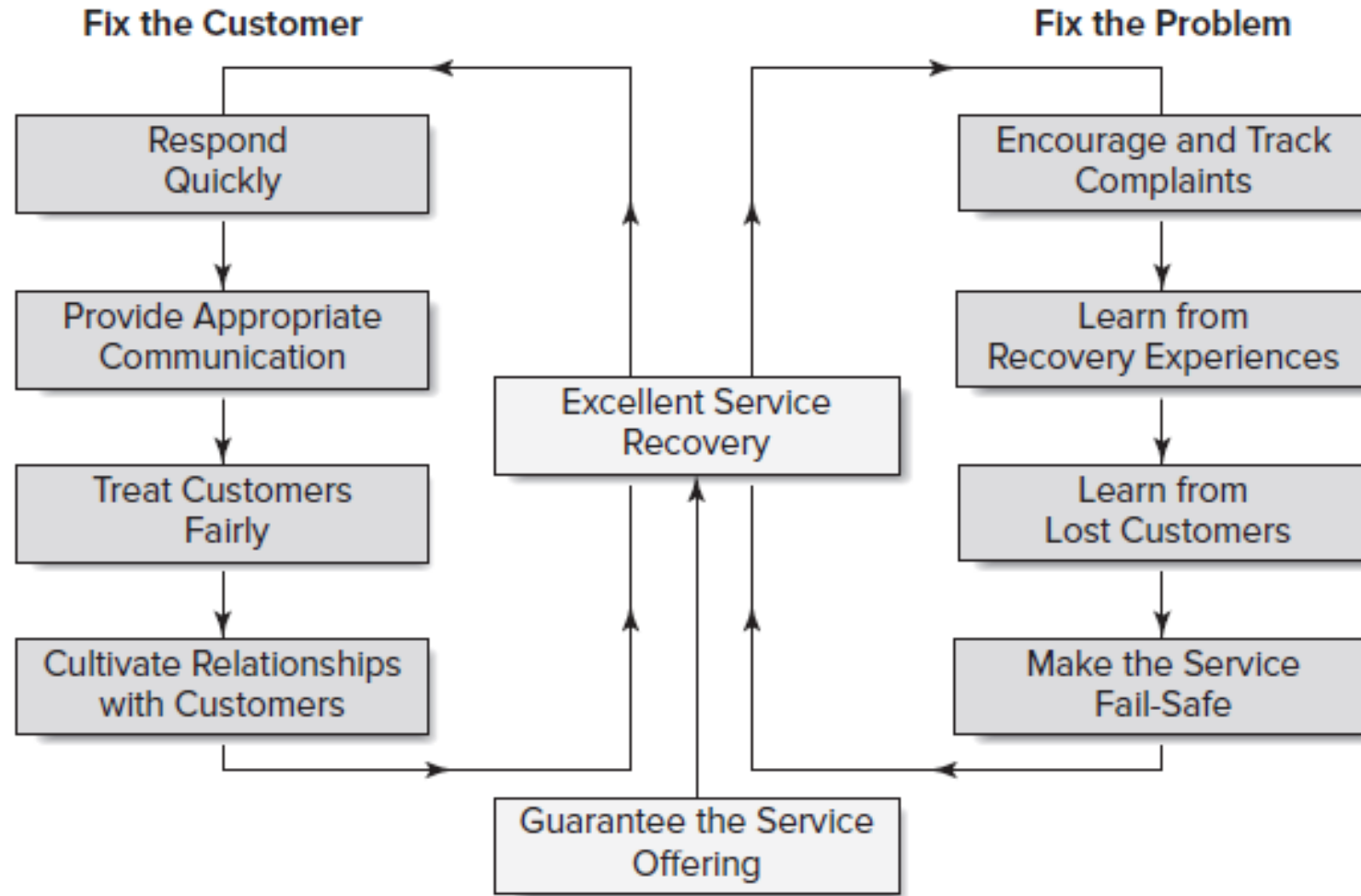- in extreme cases can become "terrorists"

Case study 案例分析

https://www.youtube.com/watch?v=vQ2IKpHFnB4

How would you handle it?

Ways of Dealing with Customer Problems/Complaints
處理顧客問題及/投訴的方法

Fix the Customer

- Respond Quickly
- Provide Appropriate Communication
- Treat Customers Fairly
- Cultivate Relationships with Customers

Fix the Problem

- Encourage and Track Complaints
- Learn from Recovery Experiences
- Learn from Lost Customers
- Make the Service Fail-Safe

Excellent Service Recovery

Guarantee the Service Offering

(Source: Zeithaml, V.A., Bitner, M.J., & Gremler, D. D. (2018). *Services marketing: integrating customer focus across the firm*. McGraw-Hill. 7th Edition.)

Treat Customers Fairly 公平對待顧客

Outcome fairness

- Outcome (compensation) should match the customer's level of dissatisfaction
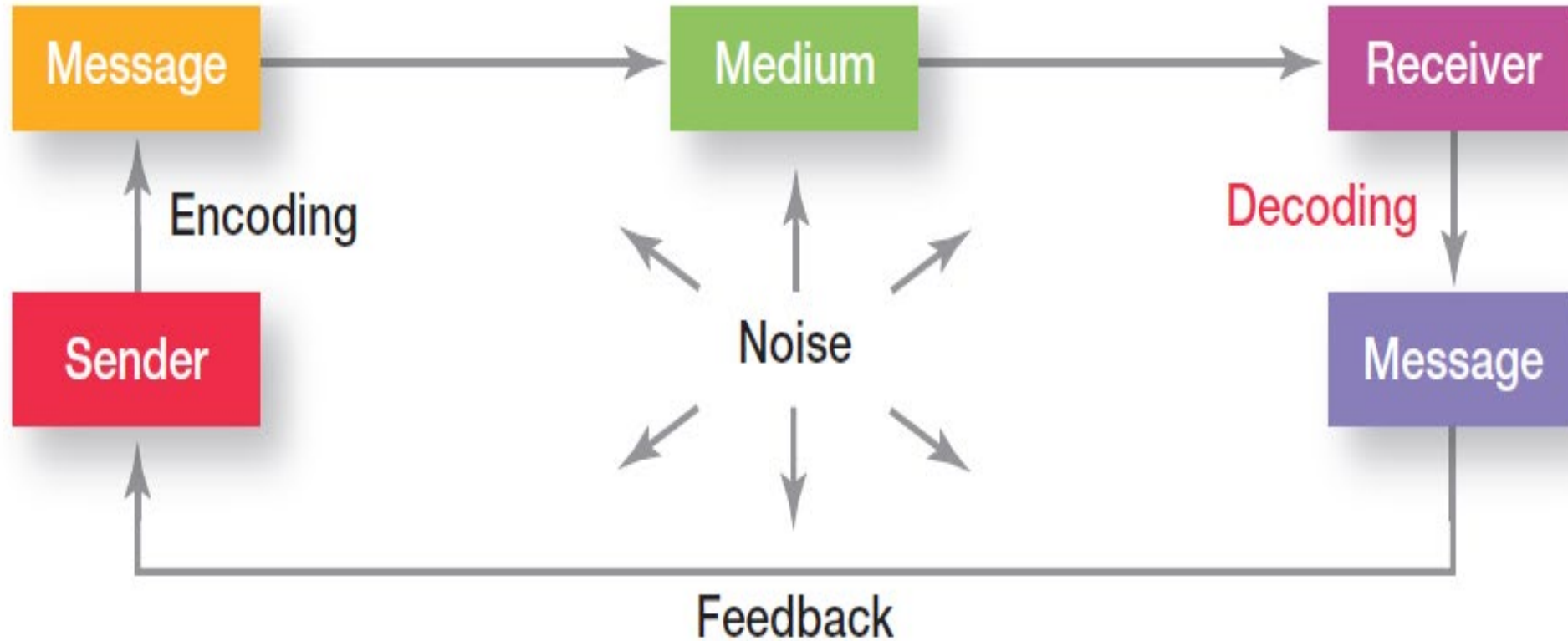- Equality with what other customers receive; choices

Procedural fairness

- Fairness in terms of policies, rules, timeliness of the complaint process
- Choices

Interactional fairness

Politeness, care, and honesty on the part of the company and its employees

Communication Process 與顧客溝通的過程

(Source: Robbins, S. P., & Coulter, M. (2021). Management (13th ed., International edition). Upper Saddle River, NJ: Pearson Education, Inc.

Methods of Communication 與顧客溝通的方法

Verbal Communication – spoken and written communication

- Face to face

- Phone Conversation

- Emails

- WhatsApp

- …etc.

Which one is the best communication way to provide quality service?

Methods of Communication 與顧客溝通的方法
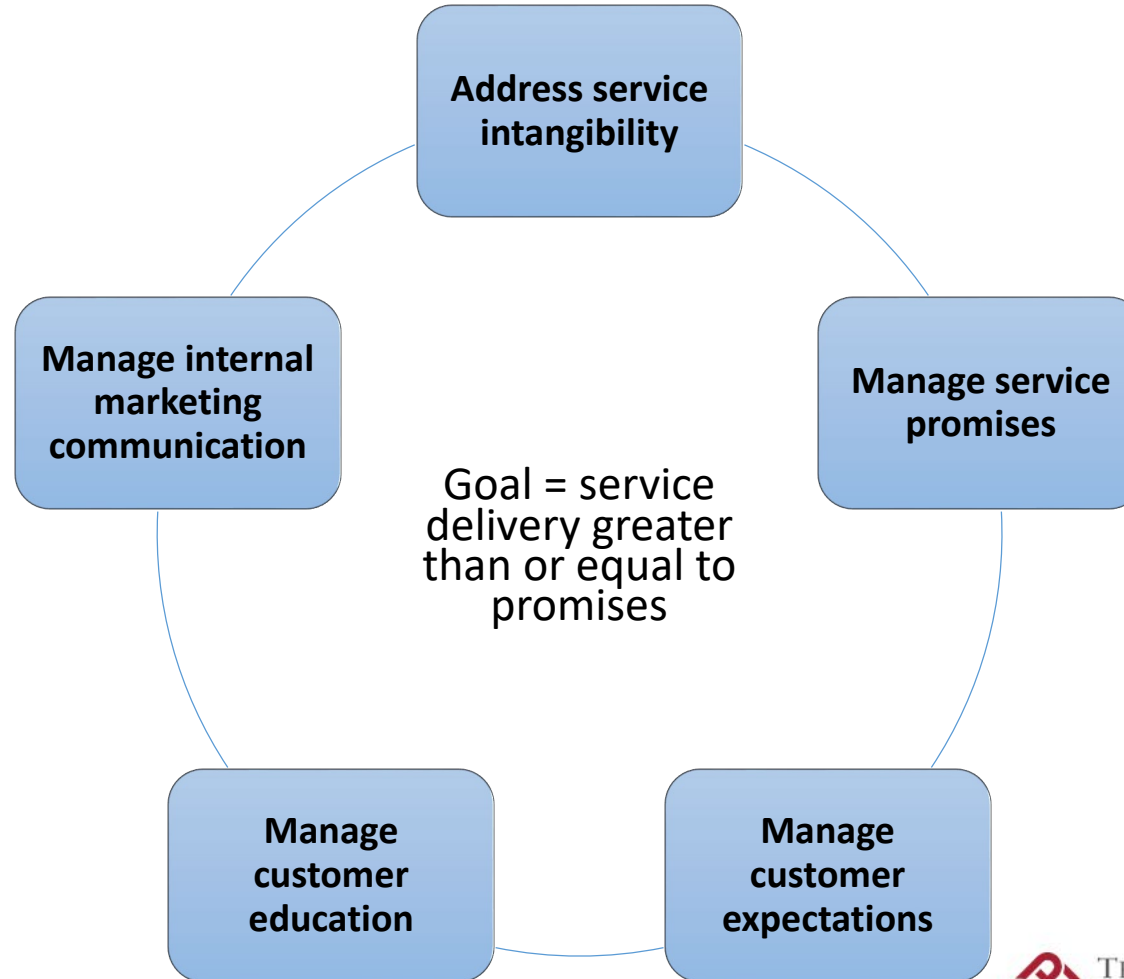
Non-Verbal Communication - body language

affected by the genders, ages, relations and cultural backgrounds of the communicating parties

Five Communication methods to Match Service Promises with Delivery
五種實踐服務承諾的溝通途徑

Goal = service delivery greater than or equal to promises

Communication approaches溝通途徑

Approaches for Addressing Service Intangibility

- Feature satisfied customers in the communication
- Leverage social media

Approaches for Managing Service Promises

- Create a strong service brand
- Coordinate external communication

Approaches for Managing Customer Expectations

- Make realistic promises
- Offer service guarantees
- Offer choices

Communication approaches溝通途徑

Approaches for Managing Customer Education

- Prepare customers for the service process
- Clarify expectations after the sale

Approaches for Managing Internal Marketing Communication

- Create effective vertical communications
- Create effective horizontal communications
- Sell the brand inside the company
- Create effective upward communication
- Align back-office and support personnel with external customers through interaction or measurement
- Create cross-functional teams

The End

Q & A

Leading Hospitality and Tourism