### Customer Relations and Services

Course ID: CD1020191088

Date: 26 June 2019

#### Lesson Outlines

- Parasuraman's Five Service Dimensions –
   "RATER"
- Parasuraman's Gap Model of Service Quality



## Parasuraman's Five Service Dimensions (RATER)

- R Reliability
- A Assurance
- T Tangibles
- E Empathy
- R Responsiveness



#### ~ COMPOSEZ VOTRE DÉJEUNER SELON VOTRE APPÉTIT ~ -LUNCH AT YOUR OWN COMPOSITION-

#### MENU \$498

Entrée ou Soupe Appetizer or Soup ...

Plat au Choix Choice of 1 Main Course +++

Dessert/Fromages (Supplement \$60 for cheeses) ...

Café ou thé et ses mignardises Coffee or tea and confectioneries

#### MENU \$ 758

Entrée / Appetizer ...

> Soupe/ Soup ...

2 Plats au Choix Choice of 2 Main Courses

> . . . Dessert/Fromages

Café ou thé et ses mignardises Coffee or tea and confectioneries

MENU \$598 Entrée / Appetizer

> ... Soupe/ Soup \* \* \*

Plat au Choix Choice of 1 Main Course ...

Dessert/Fromages (Supplement \$60 for cheeses) + + +

Café ou thé et ses mignardises Coffee or tea and confectioneries

#### SELECTION DU SOMMELIER

Sommeller Selection

White JASNIÈRES, PRÉMICES, DOMAINE DE BELLIVÈIRE, LOIRE, FRANCE \$195 per glass

Red CERASUOLO DI VITTORIA, COS. SICILIA, ITALY 2014 \$195 per glass

TOUS NOT PAINT SORT SAITS HARSON HAR NOTHE BOULANGER ALL OUR BREADS ARE HADE IN HOUSE BY OUR BAKER. All prices are subject to 10% service charge.



#### LES ENTRÉES / APPETIZERS

LA DAURADE or capacity so clear wat at languas the or happiner (supplement \$50). See bream carpacito with see urchin and lime zest (supplement \$50). LA BETTERAVE on the deprenentation, passed at states more district a mount were Bestroot and apple salad with avocado, served with green mustard sorbet. LES PRIMEURS on resonant de coeres para la manda ne et cu quize coment Fresh goat milk cheese in cannelloni with romesco sauce L'ŒUF DE POULE and a place and a particular particular

#### LES SOUPES CHAUDES / HOT SOUPS

LA LANGOUSTINE en majorgente et les potitions overtes de potre par les la la montre Fine scampi bouillon with petit raviolis and green peas LE FOIE GRAS can a complete dancier for bouleze or drove an interior of somethy times. Caramelized duck fole gras with smoked eel in dashi bouillon

#### LES PLATS / MAIN COURSES

LE BLACK COD DAZDIRISE REPRAZZIA ALI STATE CHE DE MARCHA, IL RUE SE LEZ. CENTRE Black cod with Malabar black pepper sauce and coconut foam LE TURBOT de Salles-d'Obare dus eures éleures et son toutus action Turbot fillet and seasonal vegetables with saffron bouillon LES SPAGHETTIS de homand de Marke, dans ens condicis descèn base len en 2007. Maine lobster spaghetti with coral emulsion (supplement \$50) LE RIZ tron energy supprisents, around as what of reposit describes as site to gloses V Risotto style rice with pimientos and vegetable couscous LA CAILLE contribute and the error, portine same et salt de timetre Free-range quail and fole gras, served with mashed potato L'AGNEAU de labella dictates divers à la fear nettym et son méremble d'autorigne. Milk fed lamb cutlets with fresh thyme and eggplant LE BŒUF WAGYU condendation you assure that he configurated an interest Pan seared beef flap with white asparagus and pine muts



#### LES DESSERTS OU LES FROMAGES / DESSERTS OR CHEESE

LES FROMAGES attention receives (applicated \$55) Hine French selection of cheese platter (upplement \$60) LA FRAMBOISE en moure series, oferne prompte suitables et con content Raspberry mousse with lychee chantilly and raspberry sorbet. LE CHOCOLAT is measured and use as a part by a construction of doings.
"Gianduja" chocolate mousse with crunchy cereal and orange get LA CERISE mand sermith, monte à la grodes carries et, en legat décens Luscious Amarena cherries and mousse with Kirsch chantilly

> TOUS NOT TWINS SOME FAITS WAS ON PAR NOTHE BOULANGER. ALL OUR BREADS ARE MADE IN HOUSE BY DUR BAKER. VPlats végétariens / Vegetarian dishes Please advise its if you have any allerries



### Reliability

- The ability to perform the promised service dependably and accurately.
- E.g. Timely service and delivery of product
- These promises can be spoken or written agreements or contracts made with a customer
- Products and services are usually sold with certain implicit or explicit commitments about their sale.



Product / service (Tangible / intangible)	Implicit commitment (understood, implied or expected by the consumer)	Explicit commitment (guaranteed, or defined by the provider)
A bottle of wine	Will be drinkable Will be served correctly	Matches description printed on the wine list. That is, correct region, vintage, size, shipper, price etc.
Pizza delivery	Correct order will get to your address	Within 30 minutes or \$10 discount.
A hotel room	At the very least a bed	Matches description printed on the sales brochure or shown on the Internet. That is all rooms include 21 channel TV, mini bar, tea & coffee making facilities, bathroom, amenities etc.

The Harbour View suites have a separate parlor and bedroom that afford more space for extended stays and more privacy for families. There are 17 Harbour View Suites in the main building and six more in the towers, each appointed in fine European furnishings and decor.

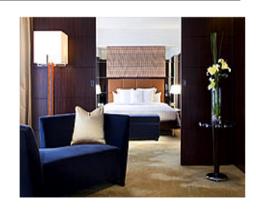
- Towers Rooms Available
- Harbour View Room
- Fax/Copier/Printer
- DVD/CD Player
- · Walk-in Closet

#### » Towers Corner Suite



Three elegant Corner Suites, adorned with rosewood panels and plush carpet, wrap around the corners of the towers, providing wide-angle views over Kowloon and Hong Kong Harbour. Sliding doors separate the living and sleeping areas, which are furnished with a Sheraton Sweet Sleeper(SM) Bed with a dramatic floor-to-ceiling headboard and a vanity bench.

- · Access to Towers Lounge
- Complimentary Calling Card Access (60 Minutes Per Stay)
- 20% Discount on Laundry & Dry Cleaning
- 10% Discount at Hotel Restaurants & Lounges
- Evening Cocktails
- Complimentary Local Calls
- Facsimile Machine
- HK\$100 Laundry Service Allowance Per Guest Per Day
- · Towers Concierge Service
- Complimentary Deluxe Breakfast
- · DVD Library and a Selection of Books and Games





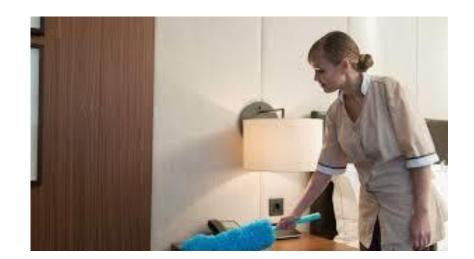
#### Assurance

- The knowledge and courtesy of employees and their ability to inspire trust and confidence.
- E.g. Staff experience and professionalism, staff politeness, and effort done by staff for customers' security.
- Relates to how confident the customer feels about doing business with an organization.
- Customers need to be sure that the business knows what it is doing and is competent and capable in providing the required product or service.











### **Tangibles**

- The physical facilities should be visually appealing and in keeping with the type of services provided, equipment used to provide the service, appearance of service personnel, and behaviors of the customers match with the theme of the service facility.
- Tangible often provide a very vital first impression to the customer, first and last impressions have the most impact on customer perceptions of a business.
- E.g. physical facilities such as decorations, furnishings, fittings
- E.g. appearance of service personnel











### **Empathy**

- The care and individual attention the company provides to its customers.
- The concern, understanding and compassion on a company shows to its customers.
- E.g. Attention paid by staff, staff flexibility, company provision for customer necessities
- It is about how staff deals with the customers, and the level of personal attention they are willing to provide











### Responsiveness

- The willingness to help customers quickly by providing prompt and efficient services.
- E.g. welcoming of customers, response for requests, speed of service
- Relates to the timeliness, speed, efficiency, courtesy, and capability of employees in providing help and assistance to customers.





#### 新酒店 整體服務差劣 New Hotel Poor Service

#### Review of The Macau Roosevelt



Reviewed 3 August 2017

1. No instruction about shuttle bus arrival area and time, hotline staff of hotel suggest us to take shuttle at 3:05pm, pay attention to a white color shuttle. Finally the shuttle bus in black color and it leave at 3:06pm.

沒有指示牌和特定位置築候酒店接駁巴士。酒店熱線同事說3:05分有接駁巴士,車顏色白色。最終來到 的接駁巴士是黑色的,3:06分開出。

Arrive check in at 3:30pm, room ready at 4:00pm. Front desk did not mention about breakfast supply period.

抵達時間3時30分, 層間4時才準備好。 前台沒有通知早餐供應時間。更不用期望有介紹酒店服務。

3. Gym room staff request us, we must wear formal sports wear with sneaker, even i wore a leisure shoe and able to do only upper part exercise, i still not allow to use the gym room. I was query about what is the gym room facility for?? Just for decoration?

沒有整套運動服裝,沒有穿運動鞋,不能使用健身室。穿了休閑鞋和運動裝,只做上半身的器材也不 行。 我懷疑酒店的健身室用途只是為裝飾而已。

 Breakfast finished at 10am that early, and no food and beverage supply during the period of 10am -11am

早餐10時已經結束,10時至11時沒有任何餐飲提供。

Check out progress not efficient, take me about 15mins to check out.

離開check out 需時15分鐘,效率很差。 More

Date of stay: July 2017

See all 117 reviews

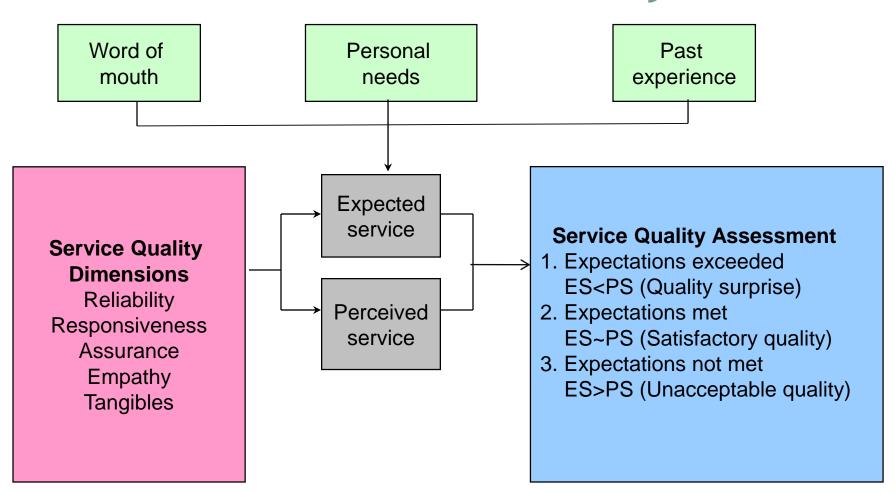


# Relationship Among Customer Satisfaction, Expectation and Perception

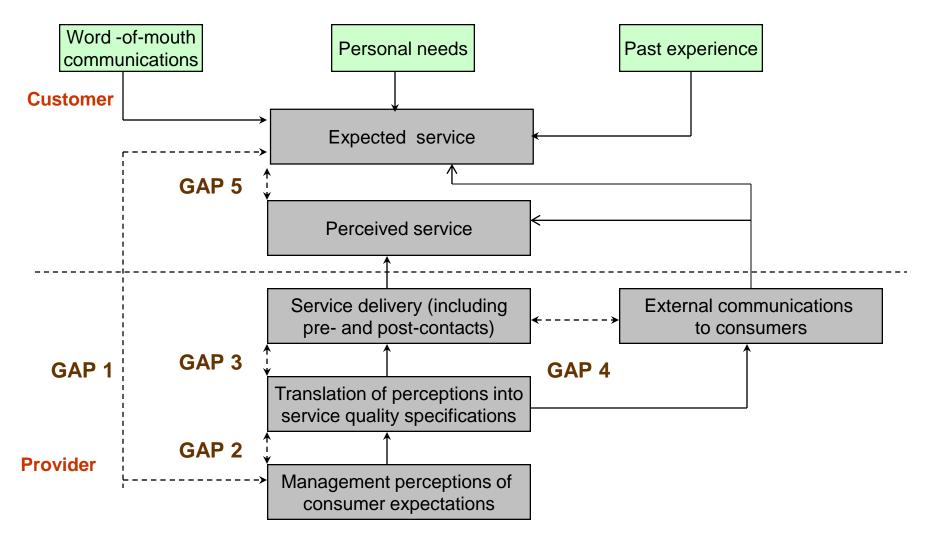
Satisfaction \_ Perception \_ Expectation

- Perception > or = Expectation, customers are satisfied
- Perception < Expectation, customers are dissatisfied</li>

### Perceived Service Quality







#### 【加拿大♥飛機】加拿大航空服務強差人意四個差!

#### | Disappointing Air Canada Services

說從香港搭飛機到加拿大,我都有數次經驗,將來亦會愈來愈多。曾經搭過加拿大航空Air Canada,亦搭過美國的Delta。Delta給我的感覺是親切、熱情、有趣,而加拿大航空Air Canada的服務卻強差人意,感覺只有「服務態度差」五個字,來看一下為什麼我會這樣說吧。

#### 加拿大航空服務態度差之一

#### 「No, I don't.」

當時是我第一次自己隻身到加拿大,在飛機上十多小時,無無聊聊當然會看一些免費派發的報紙。派到我的時候報紙已經好像是所剩無幾。而我就非常有禮地問空服員「Excuse me, do you have Chinese newspaper?」卻被一位年約六十多歲的空服一個黑面加「No, I don't!」沒有報紙其實沒有什麼大不了,作為一個服務性行業,一個不好意思的表情,一句不好意思的「Sorry, I don't」都好應該吧…這樣的冷漠態度就成為了我對Air Canada的第一印象。

#### 加拿大航空服務態度差之二

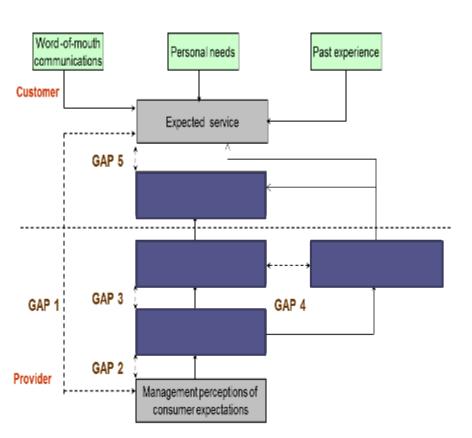
#### 「電視壞足十小時」

看電影是在飛機中最重要的消磨時間的工具,你能夠想像十小時內不停壞電視的慘況嗎?我就是這麼不幸地碰上了一部壞的電視,一開始空服會幫我重新開機,可是看完一套電影之後,又壞了。很辛苦找到空服之後,說幫我弄卻又沒有。之後又再找人幫我重新開機,可是又沒有反應,他們完全沒有幫我切想,亦完全沒有提供補償或其他解決方法。又重新開機後又看完一套電視之後又壞了。當時已經沒有空服人員走來去。好吧,服務按鈴原來是永遠不會有空中服務員回應,我一直按了整整一小時,亦以為自己的鐘壞了他們不知道,偷偷地按旁邊的人的鐘,也是完全沒有回應。結果十數小時,我就在壞機,找人開機,壞機的途中渡過。

我相信他們是知道我這位沒有電視看的客人,但是他們特意沒有回應我的按鐘,亦沒有盡力協助,這真是一次非常 非常難忘情熱的旅程!!







- Gap 1
- Customer Expectations –
   Management Perceptions of Customer Expectation
- E.g. the customer might be interested in low-cost hotel rooms but expecting cleanliness, whereas the management might be compromising on the quality of cleanliness in order to lower operating costs.

### TRAVEL UPDATE

However, it wasn't just the poor quality of the room that I noticed. Right off the bat, I realized that there was no way this room could comfortably accommodate four adults. If there's one complaint that truly impacted my stay, it's how small the beds were. There's no way the two beds in my room could have comfortably accommodate four adults.

The room was small and the beds looked like something that belonged in a college dorm. Online, Hilton markets this room as having a capacity of up to four adults. It's obvious that that's just not true. The beds were small and the mattress wasn't fit for a frat house. Springs jutted out every which way and the beds lacked any padding. The pillows were small and smelled. I was appalled.



Hilton Myrtle Beach Two Double Beds Oceanview

Gallery: DISGUSTING ROOM Hilton Myrtle Beach Resort

#### 國泰經濟艙擬加座位 僅闊17吋乘客變沙甸魚

2016年10月02日(日) 23:42更新

日 推介 0 分字

**У** Tweet







因管理不善而從全球最佳航空公司排名榜節節下跌的國泰航空,被質疑為增加載客量而罔顧服務質素。國泰以香港國際機場雙跑道系統接近飽和,難以增加航班為由,擬於波音客機機隊的經濟客艙增加座位,由原來每行9個座位變成每行10個座位,料每年共可多載110萬名乘客。新改動令本來18.5吋闊的座位窄上加窄,乘客慘變沙甸魚。有立法會議員認為此舉勢令乘客反感,「唔好忽略客人感受」,建議國泰與歐美航空公司機隊比較,再諮詢顧客作謹慎考慮。國泰回應時承認,考慮採用3-4-3座椅排列,以優化經濟客艙產品。

國泰現時有多款波音777不同型號客機,以波音777-300型號客機載客量最多,一次可接載398名乘客。國泰為增加載客量,計劃在波音客機經濟艙增加座位,由現時每行3-3-3座椅排列,增加1個座位至3-4-3排列,此舉將令短途航班新增35個座位,長途航班客機則最少新增17個座位,料每年國泰70架波音客機可合共多載近110萬個客位。新增座位後,乘客伸腳空間維持32吋,但座位闊度會由18.5吋收窄至17吋,即每個座位縮窄1.5吋(3.8厘米)。

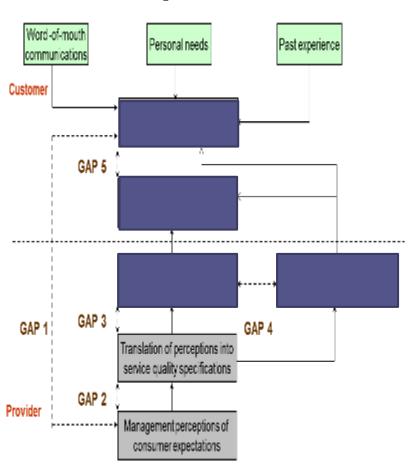
旅遊界立法會議員姚思榮批評,改窄座位閻度必定影響乘客旅程舒適度,「特別喺長途機,因為休息時候會郁動」,對體型較高大的外國旅客尤其嚴重,認為國泰不應只為提升載客效益而忽略乘客感受,建議先諮詢分析,向乘客解釋清楚,並設立時間表才實施新座椅排列安排。他又認為,國泰應從檢討地面服務、餐飲等軟性服務方面入手,以改善服務質素,否則一味開源節流只會適得其反。

國泰空中服務員工會主席黎玉嬋憂慮,現時乘客對國泰服務已有不達標感覺,「以往拎毛氈、枕頭都一定有,但依家(削減資源下)成日拎唔到」,再因增加座位,收窄每個座位闊度,只會影響乘客休息舒適度,以及加重空中服務員工作量,進一步影響服務質素,最終得不償失,「慳咗未必得番佢(公司)想要嘅嘢」。



- Possible Reasons For Causing Gap 1:
- Inadequacy and Insufficiency of Marketing Research
  - Lack of marketing research
  - Research not focused on service quality
- Lack of Upward Communication
  - Lack of interaction between management and customers
  - Insufficient communication between employees and managers in the front line
- Insufficient Relationship Focus
  - Focus on transactions rather than relationships
  - Focus on attracting new customers rather than developing customer loyalty
- Inadequate Service Recovery
  - Lack of encouragement to listen to customer complains
  - No appropriate service recovery plans when things go wrong





- Gap 2
- Management's Perception of Customer Expectations – Service Quality Specifications
- E.g. hotel's management understands guests want to check into their rooms quickly, but hotel lacks of enough room attendants in delivering vacant clean (VC) rooms on time for the guests.

### TRAVEL UPDATE

I decided there was nothing I could do so I began to settle in. I went to the restroom to wash my hands. I did a brief inspection of the bathroom and discovered what would be the last straw. The bathroom was simply disgusting. There was mold and mildew growing on the bathtub, the wallpaper was ripped, and the decor looked like something you'd see in a hospital. That's not to mention that everything in the room felt sticky and gross.



Hilton Myrtle Beach Resort Moldy Bathtub







Hilton Myrtle Beach Bathroom Hilton Myrtle Beach Bathroom Hilton Myrtle Beach Bathtub Vanity

Mold

The bathroom was the last straw. I was done. I was ready to call it. I had to switch hotels.



相片則可見有喉管爆裂,令大量的水湧出。(網上圖片)

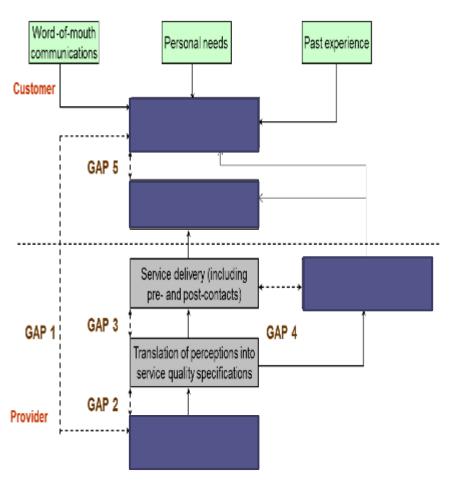
九龍香格里拉大酒店在昨(20日)因水力供應故障,令酒店內的空調亦暫停供應。網上流傳一封相信是酒店向員工發出的電郵,當中提到全酒店範圍內均暫停供應空調,不過,在此期間,職員會繼續為整座酒店供應新鮮空氣,並盡量把對賓客及員工的影響減至最低,酒店目前的運作亦如常。

同時,網上亦有影片和相片流出,從影片可見,在疑似酒店的機房有大量水湧出,水深更到職員的腳眼,片中的職員顯得非常狼狽;有相片顯示房中的書枱及機器都浸在水中,另一張相片則可見有喉管爆裂,令大量的水湧出。

- Possible Reasons For Causing Gap 2:
- Poor Service Setting
  - Failure to connect service setting to service positions
  - Inadequate maintenance and updating of service standards
- Absence of Customer-Driven Standards
  - Lack of customer-oriented service standards
  - Informal process for setting service quality standards

國家空中服務員工會主席黎玉嬋憂慮,現時乘客對國家服務已有不達 標感覺,「以往拎毛氈、枕頭都一定有,但依家(削減資源下)成日拎 唔到」,再因增加座位,收窄每個座位闊度,只會影響乘客休息舒適 度,以及加重空中服務員工作量,進一步影響服務質素,最終得不償 失,「慳咗未必得番佢(公司)想要嘅嘢」。 國泰回應稱,一直以乘客體驗為依歸優化旗下產品,以確保市場競爭力,強調3-4-3座椅排列已漸成業界標準,新一代經濟艙將配備更舒適座墊及更先進個人娛樂系統等設施,待研究新產品細節後會於777機隊推出。



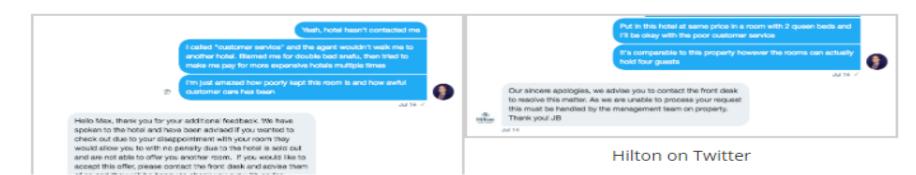


- Gap 3
- Service Quality Specifications
   Service Quality Actually
   Provided
- E.g. a customer is dissatisfied with the restaurant services because of the impoliteness of the serving staff.

#### TRAVEL UPDATE

After dealing with an automated prompt system for three minutes, I was finally speaking to a real live person. They're English and communication skills weren't the best but I was just glad to speak to a real person. I explained to her what my issue was and asked to either be walked to another Hilton property or be upgraded to a larger room. She understood and apologized. She told me she was going to look at some other Hilton properties and get back to me. What happened next was baffling.

"I can move you to a Hampton Inn a few miles away from your current hotel", she said. I responded, "Wonderful, the room is for four guests correct?" She replied, "Yes, all I need is your credit card information, the total is \$315." I was confused. Was she trying to get me to book another hotel room? I explained to her that there was no way I was going to pay a cent more for a hotel tonight. She said, "Ok, I can cancel your room and refund you but that's it." I explained to her how I wouldn't have a place to sleep if she did that. She told me that there wasn't anything else she could do. I persisted. "I know hotels can 'walk' guests to other hotels as a service recovery option, I've had that happen at another hotel chain before and I know Hilton does it too." She said, "Oh ok, I can get you another room, it's \$35 more, is that okay?" I replied, "You've been no help, I'm hanging up now."



- Possible Reasons For Causing Gap 3:
- Deficiencies In Human Resource Policies
  - Poor quality of staff
  - Role ambiguity and role conflict
  - Poor employee-technology job fit
  - Inappropriate evaluation and compensation systems
- Customers Who Do Not Fulfill Roles
  - Customers lack knowledge of their roles and responsibilities
  - Customers negatively affect each other

注拿法维查服器进度增之二 「雷視壞是十小時,

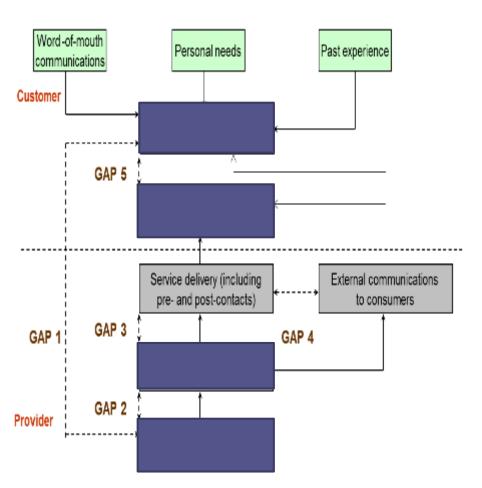
看電影是在粉黃牛島重要教育審構成的工具,核藻素經過十小時內不停或電視的接限時,就就是超差不幸地達上了一個轉頭電視:一情報空報會構改造新貨機。可是母先一板電影之後,又成了。但辛苦技能達成之後,均為表面 又沒有。之後又再及人屬於重排電機。可是又沒有反應,也們完全沒有情報玩說。不完全沒有機能補做或其他虧的 方法。又重新電機公司第一次電視之後又轉了。當時已經沒有空戰人員主來去。然而,以表示的原未是永遠不能 我空中職務員回應,我一直被了整整一小時,不以是自己的業時了他們不知道,偷偷也然的強的人的場。也是於全 沒有回義。經典一點小時,完就在發度,接入時機,發展的途中認過。

- Possible Reasons For Causing Gap 3:
- Problems with Service Intermediaries
  - Difficulty in controlling quality and consistency
- Problems of Seasonality
  - Decline of service quality in peak seasons

調查結果又顯示,四成的員工表示在航機爆滿時,需用3小時始完成整個派餐程序, 較以往的2小時15分鐘,增加了三成時間。而機艙內洗手間數目亦由以往短途1比 45、長途1比40,擴展至最多1比50.9,員工亦反映了乘客排隊輸候廁所時間比以往 更長;另外,擺放手提行李的空間未有增加,黎玉嬋擔心如未能供乘客使用,或要 即時安排寄艙,有可能造成航班延誤。

她續指,乘客人數增加,有員工反映收到的投訴更較以往多了一成,故呼籲國泰需即時檢討相關措施;她又提到,如國泰堅持推行計劃,應增加員工人數及廁所等設施的數目。





- Gap 4
- Service Quality Actually Provided – External Communication with Customers
- E.g. A hotel exaggerates its high-end facilities and services in its advertisement to attract customers. Guests may feel like being cheated upon their arrival at the hotel.

#### OCEANVIEW- TWO DOUBLE BEDS

I went to the balcony hoping the ocean view could calm me down. The room was not an ocean view, it was a partial ocean view. The room did not face the ocean but rather was cornered away from the ocean.

Watch the sunrise over the water from your ocean view balcony. This spacious guest room features our Hilton Serenity Beds, modern furnishings, a mini-refrigerator, and a dedicated desk/work area.



Reservation Summary

HAARP

Setor

Travel Agent

Government / Williams

01 Jul 2019 - 05 Jul 2019, 1 room for 4 adults. Change

This hotel is filling up quickly. Don't weit

Step 2 of 5

Daily Resort Charge will be added to the room rate and includes. Guest internet access, parking, shuftle service throughout the resort to 2 mile radius outside resort, 1 fin termis pickleball court time; Splash Park and 78 Firness access, children's activities (seasonal), local & tof free calls.





#### HILTON MYRTLE BEACH RESORT

10000 BEACH CLUB DRIVE, MYRTLE BEACH, SOUTH CAROLINA, 29572-5304, USA TEL: +1-843-449-5000 FAX: +1-843-497-0168

Contact i

#### ROOMS & SUITES

All guest rooms and suites at our oceanfront Myrtle Beach lodging offer private balconies, many with ocean views, spacious accommodations and more. Choose one of our great Myrtle Beach resort deals and plan your next Myrtle Beach vacation now.

## Narrow your results OCEANVIEW- TWO DOUBLE BEDS Watch the sunnise over the water from your ocean view balcony. ... Price per right (USC) Rate Types Pay with Points Paywith Points Packages and Fromotions AAA Quick Look Packages and Fromotions AAA Quick Look

HONORS DISCOUNT 9:

Pay with Points & Money

Change or cance, up to 3 days before arrival. Pay when you stay.

#### GUEST ROOMS

Hilton Myrtle Beach Resort offers oceanfront hotel lodgings with gorgeous ocean views. Each of our guest rooms has a wealth of amenities including a private balcony, hairdryer, iron/ironing board, coffeemaker, mini-refrigerator, two-line telephone, and triple sheeting. WiFi is available for a nominal fee. Stay and experience why our resort offers the best in oceanfront Myrtle Beach accommodations.

VIEW ALL GUEST ROOMS



- Possible Reasons For Causing Gap 4:
- Ineffective Management of Customer Expectations
  - Absence of customer expectation management in all forms of communication channel
- Exaggerated promise
  - Exaggerated promise in advertising
  - Exaggerated promise in personal selling



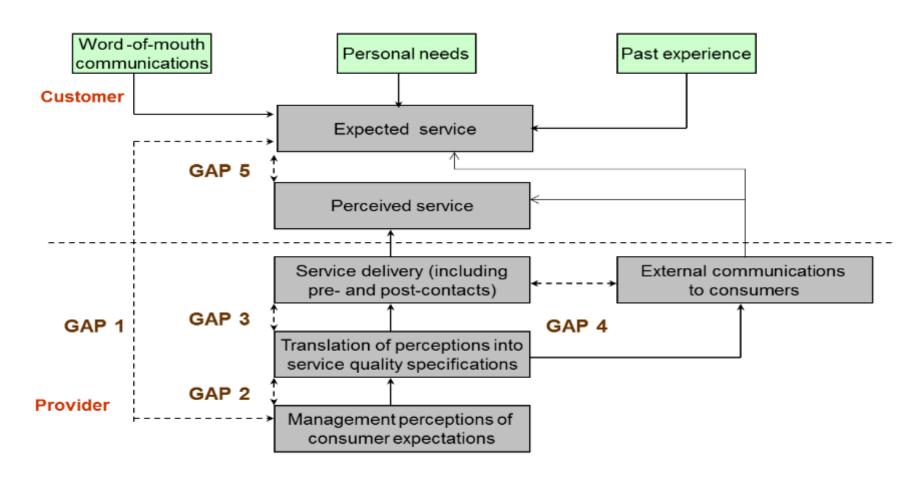
- Possible Reasons For Causing Gap 4:
- Insufficient Horizontal Communications
  - Insufficient communication between departments
  - Differences in policies and procedures across different shops



- Gap 5
- Customer Expectations Customer Perceptions

Gap 5 (Customer Gap) is affected by Gap 1, Gap2, Gap 3 and Gap 4 (Service Provider Gaps)

• If the perceived service meets or exceeds expected service, good service quality takes place, and customer will be satisfied with the service.





### Service Recovery

- Service recovery tries to make amends for quality breakdowns.
- Service recovery can make amends by offering additional services (peace offerings), price reductions on the service provided, or on future services. Anything that stops the customer from walking away can be employed.





### Dealing with Complaints and Problems

- Stay calm
- Maintain politeness
- Develop positive attitude
- Show you care
- Clarify and confirm your understanding
- Evaluate complaints
- Make a decision and offer suggestions
- Follow up

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