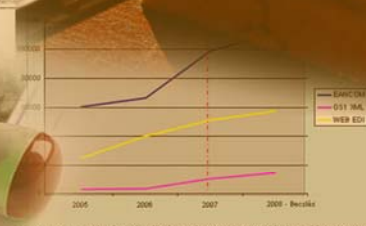
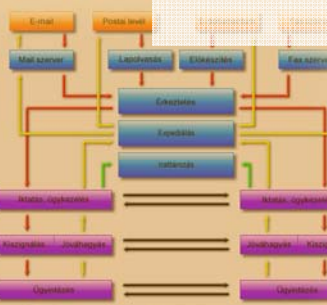




Faldum Valéria

A meglévő ügyfélkör megtartása és fejlesztése – első szakmai idegen nyelven (angol)



A követelménymodul megnevezése:

A telemarketing, telesales tevékenység ellátása idegen nyelven

A követelménymodul száma: 2569-06 A tartalomlelem azonosító száma és célcsoportja: SzT-a10-50



KEY CONCEPTS AND RELATIONSHIP OF CUSTOMER RELATIONSHIP MANAGEMENT

CASE STUDY – WORK SITUATION

Hotel Burke & Wills has little knowledge about how to best market the hotel both when it comes to acquisition– and retention efforts and to direct these to suitable segments. The company seems inadequate to identify and attract potential customers during quiet periods which results in a big loss of potential revenue. The survey shows that the company's awareness of what the customer values as quality service is fairly good but might not be enough to prevent future loss of customers. As a result of this these customers may turn to competition for better service in the future. The majority of returning customers also state that they would value a more personalised approach from Burke & Wills. I draw the conclusion that there is a lack of interest in how to improve the marketing of the company. No surveys have been conducted in the last few years to get customers' opinions. They take their position on the market for granted and even with new competition they chose to stay inactive. Focus on improvement should be a priority but it is not. ¹

CONTENT INFORMATION

Definition of customer relationship management

It is a process or methodology used to learn more about customers' needs and behaviors in order to develop stronger relationships with them. Service providers contact their customers proactively to get to know how they feel about using their services, whether they have any comments or requirements for modifications. The channels of customer relationship management can be personal discussion, telephone call, e-mailing or nowadays rarely sending letters by post.

¹ <http://www.essays.se/essay/1d9ee12576/> (2010.08.05)

Retaining customers

Based on the experience we can say that customers welcome any initiatives of the service providers – not an assigned market researcher – and take the chance to have a discussion with a well-trained professional. These discussions provide possibility to modify existing data, to express disappointment or dissatisfaction, which can be resolved within a much shorter period of time – very often during the same call.

Targets are retaining customers, strengthening relationship, prevention

The main target of customer relationship management is to retain existing customers by measuring their satisfaction on our services regularly on one hand and "preventing" them to call us with their questions or perhaps complaints on the other hand. These occasions strengthen the relationship between customer and service provider, nurturing the client's loyalty thereby making them more resistant to the competitors' efforts.²

Finding the target group, who are of high value

Whom shall we contact? Which customer shall we call or whom should we write an e-mail?

We need to find the right ratio, on which customers to spend the costs of the customer relationship management. We need to concentrate on customers who can by any reason be high potential prospects to our competitors.

Prospective customer groups:

- *Customers providing great income*
- *Customers with a growing demand*
- *Customers with Churn risk (attrition)*
- *VIP customers*

Within the target group we need to contact the ones with a low activity level first, since it must attract our attention on the reasons of the decreasing activity.

Customers providing great income must be really taken care of. They are business partners in general, normally using our services on the whole of their organisations. They are reactive to quality, speed and flexibility. We need to be continuously aware of their satisfaction level and keep it high in order to make it harder for competitors to overcome barriers by simply offering lower prices or other inducements instead of remedy of possible problems.

² Source: Call Center Ismeretek (Tankönyvpótló jegyzet). Humán Erőforrás Alapítvány, 2003. p. 79–80.

Retaining customers

Customers with growing demand should be affirmed that they spend their money on the right place, getting everything they expect. In their case, customer relationship management should focus on the possible growth in delivery, also considering potential challenges or difficulties.

Customers considered Churn risk are the ones that think about swithing the service provider or in worse case have already decided on the change. Those customers that are not considering switching to a new supplier, but are not using our services creating no income also belong to this group. The reasons may be of any kind. Altering conditions may cause altering needs; changing financial back-ground, wrong or faulty performance may also modify the customers' preferences and make them find a competitor's offer more attractive e.g. based on a strong marketing campaign.

The churn risky group is highly vulnerable by the competitors. The customer relationship management's most important task is to gain the most possible information on the customers' needs and expectations, to disclose any problems and try to find the possible ways of further co-operation.

VIP customers need distinctive attention, as the name refers to their high importance. This group is diversified. Someone can be very important because of his social role e.g. politician, artist or someone providing an extended clientele, so called fleet, but it can also so be a loyal, old business partner. Common characteristics of VIP customers are unique, tailor-made services regarding products, services and treatment as well. Customer relationship management in their case means continuous monitoring of the changes of their needs, habits and practices, thereby changing our offer and performance according to that.

Planning the customer care contacts

Customer care contacts need to be planned consciously, otherwise obscureness, unpreparedness may affirm the customer's intention to leave.

Elements of a contact plan:

- Finding groupspecific reasons, e.g. for customers providing huge income and customers with growing demand informing about a new product with favourable pricing system, which is certainly beneficial for the company in case of a long term co-operation. In case of Churn risk the reason for a call may be the passiveness of the customer. The reasons for decreasing activity should be disclosed very carefully Regarding VIP customers, regular contacts are elementary. They are used to frequent calls, what more they already require them. During the planning the main focus should be on marketable services, which can be tailored according to the individual needs of the customers, therefore VIP customers must be contacted by well-trained, experienced professionals.
- Customers appreciate to feel that the attention is a favour to them personally, so the reasons for contacting them should be unique. This way birthday/nameday greetings or the anniversary of starting the co-operation can be very effective.

Retaining customers

- Generally programmes strengthening customers' loyalty, such as productshows, client parties, children's programmes are very popular.
- It is also very important to be aware of the competitors' similar products, services and offers, so that we can argue on the benefits of our products/services and also to be prepared for the excuses and make the right comparisons. It is worth emphasising the benefits of a long term relationship.
- Based on the consumers' habits, the client value and the product/service palette planning of possible advantages, discounts is necessary so that we can propose them if needed.

Planning elements of outbound calls

When planning an outbound call besides planning the elements of the contacts, we have to be prepared about the individual customer. We need to gather information from the CRM System on the turnover, payment terms and the client's habits on our services. This information is crucial regarding the discussion.

The customergroup specific welcome speech should be planned. We need to pay attention to every little detail, e.g. if we want to introduce a new product, we should never use a sales-type discussion, since the stress is on the customer relationship management.

Entering the contents of the planned discussion in the information system is an important step of the customer relationship management. In absence of an outbound call manager system it can be put in an Excel sheet although using a system script is much more effective.

The script includes all details of the planned telephone-call and automatically, as it were drives the operator's work. Besides this, the information system makes it easy to record the results of the call, thereby utilising the information, without what we may lose accuracy e.g. in case of a complaint.

Utilising the contents of the customer care calls

Next to the outbound calls, the other, not less important part of the customer relationship management is the utilisation of the contents of the call.

Information gathered during the call:

- Is the customer satisfied with the service provided by the company?
- What are their actual comments or problems?
- Is the customer considering the switch to another supplier?
- Does the customer welcome the changes and advantages we offer?
- Does the customer have any excuses against the benefits of our services?

Retaining customers

The operator has to record the gathered information in the outbound call managing system, thereby making it available for further processing and utilisation. E.g. in order to handle excuses if we find our argument weak compared to the competitors offer, we can make suggestions to the product developers for a change to a more marketable product or service.

Customer care in writing (e-mail, sms, post)

Less effective, but fast and cheap solution for customer care is the written letter, most generally the e-mail. The emphasis in this case is on speed, as there are cases when we need to react to a market situation very quickly e.g. when our competitor suddenly proposes an advantageous offer.

If the target group is still not endangered the written form of contacting the customers can also be sufficient.

Summary

On the whole, using customer care contacts we can support retaining the critical customer groups. Clients who have been called and supported in their possible problems, complaints, etc. will become significantly more satisfied and stay subscribers for the services provided by the company for a much longer period of time.

Applying a proactive customer relationship management is beneficial to the company, and by that it is cheaper and simpler to retain existing customers than attracting a new one. A lost customer is not just weakening the company but it is at the same time strengthening the competitors.³

³ Source: Call Center Ismeretek (Tankönyvpótló jegyzet). Humán Erőforrás Alapítvány, 2003. p. 79–80.

STUDY GUIDE

Case 1

You are the manager of Hotel Burke & Wills and you want to improve customer loyalty so in order to have a better knowledge on customers' expectation you plan to make a telephonic survey. What are the most important steps and tasks to consider when planning the customer contact?

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Case 2 Read the article and answer the questions below!

British Airways is keeping its customers 'Appy with a new App that allows customers to save time and check-in on their smartphones. Executive Club iPhone users can use the new App to display new Mobile Boarding Passes on their phones, which can be scanned at check-in to speed up and enhance the boarding process. The App's easy-to-use and stylish new interface also gives customers instant access to their Executive Club details and updates on flights. Chris Davies, head of digital marketing, said: "Mobility and convenience is key for our customers, so that no matter where they are, they can turn to their mobile phones to find the very latest information about flights, check in times and even access boarding passes allowing them to stay one step ahead. "The Mobile Boarding Pass feature for Executive Club iPhone users will be especially welcome for those customers unable to print off their own boarding cards when returning from overseas. "It's all about improving the customer experience. We're committed to putting our customers in charge, making the British Airways' travel experience even easier." British Airways was the first airline to develop an App for customers for the launch of the iPhone in the UK. Since then, over half a million customers have downloaded it from iTunes. The new App ensures customers have even greater functionality and have access to real flight information about their upcoming bookings, full integration with their Executive Club details and easily and smoothly guide customers through each stage of their flight process. It will also provide improved flight information, a dedicated travel news section, FAQs, a Twitter news feed for iPhone users, and a link to the ba.com mobile website. Functionality to allow customers to board using electronic boarding cards is being rolled out on both domestic and international routes.⁴

Answer the following questions in writing!

1. What is the target group of the British Airways APP services?
2. What are the most typical flying habits of the prospected customers?
3. What are the advantages of the new service?
4. What is the most effective way of informing customers about the service?

⁴ <http://press.ba.com/?p=1319#more-1319> (2010.08.05)

Retaining customers

Solution 1 _____

Solution 2 _____

Solution 3 _____

Solution 4 _____

Solution

Case 1

1. Finding the target groups e.g. based on spending or frequency of stays.
2. Planning and contents of the outbound call:

- Being prepared about the individual customer (turnover, payment, habits on services)
- Welcome speech
- Contents, such as customer satisfaction, comments or problem, intention to change to another hotel, preferred changes and advantages
- Preparing a script

Case 2

1. Customers providing great income: frequenters, VIP customers
2. Preferring high-tech applications, mobility, convenience, flying overseas, saving time and energy

Retaining customers

3. Saving time, speed up check-in, enhanced boarding process, access of latest information, smoothly guidance
4. Written letters (direct mails and e-mails)

MUNKKAANYAG

CHECK YOURSELF

Task 1

Write down the definition of customer relationship.

Handwriting practice area for Task 1, containing four horizontal lines for writing.

Task 2

List the elements of the customer care contact plan!

Handwriting practice area for Task 2, containing four horizontal lines for writing.

MUNYKANYAG

SOLUTION

Task 1

It is a process or methodology used to learn more about customers' needs and behaviors in order to develop stronger relationships with them. Service providers contact their customers proactively to get to know how they feel about using their services, whether they have any comments or requirements for modifications. The channels of customer relationship management can be personal discussion, telephone call, e-mailing or nowadays rarely sending letters by post

Task 2

- Finding groupspecific reasons
- Unique occasions
- Being aware of the competitors' similar products
- Programmes strengthening customers' loyalty
- Planning of possible advantages, discounts

PROACTIVE CAMPAIGNS IN PRACTICE

CASE STUDY – WORK SITUATION

Customers for retail and service firms are the primary reason for being in business. Customers are the lifeline of any business and it is important to keep current patrons by avoiding or minimizing customer dissatisfaction.

Most business people think they have few dissatisfied customers because most do not complain. A recent study indicated that the average business never hears from 96 percent of its unhappy customers. For every complaint received the average business has another 26 customers with problems, at least six of which are serious.

Some business people think the customer is not all that unhappy. However, noncomplainers dissatisfied with the product or service are the least likely group to buy from your firm again. Even a complainer who gets no response to his complaint is more likely to buy your products again than is a noncomplainer. While 96 percent of the unhappy customers do not complain to you, they do let off steam and spread their dissatisfaction with the product or service. They complain to other customers and potential customers – family, friends, associates at work anyone else who will listen. They feel wronged and frustrated and want to talk about it. According to consumer surveys, a person who has had an unpleasant experience with a business will tell 9 or 10 other people. Approximately 13 percent will tell more than 20 other people. This negative word-of-mouth can be very harmful to a business

An unhappy customer cannot be kept quiet. However, you can regain their support by solving complaints quickly. These customers may not only come back, but it will give them something positive to talk about. A customer who has had a good experience with a business will tell an average of five other people, some of whom will become new customers. If a customer has a complaint resolved quickly and courteously, he wants to tell others about his good fortune and his good sense (after all, he had the courage to complain). Speedy complaint resolution can help you keep present customers and attract new ones by changing word-of-mouth advertising from negative to positive.⁵

⁵ <http://web1.msue.msu.edu/imp/modtd/33200020.html> (2010.08.05)

CONTENT INFORMATION

Creating a prospective group in practice

First step of creating prospective groups is defining the characteristics of the target group of customers, which are recorded in the client registration system. Any information that is not recorded cannot be searched for thereby cannot be taken into consideration, at the most we can make suggestions on that certain information another time.

Using the System

These characteristics are to be specified for the IT colleagues, who can create the search programme according to this. The search will contain the customers' names, contact details such as telephone number, e-mail address and all characteristics, which were found important when making the specification, e.g. services used, payment details. This way it is possible to make a telephone call by using one single system. Practical experience have confirmed that all these information help a lot during the telephone calls, but do not replace the preparation (gathering information on the customer) right before the call.

The results of the search must be loaded into the outbound call manager system. The system automatically dials the customers' telephone numbers one by one, and once a client answers the call s/he will be switched to one of the operators available. In case of customer care calls when thorough preparation is needed, it is more useful to set the system so that the call can be initiated by the operators, although unsuccessful calls make it less effective and more expensive.

Realising customer care calls



1. Call centre⁶

Preparing for the discussion

It is very practical to collect the calls of one type of customer target group to one operator. This way s/he can be prepared of the characteristics of that target group before starting his/her job; s/he can read the script from the learning material, which already contains the welcome speech, the reason of the call, the questions to ask and the possible advantages to offer. All this information of course will appear on his monitor at every single call, but the conversation itself will be much more fluent if the operator is well prepared.

Proactive customer care conversations in general are significantly longer than normal inbound calls, since during or after a shorter customer satisfaction survey clients are allowed of asking back and talking more freely. ⁷

It is very important to be prepared of the communication of the discussion. The customers must feel that the reason of our call is caring, which really needs professional operators.

⁶ Source: http://www.bell.ca/home/HomeGnl_JobsCal_Landing.page (2010.08.10)

⁷ Source: Call Center Ismeretek (Tankönyvpótló jegyzet). Humán Erőforrás Alapítvány, 2003. p. 79–80.

"Accepting" outbound calls from the Call Managing System

The Call Managing System switches the call to the operator, and the script loaded with all data of the actual customer appears on the screen.

Studying the customer from the client register

In order to make a phonecall the operator needs the detailed customer data from the client register system besides the scrip data. An experienced operator is able to review the necessary information during the the welcome speech and the introduction phase.

Documentation

One of the key activities of the customer care contact is documentation during and after the conversation. All important information gained from the customer during the discussion is to be registered in the system. The most important ones are: satisfaction level, comments and complaints, acceptance of the company offer or discounts.

Data verification during the customer care call

Correct and up-to-date data are very important for the contracts to be prepared and signed with our customers. Customer care calls provide great opportunities to verify data. During an informal conversation it gets simple to check the necessary information.

Handling complaints

On of the several causes of a customer call is to find solutions to the problems which have already been defined by the customer but not reported yet. It is extremely important that the solution of a problem disclosed this way cannot be failed. By mistreating a complaint during a customer care call we hand the client on a plate to the competitors, which is worse than not contacting the customer at all. That is why it is so important to have experienced operators for this job, who are capable of solving and not just recording and forwarding complaint even if its complexity desires more time till total resolution.

After handling a complaint no customer is to be left alone – subsequent customer satisfaction call is necessary. Experiences prove that a well-treated complaint bounds the customer to the company even more than having no mistake and no complaint.

Customer care in case of inbound calls

Operators handling inbound calls need to know the customer target groups and the characteristics of the endangered groups as well. These groups should be marked in the customer management system anyway in order to highlight the necessary tasks to be done. When receiving an inbound call, the operator has to do the customer care besides handling the case, and the results must be entered in the appropriate field of the customer relationship management system.

Retaining customers

Customer care in writing, practical execution

It is possible that our competitor suddenly makes a very advantageous offer to which our company has to react with a new product. It is expedient in this case to run a search on the endangered customer groups and send them a fast customer care type e-mail. Composition of this letter needs more attention again, since it is even more difficult to emphasize customer care to sales in writing.

There might be cases when we do not have budget to call the targetted customer group or our client group is not critically endangered, sending e-mails or sms-es is still better than nothing.

Summary

The main points to focus on when executing in practice:

Defining the characteristics of the prospective groups, running a search in the customer relationship management system, preparing a script, entering data gathered in the system, getting prepared for the call and the individual customer as well.

STUDY GUIDE

Call centre agents are becoming increasingly important in the call centre setting. They act as a contact point between the customer and the company, and therefore be regarded as the builder of the company's image. Due to importance of these agents they should have certain competencies to perform their duties sufficiently, such as:

- *Communicating effectively: able to provoke interest, being outspoken, good voice, clear speaking*
- *Listening carefully: sound interested and capture everything the customer says*
- *Attentiveness: not only capturing what the customer is saying but capturing only relevant responses*
- *Understanding: maintaining balance between being neutral and getting involved*
- *Attitude: friendly, professional, positive energetic, polite, patient, regardless of the customers' disposition, the agent's personal opinion and the time of the day and personal issues*
- *Consistency: friendly and respectful throughout the day, balancing between being impartial and getting emotionally involved*
- *Confidence: to be able to impress customers and deal with rude customers*
- *Being in control: to decide whether to go on with the interview:*
- *Knowledgeable: about the research, product, service, methods and terminology*
- *Speed: in order to perform within set timeframes and not wasting time of the customers*
- *Coping with unpredictable situations*
- *Flexibility: to adapt to different customers and to suit unique needs*
- *Language: being capable of speaking more than one language fluently*
- *Challenge: being able to handle unpredictable or difficult situations challenging*
- *Stress tolerance*
- *Goal-orientation: to reach set targets*
- *Proactive problem solving: being initiative and quick thinker*
- *Teamwork: being able to work individually but also in a team*
- *Basic telephone and technology skills: good telephone manner and computer literacy⁸*

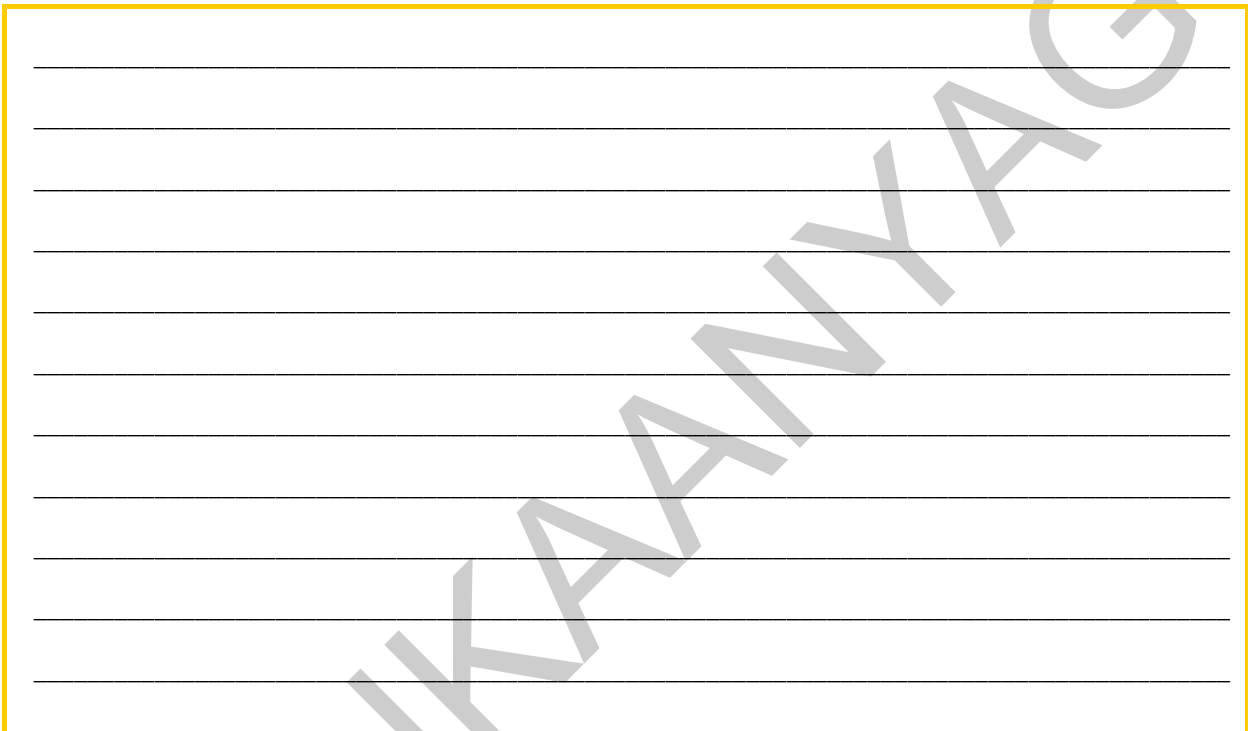
⁸<http://upetd.up.ac.za/thesis/available/etd-03052004-142401/unrestricted/00dissertation.pdf> (2010.08.10)

Retaining customers

Case 1

Work in pairs: One of you is working as a call-centre operator for Eurocable, an internet provider. A significant group of your customers' internet subscription is expiring within two weeks. The strategy of the company is to retain existing customers therefore they have prepared an offer that existing customers get 5% discount in case they prolong their service contract for another two years. The other member of the pair is the customer, who is planning to get to know the market offer before choosing a service provider.

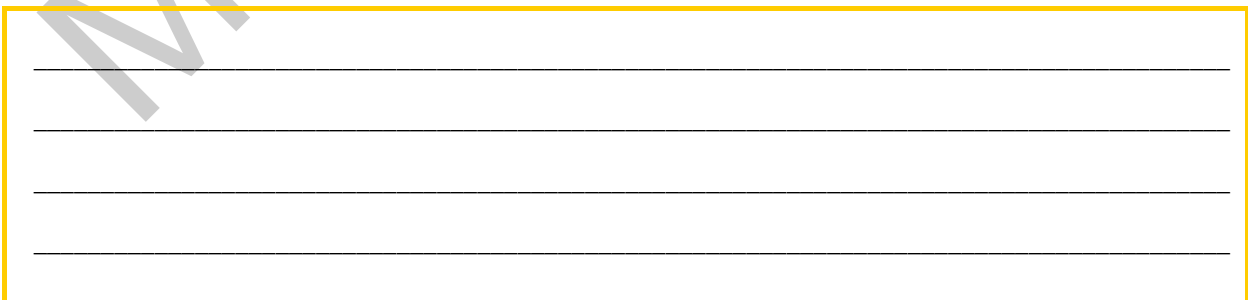
Demonstrate the telephone conversation!



A large rectangular box with a yellow border, containing ten horizontal lines for writing a telephone conversation. A large, light gray watermark reading 'MUNYKANYAG' is diagonally overlaid across the box.

Case 2

Divide into groups and think over the most important competencies a successful and well-trained operator must have.



A rectangular box with a yellow border, containing four horizontal lines for writing competencies. A large, light gray watermark reading 'MUNYKANYAG' is diagonally overlaid across the box.

Solutions

Case 1

For example:

- Good Morning! This is XC from Eurocable May I talk to Mr Smith, please!
- Yes, it's me.
- May I disturb you for a few minutes or shall I call you later?
- It's Ok now.
- I am calling you because the internet subscription you have signed in 2008 expires in two weeks. May I ask you a few questions about that?
- Yes, please.
- How much are you satisfied with our services, if you should score it from 1 to 10?
- Well, I would say 8.
- What do you mainly use internet for? (work, gathering information, e-mailing, amusement, downloads or other)
- I work a lot at home, but I also use it for gathering information on programmes and weather.
- Is there any change you would appreciate?
- Look, I do not have any problem with your services, but I want to check the prices and services on the market. There are a lot of service providers, so I plan to compare the offers.
- I understand. We are certainly aware of the competition, therefore we offer 5% discount for our clients who renew their contracts for another 2 years. If you do not want to commit yourself for another 2 years, we offer you to keep the same package you have now.
- Well, the 5% discount sounds good, but I still prefer to check the available offers on the market.
- Certainly. How much time do you think it will take you to check the market?
- I suppose I can do it in 2 weeks.
- All right. We'll keep our offer till the end of the month, but I would call you again in 2 weeks if you agree. Is that appropriate for you?
- Yes, that is right.
- OK, I'll call you in two weeks then. Have a nice day! Good-bye!
- Good-bye!

Case 2

Communicating effectively, listening carefully, attentiveness, understanding, attitude, consistency, confidence, control, knowledge, speed, unpredictability, flexibility, language, challenge, stress tolerance, goal-orientation, proactive problem solving, teamwork, basic telephone and technology skills.

CHECK YOURSELF

Task 1

You work for Excellent holidays tour agency till now arranging holidays to foreign countries, but because of the economical crisis, your management decided to widen the service palette, offering tours and holidays within the borders. They have also decided to contact passive customers from the last 5 years, to make a survey on their changed travelling habits.

Write down the steps of the details of a proactive campaign to be executed.

Handwriting practice area with four horizontal lines.

Task 2

What is the difference between inbound and outbound customer care calls?

Handwriting practice area with four horizontal lines.

SOLUTION

Task 1

- Search in the customer relationship management database, selecting the prospective customer group
- Creating a script
- Loading data in the outbound call manager system
- Preparing for the discussion, studying the individual customer
- Proactive discussion
- Handling complaints (if any)
- Data verification

Task 2

Outbound customer care calls are generated from a client register search, preselected on the basis of segmentation with a predetermined purpose. Prospected client groups and individual clients can be studied thoroughly. Proactive customer care conversations in general are significantly longer than normal inbound calls, since during or after a shorter customer satisfaction survey clients are allowed of asking back and talking more freely

Inbound customer care calls are much more ad-hoc, thorough preparing is not possible, although the operator must be aware of the characteristics of the customer group. Important information are marked in the client register. Customer care is secondary besides handling the case the customer called for.

Data verification and entering information gained during the discussion are necessary in both cases. Client information is visible on the screen in both cases.

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Call Center Ismeretek (Tankönyvpótló jegyzet). Humán Erőforrás Alapítvány, 2003.

<http://press.ba.com/?p=1319#more-1319> (2010.08.05)

<http://upetd.up.ac.za/thesis/available/etd-03052004-142401/unrestricted/00dissertation.pdf> (2010.08.10)

SUGGESTED READING

<http://www.jimnovo.com>

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A(z) 2569-06 modul a10-es szakmai tankönyvi tartalomeleme felhasználható az alábbi szakképesítésekhez:

A szakképesítés OKJ azonosító száma:	A szakképesítés megnevezése
54 347 01 0000 00 00	Idegen nyelvi ügyfélkapcsolati szakügyintéző

A szakmai tankönyvi tartalomelem feldolgozásához ajánlott óraszám:
14 óra

MUNKANYELVI

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A kiadvány az Új Magyarország Fejlesztési Terv
TÁMOP 2.2.1 08/1-2008-0002 „A képzés minőségének és tartalmának
fejlesztése” keretében készült.

A projekt az Európai Unió támogatásával, az Európai Szociális Alap
társfinanszírozásával valósul meg.

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