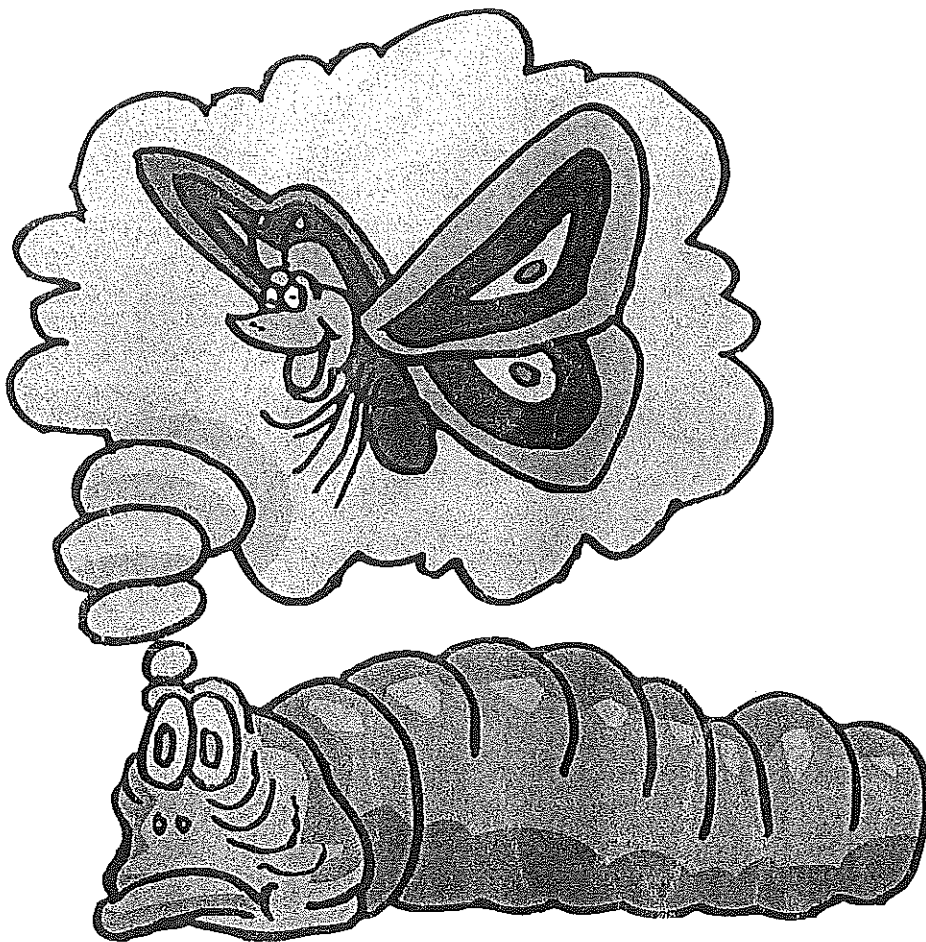


TRANSFORMING DIFFICULT CUSTOMERS TO REGULAR CUSTOMERS



DEALING WITH PEOPLE



People come in all shapes and sizes, each with their own history of experiences. The way we deal with them is critical to them not becoming part of the 68% of customers who take their business elsewhere.

The following identifies some of the types of difficult people we may encounter:

- ❖ The angry customer
- ❖ The demanding customer
- ❖ The constant critic
- ❖ The argumentative customer
- ❖ The intoxicated customer
- ❖ The indecisive customer
- ❖ The weirdo
- ❖ The non stop talker

WHY DO CUSTOMERS COMPLAIN?

Customers complain because of:

- ☐ A deadline is missed (expectations not met)
- ☐ An order is incorrectly filled (human error)
- ☐ The customer is treated rudely or unprofessionally (poor customer relations)
- ☐ The customer is given incorrect information (misinformation)
- ☐ The customer is unhappy with the product or service (performance problems with products or service)

Other:

THE MAIN REASONS WHY HERTZ CUSTOMERS COMPLAIN



PROBLEM	SOLUTION
INCORRECT TARIFF Reserved rate not given, best deal not applied. Customer Discount Program not applied. Variable rate - quoted \$x, should \$y.	
DURATION Too many days charged, incorrect hours charged, out of hours return, extra hours policy explanation	

<p>INSURANCE</p> <p>Charged when not accepted, charged for incorrect number of days, charged at increased rate, special conditions not honoured</p>	
<p>REFUELLING</p> <p>Charged when tank full / half on return, tank not full at time of check out, too expensive. Fuel Purchase Option.</p>	
<p>WRONG CAR GROUP</p> <p>Wrong car group charged, eg. Received C, charged for D.</p>	
<p>ERRONEOUS BILLING</p> <p>Billed to wrong customer, customer changes Method Of Payment and charged on the original. Services charged for not supplied.</p>	

⑤



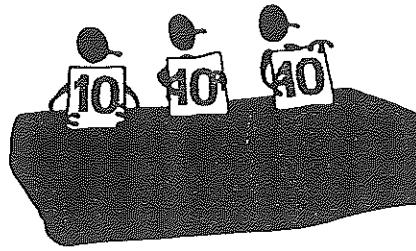
LOCATION MISHANDLE Reservation mislaid / misread, desk unmanned, locations closed when should have been open. Vehicle not in assigned parking space.	
COUNTER DELAY #1 Club Member, line too long. Employee unaware of proper procedure, cash ID procedure.	
STAFF ATTITUDE Personnel rudeness, indifference, attitude	
POOR VEHICLE PREPARATION Defective / non-functioning equipment, Appearance - odours, ashtrays, dirty stained, body damage.	

THE SIX STEP METHOD OF HANDLING COMPLAINTS

The following six steps are not in order. Place them in the correct order by putting the numbers 1 - 6 beside each method. 1 being the first method through to 6 being the final method taken when dealing with customer complaints.

- ☐ Take Action
- ☐ Calm the customer
- ☐ Get to the Real Problem
- ☐ Get Agreement
- ☐ Formulate a Plan
- ☐ Don't become emotional

THE TOP TEN TIPS OF HOW TO STAY ON TOP WHEN HANDLING COMPLAINTS



- 1) Offer periodic feedback to show we are supportive of customer's explanation!
- 2) Use the hold button very sparingly if you are on the phone!
- 3) Advise the customer what you can do, not what you cannot do. Use positive language!
- 4) Give your full attention to the customer!
- 5) Avoid laying the blame on others!
- 6) Never let a complaint carry onto the next customer!
- 7) When a customer has a legitimate complaint, agree! Eg. "Mr Brown, I don't blame you for being upset. Let's see if we can solve this problem for you immediately."
- 8) Use the customer's name and personalise the service!
- 9) Promise to take action and then do it!
- 10) Always thank the customer for taking the time to advise you of their complaint!

TRANSFORMING DIFFICULT CUSTOMERS

A typical business hears from only 4% of its dissatisfied customers.

The other 96% just quietly go away.

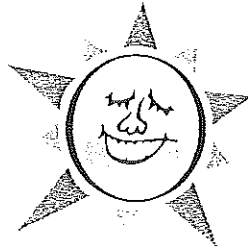
91% will never come back.

However: 70% of complaining customers will do business with you again if you resolve the complaint in their favour.

If you resolve the problem on the spot, 95% will do business with you again!

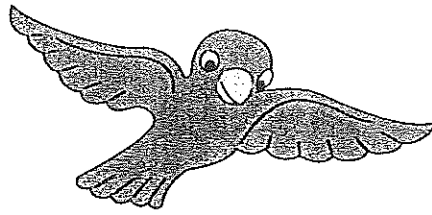
Describe a past experience when you purchased or received a product, or were given service that you weren't happy with. What made you complain? How was the complaint resolved?

THE REASONS WHY WE SHOULD WELCOME COMPLAINTS



- It can highlight areas that need improvement
- It gives us a second chance to serve customers better
- It enables us to have a better understanding of customer's needs
- If the complaint is solved properly, customer loyalty will be strengthened. The customer will become an ambassador for the company
- It gives a huge sense of personal satisfaction when complaints have been solved

GOING BEYOND



The following points offer ideas on how to go that extra mile. We will take a twofold approach: the first is the goodwill gesture and the second is the bounce back initiative (there has been an error on the company's part that needs remedying).

GIVE AWAYS

Goodwill: More and more companies are offering give aways as gesture to customers. Examples such as buy one get one free, buy 6 get 2 free etc..

Bounce back: These giveaways involve providing at no charge the goods that were incorrect to start with.

DISCOUNTING

Goodwill: In this instance, it would be where a customer purchases over a certain amount, then they receive a discount. Eg. Purchase Over \$1000 in furniture and receive a 10% discount.

Bounce back: If there has been a problem, the company will issue the customer with a discount voucher to be used when they next deal with the company.

GOING BEYOND

ABSORPTION OF COSTS

Goodwill: Do not count pennies in this instance, absorb minimal costs of a loyal customer. Eg. Delivery costs. It costs 5 times more to get a new customer than it does to keep an existing customer.

Bounce back: If there has been an error/mistake, eg. A delivery did not arrive on time, then the company should absorb the cost of a courier etc.. Any additional costs involved in putting things right should be absorbed by the company.

PERSONAL TOUCH

Goodwill: This involves placing a call or writing a letter to say thank you for choosing to do business with us. It also gives it the personal touch so that in future they have a contact name and number.

Bounce back: A follow up phone call in this instance is the best approach. This ensures that all problems have been fixed and it helps re-establish your company's credibility.

HAVING TO SAY 'NO'

We must try to accommodate the needs of our customers, but sometimes we just have to say no. These include the following:

- ✖ Federal regulations
- ✖ The law
- ✖ Company policies and procedures
- ✖ Out of stock
- ✖ Just not possible

Federal regulations

It is against federal regulations to take certain products in and out of the country. So regardless of who you are and how much you paid for your ticket, you just cannot do it.

Against the law

If you are a car rental company, the law states that you cannot rent a person a vehicle if they do not produce a valid, current driver's licence. Once again, regardless of the fact that they may be your most valued customer - you are unable to rent to them.

HAVING TO SAY 'NO'

Company Policy & Procedures

In this instance, these are the rules as set down by the company that cannot be broken. Eg. If a customer returns an item without a receipt, the company policy may be no refunds without a receipt.

Out of stock

You've simply run out of the requested product. Eg. A customer comes in and orders the fish of the day, the last piece has just been served.

Just not possible

There will be occasions where a customer makes a request and it is just not possible to meet it. Eg. A customer goes to the hairdresser and requests a certain hairdo, however their hair needs to be 3 inches longer for this to be possible

There will be times when you cannot meet a customer's request, however, in order not to drive a customer crazy avoid the following:

"THAT IS NOT OUR POLICY"

"THAT IS NOT MY JOB"

"I'M NOT ALLOWED TO DO THAT"

"I HAVE NO IDEA"

THERE'S A BETTER WAY OF SAYING IT

AVOID	TRY SAYING...
"They shouldn't have promised you that."	
"That's not our area."	
"That travel agent always does that."	
"Next!"	
"Are you right there?"	
"They wont accept that."	

AVOID	TRY SAYING...
"You're not the only one."	
"I will follow that up for you."	
"I'm so sorry to keep you waiting."	

AVOID anything that:

- Starts with a negative or communicates indifference or incompetence
- Questions the customer's integrity or intelligence (eg. Oh, if only you'd told me that beforehand)