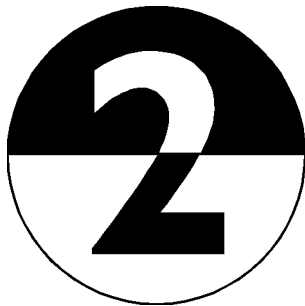


Certificate in

Customer Service



Level 2

Series 2 2003

(Code 2013)

Model Answers

Certificate in Customer Service Level 2

Series 2 2003

How to use this booklet

Model Answers have been developed by LCCIEB to offer additional information and guidance to Centres, teachers and candidates as they prepare for LCCIEB examinations. The contents of this booklet are divided into 3 elements:

- (1) Questions – reproduced from the printed examination paper
- (2) Model Answers – summary of the main points that the Chief Examiner expected to see in the answers to each question in the examination paper, plus a fully worked example or sample answer (where applicable)
- (3) Helpful Hints – where appropriate, additional guidance relating to individual questions or to examination technique

Teachers and candidates should find this booklet an invaluable teaching tool and an aid to success.

The London Chamber of Commerce and Industry Examinations Board provides Model Answers to help candidates gain a general understanding of the standard required. The Board accepts that candidates may offer other answers that could be equally valid.

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Certificate in Customer Service Level 2

Series 2 2003

QUESTION 1 (Compulsory)

You have recently joined the Customer Service Department of an organisation, and receive the following memorandum:

MEMORANDUM

To: All members of Customer Service Teams

From: James Athena, Customer Service Manager

Date: 4 April 2003

As you are aware, at the beginning of the year we installed an automated telephone system.

I had hoped that this would improve our standards of customer service, but I am hearing from many of our branches that it is generally making matters worse.

If anyone can offer any explanations or ideas, I should be glad to receive them.

Your previous organisation experienced similar difficulties when it installed an automated telephone system, and you believe you can assist on a number of points. Draft a **memorandum** to the Customer Service Manager which includes:

- (a) **6** ways in which the automated telephone system may be failing to deliver good customer service (6 marks)
- (b) **3** functions normally carried out by customer service personnel and explains why these functions cannot be performed by automated equipment (9 marks)
- (c) **4** ways in which complaints about the system have an effect on branch staff (4 marks)
- (d) **3** ways in which branch staff may behave that would make a good impression on customers, and **3** ways that would make a bad impression. (6 marks)

(Total 25 marks)

The Model Answers are designed to show the requirements of the question as set, from the candidate's point of view, and to include what may be the most popular, valid points which are raised by candidates.

However, in all cases any other valid points raised by the candidate will be taken into account when allocating marks.

Model Answer to Question 1

MEMORANDUM

To: Customer Service Manager
From: A Candidate
Date: 9 April 2003
Subject: Difficulties encountered with an automated telephone system

- (a) Ways in which the automated telephone system may be failing to deliver good customer service:
- by failing to accept or recognise numbers keyed into customers' telephones
 - by putting customers through to the wrong extension
 - by making customers wait too long
 - by making customers pay to hang on while they are effectively not receiving service
 - by failing to cater for every sort of enquiry
 - by offering only one-way communication

- (b) Functions normally carried out by customer service personnel are:
- asking customers a variety of questions
 - sensing customers' feelings
 - making suggestions to solve customers' problems

Explanation of why these functions cannot be performed by automated equipment:

- the equipment has a limited repertoire
- the equipment can only respond to pre-determined instructions, cannot judge feelings
- the equipment cannot listen and respond as it does not have the two-way communication

- (c) Ways in which complaints about the system may be affecting branch staff:
- when customers can't get through on the telephone, they will call into branches and will complain to staff there
 - the branch staff will be obliged to take on the additional work of dealing with customers' complaints and queries
 - the additional customers visiting branches with complaints will increase queues and therefore pressure on staff
 - branch staff may become demotivated and leave
- (d) Ways in which branch staff may behave that would make a good impression on customers:
- by being friendly and offering to help
 - by offering sympathy and apologising on behalf of the organisation
 - by reassuring customers that they will personally deal promptly with their queries

Ways in which branch staff may behave that would make a bad impression on customers:

- by saying it's not their job to deal with their queries
- by showing annoyance at having to do additional work
- by telling customers to try to use the automated telephone system again

QUESTION 2

(a) (i) Explain what is meant by the **layers of a product** with reference to cars. (13 marks)

(ii) Illustrate your answer with a suitable diagram. (3 marks)

(b) List **3** means of communication and explain how **each** may be used to give customers information on a new model of car. (9 marks)

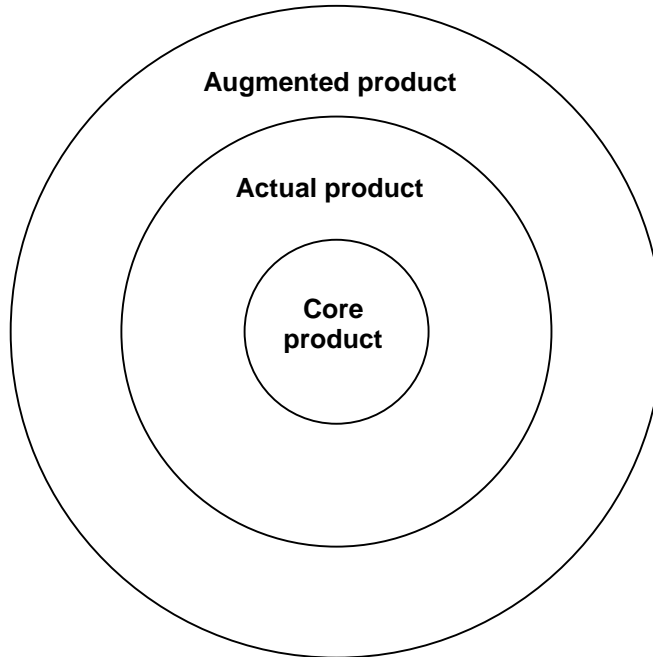
(Total 25 marks)

Model Answer to Question 2

- (a) (i) Explanation of the layers of a product, with reference to cars:

The **core** product is the central benefit offered to consumers, ie a means of transport. The **actual** product is the total 'product package', incorporating design, features, brand image, quality and reliability. The **augmented** product incorporates intangibles added to support the product, such as delivery, warranty, servicing and credit.

- (ii)



- (b) Means of communicating:

- brochures are kept in car showrooms and are freely available to customers
- face-to-face communication is available via sales staff
- television advertisements

Explanation of how each may be used to give customers information on a new model of car:

Brochures

- they have colour photographs and detail of the various options or features

Face-to-face communication

- staff who have good product knowledge and can answer any customer queries

Television advertisements

- use movement, music and pictures to put over the image and main features of the brand

QUESTION 3

Give guidelines for using one's own initiative when providing customer service:

(a) **2** before customer contact

(8 marks)

(b) **4** during customer contact.

(17 marks)

Illustrate **each** of your answers with an example.

(Total 25 marks)

Model Answer to Question 3

Guidelines for using one's own initiative in the provision of customer service, with an example illustrating each:

(a) Before customer contact:

- The customer service individual is fully informed and knowledgeable about organisational systems and procedures.

Example

Regarding questions to ask customers about personal information to ascertain whether telephone callers are indeed who they say they are.

- The individual has the necessary experience or training to act on his or her own.

Example

Has undergone training in and been assessed on knowledge of procedures, and has passed a probationary period in the job.

(b) During customer contact:

- Other alternative solutions have been put to the customers without success.

Example

The customer service individual has offered what is available through the normal procedures, and the organisation risks losing the customer's business if something additional is not offered.

- The customer service individual is confident that the customer cannot be satisfied by using the organisational systems and procedures.

Example

The CSI senses how the customer feels and knows that the customer will be unwilling to accept the norm.

- The customer service individual is confident that any promises made can be met by the organisation.

Example

He/she will personally carry out the commitment, or will have been informed of the type of promise that he/she may make.

- The customer service individual informs management as soon as possible of any decisions taken, seeking confirmation of promises made.

Example

During contact, the CSI excuses him/herself to check with the supervisor to confirm the promise.

QUESTION 4

- (a) (i) Identify **4** different staff groups in a department store. (4 marks)
- (ii) For **each group** give an example of a situation that may give rise to a complaint about staff attitude. (4 marks)
- (b) Explain how **3** of the groups in (a) (i) above, would need to work together to resolve a customer complaint. (9 marks)
- (c) Give **4** reasons why customers are becoming more demanding in their complaints. (8 marks)

(Total 25 marks)

Model Answer to Question 4

(a) (i) Four different staff groups in a department store:

- Sales assistants
- Staff on the customer service desk
- Fitting room staff
- Delivery staff

(ii) An example of a complaint about staff attitude for staff groups:

Sales assistants

- may stand chatting to each other about matters that are nothing to do with the store, ignoring customers who require attention.

Staff on the customer service desk

- may refuse to believe customers who bring back damaged goods, accusing the customers of damaging the goods themselves.

Fitting room staff

- may be unavailable to help customers into clothes – they may simply leave customers to fend for themselves (particularly relevant for corsetry and formal clothes that the customer is not used to wearing, eg wedding dress).

Delivery staff

- may not take heavy goods right into a customer's home, leaving the customer to struggle.

(b) How 3 of the staff groups in (a) (i) above, would need to work together to resolve a customer complaint:

A customer visits the **customer service desk** of a department store to complain that an item she has bought and had delivered by the store appears not to function correctly. The customer service desk staff would need to ascertain the details of the customer's purchase: brand, model, date of purchase, date of delivery, etc. The customer service desk would check these details with the sales and delivery departments. The **delivery department** would need to identify which member of staff delivered the item, and find out whether he/she possibly damaged the goods. They would contact the **sales department** to find out whether the goods were in perfect condition before leaving the sales floor and exactly how they were shifted from the sales floor to dispatch.

(c) Explanation of 4 reasons why customers are becoming more demanding in their complaints:

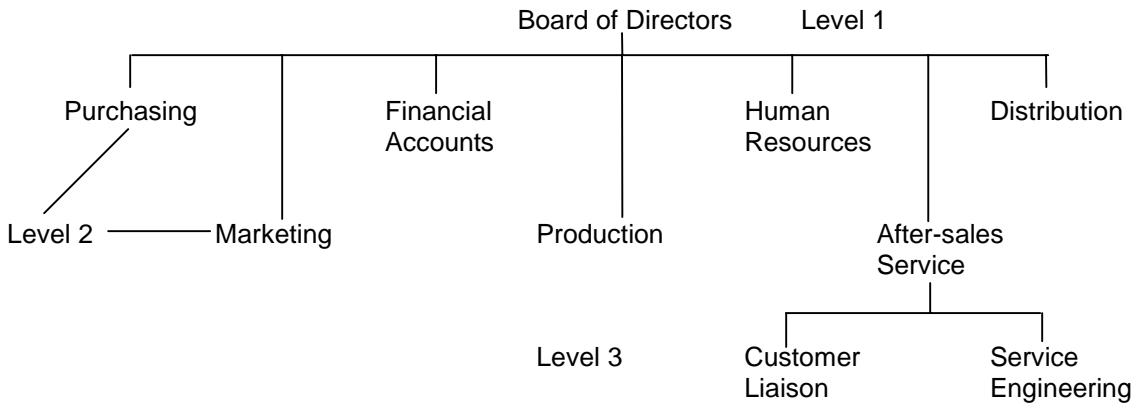
- Many organisations are offering more than is required by the law to consumers, and some customers expect such standards from all organisations.
- Consumers are buoyed up by publicity, eg TV consumer rights programmes, and feel they can achieve what others do through the publicity.
- Consumers are encouraged by and feel they have the backing of consumer rights organisations.
- Consumers are more educated: they know their rights and are sufficiently confident to demand them.

QUESTION 5

- (a) Illustrating your answer with a diagram, explain how customer service policy is passed down through the hierarchy in an organisation of your choice. (15 marks)
- (b) Give an example from this organisation to show how an individual has made a contribution to excellent customer service. (6 marks)
- (c) Give 4 benefits of having standard procedures for delivering customer service. (4 marks)
- (Total 25 marks)**

Model Answer to Question 5

- (a) How customer service policy is passed down through the hierarchy in an organisation of my choice:



I have selected a company that manufactures kitchen appliances. In this company, the overall policy on customer service stems from the corporate objectives and mission statement set by the directors at level 1 in the diagram above. Because of the nature of its products, the company has a distinct after-sales service department, which is concerned solely with customer service. However, all other departments play a role in providing customer service (for either external or internal customers). The managers at level 2 are responsible for interpreting the mission statement and corporate objectives as relevant to their function. All have to bear in mind customer service, but most importantly the after-sales service department. Aspects in the mission statement and corporate objectives that are relevant to customer service for each department are interpreted as policies by managers at level 2 and then translated into procedures. The policies and procedures are passed down to section heads at level 3, who then put them into practice through their staff.

- (b) Explanation of an example from this organisation of how an individual has made a contribution to excellent customer service:

A customer liaison assistant received a telephone call from a customer who needed a spare part for his cooker. The assistant checked computer records, and noted that the part was out of stock. It would take 2 weeks to obtain the part. The customer expressed anxiety, because his cooker was broken and he was not able to prepare the full variety of meals offered in his restaurant: 2 weeks would be too long to wait. The customer liaison assistant told the customer that she would look into what she could do to obtain the part more quickly. She contacted the manufacturer of the part, which was overseas, and ascertained that the item was in stock there. She found out the cost of airfreighting the part and informed the customer of this additional cost. The customer said he was happy to pay the extra charge, and the customer liaison assistant made arrangements for the part to be delivered to the customer within 2 days.

- (c) Benefits of having standard procedures for delivering customer service:

- they reflect good customer service practice
- all customers receive equal treatment
- they provide a documented standard for staff to refer to
- staff can be trained in the procedures

QUESTION 6

A guest checks into a hotel room to find that the room is not clean, there is no hot water for a bath, and the television does not work. The guest goes to the reception desk to complain. As the hotel receptionist:

- (a) State **7** things that you would ask or say to the guest to try to maintain service (7 marks)
- (b) Explain **5** possible consequences for the hotel **or** for you if you do not deal with this complaint effectively (10 marks)
- (c) Describe how you could record and use complaints from guests to improve service reliability. (8 marks)

(Total 25 marks)

Model Answer to Question 6

- (a) Things that I, as the **hotel receptionist**, would ask or say to the guest to try to maintain service:
- apologise and express regret
 - express sympathy
 - ask whether the guest would like a change of room
 - offer to replace the TV
 - offer to get the room cleaned immediately
 - offer to get the hot water turned on immediately
 - offer some sort of compensation
- (b) Possible consequences for the hotel **or** for me if I do not deal with the guest's complaint effectively:
- the guest could become difficult, even aggressive
 - the guest could complain about the state of the room and about my ineffectiveness to the management
 - the situation could cause me stress and affect my future behaviour and attitude
 - the guest could check out and find another hotel, never to return
 - the guest may be influential (eg, know a lot of people who use hotels), and may advise others not to use the hotel
- (c) How I could record and use complaints from guests to improve service reliability:
- I could note down details of all complaints received on a complaints record form
 - I could investigate all complaints and find out what has caused them
 - I could group together complaints that have aspects in common (eg, lack of resources, staff attitudes)
 - I could discuss potential solutions with the hotel management



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