Draft Module Material

Retail Sales Associate
(Qualification Pack: Ref. Id. RAS/Q0104)
Sector: Retail
(Grade XII)

PSS CENTRAL INSTITUTE OF VOCATIONAL EDUCATION
(a constituent unit of NCERT, under Ministry of Education, Government of India)
Shyamla Hills, Bhopal- 462 002, M.P., India
http://www.psscive.ac.in

Preface

Vocational Education is a dynamic and evolving field, and ensuring that every student has access to quality learning materials is of paramount importance. The journey of the PSS Central Institute of Vocational Education (PSSCIVE) toward producing comprehensive and inclusive study material is rigorous and time-consuming, requiring thorough research, expert consultation, and publication by the National Council of Educational Research and Training (NCERT). However, the absence of finalized study material should not impede the educational progress of our students. In response to this necessity, we present the draft study material, a provisional yet comprehensive guide, designed to bridge the gap between teaching and learning, until the official version of the study material is made available by the NCERT. The draft study material provides a structured and accessible set of materials for teachers and students to utilize in the interim period. The content is aligned with the prescribed curriculum to ensure that students remain on track with their learning objectives.

The contents of the modules are curated to provide continuity in education and maintain the momentum of teaching-learning in vocational education. It encompasses essential concepts and skills aligned with the curriculum and educational standards. We extend our gratitude to the academicians, vocational educators, subject matter experts, industry experts, academic consultants, and all other people who contributed their expertise and insights to the creation of the draft study material.

Teachers are encouraged to use the draft modules of the study material as a guide and supplement their teaching with additional resources and activities that cater to their students' unique learning styles and needs. Collaboration and feedback are vital; therefore, we welcome suggestions for improvement, especially by the teachers, in improving upon the content of the study material.

This material is copyrighted and should not be printed without the permission of the NCERT-PSSCIVE.

Deepak Paliwal
(Joint Director)
PSSCIVE, Bhopal

Date: 20 June 2024

STUDY MATERIAL DEVELOPMENT COMMITTEE

Members

1. Ashish Kumar Pandey, Sales Trainer, 05–Regal Kasturi, Awadhpuri, BHEL, Bhopal (Madhya Pradesh)

2. Ch. Satyanarayana, Assistant Professor, Department of Commerce, Nagarjuna Government College, Nalgonda – 508 001 (Telangana)

3. Dharmendra Varshney, Principal, Dayal Group of Institutions, Lucknow (Uttar Pradesh)

4. G. Narashimhamurthy Professor (Retd.), and Director, Vagdevi Degree and P.G. College, Hanamkonda, Warangal (Telangana)

5. Geeta Tomar, Associate Professor, Faculty of Management, Shri Guru Sandipani Institute of Professional Studies, Ujjain (Madhya Pradesh)

6. Jitendra Sharma, Knowledge Adviser, Impact Educare and Learning Solutions, Bhopal (Madhya Pradesh)

7. Kamran Sultan, Reader, Pandit Jawaharlal Nehru Institute of Business Management, Vikram University, Ujjain (Madhya Pradesh)

8. L. Suma Bala, HR Manager, Green Connection Pvt. Ltd, Hyderabad (Telangana)

9. P. Sugunakar Reddy, Associate Professor, Vagdevi Degree and P.G. College, Hanamkonda, Warangal (Telangana)

10. Ramakar Raizada, Professor (Retd.), Department of Social Sciences Education, Regional Institute of Education, Bhopal (Madhya Pradesh)

11. Richa Srimal, Logistics Trainer, DM–10/4 Dronachal Top, Newri Hills, Lalghati, Bhopal (Madhya Pradesh)

12. Rudra Saibaba, Professor of Commerce and Former Principal, Mahatma Gandhi University, Nalgonda, Principal (Retd.), Lal Bahadur College, Warangal (Telangana)

13. Shivanagasreenu, Assistant Professor, Department of Commerce, Gopal Rao Patel Government Degree College, Pardi B Road, Bhainsa, District Nirmal (Telangana)

14. Shobha Varghese, Research Fellow, NIRD Project, NIRD, Hyderabad (Telangana)

15. Sunil S. Desai, Lecturer (Vocational), Jagruti Jr. College, Godhinglaj, District Kolhapur (Maharashtra)

16. Sushma Devi, Vocational Trainer–RS & M, GSSS, Chabutra, Hamirpur (Himachal Pradesh)

17. T. Srinivasa Rao, Professor, Department of Commerce and Business Management, SDLCE, Kakatiya University, Warangal (Telangana)

18. Talat Siddique, Vocational Teacher (Retail), Nowboicha Higher Secondary School, Doolahat, Nowboicha, District Lakhimpur (Assam)

MEMBER-COORDINATOR

Punnam Veeraiah, Professor and Head, Department of Business and Commerce, PSS Central Institute of Vocational Education (NCERT), Bhopal (Madhya Pradesh)

REVIEWERS

1. Ashita Raveendran, In-Charge Head, PMD, NCERT, New Delhi

2. K V Sridevi, Assistant Professor, DCS, NCERT, New Delhi

3. M. Usha, Professor (Retd.,) & Chairperson, AMS UG and PG College, Vidyanagar, Hyderabad

4. Seema Srivastava, Sr. Lecturer, District Institute of Education & Training (DIET), Rajinder Nagar, New Delhi – 110060

5. Shipra Vaidya, Professor, Department of Social Sciences, NCERT, Aurobindo Marg, New Delhi

Table of Contents

MODULE 1	RESOLVE CUSTOMER CONCERNS

Module Overview

Retailing in the 21st century has grown in the scale and magnitude at domestic as well as across the globe. Global expansion of the retail chains like Metro, Walmart group make the retail business more challenging. Today, supermarkets, departmental stores, hypermarkets, malls and non-store retailing like multilevel marketing and telemarketing, have replaced or co-exist transacting with the traditional retail businesspersons, such as hawkers, grocers and vendors, etc. Due to increasing retail markets, various job opportunities are opening all over India. Career in the retail sector are in the form of various job roles like retail managers, store operation assistant, cashier, merchandisers, sales associate, trainee associate etc.

In India retailing is one of the pillars of its economy and accounts for about 10 percent of its GDP. The retail industry secures the fifth position as an industry and is the second largest employer after agriculture, providing bright and exciting job opportunities in India. Retail business is undergoing rapid transformation in its marketing practices. Retailing is the business of selling goods to consumers and meeting the needs of the consumer.

A sales associate is typically a business to consumer sales person present in the retail environment that engages with potential customers and assists them to find out products that fit their requirements. Sales associate performs various duties and responsibilities of serving customers. Sales associate achieve sales targets and improve the customer sales service. This unit covers about resolve customer concern. Sales associate handling customer problems and responsible to provide excellent customer service.

Problems handling is an essential activity of every customer. It also provides a platform to identify the cause of service failure. It is a good chance for any organization to recognize areas of progress. It is very likely that a complaining customer can transform to loyal, enduring customer when the problem is determined quickly, effectively and efficiently. The way that retailers respond and handle a customer complaint will have direct impact on the business and any future interactions with that particular customer. It is certainly not easy to deal with a customer service issue. When customer has a complaint or an issue to be solved, he/she wants solutions, not excuses. If any retail store provides brilliant customer facility and follow processes, complaints will be rare.

Before anyone begins to solve a customer's problem, consider the fact that he or she may not really want to "solve" the problem. In some cases, a person simply wants to escape frustration or to hear. Therefore, listening and patience is necessary for sales associate. In many cases, customer will often have a solution in mind when he or she calls or comes in. The best practice is that employee must simply listen and offer to assist the execution of suggested answer.

Continuous and regular complaints can hamper the brand image of the retail store. For overcoming this issue, management should review and find out the root causes. Even if it is a customer complaint between co-workers, immediate and significant action should be taken. For customers, a careful and reliable pursuing of grievances and procedures reflects the level of skill and conveys a message to them that their grievances are taken seriously. Problem handling can be taken up on a case to case basis. However, if these is a standards operating procedure it reflects the management concern for customers.

It empowers employees to handle circumstances very positively, competently and effectively. After careful listening, negotiating and reassuring customers; the retailers or the sales associates should provide feedback within a period and discuss problems as desired. It will be necessary for developing a solid bonding of trust between customer and retailer.

With this background, in view the present unit on resolve customer concerns is divided into four sessions. First session describes identifying and listening to customers' problems, second session explains organizational procedures to deal with customer problems, third session makes clear negotiate with and reassure customers and fourth session illustrates handling repeated customer's problems.

Learning Outcomes

After completing this module, you will be able to:

- Identify and listen the customers' problems carefully
- List the organizational procedures to deal with customer problems
- Solve immediate customer service problems
- Identify repeated customer service problems(CSP) and actions to avoid repetition of customer service problems(CPS)

Module Structure

Session 1: Identifying and Listening to Customer's Problems

Session 2: Organizational Procedures to Deal with Customers' Problems

Session 3: Negotiate to Reassure Customers

Session 4: Handling Repeated Customers' Problems

Session 1: Identifying and Listening to Customer's Problems

There is a saying that 'A satisfied and happy customer tells a friend (a few); an unhappy customer tells the world (most of his known)'. Whether or not this is true, it does take more effort and expense to acquire a fresh customer retaining an existing one. It is a great loss to lose an existing or loyal customer.

Just one event of poor communication, rudeness, bad service, unreliability or being ignored, can cause a customer to go other or competitors' stores. If the customers do not experience, efficient and prompt service, they may complaint. What problems are we solving for our customers? If we were to ask customers, what could they say? If we requested to rank those difficulties, would there remain any wonders? There is a need to listen to customer's problems and provide required guidelines to the sales associate to avoid such recurrence in future. Whenever the customers' problems are paid attention by the retailers, the morale and satisfaction level of customers would increase.

This leads to the customer's loyalty and retention, which is a value addition for the growth and success of the store. Therefore, every retailer has to be careful about the problems of the customers if any, and provides corrective measures to reduce the complaints.

DO'S AND DONT'S

Do's: Identifying the problems of the customers is not an easy task. It requires knowledge of understanding the customers' psychology and their actions. Following points are useful for sales associate to identify the customers' problems. The sales associates, therefore, should;

•Offer seat to customers.

•Identify and try to solve the right problem.

•Adopt courtesy by offering a seat, a glass of water and tea/coffee.

•An effort is to resolve a problem so that customer understands how important he is.

•Make the customers feel that he/she is getting importance by listening to the problem.

•Collect any documentation or other background information available.

•Simply listen and offer to facilitate the execution of the recommended solution.

•When the sales associate, jointly with customer, solves a problem, the customer feels ownership that a good decision should be by customer himself.

•In some situations, ask an open-ended query that suggests a solution. For example, suppose that a buyer wants a product 'X' that retailer does

not have in stock. Instead of saying, "I am sorry, that product is out of stock," sales associate could ask a question such as, "How do you think product –'Y'-- would work as an option?" Sales associate has now cleverly made a suggestion without saying, "You could use product –'Y'- instead, serve the same purpose."

•Always try to know that customers might often have a solution in mind when customers call or come in.

•Identify the cause of customer's problems.

•Have the sense of intuition for predicting the future problems faced by customers.

•Have the ability to understand the problems defined by customers.

Don'ts:

•Sales Associate should not point the fingers at other employees, policies, or procedures.

•Sales Associate should not fight with customer as shown in fig. 1.2.

•Sometimes, customers may be 100% wrong but fighting on the issues will only aggravate complaint.

•Do not permit the conversation to result in an argument with any customer at any point of time.

SOURCES OF IDENTIFYING THE CUSTOMERS' PROBLEMS

There are some sources to find out the customers' problems. They are as follows:

•Take feedback from customers either in writing or in verbal form.

•Take feedback from sales associates.

•Take feedback from the cash point.

•Take feedback from public like media, social groups, social activists etc.

•Customers Suggestion box (regular check required).

TOOLS FOR IDENTIFYING CUSTOMERS PROBLEMS

Getting the right information may be a challenging task; sales associate should prepare tools like questionnaire to gather the necessary information. The questionnaire can consist open - ended questions as well as closed ended questions or both.

a)Open -Ended Questions: Open - ended questions are good for defining issues, clarifying, gathering information and getting involvement. These questions are

requiring multiple answers. Answers might be short sentences or somewhat longer. These questions frequently start with a what, how, where, when, and why (fig. 1.1) For example, "What are the factors influencing the customer when buying a vehicle?"

Open Ended Questions

- How did you feel about our product?
- What is your opinion about the after sales services?
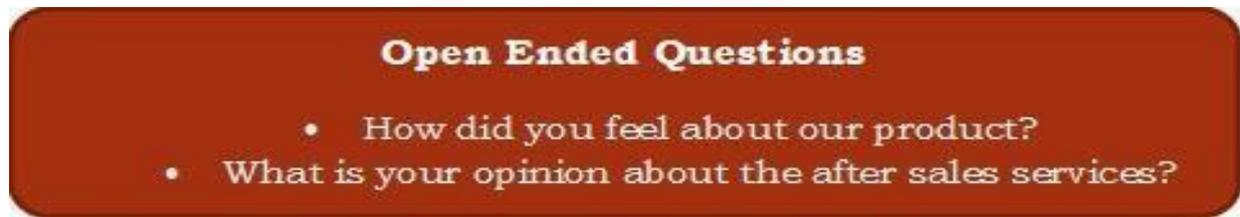
Fig. 1.1: Open Ended Questions

By collecting the information by asking this type of questions, retailer can find out a true picture of various customers' problems in detail.

b)Close-Ended Questions: Closed-ended question comprises a short answer. Closed-ended questions are sometimes valuable for getting a quick response, gaining minimal involvement, controlling the conversation, verifying information, and clarifying or confirming points as shown in fig. 1.2. For example:

Is your daughter using this product? (Yes or No)

How many times have you used our services?(A specific number) Do you prefer the blue or red one? (A choice between two items)

Closed Ended Question

How much time do you spend studying?

A) 1-8 Hours, B) 9-18 Hours, C) >18 Hours
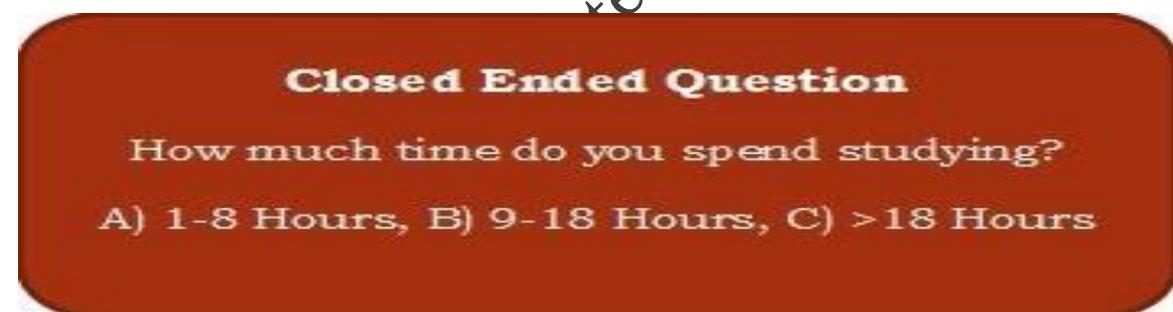
Fig.1.2: Closed Ended Questions

The significant objectives of asking questions are to identifying the customer's true concerns and solve his/her problems. For example, customer arrives at store and wants to return a laptop because it does not work. By asking questions, sales associate may help the customer to solve the problem without the added expense of shipping or having a service technician call on the customer. Customer care executive or sales associate may ask for background information about the laptop and then ask some specific questions about the problem. Questions such as the following might be appropriate:

- What model is it?

- What is the problem?

- Does it have OS problem or starting problem?

- Is there a battery problem or it does not get charged?

- Have you checked to see the power cord firmly attached or not?

- Have you tried using a different electrical outlet?

- Have you checked to make guaranteed power strip turned on or not?

GUIDELINES TO ANTICIPATE CUSTOMERS' PROBLEMS

Anticipating customer problems is an important activity of sales person/associate. He/ she have to keep in attention the following guidelines in anticipating and identifying customer problems:

1.Before sales associate can decide on a course of action, he/she must first know the nature and possibility of the problem being faced. Often, a customer does not recognize how to enlighten the problem well especially speaking in communication-linked disability. In such cases, the sales associate has to do a little detective/predictive work. He should ask the questions or assess the information available.

2.Begin the journey to reduce difficulties by make an apology for the inconvenience. The customer wants somebody to be responsible. A simple "I am sorry for inconvenience; how can I help you?" such convincing attitude of the sales associate will go a long way in stabilizing good relationship with customers.

3.Sales Associate should take the responsibility for the problem, even if he/she actually has not caused it. It should be noted that in the customer's eyes, sales associate or person in front line represent the store. Therefore, that person is "chosen" to be responsible.

4.Sales Associate should not point-out the fingers at other employees, policies, or procedures.

5.Let the customer know that any person who is interacting at retailer's counter, is sincerely regretful that the problem has occurred and will do whatever possible quickly and effectively to solve it.

6.Learn more about the problem and start speaking directly to the customer, whenever possible.

Dealing with several types of customers can be frustrating, but it may also be very satisfying. Many times, sales associate deal with different external and internal customers, including those who are angry, dissatisfied, indecisive, demanding, dominating, talkative, or rude. Retailers' goal in all their efforts should be to work harmoniously with all customers to cool down their anger or rudeness.

PROCESS OF SPOTTING CUSTOMER SERVICE PROBLEM

Customer service is the provision of service to customers in the pre-purchase stage/ post purchase stage. Customer service comprises the priority that business organization assigns to consumer service (fig. 1.3).

To provide excellent customer service retail firms should have to invest money

for giving training to their staff members. In this way, staff members get trained and skilled to handle the customers. Quality service makes positive impact on customers. If customers are getting extra care and services from the retail outlets, they can become a loyal customer. Loyal customers by way of spreading good by word of mouth will bring more business. Increasing the sales level reflects the increase of revenues of the firm.

Fig 1.3: Handle customer service problem

Identifying Option

Here is something that has to be useful for any customer support representative: a direction that sales associate has to comply with to offer pleasant answers to customers.

Identify Other Option

There are various types of customer problems. By dividing customer problems into categories, retailer or sales executive can easily resolve problematic situation of the customer.

Confirm the Option

The retailer evaluates problem with in a short span and confirms the option as to how to solve the problem. Here are seven-steps for an effective problem-solving process.

•Identify the problem.

•Understand where the problem lies.

•Understand everyone's interests.

•Find out suitable solutions (options).

•Evaluate the options.

•Choose the option/options.

•Document the agreement(s).

•Agree on possibilities then comes monitoring and evaluation.

Selection of Option

Selection of option is very important point for company or service provider because it plays an important part in problem solving of any customer. It can make the work easy for service provider.

If case, the problem is not resolved

In case if the service providers are not able to solve problem then they should go for these few steps:

•The service provider should understand the problem.

•The service provider should change the product if the service could take their time to solve it.

•They should forward the problem to their seniors.

•The service provider should confirm customer option so that they could easily understand their problem and

•They could solve their problem in no time or could solve their exact problem in no time.

Activities

Activity 1: To improve learners' skills set in handling customer complaints, try this activity with your students.

Material required: Pen/pencil, notebook, checklist and trouser.

Procedure:

Student treated as the manager of a menswear retail store and a customer has just returned one of the trousers that were part of last week's order. The customer returned the trousers because the stitching was loose. This is the fourth trousers from this store that has been returned since they put on display. When the customer returned the item, she/he made an offhanded comment about the sales associate being "quite abrupt" when he/she initially purchased the item. Upon investigation, you have determined that the initial sales associate was Mr. Aman, who has only been with the company for several weeks and this is the second complaint made about his abrupt nature.

   a) What problems have you identified that are influencing the business negatively?
   b) How would you use this information to make positive changes to the business?

Activity 2: Visit a nearby retail store and observe how customers' complaints are lodged?

Material required: Pen/pencil, notebook, checklist and trouser.

Procedure:

1. Form a group of five to six students.
2. Tell them to visit retail outlet.
3. Meet the outlet manager and greet him/her politely.
4. Tell him the purpose of visit and take consent for visit.
5. Ask the retail store staff following questions.
   a) What is the mode used by customer to lodge a complaint about goods and services?
      I. Email
      II. Telephone
      III. SMS
      IV. Personal
      V. Any other
   b) How does the retailer record customer's complaints?
      I. Complaint Book
      II. Voice recording
      III. Video
      IV. Provided proforma
      V. Suggestion box
      VI. Any other
   c) Analyse the complaints and prepare a report.
6. Note down the answers in the notebook
7. Prepare a report based on your observation.

Activity 3: Visit a nearby mall and examine the various sources that are used by Retailers for identifying customers' problems.

Material required: Pen/pencil, notebook, checklist

Procedure:

1. Form a group of five to six students.
2. Tell them to visit retail outlet.
3. Meet the outlet manager and greet him.
4. Tell him the purpose of visit and take consent for visit.
5. Ask the retail sales associate following questions.
   a) What are the sources of identifying problems of customers by retailer?
      I. Feedback of customer
      II. Feedback of sales associate
      III. Feedback from public
      IV. Arranging customer's meet
      V. Suggestion Box
   b) Prepare a report on the basis of your data analysis.

Note down the answers in the notebook.

6. Prepare a report based on your observation.

Activity 4: Visit a nearby retail outlet to enquire about the tools used in identifying customer's problems and their personal experience with usage of such tools.

Material required: Pen/pencil, notebook, checklist.

Procedure:

1. Form a group of five to six students.
2. Tell them to visit retail outlet.
3. Meet the outlet manager and greet him.
4. Tell him the purpose of visit and take consent for visit.
5. Ask the retail sales associate following questions.
6. What are the tools used in 'identifying customer's problems?
a) Open ended Question

_____

_____

_____

b) Closed ended question

_____

_____

_____

7.   Prepare a report based on your findings.

8.   Present the report in the class and discuss with students.

Check Your Progress

A. Fill in the Blanks

1. Sales associate should.............................to customer's complaints carefully.
2. If the customers' problems are paid attention by retailer, the morale and satisfaction, level of customer's would.............................
3. If sales associate, jointly with customer, solves a problem, the customer feels ....
4. The questions are of two types, which are open – ended, and ....
5. Sales associate never permits the conversation to erode into an .... at any point.

B. Multiple Choice Questions

1. CRM is focused to

a) Management

b) Customer

c) Creditors

d) All of the above

2. Which one of these is not a source of identifying customer problem by the retailer?

a) Feedback of sales Associate

b) Customer meet

c) Social group

d) Executives meet

3. The retailer should not point their fingers at other _____.
a) employee

b) customer

c) creditors

d) None of the above

4. Open-ended question is good for defining issues classifying, and gathering_____.
a) Knowledge

b) Criticisms

c) Information

d) All of the above

5. Closed ended question encourage a short or _____answer
a) Two word

b) Three word

c) Single word

d) None of the above

C. True or False

1. Sales associate should recognize the right difficulty by asking right questions and perceiving.

2. Sales associate should point-out the fingers at other employees, policies, or procedures.

3. Open - ended questions are good for defining issues, clarifying, gathering information and getting involvement.

4. Closed-ended questions inspire a short answer.

5. Sales associate should fight with the customer even the customer is 100% wrong.

D. Match the Columns

	Column A		Column B
1	When sales associate solves a problem with customer, the customer feels the	A	Do you Prefer the blue or red one
2	Giving yes or no reply is related to	B	Argument
3	Question related to what, when	C	close ended Questions
4	Where and why are called as close	D	Both
5	Do not permit the conversation turn into an	E	Ownership
6	The Questionnaire consists of open ended, close ended and	F	Open-ended Question

E. Short Answer Questions

1. What do you mean by open-ended question?

2. What do you mean by close-ended question?

3. State the source of identification customer problem.

4. Give five close-ended questions.

F. Long Answer Questions

1. What are the benefits of listening carefully to the problems of customers?

2. What are the different sources of identifying customers' problems?

3. Discuss about do's and don'ts in dealing with the problems of customers.

4. What are the guidelines to identify the problems of customers?

5. Discuss about the open – ended and closed-ended queries along with suitable examples.

G. Check Your Performance

1. Have you identified the problems impacting retail business? Listed out.

2. Draw a chart containing sources of the customers' problems.

3. Track out the different sources of collecting information on customer complaints and grievance by retailer.

4. Propose the tools for identifying customers' problems.

5. Demonstrate how customer's complaints are lodged and resolved.

Session 2: Organizational Procedures to Deal with Customers' Problems

Customers' problems give an opportunity to the retailers to identify issues or potential problems in business. The most successful sales associates are who find persuasion of customer difficulties and ensure to resolve them in a manner that is suitable, with low cost and within a short period of time. A critical success factor is how to market service provider's problem-solving abilities so that potential or existing customers know what service provider can prepare for them and how they can save time, money or effort by using service provider's solutions.

Is Sharing a problem by a Customer with the Service Provider or Retailer an opportunity or threat?

All organizations, which deal with customers directly, should realize the following points to test whether the problem is a headache to them or an opportunity to rectify their fault and build trust –

1. Receiving problems is either:

   - A painful and uncomfortable situation.

   - A chance to satisfy customers.

2. Above all, a problem:

   - Wants compensation.

   - Gives important and useful information.

3. Sales associates are:

   - Self-protective about complaints.

   - Open to complaints.

4. Sales associates tend to:

- Shift blame elsewhere.

- Recognize the needs of non- satisfied customers.

5.   Problems are resolved:

- With solving techniques.

- With a systematic process linked to a continuous improvement practice.

6.   Problems, which may become complaint:

- Must be reduced.

- Are encouraged and welcomed.

In short, a problem gives retailer an opportunity to increase customer trust, build long-term relationships (Customers will use retailer services another time.

if they trust complaints welcomed and addressed), rectify service failures and engage customers as advocates.

CUSTOMERS PROBLEMS

Some customers arrive at retailer's outlet because -

- Their expectations towards product, service or ambience has not been met.

- The product has some problems.

- It releases their anger after dissatisfaction.

- The gap between standard and actual service claimed exist.

- It helps improve the service of that retailer.

- It shows Concern for others who also use the service of that retailer.

- Retailer gives wrong information.

- Retailer provides poor customer service.

- Retailer overpriced the product/s or service/s.

- They lack adequate information.

- There is some delay in activity like cash point, changing process etc.

- The non-responsive service providers.

However, not all customers, who have problems, come for lodging their problem at retail store. Some of them could not reach there because–

- They think it is not a matter to complaint as it needs the time or effort.

- They further think that no one would be concerned about their problem

or its solution.

- They do not know where to go or what to do.

CUSTOMERS' PORTRAY WHEN THEY ARRIVE WITH THEIR PROBLEMS IN HAND

When customers have problems, they reach to complain at retailer's outlet with one or more of the following postures-

a) Harshness

b) Lack of cordial social skills to communicate properly

c) Uneasiness

d) Very exciting

e) Lack of understanding about retailer's limitations

f) Rudeness

g) Unreasonableness

HANDLING CUSTOMER PROBLEMS

At some point, each person in business should deal with are distressed customer. The issue is to handling situation by using a technique, which leaves the customer to think that the retailer works for a reputed company.

When dealing with a customer's problems on hand, the following points should have kept in mind –

- The sales associate should address the customers with respect.

- The communication must be in first person. Like "I am sorry" not "we".

- Give the customer the complete attention and create eye contact with him.

- Summarize customer's problem in his/her personal words to govern whether the customer has correctly understood the situation.

- Try to understand the answer to customer's problem.

- Call back the customer, even for some purpose; the customer was not able to get satisfactory answer by then.

- Make the customer fragment the resolution not fragment of the problem. Do not try to be defensive with the customers on any occasion.

- Be composed at all times.

- Do not take criticisms personally.

- Offer an apology to the customer even if the ill service is not the retailer's fault.

- Show empathy with customer by using such phrases as: "I can understand your feelings".

- Tell the customer what can be done and what cannot be done.

- Find out what it will take to turn customer's dissatisfaction into satisfaction.

- If customer agrees to a solution, act quickly before he/she change his/her mind.

- Keep a follow up.

- Inform the customer about the progress of the solution of his/her problem.

- Never try to win an argument with any customer.

RULES FOR HANDLING PROBLEMS IN ORGANIZED WAY

The way retailers should follow the six rules for handling customers' problems in an organized manner are as follows:

1. **Have a Strategic Plan:** The retailers should have a clear, flexible, welcoming and open procedure on problems. A problem is a gift once a customer provides up his/her time to assistance you improve the organization.

2. **Train Sales or Front-Line Staff and Management in Problems Handling:** Retailers should give sales staff the confidence to contact the problematic customers and upkeep in their movements. Brilliant complaint management is not an easy task. The management should approve its significance in providing customer service with satisfaction. For this purpose, retail organizations should provide the training to the sales people (fig. 1.4) for effectively handling of customer problems. During the training

period the sales persons will observe and concentrate on the sales people how to greet the customers, how to treat the customers, how to convince the customers for closing the sale, how to handle customer service problems and how to resolves the problems.

Fig. 1.4: Training to employees

Source: https://rb.gy/w3gjmn

3. **Provide Sufficient Priority and Authority for complaints handling:** Employees should be attentive that complaints remain a top important item for their operation, and anybody who contacts them it is essential to have necessary authority to regulate them completely.

4. **Getting to the Root:** Once the customer's problem is taken care of one should find out why it happened. If it is a retail organization policy, one should look into altering that. If it is policy procedure that is essential to fine-tuning, take cognizance of that. Ask any involved sales associate and managers for effort and take note of it.

5. **Ensure to Process the Problems from all Sources:** Here are four main ways to lodge the problems – in person, through telephone, through email/internet. Organization must handle all problems efficiently.

6. **Analyze the Problems and Share with Everyone:** Organizations must acquire a lot of information about problems with internal processes, training, specific employees/managers (fig. 1.5).

7.

Fig. 1.5: Analyzing and sharing problems

Source: https://bit.ly/2KKBzGK

STEPS TO DEAL WITH CUSTOMERS' PROBLEMS

Effectively dealing with customers' complaints provides a golden opportunity to turn unhappy customers into dynamic promoters of any business. The customer-oriented steps, which help to deal with customers' problems, are as under:

1. **Listen cautiously to what the buyer has to say, let him allow to complete:** Sales associates are advised not to be defensive while dealing with customers. The customer is not confronting personally; remember the customer has a difficulty and is distressed. Repeat back what sales associate is hearing to display that he/she has listened.

2. **Ask interrogations in a gentle and concerned manner:** The more information sales associate can get from the customer; the better sales associate will understand customer's perspective.

3. **Empathies with one another:** A business owner's aim is to solve the problem, without any argument. Hence both the parties the customer and the sales associate empathize with each other.

4. **Apologize without blaming:** When a customer minds that sales associate is sincerely apologizing, it usually spreads the condition. Do not blame other person or section. Just say, "I'm regretful for it."

5. **Ask the customer, "What can be an adequate solution to the problem?":** The customer distinguishes what a respectable solution can be; it is better to suggest more than one solution as options to lighten his or her discomfort. Therefore, the sales associate should become a partner through the customer in resolving the problem. The retail buyer is not continuously right and this means just that resolving the difficulties are often more significant than who is correct. If retail organization can solve customer's problem without blaming itself or others, it will reduce stress of customers

as well as sales associates, everybody's impression will be better and it will result in customer satisfaction (fig. 1.6).

Fig. 1.6: Deal with customers problems

RESOLVE CUSTOMER SERVICE PROBLEMS

How to handle customer complaints is a very important aspect in the retail firms, which is, stay calm. When a customer presents a complaint to the sales associate keep in attention that, the problem is not individual; he/she is not aggressive on sales associate directly but somewhat the circumstances at hand.

- Listen well. Let the irate customer blow off steam.
- Acknowledge the problem.
- Get the facts.
- Offer a solution.

To resolve the customer problem, follow the guidelines given below:

Discuss with customer about solution: The service provider should always discuss the solution, which has made by him/her so that the customer gets satisfaction for their problem and they will be happy after listening that the problem has been resolved and it makes the customer believe in the customer support system.

Implement the Selection: It is important for the service provider to implement the selection of option which customer wants to make to resolve the problem and make the customer happy and supportive to keep connected with the company and their product. Satisfaction of customer is very important for company.

Inform Customer about Action: The company should inform their customer about the action which they have used for solving their problem so that customer can have a brief information about the service, which has been provided by the company service person and is it valid for long period.

Check the Solution with Customer Satisfaction: The company should always take a feedback from their customer about their satisfaction about the service, which was provided to them. Every company should take this feedback from their customers that they are satisfy with the service provider solution, which was provided to them.

Provide Reasons if Not Satisfied with Solution: The company should check the reasons from the customer for his dissatisfaction. The company should take the all steps to make their service good and satisfy customers so that the customer will buy more product from the same retail shop repeatedly.

Activities

Activity 1: Visit a mall to understand customer problems related to retail shopping.

Material required: Pen, pencil, notebook, checklist.

Procedure:

(Any student can do this activity after having the permission from subject teacher and his/her parent.)

1. Go to any mall with a note book and pen.

2. Find out a departmental store.

3. After having permission from the concern department of that store, stand at the customer care department for one hour and see the activities.

4. Note down the different types of customers' problems and watch conversation between customers and customer care executive/s.

5. Think about what you would do when you are in place of customer and in place of that customer care executive and write down.

6. See also what different types of problems customers carried and how executives respond to them. Write down main contents of each conversation.

7. Next day share your list and views with the subject teacher and classmates and discuss the probable solutions. In addition, use the results of this discussion to develop strategies for dealing with customers' problems.

Activity 2: Visit any retail organization and find out the problems reported and the mode in which consumer's problems are solved.

Material required: Pen, pencil, notebook, checklist.

Procedure:

1. Form a group of five to six students.

2. Tell them to visit retail outlet.

3. Meet the outlet manager and meet him/ her.

4. Tell him/ her purpose of visit and take consent for visit.

5. Ask the retail store staff/sales associate the following questions.

a)   What are the problems reported by customer?

    I. --------------

    II. --------------

    III. --------------

    IV. --------------

    V. --------------

b)   What techniques are used to resolve the problem?

    I. --------------

    II. --------------

    III. --------------

    IV. --------------

    V. --------------

    VI. --------------

Activity 3: Role-play to learn how to handle customer problems. Ask the students to prepare a script based on the activity procedure.

Material required: Pen, Pencil, notebook, brochure/pamphlet of Smartphone.

Procedure:

1. Make a group of three students.

2. One student performs as sales associates, one as a manager and one as a customer.

3. Customer: Complaint customer problem on smartphone and submit it to the sales associates.

4. Sales Associates: Starts discussion with the customer to handle the problem and convince. If customer is not convinced, he/she can meet the manager.

5. Sales associates: Meet the Manager, inform the problem, and take the time to resolve it.

6. Sales Associates: Convey the message to the customer regarding repairing of smartphone and give time.

7. Customer: After sometime customer, again visits the retail store and ask about smartphone.

8. Sales Associates: Handover the repaired smart phone to the customer, thank him and ask him to visit again.

9. Customer: Collect smartphone and say thanks.

10. Teacher observes verbal and non-verbal communication styles of all the participants.

Activity 4: Write down and discuss practical experiences about service interaction and problems of products purchased by the customers.

Material required: Pen and paper, 6 chairs

Procedure:

1. Make a group of 5 students each.

2. Ask to write down personal experiences about any kind of customer service interaction they have had.

3. Write down some name of companies and in what way they resolve their customer service problems.

4. Then start group discussion and demonstrate how companies are handling their customer service problems.

5. Present the discussed service interaction by each group.

6. Ask queries by other group members and teacher.

7. Clarify the query by the group members.

8. Prepare a report on service interaction and submit to the teacher.

Check Your Progress

A. Fill in the Blanks

1. A problem might give retailer an opportunity to increase customer _____.

2. Retail store/ sales associate should solve the customer's problem in a mode that is convenient, _____, or timely.

3. When dealing with a customer, who has some problems on hand, sales associate should address the customers by _____.

4. Once the customer's problem is taken care and found out why it happened, if it is a retail outlets policy, look into _____ that.

B. Multiple Choice Questions

1. Some customers arrive at retailer's outlet having some problems because_____ .
   a) Their expectations towards product, service or ambience have not been met
   b) To release their anger after dissatisfaction
   c) The gap between standard and actual service claimed
   d) All of the above
2. When customers have problems, they reach to complain at retailer's outlet with one or more of the following postures-
   a) Harshness
   b) Lack of cordial social skills to communicate properly
   c) Uneasiness
   d) All of the above
3. The following is/are not included in steps in dealing with the customers' problem –
   a) Pay attention cautiously to what the customer has to say and let them resolve
   b) Make an apology with blaming
   c) Ask questions in helpful and troubled manner
   d) Request the customers, what solution would be suitable to them?

C. State Whether the Following Statement Are True or False

1. The retailers have an unclear, tight and close policy on problems.
2. The more information sales associate can get from the customer; the better sales associate will understand his or her perspective.
3. When dealing with the customers' problem, the goal of business owner is to argue on problem and not finding the solutions.
4. Staff must be conscious that grievances are a highest priority element for their operation and someone who contacts them must have the power to decide them completely.

D. Match the Columns

	Column A		Column B
1	Customer arrive at retailer's outlet to realise their	A	Eye contact
2	Customer posture when they come with a complaint is	B	Personality
3	Customer should be given full attention and criticising	C	Six rules

4	Do not take criticizing	D	Anger
5	The retailer should follow	E	Phrases
6	Show empathy with customer by using	F	Harshness

E. Short Answer Questions

1. List out the postures of customer when he/ she lodges complaint.
2. List out the six rules of controlling customer problem in an organised way.
3. What do you mean by put yourself in customer's shoes?
4. Why customer does not lodge a complaint with retailers?

F. Long Answer Questions

1. When do you consider customer's problems as compliment?
2. What are the various factors leading to customers' problems?
3. Demonstrate the body language and different types of reactions of those customers who have some problems on hand.
4. List out the steps and rules in dealing with customers' problems.
5. Why the customer approach retailer to represent their problem with them.

G. Check Your Performance

1. Identify the usual customer problems with retailers and prepare a chart.
2. Perform the way in which customer problems are resolved.
3. Notice the rules adopted for solving the problem of customers.
4. Differentiate problem of customers with organized and unorganized retailers.

Session 3: Negotiate to Reassure Customers

Negotiation skills are the soul to sales associate's job role. It refers to a process in which individuals work together to solve the issues on a common agreement. According to Thompson (1990), 'A party to a negotiation comprises a person or group of persons. Negotiation skills are active listening and effective communication. It is a discussion between two or more people or parties reaching an agreement.

"It is important to reassure customers and store their confidence through adequate information instead of making them insecure by stating that 'nothing has been found". Many problems, questions and uncertainties weigh on customers' minds. The customer wants more feedback and information from service provider.

ORGANIZATIONAL GUIDELINES/STEPS TO RESPOND CUSTOMERS

It is not easy to deal retail customer service issue. It is difficult for the retailer to deal with frustrating problems of the customers. Customer is king. Customer is always right. Sometimes, solving customer service problem becomes difficult for the retailer. If retailer provides excellent customer service and follow procedures customers becomes happy. To respond customers, it is necessary to listen, acknowledge, solve and give them a solution fast (fig. 1.7).

1. **Solve customer problems with sufficient authority:** For handling customer service problem, it is necessary to train staff. To solve customer problem, it is necessary to give authority to the employee who is dealing with it. Authority flows from top to bottom and it explains how a superior gets work done from his/her subordinates. They explain clearly how to deal with customers. Authority should be accompanied with responsibility so that work can be completed successfully. Thus, customer problems can be solved quickly.
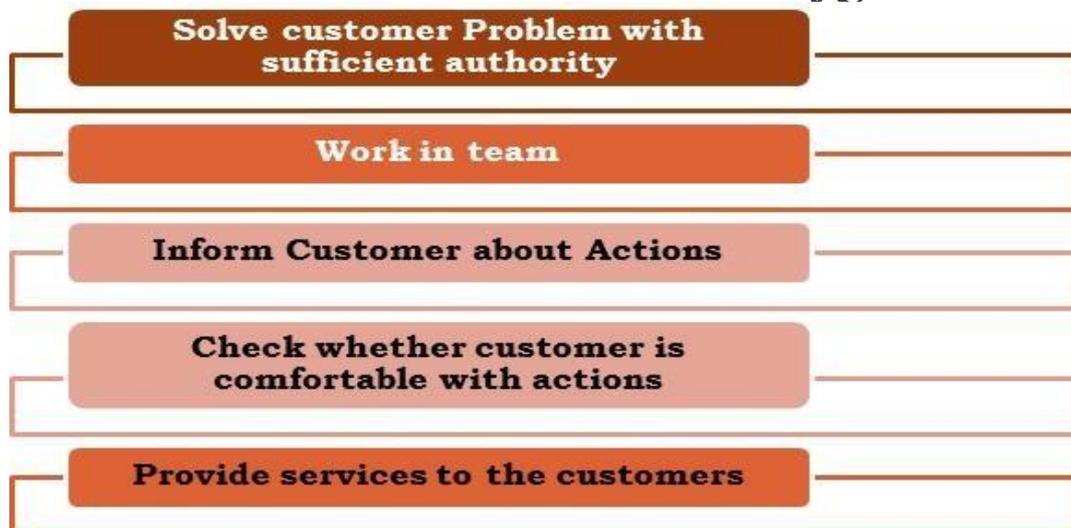
Fig 1.7: Steps to Respond Customers

2. **Work with others:** For solving customer's problem, it is necessary to work jointly. It is necessary to take care of customers by all the employees of the organization. The service provider is interacting with the customer. Involvement of all the employees is required so that customer is always happy.

3. **Inform customers about actions:** It is necessary to inform customers about the actions taken by the organization. Customer is first priority of the organization. Thus, it is the responsibility of the organization to inform customers regarding products, services, organizational policies, organizational system etc.

4. **Check whether customer is comfortable with actions:** Whenever sales associate tells any products/services to the customer, he/she needs all the information about it. Sales associate need to focus on selling and how to

make customer comfortable with the products and services. To make customer comfortable is not one-man job. Organization need to give proper guidelines to all of the employees regarding how to provide prompt services to customers. Whenever any problems occur to customer's organization need to set up proper mechanism to solve the problem.

5. **Provide services to the customers:** Customer service is the most important part of maintaining good relation with the customers. Training the associates is required in a proper way to resolve customer complaint. It is necessary to understand customer problem as a top priority. First and foremost, thing is to listen to customers carefully. Customer's time is precious hence manage time and make a timely process to resolve all types of their problems. Always make a fair deal with the customers. Organizational team is always ready to provide ease of services to customers with following steps.

BENEFITS OF NEGOTIATION

Negotiation is required when sales associates are handling customers. Sales associates may be responsible for correcting administrative errors, following up delivery mistakes, replacing damaged goods, or preparing and sending acknowledgment letters. Benefits of negotiation are both for personal and professional progress of individual and the organization which are as under:

1. **Professional Growth and Career Advancement:** By learning the negotiation skills, one can develops and evolves in to a better employee having good future prospects.

2. **Conflict Resolution:** Active and patient listening by customers will resolve conflicts with customers.

3. **Problem Solving:** It develops problem solving skills to resolves the differences amicably. One becomes solution seeker in different conflicting situations.

4. **Satisfaction of Customers:** Customers feel satisfied that someone is giving attention and listening to their problem

5. **Develops Customers Loyalty:** Customers become loyal and get personally attached to the product/services through continues negotiation with the customers.

6. **Improve the Communication:** Through the regular negotiation aspects communication will be improved and it takes place and connects/bond is created.

7. **Persuasion:** The ability to persuade gets enhanced with skillful negotiation. It benefits both the parties in attending to customer's problems and arrives at a solution.

The customer needs to recognize what sales associate/ customer care executive is doing to settle the issue and acquire things back on track. Remember that some customers judge the quality of retailer's customer service and way retailer solves customer's problems. Any retailer is able to satisfy customers and develop customer loyalty through sorting out their difficulties efficiently and effectively. Occasionally a customer facility problem benefits as an opportunity to make an impression a customer fashionable in a manner that cannot have been likely if the whole thing had gone easily. There are two types of customer handling:

1. Complaints where sales associates are responsible: Sometimes it happens those sales associates are responsible for the complaint made by the customer for example billing mistake, delivery mistake etc.

2. Complaints where sales associates are not responsible: Sometimes customers are filing complaint due to their own mistakes. In such situation, sales associates are dealing very patiently.

It is beneficial to know the type of complaints that need an expert or someone more senior in the organization to decide. Examples are thoughtful complaints connecting to discrimination, safety of a specific product etc. It is also important to whom a complaint is to be referred, if it is external sales associates, area of concern matter.

Generally, most of the complaints received may narrate to the organization's products and services. The more sales staff recognize about these, it will be easier for them to arrange for clarifications to customers and retain an eye on complaints.

SOLVE CUSTOMER PROBLEMS

The sales associates of retail outlet should negotiate with and encourage customers in resolving the problems. Therefore, the sales associates should:

• Be aware of implications of a change of policy structure, products or services for the retailer's business.

• Be conscious of the implications of other relevant aspects on his/her organization.

• Understand the industry, organizational and professional codes of practice and ethical standards, which affect products or services he/she deals with.

• Understand any contractual agreements that customers have with the store relevant to their area of operations.

• Understand the services of store, which can be relevant to the customer service role. Follow the guidelines laid down by the store that limits the job.

• Handle organizational targets relevant to the job role in gathering them and the effects for the store, if those objectives are not met.

- Identify store's procedures and structures for dealing with customer service problems.

- Manage the fruitful resolution of customer facility problems.

- Underwrite customer loyalty through outside customer and better working affairs with the internal customer.

- Understand in what way to negotiate and reassure customers to solve their difficulties.

STEPS INVOLVED TO NEGOTIATE WITH CUSTOMERS

Customer service problems can be relatively frustrating customer, which puts force on the organization. While customers are working through this procedure, retailer's duty is to reassure that the problem will be resolved and negotiate the possibilities of the outcomes. While negotiate with customers one can maintain the steps by prepare/arrange the products as per their needs, guide/provide suitable information regarding the products, convince him/her with suitable selling techniques, bargain with the negotiating prices of the products and close the sale with customer satisfaction. The ways of undertaking this are:

1. To see customers, whether they are angry or calm. Let them speak their heart out and let them voice their concerns. Sales associates should not divert and should focus on the customer, be it over the phone or face to face. That itself will resolve half the problem. It will help them calm down. Sales associate should have the eye contact with customer and indicates that he/she understands their concern.

2. To express sympathy with them, if it is a serious anxiety. Empathize with them for all the problems that have occurred or they had to put up with sales associate. Sales associate should speak politely and should not be loud. Sales associates should speak to customers in an approach that makes them feel that the problem has been solved already.

3. If employee make the customer wait while on the mobile, it is better to ask the customer for permission before doing so, and acknowledge the customer while returning for waiting. This is assuring customers that associate gives value and respect them.

4. The sales associate should ask questions to clarify points and summarize the problem, so that the customer thinks that he/she was listened to and that retailer is eager and willing to help.

5. The sales associates should tell customers that they recognize the problem, which they want to help them resolve it. They should further reassure the customers that something will be done to resolve their problem. In case, the retailer has proposed something he/ she could inform the customer and seek his/ her opinion if they are happy with that.

6. Take note of all the problems and everything that the customer expressed. Record those on the customer's database for future reference.

7. Give customer a timescale within which the problem shall be resolved.

8. Keep the customer informed with each stage/progress. This will indicate that retailer is working on their problem.

9. The sales associates should maintain professional language and pleasing body language.

10. Be flexible and reply to all the customer queries promptly and aptly.

11. Maintain a balance between the requirements of customer and the procedures and policies of the organization.

RESOLVE CUSTOMER COMPLAINTS

Whatever a customer lodged as a complaint, sales associate or someone else in store should try to decide the complaint so that the customer accepts the decision. For example, 'I will make sure this does not happen again, Mr. Kumar. In the meantime, I will show you a new copy.

Are you happy with that?' If the complaint involves investigation that may take some time, keep the customer informed at every step initiated to resolve his/ her complaint. Even if sales associate is having some trouble, the customer should feel solution is in the process. Sometimes customers think that nothing done about their complaint. Customers will appreciate it if sales associate keeps them informed of progress.

Negotiate the outcome of a complaint with a customer to find a solution that suits both the customer and store. This means the solution has to be within the restrictions of the retailer's policies and procedures. Sometimes sales associate will not be able to meet a customer's needs at all.

This may be because the retailer's policies and procedures prevent him/her from doing so. For example, a customer who intoxicated is complaining because attendant would not serve any more alcohol, a manager has to explain that this would be illegal. In situations like this, it does not matter how much the customer insists; associate has to follow policies, procedures and legislation.

In such cases, negotiation is not possible. Try to be tactful and sympathetic as a sales associate can be. Sales associate should fully explain the situation to the customer so they understand the matter is out of their hands. It is always better to assure less and deliver more, somewhat than the other way round.

Take ownership of complaint and empower a colleague, enlighten the customer by communicating to them. Sales associate should make the customer happy with the recommended actions. Ask the customer if anything

further could be done at this stage to help them. At the end, as a courtesy and boost the confidence of customers reassure them, with a complete and accurate decision.

Activities

Activity 1: Demonstrate the organizational guidelines are steps to respond to customers in given conditions.

Material Required: some products (electronic products, FMCG goods), paper and pen.

Procedure:

1. Ask the students to demonstrate the organizational guidelines to respond to customers in the following conditions.

   a) Customer 'A' purchased mobile phone from a retail shop. He found some problem in the mobile phone and reached the retail shop to solve his/her problem.
   b) Customer 'B' purchased laptop and he found no software available in the laptop. He went to retail shop.
   c) Customer 'C' purchased laptop two years back from a shop. He/she found some technical problem then he/she went to shop to resolve his/her problem.

2. Ask the students to demonstrate above all situations and show best method to resolve above problems.

Activity 2: Presentation on the benefits of negotiations.

Material required: Drawing sheet, pen, paper, eraser, color paints.

Procedure:

   1. Ask the students to prepare a note on benefits of negotiations.
   2. Ask the students to prepare a power point presentation or oral presentation.
   3. Ask the students to present it in the class.
   4. Teacher evaluates the students' performance.

Activity 3: Role-play on negotiating with customers and convince them to resolve the complaints.

(Take a situation like a customer want to upgrade antivirus software. Interest based negotiation for Win-Win approach. In this activity, acting as customer Mr. Robin and Mr. Rampal acting as a sales associate. The name of retail shop is Zenx.)

Material Required: Paper, pen, CD, laptop or computer.

Procedure:

1. Customer (Robin) visited Zenx shop and asked to sales associate (Rampal) to upgrade antivirus software in his laptop.

2. (Rampal) recommends his customer (Robin) to upgrade his antivirus software from best to premium plan.

3. Robin agreed. He asked cost of upgradation.

4. Sales Associate (Rampal): Cost of up-gradation was Rs. 15000/-.

5. Robin was not satisfied with pricing and cannot afford to pay this amount. He can afford to pay just Rs 5000/- due to budget issues.

6. Rampal suggested that the customer can pay Rs. 15000/- in two instalments by relaxing the one-time payment option. In this way Rampal considered Robin issue rather than having a fixed payment option.

7. Robbin got what he wanted and Rampal did not have to reduce the price of the software. This is win-win approach.

8. The deal closed by win-win approach.

Check Your Progress

A. Fill in the Blanks

1. The more urgent the _____ more important the resolution.
2. If the complaint involves investigation that may take some time, keep the customer _____ of step sales associates are taking to resolve their complaint.
3. Sales Associate should be conscious of the implications of a change of _____ , products or services for his/her organization.
4. To exchange with reassure customers, the first phase is to _____ customer.
5. Sales Associate should not get , _____ he/she should focus on his/her customer, be it over the phone or face to face.
6. Authority flows from _____ .
7. For solving customer problem, it is necessary to work _____ .
8. Always make a _____ deal with the customer.

B. Multiple Choice Questions

1. Any retailer can impress customer and build customer _____ by sorting out their problem
   a) brand loyalty
   b) loyalty
   c) service loyalty
   d) All of the above

2. Sales Associate are responsible for correcting follow up _____ mistakes.
    a) delivery
    b) rectification of
    c) promotional
    d) None of the above

3. Sales associate are not responsible for complaints relating to _____ .
    a) replacement of damaged goods
    b) sending acknowledgement letter
    c) specific product complaint
    d) All of the above

4. Understand the limit of own when sales associate need permission from other.
    a) Responsibility
    b) Rights
    c) Power
    d) Authority

5. The first in negotiating with customer is to   them whether they are angry or calm.
    a) listen
    b) appeal
    c) respond
    d) All of the above

C. State Whether the Following Statement Are True or False

1. Sometimes sales associate will not be able to meet a customer's needs at all.
2. Sales associate should not give customer a periodic scale within which the difficulty will solve.
3. Sales associate should advise to check that customer is cheerful with the recommended actions as sales associate has committed.
4. Sales associate asks questions to clarify points and summarize the problem, so that the customer knows that concerned associate has listened and that he/she is eager and willing to help.
5. Sales associate should not maintain a balance between the desires of customer and the procedures and policies of the organization.

D. Match the Columns

	Column A		Column B
1	Sales associate should be familiar with type of	A	Language
2	Sales associate have to record customer complaints on	B	Target
3	Sales associate have to maintain professional and pleasing body.	C	Complaints
4	Sales associate have to understand organizational	D	Service
5	Sales associate receive most of the problem on product	E	Data Base

E. Short Answer Questions

1. What do you mean by reassuring customer?

2. What complaints the sales associate is responsible for?

3. Why sales associate has to express sympathy with customer when complaints are lodged?

4. Give two instances of resolving complaints.

F. Long Answer Questions

1. How the benefits of exchange by retailer will reassure customers?
2. How can you identify that the customers' problems are due to mistake of sales associate or from other sources?
3. Discuss how knowledge of organizational policy helps the sales associate working in that organization.
4. Define steps of exchange and reassure customers.
5. Discuss how to resolve customers' complaints

G. Check Your Performance

1. Classify the complaints where sales associates are responsible and not responsible on the chart.
2. Identify the products on the chart, which have customer's problems and listed out.
3. Demonstrate the steps to be taken to negotiate with customers and convince them to resolve the complaints with role-play.

Session 4: Handling Repeated Customers' Problems

Companies struggle to identify various customer problems. Management teams spend money and time on customer surveys, customer focus groups and consultants instead of talking to their frontline agents. Frontline agents faced customer whole the day. They know most of the customer problem but ignoring the information and insight of the frontline agent has a negative impact on morale (fig. 1.8).

Fig. 1.8: Dealing with customers problems

Source: shorturl.at/jvAIT

IDENTIFY REPEATED CUSTOMER SERVICE PROBLEM

Sometimes frontline staff assumes that someone is taking care of it. Frontline staff is not ready to communicate with other staff members and sales associates about the customer feedback. They are dealing daily to the customers thus they are more familiar with the customer problem. They identified the problem but not communicate it to the organization. Many times, information's about customer problem is not disseminated to the management. Agents or employees are not empowered to identify and solve customer problems. Sometimes agents/employees are not empowered to identify the customer problem. All staff needs to work by taking their own decision towards customer service. Develop culture of communication to identify and solve customer problem. There is need to develop culture of communication to identify customer problem. Various methods of communication should be adopted by the organization to identify customer problem, for example suggestion box, written complaint letter, online complaint etc.

Support staff to communicate well with the customer. Effective communication plays a vital role to provide customer service. To improve the process of

customer service it is necessary to improve communication between staff members. Companies should have idea how to communicate with their staff members and in what way service provider talk with the customer. If company cannot convince customer about their service, then customer move ahead to the other options.

Communication happens on different levels from ads to hoardings, emails to messages, and social media sites. There is need of few communication concepts that all organizations can use to communicate effectively with the customer. Organizational staff needs to be patient to solve customer problem. Sometimes customer is angry and confused. Many times, a great deal of patience is required for understanding customer's problem. Information flow in the organization must be at all levels of management. It is the responsibility of the manager to communicate accurate information at all levels. Staff should be proactive in approach. When a customer has called to get an issue resolved it is likely that the resolution takes more time than required then in such situation when customer waiting for response, proactive and keep the customer informed of the progress. Attentiveness helps a lot to deal with customers. When the employees focus on customer's problem than half of the problem is resolved. Listening customers carefully is very helpful to make good relation with them. Customer can be enquired anything it is the duty of the sales associate and other staff members to provide all the information's about products and services to the customers. They can do this only if they have complete knowledge about products and services offering by the organization. Honesty is the best policy to win trust among the customers. Regular communication with the customer is very important to make customer happy and solve their problem time to time.

METHODS OF DEALING WITH CUSTOMER SERVICE PROBLEMS

There are various methods to solve customer service problem. Customers interact with the service provider in a variety of ways. Method of dealing with customer service should be adopted according to situation and the problem type. Methods of dealing with customers are:

1. Public multi media-method is the fastest method of resolving customer problems. It has reach of millions of people. Social media is using widely by the organization to resolve customer problems
   - **Advantage:** It is the easy and cheap method of communicating with the customers. They feel happy when they interact as a friendly manner with the service provider.
   - **Disadvantage:** In the rural areas, there is no facility of internet. It is difficult to communicate with the customers due to poor internet facility. Some people do not know how to operate online multi media.
2. Meet with the customer directly and solve problem immediately for serial problem. For the serial complaint, it is necessary to meet customer

directly. To keep trust on customers, it is essential to help them and show sincerity. If the customer already made complaint 2-3 times and the problem is not resolved, then it is better to meet him/her and inform how their problem can be resolved quickly. Take immediate actions by communicating problem to the management.

- **Advantage:** customer develops faith towards organization. If customer is angry then he/she becomes cool down by looking service provider in front of him/her.
- **Disadvantage:** This serial problem must be minimized. It is time-consuming.

3. Solve problems by providing telephone number/toll free number. Many organizations are providing facility to ask anything about products and services on telephone. Customer can contact directly to ask anything about the organizational services.

- **Advantage:** quick and easy method. Customers can ask anything about products and services of the organization.
- **Disadvantage:** This method is not useful to solve machinery repair complaint. And it is not useful for delivery of services.

4. Taking Customer feedback stands a marketing term that defines the process of procurement a customer's opinion about a business, product or service. Customer feedback stands for a marketing term that defines the process of procurement of a customer's opinion about a business, product or service Customer feedback is so important because it provides sellers and business proprietors with insights to progress their business, products, services and complete customer experience. Analyzers and data specialist provide all kinds of information regarding customer's perception about products and services. However, sometimes retailers could not get answers straight from his customers. That is what customer feedback is all about.

WHY FEEDBACK ON SOLVING CUSTOMERS' PROBLEMS IS IMPORTANT?

At the last stage of resolving customer's concern, the customer agrees with a solution. Sales associate briefly apologizes for the problem and now retailer can fix it and close the case, right? Unfortunately, it is not that simple. Sometimes retailer or service provider's solution will not resolve the cause of the problem.

Suppose that customer has problem with the submission and solution provider suggests resuming the device. This may resolve the difficulty, but it is more probable that customer will come back to retailer's service center. It is more probable that customers become upset when the retailer's solution does not work well.

While at work in customer service, service providers hardly find any time for a halt and asking its employee to follow up the customer's problems. Nevertheless, here are some positive points of disbursements a bit of employee's time on communicating these customers back –

- Retailers or service providers show that they truly care about customers' concern and create a remarkable experience.
- Retailers or service providers make sure they would not get a call from an energetic customer.
- Retailers or service providers check if their solution worked and will be sure of it next time.

If, retailers or service providers do not have time to make any calls or send any emails, their team can practice for a spontaneous survey that will express them how joyful the customer is if they helped to resolve his/her problem.

HOW TO ASK CUSTOMERS FOR FEEDBACK ON SOLVING THEIR PROBLEMS?

Growing a successful business depends on repeat customers and they come back only if they are enormously happy with products/services provided by the retailer. The situation may be worst if retailers have no concern with their customers' problem or if they are concerned with them, it might be possible that they did not take the feedback on solving customers' problem. It should understand that retailer's initial focus should be on providing an excellent product or service. Once retailers have that solid foundation, it is time to focus on the second part of generating repeat business, which is possible when they are please most of their customers even persons who have their problems resolved.

Retailers' or service providers' existing customers possess valuable information that cannot only help them solve more of customer's problems and increase sales, but also give retailers ideas about what else they can be doing to attract new business. The only way to get this information is to ask their customers questions and listen to answers even though retailers resolved the problems.

WHAT QUESTIONS THE RETAILERS ASK THE CUSTOMERS?

There are several different questions, which retailer can ask a customer to get feedback (fig. 1.9) on retailer's products, services, customer service (problem solving ability) and overall business.

Fig. 1.9: Feedback
Source: https://bit.ly/2YmajBu

Some of the basic questions that can be raised are placed below:

- Why did customer choose that organization as his/her service provider?
- What service did retailer/ service provider perform for customer?
- If any problem or number of problems customer faced, whether they would get appropriate solution or not?
- How would customer rate the post problem service he/she received? (Provide a rating scale)?
- In what areas did retailer meet or surpass customer expectations by resolving his/her problems?
- In which areas can retailer/service provider improve?
- Would customer recommend retailer to others?
- Whenever retailer asks for customer's feedback to solve their problem, he/she should make sure to ask the correct questions to produce valued feedback.
- Too many questions should not be asked, as there is risk of not getting right answers.

Retailer may also need to consider contribution an incentive for concluding the survey on solving customers' problems. The incentives offered may be a coupon or discount, free service etc.

METHODS TO GET FEEDBACK ON SOLVING CUSTOMERS' PROBLEMS

Retailer/service provider can ask in a few ways their customers for feedback on solving customers' problems. Here are some ideas to get the feedback –

- **Start a Conversation:** Customer feedback procedure can remain as simple as email communication with queries sent to their customers, or an individual phone call. This technique is fast and easy. When employee of retailer/service provider takes the casual approach to customer feedback, there is risk that the communication will be put aside and eventually misplaced in the mix up. In addition, if feedback in an informal manner by using open-ended questions, it can stop any

kind of uniformity across all customer surveys. Lastly, feedback taker must manually analyze the information collected to make it useful.

- **Create an Online Survey:** If retailer's/service providers use a set of normal questions to their customers, they can take the casual format one-step additional and create a uniform survey. Retailers/service providers can generate an endangered form in a computer-oriented application, a PDF usage, or a form that will submit through their website. This design takes more time to generate, but it permits employees to have one usual survey sent to all customers (fig. 1.10).

Fig. 1.10: Online survey
Source: https://bit.ly/2NiHFjw

- **Use a Hard Copy Questionnaire:** Depending on the kind of business retailer's/service providers have, a hard copy questionnaire can be mailed to their customers to pursue resolving customers' problems. Retailers/service providers should send an address written, stamped envelope to sort it easier for customers to coming back the survey for getting feedback. The retailer's/service providers should have a system for entering the information into Excel or different software consequently that they would collect, analyze and run reports on information collected.

The key to customers' feedback on resolving their problems procedure is not just gathering the information, but gaining insight to use in their business and publish in various syndicate research agencies, stakeholders, media/public, industry report etc. They can get appreciations from stakeholders to build loyal customer and get trust and more customers from references.

WHEN TO CONDUCT A FEEDBACK ON SOLVING CUSTOMERS' PROBLEMS

The greatest time to conduct feedback on solving customers' problems is as soon as the experience is fresh in retailer and customer's minds. The response may be less correct if retailer/service provider waits. Customer may forget some details, or respond about a later event, coloring his/her answers due to confusion with other visits.

Customer Feedback Tools

Day by day developments in technology, increasing intensity of competition and the evolution of digital age etc., gave chances to third parties like software providers or social media builders to provide excellent tools. Now modern, well managed, easy approachable and understandable to customers, cost effective and widely reached tools are available in the market. A few tools are as follows-

- **Suggestion Box:** Suggestion Box is suggestion-putting box, which help the management system. A Suggestion Box can be installed on retailer location where customers can make Suggestions for retailer's company without its consent (fig. 1.11).

Fig.1.11: Suggestion box

Source: https://bit.ly/2Xln0A5

- **Get Satisfaction**: Get satisfaction shapes online communities that permit productive conversations among retail outlets and their consumers. Get satisfaction guides a focused atmosphere for retail outlets and customers to request questions, part ideas, report difficulties and give compliment. Again, it is not free service to the retailer/service provider.
- **Kampyle:** Kampyle stands a widget for gathering feedback on product sheets, in product exploration fields and in clothes shopping cart. Kampyle offers utilities to customers and useful to work advise adaptation rates. It is also a paid service.
- **User Voice:** User Voice, a paid service, offers a forum for retailer's customers to acquiesce and poll on feedback. Online comments allow users to deliberate and improve ideas, making it calm for people to stake and results prioritized.
- **Feedbackify:** Feedbackify is a website widget toreceive feedback from website visitors. Retailer/service provider can create its personalized form, copy and paste code into its site's HTML then start receiving feedback. It is again a paid service.
- **User Echo:** User Echo a paid service is a response collecting widget to gather customer responses and thoughts. From site leaves via the widget,

retail consumers access an opportunity to give feedback, vote and select the top ideas.

- **Facebook:** It is free social site and can be used to receive feedback. Retailer/service provider status update is a great instrument to initiate a dialogue with its followers. In addition, through Facebook Developers stage, it can connect with Comment Box on its website, providing customers with an instant space to provide feedback. As customers need to lodge interested in a real Facebook version, they cannot stake anonymous content.

ACTIONS WHEN FEEDBACK ON SOLVING CUSTOMERS' PROBLEMS

First, retailer/service provider needs a response to customer's feedback. Here are some ideas to give a reply:

- If a customer is requesting for a product's feature which is now not compatible to other accessories, offer to give him/her early access in arrival for extra feedback since then.
- Aimed at bugs and tech problems, connect them straight to support engineers to solve the customers' problem.
- Ask for an extra detailed explanation of what customers were trying to complete. This will benefit to build the right solution.
- Give them systematic instructions as to how to use a different/updated feature after solving their problem to achieve the desired results.
- Retailer/service provider should appoint someone on its team to accept the responsibility of replying to each piece of feedback within a few days.
- Preferably, send answers within 24 hours.

BENEFITS OF FEEDBACK TO SOLVE CUSTOMERS' PROBLEMS

Following are the benefits of feedback to solve customers' problems, which are:

1. **Referrals:** Word of mouth recommendations by those customers, who have solutions from the company, bring new customers free and that helps their business grow. Therefore, retailers need to check the existing customers who were coming with their problems and got solutions from the company.
2. **Repeat business:** Satisfied customers, who got the solutions from company's effort wish to come again for next purchase.
3. **Loyalty:** Retailers need to find out any issues immediately and fix them straight away, so that they are bowled over by great service. It will certainly increase the customers' loyalty towards the retailer.
4. **Retention:** By taking feedback after giving services or solutions of customers' problems, retailer can retain most of his/ her customers.
5. **Reputation:** After asking the feedback of their solutions which the customers got, they share with others like friend circle, relatives, neighbors etc. This will certainly increase the status of the company.

6. **Sales opportunities:** If the customer gets attention and a solution to his problem, certainly, the sales will increase and retailer can increase the product lines, depth and width.

7. **Improve products and services:** Feedback gives the responses to improve the products and the services.

8. **Customer satisfaction:** Feedback helps the retailer to improve the products and services so that customers get satisfied.

9. **Helps in taking business decisions:** Feedback helps to take decisions regarding products and services of retail business.

10. **Gives good customer experience:** Feedback gives good customer experience after the improvement in the products and services of the retail business.

SOLVING REPEATED CUSTOMER SERVICE PROBLEM

It is challenging to deal with repeated customer problem. The key to deal with customers is to make them feel happy. Here following tips are discusses to deliver excellent customer service:

- **Listen to customer attentively:** To build relation with the customer it is necessary to listen them carefully.

- **Apologize when something goes wrong:** It is the duty of the employees to say sorry if they do any type of mistake. Sometimes they delayed to solve customer query or resolved any problem then also they have to say sorry and after this, they do not need to repeat mistakes. Assure that problem will not come again.

- **Take seriously:** It is necessary to make customers feel important and appreciated. Customers are very sensitive and they want to know whether organization is caring them or not. Take seriously repeated problems otherwise organization can lose customers.

- **Be Polite:** Employees need to be polite. If the customer is angry then also employees has to deal politely.

- **Identify needs:** Most of the customers are emotional thus, the more employees know about them the better they can anticipate needs. Regular communication is also required to communicate well with the customers.

- **Suggest solutions:** Whenever customers are coming with problem employees need to understand it and suggest possible solution for it.

- **Be available Always:** Organization need to provide customer care facilities. To solve customer service problem, employees need to be available all the time. Nowadays customer service is not just on telephone or face-to-face but also online services available.

Activities

Activity 1: Visit a retail store and identify repeated customer service problems, methods of dealing of customer service problems and its advantages and disadvantages of method of customer service problems.

Material Required Pen, pencil, notebook, checklist.

Procedure:

1. Form a group of five to six students.
2. Ask students to visit a retail organization or a shop.
3. Meet the retail manager and greet him/ her politely.
4. Tell the purpose of visit and take the permission for visit and meet sales associate.
   a) How to identify the customer service problems?
   b) What are the different methods to deal with customer service problems?
   c) What are the advantages and disadvantages of different method to deal with need of customer service problems?
   d) Explain the best method dealing with customer service problems.
5. Note down the answer and confirm with sales associate at retail store.
6. Make a report on visit and submit to subject teacher.

Activity 2: Case study on identifying and resolving customer problem.

Material Required Pen, pencil, notebook, checklist.

Procedure:

A retailer sold a smart mobile handset to Mr Raman one month back. The warranty of this set was one year from the date of selling by retailer.

At the time of purchasing Mr Raman did not ask about the service centre location, as he purchased a reputed brand mobile handset. After one month, the handset has some problem in its touch screen. Mr Raman reached at retail outlet and lodged a complaint. The retailer told him that the service centre of that company is not located in this city and it should be sent to its service centre, which is about 500 kilometres from this place, and it will take about one week to repair and to get back from service centre. Now Mr Raman was upset. He has given his set and got it after one week.

Prepare a feedback form for getting information from this type of customers and also suggest the probable solutions to rectify this type of problem and does not occur in future.

Activity 3: Collecting feedback for solving the customer problem.

Material Required: Pen, pencil, notebook, checklist.

Procedure:

1. Prepare a questionnaire.
2. Visit the retail store and greet the manager.
3. Take permission from the manager for collecting the feedback from the customers.
4. Distribute the questionnaire to customers and collect feedback on getting the services from the retail while buying the products from this retail outlet.
5. Collect the information from the customers.
6. Tabulate record, analyse and interpret the collected feedback.
7. Make a report on the customer feedback.

Activity 4: Handling customer complaint by sales associate at mobile retail shop.

Mr Amarnath bought a mobile handset from a retail outlet. Sales associate told him that scratchproof cover of that set is available in market. But when Mr Amarnath visited and searched the cover in all markets of the city, he could not find any cover for his mobile hand set. In the meantime, he opened the packing, used this mobile handset, and got a scratch by mishandling of that set. Now Mr Amarnath is worried about his expensive mobile handset reached at that retail out let, and met the same associate who sold the set.

a. If you are in place of Mr Amarnath, what you will do?
b. If you are in the place of Sales Associate, what can you do?

Check Your Progress

A. Fill in the Blanks

1. The word of mouth recommendations by those customers, who got solutionsfrom the company, bring new customers for_____ .
2. The product's features are now not compatible to other accessories, proposal to give them _____ in coming back for extra feedback from them.
3. Growing a _____ business depends on repeat customers.
4. The customer/service provider's take time for discontinuity and asking its employee to _____ his/her customer's problems.

B. Multiple Choice Questions

1. _____ refers to word of mouth recommendation by those customers who gets solution to their problems.
   a) Retention
   b) Reputation
   c) Referrals

    d)   Loyalty

2. _____ is free social site.
   - a) Facebook
   - b) Email
   - c) Telephone
   - d) All of the above

3. _____ remains a widget for gathering feedback on product sheets.
   - a) Kampyle
   - b) User voice
   - c) Feedbackify
   - d) None of the above

4. _____ can be installed in retailer's site where customer can offer suggestion
   - a) Userecho
   - b) Suggestion box
   - c) Feedbackify
   - d) All of the above

5. The feedback helps to _____ the customers.
   - a) retain
   - b) loose
   - c) Both a & b
   - d) None of the above

C. State Whether the Following Statement Are True or False

1. Retailers need to find out any issues immediately and fix them straight away, so that they are bowled over by great service. It will certainly increase the loyalty of customers towards retailer.
2. Retailers or service providers show that they really do not care about customers' concern and create an experience.
3. The greatest time to conduct feedback on solving customers' problems is when the familiarity is new in retailer customer's minds.

D. Match the Columns

	Column A		Column B
1	It is a website widget to take feedback from websites visitors	A	Referrals
2	It provides a form to authorization feedback, choice and choose the top thoughts.	B	Feedbackify

3	It provides utilities to adverse customers	C	Kampyle
4	It is a word of mouth recommendation	D	Suggestion Box
5	It enables to offer suggestion without the agreement of retailer	E	User echo

E. Short Answer Question

1. What are types of feedback?
2. What is feedback?
3. What do you mean by referral?
4. What is Facebook?
5. What is hard copy questionnaire?
6. What do you mean by loyalty of customer?

F. Long Answer Question

1. Explain why feedback on solving customer complaints is important.
2. Explain the various methods to solve customers' problem.
3. Discuss the various tools used in getting customer feedback.
4. What action need to be taken when customer problem start coming into retailer?
5. Discuss the benefit of getting feedback from customers.

D. Check Your Performance

1. Demonstrate the process of collecting the customer's feedback.
2. Operate the various tools used to collect the feedback in a given situation.
3. Prepare a chart on various methods for collecting feedback.
4. Trace out the benefit of feedback solving customer's problems.
5. Prepare a questionnaire on consumer's feedback and apply for collecting feedback.
6. Develop report on the problems of customers.

PSSCI

MODULE 2	DELIVERY OF RELIABLE SERVICE

Module Overview

Organizing and delivering services of a business organization in appropriate manner, is a vital task for a customer service manager. It is very significant to have reliable information about the valuable customers. It is also essential to deliver fast information to the customer as fine as the organization.

It is must to a proper system for delivering customer services. Every organization decides its own procedure for delivering customer services. Services manager should identify and list out the areas of customer satisfaction or dissatisfaction about the product or services. Service provider must communicate the feedback received from customers to employees.

In modern times, it is very much essential to adopt a specific procedure and system for recording, storing and retrieving customer service information; it is because it is mandatory for many countries for storage of information for legal and regulatory requirements.

In retailing, customer service occupies an important role to build customer loyalty. The various services offered by retailers are product information after sale service managing complaints etc., but the retailer and customer relationship becomes stronger only when reliable services are delivered. Hence, there is a requirement to study the procedure of delivering reliable services to the customer.

With a view to study these areas, the study entitled, delivery of reliable service is undertaken.

This unit divided into four sessions. First session deals with procedure and system for delivering customer service. Second session explains the review and maintain customer services delivered. Third session describes the recording of customer services information and fourth session discusses the legal requirements for storage of data.

Learning Outcomes

After completing this module, you will be able to:

- Plan and organise the delivery of reliable customer service
- Review and maintain customer service delivery
- Use recording system to maintain reliable customer services
- Identify the legal requirements for storage of customer information.

Module Structure
Session 1: Procedure and Systems for Delivering Customer Service
Session 2: Review and Maintain Customer Service Delivery
Session 3: Recording of Customer Service Information
Session 4: Legal Requirements for Storage of Data

Session 1: Procedure and Systems for Delivering Customer Service

In retailing, customer services play an important role to create customer gratification and loyalty towards the business. The various services provided by retailer to the customers are providing product information, after sales service, managing complaints, impressing service, collecting, and storing customer information, organizing customer meets etc. Satisfied retail buyers will not only become loyal customers but also promote the retailer and its product and services.

Delivery of customer service is the noteworthy component of every organization. It describes the communication between seller and customer where the provider proposes a service, which is information or a duty, and the customer either discovers value or be defeated as a result. Good service delivery offers customers with a rise in value.

PLAN, PREPARE AND ORGANISE VARIETY OF SERVICES /PRODUCTS TO CUSTOMERS

There are many types of products in the market. First most important point is to make clear to customers use of the products and services provided by the organization (Fig.2.1)

Fig. 2.1: Selling goods

Source: shorturl.at/gjoZ2

It is the responsibility of the organization to communicate well about how to use the products and what are its uses. They also communicate well how to

handle various types of problems occurred during the usage of products. There are following types of products/goods:

1. **Convenience products:** Customers are not taking too much time to purchase convenience products. They are not putting a lot of thought in making decision to purchase. This is because customers already have all the information's they need on the product. These are products customers use on daily basis such as milk, bread, etc. (fig. 2.2. and fig. 2.3) retailer provides all the facilities to the customers at the point of purchase to provide services to the customers.

Fig. 2.2: Milk

Source: https://rb.gy/d96nmi

Fig. 2.3: Egg and bread

Source: https://rb.gy/pulbzx

2. **Shopping products:** For the shopping products customers has no sufficient information. First thing that customer is expecting is all sources of information for the product. Thus, sales associates need to give all the information regarding product and if any problem occur how they are resolving it. These types of products customers are not purchasing on daily basis. The most important thing is to provide after sales service to the customer. Customer is ready to purchase only those shopping products where they are getting after sales service easily and quickly (fig. 2.4).

Fig. 2.4: Shopping products

Source: https://rb.gy/qjjvfv

3. **Price-based shopping goods:** For dealing with price-based shopping goods sales associates can provide various types of offer, discount to the customers. Convince customer in a well manner regarding pricing of the product. Sales associates provide well point of sale service to the customers (fig.2.5).

Fig. 2.5: Discount on products

Source: https://rb.gy/m09smx

4. **Specialty products:** These are products to which customers are loyal. Customer knows quality and service of the product. They know that they cannot get better service other than this brand. There is a need to maintain brand loyalty by continuing service excellence for these types of products (fig. 2.6).
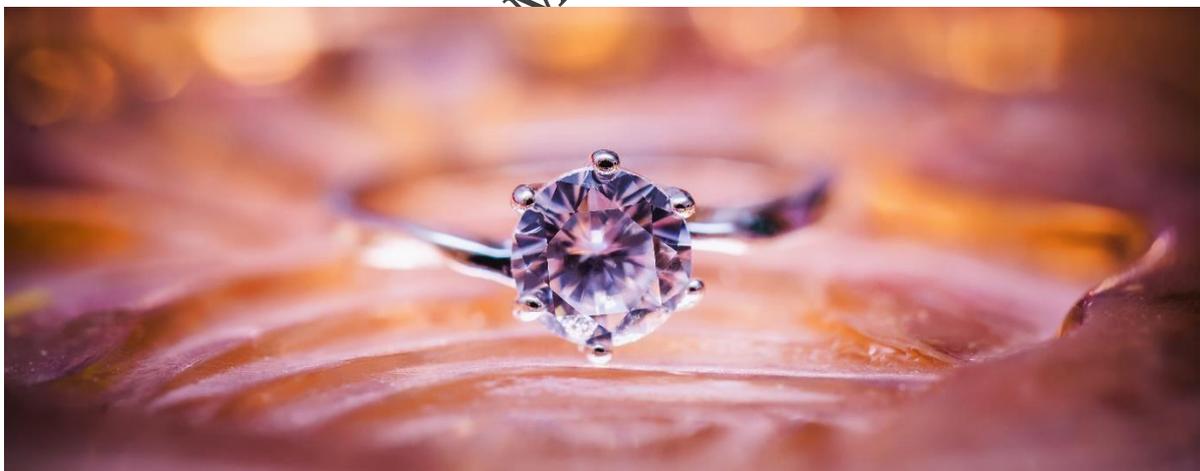
Fig. 2.6: Specialty Product

Source: https://rb.gy/t4ekq0

5. **Rented-goods services:** These goods buy for a short period of time. Inform customer well about rules, procedure and policies of the services provided by the organization. To provide excellent service they can provide various types of offers, discount on these goods (fig. 2.7).

Fig. 2.7: Offers, discount and sale

Source: https://rb.gy/i7vpji

6. **Owned-products services:** This involves the repair or alteration of a good that is owned by a customer. The services are commonly offered by people who are skilled in different areas of craft. The services include cleaning, haircut, car wash, plumbing, watch repair, automobile etc. (fig. 2.8). The way customer is treating and the quality of service is important in the owned-products services.

Fig. 2.8: Skilled services

Source: https://rb.gy/cmluzp

7. **Non-goods:** These are services that do not includes the movement of any goods from one party to another. They are normally expensive. It is provided by the experts in the field and the products being offered here are mostly intellectual.

Such services are legal, medical, counselling, accounting and consulting services etc.(fig.2.9). Plan for these types of services in the following manner:

- Inform about the services in a well manner

- Make clarity about the way of service offered
- Deal customer politely and assure to solve their problem
- Be honest to provide service
- Make a service delivery process so that there will not be wastage of time. Customer is important so don't waste their time. Make proper chain of service delivery.

Fig. 2.9: Medical services

Source: https://rb.gy/dbozxs

PLAN FOR DELIVERING CUSTOMER SERVICE

Consecutively running an effective service business should be identical with delivering excellent service to consumer. The four important elements for effective service delivery structure is service culture, service quality, employee engagement and customer experiences (fig. 2.10). The details are given below:

Fig. 2.10: Service Delivery System

- **Service Culture:** A good service culture constructed on elements of management principles, work habits, work norms, clear vision, defined mission and ethical values. Culture is the bundle of dominant principles according with which management controls, upholds and develops the collective procedures that manifests the situation as transfer of service and provides value to customers. As soon as a better service delivery structure and an accurate service thought are

recognized, there need not be another component as essential to the long-term achievement of a service business entity as its culture.

- **Employee Engagement:** It includes employee attitudinal actions, purpose focused leadership and Human Resource development. Even the best deliberate procedures and structures will only be operative if agreed by people with advanced engagement. Engagement is mediator between design and implementation of the service quality model.

- **Service Quality:** It includes strategies, procedures and performance controlling systems. The plan and process project is necessary to the design of complete service management model. Helping the customer's achievement their mission and supportive them in the chase of their organizational perseverance, must be the groundwork of service provider enterprise. It is compulsory to measure service excellence so that, service gap has been recognized for improvement.

- **Customer Experience:** It includes fundamentals of customer intelligence, financial management and incessant improvements. Perception is an important aspect, constantly evaluating how together customer and end-user distinguish service delivery as important for collaboration. Prosperous service delivery mechanism rest on the root that customer remains a part of creation and supply of service and then designs procedures constructed on that philosophy called co-creation.

The orders of these four elements are listed in a logical sequence. First, describing service culture, which boosts employee engagement; this will raise a great stage of service quality, which progress to accurate customer experience – a virtuous circle.

HOW TO PROVIDE PROMPT ATTENTION TO CUSTOMER?

To satisfy customer it is necessary to provide prompt attention to him/her. Customer is king thus customer need to serve very politely and timely. To provide prompt attention to customer organization should have to follow following:

1. **Understand customer's perspective:** For paying attention to customer first thing is to understand him/her well. If you are able to understand customer, then only employees can solve their problem and provide better service to customers.

2. **Identify problem:** Organization duty is not only to sell products and services but also to identify and solve customers' problem during usage of the products and services. Identify customer problem before they make complaint then only, they feel happy. Think about all the users of the products and services and pay attention to them by taking feedback.

3. **Find solution quickly:** provide solution to the problem as soon as possible.

4. **Follow-up:** Meet customers regularly and ask whether they satisfy with the product and services?

REORGANIZE WORK TO RESPOND TO UNEXPECTED ADDITIONAL WORKLOAD

Handling customers and responding them timely need time. Sometimes due to heavy workload it is difficult to handle customer's problem. Work hours of staff are also increased due to increasing workload. Unexpected additional duties come to staff members of the organization and it becomes very difficult to solve the problem. Boss asks employees to do two jobs simultaneously that are not possible for them. Thus, it is necessary to give jobs according to priority. If the two jobs are urgent then inform to the concerned person and customers well about the completion of job. Following guidelines helps to respond additional workload:

1. **Make a plan:** Management need to ask staff members how they are completing their work. If they are finding any type of time management or handling customer problem, then proper plan needs to be prepared. There is need to set up proper time management for extra workload. If there is shortage of staff, then manage it. Make a proper schedule for work and assign clear duties. Arrange extra resources for additional workload. Best plan required to respond additional workload.

2. **Set a clear timeline:** Every employee needs to outline plan while meeting with boss. They don't need to shy from asking when organization is hiring new staff to manage shortage of staff or when they are reorganizing workload.

3. **Schedule regular check-ins in the organization:** Whenever staff members get new job roles then they need to discuss with his/her boss. This will give chance to showcase what they are doing for the company. This gives opportunity to handle workload. If boss does not agree to regular check-ins of staff members then it's possible that he or she has no plans. Then it's time to have a tough conversation with their manager.

FEATURES OF CUSTOMER SERVICES

A noble customer service department always strives to create a positive experience for the customer whenever the customer visits the store. The customer cannot always get the results he/she was looking for, but a noble customer service department can create the customer impression as if he/she is taken care.

Fig. 2.11: Features of customer services

There are several features of noble customer service that, every company should incorporate in their customer service training (fig. 2.11). Features of customer services are explained below:

1. **Primary Focus:** One of the primary characteristics of noble customer service says that customer is primary focus. When a customer appeals in, a noble customer service representative is taught to take the call immediately. A customer should not ever be put on grip to take an individual phone call and after a customer place on grip for business reasons, it must not stand for more than sixty seconds. Always apologize to customers subsequently putting them on grip and explain why sales associate did so.

2. **Remain Professional:** The polite customer service department understands how to remain peaceful and skilled at all times. Customer service associates taught how to transact with unmanageable customers and customer service supervisors recognize when to pace in and support in a situation.

3. **Win-Win:** The decent customer service department comprehends a win-win circumstances the top solution. The customer successes because he/she becomes what he/she considers as a reasonable solution and the company wins because it gets to retain some profit and retain a repeat customer.

4. **Finish Job:** One of the characteristics of moral customer service is continuously assuring that customer is satisfied and that the problem has been resolved without conditions.

IMPACT OF CUSTOMER SERVICES

The positive and negative effects of customer services influence directly the sales levels of the retail organizations, which are as under:

1. **Positive Effect:** If retailers provide the customer services, it will have the following positive effects on the customer:
   - It provides exceptional customer services to external and internal customers.
   - Treating customers with respect, greeting them with enthusiasm and going above beyond to resolve any problems and issues can retain customers coming back.
   - Good customer service increases the profit of the organization.

2. **Negative Effect:** If retailers provide ineffective customer services, it will have the following negative effect on the customers:
   - Consumers do not proceed with purchase motive because of deprived customer service.
   - Subsequently a deprived customer experience, a dissatisfied customer makes their subsequent purchase from a competitor.
   - Customers can tell friends and relatives about deprived customer service rather than positive services.

PROCEDURE FOR DELIVERING CUSTOMER SERVICE

Every organization must consistently deliver what their customers want from them. For delivering reliable customer service, retail organization must follow the following steps (fig. 2.12):

Fig. 2.12: Procedure for Delivering Customer Service

1. **Connect with Customer:** Connecting with the customer helps to establish rapport and begin a new relationship. Connecting means, you are building trust that tracks both ways. This is done by engaging the customer. Retail associate starts by giving them his/her name and asking about their expectation. He/she should be attentive to them and know what the customer requires. The

associate should politely ask questions, listen and respond appropriately. This conversation with them should be genuine.

2. **Identify Wants and Expectations of the Customers:** Want is a strong desire whereas demand is desire with ability to pay. Expectations contain what they want in terms of satisfaction of services and treatment. Sales associates have to understand and identify their wants and expectations. Customers do not continuously understand what they want or may not express clearly. By asking appropriate questions and giving attention to answers, sales associates can realize a lot about their customers. They can guide them to become what they expect. That is the role sales associate fill and that is how they retain customers coming back.

3. **Know about Resources:** The business always gives the customers everything they want. Sometimes they need what the business feels it difficult. Every business devises niche to fill that refers to what the business remains best at performing for the customers.

4. **Take Action/Execution:** This sounds easy, but it is where many businesses fail. They fail since they do not achieve the procedure of planning, undertaking, determining and checking well. To execute healthy, the sales associate need to measure what is significant. What becomes measured is finished. So, transform customer's desires into actions sales associate can measure. Then setup a structure to extend the consequences and the movements that produce them.

5. **Follow-up:** In the execution phase, create the plan that has a follow-up communication. Follow-up by mobile, letter, email, field visit etc., This excites customers and creates customer loyalty in return.

6. **Thank them**: Thanking the customer is often forgotten or many times taken lightly. Too often, the sales associate may propose "thanks for undertaking business with us" which sounds phony and forced or robotic. Persons frequently said that it is out of practice but they talk without feeling it. Accordingly, when retailers thank their customers, be factual about it, take it honest. Thank them in several ways, not just on one occasion. Preserve an eye on these six steps through every customer and train the executives. Effective range of customer service could increase dramatically.

Coach your employees to recognize and work through above steps so that retailer sales associate improves their customer faithfulness and customer retention.

Activities

Activity 1: Demonstrate the process of delivering the customer service and also examine the positive influence of customer service delivery provided by the retailer.

Material required: Pen, pencil, notebook, checklist.

Procedure:

1. Form a group of five to six students.
2. Tell them to visit retail outlet.
3. Meet the outlet manager and greet him/ her politely.
4. Tell him the purpose of visit and take consent for visit.
5. Ask the following questions and write their replies in 50 words.
   a) What is the process of delivery of the customer service?
   b) What are the factors which affect the delivery of customer service?
   c) What is system of delivery of customer service?
   d) How to build positive impact of customer service?
   e) What are the components influencing the positive impact of customer service?
6. Prepare report and submit it to the teacher.

Activity 2: Visit a retail store and ask what type of service they provide and how they keep their customer happy?

Material Required: Pen, pencil, notebook, checklist.

Procedure:

1. Make a group of five to six students.
2. Ask them to visit a retail store.
3. Meet the outlet manager and greet him/her politely.
4. Tell him/her the purpose of visit and take permission for visit.
5. Ask manager the following questions and fill open-ended questionnaire.
   a) How to plan, prepare and organize the products and service to offer the customer?

   _____
   _____
   _____

   b) How to provide prompt attention to customer problems?

   _____
   _____

c) What types of services are provided to customers?

_____

_____

_____

d) What is the significance of customer services for organization?

_____

_____

_____

6. Prepare a report based on visit and observation

7. Submit the report to the subject teacher.

Check Your Progress

A. Fill in the Blanks

1. Noble service delivery offers customers with a surge in _____.
2. Every company should _____ in their customer service training.
3. Customer service providers are taught in what way to contact with _____ customers.
4. Consumers do not proceed with a purchase because of _____ customer service.
5. _____ means you are building faith that scores both ways.
6. _____ remains the set of superseding principles provides ethical values to customers.

B. Multiple Choice Questions

1. Which one of these does not mean customer service.
   a) Provide customer information
   b) Provide after sales information
   c) Storing customer information
   d) All of the above
2. Customer service provide brilliant customer amenities outside and inside
   a) Customers
   b) Vendor
   c) Creditors
   d) None of the above
3. With the customer helping to establish rapport and begin a new relationship.
   a) Interaction
   b) Negotiating
   c) Connecting

d) All of the above

4. A good service culture is built on elements of   principles.
   a) team level customer service
   b) store service climate
   c) on the job skill
   d) None of the above

5. Service Quality include strategies, procedures and performance
   a) management
   b) information system
   c) communication
   d) All of the above

C. State Whether the Following Statements Are True or False

1. Subsequently a deprived customer service experience, a dissatisfied customer to make his/her next purchase from a competitor.
2. Satisfied consumers will not solitarily become loyal customers.
3. A noble customer service department comprehends that a win-win condition is normally the greatest solution.
4. Employee Engagement includes strategies, procedures and performance management structures.
5. Customer Experience includes fundamentals of customer intelligence, financial management and incessant improvements.

D. Match the Columns

	Column A		Column B
1	Treating customer with respect	A	Negative effect of customer service
2	Customer do not proceed with purchase	B	Customer experience
3	Phone, email, letter follow up action	C	Principle
4	Culture is set of overriding	D	Follow up action
5	Customer intelligence is related to	E	Positive effect of customer service

E. Short Answer Questions

1. List out the various customer services.

2. What do you mean by win-win situation?

3. What is the positive effect of customer service?

4. What is service culture?

5. What do you mean by service quality?

F. Long Answer Questions

1. List out the various customer services.
2. What do you mean by win-win situation?
3. What is the positive effect of customer service?
4. What is service culture?
5. What do you mean by service quality?

G. Check Your Performance

1. Demonstrate the process of delivering customer service.
2. Prepare a quiz on impact of customer service and conduct it in the classroom.
3. Spell out the procedure and systems for supplying customer service with graphical presentation.

Session 2: Review and Maintain Customer Service Delivery

Service providers spend considerable time to satisfy customers. To compete in the market, it is necessary to maintain services. Do not overlook the problem. Whenever problem occurs, solve it immediately. Do not delay any complaint or customer service. Maintain cost of the organization while delivery of services. Eliminate wastage of resources and reduce cost.

MAINTAIN SERVICE DELIVERY

Every business needs to understand the importance of offering consistent service and make feel that a business is reliable and a long-term relationship can be set up. The main objective is to make customer satisfied. To maintain customer service information about the customer, standardized process of service, focus on training and unified customer experience is required. Retailers should have to maintain service delivery and handle it in various situations:

1. During busy periods: Customer becomes frustrated when the company delays to meet their query. If this thing is repeating, they become angry. Many times, customers are annoyed and go elsewhere. To maintain service levels, it is important to respond customers timely and quickly. During busy times, customer service levels can suffer and organization can lose their customers. In addition, if customers enjoy better service level elsewhere, it is difficult that

they will ever come back. To maintain service levels following things need to focus:

- Improve web self-service system.
- Improve knowledge of customers regarding products and services.
- Listen well.
- Keep sufficient staff.

2. During unusual quiet periods: During quiet periods there is limit interaction between service providers and customers. Information flow about products and services of the organization also becomes slow. There is problem of reaching timely information's to the market. During quiet period, work becomes slow and there is need to maintain communication. There is need to organize seminar, participation of staff in various activities, trade shows etc.

3. When system, people or resources let down: To run a business there is need to manage various types of resources. Five M's of resources are material, man, machine and method. Whenever organization is facing problem of lack of resources or problem in it then organization, need to plan a proper process to solve it. If there is shortage of staff, then customer service delayed. It is the responsibility of the organization to inform customers about the reason of delay service. If service provider unable to provide products to the customer, then he/she needs to inform customer well about it and take more time to deliver the products/services.

Fig.2.13: Services to customer
Source: https://rb.gy/ku7ag6

Service is any intangible transaction from buyer to seller in exchange for some consideration or no consideration (fig.2.13). Characteristics of services are intangible, inconsistency, inseparability, and storage. Intangibility means

services which cannot be seen but can only be experienced. Inconsistency means the quality of service differ from time to time. Inseparability means service and service provider cannot be isolated. Storage of service is not possible. Servicing a customer is a part of every buying and interaction with contacts. Service delivery plays an important role for any business. It is a set of principles, standards, policies and constraints to be used to guide the design, development, and operation of services delivered by a service provider.

MEET CUSTOMER EXPECTATIONS

Customer expectation denotes to the completely perceived benefits a customer expects from a retail firm's product/service. The real experience of customers with the product go beyond the anticipation, they are naturally satisfied. Customer satisfaction reproduces expectations and proficiencies that the customer takes a product/service. Expectations redirect both previous and present product assessment and useful experiences.

MANAGE TIME WITH CUSTOMER TO SOLVE CUSTOMER PROBLEMS

Sales associate is responsible to balance the time he or she takes with customers to solve their problems. Sales associate give sufficient time to meet with the demands of other customers seeking attention.

- Sales associate must reduce response times so that customer get solution for their problem quickly.
- Sales associate have all information at his/her fingertips to solve customer problems in minimum time.
- Sales associate must set the prioritize customer requests to solve their problem and issue on time.
- Once sales associate finds the solution of customer problems then he/she make sure the request ends up in the right hands

RESPOND CUSTOMER WHEN THEY COMMENTS ON PRODUCTS OR SERVICE

The ultimate use of products and service is to satisfy customer needs. If customer need not satisfy by the products or service, then they respond to sales associate about the products or service. When customer commenting on products or service being offered sales associate must respond appropriately to customers. Sales associate must respond politely with customers. Once he or she solved customer and send back the customers sales associate must alert others to staff members repeated comments made by customers.

IMPROVING RELIABILITY OF SERVICE

Retailer must take action to improve the reliability of his/her service based on customer comments. Business can earn and maintain reputation through many service providing methods. To improve reliability of customer service it is necessary to implement following best practices of customer service:

- Two-way communication is required between retail staff and customers.
- To understand customer, it is important to have effective communication skill.
- There is need of two-way communication between service provider and customer so that both can understand each other.
- Service providers need to communicate politely with the customer.
- Identify customers' expectations to retain customer, it is necessary to manage customers' expectations.
- To understand the expectation of the customer it is necessary to take marketing survey regularly to find out their expectations.
- Take feedback from the customers through methods.

MONITOR THE ACTION TAKEN FOR IMPROVEMENT OF SERVICE

Once the retailer come to know about customer expectation through feedback. He / she must report to higher authority of retailer organization about customer expectations and suggest them some suggestions. Retailer take some action to improve customer service to satisfy their customer. But sales associate must monitor the actions from time to time whether the action taken has improved the service given to customers.

Customer Feedback

Customer feedback is a procedure of finding the customer's opinion about a business, product or service. Customer feedback is very important because it offers marketers and business proprietors with awareness that they can practice to progress their business, products/services and total customer familiarity.

Importance of Customers Feedback

The top six reasons as to why customer feedback remains important in the retail organization are -

- It can support to improve a product/service.
- It offers the top technique to measure customer gratification.
- It provides actionable awareness to create an improved customer experience.
- It can help to progress customer retention.
- It delivers touchable information that be able to use to create better business decisions.
- It can use to recognize customer advocates.

When retailer gathers feedback from customers, who are the advocates and they give high scores. Communicate with these customers and construct stronger, mutually beneficial relationships.

Ways of Getting Customers Feedback

Retailers learn from gathering feedback from existing customers and the prospective customers. This feedback is helpful for retailers to progress their customer services and formulate best strategies to keep their customers for longer period. Following are the ways as shown in fig 2.4 to acquire customer feedback on service rendered.

- Response Cards
- Customer Surveys
- Talking to Customers
- Customer Incentives
- Survey Organizations
- Comment boxes
- Call Customers Regularly
- Feedback Forms
- Social Media
- Suggestion Boxes

Tips for Providing Excellent Customer Service Delivery

- Knowledge of product and services: Service provider must have knowledge about the product and services.
- Be friendly with the customer.
- Thank the customer.
- Train organizational staff members.
- Respect customers.
- Listen attentively to customers.
- Be responsive to customers.
- Take regular feedback.
- Respond quickly.

In the world of customer service, it is necessary to maintain service delivery. Without providing good quality of customer service, organization cannot retain happy customers. In today's competitive era, quality of service is very important. Many companies are asking for feedback nowadays. For this, they are using various types of methods.

HOW TO COMMUNICATE CUSTOMER FEEDBACK TO OTHERS?

After getting feedback from customer, it is the obligation of retail organization that customer feedback should be displayed or communicate to the others i.e., prospective customers, employees of different departments of the organization, manufacturer, dealer, wholesaler shareholders and rating agency too. Here, are a few recommendations as to in what way to share customer feedback with others:

1. Online Reviews: Online reviews by consumers who have experience to comment on the product/service deliver on its promises (fig. 2.14). Their online

comments give feedback to the retailers. Now a day it is very popular way of communicating customer feedback through online.

2. Rating Agency: An organization that gives a rating to companies or other organizations through customer feedback.

3. Customer Meet: Many companies organize customer meet on annual or yearly basis, in which they focus on customer feedback.

4. The Notice Board: A simple, low-tech notice board is unique and effective way to part decent customer feedback. If a group or staff member is praised, a team leader might fill available customer compliment card, which will then have pinned to the notice board.

Fig. 2.14: Online Feedback

Source: **https://rb.gy/r8hgmi**

5. Big Screen: Large retail outlets with plasma-screen televisions on customer service flooring may find them suitable such as a high-tech substitute to the feedback notification board (fig.2.15).

Fig. 2.15: Big screen
Source:https://bit.ly/2zbJGXq

6. Monday Morning Meetings: A brief assembly at the starting of week is a great approach to motivate the group and get everybody goes for work mode after the weekend. Sharing customer feedback from preceding week could boost a team and end the meeting on high morale.

7. Letter from Customer: Noble customer service at all levels should recognize throughout a company. The letter from retail customer to retail

outlets that achieves particularly well may remind persons that their support is valued by the entire organization.

8. The Company Intranet: Involve sharing feedback taking place the retail outlet through intranet can rise the prominence of customer feedback. The tools deployed in retail organization that provide constant access to customer gratification surveys and particular customer feedback in actual time.

9. Social Media: Social media can be used to share customer feedback.

Activities

Activity 1: Role-play on how to deliver and maintain customer service.

Material required: old newspapers, 15-20 products (for example mobile phones, cloths, tabs, bags,), tape, scissor, thread, pen and paper.

Procedure:

1. Make a group of four students and four groups.
2. Remaining 10-15 students play role of customers.
3. First group take the orders from the customers.
4. Second group receive the order from first group and make ready the product.
5. Third group does package for deliver product to the customer.
6. Fourth group dispatches the product to the customer.
7. Fifth group plays the role of customer support.
8. All the groups keep them ready to start the activity. (Collect the material according to the requirements).
9. 3-4 customers meet the first group for ordering the product. Then process of delivering starts from first group to fifth group until products reach the customer's home.
10. 6-7 customers meet with (fifth group) customer support group. Every student asks to solve their service problem for example, undelivered products, damaged/defective product received, etc.
11. Customer support group communicate the problem to the concerned department and solve the customer service problem.
12. Enjoy the interaction between customer and service provider and learn product delivery and maintaining customer service.
13. Customer support groups take feedback from every customer.
14. Write a short report what you learned from this activity and submit the report to the teacher.

Activity 2: Demonstrate how to respond customer when they comment on products and services.

Material required: Pen, Paper

Procedure:

1. Make groups of four or five students of the class.
2. Ask them to visit retail store.
3. Meet the store manager and greet him.
4. Tell the purpose of visit and take permission for visit.
5. Ask the following question to sales associate
   a. Do your customers get angry?
   b. Why customers get angry? Prepare a list.
   c. How you handle angry customer?
   d. How will you respond to a customer when he comments on products and services?
6. Ask the students to prepare a report on how to respond customer when they comment on products/services.
7. Now ask two students of the group to demonstrate how to respond positive and negative comment of customers based on the field visit.
8. Prepared report submits to the teacher.

Check Your Progress

A. Fill in the Blanks

1. Service providers spend considerable time to _____ customers.
2. Customer becomes _____ when the company delays to meet their query.
3. Service is any _____ transaction from buyer to seller in exchange for some consideration or no consideration.
4. The real experience of customers with the product go beyond the anticipation, they are _____ satisfied.
5. Business can earn and maintain _____ through many service providing methods.

B. Multiple Choice Questions

1. To maintain service levels following things need to focus.
   a) Improve web self-service system.
   b) Improve knowledge of customers regarding products and services.
   c) Listen well.
   d) All of the above
2. The reasons as to why customer feedback remains important in the retail organization are _____ .
   a) support to improve a product/service
   b) offers the top technique
   c) use to ignore customer advocates
   d) help to progress customer retention
3. Which is not the tip for Providing Excellent Customer Service delivery.
   a) Comment boxes

b) Feedback Forms

c) Social Media

d) All of the above

4. _____ denotes to the entire perceived paybacks a customer imagines from a retail outlet product/service.

a) Respect customers.

b) Listen carelessly to customers

c) Be responsive to customers.

d) Take regular feedback.

5. Following are few recommendations as to in what way to share customer feedback with others:

a) Online Reviews

b) Customer Meet

c) The Notice Board

d) All of the above

C. State Whether the Following Statement Are True or False

1. Customer feedback cannot support to improve a product/service.

2. Retailers learn from gathering feedback from existing customers and the prospective customers.

3. Many companies organize customer meet on annual or yearly basis, in which they focus on customer feedback.

4. Sharing customer feedback from preceding week could boost a team and end the meeting on high morale.

5. Social media cannot be used to share customer feedback.

D. Match the Columns

	Column A		Column B
1	Plasma-screen televisions on customer service flooring	A	Customer feedback
2	Reviews written online by consumers	B	Social Media
3	Ways of Getting Customers Feedback by	C	Online Reviews
4	Procedure of finding the customer's opinion	D	Social Media
5	Social media can be used to share customer feedback	E	Big Screen

E. Short Answer Questions

1. How to maintain service delivery?

2. How to meet customer expectations?

3. What do you mean by customer feedback?

4. Discuss the importance of customer feedback.

5. What are the ways to getting customer feedback?

F. Long Answer Questions

1. What are the ways to solve customer problems?
2. How to improve reliability of service?
3. What is the need of monitoring the actions taken for improvement of service?
4. How to communicate customer feedback?

G. Check Your Performance

1. Demonstrate the ways of getting customer feedback.
2. Spell out the method used for communicating customer's feedback to others.

Session 3: Recording of Customer Service Information

Customer service stays a continuous activity of taking attention of customer's needs. It provides and delivers professional, helpful, high value service and helps past, present and upcoming of the customer's necessities to meet. Thus, customer service information is storage of services provided through the organization to their customers and their feedback related to services provided through the retailer.

CHARACTERISTICS OF CUSTOMER SERVICE INFORMATION

Customer service refers to meeting the desires and wants of any customer. Some of the characteristics of decent customer service information include the following:

- **Promptness:** Assurances for delivery of customer service information must happen on time. Hence, delays should be avoided while maintaining prompt customer service.
- **Updating Information:** Customer service information must be regularly updated. Therefore, that information can be used properly as per the requirement and as per the situation.
- **Accuracy:** All customers' service information should be stored accurately. Otherwise, it will increase the cost of retail store in the future.
- **Personalization:** Using the customer's information is supportive in policy making and providing improved customer services.

- **Confidentiality:** While keeping customer information, it should keep confidential; otherwise, competitors can use company's data for diverting the customers to their company and increase their sales.

Customer service stands a significant part of keeping ongoing customer relationships, ultimately contributes to increase the revenue. For this reason, several retail organizations are working hard to improve their customer gratification levels. Although, most of the people work behind the prospects in a company. Primarily the sales personnel, who interact directly with customers to understand the customers' insights towards the retail outlet as a whole are important.

COLLECTION OF CUSTOMER SERVICE INFORMATION

The collection of information on customer service is done in different ways. Some of the methods are:

1. **Order forms:** Using order forms, customers order an exact product/service that retail outlet is incompetent to supply immediately then it is one way to gather customer information. If retail products with precise 'release dates', then it considers by means of pre-order forms to gather customer information. By filling available pre-order form, customer gives a commitment to purchase a product besides often pre-payment for it.
2. **Enquiries:** It is polite business practice to keep and store the details of particular customer enquiries so retailer can maintain conditions. Investigations also provide a prospect to collect customer data and serve them through the company's website, e-mailing or social media contacts.
3. **Recording complaints:** Retailers can also use customer complaints as an approach to gather customer information. The retailer not only records the complaint, records the complaint, which staff member received the complaint then what was done to resolve the problem.
4. **Warranty cards:** The retail organization sell its products/services providing with a warranty to the customers and retailers can use such warranty cards to gather and store customers' data (fig. 2.16).

WARRANTY CARD

Send this copy to: Monkey Tools * P.O. Box 123 * Monkeyvale, FL 33123

Product Model Number / Name: _____

Date of Purchase: _____ Where Purchased: _____

Print Name: _____

Address: _____

E-mail: _____

My signature below acknowledges that I have read, fully understand, and accept this limited warranty agreement.

Signature: _____ Date _____

Must return within 14 days of purchase with copy of dated register receipt.
Please make a copy of this for yourself, and mail to: FlowerHouse® P.O. Box 595 • Clio, MI 48420-0595

Fig. 2.16: Warranty card

Source: https://bit.ly/2XjTta1

5. **Customer rewards program:** Retail organizations can gather customer data by fulfilling a customer rewards package. For example, customer VIP club could require customers to give their details - they then receive 10% of purchases over Rupees 1000.

6. **Customer satisfaction surveys:** To gather information on customer gratification, retailer use survey cards wherever customers rate their satisfaction level on the services of retailers. Request for the customer's individual details which can be record behind the card.

7. **Feedback:** Feedback cards use to collect customer service information. Retail organization can question for feedback on exact aspects of retail business or leave the situation open-ended, similar to suggestion box. Again, the behind of the card request personal details and record to some extent, position or negotiate feedback received from the customers can be shared with staff.

8. **Customer competitions:** Customer competitions stay an easy method to gather personal data. For example, keep customer business cards put in a container to go hooked on monthly draw to a car or many more prizes.

9. **Company website:** Retail organization can use a website to collect customer data done 'contact us' form intended for all-purpose enquiries or by permitting customers to indicate mailing addresses.

RECORDING OF CUSTOMER SERVICE INFORMATION

Accurate records of customer service information are an important part of worthy customer service.

All retail organizations keep records of dealings with their customers confidentially. Retail outlets records customer service information like how top

customer services and help to safeguard that the organization runs smoothly. Most of the records are kept electronically on a database.

When gathering customer information, it is vital to identify and to detect what customers are purchasing, why they are purchasing and how frequently they are purchasing. Concentrate on any probable customers who have finished enquiries about goods/services. Entirely the customers' feedback is recorded in customer feedback form. It is complete by electronic means and confirms that information logged is sent to suitable department immediately and take receipt.

- Recorded feedback is taking place in Customer Feedback Form.
- Find out if response received is a recognized complaint, If yes, preserve an eye on the process for customer grievances.
- Send responses to the proper department.

STORING CUSTOMER SERVICE INFORMATION

Every retail organization must store data carefully then in accordance with privacy regulations. Recollect that customer data is confidential and essential to store secretly.

Generate a plan as to in what way customer data is to be kept and correspond will all the staff members. Collected customer data can be store an electronic spreadsheet. The retail organization has more detailed data; customer relationship managers (CRM) databank can be more suitable.

A CRM can help retail manager to study customer information to find buying trends and recognize best customers. The foremost purpose of storing customer service data is for calm retrieval in future whenever it is essential. It is similarly part of a retail business preparation.

Depending on the classification of data, it can be kept in either fire-resistant filing cabinet for hard prints/hard disks/extra electronic storing maneuvers for soft information.

HOW TO STORE CUSTOMER DATA?

Storing of customer service information be influenced by the landscape and size of retail outlet. Different categories of data will have to be stored. Customer service information is most secret and helpful in running retail business. Therefore, records have to be kept and confidential procedures to be followed. This information will be necessary for providing quality service and for the charming of the retail store. Following are the means of storing customer service information:

1. **Excel Sheet:** Data can be placed in storage on Excel or similar spreadsheet software.

2. **Software:** When data becomes more detailed, it needs specific database software to manage customer data, to interpret about the customer to be used by retail manager.

3. **Manual Records:** Many small organizations are still storing customer service information manually. Filing of hard copies is the best example of storing material records.

4. **Executive Information System:** This system benefits with information movement, reporting and information analysis for retail organization. Executives and high-ranking managers to forecast the forthcoming of the retail outlet use it and this system presents data from both external and internal resources. It helps to generate the summary reports and forecasts to the retailers.

5. **Data warehouse:** This system supports with storing of data electronically and assistances with analysis, retrieval, distribution and supervision of data with accuracy.

6. **Office Automation:** This is a computer centered information structure and assistances to create, change and put composed data in digital format. It is developed to upsurge the competence of office employees, clerical assistants, managers who use a processer to stock and save information and data.

7. **Customer Relationship Management (CRM) Software:** CRM can help retail business to track and study customer data as it has grown. CRM is not just for large businesses yet software has been precisely designed for medium and small firms also. The software will save records of sales past information, preferences, and communication details and further, allows access to such data in an easily controllable way, allowing to identify the utmost valued customers.

MAINTAINING CUSTOMER SERVICES INFORMATION

Customer data is only valuable if it is up dated. It is vital to frequently check the correctness of customers' data and update it wherever necessary. Categories of customer service information that retail store might keep about their customers including name, address, phone number and services used by them.

RETRIEVING CUSTOMER SERVICE INFORMATION

Storage and retrieval of information plays a main role for successful performance of retail outlet and it can occur either offline or electronic mode and in several formats. Retrieving relevant customer data online is very important.

SUPPLYING CUSTOMER SERVICE INFORMATION

Customer service data might be saved for supply for marketing purposes, communications, monitoring purpose; surveys and other study that retail

organization or retail business might conduct. Information can be retrieved in situations where information needs to be shared with partner retail organizations and with the policy or Inland Revenue.

Activities

Activity 1: Find out organizational guidelines for recording and storing of customer service information and also demonstrate the recording and storing of customer service information.

Material required: Pen, pencil, notebook, checklist.

Procedure:

1. Make a group of five to six students.
2. Ask them to visit a retail store.
3. Meet the outlet manager and greet him/her politely.
4. Tell him/her the purpose of visit and take consent for visit.
5. Conduct an interview with retail store manager
6. Ask open-ended questions based on recording of customer service information.
   a. Are you maintaining customer service information? Yes/No
   b. If yes, which method is adopted to record customer service information?

   _____

   _____

   _____

   c. How do you store customer service information?

   _____

   _____

   _____

   d. How do you retrieve customer service information?

   _____

   _____

   _____

   e. Ask to sales associate for demonstrate the recording and storing of customer service information.

   _____

   _____

   _____

7. Prepare a report and submit to the teachers.

Activity 2: Demonstrate how to solve customer query with the help of Customer service information.

Material required: Pen, color paper, pencil, and scale

Procedure:

1. Take 8 color papers and write down some information about how to resolve customer problem. Write different steps on all the 8 papers.
2. Assume any type of customer problem.
3. Distribute all of the 8-color paper to the 8 students.
4. Assume one customer make a complaint of products for example complaint of TV which is not working just after 4 months of purchased it.
5. Use all the 8 color papers and make a sequence to solve the problem.
6. Write a short report on it and submit to the teacher.

Check Your Progress

A. Fill in the Blanks

1. Customer service is meeting the _____ and _____ also give a chance to gather customer information.
2. _____ can be used to gather and store customers' information of any customer.
3. _____ also gives an opportunity to gather customer information.
4. Putting away and reclamation of information plays a main role in educating the _____ of a company.
5. _____ assistance with storage of data electronically and also benefits analysis, retrieval, distribution and managing data.
6. Many _____ are storing customer service information manually.

B. Multiple Choice Questions

1. Customer service refers to meeting the desires and wants of a _____ .
   a. retailer
   b. wholesaler
   c. customer
   d. All of the above
2. Which one is not a characteristic of customer service information?
   a. Promptness
   b. Updating information

    c. Accuracy

    d. None of the above

3. _____ give an opportunity to gather customer information over a 'contact us' form for general enquiries.

    a. Warranty cards

    b. Feedback

    c. Enquiries

    d. All of the above

4. Retail organization can use a to gather customer information over a 'contact us' form for general enquiries.

    a. feedback

    b. warranty card

    c. website

    d. None of the above

5. Retailers can use to gather and store customer information.

    a. warranty card

    b. enquiries

    c. feedback

    d. All of the above

C. State Whether the Following Statement Are True or False

1. Accurate records of customer service information are an important part of worthy customer service.

2. Customer complaints cannot use as a method to gather customer information.

3. Feedback cards can also be used to collect customer service information.

4. Data can be stored on Excel or similar spreadsheet software but cannot retrieve from it.

5. Retail organization can gather customer information by fulfilling a customer rewards package.

6. Through filling available pre-order form, customer makes promise to purchase a product then will frequently pre-pay for the situation.

D. Match the Columns

	Column A		Column B
1	Customer information be able to use as an approach to gather customer information by	A	Software
2	Retailer sells his product providing with a warranty to	B	Office automation

3	Customer information is stored with the help of	C	Retailer
4	Data can be stored or excel or similar spreadsheet	D	Electronic spreadsheet
5	The computer centered information system in digital form is called as	E	Customer

E. Short Answer Questions

1. Analyze benefits of customer service information.
2. What are the characteristics of customer service information?
3. What is warranty card?
4. What is customer reward program?
5. What is order form?
6. What is executive information system?
7. What is Datawarehouse?
8. What is CRM software?
9. What do you mean by customer satisfaction survey?
10. What is customer service?

F. Long Answer Questions

1. What are the characteristics of customer services?
2. Discuss the outcome of customer services.
3. What are the various structures for providing customer service?
4. Explain the procedure of delivering customer services.

G. Check Your Performance

1. Demonstrate the recording of customer service information.
2. Demonstrate the storing of customer service information.
3. Record the customer service information for retrieving and supplying to the customers.
4. Identified the retrieving and suffering of customer information system.
5. Trace out the various methods adopted by retailer for collecting customer information system. Prepare a chart.

Session 4: Legal Requirements for Storage of Data

Legal requirement for storage of information means storing of customer data as per the guidelines of the laws, which governs the retail marketing. It denotes the set of secrecy laws, policies and processes for storing customer information.

It aims to minimize interference into one's secrecy caused by the gathering, storage and distribution of personal information. Personal data normally refers to the data or information, which relate to an individual who can remain identified whether together by Government or private business organization or

an agency. The Constitution of India does not deliberately fund fundamental right to privacy.

However, the Courts have recited the right to privacy interested in the further prevailing fundamental rights, i.e., freedom of speech and expression under Article 19(1) (a) and right to life and personal liberty under Article 21 of the Constitution of India. Today the modern world is information-centric.

Exhibit 1

Article 19 (1)

Article 19(1) (a) of the Constitution of India guarantees to all its citizens the right to freedom of speech and expression. The law states that, "all citizens shall have the right to freedom of speech and expression". This right is available only to a citizen of India and not to foreign nationals.

Exhibit 2

Article 21

Article of the Constitution of India, 1950 provides that, "No person shall be deprived of his life or personal liberty except according to procedure established by law." 'Life' in Article 21 of the Constitution is not merely the physical act of breathing. It does not connote mere animal existence or continued drudgery through life. It has a much wider meaning which includes right to live with human dignity, right to livelihood, right to health, right to pollution free air, etc.

Even a small retail organization it increasingly relying on generating and consuming data, which, may be accessible when and wherever it is needed. Customer data and allied information services permitted or providing via information technology services uniting applications, amenities, networks, servers, storing hardware devices and software resources. However, care has be taken to keep customer data safely, so that nobody can retrieve the data and misuse it. The retailer should follow the following guidelines regarding storage of data:

- Legal requirement is must to secure customer data.
- Helps to protect customer from malfunctions.
- Companies cannot sell the customer data to other organization.
- If any organization uses their customer data for malpractices, they will be punished under IT Act.

IMPORTANCE OF STORAGE OF DATA

It is most important to store data accurately and use customer data at the period of developing policies, decision making or at the period of new product expansion or for new product launching. Following is the importance of storage of customer data:

- Personal data can be fairly obtained and processed.
- Data can be stored for one or further stated and explicit lawful purposes.
- Process it for the dedications for which it was given initially.
- Storage of data enables personal data safe and secure.
- Ensure that data is accurate, complete and up-to-date.
- Guarantee that it is acceptable, relevant and moderate.
- Retain it for a required period or for the specified purpose and.
- Provide a copy of the personal information to any individual, on request.

The resolutions of these rules are to assist Departments, Agencies, Offices and Organizations in implementing systems and processes that will ensure, personal data in their possession is safe and secured. It also helps them to meet their legal responsibilities as set. This document can expand upon by Departments to create detailed policies and procedures, which reflect their specific business requirements.

LEGAL REQUIREMENTS FOR STORAGE OF INFORMATION

India presently has little expressed legislature governing information protection or privacy. However, applicable laws in India deals with information safety are the Information Technology Act, 2000 and the (Indian) Contract Act, 1872.

Exhibit 3

Indian Contract Act 1872

Article of the Constitution of India, 1950 provides that, "No person shall be deprived of his life or personal liberty except according to procedure established by law." 'Life' in Article 21 of the Constitution is not merely the physical act of breathing. It does not connote mere animal existence or continued drudgery through life. It has a much wider meaning which includes right to live with human dignity, right to livelihood, right to health, right to pollution free air, etc.

The (Indian) Information Technology Act, 2000 deals through the problems connecting to expense of compensation (Civil) and punishment (Criminal) in circumstance of wrongful expose and misuse of individual data and defilement of contractual relationships in admiration of personal data.

Privacy Policy: The retail store or a person on behalf of the retail store that collects, store, deals, or handles customer information is required to have a privacy policy in place with the prescribed details. Such privacy policy should be available on its website for review by the supplier of the information.

Consent: While collecting customer data, the retail store must seek express written consent from the customer via a SMS, letter, e-mail, or consent given by any mode of electronic communication, in relation to the purpose on behalf of which customer information may be used. The supplier of information must also be given an option to withdraw such consent and must have knowledge

and/or be provided information as to;

- The fact that information is being collected.
- The purpose for which it is collected.
- Intended receivers of the information.
- The detail address of the organization that is collecting.

Transfer and Disclosure: Disclosure of customer evidence to a third event requires preceding written accord of the customer unless such exposer has been agreed to in the agreement between the retailer and the customer. The exceptions are:

- Where the exposer is essential to comply with law.
- Where the exposer is required for government organizations authorized under law to get such information.

Further, a retail organization may transfer customer data to any third person that confirms same level of information protection, which is adhered to through the retail organization as providing for under the Rules. Such transfer may allow only if it is essential for the enactment of a lawful agreement between the retailer and the customer. Where the customer has assented to such transfer.

Reasonable Security Practices: Retail organizations have to comply with "reasonable security practices and procedures" designed to safeguard customer information from illegal access, damage, usage, modification, exposer or impairment.

Payment Gateways: Payment gateways facilitate the transmission of data between payment portal (like website, mobile phone, etc.) and the retail store.

Since the payment gateway users will be authorizing payment contacts on the root of data provided through the customer (Credit card number, CVV number, debit card number, date of expiry, etc.), they would need to have in place mechanisms to ensure data security protection as per the Rules.

Sharing of Information with Third Parties: Throughout the conduct of retail activities, retail organizations share customer data with third parties, requiring compliance with the transfer and disclosure provisions stated in the Rules. Lastly, since these Rules are new, there is no established jurisprudence on this subject. Thus, it is recommended that the retail industry treat carefully and revisit its existing business models to determine several levels at which data is gathered, received, possessed, warehoused, dealt or moved, so as to ensure applicable compliance as stated in the Rules.

PRECAUTIONS FOR STORAGE OF CUSTOMER INFORMATION

Customer is very important for retail business, because based on customer information retail organizations can formulate their marketing strategies accordingly. Every retail organization wants to keep their customer information accurately and safely. The following precautions should be kept in mind when

storing customer information:

- Information should also be password safe so that wrong/non-authoritative people do not have access to this information.
- In cases where information needs to be imitative on to outside portable instruments, it is finest to encode the information. Care should be occupied not to part data with persons they do not have authority to access information.
- It is always best to have extra backup of all information, so in circumstance of any difficulties with structures the retail outlet will have extra backup to effort with and not lose all valuable data.

In circumstance of physical data, it is finest to stock them in fire-resistant cabinets and in harmless places, which are less likely to normal disasters.

Activities

Activity 1: Visit any Retail Store and find out the legal aspects of storing of customer information and precautionsfor storage of customer information.

Material Required: Pen, pencil, notebook, checklist.

Procedure:

1. Make a group of five to six students.
2. Tell them to visit retail store.
3. Meet the outlet manager and greet him/her politely.
4. Tell him/her the purpose of visit and take consent for visit.
5. Ask the retail store manager the following questions.
   a. How to take customer data?
   b. What legal norms they should follow to safeguard customer information from illegal people?
   c. What laws they need to follow?
   d. Identifying the legal requirement for storage of customer data followed by big store, like more, big bazaar etc.
   e. Identify, whether government supported retail outlets follow the legal requirement?
   f. What are the precautions should be taken care by sales associate for storage of customer information?
6. Make a report and confirm with sales associate.
7. Submit the report to subject teacher.

Check Your Progress

A. Fill in the Blanks

1. _____ for storage of data means storing of customer data as per the guidelines are mentions by laws.

2. The _____ of India do not patently funding the fundamental right to privacy.
3. Companies cannot _____ the customer data to other organization.
4. The retail store must seek _____ consent from the customer.
5. Reasonable security _____ and designed to safeguard customer information from illegal access, damage, usage, modification, exposer or impairment.

B. Multiple Choice Questions

1. _____ denotes to set of privacy regulations, policies and process for storing customer information.
   a) Information centric
   b) Storage of data
   c) Information technology
   d) All of the above

2. Companies cannot sell the customer data to other
   a) Organization
   b) Government
   c) Local bodies
   d) None of the above

3. Disclosure of customer evidence to a third event requires preceding written accord of the
   a) company
   b) customer
   c) government
   d) All of the above

4. Payment facilities the transfer as data between a payment gateway and the retail store.
   a) process
   b) gateways
   c) Both a & b
   d) None of the above

5. Information should also be protected.
   a) computer
   b) well
   c) password
   d) All of the above

C. State Whether the Following Statement Are True or False

1. Modern world is information-centric.
2. Legal requirement is not necessary to secure customer data.
3. Data Protection helps to protect customer from malfunctions.

4. India presently has much expressed legislature governing information protection or privacy.

5. Disclosure of customer evidence to a third event requires preceding written agreement of the customer.

D. Match the Columns

	Column A		Column B
1	Information technology act passed in the year	A	1872
2	Contract act passed in the year	B	Password
3	Payment portal example is	C	2000
4	Information should be protected with a	D	Email
5	Writer consent for obtaining customer data may be taken through	E	Website

E. Short Answer Questions

1. What do you mean by legal storage of data?

2. What is the guideline for storage of data?

3. What are the precautions for storing the data?

4. What is payment gateway?

5. What is private policy?

F. Long Answer Questions

1. What are the legal requirements for storing of data?
2. Discuss various legal aspects of storage of data.
3. Explain the importance of legal aspects for storage of data in retail.
4. Describe the law for storage of data in retail marketing.

G. Check your Performance

1. Prepare a chart on the importance of storage of data.
2. Demonstrate legal requirements for storage of information.

MODULE 3	CUSTOMER RELATIONSHIP MANAGEMENT

Module Overview

The market has witnessed dramatic change in the matter of customer especially characterized by individual customer expectations coupled with aggressive participation in the buying process in recent modern business environment. Many retailers who serve this customer have to meet their changing needs and develop continuous contacts with them for the loyalty and retention of the customers hence, the customer relationship management (CRM) emerged which provide a dynamic retail environment and paves the way for high customer contact, service and relation with an aim of building long term relationship with them.

With all retailers, striving to enter into long relationships among customer adopting CRM program can help the retailer in a big way. Customer Relationship Management contains various methods to keep good relation with the current as well as prospective customers. The duty of the organization lies in customer satisfaction offered through their products and services. The strategies of best customer relationship management must be understanding correctly, as one happy customer brings another ten new prospective customers and vice versa also. The significance of good customer relationship management lies in creating a pool of satisfied customers and subsequently higher business generated every time.

It also helps in reconnective with the prevailing customers and at the matching time, it strengthens the connection between the retail buyer and the sales person. Retailers desire to improve and build strong relations with the customers. Customer relationship management involves a lot of communication between customers and people from an organization. Therefore, the communication process becomes very important in retail business. If there is an effective communication with the customer, his/her interest will develop a more towards the item/ product. In other words, we can say that communication

is important because it is a constructing block of prosperous customer relationship management.

With this background in view this unit is divided into four sessions. The first session covers maximize sales and maintain relationship. The second session describes balance the needs of customers and organization. The third session is devoted to study customer expectation to develop relationship. The last and fourth session is deals to effective communication.

Learning Outcomes

After completing this module, you will be able to:

- Improve communication and customer relationship management (CRM)
- Balance the need of customer and organization
- Exceed customer expectations to develop relationship
- Communicate and respond effectively to customers in retail store/mall

Module Structure

Session 1: Maximize Sales and Maintain Relationship

Session 2: Balance the Need of Customer and Organization

Session 3: Customer Expectations to Develop Relationship

Session 4: Effective Communication

Session 1: Maximize Sales and Maintain Relationship

Sales is the core objective of the business. In the retail business to increase the sales it is necessary to maintain the relationship with the customers. Business owners need to start with offering products and services. To increase the sales, it is necessary to develop the marketing strategies and develop a successful sales team. This session discusses about how to increase sales and maintain relationship with customers.

MEANING OF SALES

A sale is a transaction between the two or more parties in which buyer purchase or receives tangible or intangible goods, services or assets in exchange for money. In ancient time goods were exchanged with barter system. But after the evolution of money transaction it is exchanged for money. In the retail markets, a sale means retailer sells the goods and services to the buyer in exchange for money.

To increase the sales, it is necessary to maintain the relationship with the customers so that they retail for long period of time. Good relationship attracts new customers as well as retail existing customers. There are various types of goods available in the retail store (fig. 3.1).

Fig: 3.1 Retail store

Source: https://rb.gy/pdpg12

Selling process is very essential part of retailing. Retailers are familiar with this process. Salesmanship is a skill, used in personal selling. Selling is a part of marketing. It generates revenue for the organization. There are various ways to increase sales of the organization for example providing offers, discounts on the products, free after sales services, free delivery service, free gifts on the products and maintain relationship with the customers. To increase sales, it is necessary to attract new customers and retain existing customers.

Meaning of CRM

CRM is a business philosophy that deal with set of strategies programmes and system, which focuses on recognizing and building faithfulness with a retailer's highly valued customer. We can understand from the above definition that CRM will work on the principle that retailers have to develop program, which will help them to raise their profitability on a continuous basis through building on long term relationship with their customer.

Customer Relationship Management (CRM) is a process used to acquire more about customer's desires and behavior in such a direction to develop sustainable relationships through them. It is

extensively used for managing retailer's exchanges with customers and clients. It comprises using technology to establish, automate, and harmonize business processes for marketing, technical service and customer support. This is possible through effective inventory management, buying practices, production schedule, customer contacts, service and relation. Thus, CRM enables the retailer in the expansion of customer retention and loyalty.

MAXIMIZE SALES

Business survival and growth is the challenge in the competitive environment. To sustain in the market, it is necessary to adopt various strategies. Business achieve its goals by increasing sales of the organization. Customer retention is the strategy following by various organization for the organizational survival. With this they are also focusing on promotional strategy to attract new customers i.e. advertising, sales promotion, personal selling strategies.

Retail business is facing challenges due to competitive and globalized market. Therefore, if no sales no business can survive. There are various ways to maximize the sales of the goods in the retail business (fig. 3.2). Some of the methods are discussed here:

Fig. 3.2: Ways to increase sales

   1. Refine products or services: To increase the sales, it is necessary to refine the products. Taking the feedback of the existing customers assist to improve the goods quality and services of the retailer. Ask the customers about the quality of the goods and improve it. Retailers inform the producers about the customer

feedback so that they supply goods that are according to customer's interest. It helps to eliminate the defect of the goods. It also helps to compete in the retailer's market successfully.

2. Identify ideal customers: Retailers should have to identify the customers. They have to focus on their target customers and identify new customers. This increase the sale of the goods. Identify the person demographic, psychological, characteristics. Identify gender, age, education, income, interest, habit of the people.

3. Improve the quality of the product to build the customer loyalty: Quality of the product build the loyalty of the customers. Retailers set quality goals to provide customer satisfaction.

4. Pricing strategy: Pricing plays an important role to sell the products and maintain the relationship with the customers. Setting price high can demotivate the customers to purchase the products. Price setting should be according the competitive market, pricing power of the purchaser and demand of the customers.

5. Effective marketing and sales strategy: Retailers adopt various marketing and sales strategy to boost the sales. For this they provide unique services to the customers, offers, discounts, coupons, shopping card, etc.

Retailers should try to provide the products that are not offering by the other competitors. Retailers who follow pricing, quality and promotional activities gain competitive advantage. There is need to focus on the customer's requirement. Without customers there is no sale and no profit. Identify the needs of the customer so that they stay satisfied. Retailers should have to make sales plan in which they prescribe various actions of the sales cycle. Sales can be increased by having skilled in driving referrals and recurrence of business after the sales. Sales leads are the prospective customers that may be concerned or interested in the products of the retailers. Increase new customers are the way to increase the sales of the business. To maintain the relationship with the customers it is necessary to keep communication with them. Analyze promotional and communication strategy following by the business persons. Focus should be on relationship rather than on selling alone.

A CRM system is not only used to contact the present customers but also beneficial in acquiring prospective customers. The procedure first starts with recognizing a customer and sustaining all the consistent facts into the CRM system, which is also named 'Opportunity of Business'. Sales and Field agents then try

attainment of business from these customers through follow up and attracting them into a charming deal.

BENEFITS OF CRM IMPLEMENTATION

The CRM is imperative for the retail organization and provide the benefit as detailed below.

Provide customer information: CRM contains every bit of particulars of a customer; which can be used to decide valuable customers.

7. Focuses on customer need: CRM system comprises of a historical outlook and analysis of totally learned customers. This supports to reduce searching and comparing customers and to anticipate customer needs excellently and increase business.

Focus on all customers: In CRM process, customers are grouped on different facets according to category of business they ensure. According to physical place and are distributed to dissimilar customer managers frequently termed as account managers. This supports on concentrating and focusing on every customer separately.

8. Cost Effective: The strongest feature of Customer Relationship Management it is cost-effective. The advantage of CRM scheme is very less need of paper and physical work, which, requires lesser workforce to manage and minimum resources to contract. The modern machineries used in executing a CRM scheme is also very easy and smooth as related to the old-style way of retail business like weekly markets, kiranas shops etc.

9. Reduces process time: All the particulars in CRM system are retained and centralized, which is obtainable anytime within a short span of time. This diminishes the process period and upsurges productivity.

10. Provides customer satisfaction: Efficiently deals through all the customers and give to them, what they really need to increase the customer's satisfaction. This upsurges the chance of receiving more business, which ultimately increases turnover and profit.

11. Develop customer Loyalty: If the customer remains satisfied, they will always be faithful to you and remain in business repeatedly resulting in growing customer base gradually and ultimately improving net progress of business

12. High Customer Profitability: CRM helps the retailer to generate great customer viability through stable flow of customer, buying from the similar retail outlet. Customer stays longer, buy more at the outlet.

PROCESS OF CRM

Every single organization has its separate business procedures and strategies. The CRM system must customize to match present and future requirements. CRM software helps monitor all information connected to leaders, customers, associates and competitors. It greatly decreases the prospect for a company overlooking important particulars and miscalculate outcomes. Successful CRM implementation safeguards users have safe access to generate and edit all related records round-the-clock since place through web-enabled instruments. They permit organizations to focus their energies and cash on campaigns and make sure optimal lead changes. The steps in CRM process (fig 3.3) are as follow:

1. **Open a data bank:** The organization keeps collecting information about the customers, which is called data bank. That data bank has to be opened in our CRM system. CRM software helps monitor all information associated with leaders, customers, associates and competitors.

2. **Selection of customer:** Initiate steps to acquire customers and respect customers: After creating the CRM database, we prepare the list of loyal customers. It is significant for the organization to select proper customers as per categories from the data.

3. **Retain valuable customers:** From the list, organization has to contact selected customers and thereby initiate step to retain them.

4. **Understand customer's needs:** In CRM process this is vital for a retail organization to understand customers' requirements and try to sell products, which are actually required by them.

Fig. 3.3: Process of CRM

5. Differentiate the customer needs: According to customer's characteristics such as buying behavior, segmentation etc., an organization should differentiate customer's needs.

6. Approaching customer: The retailer has to approach customer through print or digital media. After preparing the list of loyal customers, we approach them through proper channel and offer them our product.

7. Convincing customer: The retailer should make effort to convince the customer by offering them different types of products as well as services suited to their need.

8. Invite customer: The retailer has to motivate the customer to visit outlet and explain in a convincing manner the product features to complete the sale process.

9. Adopt courtesy: The retailer has to be courteous when a customer comes to the outlet. He has to greet with a smiling face, offer a chair and water drink before sale conversation starts.

Thus, CRM covers all interface relating to retail business and customers. A modest CRM program permits a business to obtain customers, offer customer services and recollect valued customers.

E-CRM

Today the widely used techniques to develop customer relationship are E-CRM functions with the usage of the clear environmental intranet, extranet and internets refers to managing all forms of relationships with customer with use of information technology. It enables to use IT with the integration of internal organization properties and external marketing plans to comprehend and achieve their customer needs and wants, it is considered as superior technique to communicate with others.

The Difference between CRM and E-CRM are as follow:

Sl. No.	Basic	CRM	E-CRM
1	Customer contacts	In CRM, customers are covered through the retail store, telephone, fax, etc.	In E-CRM, a part from all the traditional Method used, internet, email, wireless and Other technologies are used.
2	System interface	In CRM, enterprise resources planning is used and emphasis is laid on the back-end	In E-CRM, emphasis is laid more on front-end through the use of ERP structures data warehouse and data marts.
3	System overload	In CRM, customers must download several applications to view the enabled applications. They take to be written on paper for effective use.	In E-CRM, the customers use, the browser hence various applications need not applied.

4	Information	In CRM, views differ grounded on the viewers and modified views do not exist.	In E-CRM, personalized individual views are on buying history and favorites.
5	System focus	In CRM, the system made for internal usage is designed grounded on occupation function and products web application are designed for one business unit only.	In E-CRM, system made for external usage designed grounded on customer needs and web application planned for entire enterprise.
6	Maintenance and modification	In CRM, more time is required for implementation and maintenance of the system is very expensive. It is because the system occurs at diverse location and various servers.	In E-CRM, system help in reduction of time and costs implementatio n and maintenance be able to take domicile at one place on one server itself.

Thus, the traditional CRM replaced by modern E-CRM, which simplifies the process of CRM of many of organization. The E- CRM is found useful in effectively managing separated relationship through all the customers and interactive with them proceeding on individual basic.

COMPONENTS OF CUSTOMER RELATIONSHIP MANAGEMENT

There are various types of components of customer relationship management that are necessary to run an organization effectively. Every component of CRM is unique. Components of CRM as shown in fig. 3.4 are follows:

Sales force automation: It is most important component of CRM. It is undertaken by maximum organizations. It includes forecasting, recording sales processing. It helps to know the revenue generation opportunities better and that makes it very important. To achieve overall improvement in the development and growth of the industry various components work in hand to form sales force automation as a separate unit. Some of the important elements are lead management, account management, opportunity management, contact management, email-management, and reporting.

1.Human resource management: This is used for the effective and correct use of human resource. It improves skills and develops human resource to work effectively.

Fig. 3.4: Components of CRM

2. Lead management: It refers to keeping the track of the sales leads as well as their distributions. It involves an efficient management of the campaign, designing customized forms.

3. Customer service: Collecting customer information is most important component of CRM. All the department marketing, personnel take steps to develop awareness and understanding of the customer needs as well as complaint.

4. Marketing: It refers to promotional activities adopted by the organization. It includes implementing strategies in order to sell the product and make satisfy customers.

5. Workflow automation: This reduces cost of the workflow. A number of processes are run simultaneously when it comes to the management and this requires effective cost reduction as well as the streamlining of all the processes. It reduces repetition of the activity. It prevents loss of time and excess effort.

6. Business reporting: CRM formulates with a management of sales customer care reports and marketing. The customer care

reports assist the executives of a company to gain an understanding into their daily work management and operations.

7. Analytics: It is the process of studying and representing the data in order to understand the trends in the market. Graphical representation of data in the form of histograms, charts, figures and diagrams utilize the current data as well as one generated in the past to understand trends.

BEST METHOD OF COMMUNICATION TO MEET WITH CUSTOMER EXPECTATION

1. Let Go, Listen, and Hear: Trying to control another human being is an exercise in futility. Therefore, when working retailer want them to buy, what they are selling. The best mode to do that is not try to control them, and to let go, listen and actually hear what they need.

2. Create Values from Top Down: Leadership sets the quality for retail outlets culture. When we take example of Yahoo Company, Yahoo CEO responds to customer complaints on social media, he/she sets a strong example for the rest of her company. When Yahoo had a mail outage, they published a blog post apologizing for the incident. "This has been a precise unsatisfying week for our operators and we are so sorry," he/she wrote. "For several of us, Yahoo Mail stays sustenance to our families, relatives, friends and customers. This week, we skilled a foremost outage that not solitary interrupted that joining but caused several of you a huge in convenience that's intolerable and it's somewhat we're taking very seriously." Walk in Your Customer's Shoes "When you are creation a result about how finest to assist your customers," Branson told Entrepreneur. "Your own involvement is frequently a well guide than a further cultured examination of the marketplace." Failures to use your own products or services in the similar way customers do means that retailer do not understand their customer's experience. If retailers do not know what their customer experiences,

 he/she do not know what they need. If he/she do not know what they need, he/she cannot give it to them.

3. Set Realistic Expectations for Consistency: Consistency requires specific, realistic goals. For a company to come across its customers' expectations, it has to deliver on those goals. "And then not towards just encounter them but to exceed them-preferably in unforeseen and helpful ways," says Branson. "Setting customer prospects at a close that is allied with constantly deliverable stages of customer service entails that your entire staff, from product expansion to marketing, workings in coherence with company's

brand image."

4. Align Expectations with Reality: Customer service strategy needs to align with actual interactions between employees and customers. In internal surveys aimed at comparing how employees think customers view the company with how customers actually view the company as seen in customer satisfaction surveys.

Activities

Activity 1: Visit a retail outlet to identify CRM activities in retail store.

Material Required: Pen, pencil, questionnaires, white papers etc.

Procedure:

1. Visit a nearly retail store with a well-prepared questionnaire tool.

2. Ask the following questions and the replies of retailer/sales associate should not more than 50 words:

   a) What are the plans /schemes that the organization is planning to implement in CRM?

   _____

   _____

   _____

   b) What are those factors that you think are important in maintaining the relationship with customer?

   _____

   _____

   _____

   c) What steps are initiated by the organization to maintain relationship with its customer?

   _____

   _____

   _____

d) What are those factors that you think are important in implementing the relationship programs?

_____
_____
_____

e) Are you happy with the provisions made for taking care of customer relationship? Yes/No

Substantiate the reasons;

_____
_____
_____

f) What are those factors that the customer thinks is better for maintaining relationship with them?

_____
_____
_____

g) What actions should be taken by the retailer to maintain better relations with customer?

_____
_____
_____

h) Do you find any difference in the business of retailing after CRM is introduced? Yes/No

i. If yes, what benefits are availed?

_____
_____

If no, state the reasons

_____
_____
_____

Activity 2: Visit a nearly retail store and learn about the process of CRM adopted by retailer and benefits derived by implementing CRM.

Material Required: Pen, Paper

Procedure:

1. Make a group of five students and ask them to visit a retail outlet.

2. Meet a manager and greet him.

3. Tell the purpose of visit and take permission.

4. Meet sales associate and ask following questions and note down it in notebook.

   a) CRM process adopted in their retail outlet.

   b) What are the benefits they reaped after implementing CRM?

   c) What are the key points of implementing CRM?

   d) What are the components of customer relationship management?

   e) How do you use E-CRM in your retail activities?

5. Prepare a report on the basis of the collected information.

6. Discuss in the class on the report

7. Submit the report to class teacher.

Check Your Progress

A. Fill in the Blanks

1. CRM is used to learn about customer's need and _____.

2. CRM is also called as_____of business.

3. CRM is _____effective.

4. CRM system is_____in the organization.

5. CRM reduces process time and increases_____.

6. CRM_____supports keep labels on all data related to customer, competitors etc.

B. Multiple Choice Questions

1. _____refers to collecting information about the customers.

a) Data bank

b) Primary bank

c) Secondary bank

d) All of the above

2. CRM enables to understand the _____ needs.

a) owners

b) creditors

c) customers

d) None of the above

3. The retailer has to approach customer through point or _____ media.

a) outdoor

b) indoor

c) digital

d) All of the above

4. CRM system contains of _____ view and study of present and future customers.

e) historical

f) futuristic

g) past

h) None of the above

5. The process of CRM starts with _____ a customer.

i) locating

j) identifying

k) researching

l) All of the above

C. **State whether the following statements are True or False**

1. CRM is a business philosophy, a set of strategies program and system.

2. CRM results in low customer profitability.

3. CRM is also called as sales strength of business.

4. CRM does not require technology to organize business processes.

5. CRM is a cost-effective system.

D. Match the Columns

	Column A		Column B
1	CRM helps in focusing in and concentration on separately and every individual.	A	Profile
2	CRM enhances turn over and	B	Productivity
3	CRM system reduces process period and increases	C	Fits all
4	CRM is an alternative to the one size	D	Digital media
5	Retailer approaches customer with	E	Customer

E. Short Answer Questions

1. What are the ways to solve customer problems?

2. Why CRM is cost effective?

3. What do you mean by opening a data bank?

4. How CRM reduce process time?

5. Is CRM useful for understanding customer needs?

6. Explain role of E-CRM in the contemporary period?

F. Long Answer Questions

1. What is CRM?

2. Explain the benefits of its implementation.

3. Explain the various steps involved in CRM process.

4. What is E- CRM and explain how it is different from CRM.

G. Check Your Performance

1. Demonstrate the steps in CRM process.

2. Prepare a chart on the essentials of E- CRM.

Session 2: Balance the Need of Customer and Organization

The more satisfied customers are the longer they stay with a retail firm and provide enough business to ensure growth and profitability. While placing together policies for better customer service, a retail firm necessity to ensure that the balance between customer expectations and business needs is maintained sustainably.

MEET CUSTOMER EXPECTATION WITH COMPANY OFFER

Meeting customers' expectations are recognizing the customers. Gather information about several customers as possible. Understand your customers' needs. Each customer will have a different perception of what customer service means to him or her.

- Meet customers' needs.

- Failing to meet expectations.

REASONS OF CUSTOMER NOT MEETING WITH EXPECTATIONS

One of the highest causes why businesses flop to meet customer outlooks is that they be situated clear about whatever their customers expect. Of course, customer outlooks can be realistic or very bizarre.

Reliability, Recovery & Responsiveness: Customers understand that life is not perfect and mistakes will happen. However, the business is untrustworthy and frequently disruptions it promises. Customers imagine good businesses to dependable and prepare what sales persons say. Happening the infrequent occasions, that sales person cannot then their customers imagine sales person to create up to them to recover. How sales person makes it up could be as humble apology or some minor reimbursement payment. They imagine salesperson to be responsive to take quick action.

Assurance: Customers want to impression that an expert is handling their problem. Assure them that salesperson recognize his/her business by demonstrating. He/she understand their difficulties and take appropriate solution. The customers have an anticipation of company's brand and its presence. Therefore, part of consultation their prospects means to create a look for best.

Empathy: Empathy is refers linking through the customers at a separate and individual level. Every single customer wants to

sensation by us is agreed and provide incredible value. No one desires to impression like he/she repeatedly purchase products from our retail outlet. Retailer can hug the customers by undertaking simple actions like using their credentials when sales person addresses them, recalling specific particulars about their facility needs/specifications. This will make it relaxed for them to purchase from our

outlet. Show the customers that retailer will be caring them independently.

ALTERNATIVE SOLUTION

The company should have alternative options for their customer solution. There are various alternatives to satisfy customer expectations.

Cost and Benefits of Solution: The company should set a budget for their alternative solution so that there they could solve their customer problems in different ways and in short period. Benefits for having alternative solution are following:

- Customer problem can be solved in short period.
- Customer will be satisfied with the company work.

Negotiate and Agree Solution with Customer: We do not regularly think of conciliation skills as a vital element of customer service. However, it is, predominantly in business-to-business (B2B) relationships. That is because additional negotiation is needed among businesses. If sales associate deliberates about it, most of the exchanges between businesses comprise negotiating a contract that will help both parties' seller and buyer.

Satisfy Customer Action: Customer satisfaction is a term regularly used in marketing. It remains a measure in what way products and services delivered by a retail outlet to encounter or beat customer anticipation. If sales associates are ready to help customers fall in affection with their business, then read on for ten ways to do just that.

Value of Word of Mouth Marketing: Great significance of word of mouth (WOM) stands an invaluable asset for some small business. Word of mouth is the least cost method of spreading satisfaction. If the consumers are happy with sales associate approach towards customer transaction and happy with the service received, they will talk only positive about the retail outlet to their friends and relatives. Thus, they will advocate on behalf of the retailer.

CUSTOMER RETENTION

Customer Retention is an activity that the retailing organization carries out in order to decrease customer dissatisfaction. Successful customer holding starts through the first interface in an organization by a customer and endures throughout the complete lifetime. Retail company's ability to fascinate and retain prospective customers, is not merely related to its product/service, but intensely related to the mode it services its prevailing customers and the status it creates inside and crossways the marketplace.

Customer retention friend's extra benefits to the customer than they expect; it is about beyond their expectations therefore, they become loyal believers for the particular brand. Generating customer loyalty places 'customer value quite than maximizing profits. Customer retention has straight impact on profitability. Retaining existing customers is vital to the health and growth of the retail business.

Customer retention is a group activities and actions business organization take to decrease the customer defections. The objective of the customer retention programs stands to help business organization to retain as several customers as possible, often through loyalty program and loyalty initiative.

NEED FOR CUSTOMER RETENTION

For every business customer retention, is essential for increasing the size of customer and sales for given period? The need for customer holding in retail outlets arises an account of the following.

- Getting new customer is an expensive activity and acquires new customer and motivating him/her to purchase retailers' product and service is a difficult task. The cost of acquiring new customers is also high. Hence, need for customer retention arises.

- It is vital to protect the revenue of the retailer. This is possible only when existing customer are retained and the retailer attracts new customers. Hence, to generate more revenues customer retention is inevitable.

- Normally customer spends more on goods and services. It is because their positive impression about the product & service influences repeated purchase. Therefore, retailer can influence the existing customer more easily than influence

new customer.

- The existing customer of retailer shall provide increasing selling opportunities to the retailer. It is because they are familiar with the retail firm and its brand; they may be willing to continue the usage of same products and service. Therefore, the customer retention helps the retailer to increase the volume of the sale.

- Retailers can give an impression to the customers that they are taken proper care by the retail firm. The customer should feel they are valued by the retailer by maintain constant touch with them. The customer's positive feelings about the retailer help in improving the sales of the firm. Hence, customer retention is possible.

- The customer retention program is enabling the retailer to improve customer loyalty and satisfaction. The satisfied customer shares their positive familiarity with their friends, family through different type of media. This helps the retailer to improve their performance in the market.

- The customer retention program develops loyalty for the firm and its brand. This result in less price sensitivity by the customer hence, they prefer high quality product, high value service and do not mind to pay higher price. Therefore, customer retention helps in improving its sales performance in the market.

Thus, CRM retention programs are essential for successful running of a retail enterprise.

WAYS TO RETAIN CUSTOMER

There are six essential ways (fig. 3.5) that sales associate can be sure to retain your customer base and inspire customer loyalty:

Fig. 3.5: Ways to Retain Customer

1. **Maintain a Database:** It is energetic to keep a databank of customer details, comprising their names, contact evidence and purchase history. This database will become an invaluable instrument in recognizing the utmost valuable customers and help the firm in contacting them.

2. **Stay in Touch:** Maintain continuous relationships by staying in touch with the customers. Retailer can use newsletters or e-mail on the way to stay in touch and to let customers know about retail firm's new products or sales. Retailer does not have to keep in touch just to try to sell them something. Customers appreciate the ongoing communication and businesses that are willing to listen.

3. **Welcome Complaints:** Complaints are really opportunities to win the customer's loyalty by showing them that retailer is committed to customer service and providing the best product. Complaints also show how retail can improve product/service as a result that salespersons can win over new customers. Always be comfortable with complaints and further feedback as opportunities to grow.

4. **Loyalty Programs:** These can remain discounts or point buildup programs based on the amount bought or the number of items purchased. Further, value-added choices for the customers include distinct promotions for repeated customers. These need not be significant deductions or

expensive gifts; even small gestures make a large impression.

5. **Extraordinary Customer Service:** The never-ending recreation of excellence to retain customers to help them happy that they speak to others how fine they lease treated while doing business with retailer. Moving of product/service delivers into the dominion by delivering sophisticated than expected stages of service to every customer.

6. **Ask for feedback:** Most dissatisfied customers will simply walk away from business rather than make their displeasure known. That stands why it is vital to be proactive about getting feedback.

Activities

Activity 1: Visit a retail outlet and enquire with the retailer about core areas to increase sales.

Material required: Pen /pencil, notebook, checklist.

Procedure:

1. Visit a nearby retail organization, where CRM is adopted.

2. Enquire with the retailer whether the following core areas are followed to increase their sales;

   a) Sales force automation

   b) Human resources management

   c) Lead management

   d) Customer assistance

   e) Marketing automation

   f) Workflow automation

   g) Business reporting

   h) Analytics

3. Make a report on visit and submit to the coordinator.

Activity 2: Draw a chart containing ways to retain customer.

Material required: Pen /pencil, notebook, checklist.

Procedure:

1. Visit a nearby retail stores.

2. Observe the retention strategies adopted by the retailer.

3. Draw a chart contains ways to retain customer satisfaction in not exceeding 500 words.

_____

_____

_____

4. Present in the classroom with the help of chart.

Activity 3: Demonstrate the retailer's policy for customer retention.

Material required: Pen /pencil, notebook, checklist.

Procedure:

1.   Visit a nearby retail stores.

2.   Scrutinize the relation maintained by retailer with his customer and advise him the areas where CRM is required.

a)

_____

_____

_____

b)

_____

_____

_____

c)

_____

_____

_____

3.   Prepare a report and submit to teacher.

Check Your Progress

A. Fill in the Blanks

1. Sales force automation includes_____ recording   sales processing and keeping track of the potential interaction.

2. Human resources management involves adopting an effective _____strategy.

3. Lead management refers to keeping track of the

sales_____.

4. Customer service management increases the _____ and trust of the customer on the organization.

5. Marketing involves crafting and_____strategies.

6. Efficient cost cutting and stream living of all the process is known as____.

B. Multiple Choice Questions

1. CRM comes with management of sales, customer care re port and_____.

   a) selling

   b) buying

   c) marketing

   d) None of the above

2. CRM provide _____on the business.

   a) report

   b) feedback

   c) analysis

   d) All of the above

3. _____is the procedure of studying research.

   a) Interpretation

   b) Editing

   c) Analytics

   d) None of the above

4. Customer retention remains the activity that retailing organization undertake in direction to reduce customer.

   a) Negativity

   b) Dis-satisfaction

   c) Both 'a' and 'b'

   d) All of the above

5. Data base helps in identifying the utmost valuable_____.

   a) customer

   b) stakeholder

c) creditors

d) All of the above

C. State whether the following statements are True or False

1. Sales force automation includes analysing the sales forecast and turnover of the enterprise.

2. HRM involves effective and correct use of human resources.

3. Lead Management refers to efficient management of finalizing the mailing lists etc.

4. Data warehousing helps the business to grasp customer with good communication.

5. Customer retention is giving the customer whatever he/she expect.

D. Match the Columns

	Column A		Column B
1	Example of stay in tough is	A	Business
2	Opportunity to win customer's loyalty through	B	Courtesy
3	Do a good job helps to return to do	C	Feedback
4	Speaking politely and pleasantly	D	Newsletters
5	Proactive about getting	E	Complaints

E. Short Answer Questions

1. What is sales force automation?

2. What do you mean by lead management?

3. What is workflow automation?

4. What is meant by business reporting?

5. What do you mean by analytics?

6. How database helps retain customer?

7. Define customer retention.

8. What is courtesy system in customer retention?

F. Long Answer Questions

1. Discuss the various mechanisms adopted for

customer relationship management.

2. What do you mean by customer retention? What is its importance in retailing?

3. Explain the various techniques, which are used by retailer to retain the customer.

G. Check Your Performance

1. Demonstrate the various components of CRM adopted by retailer.

2. Draw a chart on the need for customer holding in retail business.

3. Spell out the techniques followed by retailer to retain the customers.

Session 3: Customer Expectations to Develop Relationship

Customer expectations are growing in the modern time in this competitive world. The retailer cannot wait for a longer period to meet the customer expectation. It is because the delay may tarnish the retailer's reputation and image it will have impact on sales performance. Customer expectations have changed over time, nevertheless as fast as they take in the last decades owing to growing technology, the customer expectation is also changing very fast which the retailers are also changing very fast, which the retailer cannot meet in a short period of time.

The delay in implementing and reaching customer expectations is causing marketing problem to the retailer. Hence, the study of customer expectation has become a requirement for the retailers in marketing their goods and services.

EFFORTS TO IMPROVE RELATIONSHIP WITH CUSTOMERS

The sales persons of retail outlets try to improve the affiliation with the customers for retaining them repeatedly in their firm. Some of the aspects which efforts to improve the affiliation with the customer are:

- **Communicate:** As a prime requirement of any decent affiliation, communication is an essential way to build customer relationships. Promoting the business and hearing to your customers are similarly important.

- **Exceed expectations:** Customers are expecting great products/services from retailer. To put it simply under promise and over deliver. When retailer influences customers,

they will be retained and come back in future.

- **Request for feedback:** If customers have a positive or negative impression about the business then they determine to buy or not. Hence, invite customer feedback to ensure that sales associates are listening. They can give comment cards on business counter of retail firm, to conduct a survey.

CUSTOMER EXPECTATIONS

Customer expectations refer to the ideas and feelings that a customer has understand product/service based on what he/she needs from it and expert it to do (fig. 3.6). It is an appraisal of how goods and services provided by a retailer /firm meet up or surpass customer perceived, wants and needs. It refers to total perceived benefits, which a customer expects, from a firm's product or service. The needs, desires and ideas of a customer about product/service are in fact their expectations which have to be met by the retailers.

Expectation are the anticipate circumstance of a purchase. They comprise all phases of the customer passage, all interaction with the firm. If the definite experience falls below their expectation, they will be dissatisfied. Hence, the retailers have to strive hard to come up to the expectation of customers improvising goods and services. Service provider needs to encounter customer expectations. Customer satisfaction show their highest strategic priority. The customer experiences can be used as a competitive advantage to gain more business. The conversations with customers also help in investigation of their needs and expectations. Customer handling department in retail is the terminus for customers who take trouble to select the product they need. It would be meaningful to categorize customer's feedback. It helps in identifying patterns and create expectations about the prospect that they will behave or approach in a convinced way. Metrics refer to retention, faithfulness and satisfaction similarly inform retailer to meet customers' desires and prospects. Hence retailers should focus on improving these metrics.

Fig. 3.6: Understand customer expectations

Source: https://rb.gy/ynx5vj

OPPORTUNITIES TO EXCEED CUSTOMER EXPECTATION

Customer's happiness is enhanced if their expectations are surpassed. Customer happiness directly increases sales and productivity of a retail firm as it benefits to separate the firm.

In the past, customer satisfaction was taken as the main performance sign. Customer satisfaction actions the extent toward which the prospects of customer are met. However, it has been found that simple customer satisfaction ensures brand faithfulness and encourages optimistic word of mouth communication.

We will now look at the three main areas where maximum retail firms go incorrect and converse how to surpass customer prospects and provide examples of good customer service and how to progress them. Three ways to exceed expectations:

- **Quality first, Speediness second:** Customers problems are to be resolved efficiently when we get in touch with a retail firm, but what makes us use them repeatedly? There is only one answer. The excellence of service. Customers would discontinue going to a business firm with rude and unskilled workforce.

- **Connect with Your Customers:** If salespersons have a little more time. They have to be sociable and efficient in resolving customer investigations. They have to connect with customers by showing concern and care the customers. Retailers need

to understand the environment of the community in which they are servicing and incorporate their perceptions in the offers made.

- **Go the Extra Mile:** Think about the best customer experience, sales associate has ever had. It can work the extra mile by providing additional information for the customer to take correct decision

REASONS FOR NOT MEETING CUSTOMER EXPECTATION

To come across the customer anticipation and to deliver decent customer service, the retailer has to understand the customer expectations. Sometimes the retailers fail to meet the customer expectations. There are various reasons which leads to customer's dissatisfaction with the retailers.

The reasons for not meeting the customer expectation by the retailer are as follows:

1. **More personalization:** This world is full of variety of customer and it is quite difficult for retailer to serve personalized products and services to their customer. It becomes the reason of customer dissatisfaction. Customers expect retailer will put the information and products they want where they expect to find them. Most customers still want a personal one-to-one experience.

2. **More options:** Every customer wants various options in products like product variety, quality, availability and affordable price.

3. **Constant Contact:** The other reasons of not meeting customer expectation are retailers are unable to keep constant contact with their customers. There are various ways to inform customers about the products are advertising, promotions and word of mouth.

4. **Listen closely and respond quickly:** Many of the customers find retailer's survey and feedback annoying but customer also expects that retailer should take feedback seriously and take necessary actions. Retailer should also inform the customer regarding the steps taken on their feedback. If retailer will not take action on the feedback given, the customers will stop giving feedback.

5. **Give front-liners more control:** Customers' acceptance for bounding complete hoops has reduced dramatically in the years. Customers now have

faith and they must have what they need in the minute they demand it. That is why customers imagine front-line deal and sales professionals to be educated to handle any situation and devise an authority to prepare what requests to be completed to gratify customers. Retail organizations often fail to give authority to their representative which reflects that they target only limited customers for solving their issues.

6. **Failing to Understand Customers:** Retailers have to collect information of maximum number of customers, they have to observe whatever the customers are buying, why they are buying and the process of buying, but the retailers are failing to understand these basic aspects of customers which is resulting in failure to meet customer's expectation.

7. **Failing to Understand Customer Needs:** The retailers have to recognize the customer needs and ways to fulfill those needs. The customer needs include the study of customer life styles, occupation and their interest. Retailer should understand customer's needs and expectations so that they can satisfy their needs effectively.

8. **Failing to Provide Perceived Services:** Retailers will be successful in the market if they provide expected services to encounter customer's expectations. Difference in the service perceived and service deliver may result in failure to meet customer expectation. This has a negative impression on business of retailer.

9. **Failing to Collect Customer Information:** The retailer has to collect the customer information from time to time, if they fail to maintain proper records of customer's information and storage facilities are insufficient, they may fail to meet the expectation of the customers. Therefore, customer profile charts should be prepared regularly.

SUPPORT IN MEET CUSTOMER EXPECTATION

In order to meet the customer expectation and to provide required services to customers, following points should be keep in mind to develop customer loyalty and retain them in the business.

- Investigate the areas where customer's expectations are not met.

- Train retail sales person in customer service and sales skills.

- Rotate staff to increase their knowledge in other areas of retailing.

- Encourage the sales person for teamwork.

- Collect and store customer information.

- Develop a customer profile chart to understand customer needs in a better way.

- Provide information about product levels availability and location.

- Undertake a research on competes pricing to have a comparative advantage of retailer's products.

- Identify the customer behavior patterns starting time to time to formulate suitable marketing policies.

Thus, today's consumer is knowledgeable and retailer should understand their expectations from time to time, if the retailer fails to deliberate on the customer expectation, he/she will be unsuccessful in the market, since, consumer expectation occupies an important place in retail marketing.

Activities

Activity 1: Visit any Retail Store to obtain customer expectation from retailer.

Material required: Pen, pencil, notebook, checklist, structured questionnaire.

Procedure:

1. Make a group of five to six students.

2. Tell them to visit retail store.

3. Meet the store manager and greet him/her politely.

4. Tell him/her the purpose of visit and take permission for visit.

5. Interview at least 10 customers to obtain information on their expectation from the retailer.

6. Present their views in the form of a report, not exceeding 500 words.

7. Also prepare a list of such expectation

   a) _____

   b) _____

   c) _____

d) _____

e) _____

f) _____

g) _____

h) _____

i) _____

j) _____

Activity 2: Visit any electronic showroom and find out the strategies followed by them for meeting customer expectations.

Material required: Pen and paper.

Procedure:

1. Ask the students to visit any electronic showroom.

2. Meet the manager and ask them what are the strategies they are following to meet customer expectations.

3. Meet customers in the showroom and ask him/her following questions and give numbers out of 10.

   a) Is product quality according to their expectations?

   b) Are they satisfied with the services provided by the showroom?

   c) Did they like the way customers are treated in the showroom?

   d) Pricing of the product is according to their expectation.

   e) Are they satisfied with the product variety in the showroom?

   f) Analyze the report and submit it to the teacher.

4. Discuss in the classroom on collected information.

5. Prepare a report and submit to the class teacher.

Check Your Progress

A. Fill in The Blanks

1. Expectations are the anticipated circumstances of a_____.

2. Consumer experience can be formed from earlier _____.

3. Most customers want a _____ one –to- one experience.

4. Every customer wants many options in a _____.

5. Customers' needs include study of customers' _____ occupation and interest.

6. _____ the areas where customer expectations are not me.

B. Multiple Choice Questions

1. _____ the retail sales persons in customer service and sales skills.

    a) Educate

    b) Train

    c) Both 'a' and 'b'

    d) None of the above

2. _____ the sales person to increase their knowledge in other area of retailing.

    a) Transfer

    b) Promote

    c) Rotate

    d) All of the above

3. Encourage the sales person and_____.

    a) team work

    b) owners

    c) creditors

    d) None of the above

4. Strengthen collecting and_____customer information system

    a) editing

    b) storing

    c) analysis

    d) All of the above

5. Develop a customer profile_____to understand needs of customer.

a) chart

b) record

c) book

d) None of the above

C. State whether the following statements are True or False

1. Customer expectation denotes the few benefits which a customer imagines from a firm produce or services.

2. Retention, faithfulness and satisfaction are not disclosed by metrics.

3. Social media permits the people to speak out with freedom.

4. Every customer wants many options in a product.

5. Listen closely and respond slowly is the one of the expectations of customer.

D. Match the Columns

	Column A		Column B
1	Meeting consumer expectations result in	A	Categorized
2	If consumer expectations are not met, it result in	B	Customer experience
3	The patterns of behavior is known with	C	Consumer satisfaction
4	Customer expect follow up effort toward fill in their	D	Relationship
5	Service professionals can afford through problems, make the practice better and save	E	Consumer dissatisfaction

E. Short Answer Questions

1. What are expectations?

2. Define customer expectations.

3. How consumer expectations are formed?

4. How lack of understanding customer needs makes the retailer to fail in fulfilling consumer expectations?

F. **Long Answer Questions**

1. Define customer expectations and explain the modes of identifying customer expectations.

2. Discuss the customer expectations from retailer.

3. Explain the reason for not meeting the customer expectations.

4. What solution we can offer when customer expectations are not met? Explain.

G. **Check Your Performance**

1. Demonstrate the reason for not meeting customer expectations.

2. Spell out solution when retailer fails to come across customer expectations.

3. List out the modes of identifying customer expectations with the help of chart.

Session 4: Effective Communication

"Communication is a medium of transferring or exchanging the information among two or more people". It is a word derived from Latin word 'Communis' which means sharing ideas in common. It is nearly incredible to drive through a day lacking the use of communication. Communication is sending and getting information among two or more peoples. The person conveying the message is stated as the sender, whereas the person getting the information is known as the receiver. The information transferred can comprise of facts, thoughts, concepts, feelings, beliefs, arrogances, instructions and reactions.

CONCEPT OF COMMUNICATION

Transforming information from one person to another is communication. McFarland defines communication is, "a process of meaningful interaction among human beings".

More precisely, it is the practice by which connotations are apparent and understandings are getting hold of human beings is called communication. According to Newman and Summer communication is "an exchange of facts, ideas, opinions or emotions by two or more persons."

PROCESS OF COMMUNICATION

The communication refers to "Transmission of message from sender to receiver in a reasonable manner". It involves sender, receiver, message and feedback (Fig. 3.7).
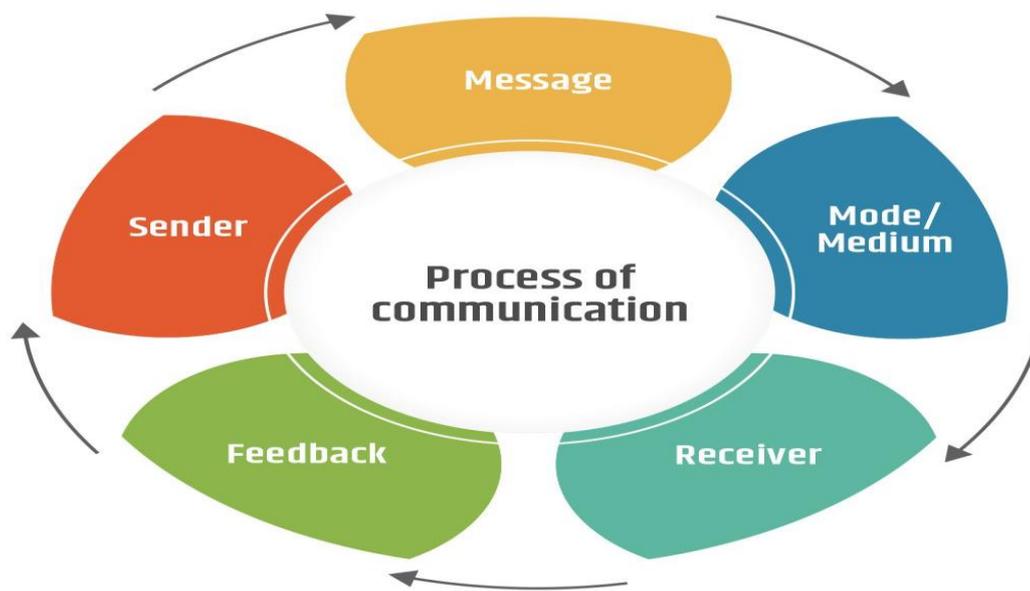
Fig. 3.7 Process of Communication

1. **Sender:** The person who sends the message for passing the information and thoughts to others known as sender.

2. **Receiver:** The person one who accepts the message or else who attempts to comprehend the message in paramount possible way is known as receiver.

3. **Message:** When the sender communicates to give some information to the receiver through any medium and receiver understands it is known as message.

4. **Mode/Medium:** Mode of communication can be oral, written, letter, mail, telephonic. Mode/medium is in terms of money, time and effort.

5. **Feedback:** Feedback is to recognize whether the information conveyed is meaningfully understood by the receiver or not. This helps to determine understanding of the receiver and

effectiveness of the message delivered by the sender.

The process of communication is about sending the message to the receiver to understand. Good communicators select the finest medium of communication aimed at the specific persistence in mind.

RESPOND APPROPRIATELY TO CUSTOMERS

Customer familiarity means that the person's familiarity during all facts of connection matches the person's expectations. Sales associates should have to respond promptly and select most appropriate way of communication.

1. **Respond promptly:** Promises for distribution of customer service information necessarily be on time. Hence, delays should avoid while maintaining prompt customer service. Calling customers stands an extremely personalized approach to pursue customer feedback. This technique is positive and produces the superlative responses.

2. **Select most appropriate way for communication:** After getting feedback from customer, it is the obligation of retail organization that customer feedback should be display or communicates to the others, i.e., prospecting customers, employees of different departments of the organization, shareholders and rating agency too. Here, are limited suggestions in what way to share customer feedback with others:

   a) *Online Reviews:* Reviews written online by consumers who have experience to comment on the product/service delivers on its promises. Now days it is very popular way of communicating customer feedback through online.

   b) *Rating Agency:* An organization that, gives a rating to companies or other organizations through customer feedback.

   c) *Customer Meet:* Many companies organize customer meet on annual or half-yearly basis, in which they focus on customer feedback.

   d) *The Notice Board:* A simple, low-tech notice board is one of furthermost effective customs to share worthy customer response. If a group of staff praised, a group leader might fill in available customer compliment card, which be able to pin to the board.

   e) *A Big Screen:* Large retail outlets through plasma-screen

Televisions taking place the customer service flooring may catch them beneficial as a high-tech substitute to the comment notice board.

f) *Monday Morning Meetings:* A short-lived meeting by the starting of the week exists a great means to encourage the team.

g) *Letter from Customer:* Letter from customer gives in details outlets helps in improving their services. Positive customer feedback work as appreciation for the retail outlets.

h) *The Company Intranet:* Distribution of feedback arranged on the company intranet be able to provide customer feedback. There are tools installed in retail organization that deliver ongoing entrance to customer gratification surveys and particular customer feedback in actual time.

i) *Social Media:* Social media can use to share customer feedback. Cross check with customer about their expectation. Customer expectation raises to the entire perceived assistances a customer expects from a retail organization's product/service.

If the genuine experience of customers with the product go beyond the anticipation, they are usually satisfied. Customer gratification imitates the prospects and practices that the customer takes with a product/service. Prospects reflect mutually previous and present product appraisal and use experiences.

The basic objective of any retail store is to meet the customer expectations. Sales associates responsible for the to identify and cross check with the customer expectations.

Customer Surveys remain a great approach to start the customer feedback process. They offer a medium that your customer is familiar with, and they provide retailer the chance to ask specific questions that he/she want answers. In online survey, make an email list through questioning visitors to give in to their correspondence addresses in conversation for getting something free, by way of a contribution to company newsletter. Create a brief survey and refer it to mailing list. The disadvantage of this technique is retailer might not get very honest answers for the reason that the customer understands retailer will aware who answered to the survey. Sales associate must give sufficient time to customer to listen and solve the customer problem.

IMPORTANCE OF COMMUNICATING INFORMATION TO CUSTOMERS

The importance of communicating information to customers in retail industry can describe in the following points as shown in fig. 3.8.

Fig. 3.8: Importance to Communicate Information to Customers

1. **Managerial efficiency:** Communication helps in smooth operation of retail stores management. Managerial task can perform easily when communication system is effective.

2. **Enhance confidence and relations:** Operational communication highlights the employee's involvement in management. It benefits to paradigm the employees and customer's morale it develops cordial relations among management and employees and retailers.

3. **Effective leadership:** Effective leadership be determined by upon actual communication. Two-way communication. A qualitative leadership remains essential which can obtain from appropriate system of communication.

4. **Mutual belief and confidence:** Mutual belief and confidence concerning customer sales associate and management is essential for effective working of retail business. Once these exists effective communication, it supports to decrease misunderstanding and improve mutual belief.

5. **Better decision:** The achievement of retail organization depends on their better decision. When the information and

other facts not successfully communicated, it obstructs the decision-making. So, when the truths communicated the concerned department, organization, customers or other it become easy to make decisions.

6. **Staffing:** Once the information is appropriately communicating in time, it supports in the utility of assortment, appointment, socialization, advancement and transfer.

7. **Better managerial concern:** All management functions as planning, consolidating, directing, regulating etc., can conducted without communication.

COMMUNICATE INFORMATION TO CUSTOMERS

Retailer should be careful while communicate information to customers (fig. 3.9).
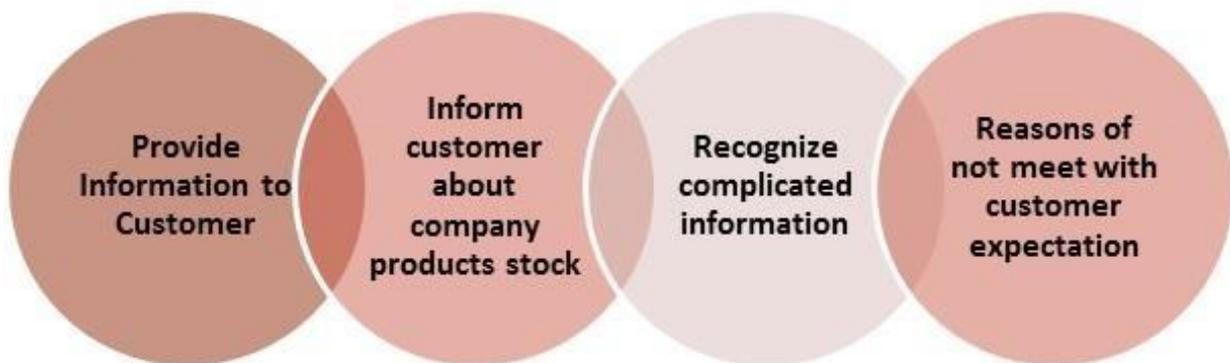
Fig. 3.9: Communicate Information to Customer

1. **Provide Information to Customer:** Provide information to customer is the best opportunity to collect direct feedback rather than actually speaking to customers in soul or taking place on the phone. To create the information beneficial, document whatever sales associate can acquire individually send to customer.

2. **Inform customer about the company products stock:** It proceeding a consistent basis to inform customer about the company products. Checking the information is a determining aspect for consumers as soon as they creating their selections are distresses both consumer comforts and their self-assurance among goods and services socializing inside the market.

3. **Reach out to customers:** Customers order an explicit product/service that retail business stands incapable to

supply straightaway and it is one approach to gather customer data. If retail outlets products by definite 'release dates', then it considers using pre-order product forms to gather customer information. Through filling available a pre-order products form, a customer creates a promise to purchase a product and determine often pre-payment for it.

4. **Recognize complicated information:** Customer Relationship Management (CRM) can help Retail firm to track and recognize customer data as retail business grows. The CRM software will record transactions history, preferences, interaction details and more, allows access to such information in a certainly adaptable way, permitting targeting the utmost valued customers.

5. **Reasons for not meeting with consumers' expectations:** Customers understand that work is not perfect and mistakes can be happening.

Customers are imagining worthy business standards, which are to be dependable and do what customers say. Taking place, the infrequent occasions, that retail outlet cannot provide good services your customers imagine on your organization to create it toward them in another way, make progress.

Activities

Activity 1: Visit any Retail Store and demonstrate the effective use of communication while deal with customers.

Material required: Pen, pencil, notebook, checklist.

Procedure:

1. Make a group of five to six students.

2. Ask them to visit retail outlet.

3. Meet the store manager and greet him/her politely.

4. Tell him/her the purpose of visit and take permission for visit.

5. Ask the following questions to retail store sales associate

   a) Observe the negotiation skill during customer interaction by sales association. List down it points wise in unorganized store.

   b) Identifying the barriers of communication during

sales associate interaction with customer in organized &unorganized store.

c) Observe how the sales people communicate with the customers and note down the effective communicative messages between them.

6. Make a report on findings and give in to the teacher.

Activity 2: Role-play on process of communication appropriately on given conditions in the classroom.

Material required: Pen, Paper, some products, tape, and thread.

Procedure:

1. Roles students have to perform a Sender, Receiver.

2. First sender prepares the message.

3. After that one student works as a channel and deliver the message it to the receiver orally.

4. Then first receiver delivers this message to other students one by one.

5. The last receiver gives feedback to the first sender.

6. Evaluate the effectiveness of communication.

7. Take the help of teacher to rectify the mistakes done by the performers.

Check Your Progress

A. Fill in the Blanks

1. The conversation of data or passing of data, thought from one individual to other or from solitary end to another end is_____.

2. The person who sends the message for passing the information and thoughts to others is called as____.

3. The person one who gets the message or to recognize the message in the finest possible way is known as____.

4. When the sender communicates to provide any facts to the receiver through any medium and receiver understand it is known as _____.

B. Multiple Choice Questions

1. Communication is the job of conveying __.

   a) Training

   b) Information

   c) Knowledge

   d) Message

2. The conversation of information or transitory of information, thought from one individual to other is _____.

   a) Communication

   b) Information

   c) Messaging

   d) None of the above

3. When the messages are shared by using any speech or written modes to transfer the information is known as _____.

   a) Non-verbal communication

   b) Oral Communication

   c) Verbal Communication

   d) None of the above

4. When men and women consume different ways of thinking and communicating, can be said as _____.

   a) Cultural barrier

   b) Physical barrier

   c) Gender barrier

   d) None of the above

5. An important advantage of _____ method is a cheap, quick and efficient means of communication.

   a) On line communication

   b) Face-to-face communication

   c) Oral Communication

   d) None of the above

C. State whether the following statements are True or False

1. Communication is not a medium of transferring or exchanging the information between two people only.

2. The person who transfers the message to other is known as receiver.

3. Journal is a specimen of verbal communication.

4. Conversation through a telephone is known as oral communication.

5. Online communication refers to communicating through letters.

D. Match the Columns

	Column A		Column B
1	The process of important interaction between human being	A	Message
2	The information communicated to the receiver	B	Face to face communication
3	The written communication	C	Non-verbal communication
4	Team briefings, meeting	D	Communication
5	Body language	E	Verbal communication

E. Short Answer Questions

1. What is communication?

2. What is meant by process of communication?

3. Who is a sender?

4. Who is a receiver?

5. What is a message?

6. What is a feedback?

7. What do you mean by face-to-face communication?

F. Long Answer Questions

1. Define process of communication and explain its process?

2. Discuss the various type of communication.

3. Explain the important of communication in retailing.

G. Check Your Progress

1. Draw the chart on process of communication.

2. Draw a chart containing types of communication.

3. Demonstrate the effective use of communication while deal with customers in the retail store/mall.

MODULE 4	CONTINUOUS IMPROVEMENT IN SERVICE

Module Overview

Customers are very important for any business. Business cannot survive without its customers. Each business has a goal of improving its customer services and achieving high-satisfied customers through providing excellent services to the customers. There is a necessity to review infrastructure and customer services on a consistent basis. Purpose of this practice is to progress the customer service quality wherever possible.

The initiative has to take by the enterprise itself and other stakeholders. The retailer provides different types of services to, wholesalers and customers. The quality services accessible by retailers to customer leads to reliability, assurance feasibility, empathy and responsiveness after receiving services from time to time, the retailer has to undertake improvement in services skills and to follow up after a problem is resolved.

The retailer should also study the effect of services delivered on the customer. For this, he / she has to undertake a feedback beginning the customer to determine the extent of satisfaction drive by them. On the basic of analysis of data collected, the retailer has to undertake improvement programs in the service offered by sales associate/retailer.

With this background, in view the present study entitled continuous improvement in services is undertaken. First session elaborates the improvement in customer service. Second session concentrates on mechanism for implementation of changes. Third session deals with promote continuous improvement. Fourth session covers the improving changes in service counter.

Learning Outcomes

After completing this module, you will be able to:

- Plan improvements in customer service based on customer feedback
- Describe the mechanism for implementation of changes in customer service
- Review changes for promote continuous improvement in customer services

- List improving changes in service

Module Structure
Session 1: Improvement in Customer Service
Session 2: Mechanism for Implementation of Changes
Session 3: Promote Continuous Improvement
Session 4: Improving Changes in Service Counter

Session 1: Improvement in Customer Service

The practice of interacting with the customers and giving good support and extending better services to them is the need of the day. The customer services specialist provides the guidance to retailers in this regard.

Customer service specialists are the people who answer customer questions, address their complaints and welcome new customers into stores. Their main concern is to generate a positive customer experience and ensure customer satisfaction.

Customer services refers to providing services attached with the goods sold, it is an act of taking care of customer needs by giving professional helpful, high quality services and assistance during after the customer requirement are met.

Customer feedback is a procedure of finding the customer's opinion about a business, product or service. Customer feedback is very important because it offers marketers and business proprietors with awareness that they can practice to progress their business, products/services and total customer familiarity.

TYPES OF RETAIL SERVICES

The retailer has to work as a link between wholesalers and consumers. Therefore, the services of retailer are divided into two categories:

1. **Services to Wholesalers:**

   • **Customer Information**: Retailer provides information on customer needs and wants to wholesaler. This information pass to manufacturers to help them to produce the products based on the customer needs. The retailers furnish the information with respect to tastes, preference, fashions and difficulties of the customers to the wholesalers.

- **Reach all the Customers**: Retailers help the wholesalers to sell products/services in lesser quantities and reach all the customers in different locations.

- **Advance Orders**: As the retailers understand the taste of consumers and demand of the products, they order the products in advance. This facilitates wholesalers in planning the procurements from the manufacturers.

- **Advance Payment**: Sometimes retailers create advance expenses for the products to buying from the wholesalers and thus help in funding the wholesale trade.

- **Sale of new product**: Producers introduce new product and deliver then to the wholesaler, who sells them only with the help of retailers.

2. Services to Consumers:

Retailers offer a variety of services to the consumer, which are as follows:

- The retailers store multiplicity of products and place them for the customers to choose.

- They offer credit services to consumers on need and thus help them difficult time.

- They provide personalize service to consumers and try to give them maximum satisfaction.

- They introduce new and improved products and guide consumer.

- They send free home delivery and provide after sales facility to consumers.

- They provide cash reduction to consumers.

- They buy and stock the products as per choice of the consumers.

- They give valuable suggestions regarding the use and maintenance of the products delivered by them.

- They provide the necessities for every consumer with care in view their disbursing capability.

- They supply garden-fresh goods to the consumers.

- They get back the goods, which do not meet the standards expected by consumers.

IMPACT OF SERVICES ON CUSTOMER SATISFACTION

The retailer's key qualities leading to customer service and his/her satisfaction are Reliability, Guarantee, Tangibility, Sympathy and Responsiveness (fig.4.1). The relationship between service qualities and customer satisfaction are as follows:

1. **Relationship between Dependability and Customer Gratification:** Dependability is the aptitude to accomplish the essential service consistently and accurately as promised to deliver to the customers. It is dealing with the problems encountered in the product sold, providing repair services, performing the required services, rendering services at the promised time and maintaining error-free record are the basic concepts of reliability in terms of service quality. This will strongly influence the level of customer gratification.

2. **Relationship between Pledge and Customer Gratification:** On pledge, the customers become confident of quality service, it comes with the knowledge and good manners or courtesy shown by service staff along with trust and confidence. This will strongly strike the gratitude level of retail customer gratification.

3. **Relationship between Physicality and Customer Gratification:** Physicality means physical services, equipment and appearance of service staff and management team along with sufficient resources required for providing the service to customers. Being presentable and able to read and understand written materials like pamphlets, brochures, folders, information books etc., will have a favorable impression on the gratitude level of customer gratification.

4. **Relationship between Sympathy and Customer Gratification: Sympathy**

   is the ability to take upkeep of customer's attention individually in providing service and understanding customer expectations better competitors in providing the required customer service at any time without any inconvenience. It will strongly influence the gratitude level of customer gratification.

5. **Relationship between Kindness and Customer Gratification:** Kindness is the interests shown in providing fast service to customers when required. Willingness or enthusiasm of service staff to provide the required customer service without any inconvenience at any time will strongly influence the gratitude level of customer gratification. These five traits- reliability,

assurance, tangibility empathy and responsiveness on the part of retailer improve his service quality and result in customer satisfaction (fig.4.1).
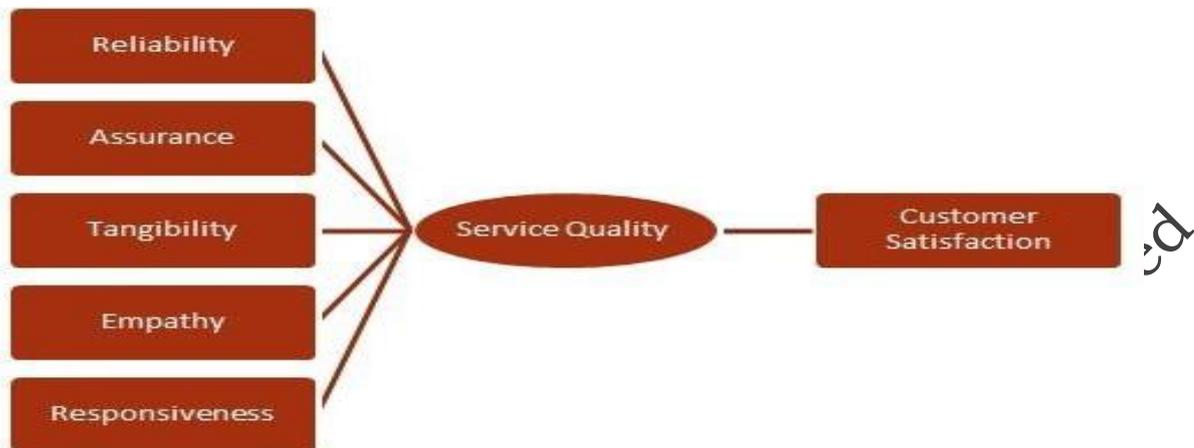
Fig. 4.1: Service Quality and Customer Satisfaction

PRE-REQUISITES FOR PROVIDING CUSTOMER SERVICES

The most common requirements in providing customer services are:

- **Work force:** The staff or labor involved in if services to the customers is the important cost element. The staff must be talented and good in addressing the queries of the customers.

- **Communication/Electronic Media**: The retailers must ensure availability of telephone for electronic media to receive complaints from the customers. These arrangements often include office equipment, Internet access, and receptionist services.

- **Maintenance and up gradation of equipment:** The equipment needed for providing the services are the high cost element. Their maintenance and up gradation is very vital to meet the requests of the customers.

REASONS FOR GAP BETWEEN RETAILER'S SERVICE AND CUSTOMER EXPECTATIONS

The reason for gap between retailer service and customer expectations are as follows:

- **Lack of understanding:** The following measures will help the retailers to improve the service quality provided to their customer;

- **Fail to come across customer needs:** Due to lack of resources, excessive demand of a product otherwise, absence of commitment to service quality etc., the retailers fail to meet customer's desires and prospects. Sometime the performance of service staff may not be as expected by the customers.

- **Non-delivery of quality service:** Even the formal standards or specifications for maintaining service quality are present with the retailer; the delivery of quality service is not met at certain times. The main reason is that the performance of service staff may not be as expected by the customer.

- **Non-fulfillment of promises:** Sometimes the promises made by the retailers in advertisement or brochure or prospectus are not fulfilling in providing the service. The retailer must come across customer prospects to ensure good service quality. The expectations of the customer cannot meet with quality that is assured by the retailer.

- **Poor Presentation Skills:** The service staff may exhibit poor presentation skills, in appropriate dressing and conducts the task improperly. All these may influence the customer's insight of service quality.

GATHERING FEEDBACK FROM CUSTOMERS

Retailers learn from gathering feedback from existing customers and the prospective customers. This feedback is helpful for retailers to progress their customer services and formulate best strategies to keep their customers for longer period. Following are the ways as shown in fig 4.2 to acquire customer feedback on service rendered.

1. **Response Cards:** Many retail organizations have response cards for scheduled display either close the checkout or by extra high-traffic parts. Customers are requested to fill the available cards at the retail outlet or take them household. Cards comprise prepaid postage consequently; the customer does not bear any expense posting them. Customers like the secrecy of this technique, as no individual information is collected.

2. **Customer Surveys:** Customer studies are a great mode to start the customer feedback process. They offer a medium that your customer is familiar with and they give retailer the chance to ask specific questions that he/she want answers to. In online survey, generate an email list through asking visitors to send their correspondence addresses in conversation for getting something free, such as a free subscription to company newsletter. Create a short-term survey and then send it to mailing list. The disadvantage to this technique is retailer might not get very honest answers for the reason that the customer appreciates retailer who will understand who replied to the survey.

3. **Talking to Customers:** It is the finest opportunity to come into direct contact actually speaking to customers individually or on

the telephone. To make the data useful, store what retailer can learn throughout each customer interface and see if close by designs to the responses. Reach available customers on a consistent basis.

Fig. 4.2: Ways of Getting Customers Feedback

4. **Customer Incentives:** Big companies often enter into agreement with survey agencies to gather opinions of customers. The popular method to increase the reply rate for retail firms is to provide the customer a rebate coupon at point of sale, which can redeem at subsequent trip to the retail store in exchange for calling a number on the sales receipt and participating in the survey.

5. **Survey Organizations:** At times, it is useful to hire a specific customer survey agency to gather and interpret the information for retail organization. They can go to a new geographical region where retailers presently are not having customers that could survey directly.

6. **Comment boxes:** Comment box is unique way of assessing user satisfaction

by using particular product/services.

7. **Call Customers Regularly:** Calling customers is a highly

personalized approach to pursue customer feedback. This technique is positive and creates the best responses.

8. **Feedback Forms:** Provide a dedicated feedback form on company website. If there are some grievances, customers can interconnect their complaints through the correspondence. This remains one of the top effective approaches of making feedback. Hard copy of customer feedback form, which can execute offer an excessive means to collect feedback from customers. It is a favorite way to develop actionable feedback since it takes back the social element.

9. **Social Media:** Social media as shown fig. 4.3 is ultimate medium to listen to consumers. Customer feedback is plenty when it originates to sites such as Face book, Twitter, and LinkedIn. The encounter is how to display it excellently and use it profoundly. This method is more popular for retail organizations to reach large number of persons quickly, and post just one or two questions rather than an extensive survey.

Fig. 4.3: Social Media

Source: https://bit.ly/2XBQY2f

10. **Suggestion Boxes:** Suggestion boxes are mostly used to get customer response in offline environments. This form of customer feedback gathering is preparing since decades and still provides a great medium to engage and listen to customers.

ANALYSE AND INTERPRET

Implementation of qualitative information analysis of present and prospective customer feedback is an unquestionable approach to support your B2B Company progress. Most of the retail outlets go on without attending their customers. While bigger B2C retail outlets might be talented B2B retail outlets should certainly not attempt it. Listening to customers and applying their feedback is all the time

the greatest option. Consumers know whatever is working and whatever is not. If your conscious with their feedback and modify things accordingly, it displays loyalty to customer. By the way, it demonstrates to customers by which they can remain loyal to retail firm. Therefore, lengthy as retail firm stay attentive, categorized and ride through customer response through a fine-toothed comb, optimistic modification will originate.

EFFECT OF PROPOSED CHANGES ON CUSTOMER AND ORGANIZATION

Organizational change happens when a retail outlet creates a conversion from its existing states to approximately anticipated future state. Treatment of organizational modification is the progression of planning and executing modification in retail organizations in such an approach to reduce employee confrontation and cost to the retail outlet.

Technological modifications are regularly introduced by way of components of superior strategic modifications, although they occasionally proceed, place on their personal. Altering technology in the retail Organization creates problem through the modification. To be fruitful, a technology modification makes etc. necessity to incorporate into the retail firm's complete systems and a managing structure must be generated to upkeep it.

TYPES OF CHANGES

Change is the only constant in business and the countryside of the 21st era is littered with companies that have not adapted to the changing times. Hence, retail organizations require take up modification and the methodologies discussed are part of the answer. Different types of changes (fig. 4.4) are as follows:
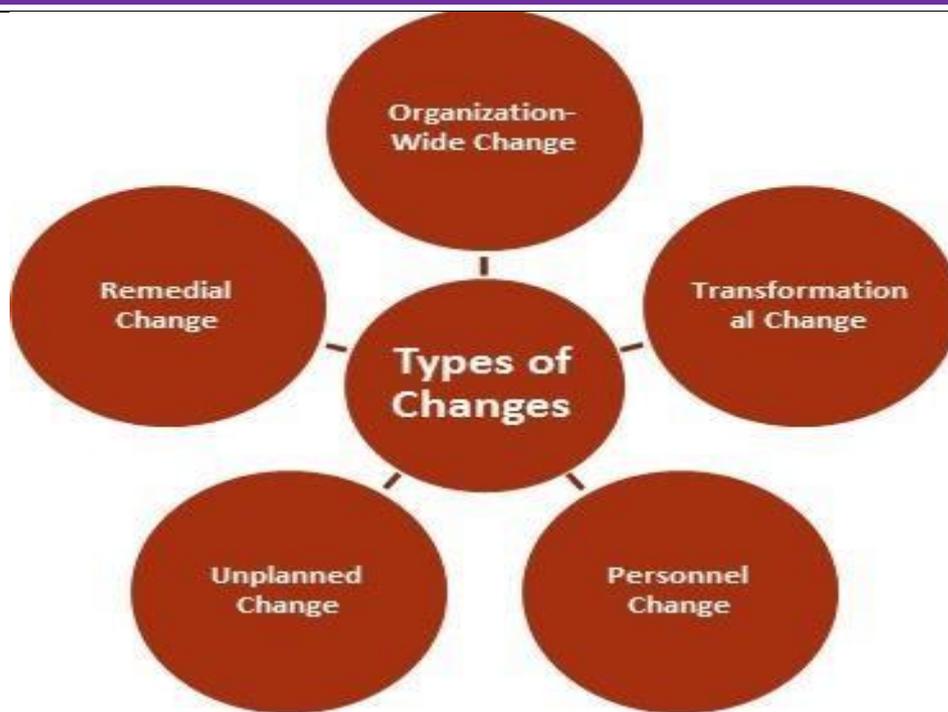
Fig. 4.4: Types of Changes

1. **Organization-Wide Change:** Organization-wide change stands a large-scale conversion that moves the entire retail organization. This could comprise reorganization of the direction, adding a fresh policy, or presenting enterprise technology.

2. **Transformational Change:** Transformational change exactly targets a retail firm's organizational strategy. Retail firms can survive only if they adopt the themselves to any change as desired by the customer

3. **Personnel Change:** Personnel change makes a significant change in employee confidence and engagement.

4. **Unplanned Change:** Unplanned change is defined as compulsory action following unanticipated events.

5. **Remedial Change:** Leaders brings remedial changes while they recognize a necessity to address scarcities.

NEGOTIATE CHANGES IN CUSTOMER SERVICE SYSTEM AND IMPROVEMENTS

The following measure will help the retailers to improve the service quality provided to their customer:

Strengthen customer service skills: Primarily, it is significant to make definite that customer service force has to strengthen its skills for managing customer's needs. The skills need to be strengthened by the service staff are as follows:

- Empathy, endurance and steadiness
- Adaptability
- Clear communication
- Work ethics
- Knowledge
- Behavior

Demonstration of right skills: Right skills should be demonstrated by sales person repeatedly. Pay attention to the important details of the problem and demonstrate the skills accordingly.

Improve interactions with customer: Here are some important tips for the service staff to improve customer interactions:

- Identify some common interest of the customers.
- Practice active listening to customers.
- Admit mistakes before the customers.
- Identify which builds faith and returns confidence.
- Follow-up after a problem is resolved.

Thus, providing improved services to customers helps the retailer to win their confidence, loyalty and retention.

Activities

Activity 1: Visit a nearby retail store and observe services improvement in the retail store.

Material required: Pen, pencil, notebook, checklist.

Procedure:

1. Make a group of five to six students.
2. Ask them to visit retail store.
3. Meet the store manager and meet him/ her politely.
4. Tell him/her the purpose of visit and take permission for visit.
5. Note down the latest service improvements that are doing in the store.
6. Observe the support given by the sales associate and prepare a report in 1000 words.
7. Note the service quality problems.

8. Observe the functions and knowledge of the service provider.

9. Demonstrate the services improvement activities in class.

10. Write a report and submit to the teacher.

Activity 2: Visit to the nearby retail store and draw a chart contain gathering, analyzing and interpreting customer feedback.

Material required: Pen, pencil, notebook, checklist.

Procedure:

1. Make a group of five to six students.

2. Ask them to visit retail store.

3. Meet the store manager and meet him/ her politely.

4. Tell him/her the purpose of visit and take permission for visit.

5. Understand the following activities and procedures followed in it. Tick mark at the appropriate.

Sl. No	Activity or Procedures	Yes	No
1.	Did you observe latest service improvements?		
2.	Could you see that the key people of organization support the sales associates?		
3.	Did you find and service quality problems?		
4.	Did you notice the functions of service provider?		

6. Draw a chart based on above information collected.

Check Your Progress

A. Fill in the Blanks

1. The information given by the retailers to the wholesalers will help them to produce the _based on the customer satisfaction.

2. Sometimes retailers make _____ payment for the properties to be received meanwhile the wholesalers.

3. Deprived of the facilities of retailers a fresh _____

cannot introduce in market provided to him because of the wholesalers.

4. The retailers bring together variety of products from wholesaler, which can _____ place at _____ of the buyers _____ and deliver _____ them a _____ of choice.

5. They extend _____ facility to the consumers and try to give them maximum satisfaction.

6. Reliability denoted as the aptitude to accomplish the essential _____ to customers dependably and _____ as promised to deliver.

7. Assurance is called as the _____ and good manners or courtesy shown by service staff.

8. _____ means physical amenities, equipment and appearance of service staff and management team.

9. Sympathy is known as the aptitude to yield maintenance of _____ attention individually in providing service to and understanding customer expectations better than competitors.

10. _____ is the interests shown in providing quick service to customers when required.

B. Multiple Choice Questions

1. "Dealing with the problems encountered in the product sold to the customer" is the defined in which of the quality.

   a) Assurance

   b) Tangibility

   c) Reliability

   d) All the above

2. Which is the quality that is called as the ability of staff to have needed knowledge to perform the service with trust and confidence.

   a) Assurance

   b) Tangibility

c) Reliability

d) None of the above

3. Which is the quality that is defined as having sufficient resources needed for providing the service to customers.

a) Tangibility

b) Empathy

c) Responsiveness

d) All the above

4. "These arrangements often include office equipment, Internet access and receptionist services." In which heading does this common cost defined?

a) Equipment, maintenance and upgrades

b) Communication/Electronic Media

c) Manpower

d) None of the above

5. "The maintenance and upgrade of the service equipment is also very vital to happen the necessities of the customers. "In which heading does this common cost defined?

a) Equipment, maintenance and upgrades

b) Communication/Electronic Media

c) Manpower

a) All the above

C. **State whether the following statements are True or False**

1. Customer service refers to providing service and assistance during and after customer requirement is met.

2. The retailer helps the wholesalers to sell properties in large quantities.

3. The retailer offers credit facilities to consumer when they need

4. Reliability is the aptitude to accomplish the essential service regularly and accurately as promised to deliver to the customer.

5. Tangibility means physical amenities, equipment and appearance of service staff and management staff.

D. Match the Columns

	Column A		Column B
1	The staff involved in providing service to the customers is the important	A	Responsiveness
2	Admit mistake before the customer	B	Electronic media
3	The five traits of service excellence are reliability assurance, tangibility empathy and	C	Cost element
4	The retailers must ensure the availability of	D	Consumer
5	The retailers store variety of goods and put them at the doorsteps of	E	Identify

E. Short Answer Questions

1. What do you mean by customer service?
2. What service provided by retailer to wholesaler?
3. What is a relation among reliability and customer service?
4. What do you mean by demonstration of right skills?
5. State how to improve interaction with customer?

F. Long Answer Questions

1. Define customer service and explain the various kinds of retail service.
2. Explain the effects of customer service delivered by the retailer.
3. Explain the pre requisites for providing customer service.
4. Discuss the reason for gap between retailer's service and customer expectation.
5. Narrate the improvement in service quality offered by retailer to consumer.

G. Check Your Performance

1. Draw a chart containing types of retail services and their

impact.

2. Spell out the general costs incurred in providing service and regulatory needs in given situation.

3. Demonstrate the service improvements in retail stores/malls.

Session 2: Mechanism For Implementation Of Changes

Service distribution is an element of business that describes the contact between sellers and customers. The provider proposes a service, which is an assignment and the customer either finds to worth as an outcome. Respectable service distribution provides customers with an upsurge in value. Service delivery can be found in different professions and organizational structures, such as medical, banking, IT companies, retail sector etc.

IMPLEMENTATION OF AUTHORISED CHANGES

The aim of change management system is to safeguard those consistent approaches and procedures for competent and quick handling of all variations, in order to reduce the impression of change-related events upon service eminence, and consequently progress in the everyday operations of the organization. This definition raises three change-related issues:

Why: The cause for the change. What is the business advantage the retail outlet hopes to accomplish with the change?

What: Be there its hardware change, software change, system architecture change, a process change, documentation change, or a grouping of these, which will be exposed to change?

Impact: What are the possible negative consequences of the change and in what way to escape these magnitudes? Concrete change management competence is based scheduled a sound thoughtful of these three matters. In essence, executing a fruitful change management process exists about requesting the right queries and taking the right persons, workflow and advanced tools in place to acquire answers rapidly and efficiently.

IMPLEMENT THE CHANGES AS PER ORGANIZATIONAL GUIDELINES

Improving organizational performance is never easy. Change affects your most important asset, your people. Losing workers is expensive due to the connected recruitment charges and the period incurred recruitment new workers.

A change management strategy can upkeep a smooth change and make sure the employees are directed through the modification journey. The harsh point is that around 70 percent of modification initiatives flop due to adverse employee attitudes and fruitless management behavior.

INFORM ABOUT THE CHANGES AND REASON OF CHANGES

Sometimes the path that your company is on is not the right one- and provided sales associate recognize it early and perform quickly, modification can be a virtuous entity. Repeatedly, the superior experiment is victory buy-in from your key staff members (fig.4.5).

Fig.4.5: Inform about the changes

Communicating these fluctuations to your team without building it appear like the retail outlet is in risk. Following are the changes and reason of changes:

1. **Create an invitation:** Request employees to discuss and provide them an expression in the innovative route. Retailers will raise loyalty by discussing with customers the purchase aimed at the fresh route to the retail store. They will perhaps add excellent ideas and thoughts retail firm would not have considered.

2. **Encourage questions:** Listen about a move in approach and instead of taking, the power of speech questions in a relaxed way that might spread dishonesty, acquire the questions out initially so retailer can speech them face-to-face. This encourages confidence and clarity. Encourage employees to ask questions. Health criticism should be welcome by superior. Superior explains the systematic change in the organization. Listen carefully to all employees and encourage brainstorming session. This encourages confidence and clarity.

3. **Innovate constantly:** Retail organization is the type of company that is constantly innovating. Innovation brings the change. The more you innovate the more you will be willing to change and more they will be used to the idea. Get your company started right from the start. Start small and make sure that people know that they are not out of the job due to this new direction.

4. **Break the news to smaller groups:** The fundamental is to ensure it is small groups by section. If persons are not requesting questions, there is difficulty to make change in the organization. Create it as lesser and intimate as conceivable, so persons feel easy asking questions. When customers feel comfortable, every person will stay on the similar page a lot quicker.

5. **Communicate fairly:** Communicate efficiently to employees why their organization making any change what is the reason of communicate well and ask employees if they are facing any problem in change implementation clearly.

MONITOR THE REACTIONS

Monitoring is executed by retail businesses to evolve progress and identify future prospect, i.e. to progress efficiency, reply timely and identify future prospects. Retailer must monitor early reactions of customers towards changes and make appropriate fine-tuning adjustments.

MECHANISM FOR CUSTOMER INFLUENCES

There is various mechanism to influence customer. Following are some of the mechanism (fig. 4.6):
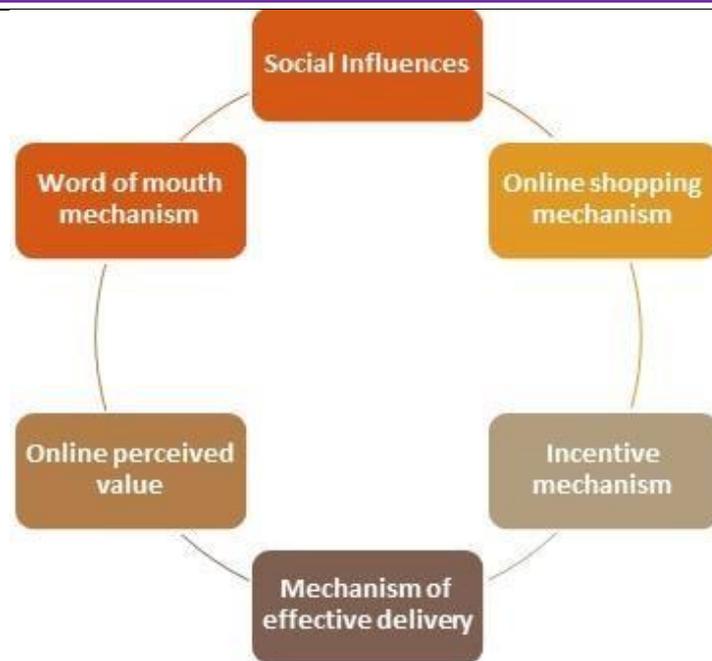
Fig. 4.6: Mechanism for customer influence

1. **Social Influences:** This is widely used mechanism by various types of organizations. This mechanism gives the opportunity to interact more with the customers. Nowadays social sites users are increased. Thus, various social sites for example Facebook, Ibibio, twitter, LinkedIn etc. makes influences on customer buying decision, creating brand image, providing up to date information's of the products and services.

2. **Online shopping mechanism:** Online shopping increased the interest of the customers to purchase again and again. They don't need to take stress on selecting products. They decide their own time and search products and services on the internet.

3. **Social Influences:** This is widely used mechanism by various types of organizations. This mechanism gives the opportunity to interact more with the customers. Nowadays social sites users are increased. Thus, various social sites for example Facebook, Ibibio, twitter, LinkedIn etc. makes influences on customer buying decision, creating brand image, providing up to date information's of the products and services.

4. **Incentive mechanism:** Various types of offers and discounts provided to the customer to increase sale of the products. This increases sale for a short period of time. It attracts customers to purchase more.

5. **Mechanism of effective delivery:** Effective delivery makes positive influence on the customer. Customer becomes loyal due to effective delivery. Customer becomes satisfied and loyal.

6. **Online perceived value:** Now a day's internet users are increased thus many organizations displays advertising, providing rating by their customers, features and quality of the products and services. Whenever any prospective or existing customer working on the internet or searching any products and services it gives them online perceived value for it.

7. **Word of mouth mechanism:** Word of mouth mechanism represents real customer feeling about the products and services. It is more authentic information for the prospective customers. It improves organizational brand image.

8. **Measures Customer service performance:** There are plenty of different ways to measure the customer service performance. Retailer can use to measure customer service and the success of his/her business's customer service strategy. The measurement of customer service performance will depend on the nature of retail store. The list of various ways to measure customer service performance. as shown in fig 4.7 are as follows:

Fig. 4.7: Measures Customer service performance

Activities

Activity 1: Perform the functions of service provider in role-play.

Material required: Pen/pencil, notebook, checklist.

Procedure:

1. Make a group of five to six students.

2. Ask them to perform various roles in role-play.

3. Ask few students to perform the functions of the service providers taking examples from different business.

Role Play: Ask some of the pupils to be perform following role:

   a. 1st students: good-mannered customer,

   b. 2nd students: Angry Customer,

   c. 3rd customer: Confused customer,

   d. 4th customer: Neutral customer.

4. See how well the service provider can handle different customers, rate them how well they could handle a customer and create him/ her happy.

5. With the help of the role-play did you understand the below activities of a service provider in satisfying customer. Tick mark at the appropriate.

Sl. No	Activity or Procedures	Yes	No
1.	Did you understand how the service provider has to transaction with the customers		
2.	Did you understand the various skills that a service provider must possess to make customer happy?		
3.	Did you notice the service provider skills in dealing with tough customers		

Check Your Progress

A. Fill in the Blanks

1. Service distribution is an element of business that

describes the communication between _____ and

_____.

2. _____ persons are organized, loyal, accountable and hardworking.

3. _____ people are sociable, fluent and active.

4. The individuals are usually high-energy while they work together with others_____.

5. The coolest approach for a retail organization to progress customer facility perform is by provided that a climate for __.

6. _____ independency is degree toward which a member of staff can inspiration results at work was linked to advanced customer service performance.

7. People with greater cognitive _____ will learn earlier, absorb further information and simplify knowledge more excellently.

8. Training is expected to increase the employee's skills, which tend to offer better_____.

9. Retail stores service climate has been established to impact _____ and

_____

10. _____ Customer loyalty can simply measure as result of maintaining a record of customer procurements in a _____.

11. _____ represents the prospect that a customer resolves reappearance and will commend the establishment.

B. **Multiple Choice Questions**

1. In which Performance meter the keeping of records of customer procurements in system can easily measure.

   a) Customer loyalty

   b) Customer Satisfaction

   c) Team Level customer service

   d) All the above

2. Under which heading of the performance is a meter influenced by individual customer service performance.

a) Customer loyalty

b) Customer Satisfaction

c) Team Level customer service

d) None of the above

3. In which performance meter workers understand that higher customer facility is anticipated, rewarded and predictable.

   a) Local competition

   b) Store service climate

   c) Customer Satisfaction

   d) None of the above

4. In which performance meter extra knowledgeable employees are healthy equipped for their occupation.

   a) Team Level customer service

   b) Store service climate

   c) On the job experience

   d) All the above

5. People with in which performance meter will examine faster absorb extra records and simplify understanding extra professionally.

   a) Extraversion

   b) Conscientiousness

   c) Cognitive Abilities

   d) None of the above

C. State whether the following statements are True or False

1. Extraverts have a higher desire to excel.

2. Extraverted individuals have lower (individual) customer service presentation in comparison to recluses.

3. Conscientiousness is also related to superior job performance in general

4. Employees with advanced cognitive aptitude (frequently measured in IQ) incline to offer improved customer service.

5. When local race is severe, establishments thrust their service level advanced to compete excellently.

D. Match the Columns

	Column A		Column B
1	Service delivery is interaction among providers	A	Active
2	Conscientiousness and extraversion	B	Customer loyal
3	Extravert people are sociable talkative	C	Achievements
4	higher customer facility performance	D	Customer
5	Conscientiousness people strive for	E	Personality trait

E. Short Answer Questions

1. Define service delivery.

2. What is conscientiousness?

3. What is extraversion?

4. What is organization climate?

5. What is perceived independency?

6. What are the cognitive abilities?

7. What is on the job training?

8. What is meant by store service climate?

9. What do you mean by employee training?

F. Long Answer Question

1. What is service delivery and explain the factors influencing the service delivery customer.

2. Discuss the customer service parameters

Session 3: Promote Continuous Improvement

Small retail business owners acquire to recover their business by gathering feedback from existing customers or potential customers. If a retailer wants to make his goods and services sell as per the precise and most important requirements of the customers, the finest method to find is to ask them their needs. This will help to find out whether the marketing communication is received through the customers.

If the advertisement made every week in a paper and no response received, it indicates that the customers have certainly not

perceived the ad; it probably means the feedback source is not right.

COLLECT AND RECORD CUSTOMER'S FEEDBACK

The following methods are effective in collection of the customer's feedback:

1. **Response Cards:** Many retail organizations have response cards for scheduled display either at close the checkout or by extra high-traffic parts. Customers are requested to fill the available cards at the retail outlet or take their house. Cards comprise prepaid postage consequently; the customer does not bear any expense posting them. Customers like the secrecy of this technique, as no individual information is collected.

2. **Online Surveys:** Installing an online survey tool provider will help the customers rate the feedback via online. In this tool there will be a link included in a mail or website and the visitor will be taken to the third-party provider's site to complete the survey.

3. **Talking to Customers:** It is the greatest opportunity to come to take direct feedback from customers. Speaking customers directly or on telephone make useful data. Interacting with the customers regularly will make them feel their opinions are valued.

4. **Customer Incentives:** Big companies often hire survey agencies to gather opinions of customers. The popular method to increase the reply rate for retail firms is to provide the customer a rebate coupon at point of sale, which can redeem at subsequent trip to the retail store in exchange for calling a number on the sales receipt and participating in the survey.

5. **Social Media:** Retailer does not need to wait for customers to visit the store or website to give feedback. Social media is important medium to take customer feedback. This method is more popular for retail organizations to reach huge numbers of persons quickly and post just one or two questions rather than an extensive survey.

6. **Survey Organizations:** Sometimes, it is good to hire a specific customer survey agency to gather and interpret the information for retail organization. They will help in expansion of business in other geographical areas, where currently no customers are there for the products/services

ANALYZING AND INTERPRETING

Customer feedback provides a business a real view of what way it is doing. Appropriate analysis of this feedback provides the business what changes are to make, what are the factors to improve and raise revenue and profit. Along with this, it is vital that the business must be capable to contract with the right strategies and tools to analyze customer feedback. This way of analysis will expose a pleasant gateway to get an improved hold on accurately what the customers are saying. The following are some strategies that all retail businesses essential possess to prepare a more appropriate job of studying customer feedback.

1. **Categorize the comments:** Understanding customer feedback and categories it according to customer response. This feedback comprises the comments on speed of delivering the product, the state of after-sales services, the usefulness of customer service section and other things.

2. **Divide the categories into sub-categories:** Once the feedback sorted, based on the above specified categories divide the same in to sub-categories of any specified items, own product branding and attention required for any concerns. Creating sub-categories will assistance to get in touch with the little parts of the business operation that generally neglected but are actually very significant to the overall business function.

3. **Specify according to the natural surroundings of the feedback:** The customer feedback can be positive and negative. The positive comments will provide a real idea of what is going on correctly as on date and brings confidence in continuing the same. Be thankful to the customers for their positive customer feedback, this will extremely effect in building customer loyalty. In the similar way, the adverse comments will also guide in changing some features of business. Dealing with these negatives and resolving these difficulties with every customer proves in retaining more business. By the end, of the process it is possible to understand where the level of business is and in what way to path it appropriately.

Consolidate the results and make a plan to determine next step: After the collected feedback data created into categories, sub-categories and separating the positive and negative comments, make a plan of actions how to respond to each of the issues rose. Making a feasible and effective plan would address all the problems the customers expressed. Keep the best services functioning and

existing excellently. This will help in arriving at something that is going to cover the way for better customer feedback the next time.

ADVANTAGES AND DISADVANTAGES OF CHANGES

Most of the businesses influence industry trends, advanced ideas, customer and retail business requirements to produce products and services. Consumers are enthusiastic to buying and inform to others. There are various features and participants to running a retail business, some proprietors lean to functional customer-focused retail businesses, which operate grounded on customers' desires and demands. There are a multiplicity of advantages and shortcomings for every retail firm implementing a customer-focused business method.

Advantages:

- Successively implementing of customer-focused business assistances retail organizations construct a faithful customer base.

- Customers are more eager to buy from retail companies that they texture consider their desires when they generate products and services.

- Customers who come to retail outlets through referrals similarly prequalified, which creates it relaxed to seizure them from potential customers to buyers.

- Customer service converts a portion of Retail Company's branded product while retail Company rides a customer-focused business.

Disadvantages:

- Customer-focused businesses function exclusively on customers' desires and wants, which will be able to an adverse impression on a company's originality.

- Availability of high-level properties may be problematic for small business, as it can be expensive and lead to employee burnout.

- Lack of innovation.

- Ever changing customer wishes.

IDENTIFY THE OPPORTUNITIES FOR IMPROVEMENT

Customers are the main element of each business and must always be retailer's top priority. Happy customers can benefit the retailer build trustworthiness and bring in further business. In

addition, retail firm should emphasis on care their customers must joyful and gratified with excessive products and brilliant service. Consequently, if the retailer wants their customers to like them, they required to deliver the top customer practice, at all periods.

To improve customer service in a retail outlet it needs a holistic and customer- centric methodology. It requires a rigorous effort to outline a call center's philosophy and quality performs in a mode that recovers the customer's practice and boosts its importance. Thankfully, there are several established traditions to do this. Here are a few strategies to improve customer service and better serve customers:

- Set measurable customer service goals.

- Encourage accountability.

- Track customer experience metrics.

- Give consistent feedback to customer service by retail representatives.

- Get your customers involved.

- Appraisal company's call center scripts.

- Create a customer-centered brand.

- Integrate social media into your service channels.

- Focus customer service on brand image.

- Define a customer service culture.

- Use training to reinforce a customer service culture.

- Find the CRM software that fits your process.

Today's retail business environment needs customer service subdivisions to assimilate closely with new essential units like transactions and selling to generate a whole customer participation suite.

PRESENTATION OF ANALYSED CUSTOMER FEEDBACK AFTER CHANGES

Once the Customer feedback analyzed, the results can be accessible in an easily understandable form. Link the analysis with knowledge of your organization, is offered service and customer service processes in order to interpret the meaning of the data.

Make recommendations for changes in organization's service offer or customer service processes in response to the views of your

customers. Identify ways in which customer feedback can used to inform customers and develop the customer relationship. To create the investigation more actionable, split the data into four quarters, each support with a precise achievement.

1. **Important Strengths:** Customers mostly like that mentioned these features frequently and positively. Business feels gratified of these topographies, so it maintains and promotes these features as extended as they satisfy business objectives.

2. **Other Strengths:** These are features that received positive response, but with low frequency. These features must be analyzed and see how often the feature is used.

3. **Important Flaws:** These exists the difficult areas. Ambiguity that a feature reduces below "Key Flaws," that means nearly every person who marked an appraisal protested about it. Developments should implement as quickly as potential.

Other Flaws: These are the topographies, which received negative response, however only by a scarce. These features are in a positive way—when customers get the topographies they imagine, suggesting it can further better quality.

Activities

Activity 1: Visit a business retail outlet and observe the method of taking feedback.

Material Required: Pen, pencil, notebook, checklist.
Procedure:
1. Form a group of five to six students.
2. Tell them to visit retail outlet.
3. Meet the outlet manager and meet him/ her politely.
4. Tell him/ her, the purpose of visit and take consent for visit. Ask the following questions to retail store staff

a) Methods followed to get the customer feedback.

_____

_____

_____

b) How is the customer feedback analyzed?

_____
_____
_____

    c) How the analyzed customer feedback is considered for presentation?

_____
_____
_____

5. Write report, discuss with friends and show it to the teacher.

Activity 2: Conduct a customer survey and prepare a report to collecting, analyzing and interpreting feedback after changes.

Material required: Pen, pencil, notebook, checklist.

Procedure:
1. Form a group of five to six students.
2. Tell them to visit retail outlet.
3. Meet the outlet manager and greet him/ her politely.
4. Tell him/ her, the purpose of visit and take consent for visit.
5. Ask the following questions
6. Tick mark at the appropriate.

Sl. No.	Activity or Procedures	Yes	No
1.	Could you understand method in which feedback is collected?		
2.	Did you find out what are the strategies or techniques used to investigate the feedback?		
3.	Who is analyses the feedback?		
4.	Did you understand the negative comments taken for improvement?		
5.	Did you understand how and who deal with presentation of feedback?		

7. Write report, discuss with friends and show it to the teacher.

Check Your Progress

A. Fill in the Blanks

1. Many retail businesses have reply cards on show either nearby the _____or at further high-traffic region

2. Installing an online survey _____ provider will help the customers rate the feedback via online.

3. Business missed the chance to acquire straight feedback

from confidently talking to customers in individual or arranged the _____.

4. In customer _____ method big retail outlets frequently promise with survey agencies to obtain the feelings of customers.

5. Using social _____ method will reach out to huge numbers of persons speedily.

6. _____ method will help for expansion of business in other geographical areas, where currently no customers.

B. Multiple Choice Questions

1. In which method the Customers are invited to fill out response cards at the retail store or proceeds them home.
   a) Survey Organizations
   b) Response Card
   c) Customer Incentives
   d) All the above

2. Which method will help for expansion of business in other geographical areas?
   a) Social Media
   b) Talking to Customers
   c) Survey Organizations
   d) None of the above

3. The method in which there will be a link included in a mail or website.
   a) Social Media
   b) Survey Organizations
   c) Online survey
   d) None of the above

4. The method will reach out to big numbers of persons rapidly is:
   a) Talking to Customers
   b) Survey Organizations
   c) Social Media
   d) All the above

5. These are the topographies customers typically like that are stated regularly and definitely are in which of the Quadrant.
   a) Key Flaws
   b) Key Strengths
   c) Other Flaws
   a) All the above

C. State whether the following statements are True or False

1. Creating sub-categories will help to come to be in trace with the little parts of the business operation that generally neglected.

2. The positive explanations will not provide a real idea of

what is going on correctly as on date.

3. The negative comments will not guide in altering some features of business.
4. Making a feasible and effective plan would address all the problems the customers expressed.
5. Key Strengths are the features customers mostly dislike that are stated regularly and definitely.
6. Other Strengths are features that received positive response, but with low frequency.
7. Other Flows are the features that received negative response, nonetheless only by a rare.

D. Match the Columns

	Column A		Column B
1	It includes prepaid postage charges	A	Key strength
2	Giving a reduction coupon at the billing counter, which is also called point of sale	B	Other flows
3	Host likely features by customer	C	Response cards
4	Features with positive response but low frequency	D	Customer incentive
5	Features that receive negative response	E	Other strengths

E. Short Answer Questions

1. What is response card?
2. What is online survey?
3. What is customer incentive?
4. What is social media?
5. What do you mean by key strengths?
6. What are the other strengths in feedback?
7. What is key flow?
8. What do you mean by other flows in feedback?

F. Long Answer Questions

1. What are the methods of collection of feedback?
2. What are the strategies businesses for analyzing the feedback?
3. What is factor to consider in presentation of the analyzed customer feedback?

G. Check Your Performance

1. Demonstrate the methods used in getting feedback from customers.
2. Spell out the techniques applied in feedback.
3. Draw a chart on process of writing repost on understanding a survey

Session 4: Improving Changes in Service Counter

Once the feedback collection process is completed, retailer based on analysis of the information received has to undertake necessary changes in his/her product/services. The negative and positive responses will help to bring change in his/ her policies and programmes towards the customers. Further with customer satisfaction it will be able to attract and create extensive alterations in retail stores. Following are the changes to improve services:

CHANGES TO IMPROVE SERVICE

There are many changes to improve customer services by implementing the required changes, which are as follows:

1. **Delight Customers Right:** Honestly act together be cheerful with customers which will solve their problems. The customers may tell 4 to 6 persons about their experience gained by the particular retailer. Therefore, that is a way significantly influences by word of mouth about business. Do not perform as an unknown or impersonal businessperson; genuinely talk with customers as a salesperson representing the business. The sales associate should address their customers by appellation and tell them his/ her name at the exact commencement of interaction.

2. **Don't be rude– Respect the Customers:** As per the research services three- fourth of the customers say that they experience discourteous customer service by slightest once in a month. It is very vital to be humble of a customer's temper when trying towards decide a matter they have through the firm. Keep patience while listening to the customer which is important and in turn creates the chance to assist and make them comfortable. The happier the customer is further likely he/ she will share their appreciated feedback that can benefit prevent comparable problems occurring over in the coming future.

3. **Always keep track of What Customers Are saying:** When listening to customers, take keen on what changes the retailer should create from collected feedback and then track. Customers are the life for the organization. Not dealing with their reasonable requirements could result in problems. Use methods to gather customer feedback.

4. **To Satisfy Customer's Proposal for Ongoing Assistance and Special Offers:** The first cause for customer slow destruction is unhappiness with customer service. Prepare everything to deliver brilliant service to the customers on continuous basis. Respond the customers quickly, enthusiastically and always prepare to provide a distinct offer with confidence to encourage the customer to purchase more.

5. **Indulgence a Customer similar to an Appreciated Partner – Message is Two-Way:** As previously mentioned take the customer's feedback seriously and take actions as per the requirements. Make sure that if the retailer takes customer's feedback then that retail business r eally values them as business

   partner.

6. **Build Trust:** The situation is said, "It receipts 12 optimistic service practices to create up for one adverse experience." This is how to develop faith among a retail business and their customers. Keep the customers in view when these modifications made to products and services as they affect customers.

7. **Be Transparent – Trustworthiness is Vital when it originates to Faults:** Transparency in the modern digital era is necessary, transparency is an important factor in building trust, gratification, and healthy salesmanship from them with customers. Business transparency refers to not hide anything and every aspect is transparent to the customers.

8. **Follow Through on Word – Follow Up on Possibilities:** Word of mouth is the bond. Following up of promises show the clearness of the business. This helps to construct a feeling of belief and reliability with customers.

9. **Recognize Responsibility – The Customer is Continuously Right:** No matter how the situation is the customer is permanently right. This is a rule that guide a business through its progress, from customer facility to user experience to product development. To that set this in gesture, generate a customer service plan to display customers they remain right. Organize this plan into three portions i.e., make the customers happy, involves, stability and a personal touch and never let customers forget the service by following up effectively.

10. **Always Say "Thank You" – Kindness and Gratitude will improve business to the customers**: Kindness and thankfulness for a customer's retail business is a way to advance charm them for the lengthy term. Remain as grateful as conceivable to the customers for enchanting the period to go through the progression of resolving their problem

IMPACT OF CHANGE IN SERVICE ON BUSINESS

The change in services is inevitable for the retailer but the sales personnel of the retail organization will not embrace it. While the shorter effects of change can, some what would be painful to the personal but it will have a long-term impact on business. The achievement of the business depends on the changes that made in the services offered by the retailers to the consumers. The impact of change in services are discussed (fig 4.8):

Fig. 4.8: Impact of Change in Service on Business

1. **Updating:** The change in services helps the retailers to stay current with the industry movements, which can create it extra attractive to possible customers as fine as health, maintain current customer.

2. **Create new opportunities:** The retailer can except the retail business by creating new opportunities where customer gets additional or new services that results in increasing the sales of the retailer. The retailer can explore the new market segment and enjoy a good market share.

3. **Innovation:** The change in services offered by the retailer can be faster an environment that encourages an innovation. New ideas lead to concentrating on developing creativity. This creatively can help the retail business to grow.

4. **Increase efficiency:** The change in services upsurge the efficiency of work processes, which results in the satisfaction of the employees and sales personnel.

5. **Attitudes:** A change in attitude while delivering services in a retail organization can help a sale personal.

6. **Adopts a new technology:** The need for alteration in service leads to adopt new technology by the retailer. This help the organization to stand in the competition and the customer satisfaction levels would increase with the new benefits and service offered by the retailer.

7. **Fulfill customer needs:** The customer needs are ever changing and growing which creates new demands for new type of product and service. This leads to bring essential changes in retailers marketing policies and programs.

8. Thus, in any business in today's fast-moving environment, the

need for alteration in service has become inevitable, the change is important for any organization because without change business would likely to lose their competitor edge and fails to meet the expectation of the present customer and the prospective customer.

Activities

Activity 1: Visit a retail outlet and identify the changes to improve in service in a given situation.

Material required: Pen, pencil, notebook, checklist.

Procedure:

1. Form a group of five to six students.
2. Tell them to visit retail outlet.
3. Meet the outlet manager and greet him/ her politely.
4. Tell him/ her the purpose of visit and take consent for visit.
5. Ask the following questions.
   a) Come up with the questions that a customer asks and how to answer them keeping the above learn skills.
   b) Prepare a list of service improvement measures that will be good for providing service as per the business you choose.
   c) Did you understand the skills and manners a service provider must answer the questions and what the ideas made to improve the services?
   d) Tick mark at the appropriate.

Sl. No.	Service provider skills/ service improvements	Yes	No
1.	Did you understand the skills that are exhibited through the service provider.		
2.	Did you start changing your behavior as of a service provider		
3.	Do you have patience in dealing with customers		
4.	Did you identify when the service improvements are necessary in a business		
5.	Can you identify the changes to improve in service?		

6. Based on the above activity make a chart containing various types of changes occurred in customer service improvements.

Check Your Progress

A. Fill in the Blanks

1. Happy customers influence the _____ about business.
2. As per the research services _____ of the

customers say they practice rude customer service at minimum once in a month.

3. Having _____ while listening to the customer is important.

4. Customers are the _____ of the organization, not dealing with their reasonable requirements could cause problems.

5. The first cause for customer erosion is _____ with customer service.

6. Transparency is a serious factor in constructing faith, _____ and love from your customers.

7. Kindness and _____ for a customer's retail business is a way towards further charm them for the extended term.

B. Multiple Choice Questions

1. Following are the changes to improve services.
   a) Delight your Customers Right
   b) Don't be rude– Respect the Customers
   c) Always Snoop – Hear What Customers Are Addressing
   d) All of the above

2. Which is not the impact of change in services discussed below:
   a) Outdating
   b) Create new opportunities
   c) Increase innovation
   d) Increase efficiency

3. Respond the customer's _____ and always be prepared to provide a distinct offer or reduction with the confidence of encouraging the customer to purchase more.
   a) quickly
   b) enthusiastically
   c) Both a) and b)
   d) None of the above

4. Organize this plan into three portions
   a) Make the customers happy
   b) Involves, stability and a personal touch
   c) Never let customers forget the service by follow up effectively
   d) All of the above

C. State whether the following statements are True or False

1. Genuinely conversation with retail customers as an individual representing the business.

2. The more relaxed customer is the further likely they will share their valuable feedback.

3. Respond the customers in your own time and strictly.
4. Transparency means fearful of feedback.
5. Transparency denotes nothing to hide.
6. Transparency refers the employees' individual and work qualities are not balanced.
7. Transparency means ready to opposing with your customers.
8. Be as approving as probable to the customers aimed at charming the time to go through the practice of resolving their problems.

D. Match the Columns

	Column A		Column B
1	Treat Customers Right	A	Respect the Customers
2	Always Listen	B	Genuinely Interact
3	Don't be rude	C	Honesty is Vital when it arises to Faults
4	Continue to Satisfy	D	Hear What Customers are telling
5	Be Transparent	E	Offer Ongoing Provision and Specials offers

E. Short Answer Questions

1. What are the courtesy words used by the service provider?
2. Why the retailer has to genuinely interact with the customer?
3. Why the retailer has to listen customer in bringing changes in service?
4. What is mean by transparent in making changes in customer in service?
5. Why follow up on provide is needed in changing service?

F. Long Answer Questions

1. What kind of change you proposed for more customer satisfaction?
2. Explain the influence of change in service on the retail firm.

G. Check Your Performance

1. Demonstrate the changes required to make by retailer after obtaining feedback from customers.
2. Draw a chart containing the impact of change made in service offered by retailer.

MODULE 5	WORK IN TEAM AND ORGANIZATION

Module Overview

Teamwork is defined as the willingness of the group of people to work together to achieve a common goal in the organization. It gives the impression that store employees work like family and effective teamwork results to achieve organizational goals. In any organization team work plays an important role to improve the employee performance. In the retail organization there are many employees are working to accomplish the common goal. To achieve the objective of the organization all employees need to work effectively. Employees should have to support and co-operation with each other. Retailer or shopkeeper has to understand the value of employees for becoming more successful. Retailing is successful when retailers are providing products/services to the customers and make them satisfied. This will result in respectable profit margin, comprehensive market base, good retail image and accurate placing of the retailer's product. The customers expect that sales person should exhibit good behavior, identify their expectations and recognize needs. Customer satisfaction is the common goal for all employees working in the retail organization.

When a customer reaches the retail store, it is important that the retailer or the sales associate prepares everything within his/her authority to make the customer feel welcomed, and make sure he/she leaves the retail store happily. In a retail organization, the dress code and appearances help the retail organization to align the employee appearances with the organization's brands the professionalization of a job role, in addition, create a sense of organization identity. The key success of retailing depends on recognizing the customer. In fact, it is a search for prospective customer.

The prospect may be from a person or an institution that is expected to be benefitted by the product, the salesperson wants to sell and can offer to buy it. Retailing offers many opportunities to the people who are seeing for a bright career, we find different type of options available to choose i.e., customer, sales associate, category manager, store manager, merchandiser, retail operations manager etc.

The unit work in team and organization is divided into four sessions. First session deals with organization standards for appearance and behavior, second session focuses on support teamwork, third session describes work effectively in retail organization and fourth session explains the team's aims and targets

Learning Outcomes

After completing this module, you will be able to:

- Demonstrate the organization standards by appearance and behaviour

- Support the work in team

- Work effective in organization

- Help in planning of own and others

Module Structure

Session 1: Organization Standards for Appearance and Behaviour

Session 2: Support Teamwork

Session 3: Work Effectively in Retail Organization

Session 4: Team Aims and Targets

Session 1: Organization Standards for Appearance and Behaviour

Now a day in most of retail organizations, acceptable personal growing and proper attire are circumstance of employment. The personal department has the authority and responsibility to determine the standards are within reason and applied fairly and equitably. Standard refer to somewhat set up and recognized by authority by way of an instruction for the count of quantity, heaviness, extent, worth of quality.

It is a structure built for serving as a base or support. The standards of appearance refer to standard set up for appearance of sales personal of the retail organization. All officers and staff have a personal responsibility to maintain an extraordinary standard of appearance in a retail organization. The managers and supervisors are responsible for safeguarding all personnel to achieve high standards of appearance set out in the procedure and should give recommendation and guidance where necessary. Dress

and presence standards professed to offer the organizations a number of assistances.

Broadly, the advantages include placement of employee presence with the organization's brand, the professionalization of job role, appearance to well- being and protection concerns and the making of an intelligence of organizational identity.

1. **Overall Appearance:** Staff will keep a high customary of personal presence and must be fresh, neat, organized and well groomed. Staff must not smoke whereas attractive through members of the community. When the category of effort involved creating a proper standard of uniform impracticable, any dress worn essential be presentable and suitable to the character undertaken.

2. **Dress code:** An employee's dress code essential not discriminatory in admiration of age, disability, sex reassignment, religious conviction or belief, sex, or sexual orientation (fig. 5.1).

Fig. 5.1: Dress code

Source: https://bit.ly/2M1W15T

3. **Hair:** Hair should be clean, properly combed. It required natural color should be used.

4. **Identity Cards with Company Logo:** ID cards are vital part of the retail organization, making it probable to simultaneously make simpler employee credentials and improve a retail company's honesty and security. ID cards naturally include a worker's name, photo, designation of job and section, making rapid personal immune of identity a snap. By way of technology advances, nevertheless, ID cards now use in a variability of ways to assistance businesses safeguard them, build relations and rationalize their

operations.

5. **Body Language:** Understanding body language is solitary of the utmost important aspects of personal appearance.

6. **Cosmetics:** Make-up should be subtle and discreet, not obtrusive or excessive. Bright colors not are permitted.

7. **Tattoos:** Quarter, half and complete sleeve tattoos need to cover at all time. Any tattoo that irritates alarms, upsets or disparages must be cover at all time.

PRECAUTIONS FOR APPEARANCE AND BEHAVIOR

While working in an organization the male and female staff has to take some Precautions regarding their appearance:

Precautions taken by Male Staff: The Precautions to take by male staff regarding their appearance and behavior are as follow:

- Uniform prescribed should be clean and ironed.

- Footwear should be clean and polished.

- Hair must be clean, trimmed and well combed.

- One is expecting to have a clean-shaven look.

- In case of beards/whiskers, trim necessity, well ordered and tidy.

- Nails should cut or trimmed neatly at regular intervals.

- Any type of jewelries studs and ornaments remain not too worn on the store floor during, official hours.

Precautions taken by Female Staff: The Precautions to taken by female staff regarding their appearance and behavior are as follows:

- Lady Staffs having lengthy hair must stalemate their hair not preserve it loose, not ample oil useful to it (fig. 5.2).

- No (Gajras) string of small white jasmine or Mogra flowers hooked on the head.

- They should avoid bright colored nail polish and lengthy nails, as they will stay a cause to confuse customers or destruction the merchandise on presentation.

Fig. 5.2: Female Dress Code

Source: https://bit.ly/2YVv9Ig

- Minimum, non-flashy jewelry to be wear.

- Dangling earrings, loud anklets & wristlets must not wear on the floor.

- Only very bright make-up to be useful (lipstick of very bright shades only).

Precautions for Dress Code: The Precautions regarding dress code are as follows:

- All forefront staffs in the retail store must wear an approved uniform (fig. 5.3) every day.

- The back-end staffs typically are expecting to be casual dress code.

- The direct and indirect staff's necessity to exhibit ID cards as soon as on duty consequently as it supports the customers to recognize the staffs.

- Service staffs handling ripped foodstuff would wear fresh gloves whereas all staffs at work inside the kitchenette and live bakery segments at FMCG retail stores necessity to wear caps as soon as they are on duty.

- The shop-in-shop staffs and brand promoters use their approved uniforms

Fig. 5.3: Uniform

- Mostly black socks and black belts are ideal as a fragment of staff uniforms.

- Housekeeping, security and other contractual staff similarly have their own approved uniforms with shoes.

BEHAVIOR IN ORGANIZATION

Always remember that satisfied customers will contribute to business for years, through their purchases recommendations and referrals of business.

Behavior in Dealing with Customers: As we also recognize, customer is king, so every member of the retail store should behave gently with customer (fig. 5.4).

- Every sales representative should, meet or talk to customer profile.It is essential that they treat everybody with admiration and dignity.

- They need to be aware of trends, changes in the marketplace, taste and habits of customers.

- They should listen carefully and intently to their customers, demonstrate respect.

- Display these positive sales behaviors and will begin to stand out from the competition.

- He/she should be comfortable discussing both small and big numbers of customers.

Behavior in Dealing with Superiors

- Immediate superior is boss of salesperson (fig. 5.4).

- Corporate executives and decision makers want to work with people who can help them.

- Improve their business and deliver better results.

Fig. 5.4: Dealing with superiors

Source: https://bit.ly/2LgrgrR

Behavior in Dealing with Colleagues:

- A salesperson should also behave decently with his colleagues in an organization (fig. 5.5).

- Avoid confusing arrogance with ambition.

- Try praising competitive co-worker expected at work fine done, if he/she exists a high-achieving striver.

- Do not take the competitiveness personally in organization.

- Maintain a polite and civil manner with colleague.

- Try working with rather than against openly competitive colleagues.

Fig. 5.5: Dealing with Colleagues

Source: https://rb.gy/uwteru

DEALING WITH CUSTOMER

It is the duty of sales associate to deal with customer and solve their problems and issues.

1. **Greet customer:** First of all, sales associate must greet customers respectfully and ask the problem in a friendly manner.

2. **Communicate customer that they are valued customer:** Once sales associate listen customer problem or issue, first of all, he /she must communicate their customers in such a way that makes them feel valued and respected.

3. **Identify customer expectations:** Once the customer cools down sales associate must identify customer expectations and confirm it with customers.

4. **Treat customer courteously:** Although the customer is annoying still sales associate must treat customers politely and helpfully at all times.

5. **Informed customer and reassured.** It is the duty of sales associate to keep customers informed about the status of their complaints and also reassured them for fruitful solutions.

Sales associate must adapt appropriate behavior to respond their customer effectively in all type of customer.

Activities

Activity 1: Visit the organized retail outlet and draw a chart on standards of appearance.

Material required: Notebook, pen, pencil, checklist

Procedure:

1. Form a group of five to six students.

2. Ask students to visit a retail organization or a shop.

3. Meet the retail manager and greet him/ her politely.

4. Tell the purpose of visit and take the permission for visit know the standard appearance of retail store staff.

5. Takes the photograph of dress code, ID card & precaution taken by them.

6. Also, ask how to contact with customers, seniors and colleague at retail store.

7. Make a chart and paste all the photographs at chart.

8. Present the chart in the class.

Activity 2: Visit the retail store and learn precautions working in male and female staff in retail store.

Material Required: Notebook, pen, pencil, checklist.

Procedure:

1. Form a group of five to six students.

2. Tell them to visit retail outlet.

3. Meet the outlet manager and greet him/ her politely.

4. Tell him the purpose of visit and take consent for visit.

5. Ask the following questions and write their replies are not more than 50 words.

   a. What are the precautions should be taken care by male staff in retail store?
   b. What are the precautions should be taken care by female staff in retail store?
   c. What are the precautions should be taken in hair style?
   d. What are the precautions should be taken in dress code?

6. Prepare presentation and present in the class.

7. Submit the presentation to the teacher.

Activity 3: Dealing with customers with effective ways.

Material required: old newspapers, pen, pencil, thread and tape.

Procedure:

1. Form a group of five to six students.
2. Tell them to visit retail outlet.
3. Meet the outlet manager and greet him/ her politely.
4. Tell him the purpose of visit and take consent for visit.
5. Ask the following questions and write their replies are not more than 50 words.
   a. How to greet customer?
   b. How to communicate customer that they are valued customers?
   c. How to identify the customer expectations?
   d. How to treat customer courteously?
   e. What are the ways to inform customers?

6. Make notes and confirm with sales executive.

7. Present the report in the class.

Check Your Progress

A. Fill in the Blanks

1._____ must not smoke where as appealing with members of the community.

2._____ should be fresh, neatly styled, and of a "natural" hair.

3.   comprise a worker's name, photo, designation of job and section, making fast personal immune of identity a snap.

4. _____ is solitary of the utmost important features of personal appearance.

5. Quarter, half and complete sleeve _____   necessity be enclosed at all times.

B. Multiple Choice Questions

1. Acceptable personal growing and proper attire are circumstances of

    a) employment

    b) recruitment

    c) selection

    d) All of the above

2. Something setup and recognized by way of authority, as rule is famous as.

    a) policy

    b) standard

    c) programme

    d) None of the above

3. _____ should be subtle and discreet.

    a) Dress

    b) Tattoos

    c) Make up

    d) All of the above

4. Satisfied customer contributes to business through his purchase, recommendations and   .

    a) publicity

    b) advice

    c) referrals

d) None of the above

5. Don't take the _____ personally in the organization.

   a) competitiveness

   b) liability

   c) responsibility

   d) All of the above

C. State whether the following statements are True or False

1. Hair should not color peculiar to human hair.

2. An employee's dress code necessity not be unfair in gender reassignment and religion.

3. Dangling jewelries, noisy bracelets& bangles can wear on the floor.

4. Only frontline staffs in the retail store must wear a given uniform every day.

5. Try working with rather than against openly competitive colleagues.

D.   Match the Columns

	Column A		Column B
1	The structure built for or serving as a base or support	A	Dress code
2	The employee should not have a discriminatory	B	Ambition
3	Understanding body language is an important feature of	C	Co-worker for good work done
4	Avoid confusing arrogance with	D	Standard
5	Praise competitive	E	Personal appearance

E. Short Answer Questions

1. What is standard of appearance?

2. What is dress code?

3. What do you mean by body language?

4. What precaution should take by female staff regarding appearance?

F. Long Answer Questions

1. Explain the various standard of appearance.

2. Explain the precaution to be take in a retail organization regarding appearance and behavior?

3. Explain the behavioral aspects in dealing with customer colleagues and superiors.

G. Check Your Performance

1. Draw on the chart standards of appearance.

2. Spell out the precautions working in male staff and female staff.

3. How to deal customers with effective techniques? List out the techniques.

Session 2: Support Teamwork

Teamwork refers to the process of working with people to achieve predetermine objective. Teamwork is a crucial part of business. It is often necessary for co-workers to be effective in team. Teamwork means that people try to work, using their personal abilities and providing beneficial feedbacks, despite any individual conflict between retail employees.

MEANING OF TEAM WORK AND ITS FEATURES

One of the several ways aimed at a business to establish workforces is in teams. A team is group of two or more persons who work together to attain a common objective. Effective team is being able to lead the employee inspiration and retail business output.

In Team work, group of individuals communicate with each other cohesively, towards a common purpose, creating a positive working environment, and assisting each other to combine personal strengths to enhance team's performance.

Indeed, they represent an entire shift in prototype. As soon as retail organization focus on their entire team's performance, their own success contains the totality of the entire team's success and an individual miscarriage can pull their team performance downcast.

We may surprise how a team is different from an ordinary work group. Work groups are essentially for members towards sharing information and take decisions accordingly that individual member can succeed his/her individual work objectives. However, in a team, the members are not simply sharing information however they also sharing accountability for the team's effort. The idea overdue teams are synergy. With synergy, members can achieve more to they might on their own. Some of the key features of effective teams are:

• Not altogether, teams are fruitful for what they prepare.

• Possibly retail business organization have functioned continuously in team that utilized ample time discussion on accurate decisions.

• The team members not taking fair sharing of the work, which would be unsuccessful for taking decisions.

RESPONSIBILITIES OF TEAM LEADER AND TEAM MEMBER

The sales associate is responsible for the productivity of their team in retail store. A team generally comprises of team leader and members in a retail store. Every team member has their individual responsibilities to achieve common goal (fig. 5.6).

Responsibilities of Team leader: Owner of the retail store selects a team leader and ask for the choosing the team members. The team leader has to performs the following responsibilities:

• Team leader safeguards smooth and actual actions of the team.

• He guarantees that all participants contribute during the summits and he/she stops members from prominent the minutes unnecessarily.

• He serves as an intermediary among team then the Quality Council.

• He implements the changes recommended by the team.

• He makes the schedule of entire meetings and certify essential resources are accessible for conducting the meeting.

Fig. 5.6: Teamwork Source: https://rb.gy/kvhkdm

Responsibilities and Team Members: Members of a team are participant of the team. Every member has certain responsibilities which are as follows:

• Members support the team leader for helping in achieving organizational goals.

• Team members should give honest feedback.

• Collective efforts are required for success of team process.

INTERPET, CONFIRM AND ACT ON LEGAL REQUIREMENTS

The legal requirements are mainly categorized, in three aspects such as Anti-Discrimination, Sexual Harassment and Bullying.

Anti-discrimination

Anti-discrimination law refers to legislation intended to stop discrimination against specific group of persons; these persons repeatedly protected groups or protected classes. Anti-discrimination laws differ by jurisdiction by way of the sorts of discrimination, which are illegal and the groups that are sheltered by that legislature.

Commonly, these categories of lawmaking are intended to stop discrimination in service, housing, teaching and further areas of community such as public accommodations. Anti-discrimination law might include securities for groups based on sex, age, race, ethnicity, nationality, disability, mental illness or ability, sexual orientation, gender, gender identity /expression, sex characteristics, spiritual, creed, or individual political opinions.

Anti-discrimination laws are fixed in principles of equality, unambiguously, that personalities must not be preserved in a different way due the features drawn above. Anti-discrimination laws remain aimed to protect counter to mutually separate discrimination (devoted by individuals) then from structural discrimination (arising from policies, which create disadvantage to definite groups). Courts may keen on justification mutually discriminatory resolved and disparate impact in determining whether a specific deed or policy establishes for discrimination.

Sexual Harassment

Sexual harassment (fig. 5.7) is coercion of a sexual environment and the unwanted or unsuitable promise of prizes in conversation for sexual favors. Sexual harassment contains a series of movements from slight transgressions to sexual abuse or assault. Harassment can happen in several different social surroundings such as workplace sexual abuse, home sexual harassment, school sexual harassment and sexual harassment at churches, temples, theaters etc. Harassers or sufferers may be of either gender.

In most contemporary legal circumstances, sexual harassment as shown in fig. is unlawful. Laws adjacent sexual harassment usually do not ban simple teasing, improvised remarks, or minor lonely incidents that is for the reason that they do not enforce a "general civility code".

Fig. 5.7: Stop Sexual Harassment

In the workplace, harassment might be well thought out illegal while it is regular or severe thus producing an aggressive or offensive work atmosphere or when it consequences in a confrontational employment result (such as the sufferers' demotion, sacking or leaving). The legal and communal thoughtful of sexual harassment, still, differs by culture to culture. Sexual annoyance by an employer remains a practice of illegal employment discrimination. In many retail businesses organizations, stopping sexual harassment and caring employees as of sexual harassment custodies have converted key objectives of legal policymaking.

Bullying

Bullying) is the practice of force, hazard, or coercion to abuse, intimidate or aggressively dominate others. The conduct is often frequent and characteristic.

One essential precondition is the awareness, through bully or by means of others, of an inequity of social or physical authority, which discriminates bullying from conflict. Behaviors used to stress such dominance can include verbal harassment or threat, physical assault or coercion and such performances may be absorbed frequently towards specific targets. Rationalizations of such behavior occasionally include alterations of communal class, race, belief, gender, sexual positioning, appearance, conduct, body language, character, reputation, heredity, strength, dimension or aptitude. If a group does bullying, it is called mobbing. Bullying can be demarcated in several different traditions (fig.5.8).

Fig. 5.8: Bullying

Bullying is classified into four elementary types of abuse- emotional, verbal, physical and computer-generated. It typically contains subtle approaches of coercion and intimidation. Bullying arrays since one-on-one, single bullying complete to group bullying called mobbing, in which bully can take one/more "lieutenants" which might appear to be agreeable to support the prime bully in his/her bullying happenings. Bullying in studying educational situations and the factory is also mentioned to as noble abuse.

A bullying culture can develop in some situation in which persons act together with to each other. This includes school, family, the workplace, home, and localities. The core stage for bullying stays social media websites. The strongest analyst was the awareness of whether utmost dominant male in an actor's life would favor of the bullying conduct.

DEVELOPMENT OF EFFECTIVE WORK HABITS

There are four ways to develop the effective work habits, which are as follows:

1. Ask questions: Asking question after discussing the whole program is solitary of the top way of clearing all the doubt of an employee, as one will understand the problem of other by this question sensation.

2. Plan and organize work place information: Every company should plan and organize a workplace consequently that they be able to give proper information to their worker where they have to execute the plan.

3. Priorities and complete task: Priorities and completing of task is very crucial part in any company have to finish some task in an appropriate period. It plays a vital role in an entrepreneur life.

4. Balancing the work and personal priorities: Balancing of work is very important part, as the retail firm has to do number of work in an appropriate time so they have to balance the work with their personal priorities.

The effective work habits will lead the team for conducting highly effective programs of the retail business organization.

- Actively participate in local retail businesses.

- Utilize labor market information to determination quality decisions.

- Extravagance education similar to a job.

- Attach people to develop careers.

- Offer wrap-around pupil services.

- Tap advanced funding sources.

- Embrace evaluation of work done.

Activities

Activity 1: Visit the retail store and prepare chart on features of team work in retailing.

Material Required: Notebook, pen, pencil, checklist.

Procedure:

1. Form a group of five to six students.
2. Tell them to visit retail outlet.
3. Meet the outlet manager and meet him/ her politely.
4. Tell him the purpose of visit and take consent for visit.
5. Ask the following questions and write their replies are not more than 50 words.

a) What are the important features of team work of the retail organization?

b) What are the responsibilities of effective within the organization?

c) How to interpret, confirm and act on legal requirements?

d) What type of anti-discrimination practices occurred in retail store?

e) What type of sexual harassment practices occurred in retail store?

f) What type of bullying practices occurred in retail store?

6. Prepare report and submit it to the teacher.

Activity 2: Learn team work activity through game.

Material required: old newspapers, pen, pencil, thread and tape.

Procedure:

1. Make a team of four or five students.
2. Make at least six teams.
3. Give following instruction to all the teams:

a. All the teams have to prepare paper boat.

b. After that they have to write number on the boat by pen.

c. Do taping on every two boats. In addition, make it hanging it with the help of thread.

4. Give 15 minutes for this activity.

5. After time over, teacher has to count number of boats prepared by all the teams and removes the boat, which is not prepared well.

Check Your Progress

A. Fill in the Blanks

1. _____ team is being able to lead the employee inspiration and retail business output.

2. _____ is coercion of a sexual environment and the unwanted or unsuitable promise of prizes in conversation for sexual favors.

3. The _____ is responsible for the productivity of their team in retail store.

4. _____ is the practice of force, hazard, or coercion to abuse, intimidate or aggressively dominate others. The conduct is often frequent and characteristic.

5. The effective work _____ will lead the team for conducting highly effective programs of the retail business organization.

B. Multiple Choice Questions

1. Some of the key characteristics of effective teams:

    a. Not altogether, teams are fruitful at what they prepare.

    b. Possibly retail business organization have functioned continuously in team that utilized ample time discussion on accurate decisions.

    c. The team members not taking fair sharing of the work, which would be unsuccessful for taking decisions.

    d. All of the above

2.   Team member performs the following responsibilities and duties:

    a) Team leader safeguards smooth and actual actions of the team.

    b) He implements the changes recommended by the team.

    c) Both a) and b)

    d) None of the above

3. Which is not the responsibilities and duties of facilitator:

   a. Facilitator does not support the team leader for helping the team for the period of early stages.

   b. He deeds resources to the team.

   c. He affords feedback to the team regarding the success of team process.

   d. Facilitator is not a participant of the team.

4. There are the four ways to developments of effective work habits are follows:

   a. Ask questions and plan and organize work place information

   b. Priorities and complete task

   c. Balancing the work and personal priorities

   d. All of the above

5. The effective work habits will lead the team for conducting highly effective programmes of the retail business organization. Which is not the that habit?

   a. Passive participation of local retail businesses.

   b. Utilize labor market information to determination quality decisions.

   c. Extravagance education similar to a job.

   d. Attach people to develop careers.

C. State whether the following statements are True or False

1. Effective teamwork is not helpful for sales associate.

2. Facilitator helps the leader for facilitating the team during initial levels of the crew.

3. Discriminate employees at workplace is very good practice.

4. Affords feed again to the group regarding the efficiency of the crew system.

5. Anti-discrimination legal guidelines are entrenched in principles of not equality.

6. Principal stage for bullying stands on societal media web sites.

D. Match the Columns

	Column A		Column B
1	Antidiscrimination	A	refers to legislation intended to stop discrimination against specific clusters of persons
2	Sexual	B	practice of force, hazard, or coercion

		Harassment		to abuse, intimidate or aggressively dominate others
	3	Bullying	C	coercion of a sexual environment and the unwanted or unsuitable promise of prizes in conversation for sexual favors

E. Short Answer Questions

1. What is work team in retailing?

2. Explain the Anti-discrimination laws are designed for each man or woman discrimination.

3. Explain the mechanism to solve the problems of harassment?

4. What is bullying?

5. What should be standards of appearance?

F. Check Your Performance

1. Demonstrate the reporting features of work team.

2. Draw a chart of system of development of effective work habits.

Session 3: Work Effectively in Retail Organization

Teamwork, trust, respect and communication are key aspects to effective working relationships. Develop positive relationship with the people retail business organization work together with at work to create their activity greater fun and productive. These acquaintances can also help as future orientations or contacts for retail profession.

SUPPORT IN EFFECTIVE WORKING

1. Share work with colleagues: Working with others has its benefits. While sales associates need help together with their workload, otherwise they see a shared duty it truly is struggling to forget, sales associates may appearance to their co-employees for help. The manner that sales associates must to ask their co-employees to proportion canvases duties be contingent on the landscape of responsibilities handy. For example, if the responsibilities had been originally assigned to sales associates by using their boss, their method will fluctuate from obligations that everybody is anticipated to share.

2. Make realistic commitment: Do not forget the time when retail business organization has youngsters as their employees, they have a crazy schedule. Remember their financial duties as per the norms and procedures. As we have discussed, economic growing usually entails with time planning of retail

business organization. Do not forget employees circle of relative's hobbies. Consider their own family's skills. Bear in mind their expectations.

3. Find out the suitable alternatives: If employee does not want to take an opportunity task. Inform to superiors in your retail business enterprise in writing in case the employee does not want to accept an alternative process. Check that they will come up with your redundancy pay as a substitute. Employees have a right to redundancy pay if he/she will have worked to his/her enterprise for less than 2 years by the time his/her cutting-edge process ends.

4. Encourage colleagues when conditions are difficult: When colleagues work nicely together, all of us advantages. "A high-morale image situation will continuously produce (extra) than a low-morale situation of work. If your colleagues appear to be difficult, they will definitely be reacting to this has to assist inspire your colleagues to be higher team players.

5. Solve colleague's problems related to work in-group: A group of human beings can convey together numerous perspectives, combine views and reviews to without prior notice and efficiently remedy an issue. Because of the group's tradition, every group member has a responsibility to contribute similarly and offer his/her unique attitude on a trouble to reach at the quality viable answer. Ordinary, teamwork can cause better choices, merchandise, or services. The efficiency of teamwork is contingent on the subsequent six components of partnership among group individuals such as communication, coordination, stability of associate contributions, common help, attempt and brotherly love.

CAREER PROSPECTS IN RETAIL ORGANIZATION

Retail industry is looking for persons at all stages, from the education with elementary skills to retail management professionals. One can take awake a job liable on one's concentration and ability, meanwhile retail industry includes events opening from marketing to brand creation. This makes retail occupation one of the utmost challenging careers of the current business era. Store operations assistant is the starting-level post of retail outlets. However as, each retail outlet is completely reliant on the quantity of sales they become. It is a significant post in this retail profession.

To be a good salesperson, one should have good awareness about the products/services, sale activities, market, customers etc. After required experience, employee will be promoted to higher-level jobs in the store as per their proficiency. The job opportunities available after entry level of store operations assistant are as under:

Table 1: Job Prospects in Store Operations

Job Position	Qualification
Department Manager/ Floor Manager/ Category Manager/ Store Manager/ Manager Back-end Operations	MBA with 5 to 10 years' experience
Customer Interaction Manager/ Purchase and Merchandising Manager/Departmental Manager/Operational Manager	Graduate with 2 to 5 years of experience
Transaction Processing Associate/ Purchase and Merchandising Associate	Graduates/12th Pass

JOB SCENARIOS IN RETAIL SECTOR

1. **Retail Store Operations Assistant**: The retail store operations assistant in organized retailing and may look after overall retail store operations in gross root level. He/she can also inspire other co-workers and support customers in locating merchandise familiarize customers to new-fangled merchandise, and move the products from racks frames to billing counters (POS). He/she also helps internal and external customers in a retail atmosphere with admiration to product receipt, movement, storing and conveyance to the customers. He/she wishes to be physically appropriate to endure employed in a retail atmosphere whilst existence customer receptive towards service conveyance.

2. **Retail Cashier:** In retail business, cashier is a person positions at the conclusion of the retail store transaction and images the barcode on products through a cash register/POS that the customer needs to buy from the retail outlet. The cashier gathers the payment (in cash, by check and/or by credit/debit card), records in registers the amount received, creates change and issues takings to customers. Cashiers will record amounts received from customers and may formulate reports of business transactions, recites and accounts totals exposed on cash register tape and confirms against cash on hand.

3.**Retail Trainee or Customer Service Associate**: A trainee associate - customer service networks with retail outlet customers to offer them with product information to speak inquiries concerning products and services. In adding, they contract with and assistance, determine any customer grievances. For occurrence, a trainee/customer service associate may support customer in opening an account or assistance customers to firmness the difficult if

customer cannot contact his/her account or if his/her order certainly not inwards. Usually, trainee/customer service associate collect customer information through different sources.

4**. Retail Sales Associate:** The major tasks of a retail sales associate are to retail a firm's products by representative and stipulating product excellence. He/she is also accountable for safeguarding that customers are conscious of all the campaigns that are in request as per requirements of customers are controlled to their prime of product. In big retail outlets, newfangled customers always convert a tad confused, as they do not recognize where to appearance for what they neediness. It is responsibility of a sales associate to safeguard that every customer is focused where they need to enthusiasm. They may escort customers to the precise corridor.

5**. Distributer Salesperson**: Distributor salesperson is visits retail /wholesale stores as per everyday route proposal & creates sales call by means of appropriate selling assistances like handhelds to upsurge productivity and accomplish sales marks, demonstrate impressive information of the retail/wholesale profession being examined by him/her and the present competitors. Identify fresh outlets to upsurge sales of products and offer service-facilitating determination of occupation problems connected to products and enterprise being embodied by the sales assistant. He/she generates demand at point of sale by making prominence for products pushing POSM (Point of sales material) and selling elements like counter top/shelves or racks provisional on the group of product he/ she sells. Hence, he/she essentials to inspiration & own the completing standards of availability and in store visibility.

6**. Retail Team Leader**: Team leader will play an important role in preparation and forming merchandise with a high-pitched focus on merchandise off-take and sales at the same time as chief of a team. He/she need to have excellent product knowledge, interpersonal and listening skills.

7. **Departmental Manager**: Departmental manager is accountable for attaining business objectives for the retail business unit over planning, establishing, and controlling and recording store performance. He able to build / manage a store operations team and also possess a good understanding of customer segments and their product and brand preferences, competition and sales techniques and incentives that effect incremental customer purchases.

8. **Visual Merchandisers**: These persons stretch the brand an appearance, so they grip one of the identical vital positions in retail industry. Being a part the idea and design one can correspondingly be a practical designer, product creator and stock arranger.

9.**Retail Buyers and Merchandisers**: They are the people who choice and purchase the goods and services for the retail store. They should comprehend

the necessities of the customer, markets trends and possess countless enthusiasm and dynamism.

10.**Retail Operation Manager**: It is the liability of a retail operations manager to blueprint and organize the operations of the outlet. This contains the layout and design of merchandise, checking the retail instructions and stock maintenance and inventory, examining the supply conditions etc. Candidates with Master Degree can start as retail managers.

11.**Store Manager**: Store managers from time to time called General Manager r Director of Store, are accountable for managing a separate retail store and its daily functioning. The retail firm manager is in-charge of the staff of the store whose reporting is to a District or Zone manager or the Retail Store's Owner.

12.**Divisional Managers**: One might handle this job in the retail store at a higher level. This job has more responsibilities compared to others categories in the retail store.

REMUNERATION

The payment in the retail business depends upon the firm, nature of doing work and the area wherever retail employees work. The normal beginning salary of a sales people in the retail firm is Rs. 9000 per month. Conditional on different posts in retail industry whole, the salary ranges between Rs. 9000 to Rs. 200000 per month. The superior packages, gratuity, incentives obtainable are portion of these careers.

A professional with outstanding communication skills and talent for substantial people can be employed as retail store managers, customer attention executives, merchandise supervisors, public affairs executives and consequently on, in an international company. Apart from these, individual must have diplomacy, patience, a curiosity in sales work and a neat appearance.

SALES ASSOCIATE

The immediate career opportunity of the store operations assistant, cashier, trainee associate and sales associate. He/she needs to possess the Knowledge, Skills and Abilities in the retail operations, which are detailed below:

Knowledge Required: The Sales Associate should possess include the following:

• Knowledge of existing sales promotion schemes of the company.

• Knowledge of existing sales promotion schemes of the company.

• Knowledge of policies regarding exchanges of products.

• Knowledge about the merchandise in inventory to help customers find the desired merchandise, which is not on display.

• In depth knowledge of store offerings.

• Knowledge in product or inventory.

• Knowledge of product features such as brand options, warranties, use/application, shelf life/use by dates, care and handling, storage requirements, safety features price and product's ingredients

• Knowledge of pricing of the products.

Skills Required: Skills that a Sales Associate should possess include the following:

• Good Selling Skills.

• Good communication skills.

• Patience.

• Good interpersonal skills.

• Customer-Centric Mindset

• Genuine enthusiasm for the company and products.

• Problem solving & strategic Decision making.

• Empathic Attitude

• Ability to adapt and prioritize across multiple tasks and unexpected situations.

• Active listening and Trust building

• Basic accounting skills

• Time management skills

• Ability to learn quickly and accept feedback

• Personal Autonomy

• Attentiveness Positive.

• Body Language.

• Convincing skills

• Negotiation skills

• Presentation skills

Sales Associate should have ability to:

• Guide the customers to relevant sections of the store.

• Watch out for safety risks and robberies and understand how to avoid or hold these circumstances.

• Describe merchandise and clarify uses, operation procedures, and upkeep of stock to customers.

• Understand product information, store policies and procedures.

• Communicate the current sales promotion schemes to the customers.

RIGHTS OF EMPLOYEES

Employers and employees take accountabilities to each other; they must also imagine their actual rights to be upheld. It is vital for employers to discharge their legal obligations towards their employees.

An established and devoted staff is a pre-requisite meant for the achievement of any retail business and for this motive, a numeral of compulsions has been obligatory on the company by the government. Non-compliance of these obligations' one can face penalty and even prosecution. The regulation in India has numerous provisions to protection the welfares of employees.

Although there are no precise laws that rule private service in India, from perquisite to motherhood leave, employee rights and employer responsibility that are relevant to all over India (fig. 5.9).

1. Employment related Aspects: An Employment Agreement remains a legal manuscript, which covers 'terms and conditions' fully mentioned employment conditions. It lists the privileges and duties of both, the proprietor and the worker and is planned to provide both parties safety and defense. By rule, proprietor is obligate to provide employee a written Employment Agreement formerly employee start work. This document is considered as one of the vital documents to establish relationship between employees and employer.

2. A skillfully well-drafted Employment: Agreement is made to avoid disputes among proprietors and staffs and in the occasion of any clash, it helps to resolve the clash because all expressions of service are clearly stated in it.

3. Leave related Aspects: Generally, a worker is getting the following leaves during the course of his/her employment:

4. Casual Leave: This is providing to an employee to proceeds upkeep of imperative or hidden substances like a family spare; for example, workers can put on for casual leave to appear a parent-teacher gathering called for by their child's school.

5. Sick Leave: Sick leave is providing as soon as a worker gets sick.

6. Privilege or Earned Leave: Privilege or earned leaves remain extended leaves that are prearranged for in advance.

7. Encashment Leave: A worker can be taking encashment leave though leaving services, release, dismissal or death.

8. Leave during notice period: A worker can be taking leave for the duration of notice period, providing it be meant for an honest cause like maternity, fitness issues, etc. If nothing is stated in the employment letter, which bars the worker from taking leave for the duration of the notice period, if he/ she consumes leave to his/her credit and is permitted to the same.

9. Medical Record for one-day sickening leave: Typically, when a sickening leave surpasses elsewhere two or three consecutive days, contingent upon the retail outlets policy, workers are demanded to give in to a medical certificate towards permission the leave. However, in the circumstance of one-day sickening leave, an employer should not ask for a medical certificate.

10. Other Leaves: Separately from the above-mentioned leaves, here are some additional paid, honorary or half-paid leaves, which are providing at the decision of the retail outlet. Education leave and remembrance leave are two such samples.

11. Safety from sexual persecution at the work place: It is the accountability of the proprietor to guarantee that his/her staffs, particularly female staffs, are protected though at work. Sexual harassment stays disciplinary below the Indian Penal Code.

12. Maternity benefit: According to the Maternity Benefits Act, 1961, the women working are entitled for paid maternity leaves. At the time of maturity leave employees, cannot be discharged or dismissed.

Exhibit 4

Maternity Benefits Act, 1961

The Maternity Benefit Act, 1961 protects the employment of women during the time of her maternity and entitles her of a 'maternity benefit' – i.e. full paid absence from work – to take care for her child. The act is applicable to all establishments employing 10 or more employees.

The **Maternity (Amendment) Bill 2017**, an amendment to the Maternity Benefit Act, 1961, was passed in Rajya Sabha on 11 August 2016, in Lok Sabha on 9 March 2017, and received an assent from President of India on 27 March 2017.

Source: wikipedia.org

---

13. Gratuity: It stands a lump-sum total paid to a worker based on period of whole service. The advantage of gratuity is mature to a servant on end of service by either letter of resignation, death, superannuation or expiry, by captivating the previous drawn payment as the root for the calculation.

Exhibit 5

Gratuity Act

Gratuity is given by an employer to his employee for the services rendered by him during the period of employment. A person is eligible to receive gratuity only if he has completed five years of service with an organization. These five years must be continuous and there should not be any gap in the services of the employee with that company. Gratuity is usually paid at the time of retirement, but can be paid earlier as well, in case of unforeseen conditions such as death of the individual. There is no set percentage of gratuity an employee can receive.

The gratuity rules are mandated under the Payment of Gratuity Act, 1972. The act was passed by the Parliament on 21st August 1972 and came into force on 16th September the same year.

wikipedia.org

14. **Provident Fund:** Employee's Provident Fund (EPF) be present a superannuation benefit pattern that is existing to all salaried staffs. The Employee Provident Fund Organization of India manages it and any retail outlet with more than 20 workers is obligatory by rule to record with the EPFO. By way of rule, both, the proprietor and the worker have to subsidize 12 percent of their basic salary toward the provident fund. If any proprietor is take away the entire PF contribution from a worker's salary then it is in contradiction of the Act, and he/she be able to apply counter to the similar in PF Appellate Tribunal.

15. **Health and Safety:** Employee has right to carry out his/her work in a manner that has respect to the care of others. Employers are predictable to tolerate by an assortment of necessities governing such features as provided that harmless machinery and tools, carrying out consistent health and protection checks, safeguarding the training of workforces in healthiness and safety matters, and carrying out a hazard valuation to measure the hazards of specific work happenings. Understanding rights of an employee is the first step in securing them.

Fig. 5.9: Employee rights and responsibilities

RESPONSIBILITY OF EMPLOYEES

Though working in a retail organization employee has some responsibilities upon him/her. Some of them are as follows:

• Store opening, checking all the locks and seals.

• Maintaining the exterior and interior i.e. displays, fixtures etc.

• Energy management by using better electrical equipment at installation so that equipment lasts longer.

• Arranging different sections for the customers.

• Personal Security by being attentive all the time.

• Making sale Customer complaintshandling Customer Returns and Exchanges. Cashiering like receive payments; issue receipts.

• Merchandise Security by putting security tags.

• Crisis management like fire, car coincidences in parking lot, store robbery

• Inventory management

• Closing of store.

Activities

Activity 1: Visit a retail store to demonstrate the support effective working.

Materials Required: Pen / pencil, notebook, checklist.

Procedure:

1. Make a group of five students.
2. Ask them to Visit to a Super market in your locality and
3. Meet the retail manager and greet him/ her politely.
4. Tell the purpose of visit and take the permission for visit know the.
5. Enquire about the support effective working.
6. How retail store employees help each other?
7. Note down their reply and cross check with sales associate.
8. Prepare a report and submit it to the teachers.

Activity 2: Visit a retail store to identify the career prospects in retailing.

Materials Required: Pen / pencil, notebook, checklist.

Procedure:

1. Make a group of five students.

2. Ask them to Visit to a Super market in your locality and

3. Meet the retail manager and greet him/ her politely.

4. Tell the purpose of visit and take the permission for visit know the

5. Enquire about the jobs available and prepare a Report on the job positions and qualifications required.

6. Refer a local newspaper and note down the vacancies announced by the nearby Retail Stores.

7. View any TV channel who sells products through TV and notice the skills of a salesperson and prepare a report as per the given format:

   a) Name of TV channel:

   b) Timing of the program:

   c) Products offered:

8. Fill the following table related to salesperson after watching the program:

Sr. No.	Skills	Excellent	Average	Good	Poor
1.	Communication Skills				
2.	Selling Skills				
3.	Presentation Skills				
4.	Display of products				
5.	Appearance				

9. Prepare a report and submit it to the teachers.

Activity 3: Visit the retail store to collect information regarding how much employees are aware with their rights and responsibilities.

Material Required: Notebook, pen, pencil, checklist.

Procedure:

1. Make a group of five students.

2. Ask them to visit a retail organization or a shop.

3. Meet the retail manager and greet him/ her politely.

4. Tell the purpose of visit and take the permission for visit know the procedure of reporting in retailing.

5. Ask the employees what responsibility they have in an organization.

6. Access the awareness of employees about their rights and fill the below table:

S. No. Rights of employees   Yes   No

S. No.	Rights of employees	Yes	No
1.	Written employment agreement is made		
2.	Knowledge of Maternity Benefit		
3.	Knowledge of Gratuity		
4.	Knowledge of EPF		
5.	Knowledge of Rights of Leave		

7.   Prepare a report and submit it to the teacher.

Check Your Progress

A. Fill in the Blanks

1. _____ industry is looking for persons at all heights, from the education with basic skills to retail management professionals.

2. Store operations assistant is the _____ post of retail outlet.

3. The special packages, bonus, _____ offered are share of this job.

4. _____ brands have released retail chains all over the cities and rural parts that offer huge job openings.

5. The regulation in _____ India has numerous requirements to

   the welfares of employees.

B. Multiple Choice Questions

1.   Which of the succeeding is the right of an employee?

a)   Written agreement for job

b)   Casual leave

c)   Good working condition

d)   All of the above

2.   While employed in a retail organization employee has some responsibilities upon him/her. Some of them are as follows:

a)   Making a sale

b)   Customer complaints handling

c)   Customer Returns and Exchanges

d)   All of the above

3.   It is the accountability of the proprietor to safeguard that his/her workers, especially   workers, are protected though at work

a)   Female

b)   Male

c)   Transgender

d)   None of them

4.   Sexual harassment is disciplinary below the

a)   Indian Legal Code

b)   Indian Penal Code

c)   Both a) and b)

d)   None of the above

5. _____ is a superannuation benefit pattern that is existing to all salaried workforces.

a)   Health and Safety

b)   Employee's Provident Fund (EPF)

c)   Gratuity

d)   Maternity benefit

C. State whether the following statements are True or False

1.   Retail occupation is one of the greatest demanding occupations of the business era.

2.   Every retail outlet is very dependent upon the transactions they become; this is solitary of the vital posts in this occupation.

3.   The immediate career opportunity of the store operations is customer sales service associate.

4.   Communicate the current sales promotion schemes to the manufacturer.

5.   Understanding rights of an employee is the last stage in securing them.

D. Match the Columns

	Column A		Column B
1	Department Manager/ Floor Manager/ Category Manager/ Store Manager/ Manager Back-end Operations	A	Graduate with 2 to 5 years of experience
2	Customer Interaction Manager/ Purchase and Merchandising Manager/Departmental Manager/Operational Manager	B	Graduates/12th Pass
3	Transaction Processing Associate/ Purchase and Merchandising Associate	C	MBA with 5 to 10 years' experience

E. Short Answer Questions
1. What are the privileges and responsibilities of an employee?
2. What are the career prospects in retailing?

F. Check Your Performance

1. Demonstrate the responsibility of an employee.
2. Prepare a chart on prospects in retailing.

Session 4: Team Aims and Targets

It is very necessary to set objection/proper of any task before starting it the proper gives clear vision of a task to be done it is more significant when the task is to be done in team.

FEATURES OF GOALS

The goal of teamwork (fig. 5.10) is to help in improve efficiency, quality and to offer a support system for each member of the team. When people interact with each other, they are able to get reviews on them perform and help when they need it. The need for formulating the purposes for the team arises because of the following:

•   When everyone in a team thoroughly is aware of and stocks the same perspective and objective, they become inspired and highly effective.

•   When a team has developed a perspective they more easily believe the fact on the considerations that they need to operate it.

•   The goal of creating groups is to offer a structure that will boost the ability of workers to join in planning, troubleshooting and making decisions to better provide customers. Improved contribution encourages.

Fig. 5.10: Goals and targets https://bit.ly/34fe279

SKILLS TO COMPLETE GOAL

An expert number of practicing supervisors, the American Management Association, has identified essential abilities for supervisors that include theoretical, interaction, efficiency and social features. These are temporarily described below:

1. Conceptual Skills: Skills to use details to eliminate industry troubles, identification of opportunities for improvement, acknowledging situation places and performing solutions, selecting essential details from loads of research, knowing the company users of, knowing the company's structure.

2. Communication Skills: Chance to convert ideas into words as well as, reliability among competitors, upper class, and employees, hearing and asking questions, demonstration abilities and spoken arrangement, demonstration abilities written and detailed types.

3. Effectiveness Skills: Leading to public duty/departmental goals, client focus, multi-tasking effective at numerous tasks at equivalent, negotiating abilities, project control software, examining procedures and applying improvements, bringing and maintaining act requirements within and on the outside, setting main concerns for consideration and activities, Time Company.

4. Interpersonal Skills: Training and guidance, multiplicity performing with different people and society, social media inside the company, social media outside the group, operating in group's common aid and commitment.

ACTIONS TAKING FOR COMPLETING GOALS

Attaining goals is very important for the employees working in an organization. Setting of goals is the prior step taken before attaining them; this setting of goals is based on the responsibilities given to each employee. These set goals are performed through skillful action. Once the employee performs their duties the measures like checking progress, asking feedback, responding positively and adjusting plans will help in monitoring the employee level in attaining the goals which are discussing as under:

1. Checking progress: The supervisor on weekly, monthly and quarterly basis will monitor the responsibilities accomplished by the SOA as per targets given. This helps the SOA the level of his performance through the feedback and tries to progress to perform in a better way for attaining the upcoming goals.

2. Asking Feedback: The supervisors prepare a quarterly checklist to know the performance of the SOA and circulate it for the feedback from the customers. This type of rating boots the SOA to perform better as the customers monitor them too.

3. Responding positively: The supervisor is the best motivator for the SOA. He must be able to clarify all the doubts of the SOA to perform well. A positive response gives enthusiasm to perform and reaches the given targets.

4. Adjusting plans: The target plan made by the supervisor regarding the duties of the SOA may not be fulfilled at times. At this point of time the supervisor must be supportive to the SOA in knowing the drawbacks of not accomplishing the targets and adjust the target, plans to make him feel encouraged to achieve the adjusted plans. This will help SOA to learn and grow in skills to achieve target in future.

HELP OTHER - COLLEAGUES

Retail is the selling of goods to end users, not for resell, but for use and consumption by the buyer.

Retail involves the selling of merchandise from an anchor of buy directly to a customer who plans to use that item. The anchor of buy could be a brick-and-mortar retail outlet, an Online shopping website, a collection, or even a cell phone.

The retail store is at the end of the chain. Manufacturers offer bulk of items to suppliers, and suppliers start to promote those same amounts of items to customers.

Encourage Colleagues

Retail abilities are those associated with selling items to customers. Retail abilities required for number of retail shop jobs, such as cashier, product salesperson, retail shop affiliate, retail shop customer, retail shop administrator, retail shop product sales, merchandiser, shop administrator, customer, and more.

Someone working in retail shop needs a number of soft and hard abilities. They need to be excellent with figures, be able to interact well with others and be able to steer individuals to shop.

Business awareness means knowledge of how an organization or industry operates. Retail workers need to understand organization they benefit, the items they offer and the types of customer who buy their items.

Solve Colleagues problems

Due to the rapid adopting of new technologies, today's buyer is motivated to be "always connected" and traditional ways of buying have been totally changed in the past few years. Everyone is challenging more from their brand communications and the retail shop landscape is changing fast. Success for suppliers can be found first of all understand the individual buyer and their tastes, in order to offer customized communications, item guidance and provides which incentivize and influence purchasing choices and commitment.

Give clear, precise and relevant information

Many advantages to having precise details about your inventory levels such as improved client support and performance in your function, with employee's who always know exactly what inventory is available & where.

Conducting a regular stocktaking can certainly ensure that you see advantages which:

• Provide precise reporting which ensures retailer book keeping is up to now and they are always aware of their profit margin.

• Recognize slowly shifting and overstocked products so retailer can act accordingly with unique product sales provide. Know that what they are spending their money on is profitable & what inventory their shop actually needs.

• Reduce back purchases – stocktaking encourages entrepreneurs to see what moves quickly and reorder in regular basis.

• Highlights poor methods.

Demonstrate the procedure

Standard operating process, is a document that guides the day-to-day actions of retail shop outlet to ensure that organization actions are performed in a consistent, foreseeable way and nothing is left to chance.

The main hurdle to a quick selling is cost without value. Customers frequently hesitate at the price of products if it is not properly provided. Once this happens, salesperson is in a very challenging position. To prevent, salespersons need to focus the discussion on what the item provides from begin not what it costs. Showing the client how item adds value to their lives keeps the discussion away from the difficult topic of cost.

Encourage co-worker to ask questions

We have incorrectly discovered to quit asking concerns, even though it is the crucial key to starting gates to information, if not information. Through the act

of asking concerns, we make ourselves look for solutions, go down different routes that allow to show new concepts or information. By not recognizing that something just is, we power ourselves to comprehend how come it is and with it, build a better admiration for it. Through our inquisitiveness, we make our abilities of statement; of getting, observe of how things are done and considering the explanation behind it.

Practice new abilities and beneficial feedback

Make store reviews have impact; it should get by way and approach customer to offer performance reviews. Customer's reviews can really influence individuals if cashier can prevent invoking a protecting response. These

guidelines will help retailer and employees to develop their new abilities performance.

CONCEPT OF WORK IN A TEAM

Much of the retailer's success depends on an ability to nurture a team atmosphere. Yet retailers face some challenges in developing teams and teamwork in their workplace, such as high staff turnover and sometimes hectic and stressed nature of a retail environment. The key to a successful retail business organization revolves around care the team happy.

If employers do not focus on feelings of the staff, his/her team does not perform well. The staff needs to be engaged to retain the retail firms for proper functioning. Teamwork is an intelligence of harmony, enthusiasm for common attention and accountabilities between a group of persons nearly associated to achieve team targets. Good team achieves the given targets easily.

IMPORTANCE OF TEAMS TO ACHIEVE TARGETS IN RETAILING

A sturdy manager focus manager can understand that effective communication plays vital role for teamwork. Teamwork is important to achieve for the following targets:

Customer Service: A retail outlet can be a frantic work atmosphere, particularly during peak functioning hours. In a work environment with teamwork, other employees rapidly step in to offer help to other employees, safeguarding from top to bottom level of customer gratification. A workforce occupied by team spirit can generate an approachable atmosphere for workers and customers.

Productivity: Retail work requires a tall level of teamwork to make the most of productivity. In a grocery retail store, for example:

• Workers works overnight to safeguard shelves, fully kept in groundwork for the succeeding day.

• If stock keepers in one gangway fall overdue, workers from alternative gangway required to help to keep belongings on agenda.

• In a food service retail store, employee's essential to fulfill several team

 characters to safeguard the food remains fresh, clean so that customers obtain their orders on time.

Engagement: Teamwork can increase employee engagement and make employees feel that they have a vital role in the achievement of the retail outlet. Members of a department who work as a team are more motivated to achieve departmental sales goals. They may similarly be further willing to assistance other participants of the team as well as take with better pride in the arrival and performance of the department.

Training: The retail business is famous for its high levels of turnover and new workers need training. A team environment can provide efficient training to them, as employees may be more enthusiastic to support newcomers. Taking place, an atmosphere that does not support teamwork leaves new workers to learn at their own level, which leads to frustration and possibly higher levels of turnover for the retailer. Teamwork also facilitates cross training of existing employees.

VALUES OF A TEAM MEMBER

The success of each team is dependent on the values of its team member. As a team member one must be:

- Trustworthy

- Dependable

- Co-operative

- Tolerant

TOOLS AND TECHNIQUES AVAILABLE TO SET TEAM PERFORMANCE TARGETS

To evaluate task there are five key performance objectives, which are:

- Quality: doing things right.

- Speed: doing things fast.

- Dependability: doing things on time.

- Flexibility: being able to change as per requirement.

- Cost: optimum cost.

How to Work as a Team

There are certain examples, which help to work, motivate and handle situation as a member of team. One of them is:

Sachin is Sales Associate (SA). His/ her store won the award of "Best Retail Store" in city. The majority of the city is coming to attend that award function. Therefore, Sachin and his/ her team have to organize that event. Let us see how Sachin and his/ her colleagues work as a team successfully organize the event.

Sachin: Friends, we have just one week for the event. Let us divide our work. We need flowers. Seema can you arrange for that?

Seema: Sure, Sachin.

Sachin: Dev, would you arrange for that? Dev: No problem, Sachin

Priya: I will take care of the lights and electric work, Sachin. Sachin: Thanks Priya. What else is left?

Ravi: The invitation cards. Let me take care of it.

Sachin: Thanks, Ravi. All the best team let us have a great show.

In the above scenario, Sachin is arranging the event with his/ her colleagues. Observe the good points of team members:

• The team divided their work.

• All of the participants were assigned a task.

• Sachin asked other members for suggestions.

• Each participant of the team participated in the conversation.

The event was a countless success. Everybody appreciated the arrangements made for the event. Sachin and his team also celebrating the success of their team effort.

Sachin: Cheers to the team! Well done all of you. Team: Thanks, Sachin.

Seema: We succeeded because we worked as a team.

Sachin: Yes.....true. A successful team is a group with many hands but one mind.

Therefore, we see big tasks can be achieved if we work in a team. There are some key points in the above conversation, which help to establish a good teamwork. They are:

   • Great team work

   • Many hands but one mind

   • Use words like Congrats, cheers, thanks, well done, keep up the good work.

Career opportunities in retail segment are endless. After taking decision to set up a retail outlet, every entrepreneur must understand the procedure of establishing a retail unit. Entrepreneur must get the knowledge of formalities with state government and other authorities for registering a firm such as shop and establishment, district industrial Centres, etc. There are number of activities to be achieved under the infrastructure development for setting e-retail unit such as construction work, equipment, machines, furniture and fixture.

Mobilizing Finances

Financial decisions form a basic component of a retailer strategy. Before starting a retail unit, it is essential to know and decide about required finances i.e. mobilizing finances, also knowing the various sources of generating funds for retail unit. Generally, state government financial institutions are offering funds

to start retail unit, also nationalized banks, cooperative banks and other fiscal organizations are providing funds for retail business. Various Government schemes are being launched for entrepreneur on subsidized rates to promote self-employment.

Personnel Requirement

Every retail unit requires human force for running retail business. Different types of personnel with specific skills are needed for day-to-day retail operations. Hiring personnel as per job profile is very difficult and retaining them for a retail unit is challenging due to various problems. Therefore, retailer must understand the human behavior, problem areas of personnel unrest and dissatisfaction.

MARKETING ACTIVITIES

- Always remember, understanding needs, requirements and desires of customers are very important for retailer.

- Accordingly, variety of products / goods may be available for sale to customers; it varies based on customer preference and geographical location.

- Retailer must focus on different marketing activities such as advertising, product specifications, shelf display, customer relationship, discounts, offer, gifts, etc.

- Retail business profitability depends on the amount of sales as well as appropriate spending on overhead expenses.

- In many product categories, retail margins are quite handsome and lucrative, but at the identical time if rotation and frequency of sales i.e. turnover become low it makes some loss.

- It is required to identify opportunities for increasing retail sales and workout a retail mix to implement retail strategy to gain competitive advantage.

- Finally, profitability of retail unit is, obtained through financial outcome such as sales amount /volume, return on investment (ROI), profit margin and retailer unique profitable capabilities.

The success of retailer obtains by working out the strategic plan very carefully. These include - developing a mission statement, setting objectives, analyzing opportunities and threats fashionable the retail environment. The retailer can evaluate the alternatives and work at strategic methods, which help to give competitive advantage. Ultimately, it will be the retailer strategy, which should uplift the performance of retail unit.

PERFORMANCE OF RETAIL BUSINESS

Retailing is a fast growing trading area due to which most of the entrepreneurs are motivated to start retail business. Basically it's a less risky business because definite margin is assured and chances of wastage is less as expired material can be returned to supplier. This safeguard the money invested in retail unit. Thus, the overall impression about retailing profession is attractive and charming.

Hence, there is need to obtain a feedback on these areas from the Retailer and his/ her employees to motivate and inspire the younger generation to take up an avocation in the retail operations. The experiences and their views on these contemporary areas will be helpful to those unemployed youths who intend to seek self-employment or employment in the most important service sector.

Activities

Activity 1: Visit the retail store and demonstrate the skills to complete the task and also demonstrate how to work in team.

Material required: Notebook, pen, pencil, checklist.

Procedure:

1. Make a group of five students.
2. Ask them to visit a retail organization.
3. Meet the retail manager and greet him/ her politely.
4. Tell the purpose of visit and take the permission for visit know the skills to complete the task and how to work in team.
5. Ask the store employees following questions:
   a) How they coordinate with each other?
   b) What are the tools and techniques used by them to set team performance?
   c) What are the ways by which employees can help each other?
   d) How feedback is helpful to improve customer service?
6. Write their views in your notebook.
7. Make the report on it and submit to class teacher.

Check Your Progress

A. Fill in the Blanks

1. The key to a successful retail outlet

   around keeping the team happy.

2. A retail outlet can be an excited work atmosphere, especially through

   operating hours.

3. A sturdy manager can agree a quality that _____ is vital by using actual communication.

4. Good team achieves the given _____ easily.

5. A workers occupied with team _____ can generate a friendly atmosphere for employees and customers.

6. The success of each team is _____ on the values of its team member

B. Multiple Choice Questions

1. Teamwork is important to achieve for the following targets:

   a) Training

   b) Productivity

   c) Engagement

   d) All of the above

2. Retail business profitability depends on the amount of sales as well as appropriate_____.

   a) spending on overhead expenses

   b) income from overheads

   c) both a) and b)

   d) None of the above

3. Finally, profitability of retail unit is, obtained through financial outcome such as _____

   a) sales amount /volume,

   b) return on investment (ROI),

   c) profit margin and retailer unique profitable capabilities

d) All of the above

4. Every retail unit requires _____ for running retail business.
   a) material

   b) human force

   c) machine

   d) None of the above

5. _____ decisions form a basic component of a retailer strategy.
   a) Financial

   b) Cost

   c) Both a) and b)

   d) None of the above

C. **State whether the following statements are True or False**

1. Members of a department who work as a team are more motivated to achieve departmental sales goals.

2. A team environment cannot provide efficient training to them, as employees may be further enthusiastic to assist newcomers.

3. There are certain examples, which help to work, motivate and handle situation as a member of team.

4. Retail business profitability depends on the amount of sales as well as appropriate spending on overhead expenses.

5. Retailing is a slow growing trading area due to which most of the entrepreneurs are motivated to start retail business.

2. The overall impression about retailing profession is attractive and charming.

D. **Match the Columns**

	Column A		Column B
1	Mobilizing Finances	A	human force
2	Personnel Requirement	B	customer preference
3	Profitability of Retail	C	Financial decisions

	Business		
4	Marketing Activities	D	spending on overhead expenses

E. Short Answer Questions

1. What are the sources of funds required to start a retail unit?

2. What value of a team member is important to success?

3. List down the marketing activities generally followed in organized retail store?

F. Check Your Performance

1. Demonstrate how teams should achieve targets in retailing.

2. Make a chart on sources of funds for run the retail business.

3. Spell out the marketing activities of success retailer and draw a strategic plan.

Answer Keys

Module 1: Resolve Customer Concerns

Session 1: Identifying and Listening Customer's Problems

A.   Fill in the Blanks:

1-   listen

2-   increase

3-   ownership

4-   close – ended

5-   argument

B.   Multiple Choice Questions: 1- b, 2- d, 3- a, 4- c, 5- c

C.   True/False:

1-   True

2-   False

3-   True

4-   True

5-   False

D.   Match the Columns: 1-E, 2-C, 3-F, 4-A, 5-B, 6-D

Session 2: Organizational Procedures to Deal with

Customer's Problems

A.   Fill in the Blanks:

1-   trust

2-   cost effective

3-   respect

4-   changing

B.   Multiple Choice Questions: 1.d, 2.d, 3.b

C.   True/False:

1-   False

2-   True

3-   False

4-   True

D.   Match the Columns: 1-D, 2-F, 3-A, 4-B, 5-C, 6-E

Session 3: Negotiate to Reassure Customers

A.   Fill in the Blanks:

1-   issue

2-   informed

3-   policy structure

4-   listen

5-   diverted

6-   top to bottom

7-   jointly

8-   fair

B.   Multiple Choice Questions: 1-b, 2-a, 3-c, 4-d, 5-a

 C.   True/False:

1-   True

2-   False

3-   True

4-   True

5-   False

D.   Match the Columns: 1-C, 2-E, 3-A, 4-B, 5-D

Session 4: Handling Repeated Customers' Problems

A.   Fill in the Blanks:

1-   free

2-   early access

3-   successful

4-   follow up

B.   Multiple Choice Questions: 1-c, 2-a, 3-a, 4-b, 5-a

C.   True/False:

1-   True

2-   False

3-   True

D.   Match the Columns: 1-B, 2-E, 3-C, 4-A, 5-D

Module 2: Delivery of Reliable Service

Session 1:   Procedure and Systems for Delivering Customer Services

A.   Fill in the Blanks:

1-   value

2-   incorporate

3-   unmanageable

4-   poor

5-   Connecting

6-   Culture

B.   Multiple Choice Questions: 1-d, 2-a, 3-c, 4-b, 5-a

C.   True/False:

1-   True

2-   False

3-   True

4-   False

5-   True

D.   Match the Columns: 1-E, 2-A, 3-D, 4-C, 5-B

Session 2: Review and Maintain Customer Services Delivery

A.   Fill in the Blanks:

1-   satisfy

2-   frustrated

3-   intangible

4-   naturally

 5-   reputation

B.   Multiple Choice Questions: 1-d, 2-c, 3-d, 4-b, 5-d

C.   True/False:

1-   False

2-   True

3-   True

4-   True

5-   False

D.   Match the Columns: 1-E, 2-C, 3-B, 4-A, 5-D

Session 3: Recording of Customer Service Information

A.   Fill in the Blanks:

1-   needs, enquiries

2-   Warranty cards

3-   Enquiries

4-   performance

5-   Data warehouse

6-   small organizations

B.   Multiple Choice Questions: 1-c, 2-d, 3-c, 4-c, 5-a

C.   True/False:

1-   True

2-   False

3-   True

4-   False

5-   True

6-   True

D.   Match the Columns: 1-C, 2-E, 3-D, 4-A, 5-B

Session 4: Legal Requirements for Storage of Data

A.   Fill in the Blanks:

1-   Legal requirement

2-   constitution

3-   sell

4-   written

5-   practices.

B.   Multiple Choice Questions: 1-b, 2-a, 3-b, 4-b, 5-c

C.   True/False:

1-   True

2-   False

3-   True

4-   False

5-   True

D.   Match the Columns: 1-C, 2-A, 3-E, 4-B, 5-D

Module 3: Customer Relationship Management

Session 1: Maximize Sales and Maintain Relationship

A.   Fill in the Blanks:

 1-   behaviour

2-   opportunity

3-   cost

4-   centralized

5-   productivity

6-   software

B.   Multiple Choice Questions: 1-a, 2-c,3-c, 4-a, 5-b

C.   True/False:

1-   True

2-   False

3-   False

4-   False

5-   True

D.   Match the Columns: 1-E, 2-A, 3-B, 4-C, 5-D

Session 2: Balance the Need of Customer and Organization

A.   Fill in the Blanks:

1-   forecasting

2-   people

3-   leads

4-   dependability

5-   implementing

6-   workforce automation

B.   **Multiple Choice Questions:** 1-c, 2-a, 3-c, 4-b, 5-a

C.   **True/False:**

1-   False

2-   True

3-   True

4-   True

5-   False

D.   **Match the Columns:** 1-D, 2-E, 3-A, 4-B, 5-C

Session 3: Customer Expectations to Develop Relationship

A.   **Fill in the Blanks:**

1-   purchase

2-   experience

3-   personal

4-   products

5-   lifestyle

6-   investigate

B.   **Multiple Choice Questions:** 1-b, 2-c, 3-a, 4-b, 5-a

C.   **True/False:**

1-   True

2-   False

3-   True

4-   True

5-   False

D.   **Match the Columns:** 1-C, 2-E, 3-A, 4-B, 5-D

Session 4: Effective Communication

A.   **Fill in the blanks:**

1- communication

2- sender

3- receiver

4- message

B.   Multiple Choice Questions: 1-b, 2-a, 3-c, 4-c, 5-a

C.   True/False:

1- False

2- False

3- True

4- True

5- False

D. Match the Columns: 1-D, 2-A, 3-E, 4-B, 5-C

Module 4: Continuous Improvement in Service Session 1: Improvement in Customer Service

A.   Fill in the Blanks:

1- products

2- advance

3- product

4- doorstep, convenience

5- personalize

6- service, accurately

7- knowledge

8- Tangibility

9- customer's

10- Responsiveness

B.   Multiple Choice Questions: 1-c, 2-a, 3-a, 4-b, 5-a

C.   True/False:

1- True

2- False

3- True

4- True

5- True

D. Match the Columns: 1-C, 2-E, 3-A, 4-B, 5-D

Session 2: Mechanism for Implementation of Changes

A. Fill in the Blanks:

1- providers, customers

2- Conscientiousness

3- Extraverted

4- Customers

5- Service

6- Perceived Independency

7- abilities

8- service

9- service quality, customer satisfaction

10- system

11- Customer loyalty

B. Multiple Choice Questions: 1-a, 2-c, 3-b, 4-c, 5-c

C. True/False:

1- True

2- False

3- True

4- True

5- True

D. Match the column: 1-D, 2-E, 3-A, 4-B, 5-C

Session 3: Promote Continuous Improvement

A. Fill in the Blanks:

1- checkout

2- tool

3- phone

4- incentive

5- media

6- Survey

B. Multiple Choice Questions: 1-b, 2-c, 3-, 4-c, 5-a

C. True/False:

1- True

2- False

3- False

4- True

5- False

6- True

7- True

D. Match the Columns: 1-C, 2-D, 3-A, 4-E, 5-B

Session 4: Improving Changes in Service Counter

A. Fill in the Blanks:

1- word of mouth

2- three forth

3- patience

4- livelihood

5- dissatisfaction

6- Satisfaction

7- gratitude

B. Multiple Choice Questions: 1-d, 2-a, 3-c, 4-d

C. True/False:

1- True

2- True

3- False

4- False

5- True

6- False

7- True

8- True

D. Match the Columns: 1-B, 2-D, 3-C, 4-E, 5-C

Module 5: Work in Team and Organization

Session 1: Organization Standards for Appearance and Behavior

A. Fill in the Blanks:

1-   retail staff

2-   hair

3-   ID cards

4-   Body Language

5-   tattoos

B.   Multiple Choice Questions: 1-a, 2-b, 3-c, 4-c, 5-a

C.   True/False:

1-   False

2-   True

3-   False

4-   False

5-   True

D.   Match the Columns: 1-D, 2-A, 3- E, 4-B, 5-C

Session 2: Support Teamwork

A.   Fill in the Blanks:

1-   effective

2-   sexual harassment

3-   sales associate

4-   Bullying

5-   Habits

B.   Multiple Choice Questions: 1-d, 2-c, 3-a, 4-d, 5-a

C.   True/False:

1-   False

2-   True

3-   False

4-   False

5-   True

6-   True

D.   Match the Column: 1-C, 2-A, 3-B

Session 3: Work Effectively in Retail Organization

A.   Fill in the Blanks:

1-   Retail

2-   entry-level

3-   Incentives

4-   Big

5-   safeguard

B.   Multiple Choice Questions: 1-d, 2-d, 3-a, 4-b, 5-b

C.   True/False:

1-   True

2-   True

3-   True

4-   False

5-   False

D.   Match the Columns: 1-C, 2-A, 3-B

Session 4: Team Aims and Targets

A.   Fill in the Blanks:

1-   revolves

2-   peak

3-   teamwork

4-   targets

5-   Spirit

6-   dependent

B.   Multiple Choice Questions: 1-d, 2-a, 3-d, 4-b, 5-a

C.   True/False:

1-   True

2-   False

3-   True

4-   True

5-   False

6-   True

D. Match the Columns: 1-c, 2-a, 3-d, 4-b

Glossary

Word	Meaning
Aggressiveness	Hostile or violent behavior
Apology	A regretful acknowledgement of an offence or failure
Appearance	The way that someone or something looks
Appreciated	A person who appreciates and recognizes the full worth of something
Appropriate	Suitable or proper in the circumstances
Appropriately	In a manner that is suitable or proper in the circumstances.
Avocations	A hobby or minor occupation
Bonding	The establishment of a relationship or link with someone based on shared feelings, interests, or experiences.
Clarifying	Make (a statement or situation) less confused and more comprehensible.
Collecting	The collection and study of postage stamps as objects of interest or value; philately
Complaints	A statement that something is unsatisfactory or unacceptable
Completely	Totally; utterly
Components	A part or element of a larger whole, especially a part of a machine or vehicle
Constantly	Continuously over a period of time; always
Contractual	Agreed in a contract
Conversation	A talk, especially an informal one, between two or more people, in which news and ideas are exchanged
Corresponding	Analogous or equivalent in character, form, or function; comparable.
Criticisms	The expression of disapproval of someone or something on the basis of perceived faults or mistakes.
Customer	A person who buys goods or services from a shop or business
Dependable	Trustworthy and reliable
Disability	A physical or mental condition that limits a person's movements, senses, or activities
Disagreement	Lack of consensus or approval
Dissatisfaction	Lack of satisfaction
Dissatisfied	The action of removing someone's doubts or fears
Dominating	Have power and influence over

Downfalls	A loss of power, prosperity, or status
Dramatic	Relating to drama or the performance or study of drama
Effectiveness	The degree to which something is successful in producing a desired result; success