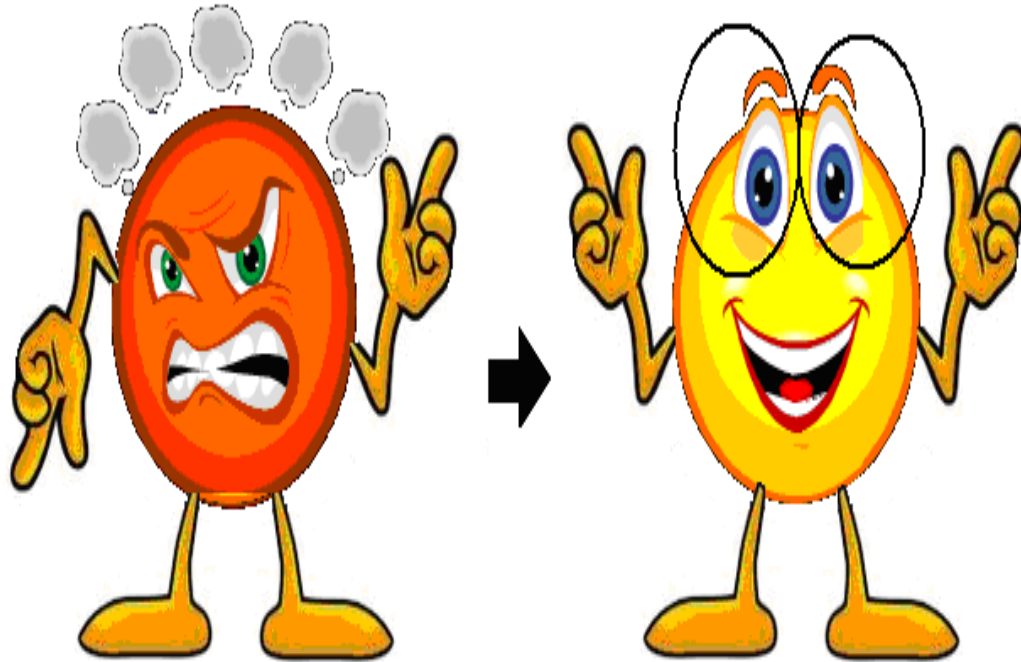


COMPLAINTS HANDLING FOR POSITIVE OUTCOMES

化危機為轉機的客怨處理技巧



危機(Crisis)

轉機(Opportunity)

客怨(Customer's Complaints)

處理技巧(Handling Skill)

何謂危機? (What is Crisis?)

★危機(Crisis)是緊要關頭 is a critical moment

★危機(Crisis)是一個人對事件的反應
a crisis is an individual's reaction to an event, situation, or stressor.

★危機(Crisis)是一個極度困難的狀況/危險
A time of intense difficulty/dangerous,

The Chinese word for crisis presents a good depiction of the components of a crisis. 中國字`危機`蘊含`機會`。











Talent agent

演員經紀人

Theatrical

impresario 劇場老闆

Composer 作曲家

Hotelier 旅館業主

Richard D'Oyly Carte

理查德·多伊利·卡特

(3 May 1844 – 3 April 1901)

This landmark hotel opened in 1889 and is still considered to be the place to stay in London.





The hotel's 263 rooms and suites, with Art Deco touches throughout their interiors, are elegantly appointed yet offer an extensive array of modern amenities.

薩伏伊飯店」(Savoy
Hotel) 耗資兩億兩千萬英鎊
(約新台幣一千零八十億元)
重新裝修,於2010年重回倫敦
的地標飯店



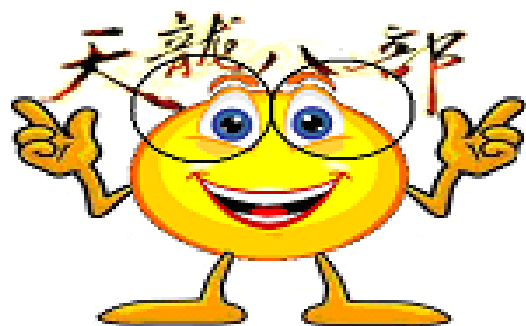
**Hotel Business is
Show Business**



What Is a Complaint?

Complaints(抱怨)有三個基本意義：

- 1) Statement of dissatisfaction (不滿的理由,控訴),**
它是一種反應性的行為,當行為者受到認知中之不平
待遇或有
不滿的理由時之表現.
- 2) Illness; disease (疾病),**它是屬於生理及病理狀態.
- 3) Chronic (慣性),**它是屬於心理狀態的層次,成因複雜.



客怨處理有八步



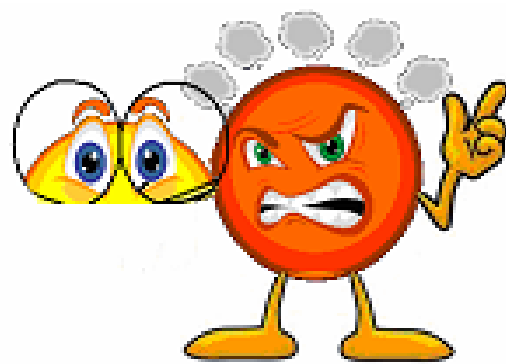
1. 細心聆聽, 莫加評論.



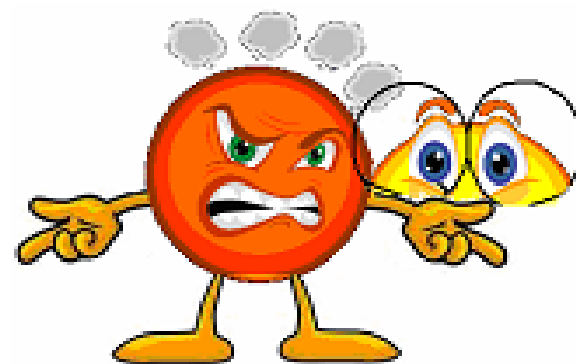
2. 眼神接觸, 神情專注.



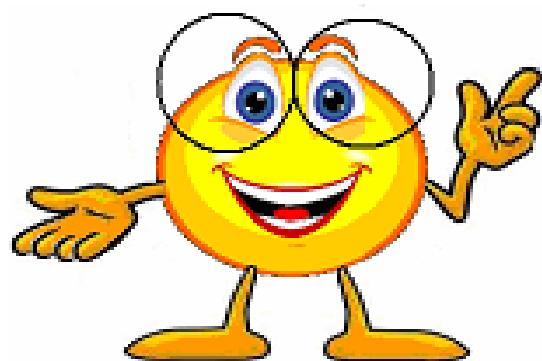
3. 設身處地, 體會顧客.



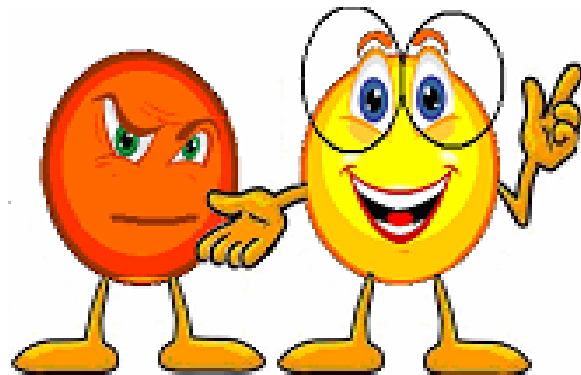
4. 理出頭緒, 弄清事實.



5. 表達歉意, 化解敵意.



6. 態度誠摯, 表達善意.



7. 立即行動.



8. 後續追蹤, 顧客滿意.

客怨 (Customer's Complaints)

自行處理 (Handling by themselves)

化危機為轉機

(Turn Crisis into Opportunities)



一個單純客怨

A very Simple
Customer's Complaint)

凱蒙斯·威爾遜



一個單純客怨

A very Simple Customer's Complaint)

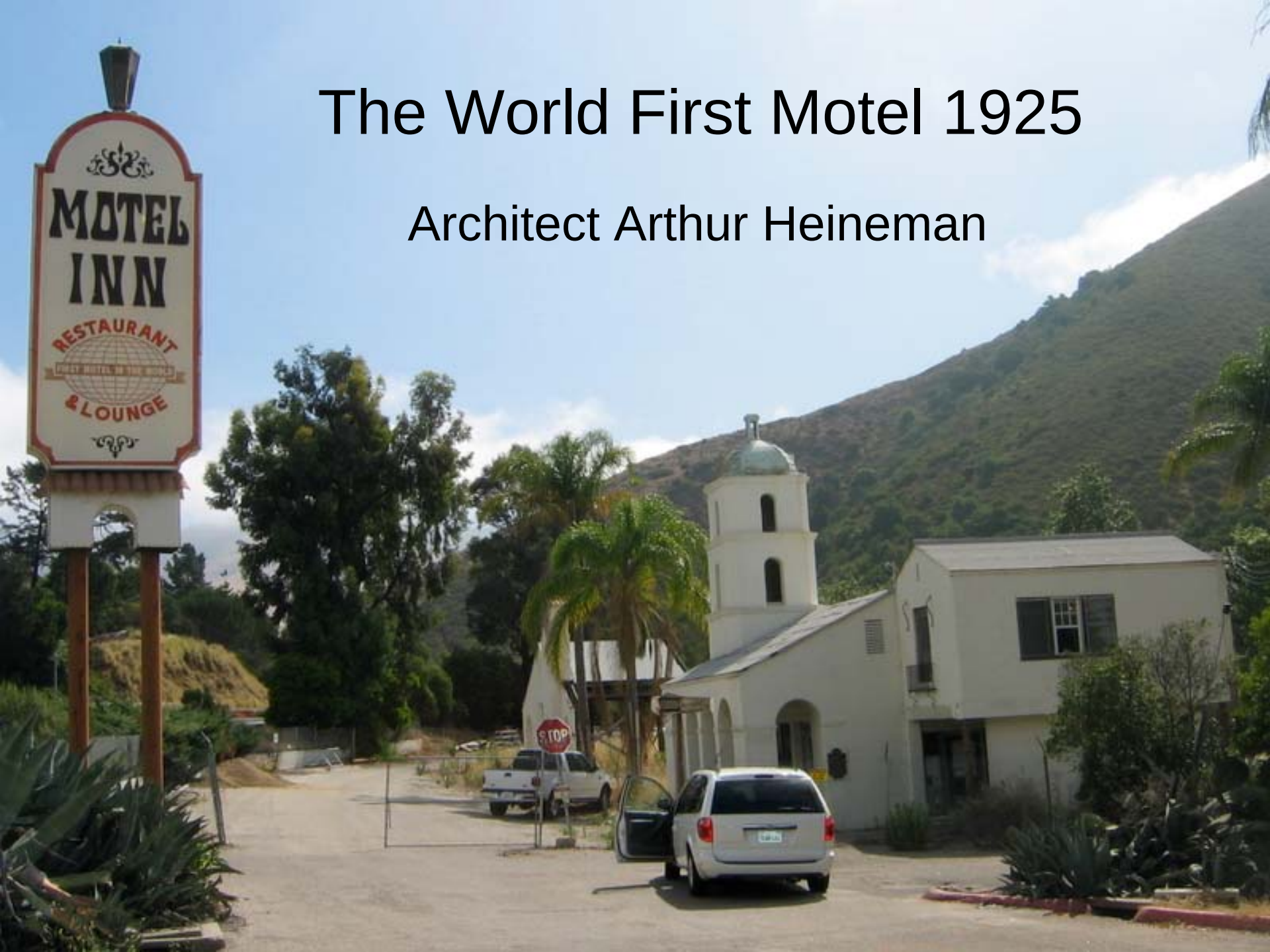
1953年促成一個旅館王國的誕生

Kemmons Wilson initially came up with the idea after a family road trip to Washington DC, during which he was disappointed by the quality and consistency provided by the roadside motels of the time.

Holiday Inn's corporate headquarters was in a converted plumbing shed owned by Mr. Johnson in 1953 when the company built its first four hotels, one covering each approach to Memphis.

The World First Motel 1925

Architect Arthur Heineman





畢斯·西格爾
的抱怨
Bugsy's Complaint)

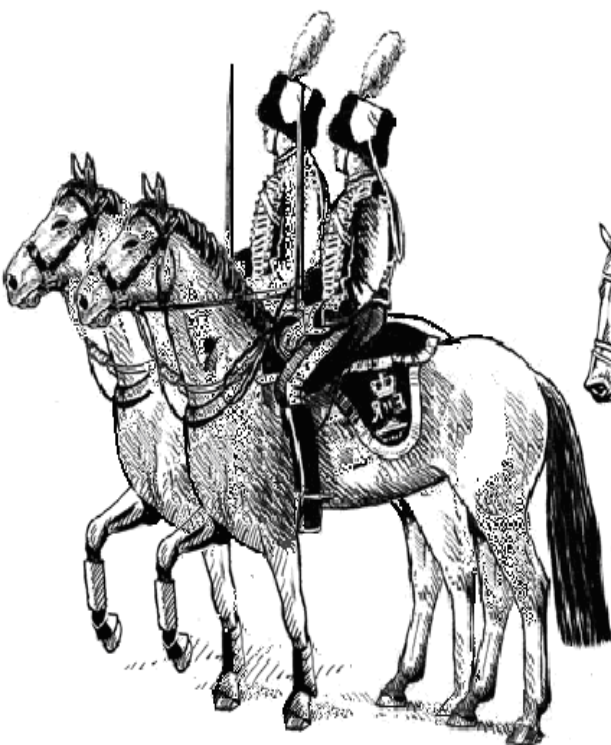
The Pink Flamingo Hotel & Casino

The Pink Flamingo Hotel & Casino, at a total cost of \$6 million on December 26, 1946



英國王儲的浴缸(1895年)



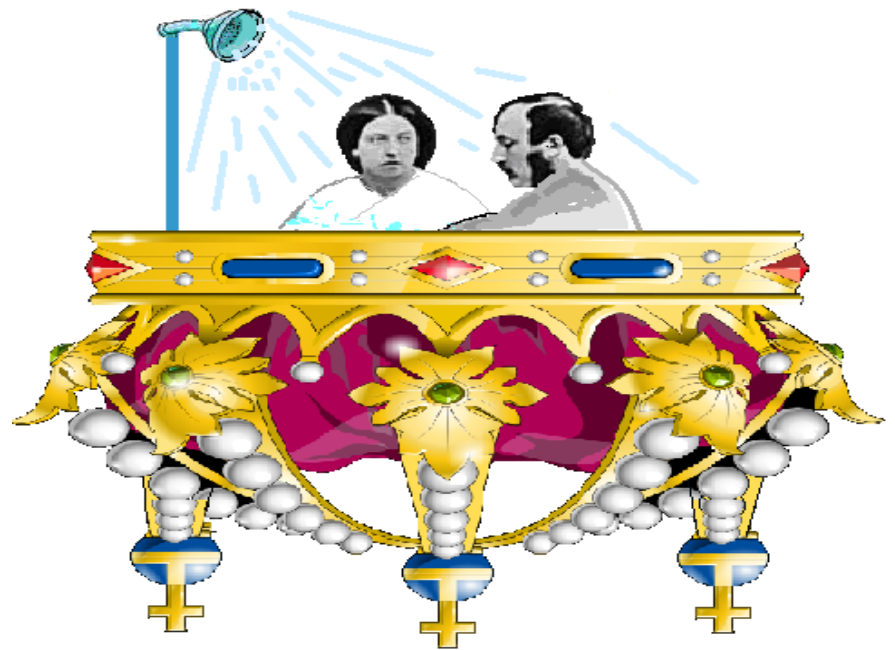
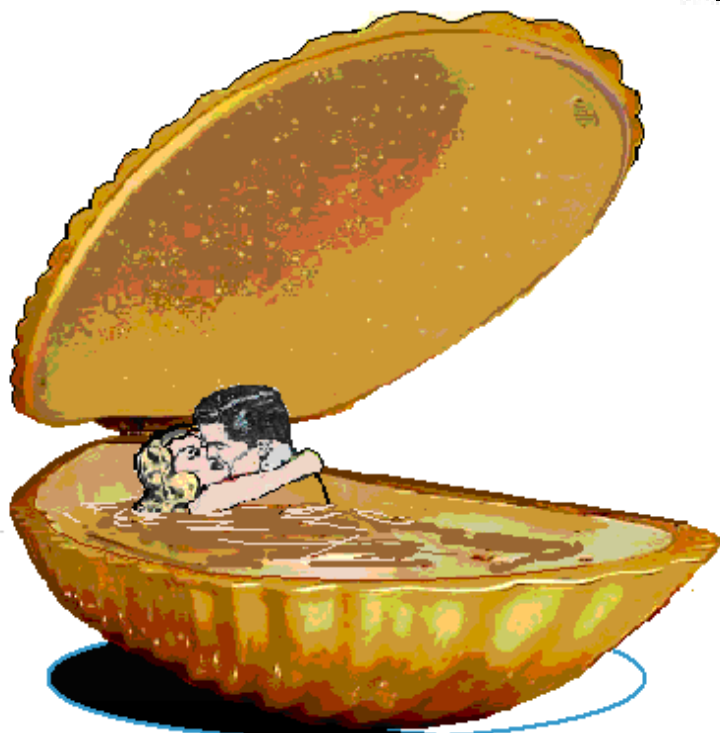




讓平民也有皇太子般的享受



泡澡不必自己帶浴缸





1901年，60歲的王儲
終於登上王位，稱愛德
華七世。

（Edward VII，1841年11月9日—1910年5月6日）

Edward VII's Love Chair



Marketing Leadership in Hospitality (1989)

-Robert C. Lewis PH.D / Richard E. Chambers MBA

**Hospitality Marketing Opportunities
Always Begin with
Customer's Problem**

餐旅業的市場機會永遠起始自
顧客的不方便處(抱怨)

Leftovers & Banquet Theory

殘餚與饗宴原理

A girl's leftovers could be another's banquet

某位女孩的殘餚，可能成為一位女孩的饗宴



**Customer's Problem
arose in one Hotel,
could be another
hotel's Opportunities**

某飯店的顧客抱怨，可能成
為另一個飯店的商機

Includes detailed
listings of
love hotels
in 7 major
cities



LOVE HOTELS

ラブホテル

An inside look at Japan's sexual playgrounds

Ed Jacob

Love Hotels Since 1950

The Benjamin Guarantees a Good Night's Sleep or You Get a Free Stay

班傑明旅館包你一夜好睡. 否則退費

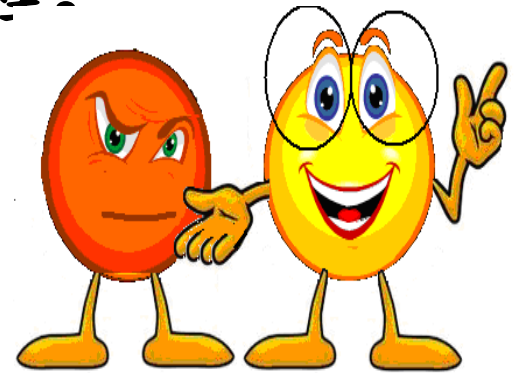
New "Sleep Concierge" Offers 12 Types of Pillows, Spa Treatments, and Milk & Cookies



COMPLAINTS HANDLING FOR POSITIVE OUTCOMES

化危機為轉機的客怨處理技巧

1. 為什麼會有顧客抱怨?
2. 顧客抱怨的威力與如何創造正面價值.
3. 定期顧客滿意度調查.
4. 建立顧客意見與抱怨管理流程.
5. 處理顧客抱怨原則與技巧.
6. 顧客抱怨之預防.
7. 事件溝通與追蹤處理.



THE CUSTOMER IS NEVER WRONG

In 1908 César Ritz (1850-1918), the celebrated French hotelier is credited with saying 'Le client n'a jamais tort' - 'The customer is never wrong'. That's not the phrase that people now remember, but it can hardly be said to be any different in meaning to 'the customer is always right'.



1908 César Ritz
凱撒.里咨

"The customer is always right" was originally coined by Harry Gordon Selfridge, the founder of Selfridge's department store in London in 1909



1909 Harry Gordon Selfridge
亨利.賽爾弗里奇

The **customer is always right**" didn't hold sway at Continental.
顧客永遠是對的不適用大陸航空



葛登·貝紳 Gordon Bethune
(1994)和他的團隊創下美國商業史上
最戲劇性復甦事件。

Just because you
buy a ticket does
not give you the
right to abuse
our employees
你買了票(顧客), 並不
代表你有權可以虐待,
辱罵; 惡語來來對待我
們的員工,

一個抱怨其實形同
一份禮物一樣, 讓我們
有機會自我改進.



**The customer is not
always right**
顧客不見得永遠是對的.



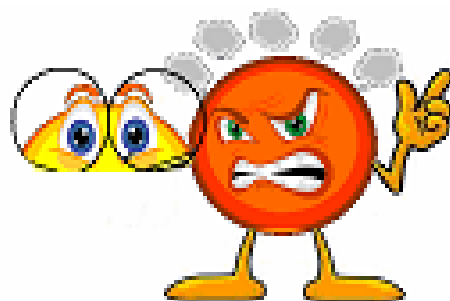
**But, the customer is
always the customer**
然而, 顧客永遠是顧客.



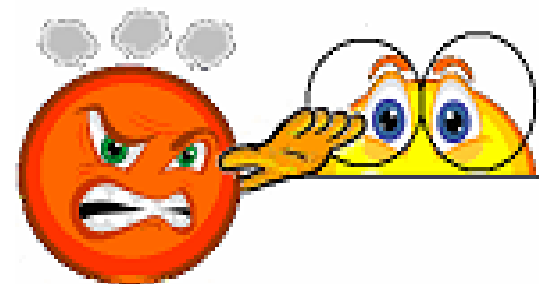
WHY DO YOUR CUSTOMERS COMPLAIN AGAIN?

顧客為何不斷抱怨？

Bad Attitude
態度差



You didn't do what you
promised 言而無信



Your product didn't do what
it's supposed to do."



產品不如預期

Not Willing To Seek a
Solution



不願解決問題

Not Willing To Admit a
Mistake



不願認錯

THE WAYS TO PREVENT COMPLAINTS

顧客抱怨預防之道



用心服務，以客為尊



化抱怨者為友

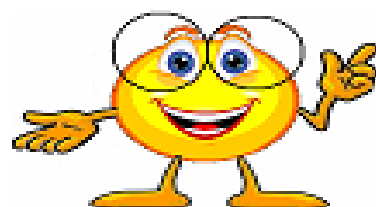


Give customers a voice



讓客人發言

Thank customers for their feedback



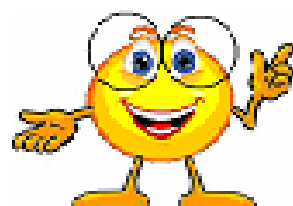
感謝客人的意見回饋

Listen carefully to the problem



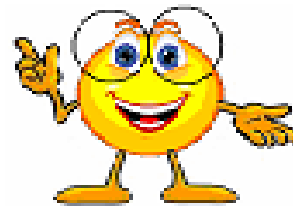
弄清抱怨的始末

Agree with the truth in the complaint



對抱怨事實達成共識

Stick to the facts when responding



目前明確，專注處理

Make solutions (action plan) simple for both your company and the customer



讓解決方案簡單易行

Get sign off from your supervisor on the action plan

聽取上司的指示以利行動

Explain your action plan to the customer

向客人說明將進行的步驟

Implement your action plan

執行你的顧客抱怨處理與預防行動計劃

If applicable, report back to the customer on the progress of the action plan

向客人回覆處理進度

Report back to your supervisor on the outcome of the action plan

向上司報告處理過程與成效

Learn from the feedback and prevent a repeat
記取經驗，方能防止抱怨再次發生。