



ICM

MARCH 2017

CUSTOMER SERVICE

Instructions to candidates:

- a) Time allowed: Three hours (plus an extra ten minutes' reading time at the start – do not write anything during this time)
 - b) Answer any FIVE questions
 - c) All questions carry equal marks. Marks for each question are shown in []
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1. Companies have the potential to gain significant benefits from the delivery of high standards of customer service. Explain what these benefits are. [20]
 2.
 - a) Explain what you understand by the term **empowerment**. [5]
 - b) Explain how an organisation can empower its customer service staff. [15]
 3. 'Reliable customer intelligence is the lifeblood of every organisation.' Set out and review the ways in which a company can obtain the views of its customers. [20]
 4. Critically evaluate the approaches and techniques available to staff when encountering conflict with customers. [20]
 5. The development of a comprehensive and coherent customer service strategy requires a planned and structured approach. Analyse EACH of the stages involved in developing a comprehensive customer service strategy. [20]
 6. A company will have, as part of its pay strategy, methods of rewarding staff for excellent customer service. Analyse how staff can be rewarded for excellent customer service. [20]
 7. Review the main reasons for organisations failing to deliver the very highest standards of customer service. [20]
 8. Exceeding customer expectations should be the objective of every customer service employee. Explain how staff can exceed customer expectations. [20]