FEEDBACK TUTORIAL LETTER

2ND SEMESTER 2019

Assignment 2

Customer Care & Relationship Marketing
CRM812S
Assignment 2

QUESTION 1

1.1 Give a short description of the elements of a call centre.

The call centre is composed of four major elements:

**Manpower** - this includes recruitment, hiring and training of personnel. It's emphasised that manpower perhaps represents the most important element in a call centre. It's people who are responsible for quality of the service. Manpower has to be also managed in respect of the reduction in staff turnover and absence due to illness because these are important challenges faced by call centres.

**Telecommunications** - this comprises of the telephone switchboard, the systems used for routing the calls to the proper persons and voice response systems.

**Information technology** - possibilities of IT encompass the following:

- Identify callers
- Register customer contacts and payments in the database
- Gain access to information within the right time period and at the right workplace
- Organise the fulfilment: the automatic electronic generation and issue of documents such as order confirmations, appointment confirmations and many others
- Manage the workflow: manage processes and issue the status (e.g. what is the status of the processing of the order?)
- Generate management information on productivity of the personnel, the number of calls completed, the realised turnover,
- Record quality measurements and to distribute them
- Provide the back office with information on the processing of orders and the like
- Give electronic training programmes
- Support control activities involving the information system.

**Process management** - this element focuses on the contact cycle, significant aspects of this element are capacity planning and quality management. Capacity planning ensures that the call centre can handle the volume of calls, and quality management is looks at the quality of the contact.

1.2 Discuss the role that call centres will play in future in the customer’s services sector.

Lovelock and Wirtz (2011) have a point when they say:

A dose relationship exists in face-to-face interactions between customers and representatives of the supplier. Although the service itself remains important, value is added by people and social processes
Furthermore, they indicate that as service companies grow larger and make increasing use of technologies such as interactive websites and self-service technology, maintaining meaningful relationships with customers becomes a significant challenge as it places customers at a distance. As such firms with large customer bases find it increasingly difficult to build and maintain meaningful relationships through call or contact centres, websites, and other mass-delivery channels.

Call or contact centres are a significant tool companies use to maintain customer relationships, transactions, communications with customers to build profitable interactions with customers. There are many definition of call or contact centre as defined by CallCom Group:

- **Call centre** - collective term for a telephone interchange.
- **Customer care centre** - an in-house call centre whose objective is to supply the specific customer group of a company with information advice and service. Often uses free numbers or service numbers.
- **Contact centre** - large customer departments which handle a combination of incoming and outgoing telephone, email and fax traffic, produce correspondence in which information and service are provided and commercial options are utilised.
- **E-centre**: collective term for centres specialised in the processing of e-mails.

According to Peelen (2005), a call centre is the place where a large group of people handle the incoming as well as outgoing telephone conversations of a varied nature with customers and/or prospects. Hence the call centre is supported in these efforts by a switchboard equipped with call-centre functionalities such as automatic call distribution (ACD) and queuing facilities.

1.3 State the key performance indicators in a call or contact centre.

According to Cleveland and Mayben (1999), the availability and and the quality of the call centre may be measured through the use of key performance. These are as follows:

- Average value of a call centre (for turnover-generating call centre), to be calculated as the total turnover divided by the number of calls.
- Customer satisfaction.
- Availability.
- Percentage of abandonment: the number of people who hang up, callers who get the busy signal.
- Costs per call: the total costs for the call centre during a specific period divided by the total number of calls: the development of insight into the factors which influence the level of costs.
- Error and work that must be redone. Using the database, it may be determined how often customers must call back, how many problems remain unsolved, and how many errors are made during data entry.
- Forecast call load versus the actual situation.
- Scheduled personnel versus practice.
- Scheduled discipline.
Average handling time (AHT): the sum of the average conversation time and the average completion time.

Kindly, learn more on the Internet and the websites, direct mail, CRM systems and their implementation. The basics have been provided in this unit, but it recommended that you study further.

QUESTION 2

Define the concept service quality and discuss the five dimensions of service quality in detail.

There is no common understanding of the word quality. It can mean different things to different people. Even marketers and researchers do not agree on what constitute quality, According Lovelock Wirtz (2011) common perspectives on quality include:

1-The transcendent view innate excellence, managers and customers will know quality when they see it.
2-The manufacturing-based approach - quality is operation driven and focuses on conformance specifications, productivity and cost containment goals.
3-The user-based definition - the premise is that quality lies in the eye of the beholder. This equates quality with maximum satisfaction,
4-Value-based definition - quality is defined in terms of value and price. The trade-off between performance (or conformance) and price, quality comes to be defined as 'affordable excellence'.

According to Lovelock Et Wirtz (2011), the intangible, multifaceted nature of many services makes it harder to evaluate the quality of a service compared to a good. Because customers often are involved in service production, a distinction needs to be drawn between the process of delivery (functional quality) and the actual output of the service (technical quality). In additional, experts suggest that the perceived quality of a service is the result of an evaluation process in which customers compare their perceptions of service delivery and its outcome to what they expect. Therefore, they conclude that they define service quality from the user's perspective as consistently meeting or exceeding customer expectations.

Dimensions of Service quality

We can't properly understand service quality unless we also look at the dimensions of service quality. These dimensions were developed by Zeithaml et al (2008) who conducted intensive research on service quality and identified 10 dimensions used by consumers in evaluating service quality. It's said that in subsequent research they found a high degree of correlation between several of these variables and as such consolidated them into five broad dimensions, namely:

- Tangibles - appearance of physical elements.
- Reliability - dependable and accurate performance.
- Responsiveness - promptness and helpfulness
- Assurance - credibility, security, competence, and courtesy.
- Empathy - easy access, good communications, and customer understanding.