

PLANNING TO PLEASE CUSTOMERS

There are some aims of the paper in order to help people at all levels of the organization to improve the ways in which they deal with customers:

(1) to help to understand why customer responsiveness is important;

(2) to show how senior managers can achieve total customer satisfaction by paying systematic attention to the structure, processes and culture of the organization;

(3) to help to see how managers can improve the customer service functions of the units for which they are responsible;

(4) to encourage, personally, to become more customer responsive;

(5) to present a guide to the marketing planning process which will enable you to consider ways in which the goal of achieving customer service might be achieved in your life.

If we look around, we may find only a few organizations that are truly concerned about their customers, although concern about customer care is increasing. We may have found, for example, surly shopkeepers, rude waiters, incompetent mechanics, unhelpful receptionists and touchy taxi drivers. On a good day, perhaps we do not mind too much. However, on other days we may simply get tired of such service and go elsewhere to get your needs fulfilled. It is getting easier to do this. Competition is keen today and we can be sure that if one organization cannot meet our needs, another will be trying to. A desire to meet changing customer expectations is international. In the United Kingdom, that desire is being formalized in the form of charters for quality public services where standards are defined and actions recommended in the event of failure to meet those standards.

Each of us can remember times when we have felt that it was 'us against the system'. Whether that system was a bank, a government agency or a service supplier of some sort, it seemed somehow that it was 'me' against a faceless 'them'. It is so serious in society today that there are whole ranges of television and radio programmes devoted to exposing the failures of 'the system'.

The point made here is that every one of us can find silly rules, outdated policies, pointless procedures, empire-building bosses, self-interested subordinates and just downright difficult co-workers in our organization. Maybe not all of these exist in your organization, but some almost certainly will.

So how did we get to this state of affairs? It could be argued that it came about because organizations (and the people who work in them) have followed policies, which have been dictated by past conditions, by internal politics and by organizational and personal goals, which have nothing to do with the customer. These discussed here because there is a need to understand why people are not customer responsive before we have a hope of changing their behavior.

Most of the times when we think about an organization's strategies, we think about things like price, promotion or quality of leadership. This is not the meaning of strategy' as used here. A strategy is the chosen overall approach that the organization will take to implement the long-term changes in the organization. The emphasis is on the chosen course of action. Most organizations will have a number of ways in which a defined objective can be achieved. All must be evaluated and one course of action selected as being the most appropriate in terms of the organizations resources, its culture and the opportunities presenting themselves in the environment.

Here is the example of problem with customer understanding: one architectural and design firm did an 11-company, 36-person survey of companies, which had fired the firm. The survey was replicated with the firm's 150 staff members. The directors of the firm said: "the cuts were deep, the bleeding profuse" when the survey was analyzed. This was not least because staff perceptions were so different from those of customers. One of the reasons why the staffs' understanding of customers was poor was that they rarely met the customers.

Now, after fundamental reassessment of management styles, the staff has been given the responsibility, the authority and, most importantly, the information, which they need to respond to customer problems. This has increased customer satisfaction and employee morale and has led; the directors of the company say it, to increased business.

We believe that the problem of the current paper would be in the interest in order to help firms to understand the importance of wishes of the clients, customer's behavior, to act right and on time due to the customer's action.