

# SalesandMarketing.lt

Direktoriams, pardavėjams, marketingo vadovams, pardavimų vadovams, įmonių savininkams, personalo specialistams, visiems susidomėjusiems praktiniu marketingu ir pardavimais

## Top 5 reasons why „The customer is Always Right“ is wrong

Alexander Kjerulf

„Some customers are simply bad for Your business.“

Let me get this straight: The company will side with petulant, unreasonable, angry, demanding customers instead of with me, its loyal employee?



And this is meant to lead to better customer service?

When the customer isn't right – for your business

One woman who frequently flew on Southwest, was constantly disappointed with every aspect of the company's operation. In fact, she became known as the „Pen Pal“ because after every flight she wrote in with a complaint.

She didn't like the fact that the company didn't assign seats; she didn't like the absence of a first-class section; she didn't like not having a meal in flight; she didn't like Southwest's boarding procedure; she didn't like the flight attendants' sporty uniforms and the casual atmosphere.

Her last letter, reciting a litany of complaints, momentarily stumped Southwest's customer relations people. They bumped it up to Herb's [Kelleher, CEO of Southwest] desk, with a note: „This one's yours.“

In sixty seconds, Kelleher wrote back and said, „Dear Mrs. Crabapple, We will miss you. Love, Herb.“

The phrase „The customer is always right“ was originally coined by Harry Gordon Selfridge, the founder of Selfridge's department store in London in 1909, and is typically used by businesses to:

1. Convince customers that they will get good service at this company
2. Convince employees to give customers good service

Fortunately more and more businesses are abandoning this maxim – ironically because it leads to bad customer service.

Here are the top five reasons why „The customer is always right“ is wrong.

### 1: It makes employees unhappy

Gordon Bethune is a brash Texan (as is Herb Kelleher, coincidentally) who is best known for turning Continental Airlines around „From Worst to First,“ a story told in his book of the same title from 1998. He wanted to make sure that both customers and employees liked the way Continental treated them, so he made it very clear that the maxim „the customer is always right“ didn't hold sway at Continental.

In conflicts between employees and unruly customers he would consistently side with his people. Here's how he puts it:

When we run into customers that we can't reel back in, our loyalty is with our employees. They have to put up with this stuff every day. Just because you buy a ticket does not give you the right to abuse our employees . . .

[Nukelta į 2 psl. ►]

### Konsultacijos mažų įmonių vadovams

Marketingo strategijos planas ir 1 mėn. neribotos konsultacijos, kaip šį planą įgyvendinti – tik už 3500 Lt.

Daugiau informacijos rasite apsilankę [www.simonismarketing.lt](http://www.simonismarketing.lt)

### Prenumerata

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Tai nieko nekainuoja!

## Mažėja pardavimai? Ar tikrai kalti tik pardavėjai?

Dėl mažėjančių pardavimų šiandien lengviausia apkaltinti brangius pardavėjus, sunkią ekonominę situaciją, konkurentus.



Bet ar tikrai padarėte viską, kad klientai sugrįžtų?

Ar tikrai Jūsų įmonė padarė viską, kad šiandien parduotų daugiau, nei prieš metus?

Ar pastebėjote, kad kai kurios įmonės konkurentus aplenkia būtent per sunkymetį, o ne tada, kai visiems gerai?

Kas daugiau laimės iš šiandieninio ekonomikos sulėtėjimo – Jūs ar Jūsų konkurentai?

Jei norite aplenkti konkurentus, nepasikliaukite vien pardavėjais. Padėkite jiems. Ir ne brangia reklama, o subtilesnėmis ir veiksmingesnėmis priemonėmis. Jūs ir Jūsų pardavėjai sėdite vienoje valtyje, tad šiuo lėtėjančios ekonomikos laikotarpiu susėskite ir kartu paruoškite veiksmų planą.

O gal reikia pagalbos? Susisiekite su mūsų projektų vadovais ir mes tai galėsime padaryti drauge.

Linus Šimonis  
[www.pozicionavimas.lt](http://www.pozicionavimas.lt)

## Seminaras

### Kaip išlaikyti klientus, nemažinant kainų?

Sužinokite, kaip išlaikyti esamus klientus, ką daryti, kad jie pirktų pas Jus, kaip parduoti daugiau nemažinant kainų, kaip aplenkti konkurentus lėtėjančios ekonomikos sąlygomis.

Daugiau apie seminarą skaitykite [www.simonismarketing.lt](http://www.simonismarketing.lt)

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## Top 5 reasons why „The customer is Always Right“ is wrong

[Atkelta iš 1 psl.]

We run more than 3 million people through our books every month. One or two of those people are going to be unreasonable, demanding jerks. When it's a choice between supporting your employees, who work with you every day and make your product what it is, or some irate jerk who demands a free ticket to Paris because you ran out of peanuts, whose side are you going to be on?

You can't treat your employees like serfs. You have to value them . . . If they think that you won't support them when a customer is out of line, even the smallest problem can cause resentment.

So Bethune trusts his people over unreasonable customers. What I like about this attitude is that it balances employees and customers, where the „always right“ maxim squarely favors the customer – which is not a good idea, because, as Bethune says, it causes resentment among employees.

Of course there are plenty of examples of bad employees giving lousy customer service. But trying to solve this by declaring the customer „always right“ is counter-productive.

### 2: It gives abrasive customers an unfair advantage

Using the slogan „The customer is always right“ abusive customers can demand just about anything – they're right by definition, aren't they? This makes the employees' job that much harder, when trying to rein them in.

Also, it means that abusive people get better treatment and conditions than nice people. That always seemed wrong to me, and it makes much more sense to be nice to the nice customers to keep them coming back.

### 3: Some customers are bad for business

Most businesses think that „the more customers the better“. But some customers are quite simply bad for business.

Danish IT service provider ServiceGruppen proudly tell this story:

One of our service technicians arrived at a customer's site for a maintenance task, and to



Just because you buy a ticket does not give you the right to abuse our employees . . .

his great shock was treated very rudely by the customer.

When he'd finished the task and returned to the office, he told management about his experience. They promptly cancelled the customer's contract.

## „You can't treat your employees like serfs. You have to value them . . .

Just like Kelleher dismissed the irate lady who kept complaining (but somehow also kept flying on Southwest), ServiceGruppen fired a bad customer. Note that it was not even a matter of a financial calculation – not a question of whether either company would make or lose money on that customer in the long run. It was a simple matter of respect and dignity and of treating their employees right.

### 4: It results in worse customer service

Rosenbluth International, a corporate travel agency, took it even further. CEO Hal Rosenbluth wrote an excellent book about their approach called Put The Customer Second – Put your people first and watch'em kick butt.

Rosenbluth argues that when you put the employees first, they put the customers first.

Put employees first, and they will be happy at work. Employees who are happy at work give better customer service because:

- They care more about other people, including customers
- They have more energy
- They are happy, meaning they are more fun to talk to and interact with
- They are more motivated

On the other hand, when the company and management consistently side with customers instead of with employees, it sends a clear message that:

- Employees are not valued
- That treating employees fairly is not important
- That employees have no right to respect from customers
- That employees have to put up with everything from customers

When this attitude prevails, employees stop caring about service. At that point, real good service is almost impossible – the best customers can hope for is fake good service. You know the kind I mean: courteous on the surface only.

### 5: Some customers are just plain wrong

Herb Kelleher agrees, as this passage from Nuts! the excellent book about Southwest Airlines shows:

Herb Kelleher [...] makes it clear that his employees come first even if it means dismissing customers. But aren't customers always right? „No, they are not,“ Kelleher snaps. „And I think that's one of the biggest betrayals of employees a boss can possibly commit. The customer is sometimes wrong. We don't carry those sorts of customers. We write to them and say, 'Fly somebody else. Don't abuse our people.'“

If you still think that the customer is always right, read this story from Bethune's book „From Worst to First“:



Rosenbluth International, a corporate travel agency, argues that when you put the employees first, they put the customers first.

[Nukelta į 4 psl. ▶]

# Networking In Business – Being On Your Best Behavior

Akhil Shahani

”Business networking is the art of building relationships for mutual gain.

As a smart entrepreneur you need to do a lot of networking in business events. However, instead of frantically handing out your business cards to everyone you meet, you need to learn the art of networking effectively. Business networking is the art of building relationships for mutual gain. Like any relationship, it can be fun, but be prepared to encounter a few red flags along the way. For those of you who want to make the most of your business networking efforts, this is what you need to do:

**Choose the right network:** Take care to belong to a group where members have similar interests, abilities or aspirations. When we say this, we are certainly not advocating an elitist philosophy; rather, we are advising you to choose a network that can support your goals. Say you're in the chemicals manufacturing business – isn't it best to steer clear of a group of environmentalists? This could be your most important step for networking in business.

**Make a great first impression:** Nothing could be worse than being considered pushy or rude. You may land up being subtly cold shouldered by the other members. On the other hand, adopting a polite and respectful attitude can work wonders for you.

**Be patient:** A lot of people rush into networking in business events with a desire to conquer surpassed perhaps only by Napoleon. You'll spot them at once, ferociously handing out and collecting business cards. Hey, take a moment! Rome wasn't built in a day, and it's the same with your business relationships. Don't approach the network with a target number of scalps, or with only your interests at heart – the entire rationale of networking is to create mutual benefit. Be prepared to invest time and sincerity, and opt for quality over quantity, any day. It's not how many you know, it's who you know and how well you know them.

**Be generous:** Business networking will not work if it's a one way street. Do not rush into it with a „what's in it for me“ on your lips. Since the entire concept is based on reciprocity, be prepared to take the lead in referring someone in the network to your other contacts. It's probably the fastest way to earn a referral in return.

**Listen:** The best way to build rapport (the lifeblood of any networking initiative) is to give the other person your undivided attention. If it's a face to face event, take care that you send the right signals with your body language. If it's an online network, respect the rules of the game – don't interrupt, do not type in capital letters, and leave the unprintable stuff where it belongs.

**Connect:** Ah, so finally we're coming to the business end of networking in business. Before you present yourself, be clear about your objectives, and prepare accordingly. Have a crisp and interesting introduction in place, something that can lead to further questions. State what you do clearly; when you're asking for introductions at a later stage, be specific on your requirements.

**Follow up:** A wise man once said that following up was the world's biggest industry – despite the fact that people don't do it enough! Don't lose the thread the moment the business networking event is over. Go over your discussions later, and follow it up with a note or phone call as appropriate. Large events rarely yield instant results – you need to fix one-on-one meetings with interesting prospects, and turn those into a deeper relationship, before the benefits kick in.



*Make a great first impression*



*Listen*



*Connect*

Networking in business is one of the most effective ways of creating awareness for your yourself and your company. That's why most senior management and business owners spend so much time on it. Leverage it well. **SM**

*Akhil Shahani is a serial entrepreneur who wants to help you succeed. If you like to work smart, check out [www.SmartEntrepreneur.net](http://www.SmartEntrepreneur.net). It's full of articles and resources to help you start and grow your business successfully. Please visit us & download our special „Freebie of the Month“!*

### Top 5 reasons why

#### „The customer is Always Right“ is wrong

[Atkelta iš 2 psl.]

A Continental flight attendant once was offended by a passenger's child wearing a hat with Nazi and KKK emblems on it. It was pretty offensive stuff, so the attendant went to the kid's father and asked him to put away the hat. „No,“ the guy said. „My kid can wear what he wants, and I don't care who likes it.“

The flight attendant went into the cockpit and got the first officer, who explained to the passenger the FAA regulation that makes it a crime to interfere with the duties of a crew

member. The hat was causing other passengers and the crew discomfort, and that interfered with the flight attendant's duties. The guy better put away the hat.

He did, but he didn't like it. He wrote many nasty letters. We made every effort to explain our policy and the federal air regulations, but he wasn't hearing it. He even showed up in our executive suite to discuss the matter with me. I let him sit out there. I didn't want to see him and I didn't want to listen to him. He bought a ticket on our airplane, and that means we'll take him where he wants to go. But if he's going to be rude and offensive, he's welcome to fly another airline.

The fact is that some customers are just plain wrong, that businesses are better off without them, and that managers siding with unreasonable customers over employees is a very bad idea, that results in worse customer service.

So put your people first. And watch them put the customers first. **SM**

*He is a speaker, consultant and author, presenting and conducting workshops on happiness at work at businesses and conferences all over the world. His previous clients include companies like Hilton, DaimlerChrysler and IBM. E-mail Alexander Kjerulf at: alexander@kjerulf.com*

## And The Last Thing You Say In Marketing

Jay Hamilton-Roth

” Your website gets many visitors, but few actually communicate with you. Do you thank them for it.

*People seldom remember the details of a marketing message the first time they see it. They read your message (see: The First Thing You Say In Marketing...) because something about it appealed to them. How you end the communication determines how they „walk away“ from your marketing.*

**On your website**, when someone signs up for your newsletter or completes an order, how do you acknowledge their action? Your website gets many visitors, but few actually communicate with you. How do you thank them for their time and action? If you have a landing page, do you summarize your offer? Do you have a P.S. postscript (many people who scan long web pages simply read headlines, look at graphics, and postscripts).

**After you meet someone**, do you request their business card or contact information? Do you quickly move along to someone else or do you genuinely thank them for their time? If you promise to follow-up with them, do you?

**In your emails**, what's in your signature line? Do you sufficient contact information?



*After you meet someone, do you request their business card or contact information?*

You want your email recipients to easily contact you.

**In your correspondence**, does your last sentence summarize the points in the letter and provide a clear call to action?

**In your advertising**, is your contact information clearly displayed, the offer concisely described, and the „after-image“ of your advertising memorable and tied-in to your company? You want viewers to be able to quickly associate your image and company.

**When you answer the phone**, do record the gist of important conversations and have a system for following up with callers?

**When you leave a message**, do you repeat your name, company name, and phone number at the end of the message clearly?

**When you give a presentation**, do you summarize your main talking points, and give the audience a clear „take-away“ to remember your talk by? **SM**

*Jay Hamilton-Roth founded Many Good Ideas (www.ManyGoodIdeas.com) to help small businesses brainstorm, design, and implement effective marketing strategies. He combines creativity with common sense to demystify the process of getting great results.*

### www.pozicionavimas.lt

Publikacijos ir komentarai marketingo, pardavimų didinimo ir pozicionavimo temomis.

Skaitykite [www.pozicionavimas.lt](http://www.pozicionavimas.lt)

### Pardavimų didinimo konsultacijos įmonių vadovams

Pardavimų proveržio ir marketingo strategijos planas plus neribota 1 mėn. Lino Šimonio konsultacija įmonės vadovui apie plano įgyvendinimą - tik 7000 Lt.

Apsilankykite [www.simonismarketing.lt](http://www.simonismarketing.lt), užpildykite konsultacijos įmonių vadovams formą ir mes su Jumis susisieksime.

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