



# ICM

SEPTEMBER 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. Having a highly motivated customer service workforce is a principal aim for most organisations. However, a motivated workforce does not just result from the actions taken by an organisation. Employees have their part to play. Analyse the actions, techniques and approaches that customer service staff can take to motivate themselves. [20]
  - 2. Critically evaluate the barriers to problem solving and decision making that customer service staff often encounter in the workplace. [20]
  - 3. Customer retention is key to the sustainability of a business. Companies must, therefore, be alert to the signs that customer retention is a matter requiring attention. Review the indicators that would suggest a company might need to develop a customer retention strategy. [20]
  - 4. Every customer service employee will encounter challenging customers. The approach taken, and the outcome of the encounter, can have a significant impact on the reputation of a company. Explain the main types of challenging customers and review the approach that should be taken to dealing with EACH. [20]
  - 5. New technology is continuing to transform the workplace and the ways in which staff and customers interact. However, it is sometimes the case that staff do not welcome the introduction of new technology. Explain how customer service staff can be encouraged to welcome the opportunities presented by new technology. [20]
  - 6. Identify and review the FIVE basic needs of customers, giving examples of EACH. [20]
  - 7. Research has shown that companies with a good reputation for customer service share a number of characteristics. Review these common characteristics. [20]
  - 8. Effective negotiating skills can be a useful asset for customer service staff to have. Explain why this is the case and assess how customer service staff can improve their negotiating skills. [20]