Communication in External Customer's Relations within Organisations that Have Implemented a Quality Management System

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Abstract — **The purpose of this paper is to underline the special role communication has to play in the insurance of customer satisfaction within service providing organisations in the automobile repairs industry. Generally, communication represents a complex process of information delivery, for influencing and changing communication partners' behaviour and attitudes. Customers today observe, in detail, the way in which the organisations' staff approach communication and make a constant evaluation of their actions from a 'customer oriented empathy' point of view. Customers want that the services they benefit from to be high quality services, to inspire safety and, last but not least, to show our empathy.**

Index Terms—**Communication, quality, quality management, customer's, Quality communication**

I. INTRODUCTION

In order to achieve communication there has to be a person delivering the message (sender) and at least one other person receiving the delivered message (receptor).

To be able to communicate efficiently one has to know all categories of verbal language, para verbal language and non-verbal language.

Otherwise we might be saying something to the costumer while, through our non-verbal language (for example, face expression), we are sending him a contradictory message.

All organisations must identify their needs and opportunities, plan their staff and to insure its employees the necessary information and the proper training for developing communication skills.

All interventions have to be done 'precisely and on time', when the customer requests the intervention and in the most advantages conditions from the customers point of view.

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Customers particularly appreciate enthusiasm, voluntary, common sense, professionalism and the logic-structured thinking of the organisations' members who thus manage to give the customers solutions for the unique situations in which they, most of the time, find themselves.

Even though there is no success recipe, which can be applied in all cases, we will identify several practical ways that can be successfully applied in order to get client satisfaction thus preventing unpleasant situations, which generate customers' dissatisfaction.

Philip B. Crosby introduced the notions "Do it right first time" and "Quality is free".

We must understand that all has to be done right the first time and that additional cost is not generated by quality but by the non-quality of the service or the product offered to the client by the organisation.

II. CASE STUDY

In order to obtain a high degree of client satisfaction, it is necessary for all processes which are in progress within the motor vehicle repairs service providing organization - starting with the car scheduling and ending with taking the motor vehicle after paying for the services provided which is followed by the feedback regarding customers' perception for the quality of the provided services – to be optimized accordingly in order to eliminate dissipation and all which does not add value.

Also, customer communication and internal communication between the organizations' departments need to run irreproachably.

Although successfully managing customers' complaints is essential in insuring a long term partnership with the customer, customer satisfaction is difficult to obtain without managing service quality insurance offered throughout all processes which are running in the company.

Customers satisfaction level needs to be permanently monitored, all possible conflict situations appearances need to be anticipated and identified after which, feasible actions need to be established in order to insure the successful finalisation of any possible conflict situation.

The analyses of data afferent to the client's satisfaction level monitoring, regarding the way in which customers expectations are met by the organisations' services, has been done over a period of one month.

The monitored data afferent to the feedback obtained after contacting the customers who have requested the organisations' services, in the mentioned period, is presented in table 1.

TABLE I
CLIENT CONTACTING DETAILS

Collected feedback details	Registrations number
Number of contacting done	561
Number of false registrations	91
Number of relevant contacting	254
Number of irrelevant contacting	216
Number of satisfied customers	220
Number of unsatisfied customers	34

The graphic representation of customers' satisfaction level together with the number of false registrations emphasis can be found in figure 1.

One can see that out of the total number of relevant contacting, 87% of the questioned customers have declared themselves satisfied with the services they benefited from.

However, a percentage of 13% of unsatisfied customers is not a good result, which is why the organisation has to immediately take measures that will have as an end result the decrease in number of unsatisfied customers.
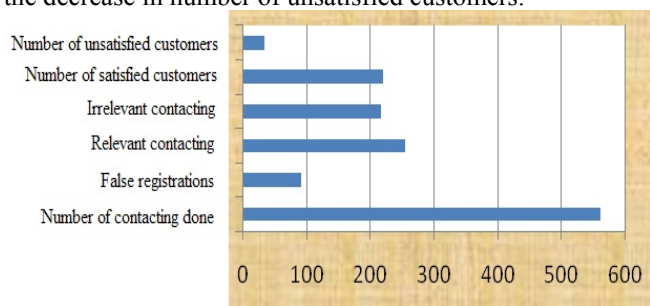

Fig. 1. Classification of client contacting categories

Monitoring data afferent to information categories highlighted after analysing the feedback offered by the customers is presented in table 2.

One can see that the highest number of discontentment is generated by the quality of service works executed.

TABLE II
CLIENTS INFORMATION DETAILS

Information categories	Number of registrations
Total number of information	34
Staff attitude	11
Work quality	19
Waiting time	14
Price	12

In figure 2 the weight of cause categories that generate customers' discontentment is graphically represented.

One can see that the first place in the total of causes that generate customers' discontentment is taken by the work quality – 56%, followed by the waiting time – 41% and the staff attitude – 32%.

The price of rendered services takes the place before last in the customers' discontentment top with a percentage of 35%.

Fig. 2. Client's discontentment categories analysis

Analysing in depth these non-compliances categories we can see that if we eliminate the category afferent to the quality of works done, the other non-compliances can be eliminated through the insurance of a more efficient client communication.

Each employee as well as the whole team is responsible for insuring the quality of the services rendered to the customers.

Thus, the responsibility does not fall only upon those who come into direct contact with the customer.

In order to have a correct management and special results of the situations generated by the customers' information, the employees who talk to the clients have to have deep knowledge of communication techniques.

III. RESULT ANALYSIS AND DATA INTERPRETATION

To be able to insure permanent improvement of service quality offered by the organisation, we have to periodically measure the results of our actions.

Thus, we have the opportunity to continue investing in the activities that generate success and discard the inefficient ones. This objective can be reached after reprocessing and analysing the feedback offered by our customers. Up to date studies have shown that 55% of our message, which we send to our customers, is transmitted through gestures (mimic and gesticulation).

Through voice tone, rhythm and voice volume the message is transmitted in proportion of 38%.

Only 7% from the message is effectively transmitted through words. This analysis shows once more, that each time the client needs empathy from the organisations employees' part. Analysing the feedback received from the clients; there have been 6 categories of common information identified, which generate customer's discontentment, these being highlighted in figure 3.
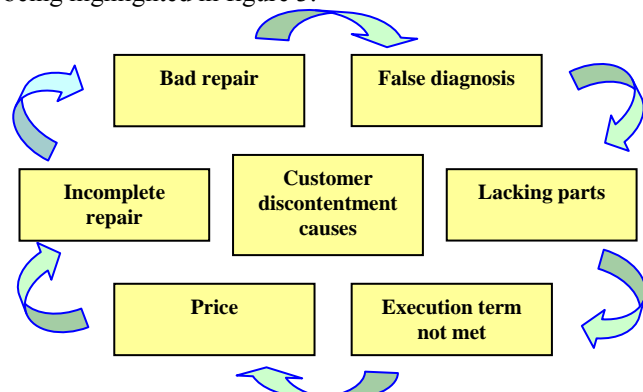

Fig. 3. Customer discontentment causes category

Employees that are in direct contact with the client have a special role in promoting externally the organisations image, being obvious that insuring a high level of employee satisfaction requires special attention.

A good communication between the internal customers will generate a more suitable work environment, which will reflect on the external customers as well.

Thus, the organisation will manage to have more and more loyal customers.

Especially taking into consideration today's economical context, service providing organisations that do not give enough attention to customer relations will not be able to survive but for a short period of time and only because of low competitiveness in certain fields of activity.

The organisations employees have to be educated, motivated and also monitored so that they behave nicely with all those they attend.

The way in which employees act can be monitored through CSI (Customer Satisfaction Index) or through periodical evaluations like Mystery Shopping.

The evaluation criteria presented in figure 4 have been the following: staff attitude, quality of work done, time period afferent for finalizing the interventions and service price.
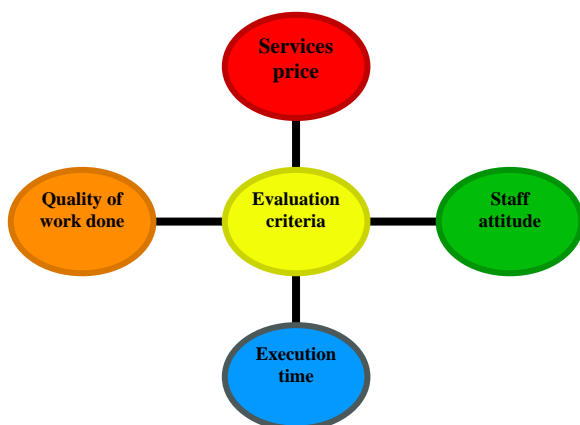

Fig. 4. Customer discontentment causes

Thus, in the period of time mentioned before, there have been 561 phone calls made.

There have been a number of 91 customers identified who have had their contact data falsely registered, which made it impossible for them to be contacted.

In the period immediately following, these customers need to be correctly redefined in the electronic system and the service consultants reinstructed regarding correctly registering customers' specific contact data.

After eliminating customers' contact data falsely registered commands, according to the way in which the customer answered (relevant yes/no), there have 254 relevant contacting and 216 irrelevant contacting identified for analyzing the feedback.

Out of the total number of 254 relevant contacting, there have been 220 satisfied customers and 34 unsatisfied customers identified.

Out of the total number of 34 unsatisfied clients, 11 customers mentioned attitude deficiencies, 19 customers mentioned deficiencies regarding the quality of the work done, 14 customers mentioned deficiencies regarding the waiting period and 12 customers mentioned deficiencies

regarding the final costs afferent to the work done.

Customers consider highly important that all interventions (repairs, revisions…) be finalized in the shortest time possible and without mistakes or omissions from dealing with the mentioned nonconformities.

If for finalizing the same problem the motor vehicle has to be brought in the service once again, the customer is deeply unsatisfied. In this case, only insuring an excellent level of communication can salvage the relationship with the customer.

IV. CONCLUSIONS

Improving the communication with the customer has to be one of the main concerns for each organisation, especially if we bear in mind the fact that choosing a wrong communication channel together with cognitive dissonance are the main factors that cause conflict situations to appear.

Based on analysis it has been shown that in many cases the customer's demand was just to communicate efficiently, in particular to be heard.

The customer has to be able to observe the employees' transparency, availability and empathy as partners in the contract signed for solving the problems that have occurred.

Although it is considered that advertisements attract most of the customers, studies reveal that only 25% of the costumers acquire goods or services after having seen them on television or in written ads or having heard them on radio ads.

Comparatively, 75% of the costumers tend to buy on family or close acquaintances' recommendation thus cherishing their feedback, based on previous experiences.

Considering the fact that the website is an efficient means of communication, more and more customers use the electronic communication channels.

This is way the organisation has to make the information available for the customers in an electronic format, thus facilitating customers' access to general information (contact data, product specifications, charges, special offers, the entire palate of services offered).

In the customer relations managing activity, an essential role is played by the customers who are loyal to the organisation, who have chosen to stand by the organisation year after year, using the products and the services offered by it.

Efficiently managing the relation with the loyal customers, those who are real partners of the organisation, generate a substantial profit in comparison to the customers who are not connected to the organisation.

The organisations' partners have to feel comfortable each time they interact with the organisation.

Thus, one of the main measures that need to be implemented is making available for the customers the loyalty programmes that will make them feel really special and important.

In figure 5 are presented some of the common errors, which occur in the client relation managing.
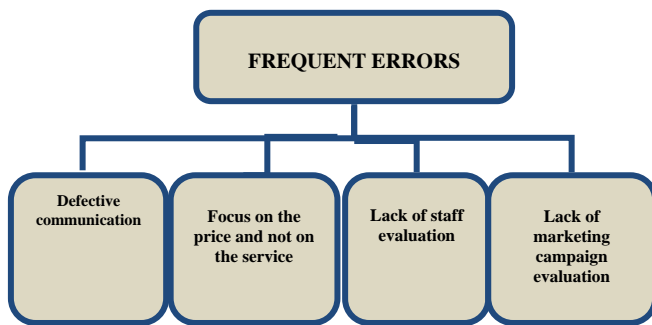
Fig. 5. Frequent errors in client communication

U.S. studies show that organisations lose half of their customers every 5 years.

Two thirds of the questioned customers claim they dropped the organisations' services because it does not manage "customer care" correspondingly.

Organisations that sussed to increase customer loyalty obtain a minimum of 25% profit increase.

The organisations strategy has to insure customer satisfaction and it must not focus on the product or the service offered.

Understanding the local and national cultural differences is essential for obtaining each organisation's successes on any market because; a false approach can generate a negative impact on the organisations image.

Modern organisations, based on the principle of durable development, need to insure higher levels of development in their field of activity, in the field of staff performance increase, in the field of knowledge level increase and communication skills both inside and outside the organisation.

Regardless of the form it unfolds, communication is an extremely complex process, which needs to permanently insure the connection between the sender and the receiver, the main objective being for the sender to get his message through and to make it accepted.

In case the organisation is acknowledged as a leader, competition wise, in its field of activity, the receptor of the message through the "selective perceptive mechanism" will have it easier to chose and correctly memorize the information sent.

Quality communication can be described as an efficient leverage for constantly improving the services rendered by the organisation, for continually perfecting the unfolding processes within the organisation and also for identifying customers' requests.

In this process an important role is attributed to the visionary leader, to the team he manages for fulfilling the objectives and to the way in which the organisation leader insures the creation of the binder called "communication" within the organisation.

The organisations managers need to know the nature and features of the people they work with in order to bring the best out of them and to create a favourable environment for the development of communication, initiative and creativity.

One way for the organisation to manage to generate for the customer the feeling of belonging to the group is by editing and issuing publications (brochures, magazines…) and sending them to the customers.

When the customer presents a situation in which he is in need of the organisations support the opportunity for making that customer loyal arises.

Actually, the customer wants solutions, not just suggestions and support insurances.

In these cases the employees of the organisation show empathy towards the customer, they show that they really care about the customers and at the same time generate future excellent references because the customer was properly helped and in time, right when he had difficulties.

The customer will remain under the perception that the organisations' employees are reliable people and they will take this message into the market.

Only satisfied customers can insure for the future the organisations leader position in the market.

For reaching this strategic objective, the main conditions are insuring product and service quality (maintenance, repairs…).

For this, all departments within the organisation need to act as a whole.

However, for the customer, to contact the service by phone, - especially if a unique number is insured and allocated to a full-time operating dispatch - 24 hours consultancy, quick help, availability, readiness and empathy, are elements of maximum importance in influencing the decision to buy.

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