**Unit 3. Клиентоориентированность. (Customer focus).**

**Text 1. Part A**

***Exercise 1. Practice the pronunciation of the words from the text. Read the words and give their meaning:***

| **word** | **transcription** | **word** | **transcription** | **word** | **transcription** |
| --- | --- | --- | --- | --- | --- |
| internal |  | ultimately |  | usability |  |
| external |  | frequently |  | appropriateness |  |
| enterprise |  | satisfy |  | courteousness |  |
| purchases |  | interaction |  | invoicing |  |
| capture |  | cause |  | procedure |  |
| ensure |  | retention |  | approachability |  |
| interconnected |  | empowerment |  | supplier |  |
| entity |  | reliability |  | implementation |  |
| non-conformance |  | aesthetics |  | reduction |  |

***Exercise 2. Read and translate the text using a dictionary:***

There are two distinct types of customers i.e. external and internal. Internal customers are within the company - the colleagues working together for delivering a service or product for the external customer. We will, however, remain restricted to the external customers here.

An external customer may be an individual or an enterprise that hires or purchases the product(s) or service(s) from another person or business in exchange of money.

One of the most important factors for the success of an enterprise is its customers. Without them, a business cannot exist. But to capture customers, a business must try to find out what people want, how much and how often they will buy and how their post-purchase satisfaction will be ensured.

The process is defined as a set of interconnected activities that result in a product or a service to be offered to a customer. Thus, their relation is of critical importance. The result of one activity (the process) directly affects the other entity (the customer).

For example, all the customer complaints are analogous to process variation. If variation that is non-conformance to the quality standards occurs, it will ultimately affect the quality of the end product or service. Therefore, it important to keep a strong check on this aspect.

Customer satisfaction is not an objective statistic but more of a feeling or attitude. If a customer is happy with a product or a service it has hired or purchase they will pay their bills promptly, which greatly improves cash flow-the lifeblood of any organization. Customers that are satisfied will increase in number, buy more, and buy more frequently.

Many companies approach customer satisfaction in a narrow way by confining quality considerations to the product alone. Whereas, service connected with the product are frequently over looked, such as packaging, timely and accurate shipping and ability to meet deadline matters.

Customer defection means losing a business. It occurs when an unhappy customer decides to stop hire or purchase your services or products and decides to find some other suitable alternative that satisfies its needs which your organization failed to deliver. Therefore, customer defection is a threat. On the other hand, retaining a customer is great opportunity. For a product manufacturing company, a customer defection may occur due to poor quality of product or poor after-sales services, whereas in case of service sector it plainly based on the quality of service itself.

In service sector, employees-customer interaction influences satisfaction more than actual product or service obtained. These one-on-one or face-to-face contact between customer and deliverer of service (nurse, flight attendant, retail clerk, restaurant server) is extremely important.

Poor service quality causes customer defection, which in turn have a substantial impact on cost or profits.

The ultimate outcome of customer focus and satisfaction is to achieve profit in the private sector and productivity in the public or non-profit sector. The one thing which is proven as result of various studies is the relationship between customer retention and profit. Employee retention, which is achieved through good human resources management practices and organization development methods such as team building, job development, and empowerment. Employee retention depends on employee satisfaction, which in turn can be related to external services and customer satisfaction.

What key indicators are used to measure customer satisfaction? There are two basic steps in measurement system:

1. Develop key indicators that drive customer satisfaction.

2. Collect data regarding perception of quality received by customers

Key Indicators for Physical Products:

• Reliability

• Aesthetics

• Adaptability

• Usability

• Functionality

• Appropriateness

Key Indicators for Services

• Friendliness/courteousness of employees

• Safety/risk of service

• Billing/invoicing procedure

• Responsiveness to requests

• Appearance of physical facilities

• Approachability of the service provider

• Willingness to listen to customer

• Honesty and an ability to communicate in clear language.

What is the importance of Buyer-Supplier relationship in terms of customer satisfaction?

Almost every company purchases products, supplies, or services in an amount that frequently equals around 50% of its sales.

Traditionally many of companies follow «lowest bidder» practices where price is critical criterion. Now companies are realizing that careful concentration of purchases, together with long term buyer-supplier relationship, will reduce costs and improve profits. Dr. Deming suggested that a long-term relationship between purchasers and suppliers is necessary for best economy.

Several guidelines will help both the supplier and customer benefit from a long-term partnering relationship:

• Implementation of TQM by both supplier and customer.

• Long-term commitment to TQM and to the partnering relationship between the parties.

• Reduction is supplier base.

• Get suppliers involved in the early stages of research, development, and design.

• Benchmarking

***Exercise 3. Match*** ***English words and word phrases with Russian equivalents:***

| 1 | customer focuse | a | несоответствие стандартам качества |
| --- | --- | --- | --- |
| 2 | internal customers | b | низкое качество продукта |
| 3 | external customer | c | удержание сотрудников |
| 4 | to capture customers | d | готовность слушать клиента |
| 5 | non-conformance to the quality standards | e | надежность |
| 6 | customer satisfaction | f | развитие карьеры |
| 7 | poor quality of product | g | внешний клиент |
| 8 | poor after-sales services | h | привлекать клиентов |
| 9 | employee retention | i | клиентоориентированность |
| 10 | to drive customer satisfaction | j | честность и умение общаться на понятном языке |
| 11 | willingness to listen to customer | k | to drive customer satisfaction |
| 12 | honesty and an ability to communicate in clear language | l | плохое послепродажное обслуживание |
| 13 | reliability | m | удовлетворенность клиентов |
| 14 | job development | n | внутренний клиент |

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 |
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***Exercise 4. Find English equivalents for the Russian words and word phrases in the text:***

| ***Russian words*** | ***English equivalents*** | ***Russian words*** | ***English equivalents*** |
| --- | --- | --- | --- |
| коллеги, работающие вместе над предоставлением услуги или продукта для внешнего клиента |  | взаимодействие сотрудников и клиентов влияет на удовлетворенность больше, чем фактически полученный продукт или услуга |  |
| физическое лицо или предприятие, которое нанимает или покупает продукт (ы) или услугу (услуги) у другого лица или предприятия в обмен на деньги |  | низкое качество обслуживания приводит к оттоку клиентов |  |
| наиболее важные факторы успеха предприятия |  | получение прибыли в частном секторе |  |
| как будет обеспечиваться их удовлетворение после покупки |  | достигается за счет передовой практики управления человеческими ресурсами и методов организационного развития |  |
| в результате чего продукт или услуга будут предложены покупателю |  | два основных шага в системе измерения |  |
| повлияет на качество конечного продукта или услуги |  | данные о восприятии качества, полученного клиентами |  |
| доволен продуктом или услугой |  | ключевые показатели для физических продуктов |  |
| что значительно улучшает денежный поток — источник жизненной силы любой организации |  | ключевые показатели для услуг |  |
| ограничивая соображения качества только продуктом |  | дружелюбие/вежливость сотрудников |  |
| уход клиента означает потерю бизнеса |  | готовность слушать клиента |  |
| которые ваша организация не смогла предоставить |  | честность и умение общаться на понятном языке |  |
| удержание клиента - отличная возможность |  | где цена является критическим критерием |  |
| отказ клиента может произойти из-за низкого качества продукта или плохого послепродажного обслуживания |  | выгода от долгосрочных партнерских отношений |  |

***Exercise 5. Use one of the nouns given in the box to fill in each gap. One noun is extra:***

| external relationship happy face-to-face internal buyer-supplier teams defection after-sales satisfaction post-purchase |
| --- |

1. \_\_\_\_\_ customers are within the company-the colleagues working together for delivering a service or product.

2. An \_\_\_\_\_ customer may be an individual or an enterprise that hires or purchases the product(s) or service(s) from another person or business in exchange of money

3. A business must try to find out what people want, how much and how often they will buy and how their \_\_\_\_\_\_ satisfaction will be ensured.

4. If a customer is \_\_\_\_\_\_ with a product or a service it has hired or purchase they will pay their bills promptly.

5. Customer \_\_\_\_\_ means losing a business.

6. A customer defection may occur due to poor quality of product or poor \_\_\_\_ services.

7. One-on-one or \_\_\_\_ contact between customer and deliverer of service is extremely important.

8. The one thing which is proven as result of various studies is the \_\_\_\_ between customer retention and profit.

9. Employee retention depends on employee \_\_\_\_\_.

10. Now companies are realizing that careful concentration of purchases, together with long term \_\_\_\_ relationship, will reduce costs and improve profits.

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
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***Exercise 6. Complete the sentences choosing one of the given variants:***

1. Internal customers are within the company …

a) an individual or an enterprise that hires or purchases the product(s) or service(s) from another person or business in exchange of money.

b) essential processes, ideas, theories and tools that change management, and the performance improvements.

c) the colleagues working together for delivering a service or product

1. To capture customers, a business must …

a) try to find out what people want, how much and how often they will buy and how their post-purchase satisfaction will be ensured.

b) become evident that there was a great need for change and development.

c) deliver a service or product for the external customer.

1. If a customer is happy with a product or a service …

a) it ultimately affects the quality of the end product or service.

b) it improves cash flow-the lifeblood of any organization.

c) it keeps a strong check on this aspect.

1. A customer defection may occur due to …

a) confining quality considerations to the product alone.

b) poor quality of product or poor after-sales services.

c) a set of interconnected activities.

5. In service sector, employees-customer interaction influences satisfaction more than …

a) actual product or service obtained.

b) a great need for change and development.

c) the product alone.

1. Poor service quality causes customer defection, which …

a) is extremely important.

b) it based on the quality of service itself.

c) have a substantial impact on cost or profits.

1. Employee retention depends on employee satisfaction, which …

a) is the relationship between customer retention and profit.

b) is measuring, examining and testing the products.

c) can be related to external services and customer satisfaction.

1. Now companies are realizing that careful concentration of purchases, together with long term buyer-supplier relationship, …

a) will reduce costs and improve profits.

b) will apply to all employees within the organization.

c) will need change and development.

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |
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***Exercise 7. Match the basic terms of Part A with their descriptions. One description is extra:***

| 1 | Internal customers | a | he stops to hire or purchase your services or products and decides to find some other suitable alternative that satisfies its needs which your organization failed to deliver. |
| --- | --- | --- | --- |
| 2 | External customers | b | a business must try to find out what people want, how much and how often they will buy and how their post-purchase satisfaction will be ensured. |
| 3 | A customer is happy | c | It is achieved through good human resources management practices and organization development methods such as team building, job development, and empowerment. |
| 4 | An unhappy customer | d | willingness to listen to customer, honesty and an ability to communicate in clear language… |
| 5 | Employees-customer interaction | e | the colleagues working together for delivering a service or product for the external customer. |
| 6 | To capture customers | f | external and internal. |
| 7 | Key Indicators for Services | g | It greatly improves cash flow-the lifeblood of any organization. |
| 8 | Employee retention | h | individuals or an enterprises that hire or purchase the product(s) or service(s) from another person or business in exchange of money. |
|  |  | i | one-on-one or face-to-face contact between customer and deliverer of service. |

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |
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***Exercise 8. Fill in the blanks using words given in the box to fill in each gap in the text. One word is extra:***

| enhancement bargain support purchases familiar treat maintain rent affiliated |
| --- |

Difference between Internal and External Customers

Internal customer is a division, individual or unit employee who (1) \_\_\_ or is the receiver of products, materials, services or information from other units in the same company (internal supplier). This is practiced by a number of companies in order to train the workers on how to deal and (2) \_\_\_\_ external customers effectively. In this way, they are consciously aware of how they work and they help in the (3) \_\_\_ of the quality.

External customers are customers who don’t belong to the organization. In different terms, they are purchasers of the products’ (service) of that business but in no way affiliated with the company. These may also pertain to customers who purchase or (4) \_\_\_\_ products that are not of the same company, but they are affiliated in the same industry. Those who drop by and check the products are still considered one.

Internal customers are people who are connected with the company. They are purchasing the products right from inside the business while external customers are in no way (5) \_\_\_ with the company. Internal customers know the sellers pretty well so they know how to make bargains and get it at a reasonable price while external customers are not personally (6) \_\_\_ with the sellers, it would be hard for some to get them at nice prices. Internal customers, even if they don’t get to (7) \_\_\_ the products, can avail of bigger discounts unlike the external customers who get the usual price.

Internal and external customers always want to get good products when buying something. No matter what their position in the company is, clients treat them the same way and still (8) \_\_\_ good customer service.

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| --- | --- |
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| 4 |  |
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| 6 |  |
| 7 |  |
| 8 |  |

***Exercise 9. Read the text and find the answers to the questions***

1. What distinct types of customers are there?

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1. How can you define the term Internal customers?

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1. How can you define the term External customers?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. What does it mean for the company if a customer is happy with a product or a service?

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1. When does Customer defection occur?

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1. Why does poor service quality, which causes customer defection, has a substantial impact on cost or profits?

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1. What key indicators for Services are used to measure customer satisfaction?

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**Language commentary**

|  | internal customers | внутренний клиент |
| --- | --- | --- |
|  | customer focuse | клиентоориентированность |
|  | external customer | внешний клиент |
|  | to capture customers | привлекать клиентов |
|  | to ensure post-purchase satisfaction | обеспечить удовлетворение после покупки |
|  | interconnected activities | взаимосвязанные виды деятельности |
|  | non-conformance to the quality standards | несоответствие стандартам качества |
|  | to affect the quality of the end product or service | влиять на качество конечного продукта или услуги |
|  | customer satisfaction | удовлетворенность клиентов |
|  | to improve cash flow | улучшать денежный поток |
|  | packaging | упаковка |
|  | timely and accurate shipping | своевременная и точная доставка |
|  | ability to meet deadline matters | способность соблюдать сроки |
|  | to stop hire or purchase services | прекращать нанимать или покупать услуги |
|  | suitable alternative | подходящая альтернатива |
|  | to fail to deliver | не доставить |
|  | poor quality of product | низкое качество продукта |
|  | poor after-sales services | плохое послепродажное обслуживание |
|  | employees-customer interaction | взаимодействие сотрудников и клиентов |
|  | one-on-one/face-to-face contact between customer and deliverer of service | контакт один на один/лицом к лицу между клиентом и поставщиком услуг |
|  | a substantial impact on cost or profits | существенное влияние на затраты или прибыль |
|  | the ultimate outcome of customer focus and satisfaction | конечный результат клиентоориентированности и удовлетворенности |
|  | productivity in the public or non-profit sector | производительность в государственном или некоммерческом секторе |
|  | employee retention | удержание сотрудников |
|  | good human resources management practices | передовые методы управления человеческими ресурсами |
|  | team building | тимбилдинг (создание команд) |
|  | job development | развитие карьеры |
|  | empowerment | расширение прав и возможностей |
|  | to drive customer satisfaction | повышать удовлетворенность клиентов |
|  | reliability | надежность |
|  | usability | удобство использования |
|  | adaptability | приспособляемость |
|  | appropriateness | уместность |
|  | friendliness/courteousness of employees | дружелюбие/вежливость сотрудников |
|  | safety/risk of service | безопасность/риск обслуживания |
|  | billing/invoicing procedure | процедура выставления счетов/фактур |
|  | responsiveness to requests | реагирование на запросы |
|  | appearance of physical facilities | внешний вид физических объектов |
|  | approachability of the service provider | доступность поставщика услуг |
|  | willingness to listen to customer | готовность слушать клиента |
|  | honesty and an ability to communicate in clear language | честность и умение общаться на понятном языке |