

# การจัดการซื้อร้องเรียนเพื่อความพอใจของผู้ใช้บริการ

สถาบันวิทยบริการ จุฬาลงกรณ์มหาวิทยาลัย



โดย

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# What is Complaints?

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A complaint is any expression of **dissatisfaction** with us and/or our services

Complaint  $\neq$  Request

# Satisfaction vs. Dissatisfaction

## Dissatisfaction

Expectation

8



Performance

10



Expectation

10



Performance

8



If performance is **higher** than expectations, satisfaction is **high**.

If performance is **lower** than expectations, satisfaction is **low** (or dissatisfaction).

# Service Gaps Analysis

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- Knowledge Gap
- Standard Gap
- Service Delivery Gap



# The Quest for Customer Satisfaction



□ 1 in 27 unhappy customers complaint

□ 1 in 4 unhappy customers switch

□ Unhappy customers tell 20 people

□ Happy customers tell 4 people







# Ex: Type of Complaints

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## 1. General Complaints

- Policy/Procedure
- Quality of Services
- Behavior of Staffs

## 2. Complaints with External Reporting Requirements

## 3. Anonymous Complaints

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# Complaints:

## A Critical Form of Communication

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- ❑ Complaints are a **goldmine** of information



- ❑ Complaints offer us an **opportunity** to correct immediate problems.
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# Why is Complaints Handling Important?

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- ☐ Generate Loyalty, Goodwill and Word-of-Mouth
- ☐ Careful complaint management can save unwanted costs.







# Management's Role

## in Complaints Management System

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- ❑ Demonstrate a **commitment** to complaints management
- ❑ Management's responsibility begins with the preparation of written **policies and procedures** for speedy and fair complaint resolution.

*Top-level commitment to effective complaint management establishes the **motive** and **incentives** for all personnel to strive for consumer satisfaction.*

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# Complaint-recovery Process

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- **receive** complaints,
- **process** them,  
and
- **communicate back**  
to the customer.



# Resolution at the First Point of Contact

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- ❑ Empower Front Line Staffs
  - ❑ Resolving complaints at this level avoids unnecessary consumer frustration and preserves the relationship
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# Basic Steps for Effective Complaint Management

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1. Designate a Location to Receive Complaints
  2. Develop a System for Record-keeping
  3. Process and Record Complaints
  4. Acknowledge Complaint
  5. Investigate and Analyze the Complaint
  6. Resolve the Problem in a Manner Consistent with Company Policy
  7. Follow-Up
  8. File, and Periodically Analyze a Complaint Report
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# Tips for Management

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- ❑ The commitment and continuing involvement of management is critical to successful complaint resolution
- ❑ The optimum use of complaints as a management tool.





# Tips for Management

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- Make it **easy** for your customers to complain ...and your customers will make it **easy** for you to improve.!!
  - Respond to complaints **quickly** and **courteously** with common sense and you will improve customer loyalty.
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# Tips for Management

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- ❑ There is **no single formula** that will provide universal relief for dissatisfied consumers
  - ❑ Complaint management systems **vary widely** depending on the nature of the product or service
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# How does your organization measure up?

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- How does your organization **track and analyze** complaints?
  - How does your organization use information about complaints to **fix easy problems fast**?
  - How does your organization use information about complaints to **identify and address underlying problems**?
  - What has your office done to make sure it **listens** to the voice of the customer?
  - How do the **leaders** in your organization view complaints?
  - How does your organization make it **easy for customers to complain**?
  - What does your organization do to make it **easy for employees to solve problems**?
  - How is customer service incorporated in your organization's **vision, plans and actions**?
  - How do you get complaint information to the **CEO or top management**?
  - How does your organization **measure customer satisfaction** for your overall service?
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***“A good service accepts  
that things are wrong and  
fixes it.”***

–Ken Birkby,  
Marks & Spencer