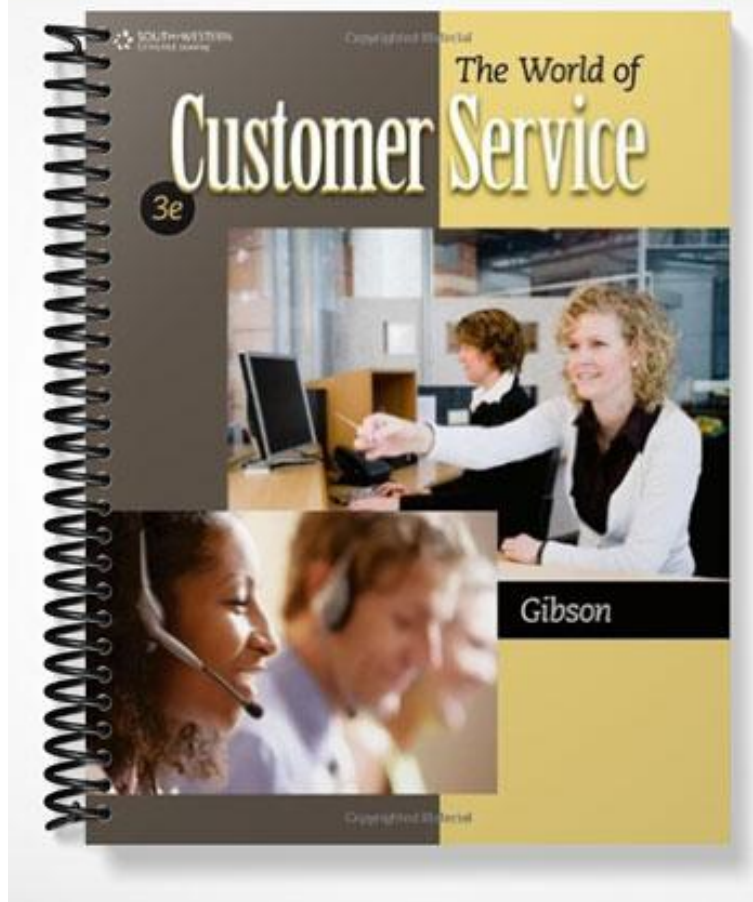


SOLUTIONS MANUAL



CHAPTER 2—THE GLOBAL CUSTOMER

Chapter Outline

Impact of Globalization

- Outsourcing

- Nearshoring

- Homeshoring “Virtual Home Agents”

Cultural Diversity and the Global Customer

- Nonverbal Behaviors

- Concept of Time

- Concept of Space

- Concept of Authority

- Serving Diverse Customers Well

- Maximizing the Potential of Global Diversity

Customer Personalities

- Analytical

- The Driver

- The Amiable Personality

- The Expressive

Generational Differences

- Mature Generation

- Baby Boomers

- Generation X

- Generation Y

- Generation Z

- Serving Different Generations

The Disabled Customer

- Understanding Disabilities

- Service Animals

Wrapping Up

Summary

Teaching Suggestions

1. Open the discussion of globalization by asking students to describe recent positive and negative service experiences with an international corporation that uses outsourced CSRs located offshore.
2. To introduce the degree of ethnic and cultural diversity in America, go around the room (or post a discussion online) and ask students (if they are comfortable doing so) to share their parents' heritage and any unique cultural behaviors or traditions they celebrate.
3. After reviewing the *Customer Personalities* section, ask students to determine their personality type. Then, group students according to their personality types. Each group should then brainstorm three ways they prefer to be treated as customers and why.
4. Have two students role-play a situation where one assumes the role of a disabled person or a person with a different cultural background and the other assumes the role of a CSR. Ask the students to demonstrate the type of customer service they might expect to give and receive if they were a) checking into a hotel, b) being served a meal at a restaurant, or c) buying an item at a retail store.
5. Remind students to go to the product website for activities and Web links for this chapter. www.cengage.com/marketing/gibson

Solutions for Book Activities and Projects

Critical Thinking

1. The service factors that contribute to the global success of Craigslist are centered on the customer-to-customer sales phenomenon that founder Craig Newmark embraced from day one. Newmark encouraged a culture of trust between and among customers. This is noteworthy and speaks in part to why the website is such a success.
2. Most students will probably select homeshoring because this practice keeps jobs at home in the United States and allows workers a greater degree of flexibility. Also, homeshoring is less likely to risk the accent fatigue, cultural disconnection, and customer rage sometimes associated with outsourcing and nearshoring.
3. Diversity in the workplace offers competitive advantages to a business because diverse ideas come from diverse people. Moreover, customers represent diverse buying habits as well. Challenges arise because these differences increase the chance of misunderstanding, especially relative to nonverbal behaviors and concepts of time, space, and authority.
4. A simple description for each of the four personality types should be similar to the following:
 - a. The analytical type is systematic, well organized, and deliberate.
 - b. The driver wants to save time, values results, and loves being in control and doing things a certain way.
 - c. The amiable type wants to build relationships and likes to give others support and attention.
 - d. The expressive type values appreciation, loves social situations, and likes to inspire others.
5. The personal service approach would take into account the unique ways in which the different generations want service delivered. For example:
 - a. Matures are ethical and appreciate recognition and respect for their ethics, and desire to do the right thing. They typically need more attention than other generations.
 - b. Baby boomers are independent with a “can-do” attitude. They like to dig in and overcome obstacles all on their own.
 - c. Generation Xers have strong opinions and are very in tune with issues regarding relationships, community, and environment. They like to be consulted.
 - d. Generation Yers tend to be impatient and they need information quickly; if online, so much the better.
 - e. Generation Zers like to use social networking sites and all forms of digital technology to gain their information. They like to access and receive service through social media and electronic communication devices.
6. Students may mention instances where a CSR spoke slowly and clearly, maintained good eye contact, or showed courtesy, sensitivity, and sincerity toward the person with a disability.

What Do You Think NOW?

Project 2.1

Students' responses will vary. Key ideas to look for include the following techniques, practices, and skills. These ideas come from the *Make it a Habit* feature and include:

- Use a variety of communication methods (written, visual, and verbal) to get your message across.
- Err on the side of formality. Most cultural groups value formality, and it will demonstrate respect on your part.
- Make an effort to pronounce names and titles correctly. If you are not sure about proper pronunciation, ask.
- Respond to what is being said, not how it is said.
- Never make a derogatory comment about any culture, generation, or disability.

Online Research Activity

Project 2.2—Homeshoring Hiring Issues

1. Rosie is a strong candidate to work from home because she has the equipment, phone service, and Internet in place and speaks a second language. However, her excessive absences and lack of time management skills could cause problems since she is mostly unsupervised. Even though Matt has a disability, he has excellent communication skills, which are of primary importance to an employee in a homeshoring position.
2. A qualified candidate for a homeshoring position should have excellent organization and time-management skills. They must be self-starters and motivated. They must be able to work independently with little direct supervision.
3. Homeshoring opens up opportunities for many workers who, for any number of reasons, cannot work outside of their homes or the traditional 8 to 5 workday. The job is coming to them, in this case. Those in homeshoring positions prefer a more flexible, family-friendly schedule, so the types of workers will typically have family commitments.

Communication Skills at Work

Project 2.3—Communication Styles among Generations

1. A great deal of the differences among communication styles can be attributed to the evolution of electronic communication and advanced digital technology. As Generations X, Y, and Z have come of age, they have been immersed in an environment that allows them to communicate in ways to which older generations did not have access. The upside of this is that it can allow for more efficient communication. The downside is that the nonverbal parts of communication have been removed. While older generations have taken note of this phenomenon, younger generations don't see a real difference. This manifests itself in the workplace when someone in his fifties, for instance, prefers to call on the phone, and his younger counterpart favors e-mail and

social network interactions. These competing methods may irritate both groups and impact productivity negatively if management is not on top of the issue and its ramifications.

2. First and foremost, employers need to understand that this is not a passing phenomenon. Younger generations will continue to drive these types of technology upgrades as time goes on. One of the best ways companies can address the situation is to encourage dialog among employees about how these differences might be better handled. For example, companies can take time at meetings to discuss different communication styles and ways for workers to best interact with each other. Companies can also conduct training sessions that pose case studies or scenarios about typical communication disconnects and allow participants to discuss ways to improve this type of communication within the organization. Above all, employers must make sure issues are out in the open and recognize this is an evolutionary process that will require constant vigilance.
3. Answers will vary, but students should mention that adapting personal styles to meet the needs of any generation is of utmost importance. For the younger generations (X, Y, and Z), it is important to remember that they have high consumer awareness and use this understanding to obtain what they need or desire. The CSR must be aware that these generations are unforgiving about poor customer service. For the older generations (matures and baby boomers) who are more loyal, the CSR must understand that they can also be more demanding. The CSR must be sensitive to the special needs of these aging consumers, such as hearing and vision loss and restricted mobility.

Decision Making at Work

Project 2.4—Free Personality Test for CSR Position

Since this is an individualized assessment, each student's responses will be based on the results of his/her personality assessment. The importance of this project is to have students realize that each of the four personality types interact differently with each other in customer situations. Ideas to address the example of returning a faulty product include:

- Analyticals should speak and smile more. Show appreciation and personal interest. Relax. Share information and be more open to others.
- Drivers must slow down when dealing with other personality types. Take more time to listen. Try to hold back from dominating and learn when to relinquish some control. Show more patience and be more relaxed.
- Amiables need to be more assertive in customer situations. Talk more, listen less. Take control and take some risks.
- Expressives should listen more and slow down. They should write things down and set specific goals. Check details and remember to stay calm. Learn to focus.

Case Study

Project 2.5—A Complaint from a Disabled Customer

The disabled customer has a legitimate complaint about the way he was treated by the CSR. This is an issue that Mr. Marcellus cannot ignore. He should write a letter of apology to the customer immediately, explaining the actions he will take to make sure a similar incident does not occur in the future. Mr. Marcellus might also consider providing an incentive in order to win back the customer. As a result of this incident, a disability training session should be conducted and, if needed, the employee handbook should be updated for all current and new employees to review relative how to serve customers with disabilities in the best way.

Responses to Photo Caption Questions

1. Page 24: *In what ways is a diverse global workforce good for customers, employees, and the organization?* Response: A diverse global workforce leads to a diverse and growing customer base, which ultimately leads to increased sales. Diversity in the workplace exposes workers to different cultures and ways of communications, and helps them become more sensitive and aware when dealing with a diverse group of customers.
2. Page 28: *Put yourself in the role of a customer at a restaurant or a department store. Which personality type do you prefer to serve you? Why?* Response: Students will have different responses based on their personality type and how each of their types typically reacts to others.
3. Page 34: *What suggestions can you give a co-worker to enhance a service encounter with disabled customers?* Response: Suggestions might include being sensitive to a disabled person's unique needs, practicing patience, allowing more time to deal with the customer; and being respectful and courteous throughout the interaction.