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Find industry information

Information from a range of contacts in your industry can prove valuable. Finding out what is happening in a particular industry by talking with industry people is called networking.

Taking part in ongoing research into your industry improves your knowledge of products and services, and this allows you to provide advice and information that may help with development and distribution in your own organisation.

The following sources provide excellent opportunities for researching industry information:

Contacts

Industry contacts are the people and groups you make contact with while doing your job and researching your industry. Making contacts outside your industry is also useful, as you will gain a new perspective. You can build your knowledge through:

- attending conferences to hear qualified speakers give presentations on current issues, trends and statistics
- joining associations to access member-only content such as newsletters, workshops and research reports
- accessing industry skills councils (ISCs) to learn about the state of your industry, such as training needs, industry trends and changes in the regulatory environment.

Suppliers

Your workplace may have authorised suppliers – approved traders that meet your organisation's selection criteria in relation to products, services, delivery and quality. Authorised suppliers are a good resource for information that supports your organisation. They may provide this information in person (telephone support, product seminars, site visits) or via their websites, catalogues and brochures.

Media

Most organisations subscribe to magazines, journals and newspapers. These publications can be circulated to staff members with relevant information flagged. National business publications, such as the *Australian Financial Review* and *Business Review Weekly*, provide current discussion on a range of business topics. State and local newspapers provide discussion of topics that may affect your business, such as changes in regulation or local issues or events. Industry publications from associations and suppliers often contain valuable statistics and other information that can be used to maintain knowledge of the industry and products and services.

Anti-discrimination legislation

Anti-discrimination legislation is contained in a series of Commonwealth and State Acts that require workers and employers to treat everyone the same regardless of age, gender or background. This law also requires organisations to make reasonable adjustments to accommodate customers or employees with a disability. Commonwealth Acts include:

- *Age Discrimination Act 2004*
- *Australian Human Rights Commission Act 1986*
- *Disability Discrimination Act 1992*
- *Racial Discrimination Act 1975*
- *Sex Discrimination Act 1984*.

Codes of practice and ethical principles

Codes of practice and ethical principles can be workplace based or developed by a professional association; for example, the Australian Retailers Association Scanning Code of Practice ensures the interests of customers are protected when purchasing scanned items in a retail store.

Codes of practice are often voluntary, but may be a condition of membership for an industry body. Consumers may prefer to deal with an organisation that subscribes to an industry code of practice as it shows commitment to a certain standard.

Privacy laws

Privacy laws are contained in the *Privacy Act 1988* (Cth) and described in 11 privacy principles. Privacy law regulates the ways in which organisations may collect, store, disclose and otherwise use customer information.

Work health and safety (WHS) laws

Work health and safety (WHS) laws are state based, but essentially impose the same requirements on employers and workers to create a safe and healthy workplace. Employers have an obligation to comply with safe work regulations regarding work practices, training, safety equipment, bullying, discrimination and other relevant aspects.

Employees are required to comply with the WHS requirements in their workplace, such as wearing personal protective equipment (PPE). They must also alert their employer of incidents or risks, and do their best to ensure that they and their colleagues work safely.

Industry-specific legislation

Many industries are governed by specific legislation. For example, financial services legislation applies to organisations in the banking, finance or insurance sectors. The nature of your job role will determine what legislation you need to know about and the level of detail required.

Embrace change

You can help to protect your market share by being innovative and embracing change.

Technological changes since the 1990s, such as personal computers, photocopiers and printers, email, the internet, electronic funds transfer, mobile phones and devices, have revolutionised how offices are staffed, structured and organised.

Changes to the global economy affect businesses locally. New markets open up; products, services and even whole industries become obsolete. Under globalisation, capital moves more quickly and more often to exploit labour markets and consumer demand.

Examples of common changes and their consequences are shown here.

<p>New business operations</p> <p>An effect may be that:</p> <ul style="list-style-type: none">• e-commerce allows financial transactions to take place over the internet. <p>The consequences may be:</p> <ul style="list-style-type: none">• increased sales due to ease of purchase• decreased face-to-face interaction with customers.	<p>New technologies</p> <p>Effects may be that:</p> <ul style="list-style-type: none">• existing technology is made obsolete• staff can work off-site or remotely. <p>The consequences may be:</p> <ul style="list-style-type: none">• increased investment in new technology to keep abreast of changes• a need for staff with different skill sets.
<p>Global trends</p> <p>An effect may be that:</p> <ul style="list-style-type: none">• television and mass marketing create demand for certain goods. <p>The consequences may be:</p> <ul style="list-style-type: none">• increased need to research trends• increased need to anticipate new directions.	<p>Fashion</p> <p>An effect may be that:</p> <ul style="list-style-type: none">• the demand for new items constantly changes. <p>A consequence may be:</p> <ul style="list-style-type: none">• increased need to research customer requirements.

Find information about new products and services

Organisations need to identify what products and services may be needed in the future and assess how to react to the changes.

Authoritative information about trends and market forces can be sourced:

- at trade fairs
- online, through websites, blogs and social media
- in industry publications
- in newspapers, radio and television
- through media releases.

Discounts, special offers and loyalty programs

To attract consumers, organisations offer special deals to promote a product or service. As an employee, you need to be aware of the organisation's current offers, promotions and discounts. Sometimes offers are made when a customer buys a product. For example, buy one pair of shoes and pay half price for a second pair.

Some organisations have customer loyalty programs, such as frequent flyer points and membership discounts.

It is a good idea to keep information about special offers close at hand so you can remember them and promote them to clients.

Here are examples of what discounts, special offers and other options may entail.

Discounts

You need to be familiar with how your organisation promotes its discounts. For example, they may advertise on TV, in trade journals, local newspapers or on social media.

Organisations may provide a variety of discounts including:

- seasonal discounting such as taking 10 per cent off winter stock in July
- reductions on specific items such as taking 20 per cent off a superseded model
- discounts for booking early
- discounts for customers in the organisation's loyalty or membership program
- discounts through a contracted supplier arrangement
- discounts for groups.

Special offers

An organisation may offer a special deal to promote a product or service such as:

- buy one, get one free
- join now and get one month of membership free
- one month's free trial to new customers
- attachments at no extra cost
- free installation
- complementary products or services.

To gain an advantage over competitors, organisations may offer add-ons or value-added products or services at no extra cost to the customer, such as a help desk service with a computer purchase, free lessons with a sewing machine purchase or a starter kit of consumables.

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Delivery methods vary in speed, security level and, of course, cost. You need to inform the customer of the options available, including tracking, signature requirements and insurance. Find out how urgent orders are processed in your organisation and what additional costs are involved.

Deliveries should be clearly addressed and labelled (for example, if a package is fragile or contains dangerous goods). An invoice, receipt or packing slip should be included.

In terms of services, scheduling is important. Delivery of a service may require the customer to be present. For example, they will need to be at home if curtains are to be fitted. If the service involves training courses or demonstrations, the client needs to know the time, location and duration.

Staff members providing services should be well presented and punctual. They should issue the customer with a receipt, certificate or other appropriate documentation once the service is complete.

Refer to your organisational guidelines to ensure you are aware of your responsibilities with regard to packaging and delivery.



Replacement and refund policy

Most organisations have policies and procedures for handling replacements, refunds and giving credit. These policies and procedures must be in line with Australian Consumer Law.

To provide good customer service, you need to know your organisation's policies and procedures for dealing with returns, refunds, credit notes, wrong deliveries, change of mind and cancellations.

Generally speaking, if a mistake is made by the organisation, then the organisation bears the cost of fixing it. For example, if a customer is sent the wrong item, the organisation will pay for that item to be returned and replace it as soon as possible with the item the customer ordered.

Refund conditions should be clearly explained to the customer prior to purchasing or booking. This could be done verbally, on a sign at the point of purchase or on a registration form.

The following information on statutory rights is a summary only. For more details, visit your state or territory consumer affairs department website.

Sales figures

To understand how products and services are performing, you could examine the sales data for each month, including sales figures and the breakdown of where and how sales are made. Depending on the type of business activity carried out, the data may show the:

- top-selling product or service
- least-sold product or service
- state that has purchased the most products
- product or service that is improving in sales
- product or service that is declining in sales.

Marketing data

You may need to access your organisation's marketing strategy in order to check how the marketing campaigns have affected sales. This helps to determine whether marketing or promotional strategies are successful. For example, an organisation may target a particular state with an advertising campaign and then check the sales figures to see if sales increased in that state. The correlation between the improved sales figures and the marketing strategy is an important indicator for the organisation. Marketing information may also include data about the organisation's market share. Some organisations record their market share and use sales figures and other data to continually graph their position.

Colleagues

Colleagues can provide important and current information. The organisation's salespeople, who are in regular contact with customers, can supply sales figures, anecdotal information from customers and suppliers, and make suggestions on how a product may be improved, updated or modified. Salespeople are in a good position to understand how the product or service is being received in the market.

Organisation reports

An organisation's business plan and operational guidelines indicate the direction in which the organisation is headed. These documents can be compared with industry trends, sales figures, customer comments and the economic climate. You could then provide feedback to the appropriate people if a change of direction is needed.

continued ...

1C

Document and maintain products and services information according to organisational requirements

You must carefully document any information you collect about products and services according to your organisation's requirements. This ensures the appropriate people can easily access the information.

Your organisation will have guidelines, policies and procedures for compiling this information. For example, you may need to prepare a weekly or monthly report for a specific person such as the person responsible for a particular product. You may also be required to present this information at a staff meeting.



Know how to document and maintain information

There are many important aspects to consider when documenting information and then with on-going maintenance of this information. These aspects are described below.

Timeliness

Imagine if you spent a lot of time collecting information and preparing a report, and then discovered that your manager needed the material for a meeting that was held last week.

Make sure you know the deadline for any information you are asked to prepare. If you are preparing something on your own initiative, make sure it will be useful before you invest a lot of time or effort.

Knowing where information is stored and locating it quickly is essential for preparing documents on time.

Confidentiality

Some of the information you collect may be confidential. For example, access to company sales figures may be limited to senior managers. Be aware of what information is confidential and how you should handle it. Your organisation's policies and procedures should reflect all legislative requirements. Always follow your organisation's policies and procedures regarding privacy and security.

continued ...

1D

Use your knowledge to improve quality

You should use the knowledge you have gained through research and experience to improve the quality of your work and the organisation's products and services. Your role and responsibilities will affect how you do this.

For example, if you work in stock handling and distribution, you need to be aware of aspects such as discounts, packaging, delivery details and costs. If you are an assistant in a financial team, you need to understand payment processes, sales statistics and the refund policy.



Improve your performance by knowing about products and services

The following information shows how you can improve in different work roles by knowing the organisation's products and services.

Receptionist



- Use your new skills and knowledge to help customers when they call to inquire about a product or service. Tell them about add-ons, special offers or after-sales support that is relevant to their needs.
- Keep product information at hand so you can provide information immediately. For example, keep a product catalogue by your telephone, or have a 'frequently asked questions' document complete with answers at your workstation. Make sure you regularly update all information.
- When callers or visitors have a more complex query, complaint or inquiry, use your knowledge to make sure they speak to the right person in your organisation straight away.

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2A Ensure recommendations are in line with organisational requirements

It may be your responsibility to scrutinise product development, service provision, sales performance and distribution processes to identify areas for improvement. You will need to carry out research in these areas and analyse the information you receive.

To achieve this, you may need to:

- examine and understand the organisation's overall goals and objectives
- research, analyse and identify sales trends
- research competition and industry trends
- align the organisation's goals with the trends you have identified.

Recommend improvements

After you have collected all the necessary information, you may be expected to make recommendations to management on how to improve the organisation's products and services. Management may expect you to provide the reasons for your recommendations along with the evidence you have gathered to back up your recommendations. This needs to be done according to your organisation's requirements; for example, recommendations may need to be made in a report, or provided in a meeting with management. Ensure you understand your organisation's policies and procedures for doing so.

When preparing recommendations for management, remember to:

- document information from marketing data, customer feedback and surveys, sales reports, industry reports and other authoritative sources
- ensure that your recommendations are evidence based and in line with your organisation's requirements.



Know your organisation

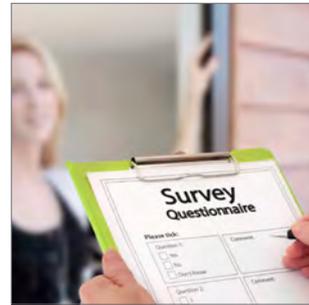
Make sure you are familiar with your organisation's strategic objectives and the goals your team has set. These will show whether your recommendation is consistent with the organisation's vision and its short- and long-term needs.

Take the time to understand the organisation's culture, promotional strategies and branding. For example, if your organisation sells food and promotes itself as health conscious, a recommendation to sell a product high in fat or sugar would not be in line with the organisation's vision. You should also consider the organisation's budget. Management is unlikely to approve a recommendation that is too costly in relation to the budget. The recommendations you make must be in line with an organisation's requirements.

2B

Give recommendations that emphasise client needs

You need to collect accurate and up-to-date information about your customers before you can make recommendations about their needs. You should look at the needs of individual customers and then identify customer groups with similar needs or patterns of buying.



Make recommendations based on customer needs

To make recommendations based on customer needs, you must understand the demographics of your existing customer base and/or your target customers. Demographics are social statistics used to describe common characteristics of particular groups such as potential customers or an existing customer base. Typical demographic data relates to age, gender, location and income.

For an organisation to target its customers' needs successfully, it must examine the nature of its existing customer base or potential customers in this way. The characteristics of an organisation's customers must be clearly identified.

Important questions to ask about your customers or potential customers include:

- Who are they?
- Where do they live?
- What are their specific needs?

Analyse sales data and market share

Before you can make a recommendation to management, you need to know how to interpret your organisation's sales figures and market share information as shown here.

Sales figures

Sales figures show how well the organisation's products or services are selling. They could show the number of units sold and at what prices. They could also show the sales in various categories, and at various locations.

Market share information

Market share is the organisation's individual sales as a proportion of the total market sales. This information identifies the portion of the market your organisation holds in relation to its competitors. For example, in a market with annual sales of \$1 million, if your organisation had sales of \$100,000, you would have a 10 per cent market share.

Look at the issues

Before making recommendations to management about ways to improve products and services, you need to familiarise yourself with the issues that are currently affecting customer satisfaction and address these issues in your recommendations. These issues are outlined here.

Product issues

Recommendations about products and services should contribute to an organisation's profitability and success. Recommendations on product and service issues may help to:

- develop a new product or offer a new service based on customers' requests
- develop a niche market
- expand promotional activities; for example, by developing a website
- expand offerings; for example, by offering online ordering
- target marketing campaigns to specific areas such as a particular state, customer demographic or industry
- target specific groups to identify current and future needs.

Recommendations must clearly indicate the benefit to the organisation and the customers. For example, a new service must meet customer needs, increase sales, position the company in a more favourable trading position, capture a new market or increase current market share. A diagram is a good way of summarising recommendations.

Problem/ fault issues

You may be required to make recommendations to solve production and service problems and faults. Find out exactly what problems an organisation is experiencing.

Recommendations that address production and service problems and faults should lead to better customer service and increased profits. After collecting evidence you may recommend:

- reducing or removing certain products from your range
- upgrading the technology in the organisation
- adding extra service staff
- re-negotiating delivery contracts
- accessing an improved product from suppliers
- developing a new product
- providing a new service
- mapping a new direction
- negotiating with other companies for a possible alliance.

If you made a recommendation for the development of a new product or service, you should provide the following supporting evidence:

- Results from customer surveys
- Sales figures and trends
- Product trends
- Market share
- Evidence of local and international directions
- Analysis of comparable products or services from competitors

Use evidence to make recommendations

Different types of evidence can be used to make recommendations for different types of issues as shown here.

Faulty products

Evidence to support can be found by:

- analysing customer feedback
- reading internal data about workplace difficulties such as production downtime statistics
- communicating with colleagues.

Recommendation may be to:

- retrain staff on the production line
- incorporate random testing into the process.

Services not meeting customers' needs

Evidence can be found by:

- analysing customer feedback
- reviewing sales figures
- analysing market share
- researching competitor products.

Recommendation may be to:

- provide add-on services
- develop new services based on customers' feedback.

Sales slump

Evidence can be found by:

- analysing economic conditions
- reviewing government policies

Recommendation may be to:

- cut back on production staff
- increase use of technology in production.

Workplace injury

Evidence can be found by:

- analysing work health and safety policies and procedures and relevant legislation, regulations and codes of practice
- reviewing and comparing statistics on workplace injuries to look for patterns.

Recommendation may be to:

- retrain on equipment use
- replace existing equipment.

2D

Structure recommendations to identify benefits

Recommendations should be clearly structured to identify how any problems or issues will be overcome. Management will more willingly embrace recommendations that demonstrate, with evidence, that the outcomes will benefit the organisation. This could be by taking advantage of a future opportunity, or avoiding a future problem.

Strategies that can deal with potential problems are more successful than reactive or post-problem responses. Management may even consider a merger or an alliance with another organisation, if the benefit to the organisation was that future problems could be avoided.

To convince management that your recommendations are viable, you must identify the benefits.

To identify benefits, you can use:

- industry research and statistics
- articles from newspapers and industry journals
- figures demonstrating worldwide trends
- examples of how other organisations have overcome similar difficulties.

Example: recommendations and benefits

This example outlines a process for dealing with a distribution problem, showing how the recommendation would benefit the organisation.

Issue	Evidence	Recommendation	Benefit to organisation
Distribution problem	Evidence gathered by: <ul style="list-style-type: none"> • analysing customer complaints • interviewing distributors • reviewing courier services • analysing customer surveys. 	Recommendations include: <ul style="list-style-type: none"> • improving distribution services by offering online ordering for customers • keeping a file on the services and costs of other distribution organisations • choosing other subcontractors that can provide our organisation with quality service. 	Benefits to the organisation include: <ul style="list-style-type: none"> • a better, more efficient distribution process • contingency planning for future distribution problems • improved customer service.

3A

Provide clear and accurate advice on promotional activities

Promotional activities generate interest in an organisation's products or services. The information you gather from customers, colleagues and organisational data can be analysed and used as evidence before offering advice on the type of promotional activity the organisation may use.

When you make a recommendation about the type of promotional activity that could be undertaken, you need to supply sufficient evidence to support the recommendation. For example, if you suggest that the organisation host a product showcase event for existing customers, you need to demonstrate that existing customers will attend and that they are likely to place orders. Additionally, the event must be within budget and consistent with your brand image.



Choose promotional activities

Organisations can choose from a wide range of promotional activities. Promotions can take the form of direct mail, telemarketing, client functions, television or radio advertising, catalogues, exhibits, media announcements, newspaper inserts, social media campaigns, online advertisements, in-store displays, sponsorships, product endorsements and special events. Purchase incentive promotions include discounts, samples, gifts, rebates, coupons and contests.

The promotional activities available to you will depend on the size of the organisation, its marketing budget, the type of product or service it wants to promote and the target customer. The effect of the activities needs to be evaluated as soon as they are completed so the organisation can assess whether the activity was a success or not.

Media announcements

Many organisations use newspapers, television and radio to announce or advertise a new product or service. Media announcements can be effective, but they can also be very expensive.

To use the media effectively, information about the products and services must be worthwhile and timely. When preparing a promotion or advertisement, keep the information brief, clear and straightforward.

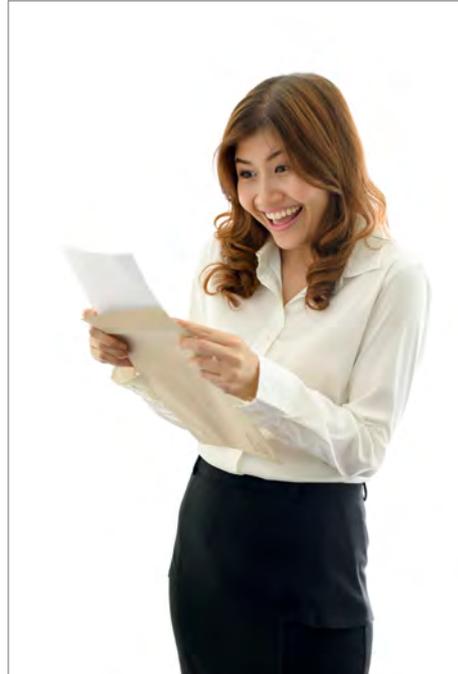
The organisation should have a process in place to record whether it receives more inquiries immediately after the media announcement. Customers who call should be asked if they saw or heard the information from the media announcement. Analysing the effect of the announcement is essential to deciding whether that kind of promotional or advertising activity will be used again.

Mail-outs

Posting information to customers is often a cost- and time-efficient way of informing people about your organisation and its products and services. Mail-outs are a good way to target your customers as they can be sent to a specific demographic. For example, if an organisation has evidence that most of its customers live in a certain location, they can target that neighbourhood. You can contact a large number of people by sending a promotional letter, a brochure, an order form or an information flyer. Correspondence can be personalised by mail-merging names from a customer database. Organisations that are new to an area may choose mail-outs as a way to introduce themselves.

A good way to analyse the effect of a promotional mail-out is to prepare a feedback sheet identifying the aim of the mail-out, the date it was sent and the customers it was sent to. You can then add a column that indicates the number of customers who respond either by contacting the organisation or making an order.

Your customer database may allow you to analyse the effect further. You may be able to see which demographics the mail-out worked best on – over 60s, stay-at-home parents, or residents of certain suburbs, for example. This will allow you to target these demographics in future campaigns.



Website promotions

Using websites and social media (such as Twitter, Instagram, Facebook and YouTube) to promote products and services is becoming essential. Customers use the internet to research and purchase products or services. Increasingly, they also use it to communicate with businesses and express their opinions. Most websites provide opportunities for customer comment, suggestions and ideas.

If your company does not have an attractive 'online presence' you may lose sales to your competitors who do.

Think of your website as a shop display window or advertising hoarding. Refreshing or adding to content regularly is important. For example, if you are promoting a certain product or service, your website can have a page or a pop-up window dedicated to the promotion. This can be removed when the promotion is over.

A website is often the best way to promote your organisation to an international market. A company's website address should be promoted whenever possible such as on business cards, brochures or on the side of business vehicles.

Trade fairs

A trade fair is when similar organisations get together and exhibit their products or services to potential customers. Trade fairs are a good way to learn about competitors, get face-to-face customer feedback and promote products and services. Such events attract a wide audience of interested people who may not have had the



opportunity to hear about your organisation or what it offers. Before you sign up for a space at a trade fair, you need to find out the demographics of the attendees, the cost of participating and what else the fair offers. To prepare for a trade fair, you may need to put together presentation packs to give to customers.

Any organisation representatives who attend a trade fair should be asked if they felt their time was well spent. There should be space on the attendance record for visitors to record their comments. Order forms should also be available at the booth. All forms should be analysed, collated and presented to the appropriate people.

It is a good idea to keep an attendance record of your organisation's booth. This allows the organisation to track:

- the number of people who visit the booth
- where they are from
- which products and services they are interested in
- the questions they ask.

3C

Keep within budget

All promotional activities have a budgetary allowance and you must work within this when planning promotions. Make sure you are familiar with the type of activities your organisation regularly conducts. Keep a record of the activities undertaken and the costs involved. It's also a good idea to develop a list of the organisations that assist you to produce your promotional materials. Keep the details of your preferred service providers nearby together with information about the type of service they offer.

Working within your organisation's budget is essential. Remember, the function of promotional activities is to raise revenue, not create debt. For example, it would be ineffective to suggest an expensive product launch followed up with advertisements placed in major newspapers, if you work for a small organisation with a limited promotional budget. The launch and advertising may cost more than the increased sales from the promotions.



Budget evaluation

Compiling a list of the promotional activities and strategies and placing them in order of usefulness to your organisation may be helpful, especially with regard to cost-effectiveness and the possible number of customers reached. You can then consult this list when your work group is considering new promotional strategies. Be prepared to discuss the advantages and disadvantages of each option.

Organisations generally outline their marketing strategies in their business plan. You may only be able to advise on promotional activities that have already been agreed in your organisation's business plan. For example, an organisation may have budgeted for one large marketing function in June, to be supplemented throughout the year with mail-outs to customers and press releases.

Make sure you know whether your organisation has a marketing strategy in its business plan, and that you are familiar with your organisation's policies and procedures for approving marketing strategies.

Informal feedback and complaints

If you are in regular contact with customers, you are likely to receive informal feedback every day. Most organisations have a process in place for dealing with this type of feedback. You may be required to tell your manager or make an entry in a feedback ledger so others can read the comments. Remember your organisation's policies and procedures in relation to confidentiality when dealing with customer information. You need to be aware of who is authorised to access customer information.

Customer feedback can be obtained face to face or over the telephone. Some people prefer to speak directly to a salesperson or customer-service officer to give feedback. Conversations often produce more detailed information because they are less formal than questionnaires.



When the customer pays for a product or service, the product should work correctly or the service received should be as promised. Ideally, the customer will be satisfied.

However, problems do occur and should be responded to immediately. Some large organisations have dedicated complaints staff. Smaller organisations may have a complaints record that is completed whenever a customer complains. Service complaints should be recorded with details of the customer, the problem and the action taken.

An organisation should answer complaints promptly and aim to solve the customer's problem. Quick resolutions to customer complaints help improve an organisation's reputation. Ignoring complaints can result in loss of business.



Returned goods

The frequency of goods being returned is a useful indicator of the quality of an organisation's products and the distribution process. If goods are returned because they are faulty, this indicates that better quality control is needed. If customers did not receive what they ordered, had to wait longer than expected, or had their order damaged in transit, this indicates that better distribution systems are needed.

3E

Evaluate promotional activities

All promotional activities must be evaluated to find out how successful they were. Organisations need to know whether they have gained new customers, increased sales, increased the awareness of the organisation's products and services, and kept within their budget. Successful activities may become a regular part of an organisation's marketing plan.

The results should be looked at in the weeks and months following the activity to determine its effect. Your job, in consultation with the person responsible for marketing and promotional activities, may be to keep an accurate account of each activity your organisation undertakes. You may need to identify the activity, the costs involved and the results. Such a record can help the organisation to decide what activities it may undertake in the future.

The following sources of information should be evaluated:

- Customer feedback from feedback forms, face-to-face conversations, telephone calls, website comments
- Number of visits to the organisation's website, shop or showroom
- Number of inquiries, orders or bookings generated
- Employee feedback, such as comments from observation, discussions between staff and customers
- Costings
- Business reports, such as sales reports or annual reports