

| Telephone Customer Care Practices | Impact |
|---|-------------|
| STRONG POSITIVE | |
| 1. You get everything you ask for | 8.92 |
| 2. The agent you talk to follows through on any promises made | 8.91 |
| 3. The agent you talk to is knowledgeable | 8.85 |
| 4. You only have to contact the company once to get your complaint resolved | 8.81 |
| 5. The agent you talk to is courteous | 8.72 |
| 6. You can talk to a person 7 days a week | 8.68 |
| 7. There's a telephone number to complain to printed on the product you're complaining about | 8.66 |
| 8. The agent you talk to has the authority to solve your problem | 8.65 |
| 9. You get all the money you ask for | 8.64 |
| 10. You can talk to a person 24 hours a day | 8.63 |
| 11. They respond to your complaint in an acceptable amount of time | 8.55 |
| 12. The company repairs the product or fixes the service you complained about | 8.44 |
| 13. The agent you talk to uses plain English | 8.43 |
| 14. There's a telephone number printed on the bill for the product or service you're complaining about | 8.42 |
| 15. They tell how long it will take to resolve your complaint | 8.34 |
| 16. There's a telephone number to complain to printed on the package of the product you're complaining about | 8.26 |
| 17. They give you a toll free number to complain to | 8.16 |
| 18. They give you a case number you can use to reference your complaint if you have to contact them again | 8.15 |
| 19. They explain why your problem happened | 8.12 |
| 20. They ask if there's anything else they can help you with before ending the call | 8.08 |
| 21. They give you sincere apologies | 7.97 |
| 22. The agent you talk to tells you his name | 7.87 |
| 23. When you must use an automated telephone system, the option to talk to a person is offered at the beginning of the instructions | 7.87 |
| 24. You can contact the same person if your complaint can't be resolved in one contact | 7.76 |
| POSITIVE | |
| 25. The company prints a telephone number to complain to on its advertising | 7.54 |
| 26. They let you vent your frustration or anger | 7.51 |
| 27. They promise that the problem you had won't happen again | 7.51 |
| 28. If you've reached the wrong department, they transfer you instead of asking you to call another number for help | 7.45 |
| 29. The agent puts you on hold during the call, but updates you every few minutes to say he's still working on your complaint | 7.41 |
| 30. A recording tells you how long you'll have to wait before talking to a person | 7.32 |
| 31. When they transfer you to another department, they personally introduce you to the new agent | 7.18 |
| 32. They ask you if you'd like a response in writing | 6.98 |
| 33. They ask you if you are satisfied with their response before ending the call | 6.60 |
| 34. A recording tells you that your call may be monitored for quality assurance purposes | 6.35 |
| 35. The agent responding to your complaint calls you by your first name | 6.11 |
| 36. You must wait during the call while the agent reviews your file | 6.10 |
| 37. You must wait during the call while the agent records information about your complaint | 6.09 |
| 38. They ask you to take a satisfaction survey a few days or weeks after you've called for help | 5.70 |

| Telephone Customer Care Practices | Impact |
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| NEUTRAL | |
| 39. They play music while you're on hold | 5.37 |
| 40. The agent you talk to jokes around with you | 5.17 |
| 41. The agent responding to your complaint calls you by your last name | 5.13 |
| 42. The agent makes 'small talk' with you | 4.89 |
| 43. The agent you talk to uses technical terms | 4.84 |
| 44. While you're on hold, they play a recorded message that apologizes for the delay | 4.83 |

| Telephone Customer Care Practices | Impact |
|---|-------------|
| NEGATIVE | |
| 45. You're invited to take a satisfaction survey, at the end of the call, using an automated telephone system | 4.33 |
| 46. While you're on hold, they play a recorded message telling you you're an important customer | 4.08 |
| 47. They encourage you to say you're completely satisfied if you receive a satisfaction survey | 3.83 |
| 48. The agent you talk to uses slang like 'ya', 'ok', or 'uh huh' | 3.61 |
| 49. They don't play music or any messages while you're on hold - it's silent | 3.59 |
| 50. They only resolve some of the problems you complained about | 3.55 |
| 51. When they transfer you to another department, you have to wait on hold | 3.49 |
| 52. The agent answering your call has a foreign accent | 3.45 |
| 53. They use an automated telephone system that requires you to press keys on your phone | 3.37 |
| 54. A recording tells you to call back because of high call volume | 3.36 |
| 55. They ask you for personal identifying information before you're able to explain why you're calling | 3.29 |
| 56. You believe the company is using an outside agency to answer your complaint | 3.29 |
| 57. When you must use an automated telephone system, the option to talk to a person is offered at the end of the instructions | 3.21 |
| 58. You must use an automated telephone system in order to talk to the correct department | 3.11 |
| 59. A recorded message encourages you to use the company's web site | 3.08 |
| 60. They use an automated telephone system that requires you to speak your answers to a computerized voice | 2.93 |
| 61. The agent puts you on hold during the call and doesn't update you on what he's doing | 2.87 |
| 62. You must use a telephone book or directory assistance to find the telephone number of the company you're complaining to | 2.85 |
| 63. They play recorded advertisements while you're on hold | 2.82 |
| 64. They repeat the same message over and over while you're on hold | 2.80 |
| 65. You can't understand the agent because he talks too quietly | 2.61 |
| 66. They use scripted answers | 2.61 |
| 67. The agent you talk to uses bad grammar | 2.59 |
| 68. They interrupt you to ask questions before you're able to explain why you're calling | 2.52 |
| 69. You get less money than you ask for | 2.52 |
| 70. When they transfer you to another department, you have to use an automated telephone system before you can talk to an agent | 2.43 |
| 71. A recording tells you to leave a voice mail message because of high call volume | 2.39 |
| 72. You can't understand the agent because he talks too fast | 2.38 |
| 73. Instead of being put on hold, you get a busy signal when calling | 2.33 |
| STRONG NEGATIVE | |
| 74. You try to avoid using the automated telephone system by pressing "0", but you still can't reach an agent | 2.16 |
| 75. You're told how to reach a person only after you've had to listen to a long message | 2.15 |
| 76. You must repeat information that you already gave them earlier in the call - like your name or an account number | 2.15 |
| 77. You believe the company is using an agency located outside the United States to answer your complaint | 2.01 |
| 78. You can't understand the agent because of his accent | 1.98 |
| 79. They don't give you a toll free number to complain to - you have to pay for the call yourself | 1.67 |
| 80. They don't address your concerns after you use a survey to tell them you're dissatisfied | 1.62 |
| 81. After resolving your complaint, they try to sell you other products or services | 1.58 |
| 82. Before resolving your complaint, they try to sell you other products or services | 1.23 |
| 83. When you must use an automated telephone system, there's no option to talk to a person | 1.19 |
| 84. You say "no" when they try to sell you other products or services and they refuse to give up | 1.01 |
| 85. You get none of the things you ask for | 0.66 |

| E-mail Customer Care Practices | Impact |
|--|-------------|
| STRONG POSITIVE | |
| 1. The agent responding to your complaint follows through on any promises made | 8.81 |
| 2. You get everything you ask for | 8.72 |
| 3. You get all the money you ask for | 8.69 |
| 4. You only have to contact the company once to get your complaint resolved | 8.66 |
| 5. The agent responding to your complaint has the authority to solve your problem | 8.59 |
| 6. Responses demonstrate that the agent responding to your complaint is knowledgeable | 8.57 |
| 7. They give you an answer in plain English | 8.43 |
| 8. You can contact the same person if your complaint can't be resolved in one contact | 8.43 |
| 9. The company repairs the product or fixes the service you complained about | 8.39 |
| 10. Responses provide you with a telephone number so you can call them back if you need to | 8.37 |
| 11. They respond to your complaint in an acceptable amount of time | 8.32 |
| 12. They give you a case number you can use to reference your complaint if you have to contact them again | 8.27 |
| 13. There's a web site or e-mail address to complain to printed on the bill for the product or service you're complaining about | 8.26 |
| 14. Responses include sincere apologies | 8.12 |
| 15. Responses have a courteous tone | 8.08 |
| 16. There's a web site or e-mail address to complain to printed on the product you're complaining about | 8.06 |
| 17. Responses explain why your problem happened | 8.01 |
| 18. Responses tell you how long it will take to resolve your complaint | 7.92 |
| 19. They send you an immediate acknowledgement to confirm they received your e-mail | 7.89 |
| 20. There's a web site or e-mail address to complain to printed on the package of the product you're complaining about | 7.76 |
| POSITIVE | |
| 21. There's a link for e-mailing the company on every page of its web site | 7.69 |
| 22. Responses promise that the problem you had won't happen again | 7.69 |
| 23. You don't have to send a new e-mail, if you've contacted the wrong department | 7.66 |
| 24. The company prints a web site or e-mail address to complain to on its advertising | 7.35 |
| 25. You can submit your e-mails without having to complete forms | 7.14 |
| 26. Responses come from a named person rather than a department | 7.05 |
| 27. They telephone you with a response rather than sending you an e-mail | 6.79 |
| 28. The agent you web chat with can't resolve your problem and offers to CALL you back | 6.20 |
| 29. The company allows you to complain using web chat instead of e-mail - by web chat I mean you can communicate in real time with an agent on line - like instant messaging | 5.94 |
| 30. Responses address you by your first name | 5.69 |
| 31. Responses use technical terms | 5.60 |

| E-mail Customer Care Practices | Impact |
|---|-------------|
| NEUTRAL | |
| 32. Responses address you by your last name | 5.41 |
| 33. Responses use humor | 5.31 |
| 34. They ask you to take a satisfaction survey a few days or weeks after you've e-mailed for help | 5.31 |
| 35. You're invited to take a satisfaction survey by clicking on a link to a website that's provided in the company's response | 5.06 |
| 36. Responses use abbreviations | 4.83 |
| 37. They mail you with a response rather than sending you an e-mail | 4.55 |

| E-mail Customer Care Practices | Impact |
|---|---------------|
| NEGATIVE | |
| 38. They encourage you to say you're completely satisfied if you receive a satisfaction questionnaire | 3.80 |
| 39. You have to search the company's web site to find an e-mail address to complain to | 3.65 |
| 40. Responses use slang | 3.57 |
| 41. There's not a link for e-mailing the company on every page of its web site | 3.45 |
| 42. They require you to complete forms before you can send your e-mail | 3.23 |
| 43. They only resolve some of the problems you complained about | 3.14 |
| 44. You believe the company is using an outside agency to answer your complaint | 3.08 |
| 45. The agent you web chat with can't resolve your problem and asks you to CALL him back | 2.79 |
| 46. Responses use scripted answers | 2.76 |
| 47. Responses have typos and misspellings | 2.73 |
| 48. The agent you web chat with takes too long to respond to you | 2.66 |
| 49. Responses use bad grammar | 2.63 |
| 50. Responses include information that is not relevant to your specific complaint | 2.62 |
| 51. They require you to register and provide personal information before you can send your e-mail | 2.46 |
| 52. You get less money than you ask for | 2.41 |
| STRONG NEGATIVE | |
| 53. Responses include attachments you must download | 2.25 |
| 54. Your e-mail doesn't go through on your first attempt to send it | 2.18 |
| 55. You believe the company is using an agency located outside the United States to answer your complaint | 2.17 |
| 56. Responses include attachments you have trouble downloading | 2.10 |
| 57. Responses include information about sales offers | 1.85 |
| 58. After resolving your complaint, they try to sell you other products or services | 1.61 |
| 59. They don't address your concerns after you use a survey to tell them you're dissatisfied | 1.45 |
| 60. You get none of the things you ask for | 1.13 |
| 61. They continue to send you sales offers after you've asked them not to | 1.08 |
| 62. Before resolving your complaint, they try to sell you other products or services | 1.07 |