

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
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