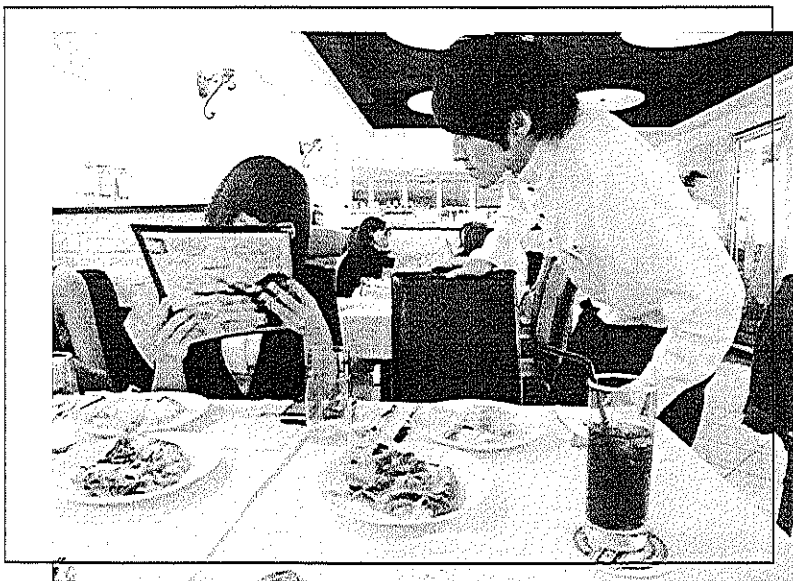


一抹微笑、一記招手 和一聲友善的「哈囉！」 客服中的20-10規則

幾個月前，我太太和我前往一家當地餐廳用晚餐。我們抵達並很快入座。到那時為止一切還好。但我們在那裡坐了超過20分鐘等人招呼。沒人來幫我們點飲料，沒人停下來看看我們對菜單和菜色有沒有疑問。當我腦袋裡的計時器達到30分鐘，而仍沒人來服務我們時，我們決定要走了。正當我們向外走時，經理詢問我們用餐用的如何。我向他講明即我們已經等了30分鐘，就是沒人來我們餐桌服務。他唯一的評語是，「我抱歉。或許下一次我們會做得好些。」

下一次？對我們而言那家餐廳沒有下一次了。實際上，我最近開車經過並注意到那家餐廳歇業了。絲毫不奇怪！



不幸的是，提供低水準的客服似乎已成為常態，而非例外。在許多業界中，顧客越

來越對缺乏良好的客服感到挫折。整體情況變得如此之糟，讓全國脫口無線電主持人 Clark Howard 將它稱為「客不服」。

然而，對大多數組織所面臨之日增的競爭，公司應努力改善客服做為競爭優勢。就我們的看法，我們認為到了回歸到基本之，以我們希望被對待的方式來對待他人的時候了。我們必須牢記我們也是顧客，而我們對於我們想要如何被對待，也有某種的期許。

我們的產業也不例外。在我們的組織，一家停車與運輸管理公司裡，我們發展出一完全圍繞著公司口號「卓越人才提供卓越服務」而建立的公司文化。我們期待所有團隊成員，能對所有我們的顧客－內部與外部兩

者，展現出一卓越水準服務的層次。

當 Bob Pittman 經營 Six Flags 時，提供卓越客服是如此的重要，以致於他制訂了 10-5 規則。該 10-5 規則表明即當一位客人走到離你 10 呎以內時，你要做視線的接觸。當一位客人走到離你 5 呎之內時，你要向他們招呼。我們藉由制訂「20-10 規則」而超越 10-5 規則。若有人接近到離你 20 呎內，他們會接受到微笑和招手。若某人靠近到離你 10 呎之內，他們會得到來自你的一抹微笑、一

記招手、和一聲友善的「哈囉」。

我們對於卓越客服感受如此強烈，讓「20-10規則」成為我們公司文化的基石。此外，重要的是要注意到該20-10規則浸透我們整個組織。每一個人，從最資深的經理到最新進的出納，都被期待要對所有的顧客遵從20-10規則，包括我們的內部顧客-內部顧客就是其他員工。在我們的觀點，我們的同僚會以他們被我們所對待的相同方式來對待我們的顧客。事實上，我提供現罰 \$5.00給任何抓到我沒遵從規則的員工。

何以20-10規則是我們公司整體文化的一部份？我們看出 20-10 規則是重要的三個理由：

1. 它對內部及外部顧客產生卓越的客服。
2. 它為我們的客人產生安全的感受。
3. 它為我們顧客的財產產生一安全水準。

讓我們更為詳盡的檢視下面的每一項。

卓越的客服

我想你應該同意。我們喜歡被認同。在我們進到一個商務場所時，我們喜歡看到一抹微笑、一記招手、和聽到一聲友善的「哈囉」。看看成功的公司像 Moe's Southwest Grill和Chick-fil-A，兩家以亞特蘭大為根據地的餐廳。在走進一家 Moe's的時候，你聽到的第一件事是好多響亮整齊的招呼著「歡迎光臨Moe's！」走進一家 Chick-fil-A，你聽到的第一件事是「感謝你選用Chick-fil-A」。這兩種招呼都被經心設計過，讓你感覺

受歡迎的。

當你將它分解到最基本細節時，客服實際上是有關顧客「感受」。想想當百貨店售貨同僚在交還你的信用卡時，以你的名字來稱呼你，你會感覺如何。

即使他們顯然只是唸出你信用卡上的姓名，這也會讓你感到很特別。

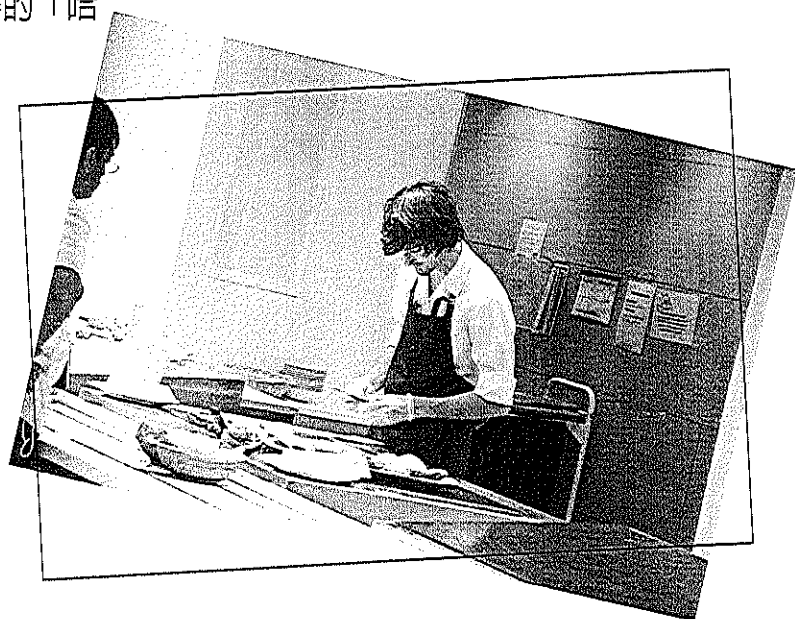
這種認可不只讓你的顧客感覺良好，它也讓我們團隊成員感覺良好。研究顯示當我們待其他人「好」時，我們的腦內釋出腦內啡，它使我們更快樂。

在美妙的書「好的力量(The Power of Nice)」，Linda Kaplan Thaler與Robin

Koval表示善行對為善者，藉使他或她感覺良好，且可能與善行的接受者建立一重要的連繫，而對雙方都有益。他們繼續表示說「你必須要對待你所遇到的每個人，如同他們是世界上最重要的人，因為他們確實是。若對你不是，那麼對別人是；若今天不是，或許明天是」。

安全的感受

除了客服議題外，20-10規則也幫助我



們的客人為他們自己和他們的車輛領悟一種安全的感受。藉著微笑、招手、和招呼客人，我們的同僚讓他們知道說我們實際存在於該地產上。

在我們的產業，停車與運輸業中，我們的顧客在離開他們第二項最大投資，他們的車子，在停車場設施中時，會有某種層度的焦慮。此外，我們有許多人對於獨自步行跨越一個大停車場的前景，而其中又有許多地方可以藏身時，不會感到很興奮。對於其他產業也是這樣。我將錢存放於銀行時會很焦慮。我把我的小孩交給日間托兒中心時，會有少許不安。這20-10規則可以適用於任何擁有顧客的組織。

藉由微笑、招手、和說「哈囉」，我們在一個初看起來不友善的環境裡，提供客人一張友善的臉孔。

安 全

儘管我們不願承認它，但總是有些人喜歡對別人做壞事。有人主要是心懷犯罪意圖而行經商務場所。他們在尋找容易下手而且從事罪行被逮風險很低的目標。他們注視著樂趣相對於痛苦之原則，其考量相對於他們在後果上可能要承受多少痛苦下，能獲得多少的樂趣。

在我們招呼這些人時，我們讓他們知道我們在積極的注視著地產上發生那些事情。而接下來，這些人會走開去另找比較容易來從事他們勾當的環境。

結 論

如我們稍早所述，顧客「服務」完全是關於顧客「感受」。我們的目標是要經由我們與顧客之互動而灌輸一種對組織的良好感

覺。此種良好感覺為我們及我們的組織創造正面的形象。記住一句老話所說的，「松鼠不過是有好名聲的大老鼠」。

卓越客服為我們所為及我們是誰附加價值與可信度。簡單如一抹微笑、一記招手、及一聲友善的「哈囉！」的東西，在持續不懈施行時，能有巨大的紅利回報。因此，每日施行20-10規則。你的顧客將會獎勵你的。

Wendy Tomlinson，一家停車與運輸管理公司之學習與發展經理，對此篇文章做出貢獻。Wendy 被認可為提供卓越客服之專家，而且負責在組織之所有領域提供訓練、教育、及發展，聚焦於客服及領導統御發展。



Mark Morris

Mark Morris為一家以喬治亞州亞特蘭大為根據地之停車與運輸管理公司的組織發展協理。Mark負責開發及執行一廣泛系列之設計用來橋接商務「人羣」面與「經營」面的方案，而且他被認可為一改善組織之績效的專家。Mark會很高興能聽取你意見，並可藉由下列之電子郵件連絡到：

mmorris@lanierparking.com.

轉載自www.parkingworld.com

A smile, a wave,

and a friendly "hello!":

The 20-10 Rule in Customer Service

Several months ago, my wife and I went to a local restaurant to eat dinner. We arrived and were seated quickly. So far, so good.

However, we sat there over the next 20 minutes waiting on service. No one came to take our drink order, no one stopped by to see if we had questions about any of the dishes on the menu. When the timer in my head hit 30 minutes, and we still had no service, we decided to leave. As we were walking out, the manager asked us how our meal was. I made it a point to tell him that we had been waiting for 30 minutes and no one had stopped by our table. His only comment was, "I'm sorry. Maybe next time we'll get it better."

Next time? There won't be a next time for us at that restaurant. In fact, I recently drove past and noticed that the restaurant is now out of business. No wonder!

Unfortunately, providing low levels of customer service seems to be the norm, not the exception. In many industries, customers are increasingly frustrated at the lack of good customer service. The situation has become so bad across the board that national talk radio host Clark Howard calls it "Customer No Service".

However, with the increased competition faced by most organizations, companies should be working to improve customer service as a competitive advantage. In our opinion, we think it's time to get back to the basics of treating others the way we want to be treated. We have to remember that we are customers as well, and we have certain expectations about how we want to be treated.

Our industry is no exception. In our organization, a parking and transportation management company, we have developed a corporate culture built entirely around the corporate slogan of "Exceptional People providing Exceptional Service". We expect all team members to demonstrate

a level of exceptional level of service to all of our customers both internal and external.

When Bob Pittman ran Six Flags, providing exceptional customer service was so important that he instituted the 10-5 Rule. The 10-5 Rule stated that when a guest moved to within 10 feet of you, you made eye contact. When a guest moved to within 5 feet of you, you greeted them. We've gone beyond the 10-5 Rule by instituting the "20-10

Rule". If someone gets within 20 feet of you, they get a smile and a wave. If a person gets within 10 feet of you, they

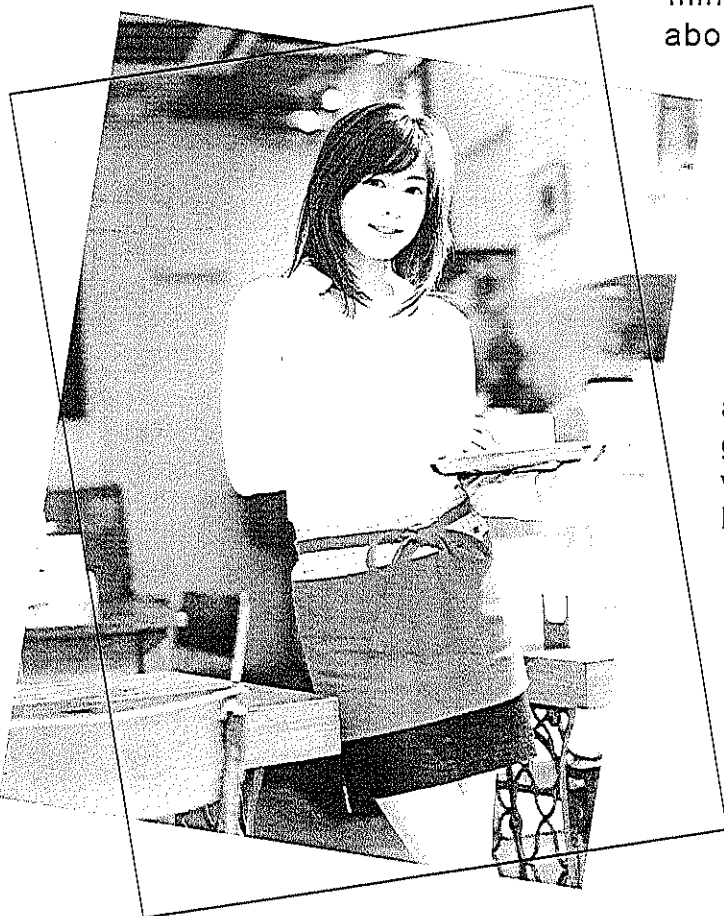


get a smile, a wave, and a friendly "hello" from you.

We feel so strongly about exceptional customer service that the "20-10 Rule" is the cornerstone of our corporate culture. Additionally, It is important to note that the 20-10 Rule permeates our entire organization. Everyone, from the most senior manager to the newest cashier, is expected to follow the 20-10 Rule with all customers, including our internal customers internal customers being other employees. In our view, our associates will treat our customers the same way that they are treated by us. In fact, I offer \$5.00 on the spot to any associate that catches me not following the 20-10 Rule.

Why is the 20-10 Rule such an integral part of our corporate culture? We see three reasons that the 20-10 Rule is important:

1. It creates exceptional customer service for internal and external customers.



2. It creates a feeling of safety for our guests.
3. It creates a level of security for the property of our customers.

Let's look at each of these in a little more detail.

Exceptional Customer Service

Admit it. We all like to be recognized. We like to see a smile, a wave, and hear a friendly "Hello" as we enter a place of business. Look at successful companies such as Moe's Southwest Grill and Chick-fil-A, two Atlanta-based restaurants. Upon entering a Moe's, the first thing you hear is several loud voices calling "Welcome to Moe's!" in unison. Walking into a Chick-fil-A, the first thing you hear is "Thank you for choosing Chick-fil-A". Both of these greetings have been carefully designed to make you feel welcome.

When you break it down to the bare minimum, customer service is actually about customer "feelings". Consider how you feel when a sales associate at a department store calls you by your name when returning your credit card. Even though it's obvious that they read your name on your credit card, it still makes you feel special.

Not only does this recognition make our customer feel good, it also makes our team members feel good as well. Research shows that when we treat others "nice" our brains release endorphins, which make us happier.

In the wonderful book *The Power of Nice*, Linda Kaplan Thaler and Robin Koval observe that good deeds benefit both the Doer by making him or her feel good and potentially establishing an important connection, as well as the Receiver of the good

deed. They continue with the observation that "You have to treat everyone you meet as if they are the most important person in the world, because they are. If not to you, then to someone; and if not to day, then perhaps tomorrow"

Feeling of Safety

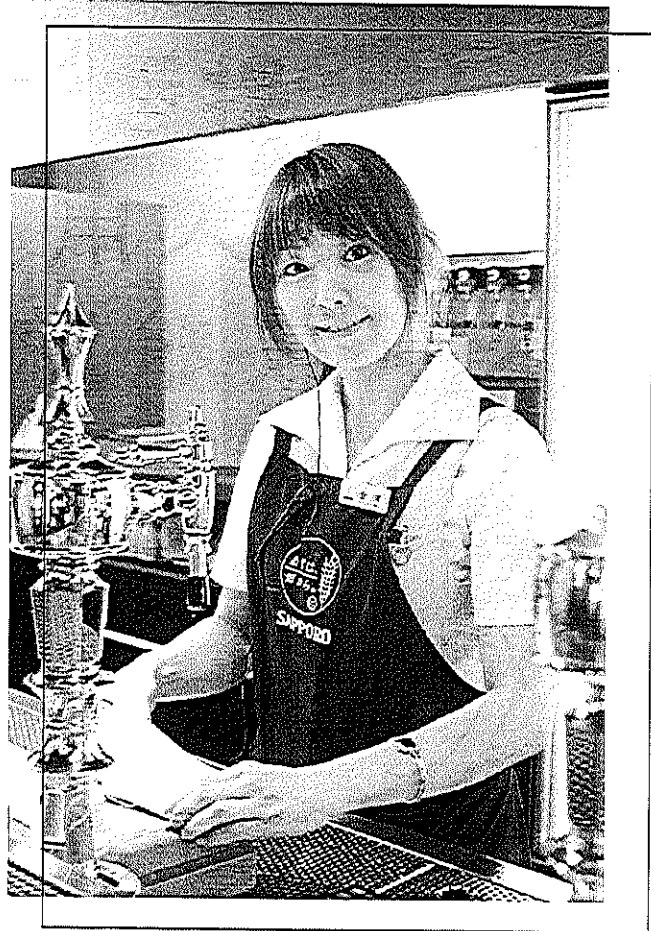
In addition to the customer service issue, the 20-10 Rule also helps our guests realize a feeling of safety for themselves and their vehicles. By smiling, waving, and greeting the guests, our associates let them know that we are physically present on the property.

In our industry, the parking and transportation industry, our customers have a certain level of anxiety when leaving their second biggest investment, their car, in a parking facility. Additionally, many of us are not excited about the prospect of walking across a big parking lot alone, when there are so many hiding places. The same could be said for other industries as well. I'm anxious when I leave my money in a bank. I would be a little uneasy leaving my son at a daycare center. The 20-10 Rule is applicable to any organization that has customers.

By smiling, waving, and saying "hello" we are providing the guest with a friendly face in an environment that at first appears hostile.

Security

While we don't like to admit it, there are those people that are out to do bad things to others. There are people that walk through places of business with criminal intentions foremost on their mind. They are looking for an easy target where their chance of getting caught in the commission of a crime is very low. They look at the pleasure vs. pain principle, which considers how much pleasure



can be gained versus how much pain they may suffer as a result.

When we greet these people, we let them know that we are actively watching what's happening on that property. In turn, these people move on in search of an easier environment in which to ply their trade.

Conclusion

As we stated earlier, customer "service" is all about customer "feelings." Our goal is to instill a good feeling about the organization through our interactions with customers. This good feeling creates a positive image of us and our organization. Remember the old saying that "squirrels are nothing more than rats with good publicity"

Exceptional customer service adds value and credibility to what we do and who we are. Something as simple as a smile, a wave, and a friendly "Hello!" can pay off in huge dividends when practiced

consistently. So, practice the 20-10 Rule daily. Your customers will reward you.

Wendy Tomlinson, the Manager of Learning and Development for a parking and transportation management company, contributed to this article. Wendy is recognized as an expert in providing exceptional customer service, and is responsible for providing training, education, and development to all areas of the organization, focusing on customer service and leadership development.

