



HKACE

香港優質顧客服務協會
Hong Kong Association for
Customer Service Excellence

香港的欣賞服務文化

The Culture of SERVICE APPRECIATION in HK

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Research Partner 研究合作伙伴



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Fostering Customer Service Excellence
www.hkace.org

The Culture of SERVICE APPRECIATION in HK

香港的欣賞服務文化

In order to advocate for a greater service appreciation culture, HKACE plans to hold a series of promotional activities under the theme “Excel Beyond Limits – Starts with Service Appreciation”. As part of the initiative, HKACE has collaborated with Ipsos to conduct a research study to gain in-depth understanding of the current service appreciation culture in Hong Kong. These findings will be taken as a point of reference for structuring future activities.

今年，香港優質顧客服務協會 (HKACE) 以「服務臻善·跨越新世代-由欣賞服務開始」為主題，目標為推廣欣賞服務文化，從而鼓勵及推動更卓越的服務。為此，HKACE 委託了益普索 (Ipsos) 進行一項調查，藉此深入了解現今香港的欣賞服務文化，為往後活動作指標及參考。

This research study interviewed customers and frontline service providers to gain dual perspectives of the service appreciation culture. The study includes broad trends in the service appreciation culture, current practices and the reasons for appreciation and complaints.

是次調查的重點，是就顧客獲取客戶服務後，提出讚賞或投訴的習慣收集統計資料，再進一步從顧客及前線客戶服務員角度，研究讚賞文化的趨勢和誘因等等。

The study interviewed over 1000 customers and frontline service staff across various industries via an online survey.

是次調查以網上形式進行，合共訪問了超過 1,000 位顧客及來自不同行業的前線客戶服務員。

Key highlights of the study:

本研究結果的重點：

Hong Kong: A Well-developed customer service platform

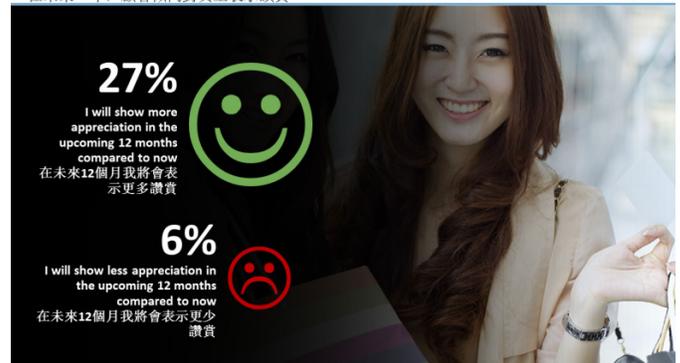
香港：發展完善的顧客服務平台

- More than half (53%) of the customers indicate that their last service experience was above expectations.
超過一半受訪者（53%）指出他們最近一次接受服務的素質高於預期。
- The vast majority of customers (82%) have come across a positive customer service experience in the past year. Some customers (41%) report having encountered a negative customer service experience.
大部分受訪者（82%）表示於過去一年曾享受過良好服務，一部分受訪者（41%）曾經歷欠佳的服務體驗。
- Customers are willing to show more appreciation to customer service providers in the upcoming year: Twenty-seven percent say that they will show more appreciation.
消費者願意於來年對從事顧客服務員表達更多的感謝：27%受訪者表示會對滿意的服務作出更多讚賞。
- Customers share feedback because they want to encourage staff to provide a better service (48%), to enable staff to enjoy being appreciated (44%), and to encourage the promotion of a service culture in Hong Kong (43%).
48%受訪顧客指希望透過讚揚員工，能鼓勵他們提供更好的服務，而 44%及 43%的受訪者則分別期望透過讚賞，令員工能感受到顧客的欣賞及有助推動優質服務文化。

Hong Kong consumers are twice as likely to experience a positive service experience compared to a negative service experience
香港顧客經歷良好的顧客服務是欠佳顧客服務的兩倍



Customers are also more likely to show appreciation to customer service providers in the upcoming year...
在未來一年，顧客傾向對員工表示讚賞



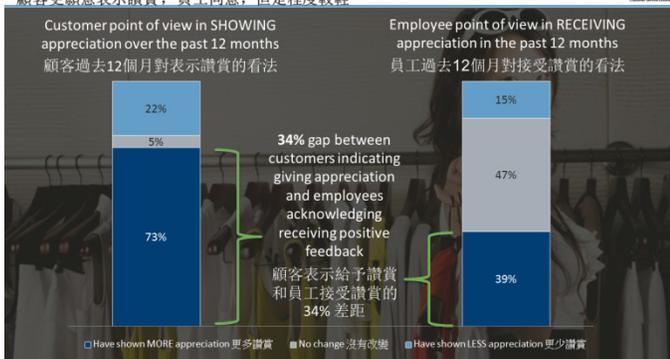
- Customer feedback for some of the most remarkable customer service experiences include ideas such as empathy and exceptionally good service:
 - “The staff really put himself in my shoes to help me select the product that most fit my needs instead of just trying to sell me a really expensive item.”
 - “The staff brought me and my family a very memorable (flight) experience with their service.”
- 客戶對卓越服務經歷的描述，包括表現出同理心和提供出眾的服務：
- “服務員真的很替我著想，他沒有只推薦很貴的產品，反而是針對我的需要挑選適合我的產品。”
 - “服務員為我和我的家人帶來了很難忘的（飛行）體驗。”

Difference in perceptions on service appreciation: The customer/employee perspectives

關於欣賞服務的預期變化：顧客與服務員的看法不同

- Many customers (73%) said that they show more appreciation now than 12 months ago. However, only 39% of employees agree. One reason is that almost half of the customers do not share feedback to staff after receiving good service.
大部分消費者 (73%) 表示他們現時對顧客服務員比一年前給予更多的讚賞，但只有 39% 員工同意。其中一個原因是接近一半的顧客沒有對提供優質服務的員工直接表達感謝。
- Customers do not share positive feedback for various reasons. They are simply not used to showing appreciation (32%) or they do not think it is necessary to show appreciation as they consider it as the responsibility of staff to provide good customer service (23%). Another 23% mentioned the absence of a dedicated channel to show their appreciation.
基於不同原因，顧客往往沒有對員工給予正面回應。當中 32% 顧客不習慣對提供優質服務的員工給予讚賞，23% 認為提供高水平服務是員工的責任。另外 23% 的顧客則認為欠缺渠道對員工表達謝意。

Customers are more and more likely to show appreciation and employees agree, but to a lesser extent
顧客更願意表示讚賞，員工同意，但是程度較輕



Some customers only share the positive experience with others; some customers do not explicitly give feedback
部分顧客只和別人分享正面客戶服務經驗，沒有對員工給予正面回應



Service appreciation creates WIN-WIN-WIN situation for customers, servicing employees and their employers

欣賞服務文化開創了顧客、僱主及員工的三贏局面

- Building stronger relationships with customers that influences their loyalty toward brands: After receiving good service, 62% say they will return to the brand and 50% will recommend that brand to others.
與客戶建立良好關係對顧客的忠誠度影響深遠：62%的顧客指他們會再光顧提供良好服務的品牌，50%的顧客則會介紹該品牌予其他人。
- Appreciation also motivates employees, with 64% saying that they will further improve the service they provide to customers after receiving appreciation.
顧客的讚賞能帶給員工動力，64%員工指他們受到讚賞後願意進一步提升服務質素。
- This is a win for employers too. They have more efficient staff, and on the other hand, happy customers will increase their spending with their business and promote it to friends and colleagues.
僱主亦能得到好處，一方面能加強員工的工作動力及效率，另一方面亦能刺激顧客消費及透過顧客與朋友分享提高其公司的知名度。

Nurturing the service appreciation culture: Building up the foundations

培育欣賞服務文化：由基本要素做起

- Dealing with competent and friendly staff are two key factors in motivating customers to show appreciation: Sixty-six percent will do so when they consider that staff proactively address their problems, and 64% when staff are considered friendly and attentive.
員工表現友善及能幹是推動顧客給予讚賞的兩大主要因素：66%顧客會因為員工主動解決問題而表示欣賞，64%則會讚賞員工的友善及細心。
- Providing sufficient and convenient channels for appreciation is equally important as 23% of customers indicated that the absence of a dedicated channel deterred their drive to show appreciation.
提供足夠及便捷的渠道表揚員工亦是同樣重要，23%顧客指因為沒有足夠渠道而阻礙了他們表達對員工的讚賞。
- For employees, personal benefits also remain a critical factor for motivating employees: Seventy-nine percent feel motivated by opportunities for promotion and 73% by financial incentives.
個人獎勵也是提高員工動力的一個主要因素：分別79%及73%的員工希望得到晉升機會及金錢獎勵作推動。
- Customer feedback and internal recognition also matter to employees: 47% of employees say a personal 'thank you' card or note from customer motivates them to perform better, while 46% feel motivated by verbal appreciation from their manager in front of their colleagues. Twenty percent of employees even state that they would prefer to receive recognition in a formal setting with a grand ceremony.
顧客意見及內部表揚亦對員工相當重要：47%員工會因收到顧客的感謝卡而被鼓勵去提供更優質的服務，46%認為在同事面前受到上級口頭讚賞而感到鼓舞，而有20%則指他們期望在正式的頒獎禮上獲得嘉許。

Highlights of the research methodology, analysis and results are available for downloading at HKACE's website.

大家可從香港優質顧客服務協會的網頁下載有關調查的資料收集方法、數據分析及結果之重點。