

「疫·情」下的服務讚賞

Appreciation Drives Service Excellence
under the COVID-19 Pandemic

2021

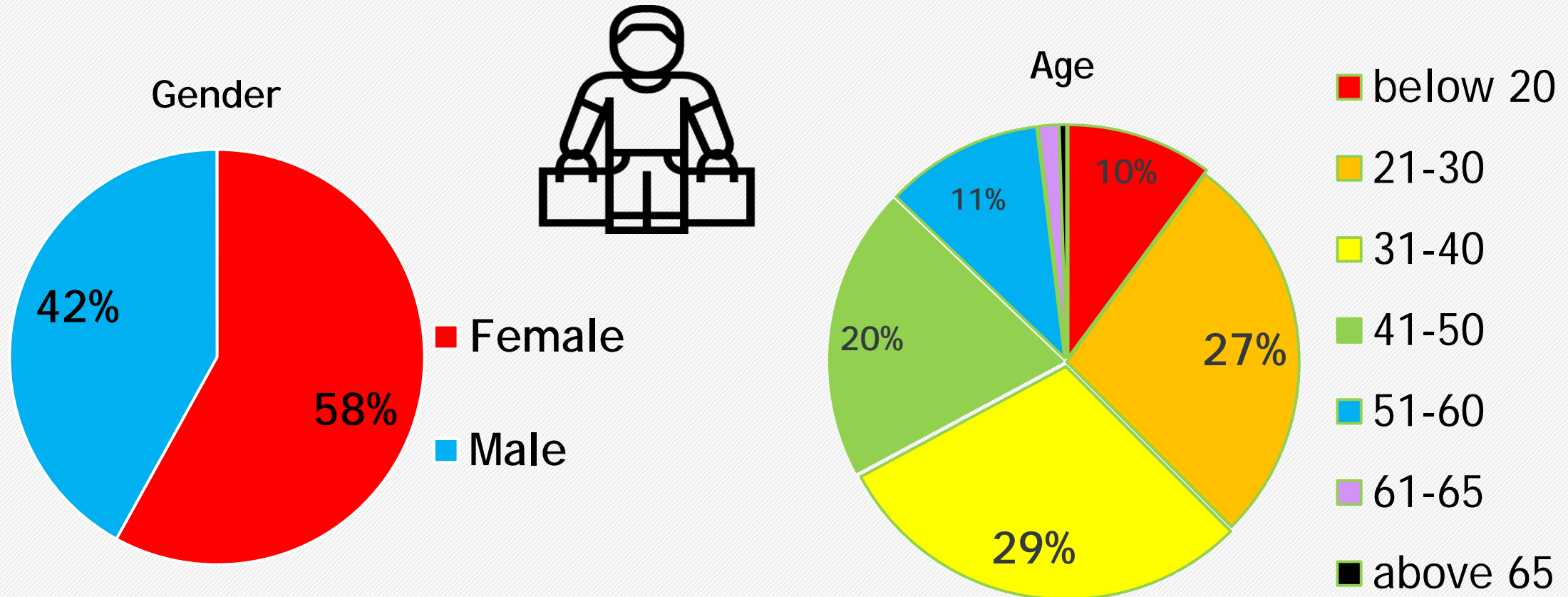
香港浸會大學
市場學系研究小組
2021年4月29日



2021 survey - Customer respondents

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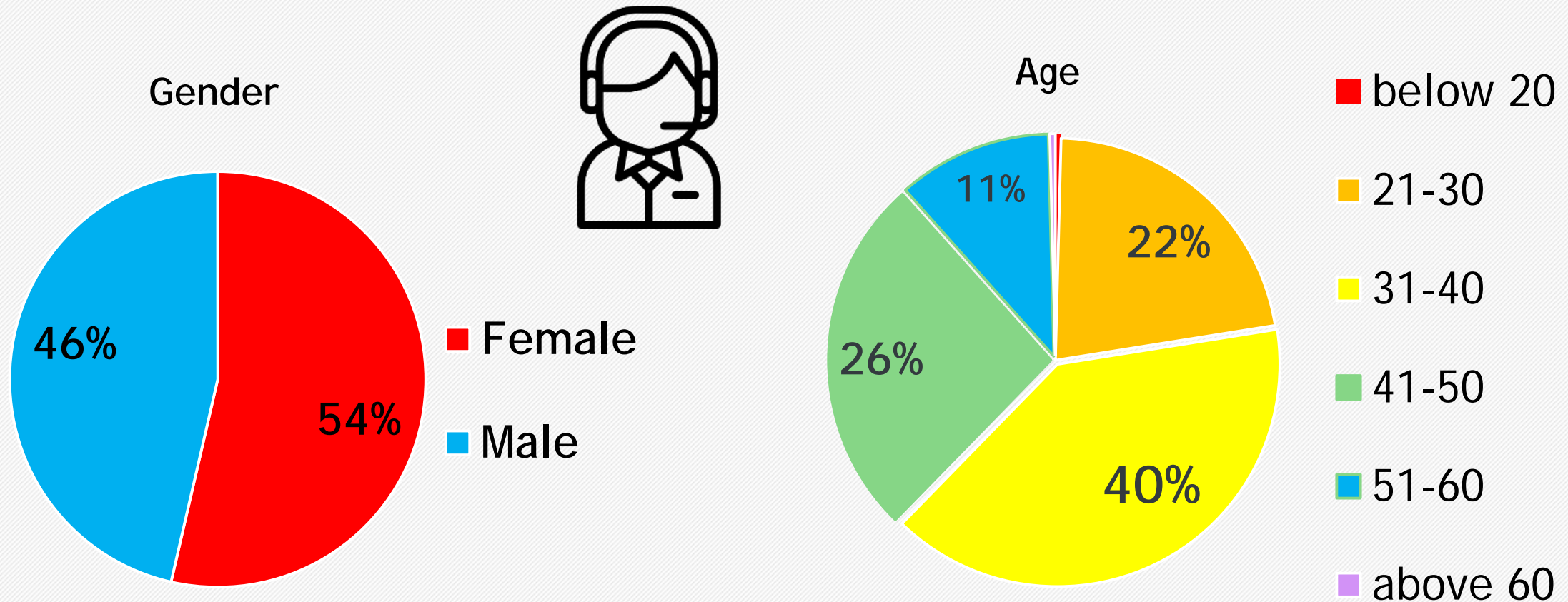
No. of customer respondents = 518



2021 survey - Employee respondents

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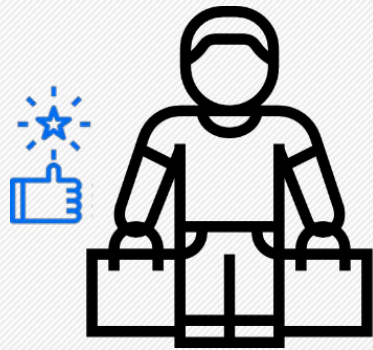
No. of employee respondents = 502



Customer respondents: Did you appreciate any frontline staff of a company in the past year?

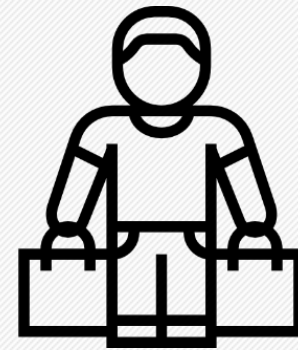
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No. of customer respondents = 518



Customers used to appreciate employees

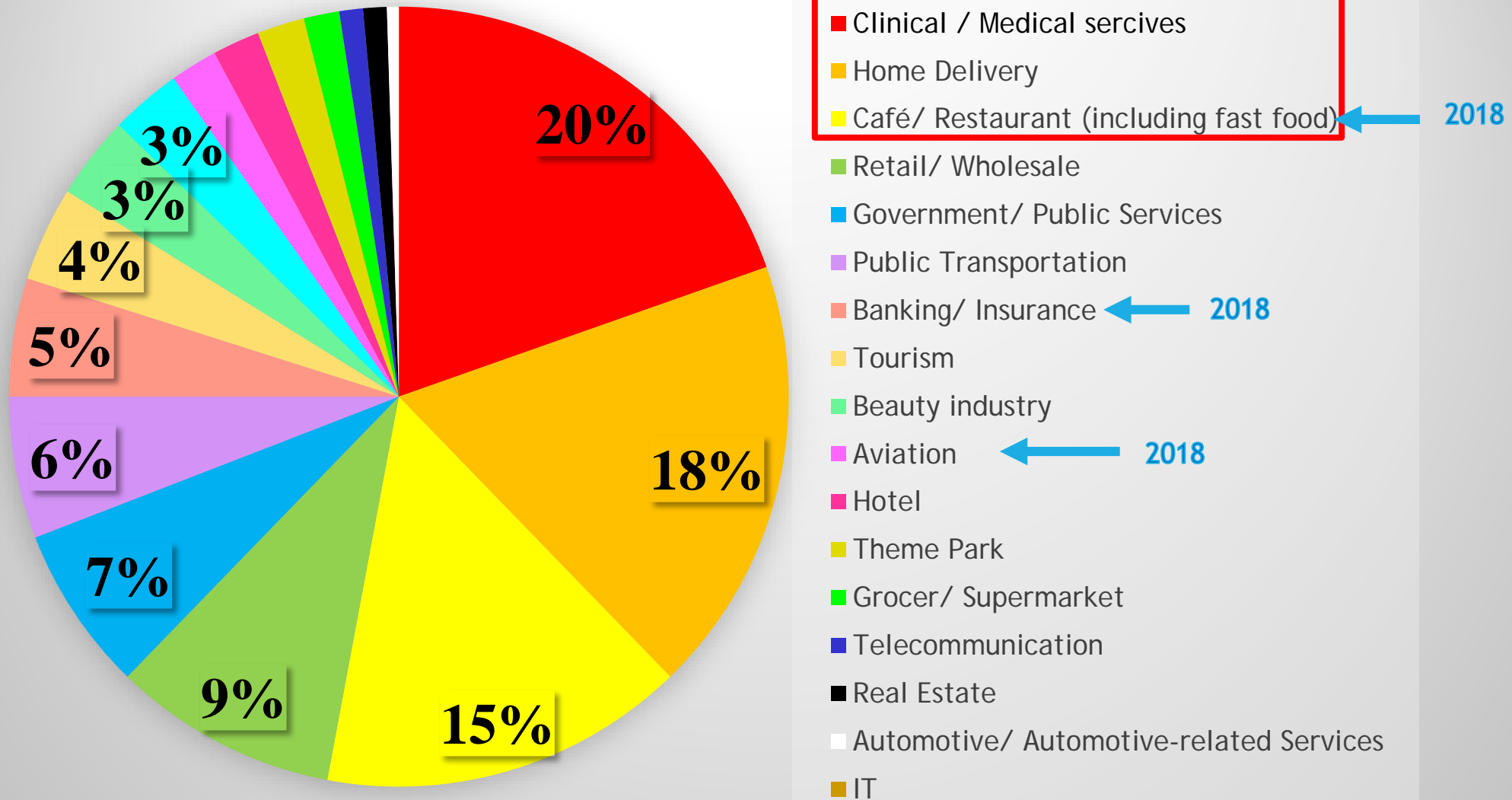
39%




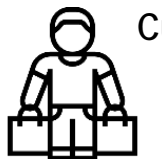
Customers not used to appreciate employees

61%

Top three industries most appreciated by customers during the pandemic



Customer respondents: Views and opinions on companies or employees

	 Customers used to appreciate employees (%)		 Customers not used to appreciate employees (%)
If I encountered a service problem, I would <u>express and discuss</u> with the company or the employee.	55% (52%)	>	40% (34%)
I <u>am willing to try</u> the new product or service recommended by the employee.	52% (51%)	>	38% (30%)
I am <u>grateful</u> for the services provided by the company.	64% (61%)	>	50% (43%)
I will <u>continue to buy the services/products of</u> the company.	70% (66%)	>	64% (55%)

Examples of customer appreciation

"A tiny move can result in unexpected impact!"

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Public Transportation

- 與坐輪椅的媽媽去醫院覆診，司機非常好，將車停定後，馬上協助我讓媽媽先上車。他亦讓我先照顧好媽媽，幫我把輪椅放到車尾箱！到達後，他還幫忙拿輪椅，放在車門前，讓我媽媽能即時坐在輪椅上。

Retail shop

買波鞋時，因店舖沒有合適的號碼，員工很細心及有耐性地幫忙打電話去其他分店尋找，還讓我過兩天再來購買。店員還親自到分店拿取，真的很難得。

Restaurant

- 當日我外出採購食材，因此拿著比較多東西。店員一見到我便微笑，仲帶咗我去最近又可以方便我放嘢嘅枱，之後仲主動幫我遞上消毒搓手液俾我消毒雙手。我一個人拎住咁多嘢，店員主動幫手，令我覺得好感恩！

Healthcare service

- 護士面對老人家的脾氣，還是細心有耐性，更透過專業知識，幫忙令老人家不再抗拒治療。

1. Drivers that motivate customers to appreciate employees
2. Impacts of customer appreciation on employees' service performance
3. Appreciation channels most preferred by customers
4. Working conditions under the pandemic and role of customer appreciation

Key finding 1

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How to motivate customers to appreciate employees?

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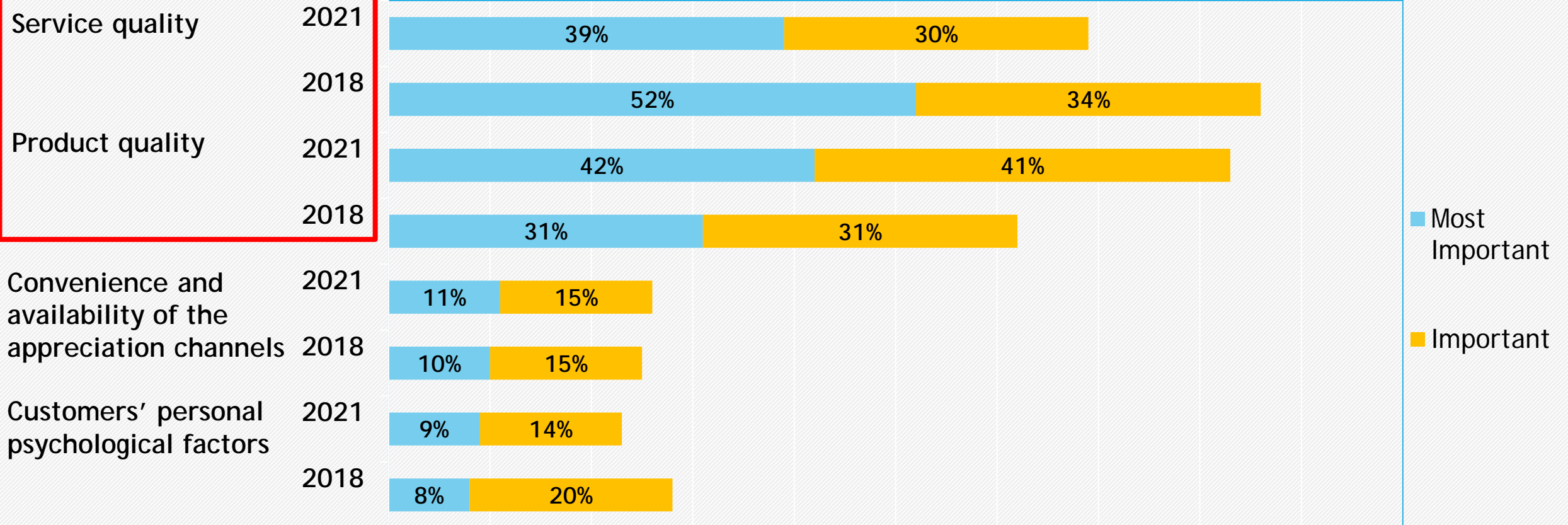
10



How to motivate customers to appreciate employees?

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Importance of the motivating drivers (%)



n = 518

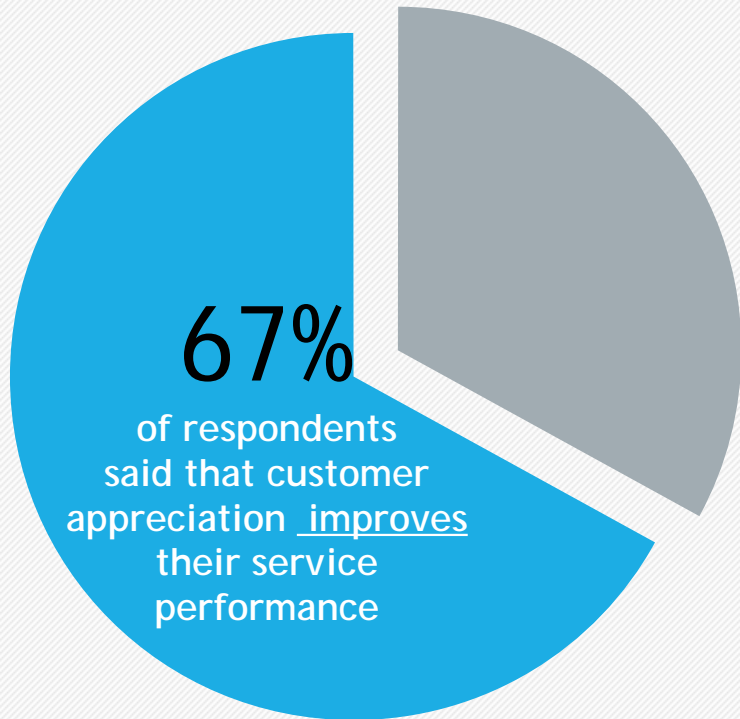
Key finding 2

12

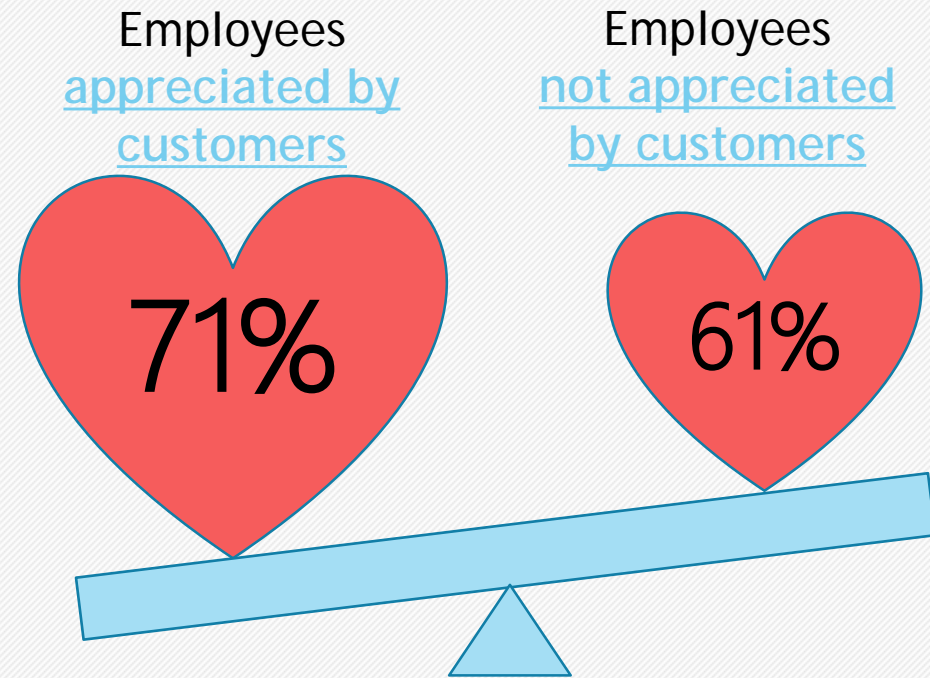
Can customer appreciation enhance employees' service performance?

During the pandemic, can customer appreciation **enhance** employees' **service performance** ?

All employee respondents



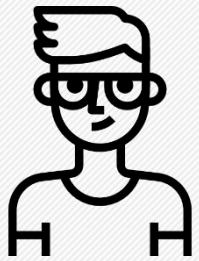
Customer appreciation can enhance service performance



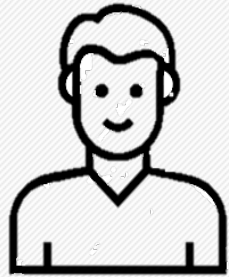
n = 502

Customer appreciation's impact on service performance of employees of different age during the pandemic

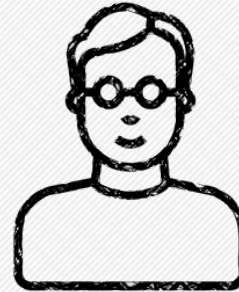
Categorised according to employees' age



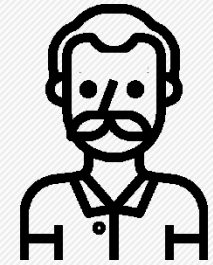
21-30 years old



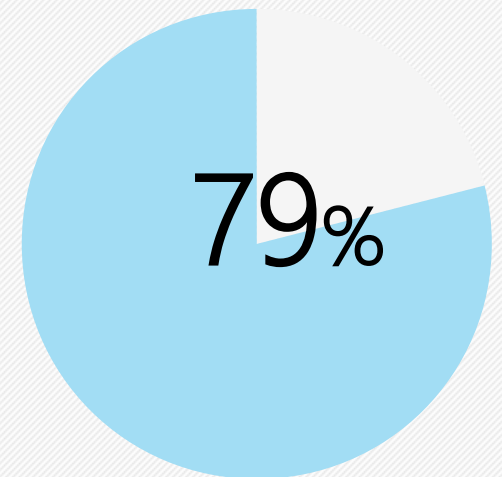
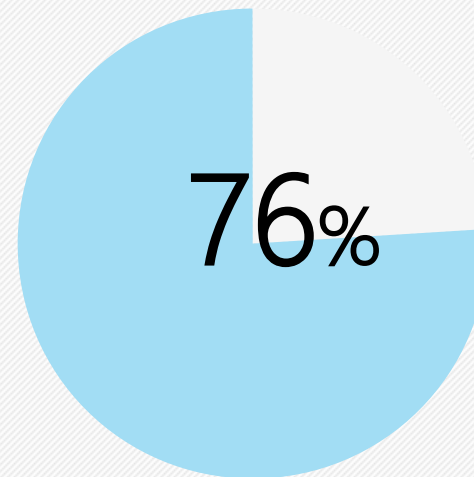
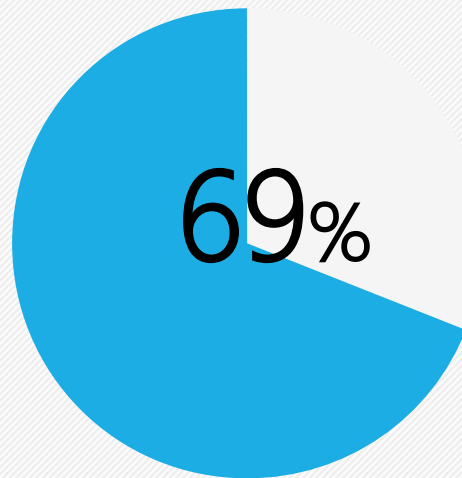
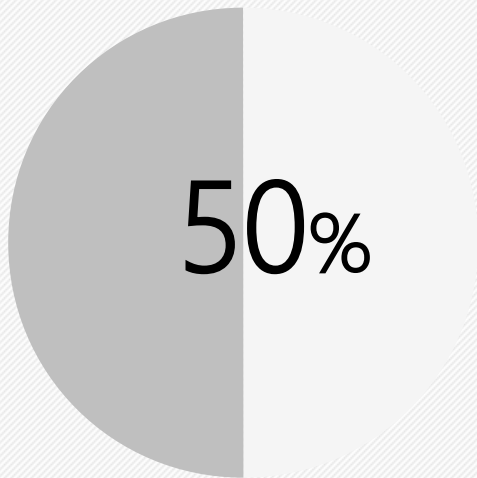
31-40 years old





41-50 years old



51 years old or above



Employee respondents: Perception on the company they work for during the pandemic

	 Employees <u>appreciated</u> by customers (%)		 Employees <u>not appreciated</u> by customers (%)
I am <u>proud</u> to be an employee of the company.	85% (80%)	>	74% (63%)
I <u>feel good</u> when people say I am an employee of the company.	81% (78%)	>	73% (63%)
Overall, I am <u>pleased</u> to work for this company.	88% (80%)	>	80% (63%)

Key finding 3

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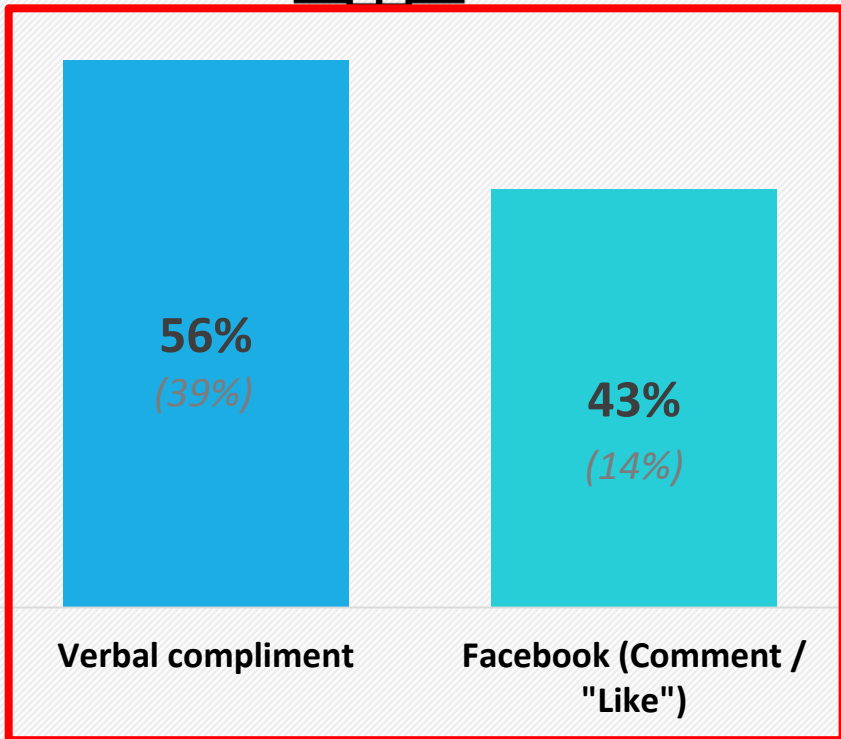
**Customers' most preferred
appreciation channels**

Top three popular appreciation channels used/likely to be used by customers during the pandemic

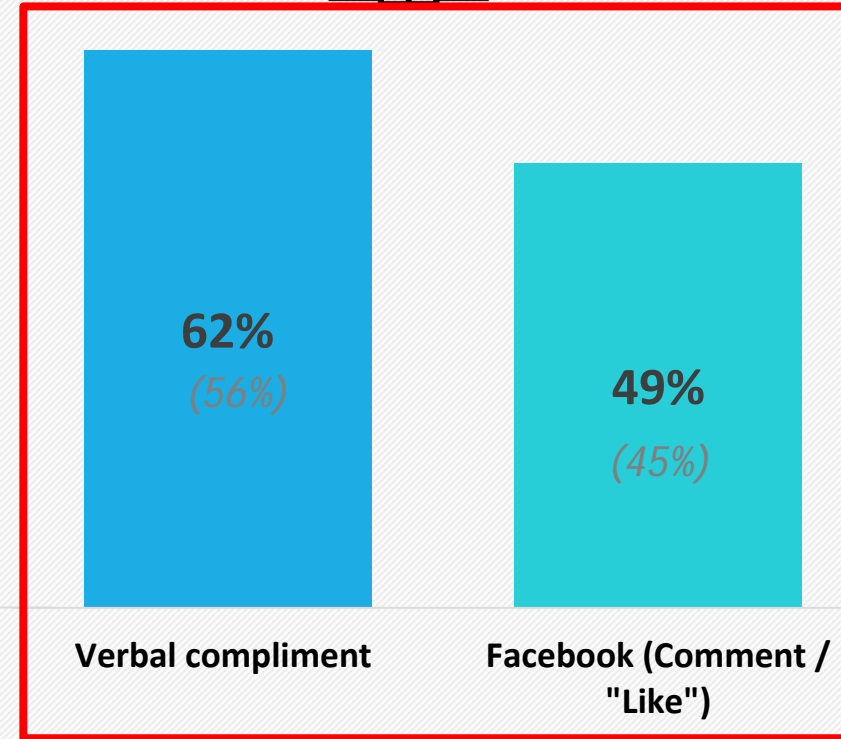
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Customers used to appreciate employee



Customers not used to appreciate employee



(Figures in 2018)

Utilisation of e-platforms to express appreciation by customers aged 51 or above during the pandemic



(Customers aged 51 or above)

e-platforms
(give “likes” or leave comments on Facebook; leave messages on messaging apps such as WhatsApp, WeChat)

13.9%
(7.3%)

Utilisation of e-platforms to express appreciation by customers aged 51 or above during the pandemic



(Customers aged 51 or above)

e-Platforms
(give “likes” or leave comments on Facebook)

11.4%

e-Platforms
(leave messages on messaging apps such as WhatsApp, WeChat)

25%


Key finding 4

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Work conditions and customer appreciation's influence on employees' performance during the pandemic

Employee respondents: Work conditions compared to the period before COVID-19 outbreak

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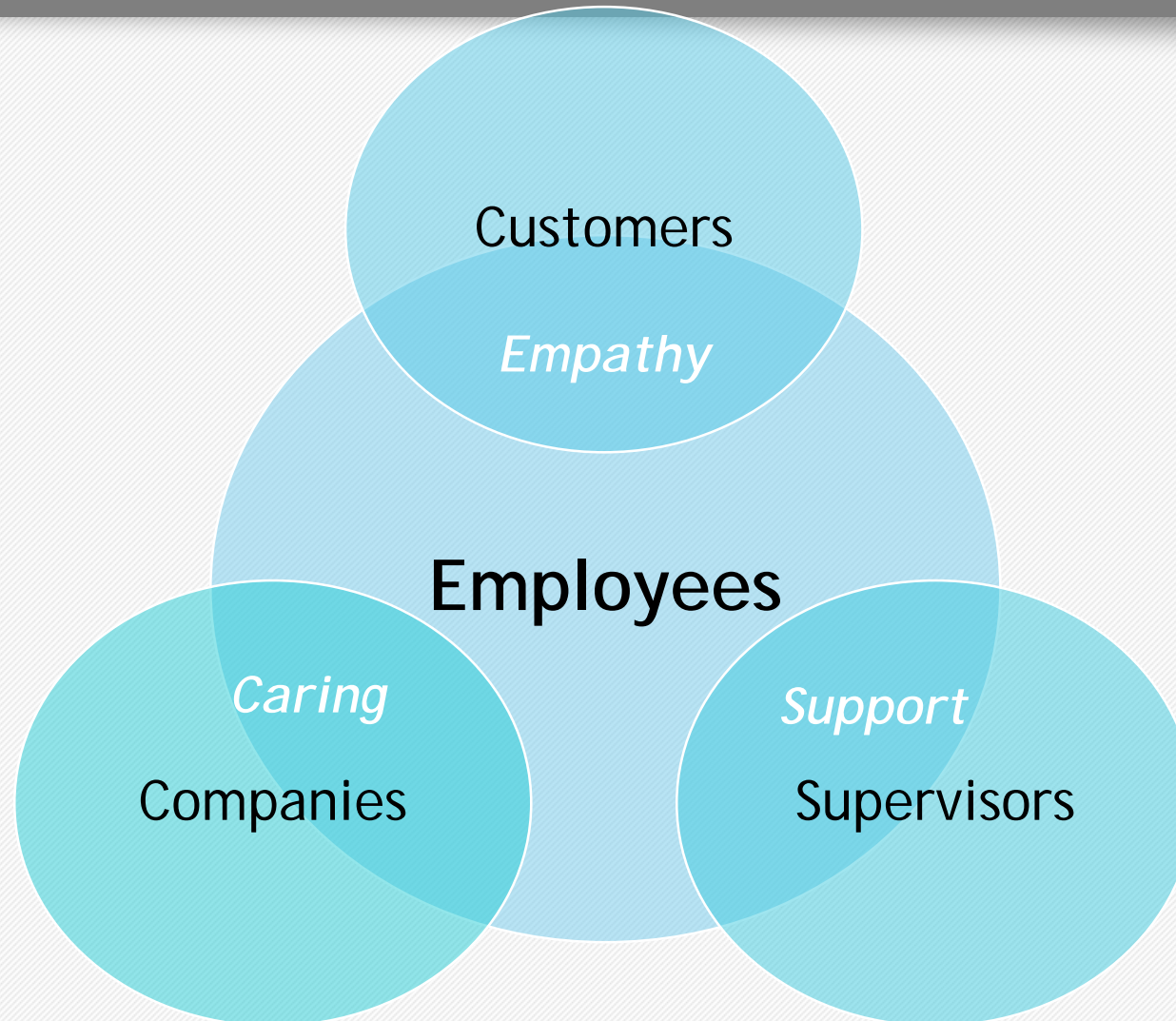
Compared to the period before COVID-19 outbreak	
My job <u>requirements are higher</u> .	6.34
Overall, my <u>workload has increased</u> .	6.73
Overall, <u>higher pressure</u> is being felt at work.	6.68

(Average Point)

(1-10 points scale , 1 point= strongly disagree ; 10 point= strongly agree)

“Relationship” during the Pandemic

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Customer respondents:

Feeling when being served by frontline employees during the pandemic

Customers' empathy towards employees



Customers used to appreciate employee



Customers not used to appreciate employee

	Customers <u>used to</u> appreciate employee		Customers <u>not used to</u> appreciate employee
I <u>feel deep concern</u> about the employees who serve me during the pandemic.	6.86	>	6.22
I have a <u>desire to offer help</u> to the employees who serve me during the pandemic.	6.77	>	5.96
I could <u>feel the worry of the employees</u> who serve me during the pandemic.	7.05	>	6.37
I <u>feel deep sympathy</u> for the employees who serve me during the pandemic.	7.31	>	6.65

(Average point)

(Average point)

(1-10 points scale , 1 point= strongly disagree ; 10 point= strongly agree)

Employee respondents:

Relationship with supervisors during the pandemic

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Supervisors' support towards employees

Employees appreciated by customers



Employees not appreciated by customers

	Employees appreciated by customers		Employees not appreciated by customers
I treat him/her as my <u>friend</u> .	7.15	>	6.20
He/she <u>concerns</u> about my career development.	6.98	>	6.47
He/she has spent <u>time on and thought about</u> my career development.	6.87	>	6.03

(Average Point)

(Average Point)

Customer respondents:

Companies care about staff's safety during the pandemic

Companies' care towards employees



Customers used to appreciate employee



Customers not used to appreciate employee

	(Average point)	>	(Average point)
I think the company <u>responded to the safety concerns of its employees quickly</u> during the pandemic.	7.09	>	6.33
I think the company has <u>sufficient precautionary measures</u> to <u>ensure a safe environment</u> .	7.11	>	6.26
I think the company has <u>strictly followed</u> the precautionary measures as required <u>by the Government</u> .	7.24	>	6.42
I think the company has strived to adopt a <u>higher hygienic standard</u> .	7.29	>	6.49

(Average point)

(Average point)

Conclusions and Recommendations

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1) Empathy, support and care amid the difficulties of the pandemic

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- Frontline employees in the service industry have greater pressure, heavier workload and higher job requirements during the pandemic.
- Fortunately, empathy and care expressed by the customers, supervisors and companies have supported them to commit to their duties during the pandemic.
- Performance of service industry employees was not affected by the pandemic as expected. Rather, it has been improved with the support of different stakeholders.
- Employers and the public are recommended to continue to be more empathetic to the frontline staff and take concrete actions to appreciate and support them!

2) Build resilience with appreciation

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- Customers who used to appreciate employees and employees who were appreciated are more resilient to the pandemic.
- The service industry and other stakeholders should continue to promote the culture of customer appreciation in Hong Kong!

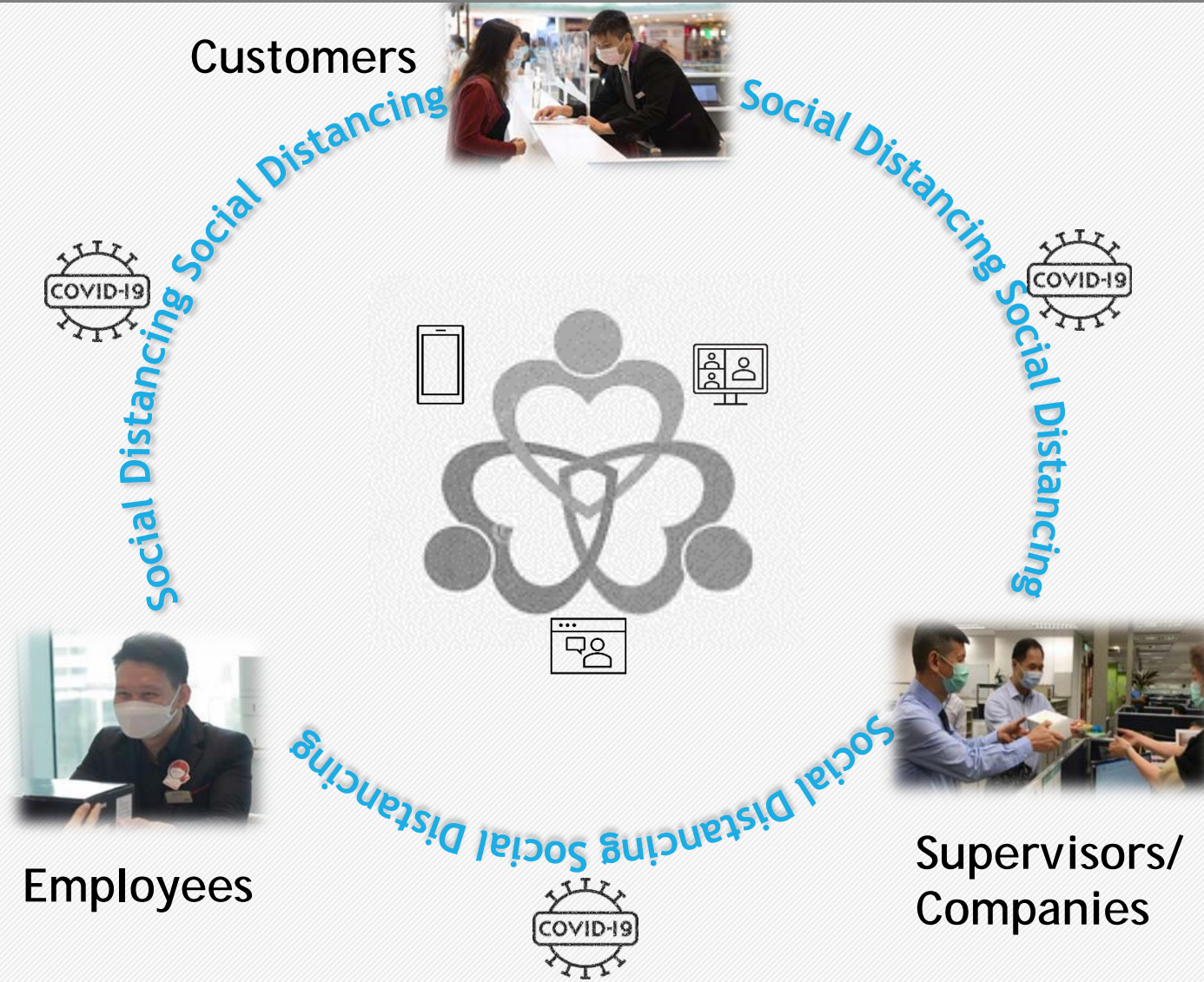
3) Digitalisation of services and appreciation channels

- e-platforms have been widely used in service delivery and customer appreciation during the pandemic.
- The acceptance of electronic services of customers and employees aged 51 or above has increased significantly, though there is still room for improvement.
- The service sector and the Government should allocate more resources to promote the digitalisation of the service industry.

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THANK YOU

