



We've always got a smile for them.

See the back page for a checklist for professional behaviour.



Telephone etiquette

- ◆ When you answer calls, first state the company name and then your own, and do so in a gentle and friendly tone that makes the caller feel welcome.
- ◆ Be creative and seize the initiative when you cannot assist the caller yourself. Transfer the caller to someone who can. Learn how to use the features of your telephone system (callback, conference calling) to your and the caller's benefit.
- ◆ Record a personal message on your answering machine and update it regularly so that it's always current. If you're not going to be available at your stationary number for an extended period of time, the caller needs to be informed. Or forward your line to a colleague or to your mobile phone number.
- ◆ Take calls for colleagues who are not available.

E-mail

- ◆ As a general rule, you should reply to e-mail queries within two working days. Responding immediately creates a positive impression and wins favour.
- ◆ Activate your out-of-office agent if you will be away for several days or cannot replicate your mail database. And, if necessary, redirect your e-mail to a colleague.
- ◆ Configure your e-mail to append your personal signature to outgoing messages.

General behaviour

- ◆ Communication with customers is never a waste of time, even if your time is very precious! Always make the other party feel they are important and receiving your undivided attention. This may require a bit of patience.
- ◆ Be receptive, honest and obliging in what you say. Keep your promises.
- ◆ If faced with the choice of handling a pending query or completing a routine task, the query should usually come first. Since time is money, the customer appreciates being treated with top priority.
- ◆ Proactive communication is respected even if the message is unpleasant. Actively pass on information before the other party, who may already be in a negative frame of mind, has to request it.



Customers can have a thousand faces...



A thousand faces – but just one need

It's actually quite simple: Since all of us are often customers in our personal and professional lives – whether we're buying a washing machine or requesting service from another department – we have a good sense of what a customer wants. And that boils down to just one thing: satisfaction. We want to feel that our decision was the right one. Such a feeling is possible only if a purchase is not marred by negative experiences. A discourteous salesperson, poor service, a hotline that's always busy, unreturned calls – to tolerate such things, you've got to have very good reasons for nevertheless purchasing the product from this particular supplier. But you will hardly be inclined to come back. You understand these things all too well: A good product in itself is not enough – it's the complete package that counts. You know it's always possible to look elsewhere.

Imperious kings versus reputable vendors

Imagine that you're standing at the base of a massive, foreboding castle. The drawbridge is up, and not a soul in sight on the battlements or runways. From time to time, a crate comes crashing down in front of you from a hidden trapdoor. Otherwise, there's no sign of life. Your calls for entry go unheeded. You then decide to go to the nearby village, where you discover it's market day. You go up to an inviting-looking stand. The vendor, busy with a handful of paperwork, immediately drops everything to help you with a smile. You take a look at the goods and pick out something you like. The vendor obligingly wraps your purchase and throws in some sweets as well. You leave in harmony.

One thing is obvious: The proud, dismissive "production king" cannot be our role model. Rather, we should emulate the courteous and attentive vendor. But we must be consistent and make sure that our attitudes and behaviours in no way harbour the idea that the walls of our business premises protect us from the adverse conditions of the outside world. For example, if a caller dials your number by mistake, you become the center of his attention, because, for him, you are Rohde & Schwarz, and he expects and deserves to be treated professionally! Or what about that e-mail query you received six days ago? Even though you may choose just to ignore it and

eventually delete it, the person who sent it knows that he sent it and never received a reply!



As a Rohde & Schwarz employee, you are an ambassador of the company and, in addition to your regular duties, you will occasionally find yourself wearing the hat of sales representative, consultant or telephone operator. Changing the corporate culture at Rohde & Schwarz means adopting this attitude yourself.

Copernicus in the workplace

Centuries ago, people believed that the earth was the center of the universe.

Then Copernicus came along

and proved otherwise, which meant that people had to take a more modest view of themselves and realize that things were not as secure as they once believed. If we transfer this revolution in perception to today's market situation – certainly a bold step – we must view ourselves as the earth and the customer as the sun. In the old way of thinking, the customer had to patiently revolve around us and hope for instruments to be parcelled out. Even if that's not entirely true, we still have to change our view of things quickly! The sun belongs at the center of our focus, and we and our competitors are completely dependent on its gravitational force and energy. If we

apply this new way of thinking to a few dearly held views of the world, the market suddenly seems a little less comforting:



Comfortable view:

The customer is dependent on us.

The customer disturbs our work.

The customer is an outsider.

We do customers a great favour by providing them with service.



Reality:

We are dependent on the customer.

The customer pays for our work.

The customer is at the center of everything we do.

Customers do us a great favour by allowing us to serve them.

Comfortable or not, you can't escape reality by sticking your head in the sand. Thus, let's ally ourselves with our customers and make our own job satisfaction dependent upon theirs! Any loss of comfort will be offset by a commodity that we at Rohde & Schwarz are particularly receptive to: outstanding success!

Minor adjustments yield great rewards

Your customer load is so heavy that you could be a weightlifter. You're spending more time on the road than at your "home" desk. Yes, there's no doubt that many of our employees are intimately familiar with the global market. However, customer surveys have revealed that our response quality as a whole is perceived as being below the level we owe ourselves and our customers. Yet we could quickly remedy this shortcoming if every employee followed a few simple rules and remained consciously committed to increasing customer satisfaction. The back page of this brochure provides a checklist for professional behaviour that will help us reach this goal.