



Hellenic Open University

School of Social Sciences

Master's Degree Program

MBA

“The importance of customer service in relation to marketing. Food industry case description”

Georgia Pouliou (111439)

Supervising professor: Aspidis Georgios

Trikala 2025

Η παρούσα εργασία αποτελεί πνευματική ιδιοκτησία του/της φοιτητή/φοιτήτριας («συγγραφέας/δημιουργός») που την εκπόνησε. Στο πλαίσιο της πολιτικής ανοικτής πρόσβασης ο συγγραφέας/δημιουργός εκχωρεί στο ΕΑΠ, μη αποκλειστική άδεια χρήσης του δικαιώματος αναπαραγωγής, προσαρμογής, δημόσιου δανεισμού, παρουσίασης στο κοινό και ψηφιακής διάχυσής τους διεθνώς, σε ηλεκτρονική μορφή και σε οποιοδήποτε μέσο, για διδακτικούς και ερευνητικούς σκοπούς, άνευ ανταλλάγματος και για όλο το χρόνο διάρκειας των δικαιωμάτων πνευματικής ιδιοκτησίας. Η ανοικτή πρόσβαση στο πλήρες κείμενο για μελέτη και ανάγνωση δεν σημαίνει καθ' οιονδήποτε τρόπο παραχώρηση δικαιωμάτων διανοητικής ιδιοκτησίας του συγγραφέα/δημιουργού ούτε επιτρέπει την αναπαραγωγή, αναδημοσίευση, αντιγραφή, αποθήκευση, πώληση, εμπορική χρήση, μετάδοση, διανομή, έκδοση, εκτέλεση, «μεταφόρτωση» (downloading), «ανάρτηση» (uploading), μετάφραση, τροποποίηση με οποιονδήποτε τρόπο, τμηματικά ή περιληπτικά της εργασίας, χωρίς τη ρητή προηγούμενη έγγραφη συναίνεση του συγγραφέα/δημιουργού. Ο συγγραφέας/δημιουργός διατηρεί το σύνολο των ηθικών και περιουσιακών του δικαιωμάτων.

This study is dedicated to my only son Panagiotis-Spyridon who is the motivation of my life.

Acknowledgments

Several people contributed to the preparation of this study, whom I must thank, since their help led to a better presentation of the subject. First of all, I have to thank the supervising professor Mr. Aspridis Georgios, whose guidance in all stages of the work was undivided. The crucial suggestions, criticism and help he gave me during the writing of my thesis led to the best result. Finally, I feel the need to thank my family for their unwavering support during my studies.

Abstract

In this specific work, reference is made regarding the relationship of consumer and customer service in relation to marketing processes. There is a reference and presentation of marketing, its role, its values and activities and how these are connected to consumer service. The categories of marketing and their main activities and key points are analyzed. Data are reported on the Marketing mix, what it is, its characteristics and what is its usefulness. What are its implications and its connection to companies and consumers. Consumer behaviors are examined in relation to the brand of a product and the perceived value a product has depending on its brand and the value the consumer receives in relation to it. Then the historical review of customer service is described, how it is done, what are the steps of a service and what people and employees do in the customer service department. It describes the steps that an employee follows in a service department and all the details and procedures needed to best serve a consumer. They also describe how to serve and deal with consumers in specific situations and events, dealing with pleasant services or complaints. Finally, the case of dealing with consumers of a large food industry is described. The main points of service for its consumers are mentioned, the manner and value of dealing with them and real data of complaints and communications are presented.

Keywords: client service, consumer, communication, marketing management, marketing procedures, consumer behavior, marketing mix, complaints, companies, service, employees

Περίληψη

Στην συγκεκριμένη εργασία γίνεται αναφορά όσον αφορά τη σχέση της εξυπηρέτησης καταναλωτών και πελατών σε σχέση με τις διαδικασίες του marketing. Γίνεται αναφορά και παρουσίαση του marketing, του ρόλου του, των αξιών του και των δραστηριοτήτων και πως αυτά συνδέονται με την εξυπηρέτηση των καταναλωτών. Αναλύονται οι κατηγορίες του marketing και οι κύριες τους δραστηριότητες και τα βασικά τους σημεία. Αναφέρονται δεδομένα για το μίγμα του Marketing, τι είναι, τα χαρακτηριστικά του και ποια είναι η χρησιμότητά του. Ποιες είναι οι επιπτώσεις του και η σύνδεσή του σε σχέση με τις εταιρείες και τους καταναλωτές. Εξετάζονται οι συμπεριφορές των καταναλωτών σε σχέση με την επωνυμία ενός προϊόντος και της λαμβανόμενης αξίας που έχει ένα προϊόν ανάλογα την επωνυμία του και την αξία που λαμβάνει ο καταναλωτής σε σχέση με αυτό. Στη συνέχεια περιγράφεται η ιστορική αναδρομή της εξυπηρέτησης πελατών, πως γίνεται αυτή, ποια είναι τα βήματα μιας εξυπηρέτησης και τι κάνουν οι άνθρωποι και οι εργαζόμενοι σε ένα τμήμα εξυπηρέτησης πελατών. Περιγράφονται τα βήματα εξυπηρέτησης που ακολουθεί ένας εργαζόμενος σε ένα τμήμα εξυπηρέτησης και όλες οι λεπτομέρειες και οι διαδικασίες που χρειάζονται για την καλύτερη εξυπηρέτηση ενός καταναλωτή. Περιγράφονται επίσης πως πρέπει να γίνεται η εξυπηρέτηση και οι αντιμετώπιση των καταναλωτών σε συγκεκριμένες καταστάσεις και γεγονότα, αντιμετωπίζοντας ευχάριστες εξυπηρετήσεις ή παράπονα. Τέλος, περιγράφεται η περίπτωση αντιμετώπισης των καταναλωτών μεγάλης βιομηχανίας τροφίμων. Αναφέρονται τα βασικά σημεία εξυπηρέτησης των καταναλωτών της, ο τρόπος και αξιακή αντιμετώπιση αυτών και παρουσιάζονται πραγματικά δεδομένα παραπόνων και επικοινωνιών.

Λέξεις κλειδιά: εξυπηρέτηση πελατών, καταναλωτής, επικοινωνία, διαχείριση μάρκετινγκ, διαδικασίες μάρκετινγκ, συμπεριφορά καταναλωτή, μείγμα μάρκετινγκ, παράπονα, εταιρείες, υπηρεσία, εργαζόμενοι

Contents

Chapter 1:	The definition of Marketing and its importance	10
1.1	Introduction of Marketing	10
1.2	The role of Marketing and its importance	11
1.3	Important activities in Marketing	12
Chapter 2:	Marketing categories	15
2.1	Traditional Marketing	15
2.2	Digital Marketing	16
2.3	Outbound Marketing	18
2.4	Inbound Marketing	20
2.5	Combination of Outbound and Inbound Marketing	21
2.6	Online Marketing	21
2.7	Social Marketing	23
Chapter 3:	Marketing Strategy	27
3.1	Marketing Mix	27
3.2	The services of Marketing Mix	29
3.3	The characteristics of Services marketing	29
3.4	Key differences between Products and Services	31
Chapter 4:	The impact of Marketing	33
4.1	The Connection of Marketing with business and consumers	33
4.2	Consumer behavior	35
4.2.1	Determinants of consumer behavior	39
4.3	Brand Image and Brand Equity	42
4.3.1	The concept of perceived brand value	45
Chapter 5:	The approach to Client Service	52
5.1:	History and Evolution of Client Service	52
5.1.1	What is Client Service	52
5.1.2	Client Service history	53
5.1.3	Client Service Progress	55
5.1.4	Client Service as Department	56
5.2:	Client Service Step by Step	58
5.2.1	Steps in Client Service	58
5.2.2	Preparation and Planning	59

5.2.3	Provision of Client Service	62
5.2.4	After Sales Service	63
5.3:	Client Service Details	66
5.3.1	Client Service in general	66
5.3.2	The process of Client Service	71
5.3.3	Relation with Clients	71
5.3.4	Interacting with the Clients	73
5.4:	Client Service Quality	75
5.4.1	Dimensions of quality in Client Service	75
5.4.2	Client Service mapping	77
5.4.3	Personalization of Client Relationship	78
5.4.4	Client's expectations and satisfaction	79
Chapter 6:	The Relation between Marketing and Client service	86
6.1	Marketing and client service in general	86
6.1.1	Types of client service	86
6.2	3Ps of Client Service Marketing-More details	88
6.2.1	Parts of the client service and the importance of the people who serve	88
6.2.2	The role of Process in service	89
6.2.3	The importance of Physical Evidence	90
6.3:	Complaints and Objections in Client Service	91
6.3.1	Complaints	91
6.3.2	Difficulties and Dissatisfactions	96
6.3.3	Complaints Management	96
6.4:	Communication with clients on a personal and promotional level	99
6.4.1	Communication with the client	100
6.4.2	Verbal communication	102
6.4.3	Non-Verbal Communication	104
6.4.4	Emotional and Logic	105
6.5:	Modern views of marketing in Client Service which affecting it	106
6.5.1	Marketing experience	106
6.5.2	Aromas, Music, Colors. How they affect the service	107
6.5.3	The connection of Neuromarketing with Client Service	109
Chapter 7:	The Methology	115
7.1	General information about the literature review	115

7.2	Personal experience	116
Chapter 8:	A Specific Case in client service in Food Industry	118
8.1	About the Food Industry	118
8.2	Department of client service, its structure and its operation	119
8.3	Substantial data of complaints and communication	123
	Conclusions	127

Chapter 1: The definition of marketing and its importance

1.1 Introduction of Marketing

Marketing mentions any activities a corporation must do to engage customers for its products or services by creating prime messages. The marketing objective is to create content for delivering standalone value for prospects and consumers. The long-term goal of Marketing is to demonstrate product value, build up brand loyalty and increase sales.

Marketing is mentioned to the actions that a business takes over to publicize the buying or selling of its products or services. It combines advertising and helps corporations to sell products and services to consumers, other companies and any institutions.

People who work in Marketing departments are looking to get the attention of basic features public through advertisement. Promotions are focused on specific audiences. Sometimes celebrity people may involve in advertisement, exciting expressions or slogans and catchwords. Packaging which is extraordinary or memorable or with very nice artworks and designs are important issues and details to get the audience's attention. In general, a total media plan is important and often necessary for the customers to notice.

Epigrammatic:

- Marketing mentions all actions a business does to sponsor and sell commodities or services to consumers/buyers.
- One of the most useful and very used tools is the Marketing Mix. Furthermore, marketing mix is as well-known as the four Ps—product, price, place, and promotion.
- Some of the Marketing techniques that are used are focused to traditional marketing techniques which involve television, radio, mail, and word-of-mouth strategies.
- In addition, digital marketing in the new days is very common and is used by the companies to get involved in newsletter, emails, social media, affiliate, and content/substance marketing strategies.
- Marketing's core concern is to look for and get a product or service, recognize its ideal customers, and get the customers' attention to the product or service available.

As is written before, Marketing engages all the actions an association takes in action to attract customers and support the relationship with them. It is very important job the connection with future and past clients. This connection is through emails to thank him/her for being your client, or with calls, with meetings for coffee or a meal. Furthermore, sometimes you do activities with a nominee client. At a basic level Marketing is looking to connect and match a product or a service to a customer who wants this product or service. When there is a matching product to a customer that means automatically profitability.

Furthermore, the American Marketing Association says (10) "Marketing is the operation, the organization and procedures and actions for producing, designing, developing, communicating, making over and trading offers that are valued for the customers, clients, partners and society in general".

In addition, the four parts of marketing are:

1. Designing. It is the procedure of working together with suppliers and customers to make offerings that have value.
2. Communicating. Broadly, describing those offers, as well as learning from customers.
3. Delivering. Getting those offerings to the consumer in a way that optimizes value.
4. Exchanging. Trading value for those offerings.

1.2 The role of Marketing and its importance

Marketing is the procedure of captivating customers to your corporation to create revenue. A well planned marketing strategy permits a firm to study, promote, scatter products or services, and sell for a profit.

Marketing is a way to support brand awareness and create leads, which can turn out to sales.

One of the roles of Marketing has been to identify and understand what a customer needs and wants. Concede the customers target group and how to get them. By directing market research, businesses can get information about the customers' desires and preferences, behaviors and attitudes. With this information someone can establish products and services that conform to customers' needs and wants.

Customers' needs are crucial for the success of any business. For identifying their needs, it is necessary to determine the target market and split them based on demographic and other options and attributes. It is very important for a business to know about its goal market

because they have a better picture/vision for their individual needs which makes them purchase a product or a service.

Businesses can create a formulated and methodical approach to understand and find out about customers' needs and wants. This kind of analysis gives data which are very valuable. Methods for learning the customers' needs are like focus groups, social listening, surveys etc.

Furthermore, one more role is the satisfaction that a customer feels with a product or a service. This happens by making the right product or service for the right person at the right time. It's the route to make everybody feel better and happy with the exchange/interchange.

In addition, one more role of marketing is to maintain customers. It is marketing's job to provide customers with reasons to keep coming back. Also, to find new and fresh opportunities to gain their business.

1.3 Important Activities in Marketing

The most important activity in Marketing is about considering, reaching and captivating a target of people so to guide them to a wishful effect or action or result. Marketing activities like Market Research, product development, pricing strategy, promotion activities etc. are the ones which can lead someone to understand the consumers wishes and needs, and to place the product in the best possible position in the market. In the end, the goal is to make sales and to take place sales it is important first to carried out the wish of customers or the needs of customers.

First, one of the most important and core work of Marketing is Market Research. And this is the first step of a new product or service. The aim of this research is to understand/catch the needs and the wants that consumers have, their desires and preferences. Also, this kind of research helps to understand the consumers' behaviors. This understanding ensures the success launch of a product because it gets align with the market demands. As soon as you understand the desires and the needs of consumers the product or the service that is created/born will be successful.

The second step is product development. Utilizes all the data that were exported from the research to cater to identified needs. It is very important to have knowledge before developing and progressing a new product or service. The development gets easier by the fact that you don't do things that are without substance and are more targeted.

One more important step is the pricing strategy. One purpose of the price that a product or a service has is to cover costs and make profit. Another purpose is for the product or the service to have an effective position in the market in comparison with the competitors. So, the price of a product or a service is a more complicated action. The people that are developing this strategy need to consider many parameters so to end up with the best price.

Another step is promotion, which is intended to boost awareness and to convince the consumers to buy a product or a service. Moreover, encompassing advertising, public relations and many other communication strategies, campaigns, tactics and approaches. Promotion strategies always help a product or a service. Even if it is a little or more, for a little time or for a bigger time the awareness that a product or service gets is in a positive way.

Furthermore, distribution is another important part of the successful course/route of a product or service. With the right distribution a product or a service is accessible to consumers when and where they desire it to have it.

All these activities together establish a total/full approximation for the connection/relation of the businesses with their audience/consumers. With these the consumers trust is fostered, and transactions are encouraged.

CORE CONCEPTS OF MARKETING



Picture 1: The Core Concepts of Marketing, source: <https://www.collidu.com/presentation-core-concepts-of-marketing>

Summing up chapter 1 is about introduction of Marketing, its role and which are its important activities.

The most important bibliographic references are the below:

- Marketing “An Introduction”, Part 1, Gary Armstrong-Philip Kotler-Marc Oliver Opresnik, Pearson 2019
- Marketing 3.0, Chapter 1, Philip Kotler-Hermawan Kartajaya-Iwan Setiawan, April 2010
- <https://www.investopedia.com/terms/m/marketing.asp>, Alexandra Twin July 2024
- American Marketing Association, <https://www.ama.org/the-definition-of-marketing-what-is-marketing/>
- Booms B. & Bitner M., 1981, Marketing Strategies and Organizational Structures for Service Firms Marketing of Services, Chicago: American Marketing Association, σσ. 47-51.

Chapter 2: Marketing Categories

As is written above, marketing is the procedure of making attractive products or services and creating a distribution channel that boost their attraction. There are many marketing categories with different procedures and key points. Some of the categories are:

2.1 Traditional Marketing

By traditional marketing products, services or brands are promoted in television, flyers, billboards, radio. For some products and services these channels are essential and play a main and very necessary role. This kind of marketing is based on commercial strategies that focus their action on the sales of the moment, focusing their goal on the product or service that the company creates. This kind of promotion leaves the agreement with the customer in the background, and above all seeks to make the business profitable and rationalize shares. It uses physical support to carry it out.

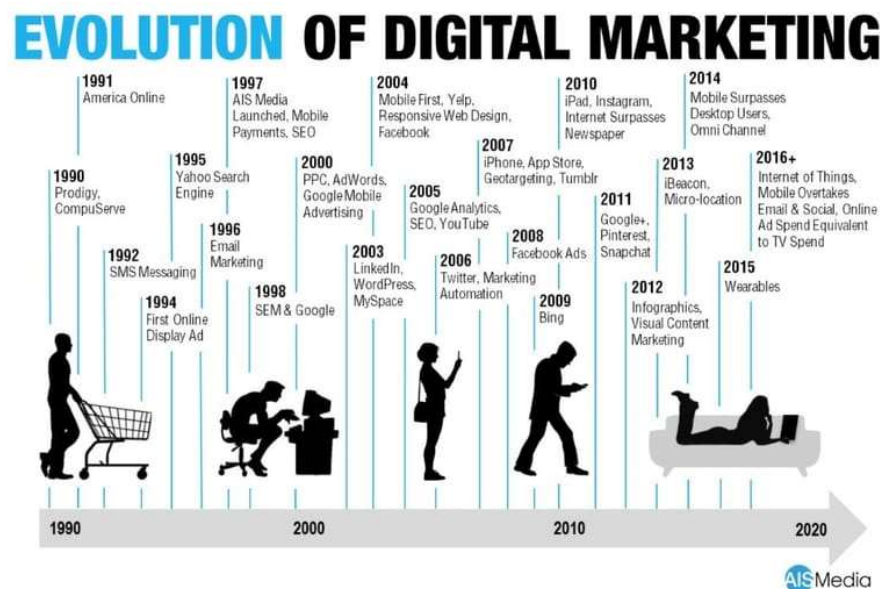
The primary purpose of traditional marketing is to increase sales, directly and immediately. It is focused on a broad audience; it is oriented towards economic exchange. Communication is one-way, from the company to the customer and through direct and mass advertising, among other actions that follow, it seeks profit above all. Advertisements in newspapers and magazines, radio, television, brochures, newsletters, promotions and many more are used by traditional marketing to sell products or services.

One of the main advantages of traditional marketing is that they reach a very wide audience, it has a great reach and credibility with the public, because it still has a draft due to all the years it has been used. There is face-to-face contact because customizing business transactions can close sales. A big number of consumers have access to a newspaper, mail service, television or radio to know the business or service being advertised. This kind of marketing is very successful when there is a large budget to spend. It is not an economic strategy, but significant investments must be made. Moreover, it is a perfect support for the communication campaigns carried out by the company. Depending on the result, it allows the possibility of easily modifying and readjusting the strategy. Testing, trial campaigns or extensive free services are aspects of selling that are difficult to achieve through electronic platforms.

One of the disadvantages of traditional marketing is the high cost. One of the most obvious problems is the high price of implementing this strategy. Lack of precise metrics to measure results. Unlike the internet sector, it is not so easy to develop specific metrics. Changes in consumer habits. The rise of new technologies and the increasing growth of internet users have hit traditional marketing. It does not interact with the customer; it is a one-way channel normally.

2.2 Digital Marketing

In the above picture someone can check the development of digital marketing. During the years there are being made many changes.



Picture 2: The evolution of Digital Marketing, source: History and Evolution of Digital Marketing (Walters, 2019)

Digital marketing, unlike traditional marketing, uses the reach and accessibility of the Internet to target consumers and attract new customers. It is about reaching modern consumers where they are most likely to be found. These include social media, search engines, numerous websites, and more. Some digital marketing strategies, such as email marketing, search engine optimization, and organic social media marketing, aim to increase a brand's organic reach. Others involve payment, such as PPC advertising, social media promotions, and sponsored partnerships. To attract target audiences, many businesses in the digital age combine paid and organic techniques.

Social media marketing is the use of social media platforms to promote goods and services. It allows you to boost brand awareness and increase website traffic. Moreover, increasing a website's exposure on search engines is the practice of SEO. Also, an effective technique for reaching customers using search engines like Google or Bing is paid search advertising. Email marketing is an affordable approach to connecting with both current and potential customers. In addition, affiliate marketing is the practice of working with your customers to advertise your company on their resources and social media platforms. There are other additional digital marketing tools and strategies that your company may choose to use. In other words, this list is not exhaustive. Regardless of which digital path you choose, you will have some significant advantages over conventional marketing strategies.

Generally, digital marketing adopts new technologies to captivate consumers. It uses new ways and not the traditional ones to make people buy a product or a service. This way of marketing is one of the newest ways which grows very quickly. These days more and more companies choose to spend more money from their budget for this kind of communication with the consumers. For example, search engines, emails, websites, social media are some of the digital channels that companies use. That's the way they engage the current and future consumers.

In digital marketing, content reaches people without them looking for it, which is why it is considered intrusive advertising. For example, when you are browsing and banners appear, or when you are on YouTube and an advertising video appears, without people wanting to see it.

Above someone can see the connection that the new generation, the millennials, has with the marketing strategies. It shows without any doubt that they get informed general through digital and they prefer this way of communication.



Picture 3: The connection of millennials with digital channels, Source: <https://maddenmedia.com/marketing-to-the-generations-millennials>

2.3 Outbound Marketing

Outbound marketing is the way of getting straight to customers. This kind of marketing refers to impulsive hearty promotions by calling, blast emailing, purchased lists and ads. It speaks out the message they want by pushing it so to lift the awareness or the products or services even though the consumer may not demonstrate interest in them. For some products or services this kind of marketing is not effective because today consumers are bombarded with many messages and other marketing interruptions and in finally, they do not pay attention.

This kind of marketing approach has several disadvantages that can affect the effectiveness of campaigns. First, methods such as telemarketing or email advertising often led to negative emotions from recipients. Their intervention can be perceived as intrusive, which reduces the likelihood of audience engagement. Also, the high costs associated with traditional advertising methods, such as television or print ads, are an additional burden for businesses. Furthermore, outbound marketing often does not provide the relevant information and data needed to measure its effectiveness. The lack of a targeted approach can lead to wasted resources on

audience groups that have no interest in the product or services being advertised. This approach can make it difficult to continue to develop relationships with potential customers over time.

The limitations of this kind of marketing mainly include the difficulty in targeting the right audience. Often, advertisements end up with viewers who are not interested in the product or service, which leads to lower effectiveness. In addition, consumers are increasingly wary of traditional advertising methods, such as television spots and magazine ads. This trend results in an increase in cost per click and the need for more creative and attractive ways to present products. Other important factors that affect the effectiveness of outbound marketing include the lack of interaction with the audience.

This is a direct method of online marketing to show the product to the consumer and try to promote its sale. The content is managed by the company in one direction and has complete control over the message. Includes, among others, all types of advertising that are exposed on the radio, television or the internet. The content used is simple, plain and not complicated. The company talks about the benefits of the product, whether it is a good or a service, because what it seeks is to sell.

It is considered, as a traditional type of marketing, because it does not think about the needs of consumers and customers but about the need of the company to sell its products. It is a way of forcing people to watch advertisements when they are doing something else. Most of the time it does not interest them, but on the contrary, it makes them uncomfortable and dissatisfied. For this reason, these types of advertisements may not be effective. Because you can spend a lot, but it indiscriminately reaches many visitors who are not interested in this content, because it does not adapt to their needs.

One of the most important characteristics is in communication. The consumer does not have the opportunity to express criteria, judgments and opinions, because he must limit himself to receiving the content of the advertising message. Also, it reaches indiscriminately, because even if it reaches a large audience, it may not be effective because the people to whom the message reached were not interested at all. This is a great risk because you can invest a lot and not receive anything in return. Furthermore, it is product-focused and the only message transmitted concerns the benefits and benefits of the product or brand being advertised.

The ultimate goal is to sell without interested in the needs of the consumer, but in selling your products or promoting your brands. It may lose credibility due to the fact that customer judges

that the product or brand features are exaggerated and may not believe that the content is credible, because they believe that the company cannot speak badly about its own products. It is traditional, because it focuses only on selling and not on providing creative solutions and answers that satisfy the customer's wants and needs. The customer feels intrusive, as he is interrupted or distracted when these types of unwanted or simply spam messages appear. This can be very inconvenient for the user, because it does not add value.

2.4 Inbound Marketing

Inbound marketing is usually a better choice than outbound marketing because it approaches the user in a more favorable way, not in a nearly mandatory or inappropriate way. It attracts customers through interesting content. The need for high-traffic spaces and media limits strategic options, as a result of which businesses face challenges in differentiating themselves from the competition and retaining consumer interest.

Using inbound strategies offers a number of benefits that enhance the overall effectiveness of marketing efforts. It creates a more engaging experience for consumers, as it allows them to discover and interact with content on their own. This encourages trust and engagement, as customers feel in control of the information they consume. Furthermore, inbound strategies tend to be more cost-effective compared to traditional outbound channels. Focusing on offering value and creating quality content makes it possible to attract the right audience, thereby reducing the waste of resources. Opportunities for organic growth and ongoing customer support shape a sustainable perspective for long-term business success.

In addition, inbound marketing can have several weaknesses that are worth mentioning. One of the most significant limitations is the time it takes for strategies to pay off. Efforts to increase visibility and attract an audience through content and SEO do not produce immediate results. Instead, the process is often slow and can require patience and a continuous investment of resources, which may not be feasible for all businesses.

Moreover, reliance on digital channels can limit the reach of certain audiences. Some consumers may prefer traditional communication methods, or may not be familiar with the process proposed through digital channels. This can lead to a missed opportunity for sales growth and limit the ability to achieve business goals.

Also, the inbound marketing approach can present some weaknesses that are worth considering. One of the main challenges is the need to constantly create quality content. Without regular updates and improvements to the content strategy, there is a risk that users

will become frustrated and less active. In addition, it takes time to build audience trust and drive visitors to sales, which can be discouraging for businesses that want immediate results. Another risk is consumer fatigue from the abundance of content circulating online. Users often overlook or ignore ads and content that they do not consider relevant to them. This means that even when inbound strategies are well-designed, they may not perform as expected. It is necessary to understand the audience and make the appropriate adjustments to maintain customer interest and loyalty.

2.5 Combination of Outbound and Inbound Marketing

Integrating outbound and inbound marketing can deliver effective results for businesses. Traditional methods such as television or radio advertising can be used alongside content strategies that engage audiences through social media and websites. This approach creates a multi-dimensional marketing approach that reaches consumers across multiple platforms and in different ways.

Correlating data from the two strategies is important for understanding the effectiveness of each channel. Using analytics tools, businesses can track their performance and adjust their tactics accordingly. Also, knowing your audience well can help create targeted campaigns that align with consumers' priorities and needs with long-term business strategies.

Combining outbound and inbound marketing can offer many opportunities for businesses to maximize their impact on the market. Using inbound marketing data can guide outbound activities. For example, analyzing user trends and interests can help design targeted advertising campaigns. This way, companies can reach their audience with more personalized offers and messages.

In addition, these strategies allow for interaction between channels. When an outbound campaign leads the community to inbound content, a cycle of interaction is created that enhances the overall customer experience. This interactivity can strengthen the relationship with customers and build a stronger brand. Training your marketing team to use both approaches can improve campaign efficiency and results.

2.6 Online Marketing

In recent years there has been a big change in online marketing. In the past, a business would send out communications to either existing customers or prospects with the goal of getting the customer to buy. It would pay for ads and listings. It would promote its strengths. All of its

communication would focus on itself and the products or services it sold. In short, it would stop at who it was and what it did.

The internet has developed and the websites that have been built are countless. Given the competition and the multitude of choices that a customer has, the limited time at their disposal, their aversion to pressure practices to buy and, of course, the financial difficulties they face, a business now wants to come to it more “prepared”. To have done their preliminary work and research, to have understood in advance how we can serve them, to be, in short, more educated. Our goal is to attract them instead of pressuring them. We don't want to convince him of something, but for him to clearly understand it on his own. We want to educate him instead of sell him. For him to see us and find us whenever he wants and not interrupt him from what he is doing, for example, by seeing one of our advertisements. To be by his side throughout his research to make a decision, giving him useful solutions and advice. To entertain him sometimes. To create and develop a relationship with him that will be based on trust. And that this will be maintained over time. And all this on the internet. And every time he reads something, to distinguish and understand in the best possible way the benefits of a possible collaboration with us.

Create quality content that will bring the customer closer to the person who wrote it, their company, the product or service they sell, their philosophy, their values, etc. The secret is to create content that is relevant to each visitor/prospect, not generalities, but rather for specific target markets. Talk to the customer, their needs, the unwanted situations they have to deal with. Talk about them and how they can find a solution. And then, after you publish the content, share it via social media, email, website, and blog so they can easily find it when they're looking for it. This is how to create chemistry and online trust and help them figure it out on their own from the content you publish. Find you more easily online, keep their details when they find you and convert them into customers with the right techniques and tools. Build trusting relationships with each of them individually. Send them the content they are interested in.

By earning the customer's trust, you will also earn their money. If someone was used to do other online marketing activities in the past, it may seem like a mountain at first. When the entire market turns to this new way of implementing online marketing, those entrepreneurs who do not decide to adopt it immediately will be left behind and end up spending their money on ineffective methods.

2.7 Social Marketing

Social media is perhaps the fastest growing trend in the history of the world. From this alone, one can understand that a social media marketing strategy is essential for every type of business. Wherever one looks, at work, at home, on the street, in their social environment, they will find that most people spend a very large part of their day looking at their mobile phone and specifically following their social media profiles.

Some to learn about current events, others to learn what their old classmates are doing and others to not lose touch with the world. One in four people on the planet maintain a profile on Facebook. In Greece, about half of the population maintains a profile on some social media platform. Some of these are your potential customers!

The use of the internet and the spread of social media dictate a different lifestyle for consumers than the one we were used to. Their habits have changed and with them the way they listen to their needs and make their purchases has changed.

Social media offers a serious opportunity for companies that utilize them, through their social media marketing strategy, because they allow them to reach their potential customers where they spend most of their time. This approach has proven to have positive results. At the Facebook Day Athens event, held in Athens, Nicola Mendelsohn, VP EMEA of Facebook, stated, among other things, that 44% of companies are “building” their business through Facebook, 57% have increased their potential as part of their growth journey since joining Facebook, while 4.5 million businesses use the popular social networking platform to attract customers.

It is also important to mention that Facebook may be the most widespread social networking platform, both among consumers and companies, but there are dozens of other platforms that may better fit the culture and commercial goals of your business.

The image below summarizes most of the social media that exist and that you may not have known about:



Picture 4: The Social Media designations, Source: <https://blog.wedia.gr/ti-einai-to-marketing-gia-ta-social-media>

The following definition belongs to online marketing expert Neil Patel:” The term “social media marketing” describes the process of creating content that is tailored to the style of each medium, in order to achieve engagement and distribution of this content (sharing)”.

The enhancement of traffic is the result of a marketing strategy for social media, which, in turn, owes its success to the creation of content that responds to the style of each medium. For example, Facebook users seem to love content in video format. However, this may not be the case for Twitter users. Therefore, the secret to creating effective content on social media is to know the requirements of each medium well. You may have heard of content that went

viral, that is, “spread” from user to user. This is only achieved if the content you will create offers some value to your audience and attracts them, making them engage.

Creating a social media marketing strategy and targeting its actions to solve the challenges you face. Strengthening brand awareness, improving ROI and creating a fanatical audience are some of the goals you can satisfy through this strategy. In order to create content that will attract your potential customers and make them interact with it, you must know well who you are addressing, what their needs are, their interests and what their “pains” are.

Determining the most important metrics will be able to evaluate which of your actions are effective in achieving the goals of your social media marketing strategy, you should also determine the metrics that you will monitor. Research the competitors on social media, the content they have posted on their page, which posts have the highest engagement etc. It is important to create and distribute engaging content according to the style of each social media platform. To create appropriate content according to the social media channel plays a very important role in the effectiveness of a social media marketing strategy, interacting with the audience and solving their problems through social media. Each audience category is different and their behavior on social media also differs. By monitoring the behavior of your own audience, you should define what time period is ideal for your posts in order to enhance engagement. And because engagement often translates into comments and messages, it would be a good idea to have defined a community management strategy. A happy audience is definitely the best supporter of your company and products!

Monitoring the performance of your social media marketing strategy and continuously improving your actions, by recognizing which actions went well and which failed, you will be able to modify your strategy and come even closer to achieving your goals. Choosing a reliable partner, a social media marketing strategy can be part of a company's digital marketing strategy, but it needs a dedicated team in order to be designed and implemented correctly at all levels.

Summing up chapter 2 is about the Marketing categories. The most important bibliographic references are the below:

- Social media: A modern drug, G. Aspridis, N. Blanas, D. Tselios
- Marketing “An Introduction”, Part 1, Gary Armstrong-Philip Kotler-Marc Oliver Opresnik, Pearson 2019

- Marketing 3.0, Chapter 1, Philip Kotler-Hermawan Kartajaya-Iwan Setiawan, April 2010
- McCarthy E. Jerome, 1960, Basic Marketing: a Managerial Approach, Homewood, Ill., R.D. Irwin
- Booms B. & Bitner M., 1981, Marketing Strategies and Organizational Structures for Service Firms Marketing of Services, Chicago: American Marketing Association, σσ. 47-51.
- Γούναρης Σπύρος, 2003/2012, Μάρκετινγκ Υπηρεσιών, εκδ. Rosilli

Chapter 3: Marketing Strategy

3.1 Marketing Mix



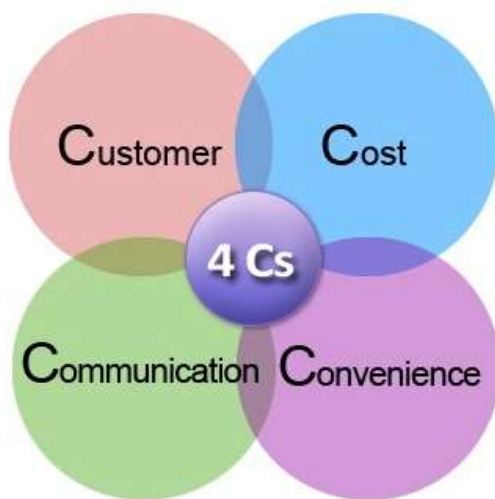
Picture 5: The 4 Ps of the Marketing Mix, Source: <https://courses.lumenlearning.com/clinton-marketing/chapter/outcome-marketing-mix/>

The Marketing Mix of a product is concerned with four weighting factors which influence consumer choice. The one who coined the term was McCarthy E. Jerome, 1960, these four factors are Product, Price, Promotion, Place. During the 1950s the components of the marketing mix were called as the “four Ps” and were determined as:

- Product is about the goods and the services that are suggested. Mentions the brand, design, technology, availability, features, advantages, quality, packaging, service, guarantees.
- Promotion is about communication and information. Relates with advertisement, personal sales, sales promotion, public relations, direct marketing, corporate identity, sponsorships, exhibitions and events and any kind form of promotion.
- Place is about the distribution and the sale points. Refers to distribution and trade channels, coverage, assortments, locations, supply, stocks, transportations and storage transports, logistics, e-commerce and the customers access to the product.

- Price is about the right price and cost that the product and service has. It has to do with strategy prices, product price, list prices, discounts and offers, allowances, payment period, credits and credit terms, payment and repayment methods and facilities.

According to Lauterborn (6) the Marketing Mix, reviewed by the end consumer side is better described with the 4C's than the 4P's (see Figure 5), which are as follows



Picture 5: The 4C's of the Product Marketing Mix by Lauterborn (1990), Πηγή: <https://arthra-marketing.blogspot.com/2017/10/4p-marketing-4c.html>

- Customer value, which is the value the customer gets. It's about consumers' needs and wants. You can't improve your product and then try to sell them without taking into account (that is, studying) their needs of customers concerned.
- Cost to the Customer, which is the cost paid by the customer. Cost to satisfy, the cost of the product must be adjusted to the ability to be paid by the customers and not only in your production costs.
- Convenience, which is the ease of access to the product. Convenience to buy, how easy is the access to buy a product or a service. It is the actions that must be done to make more ease for the customer access to the product to buy and you to sell and not just its distribution.

- Communication, which is every communication of the product but also the communication with the customer. The communication factor must be considered before starting any promotion activity to the market.

3.2 The Services of Marketing Mix

The transition from product marketing to service marketing adds to McCarthy's four P's (product, price, place, promotion) even more three, those of Booms and Bitner (people, process, physical evidence).

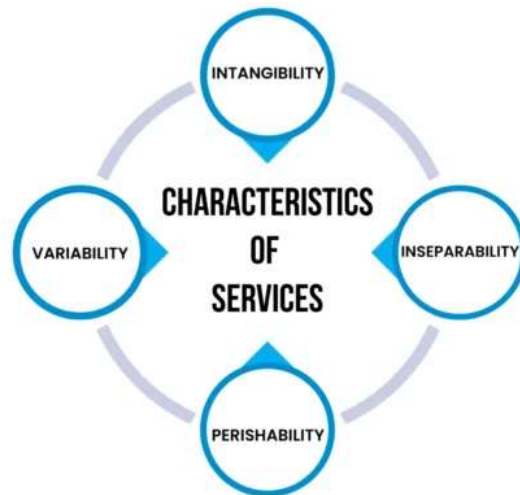


Picture 6: The 7 Ps of Marketing, Mc Carthy (1964) and Booms-Bitner (1981) Πηγή: <https://www.caunceohara.co.uk/the-7ps-of-marketing/>

- People: It consists of the following, business culture, recruitment, training, assessment, involvement, control, support.
- Process: It consists of the following, organizational, core service, support
- Physical evidences: It consists of the following, interior and exterior design, cleanliness, style, decoration, acoustic, smell, appearance of employees

3.3 The characteristics of Services Marketing

Regardless of their type and nature, services have four peculiarities that make them unique compared to natural products. These are: 1) the intangibility of the service, 2) its indivisibility, 3) the impossibility of its storage and 4) the heterogeneity of the services and those served (see Figure 7).



Picture 7: The characteristics of Services Marketing, Πηγή: <https://vh-info.com/2024/05/25/service-marketing/>

- 1) Intangibility, is the most basic but also the most frequently mentioned characteristic of the services. It's about the lack of physics characteristics that do not allow the use of our senses before we get them.
- 2) Inseparability, refers to the fact that the producer and consumer of the service must meet in a year and to a mutually agreed upon place to which it is delivered service from the first to the second.
- 3) Perishability, concerns the inability to store the services. In other words, unlike goods, which can be stored and sold at a later time, the services may consume only the moment they are produced, otherwise they are lost.
- 4) Variability, Inhomogeneity is related to the variability with which it is possible to offer a specific service, as well as with it lack of substantial preventive quality control before it arrives to the consumer. In other words, the inhomogeneity concerns the inability to standardize the service. Characteristic like that example is classroom teaching. Even if two teachers teach the same subject do it in a different way, that is, they do not have the same contagiousness and, in addition, they give emphasis on other points of the same subject.

3.4 Key differences between Products and Services

The one that makes marketing people "break" your heads to come up with new ideas that will make products or services that offer more desirable is similarity between different brands – this which in marketing we summarize in the term brand parity (brand value). The "companion services" and "augmented products" are testimonials a merciless competition. Their existence is often an added one (on the basic service or normal product) value that results to exceed the service or product itself), i.e. to be the largest percentage of the total value of the offered product or service.

We should emphasize here the difference in concepts between "service" and "service". The service refers to what is provided to the customer, for example, the processing of a bank transaction, while service is the way it is made, i.e. how much it really serves its user service.

Given that marketing is the science that studies consumer behavior and organizes how to meet the needs of consumer needs, marketing needs and services are the same. However, at a practical level, there are differences between them arising from the fact that services have qualities and characteristics that products do not. Table 1 below summarizes the differences between Products and Services.

Table 1: The differences between Products and Services.

Products	Services
The products are tangible, that is, they have physical condition.	Services are not tangible; they don't have i.e. physical being
The consumer of a product rarely comes into contact with him derivative	In the services of its producer service comes into contact with him customer
Products are available only after their production and, more commonly, afterwards their transformation.	Services are available only during duration of their production.
Products are stored either by those who produce them and the possess either of them or the they buy.	The services are not possible to are stored.

The performance measurement of products yes relatively easy.	The performance measurement of services is extremely difficult.
The products are easy to be standardized	Services are difficult to be standardized

Summing up chapter 3 is about the Marketing strategy. The most important bibliographic references are the below:

- McCarthy E. Jerome, 1960, Basic Marketing: a Managerial Approach, Homewood, Ill., R.D. Irwin
- Lauterborn R., 1990, "New Marketing Litany: Four Ps Passé: C-Words Take Over", Advertising Age, 61 (41), σ. 26.
- Booms B. & Bitner M., 1981, Marketing Strategies and Organizational Structures for Service Firms Marketing of Services, Chicago: American Marketing Association, σσ. 47-51.
- Γούναρης Σπύρος, 2003/2012, Μάρκετινγκ Υπηρεσιών, εκδ. Rosilli
- Πανηγυράκης Γ., Αρχές Μάρκετινγκ – Μάρκετινγκ Υπηρεσιών, ΕΣΠΑ 2007-2013, για τη μεταγραφή Α. Κουμπαρέλης

Chapter 4 The impact of Marketing

4.1 The Connection of Marketing with business and consumers

Marketing connects businesses to their target audiences and reaches new customers. Building relationships in marketing is principal because it keeps any authority for long-term brand loyalty and trust. It's not just about engaging customers but retaining them. In a period where consumers are deluged with numerous options and varieties, a brand's ability to grow important and meaningful connections which can set it apart from the competition. Powerful relationships cultivate open communication, enabling businesses to better understand and pamper to their audience's needs. Moreover, satisfied customers, deeply connected to a brand, often become their most vocal advocates, providing authentic word-of-mouth marketing that's both compelling and cost-effective. By prioritizing relationship building, businesses don't just conduct with customers but also, they contrast a communion of trusty supporters, ensuring tolerable development and elasticity in an ever-evolving market landscape. Building strong, constant relationships secures repeat business and promotes brand ambassadors who can assure for the brand, leading to organic improvement through word-of-mouth.

It provides inestimable information for customer preferences, informs product developments, and helps to create strong relationships with customers. It is an essential tool that enables businesses of all kinds to get their target customers and promote their products and services. It shapes how you interact with future buyers, helps make relationships, and ultimately results in building your customer base and achieving success. By engaging in a clever way with customers and making informed decisions, marketing can help your business stand out and succeed.

With effective marketing strategies, businesses can increase their exposure and grow significantly. Reaching your desired target audience isn't always the easiest thing brands do. With the right awareness of current trends, business competition, personalization techniques and communication strategies, you're looking at a competitive advantage over other brands. It's so important to build a brand strategy based on special needs of your target audience, and then craft that strategy to navigate the challenges in your niche. Also, staying close to your consumers is the key, because this is what builds trust with them

Furthermore, it has a positive impact on businesses by creating brand awareness, increasing customer loyalty, and fostering an environment of competition that actuates businesses to innovate and set customers first. With the right marketing techniques, businesses can vantage from enhanced visibleness, fame, and sales. Powerful brand awareness and brand recognition means your brand is top of mind when people think about the category of products or services you sell. They identify your logo or tagline, making it easier to communicate it. Brand awareness is a required first step before building brand loyalty. After all, customers can't love a brand until they know and recognize it. Customer loyalty is a continuing conclusive relationship between a customer and a business. This is what drives repeat purchases and prompts existing customers to prefer a company over a competitor offering similar advantages. Loyalty is a reaction of various positive synergies that build up a feeling of confidence gradually. Moreover, customers are loyal to a brand because they connect it with positive experiences, such as an excellent customer service, feelings connected to brand values and ideals, or constantly great product quality. Furthermore, customer loyalty can undulate overtime, for example a person may be fully devoted at a specific time and become less loyal. Due to the complexity of customer loyalty, it is meaningful to understand how customer loyalty works overtime, by using a variety of metrics that captivate the total customer route through business data and customer evaluation. This way, someone can figure out which units of a customer base should be priority, what leads to loyal behavior, and how someone can boost customer faith and reliability.

In addition, marketing plays a crucial role in the synchronous economy by creating awareness of goods and services, guiding consumer-driven purchases, and stimulating economic growth. Its good work translates into higher employment, increased taxes for governments, and a beefy economy for all. By engaging in marketing activities, companies have the capability to positively impact society in many ways. Consumer understanding is essential in present – day business, implying the level of understanding and awareness that people have about their job as buyers in the marketplace. It is not a simple act of purchasing, but emphasizes the importance of informed decision-making. Knowledgeable consumers know to explore through plenty of products and services, investigating various aspects like quality, safety, and pricing. This know-how allows them to claim equal treatment and value for their money and act against exploitative practices by businesses. Moreover, consumer awareness expands to an extensive field, encompassing a comprehensive grip of market dynamics, law frameworks, and ethical issues. A well-informed consumer knows his rights and obligations, contributing to a market where businesses are held responsible for their actions. This learning advantages

individual consumers and plays a very important role in developing a clearer, more ethical, and competitive market environment. As consumers take more action and put on with the complexity of trade, they become essential contributors to the economic system, tending a harmonious relation between buyers and sellers based on trust and honesty.

4.2 Consumer behavior

Consumer behavior is one of the main studies of Marketing Science. The subject of study of behavior of the consumer is how the consumer receives his purchasing decisions and the factors that influence the way making these decisions, as well as his behavior after the market. Consumer behavior as a scientific field tries to answer questions such as why the consumer buys a product, why he chooses a particular product over other alternatives, how he buys it product, how he consumes and uses the product, and how he evaluates and manages a product after its purchase. The study of consumer behavior requires an interdisciplinary approach, because it concerns aspects of human behavior and role of individuals as economic subjects. The object of his conduct consumer draws theory and research methods mainly from marketing, psychology, economics, statistics, but also other sciences concerned with the study of the behavior of individuals and groups. In the subject matter of consumer behavior concepts such as consumer motivation, perception and learning, personality, values, consumer lifestyle, downloading process purchasing decisions, consumer involvement, discrete analysis of choices in purchasing behavior, theories of consumer segmentation shopping, evolutionary psychology and consumer behavior

The study of consumer and buyer behavior is of boundless importance to Marketing because it is a factor that contributes significantly to the state of one effective strategy, with the implementation of which the company will finally be able to achieve the objectives and goals. By the term "consumer behavior" means all those actions of individuals who lead to the purchase and use of various products or services or their non-acceptance. The consumer behavior of individuals is one of the main expressions of humanity behavior, which scientists study and try to interpret in depth of various specialties, such as psychologists, sociologists, economists, etc. For the interpretation of the behavior of individuals, in terms of consumption and purchasing habits, three approaches have been developed:

- Financial,
- Psychological

- Sociological

The economic approach has its roots in various economic theories that have been formulated both by microeconomists and macroeconomists. Microeconomists try to interpret consumer behavior using two theories, the theory of maximum utility and the theory of indifference curves. Both theories are based on three basic assumptions which are as follows:

- People know exactly their needs and all the alternatives to her satisfaction. That is, they know everything about the available products or services that are intended to satisfy their needs.
- Individuals behave rationally, using their available resources (income) in a way that maximizes the benefit they get from the products or services that they choose.
- Their preferences do not depend on the conditions of the environment in which they live

However, it is easy to see that today these assumptions do not apply in practice. The consumers are not always fully informed about market conditions, they do not behave always rationally, nor do they remain unaffected by circumstances and their various environmental elements.

Macroeconomists, for their part, downplay the importance of individual behavior, arguing that individual differences level out when consumers are considered as sets. For this reason, they focus their interest on overall behavior individuals and try to investigate its effects mainly on income and employment. Macroeconomists analyses are also dominated by the concepts of efficiency and scarcity of goods. These concepts are useful in understanding productive functioning of the economy, but they cannot adequately interpret the formation of demand for goods and services, especially now, which is the main influencing factor consumer behavior and, through it, the demand for products and services, is abundant rather than their scarcity. Therefore, the conclusion is that the theories of economic science cannot form themselves to interpret consumer behavior.

The psychological approach includes several theories, the most important of which are the theory of learning, the theory of perception and the psychoanalytic theory or hierarchy of needs theory

Learning is the mental process that maintains or changes a person's behavior, when it faces a new situation. The theory of learning, which has its roots in the experiments of the Russian psychologist A. Pavlov (https://en.wikipedia.org/wiki/Ivan_Pavlov), argues that individuals learn from their experiences, whether they are positive or negative. Therefore, their behavior, in general, and consumer behavior, in particular, depends on their experiences there. The application of this theory in Marketing is manifested in the efforts to stimulate the demand for products or services, as well as encouraging individuals to perform repeat purchases through the creation and projection of positive associations and experiences that individuals acquire from the use of various products or services. With this logic we could see advertising as a mechanism that educates consumers.

On the other hand, perception is the way people interpret their environment. The perception environment is not only realized with the senses but also with the spiritual stimuli that people accept. Personal perception theory supports the view that each person perceives, and he interprets situations in his own unique way. Personal perception is formed not only by the personality and spiritual level of each person, but also by the ability to selectively accept information according to his interests. For example, a mother can sleep peacefully, despite the external noise of a busy person's street, but wake up immediately from a subtle noise coming from next door room where her child sleeps. Similarly, individuals do not always perceive "noise" created by the various advertising messages they are bombarded with daily. However, they only perceive and retain advertising messages for them which have a special interest and then model behavior analogous to its content of the message. For example, the mother in the previous example holds back the ad prompting her to put her child in the back seat car, fastens it with the seat belt and applies it immediately. Accordingly, another woman may not understand this message because she does not have children. However, because she is interested in her figure, from the hundreds of advertising messages she receives daily, withholds the advertising message for yogurt "X", which is low fat, and decides to buy it.

-
- https://en.wikipedia.org/wiki/Ivan_Pavlov
 - Mintzberg H, The structuring of Organisations-A synthesis of the research, Pentice Hall, (1979)
 - Porter M.E, Competitive Strategy, The free Press, (1980)

Furthermore, psychoanalytic theory - whose father is Sigmund Freud (https://en.wikipedia.org/wiki/Sigmund_Freud) argues that a large part of the motivations that determine people's behavior are in their subconscious. Consequently, consumers, when they are going to choose to buy specific products or services, are not motivated only by the physical and functional characteristics of the products or of services, not only from rational motives. They are also prompted by motives which are in their subconscious and direct their behavior.

In general, a consumer is any person who chooses between goods and services to meet his needs. A consumer is an economic unit, who provides his labor to produce goods, consumes goods and enjoys services produced in a society, for example someone consumes when he eats or goes to the cinema and therefore covers some of his need's physical or social. Each consumer has his own unique consumer behavior. It is the totality of his actions to decide how and what to buy. The main goal of every consumer is to make those decisions, which will give him greater satisfaction in more needs. To decide on the purchase of a product, the consumer should:

- have at his disposal all the necessary information about the product (e.g. price, brand, etc.), as well as the alternative options between the products.
- choose which products to consume, depending on his financial capabilities, his needs and his preferences
- choose that combination of products that will give him the greatest satisfaction. For example, if a student is going to choose between two goods, such as a toy and a book, and has decided that the book gives him more satisfaction, this means that he will buy the book.

Consumer income is the most basic factor of consumer behavior. Consumers choose goods based on their disposable income. Because people have limited income, they consume less goods or services than they normally desire. Therefore, the goods that consumers choose must be within their financial means, otherwise they are forced to borrow. The consumer, however, must satisfy his unlimited needs and desires after considering the limited time available to him. The time available to the consumer is 24 hours and it is precious because it is not bought, borrowed or returned. For this reason, it should be properly distributed and used.

Furthermore, consumers are influenced by advertising, which is the promotion of products or services by the mass media available to society (e.g. television, radio, newspapers, magazines, etc). In general, advertising has two goals, the first is to inform the consumer about a product or service and second to persuade the consumer to buy the product or service. To achieve the above goals, companies make a lot of effort and allocate a lot of money for their advertisements. With advertising, the company seeks to maintain existing customers or acquire new customers. For example, they do market research, i.e. they try to find out information about the needs and wants of consumers as well as what consumers like and don't like. This market research studies the habits and moods and attitudes of consumers towards products. A special study is also done on the way teenagers spend money, who are the most vulnerable and gullible consumers. At the same time, the research helps the companies to discover ways of advertising to convince the consumer to choose their product or their service. Advertisements link their products to consumer needs or wants. Often this connection is not completely obvious. But advertising tries to make the consumer think positively, that is, that he can become popular. Advertising has a significant influence on consumer decisions. Many argue that advertisements are important because they inform consumers. Others believe that advertisements create needs that people don't really have, leading to overconsumption. There is also the law that ensures consumer protection and prohibits offensive advertisements. Based on the relevant consumer protection legislation, consumer associations and organizations have been created. These inform and advise consumers and at the same time protect them from "false" advertisements.

4.2.1 Determinants of consumer behavior

Consumption is a complex phenomenon influenced by many factors. The most important determinants that influence consumer spending on goods and services are the following:

- Economic factors. This group includes economic variables such as income, the size of assets and the interest rate on loans taken by consumers (households) to buy goods.
- Biological factors. People tend to consume based on their age or gender or both. For example, a 15-year-old girl cannot and should not buy and consume the same goods as a 50-year-old woman who works or has a fixed income
- Social factors. The consumer, in addition to being a basic economic unit, is also a member of society and therefore belongs to a social group, such as the family, sports clubs, etc.

- Cultural factors. Every country has its own culture and therefore its own culture. This is because individuals grow up in different social spaces and thus shape their personality according to religious beliefs, traditions, geographical area in which they have grown up, etc.
- Psychological factors. People have needs and to meet them they must acquire the goods that will allow them to live better.
- Technological and physical factors. With the help of technology, new products are created, which can influence consumer behavior. However, consumer behavior can also change with various natural phenomena (eg floods, etc.).

Moreover, inflation is a determinant of consumption. When the prices of goods and services keep increasing, i.e. goods become more expensive, then we say that there is inflation. Inflation negatively affects all sectors of an economy and by extension consumption. This happens because the prices of goods rise, while the income of the consumer remains unchanged. Thus, consumers buy fewer goods or smaller quantities than they used to buy. When inflation is high, then money loses its value and goods and services become more expensive. Given that the consumer's income is limited, as we have already mentioned, and goods and services are more expensive, due to inflation, consumers do not have the possibility to buy them, they are "elusive".

Furthermore, for the consumer to be protected and informed in matters concerning his rights and obligations, organizations were established to ensure his interests, such as INKA in Greece (Consumer Institute). It is necessary for the consumer to know his rights from an early age. Consumer rights in Greece were officially recognized in 1991 with Law 1961/1991. Today, more substantial steps have been taken to recognize consumer rights, especially after the passing of the law (L. 2251/94). The 7 consumer rights are (www.mindev.gov.gr, Ministry of Development, General Secretariat of Commerce):

- The right to health and safety protection. Labels and marks on products, quality specifications, are intended to provide the consumer with information about their health and safety.

- www.mindev.gov.gr, Ministry of Development, General Secretariat of Commerce

- The right to protect financial interests. The consumer can protect himself from any advertising deceptions, fraud or misrepresentations by sellers.
- The right to information. The consumer must be informed frequently, correctly and reliably to make the right purchases.
- The right to education. The consumer must receive systematic education, so that he knows what he wants, can judge and choose what is in his best interest.
- The right of representation. The consumer must participate through their representatives (e.g. city councilors, parliamentarians, etc.) in all decision-making processes that directly or indirectly concern them, at local, regional, national and European levels.
- Access to Justice. The consumer has the right to turn to all competent services (e.g. ombudsman, prefectures, municipalities, etc.) to submit their complaints or consultation in case they have a problem with the purchase of certain products or services.
- Right to sustainable consumption. All consumers must have access to natural resources. Individuals should consume wisely so as not to deplete those resources that future generations have a right to use.



<https://plutuseducation.com/blog/consumer-rights-and-responsibilities/>

In addition to rights, consumers also have obligations. The basic obligation of consumers is to observe reasonable consumer behavior, which is in accordance with the rules and laws of the market. However, to follow a correct purchasing behavior, they should know their rights and obligations and be careful when buying a product and follow the instructions written on the product packaging.

CONSUMER RESPONSIBILITIES



<https://www.collidu.com/presentation-consumer-responsibilities>

4.3 Brand Image and Brand Equity

The value of a brand, according to Aaker 1991,1996, is not only defined by based on its production costs, but also from other elements or dimensions that are summed up in the term brand equity. These are brand awareness, brand loyalty, perceived brand quality, brand associations. Aaker emphasizes that although brand loyalty is part or dimension of the term brand value, it is also affected from this term. It also considers perceived brand equity as one set of privileges and obligations concerning its name and its symbol, which both add or subtract value to either the possessor or the consumer the product or to the company that produces and markets it. This means that the value of the brand benefits both the company itself and its customers.

-
- Aaker, D. A. (1991). Managing brand equity: Capitalizing on the value of a brand name. New York, NY: The Free Press.
 - Aaker, D. A. (1996). Building strong brands. New York, NY: The Free Press

Furthermore, Srivastava also separates the dimensions of brand value Srivastava and Shocker 1991 dividing it into two dimensions, financial value, brand value and brand strength. According to Kamakura & Russell 1991, Keller 1993 but also Shocker A.D., Srivastava R.K. & Rueckert R.W. 1994, the power of the brand, that is, the influence it exerts on consumers and consumers' faith in it, is about customers, so it's based on them, and as such is the subject of his study marketing. Moreover, in the same direction, that is, by including the financial element in his analysis, but in a slightly different way, Feldwick 1996, who shares also moves the concept of brand value in three dimensions as follows:

- Brand Value, the economic cost which will be borne by the consumer for the acquisition of the branded product.
- Brand Strength, the influence he exerts and the loyalty of consumers towards the product-brand versus others.
- Brand Image, his associations and beliefs consumer when viewing or using the branded product.

The first of Feldwick's 1996 three values is of primary interest to accountants, along with his two other marketers. The second value, brand strength), relates to brand loyalty. Also, according to Wood 2000 all three dimensions of Feldwick 1996 are the parameters of a chain relationship. Thus, the brand image affects brand strength and subsequently the latter determines its financial value of the brand. Her own model also distinguishes three dimensions which are brand description, power brand strength and brand value.

-
- Srivastava R., & Shocker A., 1991, Brand equity: A perspective on its meaning and measurement, MSI Report, pp. 91-124.
 - Kamakura W.A. & Russell G.J., 1991, Measuring Consumer Perceptions of Brand Quality with Scanner Data: Implications for Brand Equity, Report No. 91-122, Marketing Science Institute, Cambridge, MA.
 - Keller K.L., 1993, "Conceptualizing, measuring, and managing customer based brand equity", Journal of Marketing, Vol. 57, pp. 1-22.
 - Shocker A.D., Srivastava R.K. & Rueckert R.W., 1994, Challenges and opportunities facing brand management: an introduction to the special issue, Journal of Marketing Research, Vol. 31, pp. 149-58,
 - Lassar W., Mittal B. & Sharma A., 1995, "Measuring customer-based brand equity", Journal of Consumer Marketing, Vol. 12, No 4, pp. 11-19.
 - Feldwick P., 1996, "Do we really need brand equity?", The Journal of Brand Management, Vol. 4 No. 1, pp. 9-28
 - Wood L., 2000, "Brands and brand equity: definition and management", Management Decision, Vol. 38, No 9, pp. 662-669.

In addition, the measurement model of brand equity according to Keller 2001 says that great brands are not created by chance, but they are the result of a well-thought-out design. Much more, marketing managing a brand is the result of proper planning, proper organization and corresponding strategy. To this end, a brand must: a) to be placed in the market (and ultimately in the mind of the consumer) on based on a particular competitive advantage, b) seek to win the trust of the consumer and thus make him loyal to it, c) to creates value for the consumer, such that it justifies the expenditure he made for them to acquire it, which has an impact on the profitability of the business that produces and/or markets it.

According to the American Marketing Association (1960) a brand is a name, term, mark, design or symbol, or the combination of the above, aimed at recognition and differentiation of a supplier's goods or services or of a group of competitors' goods or services. However, other authors characterize this definition as excessive product-oriented, as it emphasizes the visible product characteristics, as a mechanism of differentiation from the competition. Ambler 1992,2001 referring to the brand, adopts one consumer-oriented definition according to which, the brand is: "the promise of a set of characteristics that can are purchased and provide satisfaction. These features can they are imaginary or real, emotional or logical, tangible or intangible." According to Styles and Ambler 1192,2001, there are two approaches to the term "brand": in the first case, the brand is considered an additional characteristic of its product (product-plus approach) and the process of creating the brand (branding), takes place in the final stages of product development. On the contrary, the second one approach is more holistic, since the focus is on brand building. In particular, the "establishment" of the brand is done from the first stages of development of one of a product or service, refers to a targeted market segment and includes all elements of the marketing mix. As Kotler 1991 states, decisions about the brand must be made from the beginning. If one considers the multidimensional concept of the brand, it becomes understandable importance and the necessity of including the term in the design of all elements of the marketing mix.

-
- Keller K.L., 2001, "Building customer-based brand equity", Marketing Management, Vol 10, No 2, pp. 1419.
 - Ambler, T. (1992). Need-to-know Marketing: An Accessible AZ Guide. Century Business.
 - Ambler, T. (2001), What does marketing success look like, Marketing Management, Vol. 10, No 1
 - Kotler, P. (1991), Marketing management: Analysis, Planning, Implementation and Control, 7th ed., Prentice-Hall, Englewood Cliffs

Kapferer 1985 distinguishes six dimensions of its brand: the brand's characteristics, benefits, values, culture, personality and characteristics of the brand user. Due to its long-term orientation, the holistic approach is preferred, among others and, since it focuses on brand positioning and choosing the appropriate strategy that protects the product from moves that they usually aim only at immediate profit. In the long run profitability of a business, the perceived value of the brand plays a major role, as it is considered an investment in the future.

4.3.1 The concept of perceived brand value

Perceived brand value is a complex concept in which they have given many different meanings. The definitions given focus on different approaches to the term each. Feldwick 1996 simplifying them approaches to the subject, suggests the division of the concept into three parts parameters. This is how he distinguishes:

- the financial value of the brand (brand value), which determines the total value of the brand as a separate asset upon sale or to balance sheet
- the Power of the brand (brand strength), which is defined as a measure of loyalty of the consumer to the brand
- the Image of the brand (brand image, brand description), which defines them associations and beliefs the consumer has about the brand.

The first parameter (financial) is mainly of interest to accountants, while the two other parameters are addressed to marketers. For him Feldwick 1996 the second parameter is directly related to brand loyalty (brand loyalty). After all, for many authors the concept of brand value also contains the concept of brand loyalty. Aaker 1991 emphasizes that although fidelity in the brand is one of the dimensions of the term "brand value", at the same time it is also affected by this term. According to Wood 2000 all three dimensions distinguished by Feldwick, are in a relationship of interaction. Thus, the brand image obviously affects brand strength which subsequently influences in proportion to the financial value of the brand:

Brand description ➡ brand strength ➡ brand value

-
- Kapferer, J.-N. and Laurent, G. (1985a), Consumer involvement profiles: a new practical approach to consumer involvement, *Journal of Advertising Research*, Vol. 25 No. 6, pp. 48-56
 - Feldwick P., 1996, "Do we really need brand equity?", *The Journal of Brand Management*, Vol. 4 No. 1, pp. 9-28
 - Aaker, D. A. (1991). *Managing brand equity: Capitalizing on the value of a brand name*. New York, NY: The Free Press.

- Wood L., 2000, "Brands and brand equity: definition and management", *Management Decision*, Vol. 38, No 9, pp. 662-669.

Srivastava 1991 makes a similar separation of the dimensions of brand value and Shocker 1991 defining two parameters, its financial value brand value in the sense previously given to the term, and the brand strength, with a meaning like the one given above for the term brand image. The strength of the brand as defined here constitutes, according to authors Srivastava 1991, Shocker 1991, Keller 1996 the based to the customer (customer based) value of the brand, as he perceives it and it is the one of interest in the field of marketing. Aaker (24) defines perceived brand value as the set of benefits and obligations related to the brand, its name and its symbol, which adds or subtracts part of the value provided to a company and/or to the company's customers from a product or service. Aaker 1991 distinguishes also this set of privileges and obligations in individual categories. However, the most important parameter in this approach is the admission that brand value may be associated with benefits for both the company and its customers. According to Aaker, the value a customer places on a brand, in the sense of evaluating the image of this brand, leads essentially to the customer in gathering a lot of different information about each product or service and each brand, in a single perceptual phrase, thus facilitating him to make a purchase decision faster. This happens both when the customer already knows the product from a previous purchase, or when thinking about trying it. Also, Milgrom 1986 and Wernerfelt 1988 say that for goods that are evaluated after experience of use (experience goods), consumers, as they have no other criteria for product quality to decide the purchase, they rely on the positioning of the brand, which and assumes the position of quality indicator. (40, 41).

-
- Srivastava R., & Shocker A., 1991, Brand equity: A perspective on its meaning and measurement, MSI Report, pp. 91-124
 - Keller K.L., 1993, "Conceptualizing, measuring, and managing customer based brand equity", *Journal of Marketing*, Vol. 57, pp. 1-22.
 - Aaker, D. A. (1991). *Managing brand equity: Capitalizing on the value of a brand name*. New York, NY: The Free Press.
 - Milgrom, P. and Roberts, J. (1986), Price and advertising signals of new product quality, *Journal of Political Economy*, Vol. 94, August, pp. 796-821
 - Wernerfelt, B. (1988), Umbrella branding as a signal of new product quality, *Rand Journal of Economics*, Vol. 19, Autumn, pp. 458-66

Moreover, the perceived value of the brand is just so important, because it may affect and increase customer satisfaction much more with the purchase and use of the product. Although this sounds strange at first, one can consider the increased pleasure which the consumer derives from the purchase and use of a product of his liking which he considers luxurious. WPP Group's King states: "a product is something that is made in a factory, but a brand is something that bought by the customer, a product can be easily copied, a brand is unique, a product can quickly be considered outdated, a successful one brand is eternal".

The benefits that the company will reap from its high perceived value brand have been reported by many authors. Among others they mention the following:

- High perceived brand value can lead to better dealing with brand extensions (brand extensions) from the customer and to a reduction of the required promotion costs and thus make a significant contribution to the success of the extension.
- Also, perceived value can lead the brand to greater fidelity. This implies on the one hand a larger market share, on the other hand the ability to respond to moves by the competition. A loyal customer does not have to be immediately displaced by a competitor's innovation or an improved one product, which will give the company the required reaction time and reorganization.
- In addition, great perceived value gives the company the opportunity to have higher profit margins and is a powerful weapon in his battle price "war".
- Furthermore, due to the demand brought about by the perceived value, it increases the negotiating position of the company in the distribution channels and allows it preferential treatment (better position on the shelf - if it is natural products, greater cooperation of the distributors in the promotional movements) of the company's products.
- Finally, high perceived value provides the company with a competitive edge advantage, which often means a deterrent to entry into competitors and forced differentiation of the competitor's positioning product on the market.

While the benefits of high brand value for a company are indisputable great, just as great is the vulnerability of this concept. According to them Dawar and Pillutla 2000,

-
- Dawar, N. and Pillutla M. (2000), Impact of Product-Harm rises on Brand Equity: The Moderating Role of Consumer Expectations, Journal of Marketing Research, Vol. 37, No2

brand equity is fragile, as it is composed of consumer beliefs and is prone to large and sudden changes which are not subject to the control of the company. Similarly, Ambler 2001 gives perhaps a simpler and shorter definition of this complex term explaining its meaning perceived value of the brand: "Brand is what people have in mind people". Consumer perceptions of a company's products or services, the value that they attribute to the company and its products, their degree of satisfaction, and the loyalty they have developed towards the brand and the product, are the most authoritative source for predicting the course of a company. As evidenced by research findings, satisfied customers are the best advertisement for a company, while the perceived value of the brand equity) appears to directly affect future profitability and indeed in the long term. In fact, according to Aaker 1991, the development of loyalty to a brand (brand loyalty) is directly translated into future sales.

In a customer-centric view, brand value derives from the following factors: awareness, perceived quality, loyalty to brand and its communication channels (logo, brand). According to Keller 1993, who introduced the CBBE (customer-based-brand-equity) model, the value of brand lies in what "remains in the memory" of the consumer, i.e. brand awareness and brand image. Gladden and Funk 2002, adapted Keller's model to sports by creating the TAM (Team-Association-Model), which consists of sixteen associations with the brand, divided into product-related and non-product features, benefits and properties. The TAM model, again modified by Bauer et al. 2008 who measured the uniqueness, preference and strength of brand associations in football teams by identifying brand image in 4 factors and 20 pointers. However, these research efforts were characterized as unilateral as they looked more closely at the motivations that influence viewing and consumer behavior of fans and not the "associations" with the brand.

-
- Ambler, T. (2001), What does marketing success look like, *Marketing Management*, Vol. 10, No 1
 - Aaker, D. A. (1991). *Managing brand equity: Capitalizing on the value of a brand name*. New York, NY: The Free Press.
 - Keller K.L., 1993, "Conceptualizing, measuring, and managing customer based brand equity", *Journal of Marketing*, Vol. 57, pp. 1-22.
 - Gladden, J.M., & Funk, D.C. (2002). Developing an understanding of brand associations in team sport: Empirical evidence from consumers of professional sport. *Journal of Sport Management*, 16, 54–81
 - Bauer Hans H., .Stokburger-Sauer Nicola E, and Exler Stefanie. 2008. *Brand Image and Fan Loyalty in Professional Team Sport: A Refined Model and Empirical Assessment*. University of Mannheim.

A first attempt to study the multidimensional nature of brand value, was done by Gladden et al. 1998, who based on his previous research Aaker 1996, introduced a model to study brand equity in the league Division I (France). This model consisted of four factors: a) brand awareness, b) brand associations, c) perceived quality and d) brand loyalty. Their research identified three more types of value of the brand: a) in relation to the team, b) in relation to the organization and c) in relation to the market as well as three consequences in the market: a) national media exposure level, b) corporate sponsorships and c) souvenir sales. This model used by Gladden and Milne 1998, study oriented of brand value in professional sports. The researchers, with the addition of two more parameters, the logo and the stadium, thought that their research Gladden 1998, could identify its general context professional sports. In more recent research, Bauer, Sauer, and Schmitt, 2005 proposed the BETS (Brand Equity in Team Sport) model, based on his research Keller 1993 in which fourteen factors related to brand awareness, in product-related and non-product-related attributes and to its advantages. This research highlighted the importance of awareness of the brand and in general the value of the brand, as very important factors for its financial success of an organization.

The "deficit" presented by this mentioned research is that they do not take into account the 'experience' that the consumer has, and which may play a key role in creating brand value. In response to this "inadequacy" of these investigations, Ross 2006, developed the SBBE (Spectator Based-Brand-Equity), in which the consumer's "experience" was considered the services offered, and marketing strategies are recognized, word of mouth advertising and consumer "experience" as the "foundations" of value of the brand. In this model, brand value is closely related to brand awareness and associations associated with it. All this leads in combination to a set of market effects: a) devotion to team, b) media exposure, c) souvenir and ticket sales, and d) growth of total revenue.

-
- Gladden, J. M., Milne, G. R., & Sutton, W. A. (1998). A conceptual framework for evaluating brand equity in Division I college athletics. *Journal of Sport Management*, /2(1), 1-19
 - Aaker, D. A. (1996). *Building strong brands*. New York, NY: The Free Press
 - Bauer, H. H., Sauer, N. E., & Schmitt, P. (2005). Customer-based brand equity in team sport industry: Operationalization and impact on the economic success of sport teams. *European Journal of Marketing*, 39(5/6), 496-513.
 - Keller K.L., 1993, "Conceptualizing, measuring, and managing customer based brand equity", *Journal of Marketing*, Vol. 57, pp. 1-22.
 - Ross, S. (2006). A conceptual framework for understanding spectator-based brand equity. *Journal of Sport Management*, 20(1), 22-38

This model, used by Ross 2006, and proved in practice to be a reliable tool for measuring its value brand, without however taking into account the special characteristics of each sport or the particularities of other countries, as the model was applied to surveys conducted within the US only.

Summing up chapter 4 is about the connection marketing has with business and consumers. Moreover, there are references about the consumer behavior and how this influences the consumption decision. The most important bibliographic references are the below:

- Customer Relationship Management and Social Media in Greek Tourism, D. Belias, E. Velissariou, D. Kyriakoy, L. Vasiliadis, C. Mantas, L. Sdrolas, G. Aspridis, A. Koustelios
- «Συμπεριφορά Καταναλωτή», Μπαλτάς Γεώργιος, Παπασταθοπούλου Πολίνα
- «Συμπεριφορά των καταναλωτών και αγοραστών», Κεφάλαιο 3, Δρ. Λελεδάκης Γεώργιος, Ζιγκιρίδης Ευθύμιος, Δρ. Κουμπαρέλης Άρης
- Schlegelmilch Bodo, Greg M and Diamantopoulos Adamandios, The link between green purchasing decisions and measures of environmental consciousness, European Journal of Marketing Volume 30 No 5, (1996).
- David Joel, Consumer Response to Corporate Environmental Advertising, Journal of Consumer Marketing, Volume11 No2, (1994)
- N. Paul and Jackson Peter, The Power of Industrial Brands: An Effective Route to Competitive Advantage, PWS-Kent Hague, (1994)
- Davidson Kirk D, The Marketing of socially unacceptable product, Westport Publications
- Aaker, D. A. (1991). Managing brand equity: Capitalizing on the value of a brand name. New York, NY: The Free Press.
- Srivastava R., & Shocker A., 1991, Brand equity: A perspective on its meaning and measurement, MSI Report, pp. 91-124.
- Keller K.L., 1993, "Conceptualizing, measuring, and managing customer based brand equity", Journal of Marketing, Vol. 57, pp. 1-22.
- Shocker A.D., Srivastava R.K. & Rueckert R.W., 1994, Challenges and opportunities facing brand management: an introduction to the special issue, Journal of Marketing Research, Vol. 31, pp. 149-58, στο Lassar W., Mittal B. & Sharma A., 1995, "Measuring customer-based
- Keller K.L., 2001, "Building customer-based brand equity", Marketing Management, Vol 10, No 2, pp. 1419.

- Aaker, D. A. (1996). Building strong brands. New York, NY: The Free Press
- Arnold, D. (1992). The Handbook of Brand Management, The Economist Books, London
- Ambler, T. (2001), What does marketing success look like?, Marketing Management, Vol. 10, No 1
- Crainer, S. (1995). The real power of brands: Making brands work for competitive advantage. FT Pitman.
- Kotler, P. (1991), Marketing management: Analysis, Planning, Implementation and Control, 7th ed., Prentice-Hall, Englewood Cliffs
- Kamakura, W.A. and Russell, G.J. (1991), Measuring Consumer Perceptions of Brand Quality with Scanner Data: Implications for Brand Equity, Report Number 91- 122, Marketing Science Institute, Cambridge, MA
- Kapferer, J.-N. and Laurent, G. (1985a), Consumer involvement profiles: a new practical approach to consumer involvement, Journal of Advertising Research, Vol. 25 No. 6, pp. 48-56

Chapter 5: The approach of Client Service.

5.1 History and Evolution of Client Service

Client service has been mentioned since ancient times, since it has been around social life. The virtues that were valid then are still valid today. In ancient Greece hospitality was considered a power, because the guest he observed the customs of the host. This may still apply today in the servicer-served relationship, in the Old Testament god is referred to as host and guest, something which exists in the service. In the sense that in modern times the more people serving customers and being served as customers. Finally, the development of technology, the movement of populations and new services they give modern perspectives for innovative actions in the service, with the intangible nature.

5.1.1 What is Client Service

Client service is social and experiential energy, art, profession, economic activity and constitutes one's profession, or part of it, by defining it its quality. Client service happens before, during and after the transaction, concerns the contact with them and is related to the perception and the culture of the service provider in terms of the priority it gives to service. It is "treating" customers with care, empathy and friendliness mood, valuing them and showing interest in them. Success is coming when the attendant adapts himself to the personality of the client, building a good relationship with him. Customer-centric and consistent customer service increases the income of a business or a freelancer. The good experience of customer service shapes his perception of the employee and his company. The service includes helping the customer in the selection, in installation, support, training, technical support, solution problems, in upgrading a product. Service starts with one smile and a friendly chat, complete with the exchange of experience and knowledge between servicer and customer and continues after contact. Good customer service pays off, while poor customer service drives customers away.

Moreover, customer service is provided at the store or office of a company or a professional, at the customer's premises, whether via the internet or telephone, or at combination of these. The service can be provided by one person, by one automated system, or from a web page, where by its nature can be provided on a 24-hour basis. The same applies to the service through automatic telephone menus. In service via the internet or the phone, the physical presence of the service provider is missing.

5.1.2 Client Service history

Client service is a part of human's nature economic activity. Where there is a customer there is care at the service as this is what the rules of commercial transactions require. With this service the business or professional is differentiated and they gain loyalists customers as well as acquire new customers. This is an issue of human behavior, is based on common sense and the basic principle of one behaves as one would like to be treated. Besides, in modern society most simultaneously serve customers and they are served as customers. Service requires knowledge and skills, develops with experience and helps the development of the employee, in staff and professional level. The scientific basis of the subject comes from services marketing, whose history is recent, since last year century research began in this field. Historical is attempted in the sub-section review for client service and service delivery. One encounters service provision from ancient times in services such as health with Asclepius, Hippocrates, the transport of goods by ships and carriages and hosting services. Also, in a broader view, service is provided to culture production services, such as art, poetry, painting, or literature, acting, education, sports, rhetoric, cooking, serving, the hydrotherapeutic tourism, which include, in most cases, and customer service. The first reports about it service to the stranger, hospitality, are found in ancient Greece.

Furthermore, among the first forms of shops presented in the 16th century are the pharmacies where there were materials for the preparation of medicines. Pharmacies were transformed from storage and production areas into spaces sale. Later the trade of tea, textiles and of books, where customers and their service acquired an entity. Before, stores were called warehouses and shopping was done mainly in bargains. From the middle of the 16th century, people from France and the Netherlands, bringing with them new techniques. The trading tactics of pharmacies of the time show the leading role they had in its development trade. Specialization in stores began in the 1600s. In the 18th century in England, especially in London, the consumption of hay is found enjoyable activity and the emergence of a civilized culture begins shopping. It is the century of the rise of consumption. At that time the term noble consumption is found, which refers to the ways of transaction in stores. Good manners and politeness are recorded gestures during customer-shopkeeper contact. The jewelry stores era is described as theaters of consumption or splendidly gilded theaters. The shops were mainly pharmacies, jewelers, shops fashion, chocolate, perfumery, tobacco products, grocery items. The barbershops they offered a place for conversation, music and drink. In the 18th century, the first stores that had a special area to offer something to the

customer. Then there begins to be a relationship between the design of a store, fashion, in noble intercourse and consumption. At that time there was social contact in stores. The prices were not indicated on the goods, so that discussion was about the merchandise and the customer's needs. The sales were done on credit.

In addition, in the 19th century the development of industrial production and the expansion of economic activities gave economies their modern form today. The cash market, instead of the credit market that dominated before, as well as the inhabitation of the metropolitan centers by new residents, they brought change in the way of dealing and in the market. After 1830 meet the first department stores, referred to as the democratization of democratization of luxury, where sellers promote the products them with good manners. Leftovers from those good old ways, such as the seat and treat offer, exist to this day in jewelry stores, luxury fabric and clothing stores, tailors, as well also the credit may apply to some known customers.

Moreover, hospitality indicates the Greek's innate love for the stranger. It is a moral advantage of the folk tradition of Greece. Hospitality is sometimes part of service and sometimes constitutes the entire service to a customer. In many ancient texts Greece is mentioned as a traditionally hospitable place. This tradition continues in Byzantine times and reaches today. It is no coincidence that and today, in non-urban areas of Greece, the foreigner will be hosted by the locals, he will participate in the festivals, he will be invited to the houses of the residents of the area, will be treated to delicacies. Certainly, the word foreigner suggests differences of culture, nationality and cultural differences, because it concerns times when the mobility was less than today where free movement prevails of populations, ideas, capital and people.

Also, the way customers and clients are served is related to culture, tradition and the culture of a time period and a region. In Europe the customer service is important, because social contacts, trade and spread of culture are its fundamental values. The personality of each individual and respect for his or her unique abilities and characteristics they form the basis of European culture. On the other hand, the subjunctive behavior encountered in Asian countries is surprising to the resident of the West. Further, in America one can see the direct relationship that the pricing with customer service, i.e. when and where available service the business prices its services and products higher, or other times the service is charged separately - as is done with the tip at restaurants, as well as telephone service centers, where often someone from another continent serves the customer. Still various software and

robotics have made their introduction replacing them often the man, which brings a reduction in labor costs, can of course cause customers to move to other businesses that offer human face in their customer service process. In modern economies, service is a prerequisite, necessary and capable condition, as well as an indicator of economic culture. The level of customer service it is reflected in the daily life of the inhabitants, shaping the environment of social and economic activities.

5.1.3 Client Service progress

The environment has changed, populations mix, cultures they influence each other, the internet has changed people's behavior, the movements are easy and goods (products/services) are sold at different parts. Clients are asking to be served in new ways, such as find a taxi through their mobile phone or have a personal trainer, as also traditional professions tend to mutate, such as traditional pastry shop or the tavern, which can be developed with help of technology in interactives. Selling bread can include luxury service, or the consulting service being the largest or the only part of a transaction. Some of the changes are presented in present subsection.

Further, most products now also contain services, such as services include material products. The expanded product includes in addition to functional features of the product and services, such as: transport, installation, collection and recycling of old equipment, instructions for use, warranty, after sales support for example buying a fridge. In the tourist product, in an accommodation, service is mainly provided by receiving taking into account the personality of the tourist that catalyzes, his need to rest, to get to know the place and its history, to try its flavors area. Buying fish can include cleaning it, too it is the fisherman's comparative advantage. That is, many and different services. On the other hand, the haircut, which is a service, includes the washing with shampoo and conditioner, the gel and dye, which are material goods, or the plumbing repair includes the pipes to be installed, their origin and their quality. It is good with providing the immaterial service to be given a material gift, related to the service, so that client to take something tangible with him, such as for example shampoo from the hairdresser, document filing folder from the car repair shop or from the accountant of.

Furthermore, the modern customer lives in a new environment, internationalized, with intense competition and with electronic facilities that provide it with services that addressed to his own personal needs. The operation of a business in modern societies initially requires

multilingualism, with the concept of multiculturalism in its communication. Often her client company comes from another country, or has traveled and lived in other countries, has different habits, attitudes and expectations. Besides, her speed of communication, the ease of information transfer prevails in markets, requiring flexibility. Client service provides a comparative advantage. The competition it exists between similar businesses; it extends between businesses of different species. The client has an income, part of which is available for the markets. Often this amount goes to the business that offers added value, innovation and differentiation in the way we serve the customer, why this is part of their shopping experience. For example: an oven can compete with others by making different bread, or can by making baked goods for diabetics or people who control the calories in their diet or prepare a special preparation/ food every day of the week or add value by offering original packaging or offering new formulations for trial. Innovation in this oven can be the electronic communication with the customer, the electronic order reception, preparation of preparations with the customer's initials. The creation of a customer loyalty card, the digital sending of prescriptions on a regular basis time intervals, the gift offer on the customer's celebration differentiates more this oven. In a cheese pie making a new one product, such as cheese pie with Naxos gruyere, if accompanied by screen projections from the island, can be its differentiation. Many customers also they are interested in climate change and social issues. The orientation of the servicer to these values can be his comparative advantage, differentiating it from the competition. Competition now happens in a variety of ways, such as housing rentals through the internet, with hotels facing a new reality. More and more services are offered online, either entirely or partly. Therefore, the modern professional must be easily traceable to internet, to have a digital presence and its website or Facebook to have one description of the services it provides, to specify its philosophy as well as details of its activity.

5.1.4 Client Service as department

Client service is enriched with time, technology, financial and social developments. It is an intangible product and differs from material products. Products have a material nature but services are intangible. The one who serves customers provides services that usually satisfy human need to solve problems and improve his life. Service is actions, actions, procedures, performance, satisfaction promises and results. The service is not tangible, it is not visible it doesn't smell, it's intangible actions and returns. The service is centuries old prior service in human societies, as mentioned above. Tangible products are tangible, services are intangible.

Material products are standardized, services are not. Factoring a table there are construction steps: cutting wood, nailing, polishing. I can't absolutely standardize a client's visit to a doctor, because the client can be late for his appointment, or have to visit another doctor's specialty. Material products are produced first and sold later. A table being made today, sold later. The serving is produced and consumed at the same time. In service the participation of the customer is important, while in the construction of one product, no. The table is bought ready, while the Income Statement assumes the correct description of the data from the client to the accountant for a correct Declaration. Material products are produced and consumed elsewhere, stored until they are sold. Service is not stored, where it is produced, it is consumed indeed, the purification of a space must be given and consumed in the same place. In services there is the subjectivity of the customer's perception. In the materials products there are objective, tangible criteria. So, on the table the wood, or his finishes are obvious, not the same with his haircut and success. Service is variable in quality due to its nature. This is not the case with material products. That is, the table usually has the quality which is prescribed, which may always be fixed. While in service, due to its nature, it is difficult to provide it consistently and consistently. In service pricing is difficult because the customer often shapes it cost according to his requirements. So, some value that has been given, can be sometimes low, or high. In material products costing is easier. Evaluation of service and services, finally, is more difficult than that of the products. In a material good, on the table, they can be evaluated some variables according to customer requirements. While in services this evaluation becomes more difficult, since each one has subjective requirements.

An example of service is that a customer visits a restaurant with his company for dinner which is intangible product. At this time, at the same time, the cook is cooking, the waiter is serving and the customer collects his product. Each client has different nutritional or dietary preferences and different options, with the result that the waiter and the cook provide a little at a time different product which is difficulty of standardization. Food and drinks are served on time that is there, present, the customer not another moment. Every customer has different expectations, so every time the result it is also subjective. The client must clearly state to the waiter how he would like his dish or his drink. The same customer at another time is likely to ask for a different recipe and drink. Every customer has different taste in its choices - delicious, healthy, dietary, traditional, simple, pure, roasted, boiled, fried. The price for a dish can be same, while the price of the raw materials and the method of its preparation may differ depending on the customer's needs. Its result of the customer's dinner is judged each time and differently.

5.2 Client Service Step by Step

The steps in the service are the compass of the server in the contact with them his customers, before serving, it is necessary for the server to prepare, to refresh his knowledge and plan, making the appointment, welcoming and waiting for the customer create the his first impressions, the contact with the customer must be based on its complete picture service, payment, feedback and customer reward are steps of it of service, and the farewell and maintenance of relations with the client after service contribute to its perfect provision.

5.2.1 Steps in Client Service

Client service is great to proceed through successive steps, which must be designed, implemented and improved each one separately, as well as all together in their progression. In this way the server has more stable performance. The steps vary depending on the type of service, the frequency of customer visits, as well as the duration of each visit. The steps must be distinct, even as an idea, in the mind of the attendant. They are useful for because the server can control better his work in order to ascertain, each time, whether he has served against as best as possible his customer and why they help the service provider to provide as much as possible stable service to its customers, a clear goal important since consistent service is good service. The steps it is not easy to apply conscientiously every time, since in the service the client also participates, his mood and the time available, as well as the server's available time and other customers waiting to be served. However, having steps helps provide systematic and excellent service - both from service providers in a company and from freelancer's professionals- to customers. Even if a step is skipped or done some error, the next step gives the instructions for the continuation of the service. It is better to have steps, even if they are not always followed, than not exist at all. The server must have its own steps, depending on the position to check its performance. These are the ritual part of it service and the targeting of work because client service is creating value for him.

For example, in a shop preparing and selling ready meals the steps can be welcoming, analyzing the customer's needs, presentation of meals with their characteristics and benefits, management of objections, manipulation of the price, effort for additional or supplementary sale, closing the contact, payment and finally the agreement for next meeting with the client. Fast food companies, due to the nature of their operations, follow steps such as greeting, order, question for additional sale like potatoes, water, soft drink, payment and delivery of the meal.

5.2.2 Preparation and Planning

The preparation of the worker and the planning for the service that will be provided are necessary. The server must be informed and take care the appearance of the space on his own. Before contacting the customer, the server must plan the contact, knowledge about his products and services, to have an understanding of the strong points of its service which they differentiate him. They must also be available and properly positioned to products and newsletters. For each customer that comes in, it's good to recall previous items of transactions, if any because they appreciate the server's memory for his preferences. For example, the customer of a winery, who last time bought a wine, it is good to ask him how it seemed to him. This will make him feel that he is remembered and there will be good cooperation with him. It is important that service providers know details about the service that provide. When a server answers that he does not know ore it is not his department reduces their value in the eyes of the client. The attendant who is the first line must he actively searches for information himself, making use of his customers, to be informed about the website, the content of which he must know as and media advertisements, offers and service packages that are promoted. The update also includes the competition offers, advertisements, website, because the customers know them, and the server must have prepared answers, emphasizing its own comparative advantages. Each customer values different benefits from it service, and wants information, so the server should recognize the benefits the customer derives from the service accordingly with his needs.

Furthermore, creating an appointment is important in service, it is the beginning of contact and common in. When planning an appointment by phone or online, it is good to mention the answering in a pleasant manner that he is waiting for the customer on such and such a day and time. This will give him the feeling that he has already begun to be served. The appointment is an opportunity for the customer to see the organization, the respect for him and the collaboration between technology and service. It might be accompanied by sending a SMS to the client before the meeting, reminding her and welcoming him. Also, there may be a well-written one ready electronic welcome file, with a map of the location, ways to get there, information on transport, parking and prices. Other information such as nearby cafes, shops and other points of interest will do this electronic reception useful. Consistency on both sides is important. The server must have considering that the customer who arrives on time has a fair claim to serve on time. Server consistency is the first measurable indicator of service quality. If the customer finds that there are delays due to the service provider's or personal

delays contacts, his mood will be negatively affected, he will be anxious, maybe even irritable. Already from the appointment, its importance begins to be seen customer participation in the service.

Moreover, the client's reception is their first contact with the service. When one client enters a space immediately realizes whether he belongs there, if he is welcome, by looking at the staff, the environment, other customers and the harmonization of products and services. First impressions determine the quality of the contact that will follow and withstand the time. For example, the checkout is full of ads, disorderly placed, forgotten, the reception does not predispose positively. The warm welcome is important because there are no second chances for a good first impression, because the client feels comfortable, without embarrassment, about how to behave and why the customer feels important. The most important principle is to behave as one would like to be treated by others. The service of the customer starts from the first minute they arrive or call on the phone or send email, by the way someone speaks, how well they listen, the words that he chooses and how he writes in e-mail, they contribute to the creation of first impression and reception. In Greece there are many different words and phrases for reception someone, such as hello, good morning, good evening, pleased, welcome, goodbye, very glad, waiting a long time to meet, it is a great pleasure to have you close to us, please come by, like at home etc. All the expressions, with the variety of the emotions they cover, highlight the importance of reception. When customers open the door, they get an emotional picture from the environment and people without even thinking about it, they form it first impression. Both those who serve and those who are served when they meet a new person, make critical thoughts that are based on intuition and in the first conversations they have. If the customer's reception is favorable, with positive choice, the foundations have been laid for good service.

Furthermore, when a client visits the service provider or calls on the phone, the servant must stop whatever is doing at that moment and welcome the client personally by giving his name. It is important that the customer feels that his entrance was the right one. If the attendant has a personal call on the phone, you must make it interrupt and address the customer. If the customer asks to see something, the attendant must accompany him to the place to see it rather than to he shows him with his hand. The server must focus on the client's looking into his eyes with a positive disposition. Because a negative feeling will be created to the client's first impression when enters the service area sees the employees they are not concentrated and talking to each other, smoking, drinking coffee or they are talking on the cell phone. The

client will consider this behavior as unprofessional, a prelude to evil service and will seek to find negative elements in his service, creating theme to bring out what he felt at the time of reception. The attendant who welcomes a client to the premises him hospitably and positively, greeting and calling him by name, with body language that makes him feel welcome and important, wins.

In addition, client's waiting usually precedes the service and contributes to overall impression it gets. The non-monetary costs from service are the time, the physical cost -his presence-, the psychological cost and the cost of what he feels. The correct waiting time increases the customer satisfaction and positive anticipation affects the service. The waiting is connected to the transition to the space which can be difficult due to traffic on the roads, difficulty to find parking, limited time. Therefore, when the client arrives, they can be impatient, hurried or irritated, reception and waiting are important procedures for total service. The use of music, television and environmental design makes pleasant and relaxing the waiting time. By making all these clients will remember them happily and don't feel like they've been waiting too long. It also benefits from not being visible the staff working on other tasks, apart from serving them customers. Even if the staff is busy, even if the client is bad the servant should make the waiting pleasant. As the customer waits has the opportunity to judge the space and the procedures followed, details processed. Also has the opportunity for customers to chat with each other and their comments should be positively, to describe their good experiences with the service. As the customers waits can be positive or negative. The positives include order which prevails, opportunity to inform the customer about the services provided, as well as the opportunity to monitor the efficiency with which are served other customers. The negatives include the nervousness that may occur created to any customer while waiting, the disorder which can be caused, as well as the perception that they are not properly served because they are waiting. That's why the waiting must be made painless and creative so the customer will feel that the service has started and the time will seem shorter and the work of the attendant will be facilitated, as he is better prepared customer for service.

Quality lies in turning waiting from a potentially problematic situation into an opportunity for creative time to make waiting positive, creative and original. Consistency in timing is appreciated. Informing the customer about the time that will wait to be served is useful. In cases where indeed it will delay, it is good to explain the reason and give alternatives. It is good not to promise a shorter waiting time, it is better to longer wait time and to be served sooner is reported. It is better to be told there will be a half hour wait and be served in twenty

minutes. With given his expectation of a half-hour wait, twenty minutes will be seen to the customer few. Some services involve waiting for the customer during the service them, such as having your hair dyed at the salon, being examined in a diagnostic center. In these cases, the attendant must be present, asking him served as it is, making his waiting pleasant, offering him something and informing him of the time left. Also, waiting can exists until the bill arrives at a restaurant or until it is prepared meal at a fast-food restaurant. In the customer's waiting area, it is good that there are no TVs that they show programs that the customer would watch at home. Her goal of waiting is to put the customer in a different atmosphere from that of his everyday life making him feel like he's getting something different. There are documentaries that they are about travel or nature, which create a more relaxed and pleasant atmosphere. It is in the nature of services on peak days and times to create a climate of concern to customers. In these cases, it is recommended to the servicer to he keeps his cool, not to collect the comments of the customers and to he still provides his work professionally. To treat irritability waiting customer it is suggested that an effort be made to avoid the creating mass psychology. This is achieved when the customer feels "last name". By using his name, the communication will become personal and o customer, feeling branded, will show patience. Many customers pretend to be in a hurry, doing it out of habit, to emphasize their presence, to attract attention. Often servicers have reported that "rushed" customers remain for some time afterwards service, exceeding the time they claimed to have.

5.2.3 Provision of Client Service

The moment when the servant is with the customer is the moment of truth, when happens at every point of the customer with the service. The service must include, in addition to the contact and instructions for use of the garment who buys, the advice on the doses of the medicine, the instructions for the maintenance of the kitchen furniture by the person who installs it, her signature guarantees what the customer buys. It is important that the service provider has a complete picture of the service that provides, knowing the full range of tasks that surround it. The customers they are looking for a complete service. This brings the server close to the needs of the customer who is globally interested in some service. Figuratively, this can be seen as a helicopter image. That is, the it is good for the service provider to see from "above" the service he provides trying to see how the customer views the whole service package. The service provider must think from the outside in and not from the inside out. That is; to see the services he provides through the eyes of the customer, not with them own eyes. There are times when the server sees the service through his eyes, resulting in him trying his

best, but the customers not being satisfied. This phenomenon, also known as "marketing myopia", is frequent, especially in the field of customer service, where his subjective opinion customer is more important than the personal perception of the service provider. The concept of "marketing myopia", which was developed by the Harvard professor Theodore Levitt in 1960, is this: his limited and introverted perspective marketing that focuses on the needs of the business rather than the needs and to the wishes of its customers, in order for them to shape the company and its products. These, self-centered businesses, do not they follow the rapid developments of the market and do not adapt in time.

5.2.4 After Sales Service

The moment the customer pays is the last step of the transaction and the servants must believe in the prices and service it offers, supporting them and asking for the payment. Price represents value of service and this is how it should be presented. Payment is part of the service since it completes the other between the customer and the serving. Reference to price should be made in a positive manner, using appropriate words such as the price is... or the value is.... The client has perceived the quality of the service he has been offered and usually feels the obligation to pay for it. A good idea for the appearance of the payment is to print envelopes or two-sheets in which to give the proof. In this folder there may be the business name, servicer's name, next appointment, and other information. Thus, the payment receipt acquires a beautiful image. Also, the possibility to pay by card taken for granted because it is often the case that employees are embarrassed to ask for money for the service. They report that the customer has no money or is tight. That's why the servant must believe in his work, in the quality of the service given and in the need his remuneration. Service is worth it, so the customer should value it and pay for it. In pre-paid services, the behavior of the server should not be differentiated before the customer's purchase with the one he will give during duration of their cooperation. Stability in behavior, in relation to customer payment, is a condition for customer retention.

Moreover, the servant must take care to learn from the customers their opinion about the service which is given to them, their feeling from it and against how their desires were satisfied. This process helps the service provider to improve and modernize it service by ascertaining the response it has to its customers; client's feedback is an ongoing process. The customer is the most appropriate source of information, since all procedures are addressed to him. His comments, as the case may be, after they have been analyzed and evaluated, they

should be a reason to check – and with other clients – and then be done efforts to change the service in a new direction to improve it. Service evaluation is a knowledge relationship between the employee and the customer. In a way, the customer becomes part of the service with the data who testifies, his opinion is respected and he feels that he has been heard. Questions like how did you like it or what do you think are typical in the effort for feedback. This way the server gets ideas from the customers for improvements or variations in the way it serves. Earlier there were complaint boxes, today there are faster ways to do it.

Furthermore, feedback includes phone calls and e-mails sent afterwards the service in order to know the satisfaction, or not, of the customer from his cooperation. Also, the questionnaires requested to be completed by the customer after the transaction are in this category. The person in charge at this kind of phones or in the collection of questionnaires must prompts the client to answer honestly. This process is not standard, it is substantive. The feedback is also done via the internet where e.g. in Trip Advisor the customer's opinion is asked about some of his travel experience. The questions must follow a certain order. That is, the question concerning her the customer's entry must precede the one concerning his exit. It is good to some reward is given to the customer for the time spent on it completing the questionnaire. It is recommended that the employee be careful, when all comments are only good, because it is possible that there are things that o customer does not want to say. One should not, of course, be afraid of the good customer comment, should keep in mind that there is always room for improvement. Service is two-way and customer feedback ensures this which helps to improve it. Correct feedback is wisdom in service, since it includes evaluation, comparison with the competition, with the customer's perspective. It is important that the process is done consciously, not with hasty phone calls, which make the customer feel that the feedback is requested.

In addition, the customer has many options in order to decide which service meets his needs or who is best suited to work with him. OR choosing a service, among the many available, requires time, research and thought. Therefore, it is important to reward the customer's choice. So, the service shows that he recognizes and appreciates his trust. At the same time, recognition of his choice creates a positive mood, which will contribute to the customer's pleasure from the cooperation. The choice also means his choice of the person, not only of the service, something the server must remember. Rewarding is a simple process. Often an expression such as well done, you made a good choice or I use it too, it works. With her this approval, the contact becomes friendly, mutual and personal. The server recognizes the

creative nature of the client and offers them the feeling that evaluating and choosing correctly he also participated creatively. And to everyone likes to be creative. It is the customer's reward to report, when applicable, that what they have chosen is requested from many customers. He gives the pulse of the market, praising his choice. During the service there are opportunities to reward the customer. For example, when an exerciser frequents the gym, it is good for the trainer to praise him for the results he has, if of course this is true. Some services include some effort and pain on the part of the customer during the service. That is why it is important "reward" at the end of the treatment, by offering a treat with pleasant feeling, which will remain with the customer after his departure. The fitness trainer after an intense program can suggest exercises relaxation. Another type of reward that the server can offer to the customer is to help him feel that he is part of a whole that consumes the specific services, especially when they also have a social aspect complexion. For example, some established group can be mentioned customers seeking the same service or to include his name in list of customers who receive invitations to some events. Thus, his choice makes him a member of a group Rewarding the customer and expressing thanks sets the tone of trust and contribute to a positive end result, with mutuality avail.

Furthermore, saying goodbye to the customer, the last step in the service, completes it contact. It must also include the agreement for the next appointment with him. Behavioral science argues that the end of a transaction is more important from the beginning, because it stays in the customer's memory. In a series of events people prefer to have the unwanted events first and the preferably at the end. When people remember an experience, they don't remember every one minute and every little detail of it. Instead, they vividly remember a few important moments and diminish the importance of others. They remember snapshots, not the whole project. And they remember a total evaluation of their experience that is based on three factors: the sequence of pain and pleasure, the highs and lows and the end of the transaction. The service end is important. The results of the service will it is better with a good beginning and a better end than with a lot impressive beginning and a so-so ending. The greeting should summarize what was discussed during it service. This is how the server shows respect to the customer because he remembers everything were said and memorizes his next needs. The farewell also applies to a customer who did not buy, because it did not cover her his need at that moment for the service or because he had a future purchase intention. There are many expressions of farewell, such as: "Hello", "I was glad to see you saw", "be well", "thank you for choosing us", "it was my pleasure", "passed nice with you", "waiting to hear from you", "we'll call you", "good luck". These they give alternative greeting options, with

nuances and gradations. In case of repeated services, the expression "we are waiting for you again" or "hope to see you soon" gives the customer the emotional incentive to return, choosing the servicer over its competition.

The progress of the service depends on the steady customers, loyal, who recommend him by word of mouth. To achieve this, he must maintain her relationship with them, taking care of after-sales service. Electronic communication facilitates the maintenance of customer relations and technology. The sending of an electronic message, at regular intervals, with useful and practical tips, sending sms for happy birthday to the celebration of the customer are correct actions. The organization of gatherings in the area with updates are useful for bonding the relationship with the customer.

5.3 Client Service Details

Generally, the duration, style, stability and pace of the service prescribe the manner of its provision, the equal treatment of customers lays the foundation for good service, the process in relation to the result of the service must be considered, relations with the client are enriched through his participation in service, the knowledge relationships that develop with him, that is, those that the attendant learns from the client and what he teaches him, and the interaction with the customer, the positive climate in communication and honesty of service contribute to its success.

5.3.1 Client Service in general

In the services there are details that contribute to its quality, such as duration, style, stability, rate of delivery as well as parity treatment of customers. The customer's overall service experience is also affected by the duration of the service. The longer term of service often involves the participation customer has, giving the feeling of good service. There are services that have a long duration, like a program slimming and others that have a short duration, such as buying bread. In these that have a long duration create more opportunities for contact between the servicer and the served and possibility for improvements moves, so that the customer remains satisfied. In short services it is good to make an effort to make the process seem longer, because that way customer will feel that he got more service, with entity. There are services that should be of short duration, if this is the requested, such as quick payment in a supermarket, meal in a fast food restaurant. The duration of service can be extended before, during, and after provision her. For example, a customer makes an appointment for a

haircut and before arrival he can be sent an e-mail or sms with a welcome. Arriving, served with calm pace and after his departure a thank you is sent. That's how the experience lasts. There are services with a long duration, where the customer has no previous one experience, such as an engineer's services to a first-time homebuilder where he must explain to his client what to expect. There are many involved parts that make proper service difficult. Recommended the promises to be limited and procedures detailed. In a time when there is a rush, the customer records it as a positive experience service with duration. If the server can do a service two hours to acquire duration e.g. of four days, then he has provided one service that will be appreciated. The prevailing style in the design of the environment in which the service along with the human factor, i.e. the style they have serving, they must be harmoniously connected to each other, because they shape it image that the customer gets. It is the combination of material and the immaterial factor. Businesses differentiate themselves from their competition with the style of the services they adopt, even if they are ostensibly the same service. They should not imitate other businesses by following the "me too same marketing" - me too, it's good to try for authentic style. The material elements present in the environment in which the service is provided shape the style, which is analyzed according to its various dimensions. Dimensions of the style are: 1) the complication (minimalist or decorative), 2) the presentation (realistic or abstract), 3) the movement (dynamic or static), and 4) the power (noisy, loud or soft, weak). It is important, in terms of the style of services provided, the perception that the service providers have on this subject to be identified with the perception that customers have. Not every server should behave according to his own perception, he must actively participate in the support of a unified style in service that matches what customers want to charge, providing an overall, similar image to the customer, with the human warmth to prevail. The style creates impressions on the customers and the server with it his behavior must enrich them. There are impressions related to time: traditional, modern, wacky, or with the change of time: retro, innovative, classic, timeless, or with the part: city, country, east, west, north, south, or by technology: high-tech, natural, artificial, or with authenticity: genuine, imitation, or with sophistication: cheap, sophisticated, mass, for the few.

Many times, either due to temperament or due to non-response from their customers, employees behave differently from one period to another, because human beings provide variable service, they are not machines. In Greece, the disposition of both customers and those who provide services is, many times, volatile. That is, many times, people report that they have their good days and sometimes bad days. This can happen because of the climate

or because of the temperament of the peoples of the Mediterranean. Not the subject of the section is the analysis of the phenomenon. What is mentioned here is the result of this observation and the consequences it has for service. This feature needs a lot of attention in new seasons, because it has become an experience. The expression "I'm not in my best mood today..." is an expression which should not exist in the mind of the attendant. Servers differ from each other in terms of abilities, predisposition and personality. Often the server itself provides a different one level of service from one customer to another depending on the conditions, the predisposition of the served and the serving and the complexity of service. Service is labor intensive, contains emotion, for this is prone to erratic supply. Services with a difference in quality of their provision, whether good or bad, are not imprinted in the customer's mind like him average of the services provided to him.

The stability of the service is a key specification for its quality.



In the diagram above, the customer remembers the worst part more of service, i.e. B, from the best Service point, i.e. A. The servers, on the other hand, remembers A more. The outline symbolizes the quality of service, with A being the best the service provider can provide and B to be the worst service on his part. Many times in programs employees ask me my opinion about the level service that they should give to their customers. I answer them that to long-term perspective it is preferable to give something less but stable, than have bursts of good service followed by mediocre or poor service. What I'm trying to explain is that one is usually created blank: with the server remembering the best service he ever gave to the customer, and the customer to remember the worst he received. The receiving customer another kind of service one time and another the other, he will feel it inhomogeneity, will "translate" it as poor service. This also applies to businesses with branches. If the service is not constant at all

points, the customer gets a low image of the chain. probably, and, his bad experience from a store to "carry" it with him on the visit of to another branch, with a negative consequence. In telephone service, in banks, there is usually a fixed supply service, in terms of greeting, address and conversation. In telephone shops an effort has been made so that the customer collects the same, consistent level of service in their stores.

The rate of service refers to the flow that the service has in its delivery. In other services the pace must be fast, as in serving for taxis, in other slow, as in a restaurant, where customers come to meet and relax. Pace/tempo is a different concept than duration. With duration in service and the exhortation to extend it means the attempt to "extend" the service with actions taken before or after its provision. The concept of rate refers to the service itself, at the time the customer receives it. Both concepts presuppose "emotional labor" on the part of the server. The feeling of the server is passed on to the customer through the rhythm and the style that follows, and is reflected. The rhythms must be set by the customer as well, not just by the employee. For example, It is clear that when a customer calls a locksmith, why is he locked out of his home, the pace of service should be quick and prompt, because so service will be evaluated by the customer. Instead the customer arriving at one Saturday afternoon coffee, usually, wants a calm and long service. In a holiday hotel the rhythms are quiet, calm, relaxed. In a hotel city the customer must be served soon. To the traditional barber, who accepts without an appointment, the pace is fast and the payment is proportional. It doesn't apply ditto for a salon with a reputation for hairdos. Fast pace no it means, of course, haste and stress. Rhythm is also about communication, i.e. the synchronization between employee and the customer. Rhythm in neurolinguistic psychology means to pace with someone. This it is done by mirroring the other person's behavior so that the other person will he sees a reflection of himself. When we adjust to someone's smile another, for example, we give our own smile. When we adjust to the intensity another, we increase our response level. Sync is a tool that can create a relationship of harmony. When people are in harmony relationships they forgive and accept each other more. The timing is not ape-ism or imitative behavior. It's about entering his world another and then exhibiting the aspects that are the same as his elsewhere. We all tend to like people who look like us. Psychologists have noticed that between two people if one of them two tries to synchronize with the other, it can create a relationship that did not exist before. It is important through the interpretation of the rhythm that the server perceives its importance to keep pace with its customers. When the customer is in fun the server must harmonize with him, offering him a relaxed atmosphere.

Customers are equal and deserve equal treatment. The service provider must treat all its customers equally, seeking to do each one to feel unique. The customer will feel bad if they perceive that another customer is served differently, better or worse, than him. The service provider should not differentiate the way it serves its customers according to his preferences, acquaintances or likes, this is not fair, either professionally nor socially. Must see every customer without the characteristics of his personality - appearance, age, gender, peculiarities, nationality, tattoos, behavior, intense coloring, exaggeration in appearance are a criterion for the quality of the service it provides.

An example of a true story is that a woman in an old plaid dress and her husband in tattered clothes arrived one day at Harvard University asking to see the president. The secretary, seeing them badly dressed, tried to get rid of them, telling them that he had no time for them seen. They persisted and waited until the afternoon, when the secretary pleaded the President to see them for a minute so they can leave. The President received them and told them that he is busy, asking them about him they wanted. They replied that they had a child who graduated from Harvard, who he was killed, and for that they would like to build a monument in his place University. The President, angry, answered them that his place cannot University to become a cemetery, putting monuments to every deceased who studied at Harvard there. The woman interrupted him, telling him she meant to donate a building in memory of their child. Again, with arrogance their President he said that many millions are needed for such a thing, and that Harvard has buildings worth seven and a half million. Then the woman simply turned to her husband and said: "Is that all it takes to build a university? Let's make our own us". The husband heard it positively, they saluted the President and left. This couple, Mr. and Mrs. Leland Stanford, established in Palo Alto in California the University that bears their name: Stanford University, in memory of their son, whom Harvard had forgotten.

Labels or labels for the other are not valid. The needs of each customer, of course, must direct the personal service he will give him. All the customers are equal. When the service provider discriminates against individual categories or types of customers, it damages the business, because it limits its potential market for what is offered. In addition, discrimination can lead to negative publicity, boycotts and expensive lawsuits. Customers monitor the service process. If they see that the customers who preceded are served equally, they will wait their turn with patience. If they find that someone is being served differently, they will be furious. The client realizes that he has equal rights to others, it is an instinct that it should not be touched. The attendant should not assume that the very polite treatment of a customer can make up for

the not so good one treatment of another customer. In fact, the latter can be considered bad service, since it violates the stability criterion which characterizes the service. Undoubtedly there are customers who are more important than the rest, this does not mean that they should be neglected by small customers. After all, maybe they will develop into big customers in the future.

5.3.2 The process of Client Service

Service is a process that leads to an outcome and shouldn't know the significance of either of these two variables is underestimated. Many servers focus more on the result, giving less importance to the service process. And yet, many customers value the process more, giving importance to behavior they received, in the steps followed, in his language body and in the details of the service. Through the process the customer forms an opinion about the service provided to him, without of course underestimating the significance of the result. After all, the result is often subjective. For example, a customer of a travel agency may stay satisfied with his trip, because during it he felt personal care. While there may have been problems, and the result may not be objective even, because of the process, the customer is satisfied. The opposite is also true, i.e. not liking a good result, because the process was not correct. After all, what is nice for one customer can be average or ugly for another, which makes the process important for the opinion and feeling that will be obtained by the customer. Many times, the process is difficult. What is required is the employee to is specific to his client about what he should expect from view of time, process, cost and result.

5.3.3 Relation with Clients

Taking care of the relationship with the customer is the service provider's responsibility and it happens in every customer contact. Other customers are focused on relationships, others in the transaction. Even children need to relate to serving him for three reasons, they influence their parents' decisions and are tomorrow's customers. The service provider must help the customer, even if they don't buy. As we know, there are services that require active participation of clients, others that require his partial participation and others that do not his participation. In all cases it is good to try to make the customer part of the service, jointly responsible for the result. The bigger the customer's participation in the service is the more it becomes attached emotionally. The service provider is good at finding ways to ensure customer participation in the service process, depending on the service it provides, not in so much that it becomes tiring, but as much as it feels to customer part of the service provided

to him. Because usually the smaller the client's participation is, the more demands. Participation of the customer ensures dependence, satisfaction, trust and commitment, because, in an ideal case, the service is co-created. This is how the customer is made co-creator of the service and its value. For example, one customer visits a decorator. Whether it will have the desired effect depends on his ability to clearly describe his needs and from his involvement in the construction he will do. If not satisfied, it may blame either the decorator or himself for not choosing him as a suitable decorator or because he was unable to properly describe his needs, or because he didn't have the right participation. Because the quality of this service also depends on the customer's participation. To the dietitian, the client describes the nutritional requirements his habits, his schedules, his preferences and his needs. The description and adherence to the diet is the client's participation. If the customer is not satisfied with the service, he has his due role in this, he may consider himself jointly responsible too. The customer's participation, of course, also benefits him helpful, because there are experienced customers willing to externalize ideas to them, so that a situation is created: "I win - you win".

The preferences, opinions and knowledge of each customer constitute knowledge for him serving and their expression contributes to building relationships with them. Learning never stops, because things change. There is always something new or something old which is done in a new way. Every day is an opportunity to learn something, everyday person the server comes in contact with is an opportunity. The sharing of knowledge with others positively reproduces knowledge. The knowledge relationship between the serviced and the servicer becomes stronger and smarter through each contact the customer accurately and analytically expresses the needs and his tastes, teaching the attendant about what he wants. The server builds knowledge relationships with the customer when he remembers, organized and methodically, the preferences and variety supplied. This is how he shows respect for the customer and saves time, his and the customer's, by turning knowledge into useful information and makes it convenient for the customer to continue to be its customer, because it saves energy. Every time the customer buys tomatoes it gives the grocer knowledge about what he buys and the rate he consumes. This is the "memory of the customer's specifications", which contributes to the service without asking customers to say the same thing again.

Beyond knowledge relationships with the client, the service provider must educate him customer, informing them. Training changes the behavior of the client, strengthens his consistency, it binds him to the servicer and spreads service to society. OR update may

concern how to use, maintenance, storage and other details. Different perspectives, different perceptions, different customer needs contribute to knowledge and the development of services and societies. OR information also concerns informing the customer of any absence service. Let someone consider how the customer who comes to feel visits a museum and finds it closed, without notice. For example: the carpet salesman has a duty to educate them customers on how to properly wash, maintain and store them, it who bathes in the hairdressing salon to inform the client of the correct way of washing and wiping - without rubbing - as well as for the correct use of them hair care products -jelly, candles, lacquer-, the pharmacist to inform his customer about the use of the preparation he buys, so that he has result the treatment, the dentist to educate the client on how brushing his teeth.

5.3.4 Interacting with the Clients

Feedback occurs after the service is provided; the interaction is maintained against the duration of the service. Interaction is the two-way communication between the server and the served, personalizing the service and contributing to the sale in addition services or products. Interactivity, carried out primarily through discussion, contributes to creating the right conditions for customer satisfaction. Interactivity is the ability of a medium to accept two-way communication. Personal computers are probably the first machines that they brought interactivity to the history of humanity. The internet is an interactive medium, unlike traditional media (TV, radio) which only disseminate information, but do not collect information from users. The server must work with a friendly attitude, personal approach and often with humor. It is important that communication with the customer is two-way. THE service provider must develop a dialogue with the customer, encouraging him to speak so that the contact acquires character and appears to be treated as human, not as a customer. Regular customers will not hesitate to engage in a conversation, especially the elderly looking for companionship. The expressions like "I go there because they know me and know what I want" or "they serve us properly", indicate the customer's need for interactive service. Besides, the customer loyalty is achieved through relationships with him, the stronger the relationship the more loyal the customer. Relationships are based on trust, in communication and interaction. The MBWA technique (Managing by Wandering Around) means that everyone, even the owner, is good at chatting with employees and customers, responding personally to anything, to listen to the environment. Every interaction with the customer is an opportunity to strengthen communication and trust between the servicer and the serviced. The interaction during service helps with feedback from the customer, which takes place

afterwards. Interaction is actions between individuals or groups of individuals. The interaction is the mutual or reciprocal act or influence. Interaction is the mission of one evaluative or corrective information about an action, event or process to the original or controlling source.

Creating a positive climate helps the relationship that develops between served and the serving. The disposition of the servant is determined by the way he feels about him, his client, and is revealed in his contact by: the way he speaks, the body language, his style, the words he uses, the dignified appearance, his patience. It is easily recognizable if the customer is welcome to be served or treated as a burden or one number. On the other hand, the mood of the customer also contributes to its result service. People who are in a positive mood value her positive service. Predisposition, or intention, is important, it is free, and its results are valuable. It's the way everyone sees their contact with the other person, whether he focuses on the positive or the negative points of the contact, which determines its type. People want to feel positive within wider social groups. For example, at social ceremonies - such as: weddings, christenings, church services, museum openings - people are well-groomed and good-natured, they present their best selves. The same thing happens in the market. Emotional states provide an opportunity for the attendant to create the right climate. That is good service. Could one say, humorously, that it takes a lot of work to get away with a negative mood a customer who came positive. The customer prefers a gas station, gas station, kiosk, or bank, because they make him feel positive. There are also services that one provides necessarily because they work monopolies, where experience from previous contacts makes customers not be positive. There can be queues and poor service and it is rare to meet a positive customer. On the contrary, everyone would like it not to be obliged to resort to such service. The predisposition that one develops in his profession also characterizes him in his personal life, and vice versa. How one sees oneself has a direct effect on how he sees the world and how he presents himself. How one presents oneself to others is directly related to how others respond. Service is effective if there is positive disposition and positive climate. The creation of a positive climate "returns" to the one who creates it. The positives emotions open the mind making it think in more directions. The positive thinker has more options available resources, rather than the negative thinker, because negative emotions are limiting the thought. The applicability of this concept to customer service and his willingness to spend is amazing. It is the nature of the service that sometimes the server feels tired or burdened by customer contacts. Experience shows that this is part of the job, it is transient and needs to be managed. In fact, it is reported that servants who did not have very good emotional conditions experiences in their life can develop well, especially in social services content, if

they are identified with the served. That is, the service works redemptively for them. Because emotions are transmitted and created the dynamics of communication and service.

The service must be dominated by the truth and honesty of the service provider towards customers, colleagues and his company. He must believe in you what he does, in the business he works for, so that it is honest service. Otherwise, a vicious cycle of low self-esteem is created in the servicer's professional and personal life. Honesty presupposes that the server is imbued with the perception that he is serving a fellow man and often comes to his place, trying to feel as he feels. There are no instant gratifications in service customer service - honest service is total service. Like virtual one's drugs (placebo) do not cure a condition, neither does virtual service does not create satisfied customers. To an unsuspecting customer this kind of service seems real, until it is inevitably exposed. This also applies to what is posted on the internet, where everything written must be true and representative. Many customers come to be served without knowing exactly what they want or not having experiences for the service to be procured or feeling insecurity. Honesty requires that none be exploited in these cases, but instead of the server trying to help him customer bending over his needs, informing him, trying to reduce his insecurity. At the end of each transaction cycle the customer has time and judgment to form an overall picture, evaluating the service. The reliability of the service judged after provision. After some time, the customer evaluates and decides whether he will work with the service again and if recommending him to others, from word of mouth.

5.4 Client Service Quality

5.4.1 Dimensions of quality in client service

The dimensions of service quality specify its quality. The differentiation of businesses and freelancers is achieved by the provision of quality service. The quality of service depends on the contact of the serviced with the servicer and from the perceptions and the customer expectations. Especially in Greece, where many tourists are served, the client's cultural background must also be considered. For example, the Asian customer, especially from Japan, is used to high quality services. This results from his nationality, values, customs and practices prevailing there, his beliefs as well as the behaviors he is used to and his patterns. The limited definitions of service based on the exchange of money for goods/services ignore the general meaning of service which should provide the customer with something more: satisfaction. In essence, the customer must not only be satisfied with the outcome of the transaction, but

you must also feel happy. A happy customer will return. Customer service is defined by how external customers are served. There is, of course, "internal customer service". The extension of the definition of customer service to include and colleagues will lead to greater success. The internal customer chain means that they are all customers, inside and outside the business or organization. The quality of service between two colleagues is reflected in the service received by outsiders' customers. The value produced - in financial, operational, emotional and social level- is the result of everyone's cooperation: those serving -in each position- and the customer. The behavior of the servers, when they are in front of the customer, must be polite, calling each other politely. Any rhymes between them or tension in their relationship make the client feel insecure. In large companies, internal communication presupposes good relations between colleagues and in the company's departments, as well as good communication between them and perception of teamness. Also in product distribution companies, those who serve customers by phone, it is good to meet, at some point, their customers.

The five dimensions related to service quality are:

- Tangibles. The visible points like appearance of facilities, machinery, furniture, showcases, its presence, staff, printed materials, decoration, cleanliness.
- Reliability. The ability of a business or professional to provide the level of service promised reliably and precisely, that is what it promises to keep.
- Responsiveness. The service provider's willingness to help his customers with any questions they may have regarding services and to provide willing service.
- Assurance. The attendants' knowledge of the services and products in depth, their courtesy, their competence to inspire trust and confidence in customers and their willingness to give them valid and personalized information.
- Empathy. The personalized attention given to customers while being served and the emotional understanding them. If there is a problem and the customer seeks a solution, the response should be humane and directed towards the solution of the problem. Customers judge four of the five dimensions of service quality (responsiveness, assurance, empathy, tangible objects) during service. These four dimensions constitute the dimensions of service duration. Reliability, which is mainly judged after service, could be called outcome dimension. The importance of the human factor in service stands out.

Customers expect service providers to keep their promises -reliability, to provide clean and comfortable facilities-tangible, to give willing service-responsiveness to be competent, adequate and courteous-assurance), offering personal care-empathy.

5.4.2 Client Service mapping

The service model is a map that depicts the service system, which is a chain of actions and tasks. So, the different people involved in it can perceive and to manage the service system objectively, regardless of the their personal perspectives. Services can be divided into two main categories: those that they take place in front of the customer and those that are done without him seeing them client: the supporting tasks. The first category includes two subcategories: those activities that require and actions of the client, and those that are done in front of him, but do not require actions from the customer. The mapping of services, visible and invisible, according to the flow, helps them to more fully understand the service. It describes the critical ones, their characteristics, objectively, and portrays them so that the attendants can they perceive their role in service delivery in a similar way as well as its steps and flows. For example, in the stay of a customer in a hotel the services which are provided in the presence of the customer and require his own actions are: his arrival, the greeting, the delivery of his luggage, the concession of his details, the handover of his room key, his entry into his room and his bathroom, eating and drinking. The services are provided in the presence of the customer and do not require actions on his part are receiving his luggage, the procedure processing his booking details, the delivery of his luggage to his room, the receipt of food and drinks he will order. The services are provided in the presence of the customer and do not require actions on his part are receiving his luggage, the procedure processing his booking details, the delivery of his luggage to his room, the receipt of food and drinks he will order. Mapping in a salon highlights the actions that take place up front to the customer and require his own actions, which are: making an appointment, h his arrival, his giving his coat for safekeeping, his waiting, the order for treat he desires, bathing with his participation, dyeing with his patience, the haircut according to his preferences, the combing according to his desire and to end.

Actions that take place in front of the customer and do not require actions from a party are: arranging his coat and baggage, preparing himself bath, the preparation of the bench where his hair will be dyed as well and the preparation of the bench where the haircut and combing will take place. End, actions that are done without seeing them and without doing anything

are the system booking the appointment, the organization of the wardrobe space, the preparation of his treat, the supply of raw materials, the cleanliness. It is good for servers to pretend to be customers from time to time, walking through the service they provide, to see how the customer feels them, mentally following their typical route, checking every detail. There are many perspectives on customer service. Mapping helps in its homogeneous and objective perception. It highlights the attendant's importance of their cooperation, whether they are in contact with the customer or not.

5.4.3 Personalization of client relationship

If the server treats a customer as if they were each, they treat him as if he were nobody. Personalization is to provide the service with in such a way as to address the personal needs of the client. This is achieved by shaping the process so that its elements service to be assembled each time accordingly, according to customer preferences. So, the customer collects personalized service. The concepts of customer centric service and personalization are different and customer-centric service means that the service is customer-centric. Personalization is about becoming the customer co-creator of his experience, the service to be shaped for him personally.

People like to hear their name, they feel cared for, they are respected and recognized. They become open, considering the service personnel. Why do people call their friends by their first names and then they are treated better than foreigners. Customers feel familiar when they listen to their name, this also applies to printed or electronic correspondence, instead of it impersonal "Dear Sir". The use of the name works soothingly, also, in case of conflict with the customer. If the employee has his name on his lapel, it makes it easy for the customer to see him call. At the same time, he can ask for the name of his client. The same applies on the phone. The customer feels like they are talking to someone they know. When the customer gives his credit card the attendant can call him by name. In a gym, the trainer must introduce himself to the trainee, ask his name for it, withhold it, address him by name. Using the trainer the name of his client, approaching him, touching him, encouraging, praising him, persuading him to put in more effort and thus creating a good result from the service.

Customer data is valuable. The server must collect them, to inform and use them in every contact with the customer. It is useful to include a customer's name, occupation, address, his phones, fax, e-mail and information such as: how he wants to communicate with mail/ email/ phone, when he wants to communicate from where: home, office, mobile. Mostly, though,

you must include information about what services have been offered to him, when, as well as his preferences. The elements must evolve with each contact. The server that carefully collects customer information and converts it into information to serve them organizes his work around him customer. New technologies help to collect and store their data quickly and economically, so that they can be recalled whenever they are needed, for the providing personalized service. The ability to have a base data helps to differentiate and face the competition. Customer data is empirical information, valuable and proprietary elements of businesses, even though they do not appear on their balance sheet. The goal is to make the customer's life better. The customer's private life, of course, is always respected. The simple version of this concept for the small business and the freelancer professional is that he must remember the name and preferences of the customers.

5.4.4 Clients expectations and satisfaction

Customer service is like building a house and the kind of service is the location of the house. Architecture is the service that is provided by the service providers, furnishing and placing it is the mapping of, and the users are served.

Service providers promise customers their level of service in various ways:

- directly: through sellers or advertising
- indirectly: with the price of the service, its brand, its history and the points available.

Customers do not have the same perception of the services they receive. Some are experienced, some demanding, some learned in certain ways behavior, others provide services themselves. A result of this is that there is inhomogeneity in terms of the customer's expectation of service. Schematically, the service concept works as follows:

- When the reality is better - above - than the expectation, then the service exceeds what the customer expected, or had learned until then to he receives, and it will be impressive upon him as a pleasant event. OR service is good. The customer will remember her, will return to business and will discuss his good experience with friends, colleagues and relatives.
- When reality matches the customer's expectation, then the customer gets what he expected. Service is acceptable. The customer will not remember for a long time the service he received, having neither positive nor negative impressions.

- When the reality is inferior - below - the expectation, then it has poor service was produced because the customer expected more. The server had promised more, which he did not deliver. The customer will have negative impressions, which may spread them.

Ultimately, quality in service is the difference between service that provided and what the customer expects. If customer expectations are defined or budgeted, the necessary analysis to determine the adequacy of service begins. This will lead to the development of standards of good service. The quality of service cannot be defined objectively in the same way as it is defined in material products, because they are intangible, and the customer also participates decisively in its provision. That makes her service to be unique every time and the human factor to be sovereign. The server must understand the services, to be helpful, kind, available and good looking.

Service is affected by:

- The characteristics of the service. The customer has some personal needs. Service benefits determine grade his satisfaction
- The customer's feelings. The customer chooses the service based on criteria such as: trust, security, prestige, experience serving and what he will feel. The emotional state affects its quality produced service.
- Service performance, much better or much worse than expected. The customer operates on expectations, based on their experiences, perception and promises which make the customer satisfied if their expectations are met, and a lot satisfied if they are exaggerated.
- Perception of the law, equality and honesty of the service. Customers have developed a sense of fairness within them, because of which they consider satisfactory service, if it is fair in their opinion.
- Other customers, family members, friends and colleagues. Word-of-mouth communication among customers is important, as they often seek it opinion of others, who are willing to spread a good experience. So, a service that exceeds a customer's expectation becomes an occasion to hear satisfactory comments.

The counseling approach is about contact before, during and after service, such as the customer's participation in the provision of the service, the customer knowledge relationships and customer information and education. Before service, the consulting approach is about

needs analysis of the customer with open neutral questions and active listening, so that o service to understand the personal needs of the client, aiming at personalized service. During and after the service the consulting approach concerns the advice to the client on how he can participate in the result service, with his own occupation. It maximizes its results service and results in the "bonding" of the customer with the service provider. The consultative approach motivates the client to trust him to be serviceable, because it is fully serviced. If customers feel they are in a partnership with the server, they will be satisfied. This is one partnership created through counseling and leading to positives emotions. The role of the server is important. In modern Greece, the importance of advisory services has great scope for development, because it is not widespread. An example is when the server who changes his role and becomes and client advisor gains a comparative advantage. The seller of clothes from a simple salesperson becomes an advisor to the customer, in terms of the way he/she dresses her/his client. Thus, in every need of the customer - change of season, business meeting, ceremony, anniversary - the customer comes to consult and buy from her/him, giving her/him even the ability to sell the customer the right clothes or even more. Cooperative, although it refers to industrial sales, also applies to consumer sales. So there is a "partnership" between the pet food store customer and the accommodating, in the sense that the shopkeeper knows about the customer's pet and its needs, as between the butcher and the customer, because the butcher knows the customer's preferences or between the street vendor and the customer, since he must remember the products he is looking for, or with the florist and the customer, who knows the customer's preferences and the reasons they are looking for plants or flowers. In a program with participating hairdressers, the concept of counseling was mentioned. One of them participants, with a hair salon in Athens, after the program decided to provide free of charge consulting services every Wednesday morning, for two hours, to his clients, regarding their hair, their grooming and grooming at home. Later, at the next meeting us, he mentioned that he implemented it, and it was very successful, in fact, as he said, it brought him new customers. There is the opinion that women are preferred in some services: women's clothes, bank, cafe, fast food. In others, men are preferred: male clothing, telephone service, pharmacist, doctor, dentist, professor.

We already know the levels of need. For the servicer to understand his needs client, he must free his mind from what he thinks that he also needs to replace his thoughts with what he really wants. Otherwise, it will satisfy the need but miss the opportunity to satisfy the customer's desire. The needs analysis contributes to its quality service. Not all customers have the same perception of quality. Revealing a customer's perception of the quality of the service

provided is an analysis of his needs. For example, a customer who wants a quality shampoo may want any of the following: brand, healing properties, its texture, its smell, its cleansing properties, series with other products care, nice packaging, practical opening. These needs must be revealed beforehand the sale, given that each customer wants one of the above quality characteristics or a certain combination of them. If the customer is offered services that are objectively good, but are not his needs have been analyzed, the result will not be satisfactory. They need to be defined: Who is the customer? What does he expect from the service? How will it enrich his life? When these three things are realized, they will understand the customer's needs and wants. The service provider, diagnosing the customer's needs, configures the service according to their goals of each customer. If, for example, a client has approached a real estate agent for a home purchase, the broker must know that, accordingly, a customer is buying the property to residence, investment, to use it as a mortgage for a loan, holiday home, then a pleasant or unpleasant event in his life, to be close to certain people. The broker must understand the real reason he wants to buy a property. The attendant who will realize this concept gains an advantage because it approaches the needs of the candidates' customers individually, creating the conditions for long-term quality cooperation. The mass segmentation of customers that apply to consumer products in service is transformed into a segmentation where each customer is a separate market segment, the needs of each customer are distinct.

Value represents an exchange for the customer between what it gives and what he gets, i.e. exchange of benefits with sacrifices. Customers stay in one relationship when what they get (quality, satisfaction, benefits) outweighs the amount that they give (monetary and non-monetary costs). When the server gives value with the way the customer perceives it, then the customer benefits and is motivated to remain faithful to the relationship. The customer pays: a price and buys: a value. Measuring the customer's lifetime value (lifetime value) gives tangible substance to the intangible concept, offering a numerical perspective. More specifically, the customer leaves some money every time it is served. When he comes again, he leaves others, and so on henceforth. If a total calculation of these amounts is made, one finds that in a year the customer leaves the company the amount he gives on each visit of by the number of his visits. If the years for which are calculated the customer is retained, an indicative financial evaluation of the customer is valued. The customer who is treated as a one-time customer, will deal with the same way serving him. If the server treats the customer as if he wants for a long time, then the transaction becomes customer centric. The added value is given in contact with the customer before, during and after the transaction. Added

value means going the extra mile, yes goes above and beyond the call of duty, the extra mile, going above and beyond customer expectations.

The added value stays with the customer, and he talks about it with relatives, friends and his colleagues. Customers are used to the routine, the service that provided with rules and are surprised by attendants who go outside the limits. Added value is personal care, interest in the customer and his needs, the extra service given. In seminars, the participants, who serve customers, report that in Greece if they give something more to the customer, that is taken for granted by the customer for the next times. The answer is that the server must give something more to the customer under two conditions: one is to appreciate its value his client - how often he visits, how important a client he is, how many he has recommend-, as well as to indicate to the customer that this is something extra, no contained in the service, but provided for its fuller service. At other times, participants report that their company's management does not support them and makes it easy to give something extra to their customers. There's always something that can be done, at least on the emotional level of the client, for her, his satisfaction, as for example the employee can give something a little above on his own initiative. It will be an act, that is, for her satisfaction of the customer and not for the personal benefit of the service provider. Added value complements good service, not replaces it. That is, the services provided must be correct, contain value in their basic supply. Added value is additionally provided. For example: a customer goes to a fast-food restaurant. They must welcome him warmly, to make the wait pleasant, the service personal. Then added value can be given, i.e. excellent previous service. In a broader context, added value is the interest of the service provider society, the natural environment, animal welfare, human rights. There are many customers interested in them. So, the server creates a virtuous circle. Those who invest in social work discover that social work gives them more profits, in a virtuous circle. The care of serving the environment and society, while it is not measurable, however, it is high value energy. Added value brings added sales, loyal customers, tangibles and intangibles benefits.

Finally, quality in service, internal and external, is important, the quality dimensions and service mapping give them guidelines for the quality provision of service must be customer-centric and personalized, with use the customer's name and details, which are valuable information, the customer has expectations, which the service provider must exceed. OR consultative approach and the recognition of the client's needs help to his satisfaction with

the service, and the value given to the customer and above all the added value - the something above - they create the comparative advantage of service.

Summing up chapter 5 is about client service, its history and evolution, its progress and its operation as department. Its operation step by step and its after sale service. The most important bibliographic references are the below:

- Customer Relationship Management and Social Media in Greek Tourism, D. Belias, E. Velissariou, D. Kyriakoy, L. Vasiliadis, C. Mantas, L. Sdrolas, G. Aspidis, A. Koustelios
- Bery, Hel., (2002), "Polite Consumption: Shopping in Eighteenth - Century England", Transactions of the Royal Historical Society, Vol. 12 pp. 375-394.
- Kevin, D. and Gorman, O', (2005) "Modern Hospitality: Lessons From the Past", Journal of Hospitality and Tourism Management, Volume 12, Number 2, pp. 141-151.
- Moore, K. and Reid S., (2008) "The birth of brand: 4000 years of branding", Business History, Vol. 50, No 4, 419-432.
- Peperaki, O., (2016), "The Value of Sharing: Seal Use, Food Politics, and the Negotiation of Labor in Early Bronze II Mainland Greece", Vol. 120, No 1 (January 2016), p.p. 3-25.
- Rozakou, Kat., (2012), "The biopolitics of hospitality in Greece: Humanitarianism and the management of refugees, American Ethnologist", Journal of the American Ethnological Society, Vol. 39, No 3, pp. 562-577.
- Wallis, Pat., (2008), "Consumption, Retailing, and Medicine in Early-Modern London", The Economic History Review, New Series, Vol. 61, No1, pp. 26-53.
- Wilson, A., Zeithaml, V., Bitner, M. and Gremler D., (2012), "Services Marketing Integrating Customer Focus Across the Firm", Mc Graw-Hill Companies Inc.
- Woodhjead, A.G., (1952), "The State Health Service in Ancient Greece", The Cambridge University Press, Vol. 10, No 3 pp. 235-252.
- Zeithaml, V. , Bitner, M., (2000), Services Marketing, Irwin Mc Graw – Hill
- Δούκας, Π., (2007), Οικονομικές Θεωρίες, Αρχές Διοίκησης & Αρχαία οικονομική σκέψη, Εκδόσεις Λιβάνη
- Κόλλιας, Ο., (2013), Αλφαβητάριο Υπηρεσιών, Εκδόσεις Σταμούλης
- Barret, L., (2015), "3 steps toward honest guest feedback", Restaurant Hospitality Exclusive Insight, 12/9/2015, pp, 1-2.
- Bezahler, A., (2015), "4 Steps to Mastering the Consumer Experience Pathway", Ebsco, Business Source Complete, 8/14/15
- DeVine, J., and Gilson, K., (2010), "Using behavioral science to improve the customer experience", Mc Kinsey Quarterly, Feb. 2010
- Di Mascio, R., (2010), "The Service Models of Frontline Employees", Journal of Marketing, American Marketing Association, Vol. 74, Issue 4, pp. 63-80

- Fripp, P., (2016), "8 Steps to Outstanding Sales Structure", Home Business Magazine, January/February 2016, pp.34-36.
- Hall, Z., and Ahearne, M., and Sujan, H., (2015), "The Importance of Starting Right: The Influence of Accurate Intuition on Performance in Salesperson- Customer Interactions", Journal of Marketing, Vol. 79, pp, 91-109.
- Huang, Ch., and Chou, Ch., and Wu, P., (2016), "Servicescape, service convenience, and service evaluation in food and beverage industry", International Journal of Organization Innovation, Vol.8, No. 3, pp. 262-270
- Levitt, Th., (1960), Marketing myopia, Harvard Business Review.
- Martin, D., O' Neill, M., Hubbart, S., and Palmer, A., (2008), "The role of emotion in explaining consumer satisfaction and future behavioral intention", Journal of Services Marketing, Vol. 22, Issue 3, pp. 224-236.
- Mayer, Th., (2015), "Creating a Culture of Customer Service", Healthcare Executive, May/June 2015, pp. 58-61.
- Wang, Ch., and Lee, H.C., and Wu, L.W., (2015), "Co-production and the roles of dependence and service importance", Asia Pacific Management Review, 20 (2015) 148-155.
- Wilson, A., Zeithaml, V., Bitner, M., Gremler, D., (2012), Services Marketing Integrating Customer Focus Across the Firm, Mc Graw-Hill Companies Inc
- Zeithaml, V. , Bitner, M., (2000), Services Marketing, Irwin Mc Graw – Hill

Chapter 6: The relation between Marketing and Client Service

6.1 Marketing and Client Service

6.1.1: Types of Client Service

The nature of the client service varies, there are cases where client service is made visible by giving them the opportunity to get immediate feedback and other times the service is done backstage, and the customer is not present. When the customer is watching, the servant's movements and manner specify the service and the way the server catches, packs and delivers the product to the customer testify to his love in service. There are services where the customer arrives in a good mood such as the watching a film or having dinner in a restaurant. Elsewhere the client arrives with anxiety or fear, such as to a lawyer or a doctor. In all cases the server must recognize the mood of the client, so that to act appropriately. To whom arrives in a pleasant mood to enrich it with pleasant feelings and to whom arrives with fear to manage the case by reducing it.

Moreover, there are services that offer hedonistic pleasure to customers, such as listening to music, watching football matches, trying new tastes, smelling different authentic smells, buying cosmetics, visiting the hair salon, gym, massage, luxury shopping. To all these cases the service must include customer care and be personal. The customer's ego in these services is an important factor as customer name, past preferences, wants, rates of must determine service.

Also, many services are seasonal - hourly, daily, weekly, monthly or annual seasonality. The server is good to make efforts to directs traffic to periods, days and hours that are more favorable to business to provide its services efficiently. Attracting the customer at off-peak hours is a service itself, since this way the customer ensures better service for his money and other times demand is increased by unsettled factors. During peak periods the attendants look tired and that's makes the client feel that he is a burden. The server must give the best of himself, which the client realizes, trying at the same time to channel the customer for his next visit, at other times and days. During peak periods the server must see the opportunity of conquering new clients.

Furthermore, there are services that are supplementary to each other. The customer feels better served when additional services are offered such as when he works out to a gym looking

for advice on his diet or when he parks his car he is looking to wash it, or going to the post office he wants to send a letter, to pay a bill or receive a parcel, as well as when buying a sandwich he is looking for a soft drink or something to take with him to eat. It is a classic example of the client who fills up with petrol and would like to control at oils, tires, water tank of his or the customer's car. The combination of complements of services ends up increasing the total value received by the customer.

In addition, there are services that consider a customer's immediate needs, such as when someone is locked out of their home or in need of emergency services health. On the other hand, there are services that are luxurious, such as service in one expensive restaurant or in an expensive clothing store or even buying bread from a bakery with a luxurious environment. The customer's need should not become an object of his exploitation, because he realizes it. Instead, it should be a cause for building a relationship with him so that he visits again or recommends the service. The customer's need is an opportunity for honest service.

Further, there are services that require the active participation of the client, such as visiting a psychologist, working out with a personal trainer, visiting a dietitian. In these cases, the customer co-creates his service. Or there are many services require the customer to go to the place provided. So, the customer has to go to the salon for his treatment, he has to go to the furniture factory to see the furniture, to the lawyer on his case, to restaurant to eat. Instead, plumbing repair etc. The customer who visits the server's premises gives him the opportunity to host him, to influence him positively. Accepting servers' customers in their space have an advantage over others attendants who go to the customer's premises or work through of the telephone or the internet, where there is no face-to-face contact.

Conclusively, when service is overt, the server must do everything possible to conquer the customer, who is close to him. When it isn't obvious service and the customer will not be present to provide it, then it must an attempt should be made to substitute this lack of customer representations and to describe to him the procedure to be followed. When the customer arrives with pleasant feelings to be served, then these must be brought out and multiply. For example, the customer who arrives at the hotel with a pleasant disposition must receive and pleasant welcome. When it arrives with some negative feelings, then a permissive environment should be created. The frightened customer must be approached personally, and taken care of servants to occupy him with something pleasant or at least neutral, from emotional point of view. When it comes to voluptuous services, then the attendant has scope

to please the customer. When customer service is seasonal, the one who serves must make sure to be ready for the peak time/day/season, as it is also good to direct the customer to come to be served in another period. On the other hand, seasonality in service requires planning. Complementary service makes the customer feel that he has received services of value. Luxury services require service that goes beyond the ordinary. There the customer he also seeks social recognition, which the server must give him. As long as regarding the customer's participation in the service, it is essential for the serving the role of his client and sometimes reminding him, asking for his cooperation. So, the customer of a financial product is important to describe his goals from the investment so that he receives service. Finally, the client's transition to the server's space is an opportunity to create an enabling environment to satisfy the customer.

6.2 3Ps of Clients Service Marketing. More details (126-130)

Client Service is a business, that's why it refers to the marketing mix services. This is the set of auditable tactical marketing tools, which the firm mixes to produce the response it desires to target market. They are:

- People
- Process
- Physical evidence

There are different types of customer service, depending on the variety parameters and in all cases of customer service anticipation is required and care in terms of the behavior of the human factor -which is dominant in the service of any kind-, the procedure followed, as well as for the environment and the materials that accompany it. Client service is a field where detail, design, functionality, mood and love for it determine its success.

6.2.1: Parts of the service and the importance of the people who serve

The service is provided by people and addressed to people that's why the human factor is primary, since the service is produced by people and directed to people. Everyone who takes part in customer service and affects its outcome like employees, customers and other customers served. All these are the human factors in services. Attendants must have a personality that supports the services that they provide, and it is a common phenomenon that customers pay a lot of attention to the personality of the one who provides it. When a server provides a service at that time, he represents the whole business and that's why this is a very

important job to do. The person who answers the phone, the one who is at reception, the one who sends email, the one who helps, the one who cleans the space is the human person of the business are the front face and picture of the business they work for. That is why employee training is an important incentive, the rewards and praise given to them, as well as teamwork that show in their work. The customer forms his impressions through the behavior he is dealing with. The dress, the movements, the look, the style, the pace and the mood of the server affect the service.

Moreover, the customer being served also affects the result with his behavior. That's why his participation is important to service when providing information, following instructions, etc. This is the point where customer service differentiates from other commercial and financial services activities. Customer service is demanding, because customer service is exposed to advertisements, competitive offers and information, resulting in expectations when it comes to being served. The customer's available time is limited, he is looking for quick and efficient services. The multitude of alternative services offered makes the modern customer have the ability to move from one serving the other with ease. Customers are also looking for personalized services, they want to feel that the service addresses their own needs. are offered, many services are advertised and promoted, so that hardly a customer perceives the comparative advantages of one service over another. So, it takes effort from the servicer to keep his customers and to conquer young people. Finally, price sensitivity in modern economics situation, has increased, making the customer look for more and better services at a cheaper price. All customers served affect the quality of service by the way they behave while waiting, the conversations they have, their comments, the way they wait and their mood affect others and the service environment.

6.2.2: The role of process in service

The process that is followed in serving one customer is very important. The flow of actions by which the service is provided and the sequence followed shape the process of providing it. Service is good to be provided with stability and homogeneity, for this there must be steps in providing it. The server should keep in mind the process and steps he should follow with each client. For example, he must welcome the customer, discuss with him the needs of, disclosing them, to advise on matters concerning the products and the services it sells; to suggest any additional products and services the customer needs to handle complaints and objections, to close it meeting and arrange to meet with the client again. This should be done every time, as

much as possible in the same order, in a similar manner and in a similar sequence deed. As customers, when we wait to be served, we watch and it calms us down order, the existence of a systematic process.

6.2.3: The importance of Physical Evidence

Physical evidence is every tangible - visible element that exists around its service. Because service is intangible, the customer forms an opinion through visible, material things, for him the material elements that exist are important in the place where the service is provided, or accompany the service, to be even. The physical evidence includes the company building, the design of the space of the business, the store, the office, the facilities, the equipment, the condition of the machines, the cleanliness, the clothing of the staff, the report forms, business cards, packaging. Also, the way that the objects for sale or the objects concerning her are exposed service provided. For example, in a law firm it is important to have legal books, neat and clean. For one gym physical evidence includes the appearance of the store, the cleanliness, the music, the air quality, what is shown on the screen, if there is, as well as the neatness and clear form of the forms given to customers for completion, or as proof of their transaction. As well, staff uniforms, where provided, are a physical element proof. The customer perceives through the material nature of the business and evaluates whether the services are in line with the quality he is looking for at that moment.

Furthermore, the material environment of the service must be perfect. Reception must be impressive and predispose to a high standard of service, to welcome the customer, to make him feel that he belongs there. Posters and cards are advisable that they are renewed, not faded. Product stands must be clean and easily accessible. Lighting it is important to see the work being done and the products on display. Clock it should be on time when there is one. Mirrors play an important role, they are the customer's visual contact with the work, which is done, especially when it comes to personal care services. Cleanliness is essential in furniture, seats, tools, magazines and uniforms. The customer visiting a place is looking for information to find out whether the service providers respect their environment. The toilets, the fitting rooms, the condition of the glasses, the display case, the changing rooms, the mirrors, lighting fixtures highlight the perception of quality that prevailed over by the attendants.

In addition, the architecture of the space, the colors, the lighting cold or warm, the showcase, all predispose the customer to the services he will receive, for him professionalism of the business and for the aesthetics that prevail in the area. Many inspiring and innovative ways of

architectural design have made their presence with symbols, facilities, and effort business differentiation through design. Also, the clean and orderly environment is basic, as cleanliness must be observed and appear to be scrupulously followed. So, the customer feels that there is care for the space and by extension also for its service. Machines, tools, utensils must be clean, must be clean.

Finally, company signs, exterior, cars business play an important role. Often the customer pre-evaluates the service they will receive from the outside details of an office or business. The lights must work, the bright ones inscriptions must be clean, not worn and have all letters bright, the windows even and clean, the awnings in good condition, the plants inside and outside the space to be alive, because everything predisposes the client to the service he will collect. Also, the condition and cleanliness of cars or on the company's motorbikes affect the customer. Here it should be mentioned that the appearance of letters, emails and forms that leave the professional determine its quality service that provides, through the classroom, syntax and spelling.

6.3 Complaints-Objections in Service (131-145)

Generally, customer complaints are gifts to the service provider, there are many positive elements of complaints and objections, because of this their expression should be encouraged. Written complaints provide an opportunity for better management, customer objections should be treated as a sign of their will for cooperation. Difficult customers must be identified early, the redressal of the complaint and objection determines the level service, and the prevention of complaints lies in his experience and knowledge serving.

6.3.1: Complaints

Where there are customers there are complaints. Complaints service they are easily created because the customer's emotional world also participates. Customers express complaints, verbally or in writing. Customer complaints are due to the behavior of the service provider, to character of the client, in mistakes made, in the reflection of a difficult status. It is important that the server understands the reason why a customer has a complaint so he can deal with it properly. He may have a complaint a customer because he felt he was not given due consideration, or because felt that he was not treated fairly, either because he had a bad previous experience with someone earlier, either because he thought that he was promised

some things and others were promised to him offered, either, finally, because he believes that this is his only weapon against the serviceable for the money it will give.

Moreover, many times it is possible that there is no substantive complaint, but only the customer's feeling that he was not given the importance he felt he deserved. Other times a customer may take offense at having a complaint, claiming more, saying that they have been offered better services or products by another company from those offered to him now. The cases these need attention, and the server should not make the customer a liar, because this will be negative for the subsequent relationship. The proper management of this effect of the attendant is to make the customer feel that he is there for his service, protecting him if he says any inaccuracies. It is important for the servant to recognize the emotional side of the customer, which may be the cause of the complaints. Complaints also arise in post-purchase behavior; that's why service providers should not infer that every customer served, and leaves are a satisfied customer. Also, there may be complaints because of the reputation of a competing company or the whole may not be good of a sector's industry, for example there is a reputation for being expensive stores located in an area. This is how the customer can feel insecurity during his cooperation with the service provider and express it with wariness, suspicion, even with the manifestation of anger. Usually, the customers with complaints send messages, they do not aim to bring difficulties. Sure, there are also difficult customers.

Furthermore, there are difficult customers who create trouble for no good reason. There are people who enjoy making others feel badly, because of their own hurt feelings. They often come customers who expect to collect amazing things or get results which are impossible to give. Usually, service providers know because they have encountered such cases and the server must be remote from the client's psychological problem. If he thinks he is facing one case, he must adopt an attitude of calmness and prudence, without engages in corresponding behaviors, and tries to provide them services without exposing the customer. However, no matter how insignificant the causes, their presence can disrupt the service process. Consumer behaviors range from very friendly to angry. The target of the rage can be the service providers, the other customers or elements of the environment in which service is provided. An awkward customer expresses anger: because he feels that he is threatened, because he has a problematic character, because he has his own personalities problems, because he wants to make his presence felt, because he has -in his opinion his- bad previous experience, because he perceives a certain behavior as unfair. Other times a client feels weak or is mean

when he feels like he can't control things. There are chronic complainers, they complain from habit or due to pathological reasons.

In addition, managing difficult customers requires the service provider to understand the triggers that trigger inappropriate behavior and to react coolly and convincingly, to positively influence the awkward person. You have to him he treats with prudence and good humor, without, of course, being allowed to diminish the service. He must also make use of this experience to prevent future such behaviors by addressing and preventing them. The server must not personify the bad behavior of the customer, considering it addressed to him personally, because that is how they are created misunderstandings on a personal level. Smart customers don't misbehave to one who does not know, since bad behavior is not common to communication of people at a social level. If a customer uses abusive words, the conversation should not continue.

Besides, the service provider should focus on the solution to the problem, not the customer's behavior. Many times, the awkward customer is angry. Anger, according to psychologists, is a reaction elicited when its instinct is threatened with self-maintenance, or an emotion that manifests spontaneously as part of one's character human, or a reaction to a perceived harm or unfair treatment. Character traits influence how customers behave or how easily they let their irritation show. Someone might be irritable, competitive, aggressive, with prickly emotions, hurt, bitter, angry, upset, agitated, annoyed, argumentative, impatient, nervous. Angry people will not get angrier if someone treats them politely. In cases of an angry customer, the server must actively listen to what is being said he says and not try to tell his own version, even if he is right. By telling the angry person to calm down won't accomplish much, given that disrupts the chain of transactions. To deal with the angry customer, open neutral questions help, which prompt him to speak. When someone speaks, he listens to what he says and can change behavior, because speaking one can move from emotion to rationality, venting his anger. Often difficult customers, waiting to be served, cause a commotion, looking for accomplices in the other customers. It is important that the server takes them out of the mob mentality by calling them by their name. Saying the attendant his own name, giving his card, it is fair to ask for the customer's name, thus making him behave responsibly, rather as a unit in the crowd. The customers will feel in control as they will have a name to refer to, they will not be unknown to the server and the serviced. There are, of course, cases when the server must say no to his client. The old model of servant and master no longer applies. Service requires and the customer's participation in order to receive it correctly. Saying "No" to the

client is correct, if it is not an easy choice that exempts them from the obligation to seek creative, innovative, positive and alternative solutions that help collaboration.

Complaints will always exist because customers have a different perception of the services offered to them. The use of mobile phones and the internet has increased the number of complaints, because the process of expressing them is easier. There are online communities where customers report their experiences of services. If the server does not often hear complaints, it means that it provides acceptable services, he must of course bear in mind that many customers do not express their grievances for some reasons. Such reasons may be that the customer does not want to spoil his mood or may think that it is not worth complaining, or may consider it too much to complain about something rather insignificant compared to the poverty and misery that exists around him. Also, he may have been discouraged by his family from complaining, that other events occurred in his life that did not leave him time or to consider that his benefit compared to his trouble would be less, if he complained. He may also avoid voicing his grievances because he is afraid that he will be asked for personal information like address, age, profession, telephone or that he will be forced to apologize because he has complaints or may have been discouraged by waiter's body language that showed he is not willing to listen the customer may even feel sorry for or sympathize with the server, despite the low quality of service he may or may not have provided he knew who to complain to. It can also be prevented by the fear that he might have worse treatment in the future if he did complain. He may, after all, have been held back by the fear that he might, because of his complaints, the serviceman may lose his job or perhaps be prevented by thinking that, even if he complains, nothing will succeed. At services with duration the serviced person may have complaints, however he remains in the business either because he has prepaid or because there is nothing more convenient for him at that time or in that area to address. Customers may not have been satisfied with the service and not to say anything or can they feel a single small complaint and express it. In the second case they believe in the service provider and hope it will improve. Twenty six out of twenty-seven customers do not complain. So that they have a clear number of complaining customers, service providers should multiply the number of complaints they receive by twenty-seven. A hundred complaints expressed is equal to two thousand seven hundred complaints from dissatisfied customers. The service provider should facilitate the customer to voice their complaints for two reasons: first, because complaints when expressed and find understanding often lead to the beginning of their solution. Second, because the proper management of a complaint can be the beginning of a long and stable relationship with him

customer. It is good to recall the signs: "Your opinion counts" or "Help us get better," which essentially motivates the customer to express his complaint. Also, the experienced waiter in a restaurant when he sees one plate full to return, must anticipate a dissatisfied customer.

In addition, there is a positive side of complaints meaning that expressing complaints provides an opportunity to review the facts events and feelings between the served and the serving. The customer who expresses complaints is disposed positively, gives opportunity for improvement and the reason why customers will say positive things after the solution to a problem is explained by the fact that people like to, they reciprocate when something good has been done to them. It translates into behavior of the customer even if there is a problem with some service, if the server does something nice for the customer, such as giving them a small gift or give him a sincere apology, the customer will want to give more jobs to him and he will tell others how good he is. Through customer complaints the server can get valuable information about how it serves, from the customer's perspective, something that will help him improve. Complaints should be seen as an opportunity for her his personal and professional development. While large companies can allocate money for market research, small businesses and freelancers professionals must rely on their clients to tell them what think, feel and believe about their service and to what extent they were satisfied. Complaints should not be seen as a case problematic customer relationship, is a valuable opportunity for improvement. Besides, many customers looking for service are also employees, with consistency to show understanding in difficult situations and to express with decency their complaint.

Furthermore, complaints are an effective and direct way for customers to they tell the service provider that there is room for improvement. Complaints are a customer feedback mechanism that can help him helpful, fast and economical, to change the style of service, so that to satisfy the needs of the customers, who pay the bill. The complaint must become an occasion for learning, listen carefully, understand the problem, sincerely apologize, taking action. Service providers have an obligation to contribute to the improvement of services. If they work in a company, they should choose those complaints that they will report to their superiors and suggest ways for the improvement of the services provided. The only source of information on this process is customer complaints. And the freelancer will develop new services, which it did not provide, with the customer's comments. Customer complaints are gifts. When a friend brings a gift, still and if the receiver does not like it, or does not need it, he tries politely to please him. In the same way, the complaint should be seen as customer's

effort to give their opinion on how the service could be to become better. If the message containing the complaint is decrypted and separated from the client's hurt feeling, can give a new one business idea.

6.3.2: Difficulties and Dissatisfactions

The objections of the customers concern the quality of the service, the its effectiveness or its price. Objection can be brought by a customer to show his knowledge about the services offered or to emphasize its presence. The server must help the customer to express his objection and his questions, to be heard because often, he learns new things through the customer's objections. If the customer mentions a competitor, the server should not listen, either to comment. A customer can object because it's a matter of customer policy, has a lack of interest, he is conservative, the presentation made by the servicer was not complete, wants more information about the value of the service, he may not like the service, afraid to make a decision, or afraid of spending a lot of money, has bad past experiences etc.

That's why objections should be welcomed, the attendant should remain calm and listens carefully to what the prospect says and to ask questions, yes encourage conversation by letting him talk and not become aggressive. The server must be concerned by the customer who is not answering and not listening. Addressing objections should begin with a pause and then it must be done attempt to get the client to speak and ask him to tell more. It is important to make him speak for as much he has to say. With this way not only, the server gets all the information but also the client starts to feel better by understanding that the servant will do his best to solve the issue. Besides, the customer's objection is the first indication of his interest in buying. Usually, the customer who enters a service area and expresses only admiration will not become a customer. The objection shows his willingness to cooperate. He's basically expressing his interest in learning more about her service provided.

6.3.3: Complaints Management

The way complaints are handled is decisive for its level of service provided and it usually counts for the effort more than the result. All customers have their good side and the server must help them externalize it. They should encourage the customer to voice their complaints, not show that he is not available to listen or solve the issue. For every complaint there must be a solution and satisfy the customer. Customers have higher expectations for rehabilitation services than for mainstream service that they have received. They have been disappointed

with the service they have received and awaiting redress. An excellent grievance redressal can do the customer a loyal customer of the service provider. Three possibilities exist when the customer faces a problem with the service: The customer complains and is satisfied with the service restoration. The customer complains and is not satisfied. The customer does not he complains and remains unsatisfied. And dissatisfied customers will talk to eight to ten people for the bad services they received. The case where the customer complains and is satisfied with the service recovery is the only one that matters. Many times, the attendants, they personalize the customer's complaint, feeling that it is personally addressed to themselves. This results in them responding provocatively or even insultingly. An experienced server knows that the customer usually does not have something with him personally, but with the service as such and, therefore, there must be focus his attention.

Moreover, there are three factors involved in handling a complaint: time - it contains financial and social benefits-, the compensation - contains financial benefits- and the communication - contains social benefits. These are the three axes of managing one complaint. The redressal of a complaint must be done in person. Responding in a personal way while the customer is in the business or by visiting at the customer's place or with a phone call, an opportunity for dialogue is created, the opportunity to elicit additional information and explanations is utilized. Recovery must be quick; this gives a sense of urgency and server indicates that the client's issue is theirs as well. The restoration must it is done at the first point of contact, whenever possible, and simply. The customer should not to be involved with many persons or to repeat the complaint many times of. Silence is not the perfect way when there is a problem and the customer is waiting its solution. Informing the customer about the progress in solving their problem shows that the server is trying, even when the problem is not resolved. Fairness and honesty are critical in these cases. A failure service has reduced its value and inconvenienced the customer. Sincere answer, authentic, about what happened and what will happen and tangible restoration that represents the severity of the problem satisfy the customer's fair demand for fair treatment.

Furthermore, nowadays many complaints are due to the fact that many people they are stressed and, thus, there are likely to be complaints that may seem irrational or unpredictable. However, it is important that the server isolates the emotional parameters of the complaint and deals with composure and reason the complaint. The complaint should be dealt with by active listening, with a focus on problem, not in the face. The server must become a solvent, not a part of its problem, to remain calm and collected, even when the client is angry or upset,

and see the situation from the client's point of view, assuring him that he will see to the solution of the problem. The reformulation of the problem helps him realize that he has understood correctly so that he can research to find the root cause of the problem and think about how to solve it. It is good for the server to apologize and show understanding. The explanation of what is going to be done to correct the situation helps, reporting to the customer what can be done, not what cannot be done. You shouldn't responsibilities are placed on others, either the customer or the company.

In addition, there is the idea of a step-by-step approach is useful, and leads to a win-win situation between the customer and the service provider. These steps are:

- Say "thank you". Admit that you will get valuable information, as one gift, from the customer. By saying "thank you" you start it off in a positive way the conversation, instead of "I'm sorry", which is negative. When you thank them customers for the complaint, they express to you is like partnering together them against a common enemy which is their grievance. So, the customers feel that you are together in a common effort to solve the problem and they get better.
- Explain why you value and acknowledge customer feedback. The thanks alone seem empty, tell why it benefits you to hear it complaint.
- Apologize for the mistake. It is important to apologize to customers, but this should not be the first step.
- Promise to do something about the problem immediately. Take initiative. This it is the tangible part of complaint management. With thanks, the recognition and apology has covered the emotional side of its customer. From this step onwards, this complaint is practically covered as such.
- Ask for the appropriate information. The information helps either directly or at a later stage to resolve the customer's complaint.
- Correct the mistake quickly and willingly, this indicates that the problem is taken seriously
- Check customer satisfaction. Call customers or send email to see what has been done. Ask them if they are satisfied with what was done.
- Avoid future mistakes. Procedures must be established to avoid the same mistake in the future with another customer. Every mistake is precious information to avoid a similar situation in the future.

6.3.4: The prevention of complaints and dissatisfactions

The servicer's knowledge of customer complaints and objections he has faced in the past must be turned into experience to deal with future ones. Prevention is better than cure. To prevent complaints, service provider must inform the customer of how it can use what he bought, to maintain it, or for other details, so that it has an effect. On a day-to-day basis, of course, behavioral justice prevents a lot complaint. Customers have expectations from service, of course, and from quality of dealing with their complaints, because they are more sensitive to losing rather than profit. An important factor, also, in the prevention of complaints is the customer's previous experience with the servicer, where the better is the experience the more tolerant of issues that arise is the client. Must that the customer's role in the complaints should be mentioned, with his behavior, because a positive customer is usually cooperative. Therefore, they must be done efforts to convert or keep customers positive before, against and after service, giving them emotional and cognitive satisfaction.

Moreover, it is useful to create a practical guide containing questions and answers for handling complaints and objections that will be useful in customer contact. Experience shows that it is good to give them to the complainer customer usually three alternatives, giving him the opportunity to choose he the best. The odd number of options seems to be better, why not it looks like: "either this or the other, choose", but it gives a variety of options, pointing respect for the customer. For example, in a customer complaint about someone service may be offered to him: free additional service from that which received, a gift some other service or to be given the right to buy something another of equal value. So, the customer will choose the solution that satisfies him.

6.4 Communication with clients on a personal and promotional level

The effective communication with the customer is very important to build a relationship with him. Face-to-face, digital and telephone contact have the same basics principles, with the specific circumstances each time. Communication consists of five stages, of which only the first two can be controlled shaping and sending the message. Also, the positive first impression largely determines the relationship that will be developed and telephone communication has its own rules of communication that must be observed. Besides, there is a model called the AIDA model which helps communication to be efficient and short, and the trust that is built between the serviced and the servicer it is important, because it promotes the feeling of the customer.

6.4.1: Communication with the client

Every contact with the customer face-to-face, by phone or digitally it presupposes adherence to the principles of effective communication. Of them it is good to stick to those that suit the character and her his personality. Consistency, personalization, keeping promises and prudence is essential. In service, all employees are the front line of the business. On each server, the customer sees and recognizes the company he will trust. The human factor is important. A basic rule for service is a positive mood, which creates an atmosphere trust and increases the willingness of the client to cooperate. Besides each service has a basic goal to realize the solution of problems and improving the customer's life. Customers now have a global culture, in terms of how they receive service, sharing the same values, regardless of their nationality.

Moreover, communication aims to create an action, or a reaction, towards one specific direction. The process of communication includes five stages, which are analyzed in continuity:

1. Formatting the message. The framing of the message is important and requires effort from the sender so that it is explanatory, objective and clear. The more comprehensive is a message, the more it gets through to the recipient. The senses are the window to be opened. The more senses are caused, the more effective the message shaping will be.
2. Sending the message. Usually, messages are sent orally. It is a necessary point due diligence, because someone may want to say one thing and say another. In the service fuzzy words such as beautiful, fast should be avoided. instead, practical, direct words are better, such as tasteful, efficient. The short message helps to send it successfully.
3. Receiving the message. The recipient of the message, in order to receive the message correctly, must to have his attention tense, not to think of other things. The help of senses helps to receive the message, because if they join the message, recipient will have more motivation to receive it.
4. Translation of the message. Everyone interprets what they see and hear according to their own recruiting and experiences and his own beliefs. So, the same message can it has as many translations as its recipients. The test of service, whenever, if possible, it helps the client receive the message correctly.

5. Save the message. Of what is exchanged in a communication, very little remains. That's why it is important that an effort be made to help the recipient retain these that they need. So, the receiver will have specific things to store in his mind and he will retain in his memory the service of this electrician, distinguishing him from others. It is useful for the attendant to take notes during his meeting with his customer. This helps in correctly remembering the needs of the customer and makes him feel that he is being listened to, since they are taking note of his words.

Of the five stages, only the first two are controllable, that is, the sender-transmitter server to check and schedule. The remaining three stages concern exclusively the receiver-customer. It is needed effort in communication so that the receiver hears, translates the message which receives as desired and stores those that are needed.

In addition, the customer's contact with the service provider determines the relationship that will be formed. First contact is important, with the first thirty seconds being dominant, because no one ever gets a second chance to make a good first impression. Then the customer forms an image of the service provider like if he is tall or short, has brown or blonde hair, short or long, his eyes, if he fat or thin, if he wears suit, tie, apron, if he is clean, calm, tidy, etc. He also forms an image for the environment if it is organized, clean, good-looking showcases, files, attractive product presentation, beautiful environment. Because, if communication begins with a positive first impression, a negative development will he could only momentarily, temporarily, change the mood. If it starts negative, a first wrong move has immediate negative effects that will last.

Likewise, the first contact is influenced by his visual communication, his smile, his positive language body, the belief that the contact will be positive, the adaptation of gestures and voice in the personality of the other, the use of positive expressions, the positive discussion, respect for the interlocutor, active listening, consistency in appointment and the well-groomed appearance. Clients often hide things from their personality, either because they are ashamed, either because they don't want to say it, or because that's their character. It is the servicer's duty to reveal what the client does not reveal. Many describe the customer as an iceberg, of which they are a small part out of the water - which are the obvious elements of his character and desires - and the greater part is in the water, what it hides. The more be able to reveal and cover the server from its details of the customer's personality, the better

relationships, honest and long-lasting, will develop with him. No need to expose the customer trying to extort his secrets, as long as he discovers his hidden needs in order to satisfy them.

6.4.2: Verbal communication

In verbal communication plays a very important role the speech which should be positive, with emotion, enthusiasm and tone. In this one subsection considers telephone communication, where the same principles apply communication with face-to-face contact, although it needs extra effort to coordinate the discussion, given that the interlocutors are found in different natural environments. In service, a large part of the communication is done over the phone. The appointment, promotion of service, order or information is occasions for telephone communication. Phone contact is often the first or last step in contact. It is not only what someone says that matters, but also how they say it. The feelings of the person talking on the phone are heard on the other side of her telephone line. In face-to-face communication 55% is language of the body, 38% the tone of voice and 7% the words used. In telephone communication, 82% is the tone of voice and 18% the words that are used (147,152). Just because they don't see each other doesn't mean they don't feel each other either. The tone of the voice, its undulation, its depth, its rhythm and the intensity are indicative of the feelings of the speaker. The voice can be pleasant, sad, nasal, slow, fast, soft, natural, sarcastic, deep, monotonous, dramatic. Voice shows willingness to serve. Difficulties must be converted to communication opportunities.

Moreover, phone calls are divided into incoming and outgoing. The inbox is done from the customer for information, additional order, any question or for making an appointment. Outbound is from the server to the client for: its quality service, confirmation of cooperation, reply to his question, investigating his satisfaction or promoting the service. The phone calls contribute to overall customer service. There are times when it's difficult to get along with a customer, either way he understands, either because we don't understand him, or because he's irritated and doesn't speak clearly. My experience of programs with participants who serve customers over the phone is that in such cases it is good to try to politely cut the call short, promising the customer that we will call us later. In the intervening time the customer has changed his mind his subject, perhaps he is busy with other matters and so when him call again, we will serve him quickly and efficiently, without engage in other discussions.

Furthermore, the way in which the operator answers the phone reveals everything story about the way he manages his customers. The right phrase, in the right place series, in a

positive way, as well as the knowledge of the subject, properly build the relationship with the customer. Answering the call as soon as possible shows interest to the customer on behalf of the service provider. The greeting: "good morning", "good week", "good month" is the right beginning. Then it's good, for reasons politeness and avoiding mistakes, to state where someone has called. Right after the answerer is fine to give his name, asking how he can help. Stating and implying the answerer is in a position to serve, leaves the customer with a positive first impression and facilitates it conversation to follow. The customer considers the person who answers to telephone responsible for the service he will receive. It also gains a point reference with someone when they call back. It goes without saying that the call to the cell phone must be always answered, or as soon as possible, because the customer who calls and has no immediate response, considers the server unreliable. The positive climate in telephone communication makes it short, efficient and qualitative. Each call should be treated as independent of the previous - physically and emotionally. That is, the server should not be burdened by previous phone calls, or showing excessive joy, because it may alienate the calling customer.

In addition, outgoing calls are made to promote a service, confirmation appointment, information, customer satisfaction survey and for sale. Upselling is recommended over the phone, not presentation of a new product or service, i.e. if the customer has a partnership with serving, the outgoing telephone may concern the supplementary his order. Outgoing calls have the advantage that they can prepare themselves. The caller must be careful on the days and times that calls - be the appropriate ones -, as well as on the phone that calls. He must call when he has said he will call. The question to the customer if it is suitable time to talk is right. The customer should not feel that there is a rush or that he is on some list of customers to whom necessarily processing calls must be made. The phrase: "Sorry to bother you", contains the word nuisance, it is not positive. Telephone communication must contribute to strengthening relationships by using the customer's name and impersonating the call.

On the other hand, phone promotions are a direct and cost-effective way informing the customer about services. There are obvious benefits of telephone promotions. First of all, they are easier to approach customers and schedule a face-to-face contact. Also, the caller may have a written plan, which he uses in his conversation with his customer. If the server uses written instructions, it is important to do so his voice seems to be conversing and not reading something monotonously. The phone has an immediacy, which allows the client to more easily

understand the essence of things, without being pressured. Listening, voice control and a good personality from the phone, as well as the preparation of the phone they help the result.

At last, closing the phone completes the communication, gives the opportunity for recaps what was said and confirms the "appointment" for the next one communication. The recap is important because it gives the customer a sense that his needs were heard and at the same time, he protects the attendant from him risk of having misunderstood something the customer said during their conversation. A appropriate closing of the telephone communication includes a question that clarifies the call and creates mutual understanding, such as: "There is something what else could I do for you?" or "I've answered all of yours questions today?" This helps end the call on a positive note. When a customer hangs up, after a conversation, he has to feels special. Good manners for hanging up the phone require from the attendant to wait until he hears the sound of its closing the customer's phone number and then for him to close it as well. It is not polite for the customer to feel that they have hung up on him.

6.4.3: Non-Verbal communication

A basic condition in contact for service is the posture of the body with such way to show willingness to help. Body language is important because people say more with-it body than with the mouth. The customer's contact with the server must be positive, the handshake warm, looking the customer in the eye. The "social gaze" looks directly at the customer in the eyes, or has a neutral posture and interestingly, the positive posture of the body and openness are key attitudes for face-to-face communication face. Expressions and movements are of great importance.

Moreover, the service needs to be made known to potential customers. There are models' communication that help contact with customers. The rules of communication-personal, telephone, digital or promotional- that are examined concern the honest customer information, supporting the truth. To be successful presupposes the honest promise. The content of the communication must be informative, stimulating, reliable, interesting and entertaining. Below will be analyzed the AIDA model (153).

Communication model AIDA (153) means attention, interest, desire, action. According to this model a message must attract her attention, to create interest, to incite desire and motivate the recipient to action. The model serves in face-to-face contact, by phone, in sending sms, in

in-store or out-of-store promotion and in digital media promotion social network or on the server's website. This model offers the possibility to communicate messages directly, quickly, clearly and effectively. Attention means every communication effort must first pique his interest recipient. This can be done in a number of ways, including: sharp photography, loud sound, or complete absence of sound, strong smell, slogan, question. Interest must be stimulated with tangible, utilitarian elements, or with appropriate texts, so that the customer feels that the message is addressed to him, making the service useful for him. It must present the benefits. Desire is a basic instinct that must be awakened in the client. Otherwise however much attention was drawn and instigated interest, the desire will not be born and the customer will look for it elsewhere service. All of these will not have a substantial effect if he is not motivated customer to act soon. That is, a time limit should be set so that o customer to decide. With the correct use of AIDA (153) the client feels his attention drawn, is interested in reading, seeing or hearing the message, desires the product or her service and is motivated to take action or make an appointment for treatment. The AIDA can also be used in face-to-face promotion.

In service the trust between the customer and the service provider is basic condition for effective trading. Building trust step by step is a basic task of the server. People trust the one who listens to them, regardless of whether he will always give it to them a solution. And just that someone listens to them makes them feel close to him, because it shows the willingness of the other person to help them with the means he has. The server must avoid making statements. Making statements is dangerous be confronted with different beliefs or experiences of the client and be interrupted the communication.

6.4.4: Emotional and logic

The customer when looking for service operates more with emotion than with logic. People create personal emotional accounts similar to banking ones. A good experience is a deposit in the customer's emotional account, a bad one experience is taken from him. Deposits must be more than withdrawals. There are services that have strong emotion, such as those that relate to important events in life like birth, marriage, illness, death, as well as air travel, computer repair, legal case and buying, selling or repairing the house. In these cases, strong feelings come out due to lack of experience or control in the service, complications - such as in a legal divorce case -, complexity, long duration. The service in these cases requires skill.

6.5 Modern views of Marketing in Client services which affecting it

6.5.1 Marketing experience

Experience marketing focuses on the experience of each customer personally. The experiences offer sensory, emotional, cognitive, behavioral and relational values, which replace functional values. There are two rands the material/material markets and experience markets. Between these two extremes all purchases and services are covered. Experience marketing is mentioned in the mood created for the customer by the service process. The customer who will obtain a complete and positive experience in his contact with him service provider will procure services from him. Thus, the server acquires comparative advantage, differentiating itself from its competitors.

Furthermore, experiences are the result of various situations experienced by a person. The experiences stimulate the senses, the heart and the mind. The experiences connect the company, its brand, its products and its services with the customer's lifestyle. Experience is a value, with the eyes of the customer. What does he feel? How; When? And where? Experience happens before service, during its duration and after. Types of experience are entertainment, education, the escapist satisfaction and aesthetics. According to Schmitt (178-179), five dimensions of experience can be distinguished, which are analyzed below:

1. The sensation which refers to the five senses sight, hearing, touch, taste and smell. The purpose of sensory marketing is to give the customer aesthetics pleasure, excitement, beauty and satisfaction, through stimulation of the senses. When the client's senses are approached with the aim of their satisfaction, then the customer accepts the service as good as a whole, even those elements of the service that it cannot see or control.

2. The feeling, which as experience is a mental state created before, against during and after service. Emotions are romance, love, the calmness, pleasure, optimism, joy, excitement, pride, irritation, dissatisfaction, sadness, melancholy, fear, guilt, shame, jealousy, loneliness. The pursuit of pleasure and the avoidance of pain or, more generally, the human will to feel good and avoid situations that make him feel bad, it is a basic principle of life. When the customer feels good, loves the product, the Service and the company. The mood and the emotional state of the client have a role in the provision of the service and contribute decisively to its outcome. Face-to-face interaction is the most important cause of creation emotions. People have strong feelings towards others. Services are delivered humanly and thus some of the

most powerful feelings, good or bad, are created during its delivery service and affect it. The effort made with customers, so that imagine how they will feel when they are served or when they use it product, it will have quick and substantial results. Many cases of consumption evoke the imagination of the consumer, create an emotion, helping him decide to cooperate.

3. The thought, where the purpose of thought marketing is to inspire creativity in customers thinking about the service provided to them. The customer's thinking is prompted either by astonishment caused by the exuberance of his imagination or by creation sense of challenge. Creative thinking includes the convergent and the divergent thinking. Convergent thinking is analytical thinking that includes logically and clearly expressed arguments, such as when the various reasons are mentioned to the customer for whom it should be served. Mention of reasons persuades one to try. Divergent thinking, in contrast, is freer, like contemplation. Of this kind thinking happens in dreams. In service divergent thinking occurs when service is combined with a broader concept, which may also belong to another space from that of the service or product being promoted.

4. The act where the purpose of action marketing is to create customer experiences which are related to their body and their lifestyle. The body it is a source of experiences. When the of service describes a service, the movement of the body towards the customer or of the hands on him assure him of the sensation he will have. There are many body signals suggesting approach or distance, preference or dislike, dominance, or passivity. These movements cause man the instinct. This should be it the service provider takes into account in his contact with his customers. In this category also includes the offering of services as close as possible to the need the client's takes place, i.e. where his natural desires are created. This proximity motivates the customer to express his desire for a service.

5. The correlation brings the customer's personal self into one wider social environment and in a context of culture which reflects a company. This is how the relationship between its social interpretation is built company and customers. Association involves contact with other people, other social groups or wider social entities, such as the state, society or culture.

6.5.2 Aromas, music, colors. How they affect the service

Smells, music and colors affect the feeling, and therefore her quality of service. To create a pleasant atmosphere is important nice smells, the right ones, and nice music, that suits the object of the services provided, in the temperament of the customers, as well as the season

or time the service is provided. The music, the smells and colors affect the psychology of customers and servers. Fast loud music increases arousal levels. Warm colors such as orange, yellow and red, are associated with rebellion and space fragrances, such as grapefruit aroma and other citrus aromas, increase motivation levels.

Moreover, feelings are combined with perfumes. Forgotten scents are revived memories and bring changes in mood and behavior. Lavender, for example, reduces sadness, anger and aggression, improving performance in speed and accuracy. The smell of cinnamon or vanilla creates sensation home, just like the smell of baked bread or chocolate chip cookies. The fresh air, the subtle smells and above all the cleanliness is necessary data for the area where services are provided.

Furthermore, music is an important atmospheric factor, without high costs, with good result. Research shows that pleasant music increases the intention to consumption. Customers are the right source of information for the right music. In the professional area visited by people of various ages and perceptions there is no need to highlight one's particular preferences in music. The right music matches the type of services that are provided. Instrumental music, without words, is a safe choice. The music heard mostly for customers, not just servers.

As well, as for colors, they contribute to the perspective the customer has when enters a space to be served. Color creates emotion in the customer and indirectly communicates values. A people's culture is important, as there are different perceptions for the colors. Of course, in general, colors create commons stimuli, such as red evokes excitement, demonstrates strength and used to express passion, desire, speed and danger. Lighting complements the service environment and is important, as it has a functional role and creates atmosphere and mood. The atmosphere does not always have the same results for everyone. An atmosphere that exudes special feelings and sensations for a customer may have opposites results in another. This is due to different cultural patterns, different emotional perceptions of colors or differences in traits of personality. For example, blue is the most popular, because it creates confidence and reminds of the sky. It creates a sense of belonging, calmness, cleanliness and renewal. Yellow reminds the sun and it's warm, happy. Together with the blue it reminds of a beach. The orange creates a playful mood and warmth. Green is reminiscent of grass and trees and is associated with nature, tranquility, growth and abundance. The purple one it evokes royalty, spirituality and office. Pink is a feminine color, soft, sweet, exuding confidence, like

motherhood. White represents purity, cleanliness, youth and sweetness. Black stimulates their dark side of things as well as referring to culture, elegance and the mystery etc.

6.5.3 The connection of Neuromarketing with Client Service.

Neuromarketing - a term that appeared in 2002 (160) - is a combination of sciences: psychology, neurology, behavioral science, economics and marketing. It investigates the relationships between the mind and the actions of the consumer. Neuromarketing is the application of neuroscience methods to the analysis and understanding of human behavior in relation to markets and marketing exchanges. The science of the brain, neurology, examines the structure and functions of the brain, how the brain encodes and represents the environment and how it controls the body. It examines how brain state drives behavior. Understanding the mechanisms of the nervous system gives a better understanding of the classical relationship: stimulus-response because most decisions are made subconsciously. Understanding how the human brain works is important because it offers a different perspective on service concepts. In this subsection, neuromarketing and service variables are examined.

The sciences of neurology and psychology are merging in the 21st century (160), forming a new field, neuropsychology, which is directly related to marketing, advertising and research. Neurological studies are carried out with medical instruments: functional magnetic resonance imaging (fMRI), electroencephalographs, magnetoencephalic devices. These instruments provide real-time color images of brain activity based on changes in polarity, temperature, or electrical impulses. The use of these machines to capture images of the brain as it consumes time is significant. Sometimes the functioning of the brain is likened to a Christmas tree, where ideas are the bright lights. Research is even being conducted into the shape of a cracker, its color, the spices it contains, its outer shell and, of course, its packaging. The brain is made up of billions of brain cells, called neurons. When a neuron is active, it sends an electrical impulse to the end of the neuron. In the impressions that customers form about service, the brain plays a primary role, because people are constantly forming opinions. The ability to form an opinion, in response to any stimulus, requires a mechanism for extracting information from the input of the data and its connection with memory.

Moreover, in the field of promoting goods and services, especially in the case of direct marketing, which is directly addressed to each individual consumer, the role of neurology is important both for understanding the processes that take place in the consumer's mind and

psychology and for designing the most appropriate marketing techniques. Developments in emotional neurology demonstrate that there are areas of the brain that encode information specifically directed towards one's self. These areas respond preferentially to stimuli that evoke a sense of self. The consumers often seek brands that allow them to differentiate themselves from the majority, invoking individual distinctiveness through their unique purchasing behavior.

Furthermore, research has shown that emotional responses are inextricably linked to the decisions consumers make. This finding highlights the importance of neuromarketing, which aims to investigate the processes that occur in the consumer's emotional world and relationship between reason and emotion. Emotions play a role in perception, attention, and the formation of memories. Service is the stimulus; its valuation concerns the way the service is received by the customer. The outcome measure in neurology is the electrical response to an unexpected stimulus. Using electroencephalography, researchers have shown that when the brain is faced with a situation that needs to be evaluated, the resulting electrical activity shows how unexpected the situation or event was.

In addition, trust is important in decisions and has a neurobiological and hormonal basis. Research is being conducted on the neural basis of moral judgments, a topic relevant to business ethics. When trust is high, a hormone, oxytocin, fills parts of the brain. Oxytocin is an emotional response, it is pleasure. By reducing the concentration of trust in the transaction, the corresponding amount of pleasure is reduced. Also, fairness in service is controlled by a When customers feel they are being treated unfairly, a small area called the anterior cingulate cortex is activated. The brain's response resembles the smell of leather. Perceptions of fairness are innate in the customer, as the brain is wired from the time of its formation to protect it from the dangers it knows. In the same way, it repeats safe behaviors. Part of the brain and prejudices the customer's future behavior when they perceive that an injustice has been committed against them. Besides, the concept of first impressions and human contact, which is important in shaping service, has a neurological explanation. People quickly form first impressions, which are persistent, about others. The main function of such seemingly trivial judgments is to help create predictions about what to expect from an encounter with another person. It remains unanswered whether these preferences are endogenous or learned through experience.

As well, consumer choice influences service demand. Consumer choice occurs where the consumer's learning history intersects with current consumption behavior, that is, where the consumption experience meets the opportunity for re-consumption. Consumer behavior ranges from highly hedonic -increasing pleasure or decreasing dissatisfaction- to habitual consumption. There are cases of impulsive buying that are more anxious and characterized by the search for novelty. Extreme behavior ranges from compulsive buying to addictive behaviors manifested in card playing and substance use. Regarding the consumption of cultural services, their representation in the brain proves their universality. Saad (182) demonstrates that cultural products, which include advertising, songs, cinematographic works, art, literature and religion, contain universal contents because these products serve a common biological heritage. When it comes to the consumption of branded products and services, neuromarketing research examines brands that are familiar to the consumer. It has been proven that familiar brands activate areas of the prefrontal cortex structure of the cerebral cortex and engage the mind for a longer period of time in purchasing behavior.

Summing up chapter 6 is about the relation of Marketing and Client service. The most important bibliographic references are the below:

- Η επικοινωνία είναι βασικό γνώρισμα του οργανισμού, εμφανίζεται με πολλούς και διαφορετικούς τρόπους και συμβάλλει στην ανάπτυξη της οργάνωσης. Ασπρίδης, Τσέλιος & Ρωσσίδης, 2018
- Η λειτουργία και η επικοινωνία των οργανωτικών συστημάτων. Μακιαβελλισμός και αποδοτικότητα στις σύγχρονες επιχειρήσεις. Μελέτη περίπτωσης επιχειρήσεων παραγωγής τροφίμων-ποτών στην Περιφέρεια Θεσσαλίας, Ιωάννα Σπ. Γρηγορίου pp20-40
- Bery, Hel., (2002), "Polite Consumption: Shopping in Eighteenth - Century England", Transactions of the Royal Historical Society, Vol. 12 pp. 375-394.
- Kevin, D. and Gorman, O', (2005) "Modern Hospitality: Lessons From the Past", Journal of Hospitality and Tourism Management, Volume 12, Number 2, pp. 141-151.
- Wallis, Pat., (2008), "Consumption, Retailing, and Medicine in Early-Modern London", The Economic History Review, New Series, Vol. 61, No1, pp. 26-53.
- Wilson, A., Zeithaml, V., Bitner, M. and Gremler D., (2012), "Services Marketing Integrating Customer Focus Across the Firm", Mc Graw-Hill Companies Inc.
- Woodhjead, A.G., (1952), "The State Health Service in Ancient Greece", The Cambridge University Press, Vol. 10, No 3 pp. 235-252
- Zeithaml, V. , Bitner, M., (2000), Services Marketing, Irwin Mc Graw – Hill

- Chakraborty, B., Gupta, S., Banerjee, T., (2015), "Service Sector, Human Capital Accumulation and Endogenous Growth", *Theoretical and Applied Economics*, Volume XXII, No. 4 (605), pp. 199-266
- Zeithaml, V., Bitner, M., (2000), *Services Marketing*, Irwin Mc Graw – Hill
- Barlow, J & Stewart, P., (2008), "A Complaint is a Gift", (Berrett - Kohler Publishers, San Francisco, Inc.)
- Barlow, J and Maul. D., (2000), "Emotional Value", (Berrett- Kohler Publishers, San Francisco, Inc.)
- Berry, L. (1999), "Discovering the Soul of Service", (N.Y., The Free Press)
- Bunker, M. and Ball, D. (2009), "Consequences of customer powerlessness: Secondary control", *Journal of Consumer Behavior*, Vol. 9, issue: 5, p.p. 268-283
- Campbra-Fierro J., Melero, I., and Sese, F.J., (2015)," Managing Complaints to Improve Customer Profitability", *Journal of Retailing*, Vol. 91, Issue 1, pp. 109-124
- Chung-Herrera, Beth, G., Gonzalez, G., & Hoffman, K., (2010), "When demographic differences exist: an analysis of service failure and recovery among diverse participants", *Journal of Services Marketing*, Vol. 24, Issue 2, pp. 128-141
- Di Mascio, R., (2010), "The Service Models of Frontline Employees", *Journal of Marketing*, American Marketing Association, Vol. 74, Issue: 4, p.p. 63-80
- Evenson, R., (2007), "Award- Winning Customer Service, 101 Ways to Guarantee Great Performance", (N.Y.: Amacom)
- Fisk, R., Grove, S., Harris, L, Keffe, D., Daunt, K., Russell-Bennett, R. & Wirtz, J.,(2010), "Customers behaving badly: a state of the art review, research, agenda and implications for practitioners", *Journal of Services Marketing*, Vol. 24, Issue: 6,pp. 417-429)
- Knox, G., and Van Quest, R., (2014), "Customer Complaints and Recovery Effectiveness: A Customer Base Approach", *Journal of Marketing*, Vol. 78, Issue 5, pp. 42-57
- Panda, S., (2014), "Post Purchase Consumer Complaint Behaviour: A Review of Literature", *Business Management Dynamics*, Vol. 4, Issue 5, pp. 01-07
- Ramsey, R., (2015), "How to Handle Customer Complaints", *American Salesman*, pp. 17-24
- Stock, R.M., and Bednarek, M., (2013), "If customers want to be kings, they should treat salespeople like nobles", *American Marketing Association*, Winter 2013. pp.133-134
- Vassilikopoulou, A., Chatzipanagiotou, K., Siomkos, G. and Triantafillidou, A., (2011), "The role of consumer ethical beliefs in product-harm crises", *Journal of Consumer Behaviour*, Vol. 10, Issue: 5, p.p. 279-289
- Yilmaz, C., Varnali, K., and Kasnakoglu B., (2016), "How do firms benefit from customer complaints?", *Journal of Business Research*, Vol. 69, Issue 2, pp. 944-955
- Anderson, K., (1992), *Great Customer Service on the Telephone* (N.Y., American Management Association)

- Carlaw, P, Deming, Vasudha, K., (2009), *The Big Book of Customer Service Training Games*, Berkshire, England, Mc Graw Hill
- Coscia, S., (2002), *Customer Service over the Phone*, New York: CMP Books
- Dougherty, D., and Murthy, A., (2009), "What Service Customers Really Want", *Harvard Business Report*, Sept. 2009, 22-23
- Ginger, K., and Kristy, Mc. M., (2015), "A marketing communications approach for the digital era: Managerial guidelines for social media integration", *Business Horizons*, Sept. 2015, Vol. 28, Issue 5, pp. 539-549
- Harvard Business Review, (2015), "When the Customer is Stressed", Oct.2015, pp.88-94
- Lee, S., and Hoffman, D., (2015), "Learning the ShamWow: Creating Infomercials to Teach the AIDA model", *Marketing Education Review*, Vol. 25, No. 1, p. 9-14
- Lee, S., and Hoffman, D., (2015), "Learning the ShamWow: Creating Infomercials to Teach the AIDA model", *Marketing Education Review*, Vol. 25, No. 1, p. 9-14
- Martin, D., O' Neill, M, Hubbart, S and Palmer, A., (2008), "The role of emotion in explaining consumer satisfaction and future behavioral intention", *Journal of Services Marketing*, Vol. 22, Issue 3, pp 224-236
- Paese, A., (2006), *Η γλώσσα του σώματος*, Αθήνα Εκδόσεις Έσπερος
- Wagar, K and Lindqvist, L., (2010), "The role of customer contact person's age in service encounters", *Journal of Services Marketing*, Vol. 24, Issue 7, pp. 509-517
- Whiting, A. and Donthu, N., (2009) "Closing the gap between perceived and actual waiting times in a call center: results from a field study", *Journal of Services Marketing*, Vol. 23, Issue 5, pp. 279- 288
- Buss, DM (ed), (2005), *Handbook for Evolutionary Psychology*, NJ: John Wiley & Sons: Hoboken
- Clark, R., (2011), "The struggle to grasp consumer thought", *Campaign Asia-Pacific*, 22183280, Nov. 2011
- Foxall, G., (2008), "Reward, emotion and consumer choice: from neuroeconomics to neurophilosophy", *Journal of Consumer Behavior*, Vol.7, Issue: 4-5. p.p. 368-396
- Fugate, D., (2008), "Marketing Services more effectively with neuromarketing research: a look into the future", *Journal of Services Marketing*, Vol. 22, Issue: 2, pp.170-173
- Gaulin, S.J.C. and Mc Burney, D.H., (2003), *Evolutionary Psychology*, 2nd edition, Upper Saddle River, NJ: Prentice Hall
- Ghahramani, L., and Zare, S., (2013), "Tourist Behavior Analysis: An Experiential Marketing Approach", *Journal of Hospitality & Tourism*, Vol. 11, No.2, p. 65-71
- Gordon, W., (2001), "The darkroom of the mind- What does neuropsychology now tell us about brands?", *Journal of Consumer Behavior*, Vol. 1, Issue:3, pp. 280-292

- Grayson, R., and Mc Neill, L., (2009), "Using atmospheric elements in service retailing: understanding the bar environment", *Journal of Services Marketing*, Vol. 23, Issue:7, p.p. 517-527
- Green, S., and Holbert, N., (2012), "Science and speculation in the age of neuromarketing", *Marketing Research*, Spring 2012, p. 11-15
- Hamilton, W.D., (1964), "The Genetical Evolution of Social Behavior", *Journal of Theoretical Biology*, 7 (1): 1-16
- Khushaba, R., Wise, Ch., Kodagoda, S., Louviere, J., Kahn, B., and Townsend, C., (2013), "Consumer neuroscience: Assessing the brain response to marketing stimuli using electroencephalogram (EEG) and eye tracking", *Expert Systems with Applications*, 40 (2013) 3803-3812
- Palmer, A., (2010), "Customer experience management: a critical review of an emerging idea", *Journal of Services Marketing*, Vol. 24, Issue: 3, pp. 196-208
- Perrachione, T., and Perrachione, J., (2008), "Brains and brands: Developing mutually informative research in neuroscience and marketing", *Journal of Consumer Behavior*, Vol. 7, Issue. 4-5, pp. 303-318
- Schmitt, B. H., *Experiential Marketing* (N.Y.: The Free Press, 1999)
- Schmitt, B., Brakus, J., and Zarantonello L., (2015), "From experiential psychology to consumer experience", *Journal of Consumer Psychology*, Vol, 1 (2015), p. 166-171
- Wilson, D.S., and Sober, E., (1994), "Reintroducing group selection to the human behavioral sciences", *Behavioral and Brain Sciences*, 17: 585-608
- Wilson D.S., and Wilson, E.O., (2007), "Rethinking the theoretical foundation of sociobiology", *Quarterly Review of Biology* 82: 327-348
- Garcia, J., and Saad, G., (2008), "Evolutionary neuromarketing: Darwinizing the neuroimaging paradigm for consumer behavior", *Journal of Consumer Behavior*, Vol.7, Issue:4-5, p.p. 397-414

Chapter 7: The Methology

A combination of different tools was used to complete the research. These tools were biographical review and personal experience. In this way, an in-depth analysis and a comprehensive picture of the subject under examination were sought.

7.1 General information about the literature review

The bibliographic review aims to utilize the existing knowledge of the research that has been carried out and presented. To present the theories and observations that have been made so far. To gather all the theories and observations that have been made over the years by various scientists and to critique and comment on them so that each interested party can present their views and beliefs so that there can be further investigation of the issue.

The bibliography mentioned is everything that has been recorded so far. The aim is to have all the bibliography collected so that it can be read by anyone interested and that there will be a subsequent choice by someone interested in putting the theory into practice. It is very important to present the entire bibliographic review so that there is a comprehensive update of the existing theory and the data that has been recorded. Consequently, each researcher will subsequently have the ability to read all the data and its evolution. Also, any interested party who would like to put some of the data in the bibliography into practice should have all the theoretical data at their disposal. They should be able to compare the theoretical data with each other and be able to choose and select those that will best suit them and according to their needs.

In the specific case of customer service, various theories and examples are given for the best, smartest, most courteous and least wasteful way to serve consumers and customers. The goal is always the best service so that the consumer and customer is happy with it, and feels that they have been treated in the best possible way. Under no circumstances should he be dissatisfied and ideally should be so pleased that he spreads the word about good service. It is always desirable for the customer to leave a service with a smile and to return to it always with the expectation that he will be served as he should and deserves.

7.2 Personal experience

This study presents my personal experience in creating and operating a service department according to the principles and requirements of this specific industry. The department was created in accordance with the values that this industry espouses in terms of its operation at all levels. It was created in accordance with its values regarding the quality of its products, in accordance with its values regarding society, its consumers, its partners, its customers, its employees. It was created with the aim of providing the best service to the people who choose to consume its products. The aim is always for the consumer to be treated with respect, kindness, and a willingness to always find a solution for them so that they are satisfied.

In addition, a description is given of the department that was created according to the specifications of the products produced by the industry. The company produces everyday products, with a short shelf life for hundreds of consumers. This resulted in the creation of a line of communication for daily interaction with the consumer. Every day there were requests for communication with consumers about various issues related to the products and the general operation of the company. Many of these requests were for communication and information about damaged products for which a chain of actions had to be created from scratch, both internally and externally, in order to satisfy each consumer request. Which request most often was a replacement of the broken product or an explanation of why the product broke. Other times there were requests for information about the company's products or about the company's operation, but they were always served with the best service in mind.

The steps followed in the service steps and the people who made up this section are described in detail. What actions were taken in each step and what was the reaction time of each step and each employee who took part in this process. What was the role of each step and the emotions and trust that it was acceptable for the consumer to develop from our actions. Also, numerical data on communication requests, types of requests and what were the demands of consumers and their complaints are reported. The types of complaints in relation to the separation of the company's quality issues and a comparison of these from two years of data. Numerical data on complaints in relation to the company's general product categories and a comparison of two years' data. Also, reference is made to numerical percentages of the company's types of complaints.

All of these aims to understand the way the industry is served, according to the products it produces, the type of complaints that arise or any other communication, so that they become a field of understanding and research by other researchers with a view to development.

Chapter 8: A Specific Case in client service in Food Industry

The final chapter will be presented the case of the customer service department of one of the largest food companies in Greece. A food company that produces a variety of products and its brand name and products are consumed form many people. It will be described in some words the history and the values of the company, why and how they decided to develop a client service department, which steps they made for it and finally will presented some true examples of their complaints and service.

8.1 About the Food Industry

Will be presented a Greek company that was founded in 1965 and its purpose is to produce pure, high-quality food, that produces many types of food with hundreds of consumers. Their concern is the production of top-quality products. It is a company that innovates in its machinery, its production units and its products. It produces and offers to the consumer public products that can be consumed by everyone and the whole family. They are dedicated to offering top quality products that contribute to the healthy and balanced diet of modern man. Their values are the guide by which they follow. One of these is Greekness because they are faithfully oriented towards the production of products with Greek raw materials, preserving Greek primary production and supporting Greek producers. Another one is the production of high-quality products. The quality and safety of their products is an ethical commitment for them and is reflected in all stages of the production process, and more specifically in the careful collection of raw materials, their processing, the absolutely hygienic packaging and the excellent storage conditions, thus offering the consumer superior quality products. Also, the respect of their employees and people in general is very important to them. They respect each individual, which is why they invest in the continuous training of our employees and ensure a better working environment. Viability is one of their values too. They know that economic development directly depends on the sustainability of the ecosystem. For this reason, they actively contribute to the protection of the environment and the conservation of our natural resources by minimizing the impact of our activities on the natural environment. They recognize their responsibility towards society, which is why we make sure every day to be worthy of its trust. Moreover, authenticity is a very important value to them. The beloved authentic taste of the products remains unchanged. This is because their products are produced from Greek raw materials of high quality and nutritional value, according to the traditional method that can be found in Greece. Finally, trustfulness is the last of their value.

Trust is the foundation of their growth. Every day they work hard to be worthy of the relationship of trust that have been developed with their consumers, their clients, their employees and society as a whole. The constant preference of consumers for their products not only contributes to the continuous development of the company, but also contributes to the figures of the Greek Economy through primary production based purely on Greek values.

8.2 Department of client service, its structure and its operation

The company has always treated its customers and consumers with respect and has always been willing to address and find a solution to any issue and problem that arises. They always had in mind the importance of resolving any customer issue. There was always an employee available on the phone, email or direct contact to listen to and resolve any problem or complaint that arose. It was usually the people who worked in the marketing department or the quality assurance department who spoke with them. In 2017 the company decided to create a department that will deal exclusively with complaints, information and any other issue that would arise between the company and its consumers and customers. This department consisted of 3 people with higher education studies who were already working in the company. These employees had a lot of experience with the food and products produced in the company and in the respective competing companies. They had knowledge and experience from the marketing department, from the sales department and the production department. They specialized in consumer and customer service with numerous seminars and courses with university professors in the corporate area. The specialization was continuous and started 6 months earlier before the start of the new department.

Communication with customers was done via service line 800 800..., via the company's telephone lines, via email, via messages on social media and messages on the contact form on the company's website. This was and the first step of the procedure, receiving a complaint through all these passages. Consumers communicate for quality complaints, for information on points of sale, for product ingredients, for product nutrition, for product prices, promotional actions, etc. The communication line is staffed with scientists (chemical engineers, chemists) so that customer service is quick and thorough. The goal is the best service and satisfaction of the consumer/customer. When a consumer has a complaint with a product, they are first contacted by phone and then the person in charge goes to their place. The complaint is always replaced and the reason for the complaint is explained. It is very important and a goal to satisfy the consumer by replacing products, but also to inform him

scientifically about how the complaint arose in order to create a feeling of interest, respect, care, of the company towards the consumer. It is important not to lose the trust and preference of the consumer.

This department had CRM program to collect and record all the necessarily data. The first step of the procedure is to answer the phone or read the message of the complaint or the needed information. It is very important to welcome the client and listen carefully what he has to say. After that the employee has to collect all the information that is necessary about the product and all the details needed for it, like best before, production date and lot, about the sales point, the sort of complaint, consumers personal data and any other information he wants to share. Then the communication has to have a protocol number so everyone speaks to the entire organization with the same code and to be sure that the communication has been recorded and the control procedure has started. Then an email was sent to all of people that had to be informed, the production manager, the sales manager, the product manager, the RnD manager of quality and the one of packaging, the logistic manager, the quality control manager and quality assurance manager. Also, through this email the chief manager was informed of every complaint or important communication which consider the factory and the organization in general. After this email the responsible production manager where the product was produced to his department was replying about the complaint so to inform all about the first controls that was made and repost if for example the complaint was a production failure or not. After that a second email was sent to the person that was responsible to collect the complaint product. Usually, this was a sales person that was responsible for the region that the consumer lived and where it would be the point of the product collection. All the above steps were completed in few hours and the same day that the complaint was received. After, the second email the sales person contacted the consumer to make an appointment to get the product that the consumer had complained. From the side of the company this step was needed to be made at least 2 days after the communication and collect the product as soon as possible. This small-time scope made feel the consumer safer and to have trust that the company reacted immediately for his issue.

Moreover, the person who collected the complaint had always with him a special bag to collect and send back the product to the factory. There was a specific bag with one and only color, so everybody to organization to recognize it as the “complaint bag”. That was due to the fact that the organization had many different packages trafficked per day and the importance or the arrival of the product to the factory so to be examined. After the collection of the complaint

and put it to the bag, there was marked with a barcode and sent it via a courier or a truck. The tracking number through the courier center or the name of the driver and the number of license plate was recorded to the system. Besides, when the product arrived and received the product was checked by all the responsible scientists and managers so to end up to a conclusion for the complaint and possible solution so not to happen again such a same complaint. This was the most important reason for the above steps, to collect the damaged product and to have an answer of why this happened. After there was conclusion about that corrective actions was made so to zeroed all the changes the same problem and complaint to be occurred. After, that the client service manager was calling the consumer to explain to him about the complaint and why it happened. Afterwards, the procedure was closed by informing all the interested parties about the consumers' communication and ending it through the CRM system by making it fulfilled.

Below, there is a diagram with all the steps that were followed from the moment a complaint is communicated till the complaint is to an end.

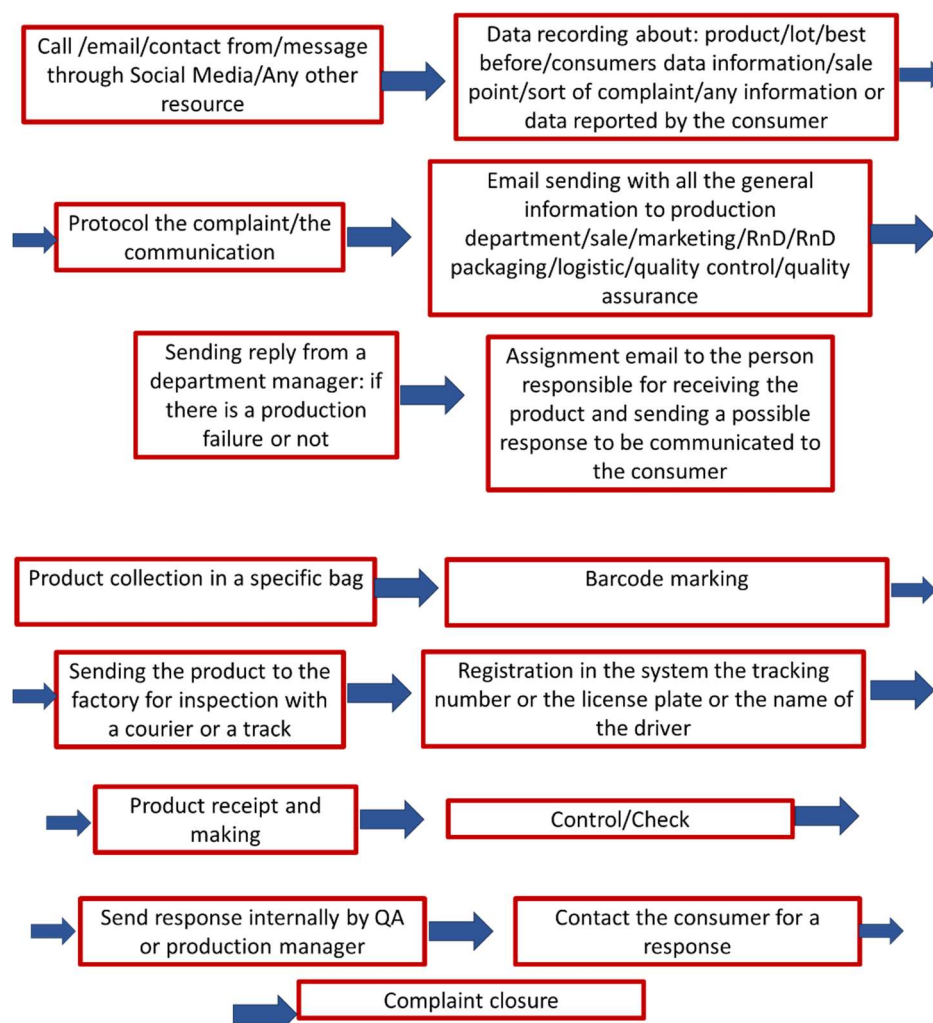


Diagram 8.1: Consumer/Customer service step chart

The company had procedure about the complaints that was received from abroad. Aiming at the best service and more effective management of complaints or questions of the consumers abroad, has decided the following: Each commercial company must appoint a Contact Official, who will manage the questions and the complaints of the consumers according to the following instructions.

1. The consumers communicate either by phone or by mail with our subsidiary in each country, expressing their questions, complaints or issues that need further clarification.
2. The Contact Official will seek to contact with the consumers by telephone within 24 hours in order to thank them for sharing questions / complaints with us and in case of a complaint regarding quality deviation, the Contact Official will kindly request more information / clarifications (e.g. expiry date, lot number and point of sale of the product) completing the consumer's complaint form.
3. The Contact Official immediately forwards the completed consumer's complaint form to the Quality Assurance department of the corresponding factory of the product, as well as to email address of the client manage which will forward it further, to all interested parties.
4. The Quality Assurance department provides information to the Contact Official of the subsidiary, regarding answers to the questions posed by the consumer, the possible causes of the problem that has arisen and whether additional measures are required by our company. It also guides and assists the Contact Official in order to provide, in a simple and understandable way, the necessary information and explanations to the consumer.
5. The Contact Official will arrange for the replacement of the default product by sending a special package to the address indicated by the consumer via courier. The Contact Official monitors and is informed by the cooperating courier company, for the immediate delivery of the package.
6. The Contact Official of each country communicates through telephone with the customers and offers them the necessary explanations about the reasons the problem arose. In case that new questions are raised from the consumers and the Contact Official cannot answer them, the process is repeated.

7. All communication is done by phone with the consumer. In case that a written response is requested, the Contact Official should politely explain that the company policy encourages the direct and effective communication with consumers.

8. The Contact Official must record the entire history of the complaint management, until it is terminated (consumer details, dates, responses, etc).

Finally, the aim of the company was to create value that can be sustained over the long term by offering consumers a wide variety of tastier and healthier food and beverage choices. The way they market their products is equally important. While they believe that consumer communication such as advertising helps consumers exercise an informed choice, they also believe its practice must follow certain principles to ensure we gain and maintain consumers' trust in our brands and our company. Consumer communication is a two-way matter. The increasing importance of internet and digital media, such as social networks and mobile communication, has changed forever the way they engage with consumers and consumers engage with us. That why must demonstrate a responsible and careful management of the consumer communication, both at brand and corporate level. This Communication Principles have been defined as the highest standard on which all marketing and communication to consumers must be based. The consumer should be always be the first to be complacent, be safe by consuming products and have faith and trust to a company that would always look up for them.

8.3 Substantial data of complaints and communication

The average service number per year was 4000 of which 2000 were quality complaints, 1500 product inquiries and 500 cooperation interest and various other issues. The types of complaints were about product quality, damaged products, out of specification, problematic packaging. There were quality problems due to mold, bad taste, wrong structure, watery products, granular structure, lumpy structure, bad smell, inflatable package, defective packaging, foreign body etc. Also, they received questions like the preservation of the products-if they wanted to be in a fridge or not, or asking for specific storage conditions. Another questions was about the consumption of expired products. There were a lot of customers that had expired products, and they wanted to know if they can use them or eat them. Also, they received questions asking if the products contained sugar, because there were a lot of consumer that had insulin and sugar healthy problems. There we consumers asking about the sale points and regions. About the packages and if they were recycled, about

renewable energy sources and generally about the company's policy regarding environmental protection. Also, there was a big number of people who has allergies and was calling to the line to ask about the ingredients and be sure that they were safe to eat a product. Or many others who was asking about the raw materials, the know how productions and the recipes, about the mechanical equipment etc and many many other question that would made them feel safe consuming one product.

Below are actual data complaints regarding the above types and types of products.

12 months	2023	2024
Total per type of complaint		
Mould	500	380
Bad taste	240	150
Inflatable package	140	150
Watery/Granular structure	160	200
Foreign Body	150	130
Defective package	200	150
Wrong/Out of Specification structure	120	110
Bad smell	65	60
Various causes	425	245

Table 8.1: Number of complaints per type for 12months

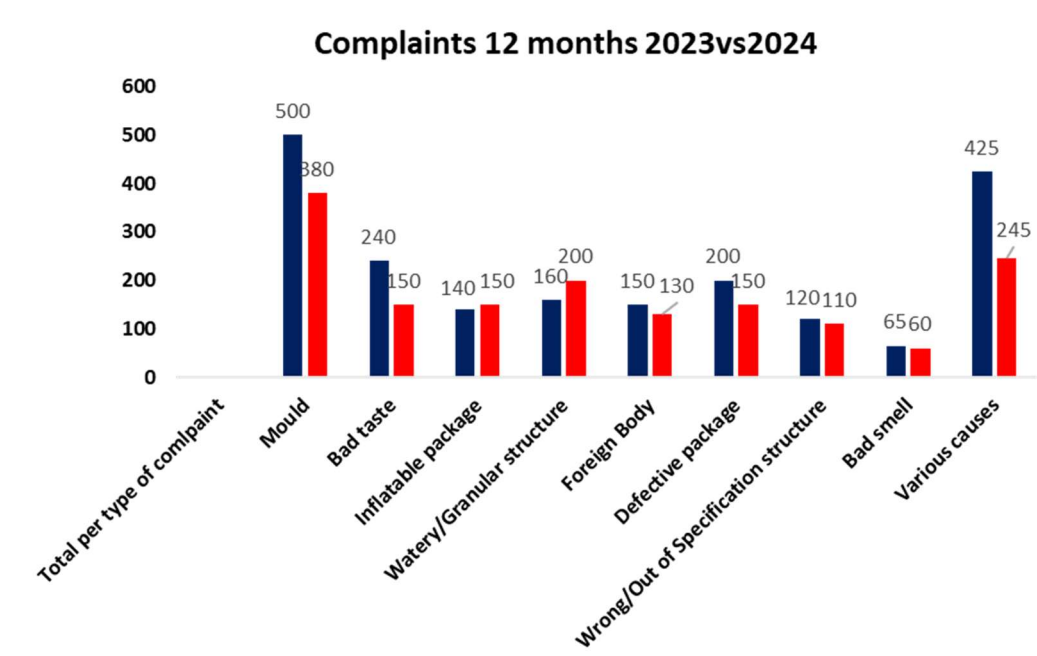


Diagram 8.2: Comparison of number of complaints per type for 12months in a histogram

Complaints by product category %

Product Category	2023	2024
Milk	32%	30%
Yogurt	25%	22%
Cheese	20%	19%
Juice	5%	9%
Butter	5%	6%
Milk Desserts	4%	5%
Vegetarian	4%	4%
Sodas	2%	2%
Tea	2%	2%
Water	1%	1%

Table 8.2: % of complaints per product category for 12months

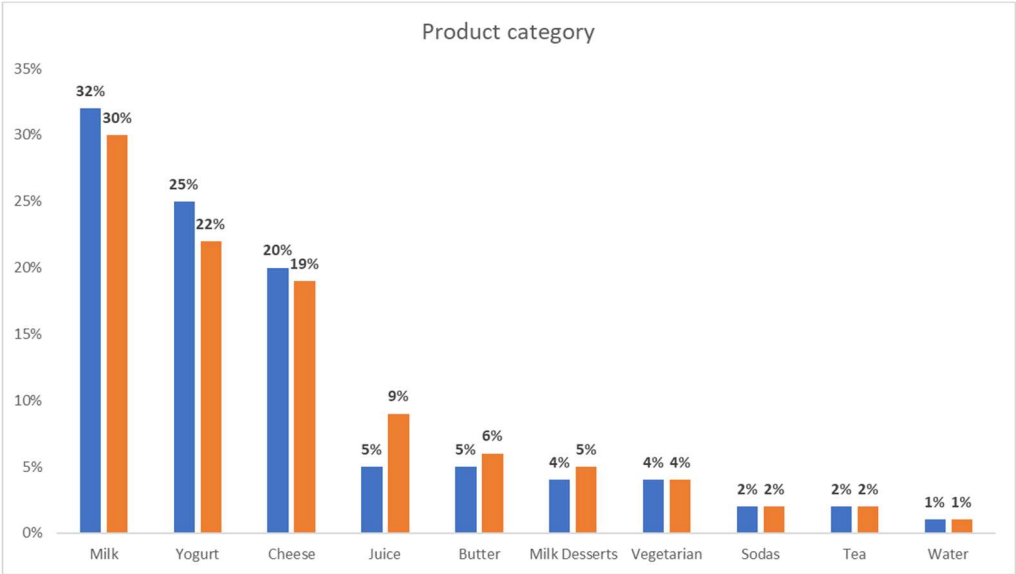


Diagram 8.3: Comparison of % product category complaints per type for 12months in a histogram

Complaints by complaints category in percentages

12 month per type	2023
Total	100%
Mould	26%
Various causes	21%
Bad taste	12%
Defective package	10%
Watery/Granular structure	8%
Foreign Body	7%
Inflatable package	7%
Wrong/Out of Specification structure	6%
Bad smell	3%

Table 8.3: % of complaints category for 12months

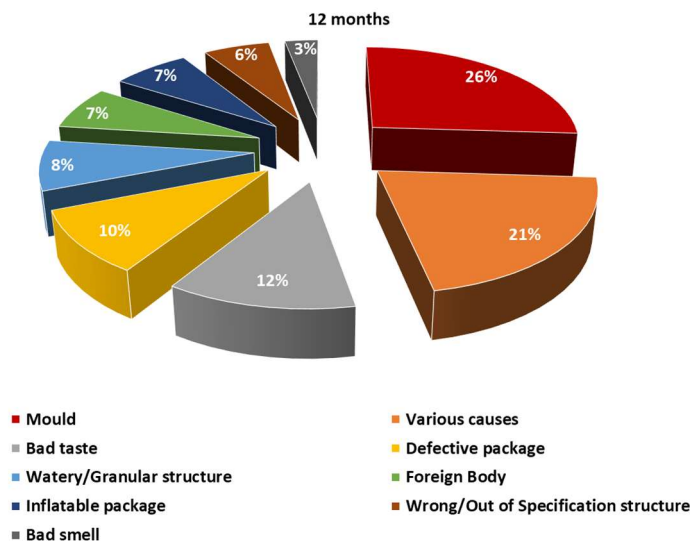


Diagram 8.4: Comparison of % complaints per type for 12months in a pie chart

Conclusions

Providing good customer service should be a very important issue for all companies. As the years go by, more and more companies and organizations are taking steps towards this. More and more managers understand the importance of providing good customer and consumer service. It is very important for companies to create a sense of trust in consumers. Consumers and society in general should be treated by companies as one of the most important demands, no company could sell their products if there were no consumers to buy them. In this specific case, it is examining the management and customer service in one of the largest food industries in Greece. The industry has a large number of communications and complaints to resolve every day. This is mainly done via telephone and special communication lines, emails and social media. It is presented in detail how the customer service department works, what are the steps it follows from the moment of receiving a complaint until the closing of this complaint. What are the company's values and how do they affect the service of its consumers. Actual data of complaints and communications he had to deal with is presented. Every day, they strive to address all issues in the best possible way. The main goal is to communicate properly with consumers and customers and satisfy them to the maximum extent. An important issue is better consumer satisfaction so that the company's reputation is not affected. In cases of handling complaints, the main issue is initially to address the communication, whether it is good or bad. The second issue is to explain the possible cause of the complaint. Aiming at the best service and more effective management of complaints or questions of the consumers.

Bibliography

1. Marketing "An Introduction", Part 1, Gary Armstrong-Philip Kotler-Marc Oliver Opresnik, Pearson 2019
2. Marketing 3.0, Chapter 1, Philip Kotler-Hermawan Kartajaya-Iwan Setiawan, April 2010
3. <https://www.investopedia.com/terms/m/marketing.asp>, Alexandra Twin July 2024
4. American Marketing Association, <https://www.ama.org/the-definition-of-marketing-what-is-marketing/>
5. McCarthy E. Jerome, 1960, Basic Marketing: a Managerial Approach, Homewood, Ill., R.D. Irwin
6. Lauterborn R., 1990, "New Marketing Litany: Four Ps Passé: C-Words Take Over", Advertising Age, 61 (41), σ. 26.
7. Booms B. & Bitner M., 1981, Marketing Strategies and Organizational Structures for Service Firms Marketing of Services, Chicago: American Marketing Association, σσ. 47-51.
8. Γούναρης Σπύρος, 2003/2012, Μάρκετινγκ Υπηρεσιών, εκδ. Rosilli
9. Πανηγυράκης Γ., Αρχές Μάρκετινγκ – Μάρκετινγκ Υπηρεσιών, ΕΣΠΑ 2007-2013, για τη μεταγραφή Α. Κουμπαρέλης
10. <https://www.ama.org/the-definition-of-marketing-what-is-marketing/>
11. «Συμπεριφορά Καταναλωτή», Μπαλτάς Γεώργιος, Παπασταθοπούλου Πολίνα
12. «Συμπεριφορά των καταναλωτών και αγοραστών», Κεφάλαιο 3, Δρ. Λελεδάκης Γεώργιος, Ζιγκιρίδης Ευθύμιος, Δρ. Κουμπαρέλης Άρης
13. www.mindev.gov.gr, Ministry of Development, General Secretariat of Commerce
14. Mintzberg H, *The structuring of Organisations-A synthesis of the research*, Pentice Hall, (1979)
15. Porter M.E, *Competitive Strategy*, The free Press, (1980)
16. Schlegelmilch Bodo, Greg M and Diamantopoulos Adamandios, The link between green purchasing decisions and measures of environmental consciousness, European Journal of Marketing Volume 30 No 5, (1996).
17. David Joel, Consumer Response to Corporate Environmental Advertising, Journal of Consumer Marketing, Volume11 No2, (1994)
18. N. Paul and Jackson Peter, The Power of Industrial Brands: An Effective Route to Competitive Advantage, PWS-Kent Hague, (1994)
19. W. Charles, (2nd ed.), International Business: Competing in the Global Market Place, McGraw Hill, (1998)
20. Miles Robert, Coffin Nails and Corporate Strategy, Prentice Hall Inc, New Jersey, (1982)
21. Davidson Kirk D, The Marketing of socially unacceptable product, Westport Publications
22. https://en.wikipedia.org/wiki/Ivan_Pavlov
23. https://en.wikipedia.org/wiki/Sigmund_Freud

24. Aaker, D. A. (1991). *Managing brand equity: Capitalizing on the value of a brand name*. New York, NY: The Free Press.
25. Srivastava R., & Shocker A., 1991, *Brand equity: A perspective on its meaning and measurement*, MSI Report, pp. 91-124.
26. Kamakura W.A. & Russell G.J., 1991, *Measuring Consumer Perceptions of Brand Quality with Scanner Data: Implications for Brand Equity*, Report No. 91-122, Marketing Science Institute, Cambridge, MA.
27. Keller K.L., 1993, "Conceptualizing, measuring, and managing customer based brand equity", *Journal of Marketing*, Vol. 57, pp. 1-22.
28. Shocker A.D., Srivastava R.K. & Rueckert R.W., 1994, *Challenges and opportunities facing brand management: an introduction to the special issue*, *Journal of Marketing Research*, Vol. 31, pp. 149-58, στο Lassar W., Mittal B. & Sharma A., 1995, "Measuring customer-based brand equity", *Journal of Consumer Marketing*, Vol. 12, No 4, pp. 11-19.
29. Feldwick P., 1996, "Do we really need brand equity?", *The Journal of Brand Management*, Vol. 4 No. 1, pp. 9-28
30. Wood L., 2000, "Brands and brand equity: definition and management", *Management Decision*, Vol. 38, No 9, pp. 662-669.
31. Keller K.L., 2001, "Building customer-based brand equity", *Marketing Management*, Vol 10, No 2, pp. 1419.
32. Aaker, D. A. (1996). *Building strong brands*. New York, NY: The Free Press
33. Arnold, D. (1992). *The Handbook of Brand Management*, The Economist Books, London
34. Ambler, T. (1992). *Need-to-know Marketing: An Accessible AZ Guide*. Century Business.
35. Ambler, T. (2001), *What does marketing success look like?*, *Marketing Management*, Vol. 10, No 1
36. Crainer, S. (1995). *The real power of brands: Making brands work for competitive advantage*. FT Pitman.
37. Kotler, P. (1991), *Marketing management: Analysis, Planning, Implementation and Control*, 7th ed., Prentice-Hall, Englewood Cliffs
38. Kamakura, W.A. and Russell, G.J. (1991), *Measuring Consumer Perceptions of Brand Quality with Scanner Data: Implications for Brand Equity*, Report Number 91- 122, Marketing Science Institute, Cambridge, MA
39. Kapferer, J.-N. and Laurent, G. (1985a), *Consumer involvement profiles: a new practical approach to consumer involvement*, *Journal of Advertising Research*, Vol. 25 No. 6, pp. 48-56
40. Milgrom, P. and Roberts, J. (1986), *Price and advertising signals of new product quality*, *Journal of Political Economy*, Vol. 94, August, pp. 796-821
41. Wernerfelt, B. (1988), *Umbrella branding as a signal of new product quality*, *Rand Journal of Economics*, Vol. 19, Autumn, pp. 458-66

42. Kotler, P., & De Bes, F. T. (2003). Lateral marketing: New techniques for finding breakthrough ideas. John Wiley & Sons.
43. Kotler, P. and Armstrong, G. (2010), Principles of Marketing, 13th revised ed. International ed., Harlow: Pearson Education.
44. Farquhar, P.H. (1989), Managing brand equity, Marketing Research, Vol. 1, pp. 24-33
45. Smith, G. (1988). The Noble Sports Fan. Journal of Sport and Social issues, 12, 1, 54-65.
46. Smith, D.C. and Whan Park, C. (1992), The effects of brand extensions on market share and advertising efficiency, Journal of Marketing Research, Vol. 29, August, pp. 296-313
47. Pitta, D.A. and Katsanis, L.P. (1995), Understanding brand equity for successful brand extension, Journal of Consumer Marketing, Vol. 12 No. 4, pp. 51-64
48. Dawar, N. and Pillutla M. (2000), Impact of Product-Harm rises on Brand Equity: The Moderating Role of Consumer Expectations, Journal of Marketing Research, Vol. 37, No2
49. Kotler, P., & De Bes, F. T. (2003). Lateral marketing: New techniques for finding breakthrough ideas. John Wiley & Sons.
50. Eagle, L., Kitchen P., Rose L. and Moyle B. (2003), Brand equity and brand vulnerability, European Journal of Marketing, Vol. 37, No 10, pp. 1332-1349
51. Gladden, J.M., & Funk, D.C. (2002). Developing an understanding of brand associations in team sport: Empirical evidence from consumers of professional sport. Journal of Sport Management, 16, 54–81.
52. Branvold, S., Pan, D., & Gabert, T. (1997). Effects of winning percentage and market size on attendance in minor league baseball. Sport Marketing Quarterly, 6(4), 35-42.
53. Wann, D. (1995). Preliminary validation of the sport fan motivation scale. Journal of Sport and Social Issues, 19(4), 377-396
54. Gladden, J. M., Milne, G. R., & Sutton, W. A. (1998). A conceptual framework for evaluating brand equity in Division I college athletics. Journal of Sport Management, 12(1), 1-19
55. Bauer, H. H., Sauer, N. E., & Schmitt, P. (2005). Customer-based brand equity in team sport industry: Operationalization and impact on the economic success of sport teams. European Journal of Marketing, 39(5/6), 496-513.
56. Bauer Hans H., Stokburger-Sauer Nicola E, and Exler Stefanie. 2008. Brand Image and Fan Loyalty in Professional Team Sport: A Refined Model and Empirical Assessment. University of Mannheim.
57. Ross, S. (2006). A conceptual framework for understanding spectator-based brand equity. Journal of Sport Management, 20(1), 22-38
58. Bery, Hel., (2002), "Polite Consumption: Shopping in Eighteenth - Century England", Transactions of the Royal Historical Society, Vol. 12 pp. 375-394.
59. Kevin, D. and Gorman, O', (2005) "Modern Hospitality: Lessons From the Past", Journal of Hospitality and Tourism Management, Volume 12, Number 2, pp. 141-151.

60. Moore, K. and Reid S., (2008) "The birth of brand: 4000 years of branding", *Business History*, Vol. 50, No 4, 419-432.
61. Peperaki, O., (2016), "The Value of Sharing: Seal Use, Food Politics, and the Negotiation of Labor in Early Bronze II Mainland Greece", Vol. 120, No 1 (January 2016), p.p. 3-25.
62. Rozakou, Kat., (2012), "The biopolitics of hospitality in Greece: Humanitarianism and the management of refugees, *American Ethnologist*", *Journal of the American Ethnological Society*, Vol. 39, No 3, pp. 562-577.
63. Wallis, Pat., (2008), "Consumption, Retailing, and Medicine in Early-Modern London", *The Economic History Review*, New Series, Vol. 61, No1, pp. 26-53.
64. Wilson, A., Zeithaml, V., Bitner, M. and Gremler D., (2012), "Services Marketing Integrating Customer Focus Across the Firm", *Mc Graw-Hill Companies Inc.*
65. Woodhhead, A.G., (1952), "The State Health Service in Ancient Greece", *The Cambridge University Press*, Vol. 10, No 3 pp. 235-252.
66. Zeithaml, V. , Bitner, M., (2000), *Services Marketing*, Irwin Mc Graw – Hill
67. Δούκας, Π., (2007), *Οικονομικές Θεωρίες, Αρχές Διοίκησης & Αρχαία οικονομική σκέψη*, Εκδόσεις Λιβάνη
68. Κόλλιας, Ο., (2013), *Αλφαβητάριο Υπηρεσιών*, Εκδόσεις Σταμούλης
69. Barret, L., (2015), "3 steps toward honest guest feedback", *Restaurant Hospitality Exclusive Insight*, 12/9/2015, pp, 1-2.
70. Bezahler, A., (2015), "4 Steps to Mastering the Consumer Experience Pathway", *Ebsco, Business Source Complete*, 8/14/15
71. DeVine, J., and Gilson, K., (2010), "Using behavioral science to improve the customer experience", *Mc Kinsey Quarterly*, Feb. 2010
72. Di Mascio, R., (2010), "The Service Models of Frontline Employees", *Journal of Marketing*, *American Marketing Association*, Vol. 74, Issue 4, pp. 63-80
73. Fripp, P., (2016), "8 Steps to Outstanding Sales Structure", *Home Business Magazine*, January/February 2016, pp.34-36.
74. Hall, Z., and Ahearne, M., and Sujaan, H., (2015), "The Importance of Starting Right: The Influence of Accurate Intuition on Performance in Salesperson- Customer Interactions", *Journal of Marketing*, Vol. 79, pp, 91-109.
75. Huang, Ch., and Chou, Ch., and Wu, P., (2016), "Servicescape, service convenience, and service evaluation in food and beverage industry", *International Journal of Organization Innovation*, Vol.8, No. 3, pp. 262-270
76. Levitt, Th., (1960), *Marketing myopia*, *Harvard Business Review*.
77. Martin, D., O' Neill, M., Hubbart, S., and Palmer, A., (2008), "The role of emotion in explaining consumer satisfaction and future behavioral intention", *Journal of Services Marketing*, Vol. 22, Issue 3, pp. 224-236.
78. Mayer, Th., (2015),"Creating a Culture of Customer Service", *Healthcare Executive*, May/June 2015, pp. 58-61.

79. Wang, Ch., and Lee, H.C., and Wu, L.W., (2015), "Co-production and the roles of dependence and service importance", *Asia Pacific Management Review*, 20 (2015) 148-155.
80. Wilson, A., Zeithaml, V., Bitner, M., Gremler, D., (2012), *Services Marketing Integrating Customer Focus Across the Firm*, Mc Graw-Hill Companies Inc
81. Zeithaml, V. , Bitner, M., (2000), *Services Marketing*, Irwin Mc Graw – Hill
82. Zimmerman, A., (2014), "Customers Are Watching You", *Information Executive*, Association of Information Technology Professionals, 2014, Issue 1.
83. Barlow, J., and Maul, D., (2000), *Emotional Value*, Berret- Kohler Publishers, San Francisco, Inc.
84. Cossette, M., and Hess, U., (2015), "Service with style and smile. How and why employees are performing emotional labor?", *Revue europeenne de psychologie appliquee*, 65, pp. 71-82.
85. Chung-Herrera, B., Gonzalez G., and Hoffman, K., (2010), "When demographic differences exist: an analysis of service failure and recovery among diverse participants", *Journal of Services Marketing*, Vol. 24, Issue 2, pp. 128-14
86. Gee, V. and J., (1999), *Super Service*, N.Y. Mc Graw - Hill.
87. Greifeneder, R., Bless, H., and Kuschmann, Th., (2007), "Extending the brand image on new products: The facilitative effect of happy mood states", *Journal of Consumer Behavior*, Vo..6, Issue 11, pp. 19-31
88. Hedley, G., (2015), "Customer Care-Cash", *American Salesman*, Vol. 60, Issue 11, p. 12-15.
89. Hennig-Thurau, Th., Grith, M., Paul, M., and Gremler, D., (2006), "Are All Smiles Created Equal? How Emotinal Contagion and Emotional Labor Affect Service Relationships", *Journal of Marketing*, Vol. 70, No 3, pp. 58-73.
90. Hiles Howard, A., and Parris, S., and Hall, J., and Call, C., and Becker Razuri, E., and Purvis, K., and Cross, D., (2015), "An examination of the relationships between professional quality of life, adverse childhood experiences, resilience, and work environment in a sample of human service providers", *Children and Youth Services Review*, 57(2015) 141-148.
91. Homburg, Ch., and Totzek, D., and Droll, M., (2010), "All customers are equal, but some are more equal: Should Firms Prioritize Their Customers?", *GfK MIR*, Vol. 2, No 1, pp. 16-25
92. Luczak, Ch., (2014), "Consumer Marketing orientations: Does your customer want a relationship?", *Academy of Marketing Studies Journal*, Vol. 18, No. 2, 2014
93. Magnini, V., Kim, S., (2016), "The Influences of restaurant menu font style, background color, and physical weight on consumer's perceptions", *International Journal of Hospitality Management*, Vol. 53, pp. 42-48.
94. Tynan, C., and Mc Kechnie, S., and Hatrley, S., (2014), "Interpreting value in the customer service experience using customer-dominant

- logic", *Journal of Marketing Management*, Vol. 30, Nos. 9-10, 1058-1081
95. Wang, Ch., Lee, H., and Wu, L., (2015), "Co-production and the roles of dependence and service importance", *Asia Pacific Management Review*, Vol. 20, 148=155.
 96. Yang, Ch., Chen, P., and Chien, Y., (2014), "Customer expertise, affective commitment, customer participation, and loyalty in B&B Services", *The International Journal of Organizational Innovation*, Vol. 6, No 4, pp. 174-181
 97. Zeithaml, V., Bitner, M., (2000), *Services Marketing*, Irwin Mc Graw – Hill
 98. Basfirinci, C., and Mitra, A., (2015), "A cross cultural investigation of airlines service quality through integration of Servqual and the Kano model", *Journal of Air Transport Management*, 42(2015), pp. 239- 248
 99. Braun, M., and Schweidel, D., and Stein, E., (2015), "Transaction Attributes and Customer Valuation", *Journal of Marketing Research*, Vol. LII, pp.848-864.
 100. Echchakoui, S., (2016), "Relationship between sales force reputation and customer behavior: Role of experiential value added by sales force", *Journal of Retailing and Consumer Services*, 28 (2016), pp. 54-66
 101. Estrada, D., (2015), "Create a Blueprint for CRM Success", *Customer Relationship Management*, March 2015, pp. 53
 102. Grace, D., and Iacono, J., (2015), "Value creation: an internal customers' perspective", *Journal of Services Marketing*, Vol. 29, Number. 6/7, pp. 560-570.
 103. Jacobs, M., Yu, W., and Chvez, R., (2016), "The Effect of International
 104. Communication and Employee Satisfaction on Supply Chain Integration", *International Journal of Production Economics*, Part 1, January 2016, V. 171, pp. 60-70.
 105. Laroche, M., Ueltschy, L., Abe, S., Cleveland, M. and Yannopoulos P., (2004), "Service Quality Perceptions and Customer Satisfaction: Evaluating the Role of Culture", *Journal of International Marketing*, Vol. 12, No 3, pp. 58-85.
 106. Li, Y., and Fu, H., and Huang, S., (2015), "Does conspicuous decoration style influence customer's intention to purchase? The moderating effect of CSR Corporate Social Responsibility-practices", *International Journal of Hospitality Management*, Vol. 51, pp. 19-29
 107. Madar, A., (2014), "Hotel Services Quality assessment using Servqual method. Case Study: Athenee Palace Hotel", *Bulletin of the Transilvania University of Brasov, Series V: Economic Sciences*, Vol 7 (56), No 2-2014, pp. 71-77
 108. Myrden, S., and Kelloway, K., (2015), "Leading to customer loyalty: a daily test of the service-profit chain", *Journal of Services Marketing*, Vol. 29, No 6/7, pp. 585-598.
 109. Naik, K., and Srinivasan, S., (2015), "An assessment of departmental store service effectiveness using modified SERVQUAL

- approach”, *Journal of Business and Retail Management Research*, Vol. 9, Issue 2, pp. 27-43
110. Pinar, M., Schiffel, L., Strasser, S., and Stuck, J., (2014), “Effects of Gender similarity/dissimilarity, gender stereotyping and culture on perceived service quality”, *Journal of Organizational Culture, Communications and Conflict*, Vol. 18, pp. 149-168
 111. Samizadeh, R., and Koosha, H., and Zangeneh, S., and Vatankhah, S., (2015), “A New Model for the Calculation of Customer Life-time Value in Iranian Telecommunication Companies”, *International Journal of Management, Accounting & Economics*, Vol. 2, Issue: 5, pp. 394-403
 112. Strakova, J., (2015), “Sustainable Value Added as we do not know it”, *Business: Theory and Practice*, Vol. 16 (2), pp. 168-173
 113. Torres, E., and Fu, X., and Lehto, X., (2014), “Examining key drivers of customer delight in a hotel experience: A cross-cultural perspective”, *International Journal of Hospitality Management*, Vol. 36, pp. 255-262
 114. Zeithaml, V. , Bitner, M., (2000), *Services Marketing*, Irwin Mc Graw – Hill
 115. Γούναρης, Σ., (2012), *Μάρκετινγκ Υπηρεσιών*, Εκδόσεις Rosili.
 116. Bery, Hel., (2002), “Polite Consumption: Shopping in Eighteenth - Century England”, *Transactions of the Royal Historical Society*, Vol. 12 pp. 375-394.
 117. Kevin, D. and Gorman, O', (2005) “Modern Hospitality: Lessons From the Past”, *Journal of Hospitality and Tourism Management*, Volume 12, Number 2, pp. 141-151.
 118. Moore, K. and Reid S., (2008) “The birth of brand: 4000 years of branding”, *Business History*, Vol. 50, No 4, 419-432.
 119. Peperaki, O., (2016), “The Value of Sharing: Seal Use, Food Politics, and the Negotiation of Labor in Early Bronze II Mainland Greece”, Vol. 120, No 1 (January 2016), p.p. 3-25.
 120. Rozakou, Kat., (2012), “The biopolitics of hospitality in Greece: Humanitarianism and the management of refugees, *American Ethnologist*”, *Journal of the American Ethnological Society*, Vol. 39, No 3, pp. 562-577.
 121. Wallis, Pat., (2008), “Consumption, Retailing, and Medicine in Early-Modern London”, *The Economic History Review*, New Series, Vol. 61, No1, pp. 26-53.
 122. Wilson, A., Zeithaml, V., Bitner, M. and Gremler D., (2012), “Services Marketing Integrating Customer Focus Across the Firm”, *Mc Graw-Hill Companies Inc.*
 123. Woodhjead, A.G., (1952), “The State Health Service in Ancient Greece”, *The Cambridge University Press*, Vol. 10, No 3 pp. 235-252.
 124. Zeithaml, V. , Bitner, M., (2000), *Services Marketing*, Irwin Mc Graw – Hill
 125. Δούκας, Π., (2007), *Οικονομικές Θεωρίες, Αρχές Διοίκησης & Αρχαία οικονομική σκέψη*, Εκδόσεις Λιβάνη.

126. Chakraborty, B., Gupta, S., Banerjee, T., (2015), "Service Sector, Human Capital Accumulation and Endogenous Growth", *Theoretical and Applied Economics*, Volume XXII, No. 4 (605), pp. 199-266.
127. Schwab, K., (2016), "Digital Revolution demands a different, and more human, kind of Leadership", *Time*, January 25, pp. 12.
128. Williams, C., (1997), *Consumer Services and Economic Development*, ebook.
129. Wilson, A., Zeithaml, V., Bitner, M. and Gremler D., (2012), *Services Marketing Integrating Customer Focus Across the Firm*, McGraw-Hill Companies Inc.
130. Zeithaml, V., Bitner, M., (2000), *Services Marketing*, Irwin McGraw – Hill
131. Barlow, J & Stewart, P., (2008), "A Complaint is a Gift", (Berrett - Kohler Publishers, San Francisco, Inc.)
132. Barlow, J and Maul. D., (2000), "Emotional Value", (Berrett-Kohler Publishers, San Francisco, Inc.)
133. Berry, L. (1999), "Discovering the Soul of Service", (N.Y., The Free Press)
134. Bunker, M. and Ball, D. (2009), "Consequences of customer powerlessness: Secondary control", *Journal of Consumer Behavior*, Vol. 9, issue: 5, p.p. 268-283
135. Campbra-Fierro J., Melero, I., and Sese, F.J., (2015), "Managing Complaints to Improve Customer Profitability", *Journal of Retailing*, Vol. 91, Issue 1, pp. 109-124
136. Chung-Herrera, Beth, G., Gonzalez, G., & Hoffman, K., (2010), "When demographic differences exist: an analysis of service failure and recovery among diverse participants", *Journal of Services Marketing*, Vol. 24, Issue 2, pp. 128-141.
137. Di Mascio, R., (2010), "The Service Models of Frontline Employees", *Journal of Marketing*, American Marketing Association, Vol. 74, Issue: 4, p.p. 63-80
138. Evenson, R., (2007), "Award- Winning Customer Service, 101 Ways to Guarantee Great Performance", (N.Y.: Amacom)
139. Fisk, R., Grove, S., Harris, L, Keffe, D., Daunt, K., Russell-Bennett, R. & Wirtz, J.,(2010), "Customers behaving badly: a state of the art review, research, agenda and implications for practitioners", *Journal of Services Marketing*, Vol. 24, Issue: 6,pp. 417-429)
140. Knox, G., and Van Quest, R., (2014), "Customer Complaints and Recovery Effectiveness: A Customer Base Approach", *Journal of Marketing*, Vol. 78, Issue 5, pp. 42-57.
141. Panda, S., (2014), "Post Purchase Consumer Complaint Behaviour: A Review of Literature", *Business Management Dynamics*, Vol. 4, Issue 5, pp. 01-07
142. Ramsey, R., (2015), "How to Handle Customer Complaints", *American Salesman*, pp. 17-24

143. Stock, R.M., and Bednarek, M., (2013), "If customers want to be kings, they should treat salespeople like nobles", American Marketing Association, Winter 2013. pp.133-134.
144. Vassilikopoulou, A., Chatzipanagiotou, K., Siomkos, G. and Triantafyllidou, A., (2011), "The role of consumer ethical beliefs in product-harm crises", Journal of Consumer Behaviour, Vol. 10, Issue: 5, p.p. 279-289)
145. Yilmaz, C., Varnali, K., and Kasnakoglu B., (2016), "How do firms benefit from customer complaints?", Journal of Business Research, Vol. 69, Issue 2, pp. 944-955
146. Anderson, K., (1992), Great Customer Service on the Telephone (N.Y., American Management Association)
147. Carlaw, P, Deming, Vasudha, K., (2009), The Big Book of Customer Service Training Games, Berkshire, England, Mc Graw Hill
148. Coscia, S., (2002), Customer Service over the Phone, New York: CMP Books
149. Dougherty, D., and Murthy, A., (2009), "What Service Customers Really Want", Harvard Business Report, Sept. 2009, 22-23.
150. Ginger, K., and Kristy, Mc. M., (2015), "A marketing communications approach for the digital era: Managerial guidelines for social media integration", Business Horizons, Sept. 2015, Vol. 28, Issue 5, pp. 539-549
151. Harvard Business Review, (2015), "When the Customer is Stressed", Oct.2015, pp.88-94
152. Lee, S., and Hoffman, D., (2015), "Learning the ShamWow: Creating Infomercials to Teach the AIDA model", Marketing Education Review, Vol. 25, No. 1, p. 9-14
153. Lee, S., and Hoffman, D., (2015), "Learning the ShamWow: Creating Infomercials to Teach the AIDA model", Marketing Education Review, Vol. 25, No. 1, p. 9-14
154. Martin, D., O' Neill, M, Hubbart, S and Palmer, A., (2008), "The role of emotion in explaining consumer satisfaction and future behavioral intention", Journal of Services Marketing, Vol. 22, Issue 3, pp 224-236
155. Paese, A., (2006), Η γλώσσα του σώματος, Αθήνα Εκδόσεις Έσπερος
156. Taylor, Ch., and Okazaki, Sh., (2015), "Do Global Brands Use Similar Executional Styles Across Cultures? A Comparison of U.S. and Japanese Television Advertising", Journal of Advertising, 44(3), pp. 276-288
157. Wagar, K and Lindqvist, L., (2010), "The role of customer contact person's age in service encounters", Journal of Services Marketing, Vol. 24, Issue 7, pp. 509-517
158. Whiting, A. and Donthu, N., (2009) "Closing the gap between perceived and actual waiting times in a call center: results from a field study", Journal of Services Marketing, Vol. 23, Issue 5, pp. 279- 288

159. Bar, M., and Neta, M., (2008), "The proactive brain: Using rudimentary information to make predictive judgments", *Journal of Consumer Behavior*, Vol 7, Issue 4-5, p. 319-330.
160. Buss, DM (ed), (2005), *Handbook for Evolutionary Psychology*, NJ: John Wiley & Sons: Hoboken.
161. Clark, R., (2011), "The struggle to grasp consumer though", *Campaign Asia-Pacific*, 22183280, Nov. 2011.
162. Erk, S., and Spitzer, M., and Wunderlich, A.P., and Galley, L. and Walter, H., (2002), "Cultural Objects modulate reward circuitry", *Neuro Report* 13: 2499-2503
163. Foxall, G., (2008), "Reward, emotion and consumer choice: from neuroeconomics to neurophilosophy", *Journal of Consumer Behavior*, Vol.7, Issue: 4-5. p.p. 368-396.
164. Fugate, D., (2008), "Marketing Services more effectively with neuromarketing research: a look into the future", *Journal of Services Marketing*, Vol. 22, Issue: 2, pp.170-173.
165. Gaulin, S.J.C. and Mc Burney, D.H., (2003), *Evolutionary Psychology*, 2nd edition, Upper Saddle River, NJ: Prentice Hall.
166. Ghahramani, L., and Zare, S., (2013), "Tourist Behavior Analysis: An Experiential Marketing Approach", *Journal of Hospitality & Tourism*, Vol. 11, No.2, p. 65-71
167. Gordon, W., (2001), "The darkroom of the mind- What does neuropsychology now tell us about brands?", *Journal of Consumer Behavior*, Vol. 1, Issue:3, pp. 280-292.
168. Grayxon, R., and Mc Neill, L., (2009), "Using atmospheric elements in service retailing: understanding the bar environment", *Journal of Services Marketing*, Vol. 23, Issue:7, p.p. 517-527.
169. Green, S., and Holbert, N., (2012), "Science and speculation in the age of neuromarketing", *Marketing Research*, Spring 2012, p. 11-15
170. Hamilton, W.D., (1964), "The Genetical Evolution of Social Behavior", *Journal of Theoretical Biology*, 7 (1): 1-16
171. Khushaba, R., Wise, Ch., Kodagoda, S., Louviere, J., Kahn, B., and Townsend, C., (2013), "Consumer neuroscience: Assessing the brain response to marketing stimuli using electroencephalogram (EEG) and eye tracking", *Expert Systems with Applications*, 40 (2013) 3803-3812.
172. Luo, M., Chen, J., Ching, R, and Liu, C., (2011), "An examination of the effects of virtual experiential marketing on online customer intentions and loyalty", *The Service Industries Journal*, Vol. 31, No. 13, p. 2163-2191
173. Mattila, A., and Wirtz, J., (2008), "The role of store environmental stimulation and social factors on impulse purchasing", *Journal of Services Marketing*, Vol. 22, Issue: 7, pp. 562-567
174. Nigam, A., (2012), "Modeling relationship between experiential marketing, experiential value and purchase intensions in organized quick service chain restaurants shoppers using structural equation modeling approach", *Paradigm*, Vol.XVI, No1, 2012, p. 70-78

175. Palmer, A., (2010), "Customer experience management: a critical review of an emerging idea", *Journal of Services Marketing*, Vol. 24, Issue: 3, pp. 196-208
176. Perrachione, T., and Perrachione, J., (2008), "Brains and brands: Developing mutually informative research in neuroscience and marketing", *Journal of Consumer Behavior*, Vol. 7, Issue. 4-5, pp. 303-318
177. Senior, C., (2003), "Beauty in the brain of the beholder", *Neuron* 38:525-528
178. Schmitt, B. H., *Experiential Marketing* (N.Y.: The Free Press, 1999)
179. Schmitt, B., Brakus, J., and Zarantonello L., (2015), "From experiential psychology to consumer experience", *Journal of Consumer Psychology*, Vol, 1 (2015), p. 166-171
180. Wilson, D.S., and Sober, E., (1994), "Reintroducing group selection to the human behavioral sciences", *Behavioral and Brain Sciences*, 17: 585-608
181. Wilson D.S., and Wilson, E.O., (2007), "Rethinking the theoretical foundation of sociobiology", *Quarterly Review of Biology* 82: 327-348.
182. Garcia, J., and Saad, G., (2008), "Evolutionary neuromarketing: Darwinizing the neuroimaging paradigm for consumer behavior", *Journal of Consumer Behavior*, Vol.7, Issue:4-5, p.p. 397-414
183. Λεοντής, Δ., Ασπρίδης, Γ., & Δ. Τσέλιος, Δ. Η ικανοποίηση από την επικοινωνία την εποχή της πανδημίας. Ουτοπία ή δυστοπία; Μελέτη περίπτωσης στο Πανεπιστήμιο Θεσσαλίας, 2022
184. Ασπρίδης, Γ. (2015). Εταιρική κοινωνική ευθύνη - Η όψη του ανθρώπινου παράγοντα στην επιχείρηση. Αθήνα: Κάλλιπος-Ανοικτές Ακαδημαϊκές Εκδόσεις. <https://hdl.handle.net/11419/4801>.