

# Extraordinary Guarantees

- How they can change your business for ever

*Expert knowledge means success*

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**Note:** This publication has not been updated since it was last published. Some of the hyperlinks may have changed and may need updating. In addition, some of the information in this publication may be out of date.

## Introduction

The key to a money-back guarantee is not what it may cost, but in what it may be worth - both to organisations and their customers. Quality and service are not just expensive - they are priceless. A money-back guarantee of service satisfaction is a no-risk, win-win situation if you are willing to work hard achieving the ultimate goal of business: a delighted customer.

A money-back guarantee is not a gamble. It's not a potential business expense. It's a philosophy and a realisation that things aren't sold - they're purchased.

Many leading businesses have achieved breakthrough gains in quality and customer satisfaction by offering extraordinary guarantees. Is this something that you can do too?

This publication looks at how businesses give guarantees to their customers. The inspiration for our work on the subject comes from an important book, *Extraordinary Guarantees*<sup>1</sup> by Christopher Hart - by following the practical advice offered in that book and in this Publication, you can discover how to boost your organisational performance and quality to new levels.

Guarantees were once considered nothing more than a marketing gimmick. But as more and more quality leaders have begun to offer ironclad pledges of total customer satisfaction, the guarantee is now being recognised as an unparalleled tool for gaining a major, often unbeatable, competitive edge and a host of other benefits.

One of the best contributions a marketing department can make to a quality improvement programme is to guarantee customer satisfaction beyond the ordinary.

Don't be afraid of giving a guarantee. If you don't believe in your product enough to give a strong guarantee, your prospect won't either. The best guarantees are the unconditional ones.

Are guarantees just a marketing gimmick? We don't think so. A guarantee can represent a far-reaching effort in the pursuit to satisfy

customers and to discover their needs. At the same time, an organisation can discover quality problems they have and at the same time sharpen their vision and commitment to their customers.

In the book we've recommended for your reading, *Extraordinary Guarantees: Achieving Breakthrough Gains in Quality & Customer Satisfaction*, by Christopher Hart, you'll discover the power of an extraordinary guarantee.

An extraordinary guarantee is one that doesn't simply limit the customer's risk but rather promises exceptional, uncompromising quality and customer satisfaction whilst at the same time backs that promise with some financial or other payout intended to recapture the customer's goodwill and continued business when the guarantee is called upon to redress a problem.

## Introduction to guarantees

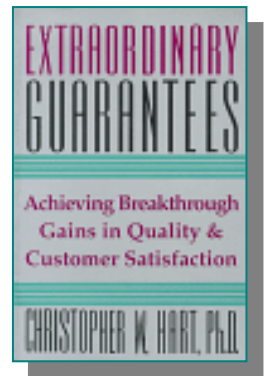
The best guarantees are those that have no strings attached, that are easy to understand and which reverse "the risk".

Reversing the risk means that the organisation selling the product or service accepts full responsibility for what they sell. If it doesn't do what the buyer expected, then why should the buyer pay anything at all?

To give a risk reversal guarantee means that an organisation had better get their products or services up to scratch or else they could face bankruptcy - it doesn't take a financial genius or Harvard MBA to know that if you have to give a refund on every sale because the product or service falls short of expectations, the business won't last very long.

Guarantees come in all shapes and sizes but they tend to follow a certain pattern:

- A limited period price protection - If you do manage to find a lower price on an item you buy - these guarantees are usually limited to current advertisements on new merchandise sold by authorised dealers who have same item in stock;
- A limit period satisfaction guarantee - enabling a buyer to return goods within a limited time frame for exchange or refund (usually with some conditions attached);
- A guarantee of quality - this is very subjective though.



Examples of guarantee groups are shown below.

## Product Excellence Guarantees

Every gift item you buy from Keene's Catalog must be free of defects or you may return it immediately for replacement or 100% refund.

**Wendy L. Roahrig, President, Keene's Catalog**

Every product you buy from us must be free of defects or you may return it immediately for replacement.

**Sudi Merchandise Service**

## Money-Back Guarantees

We're so confident that you'll be delighted with your meeting supplies that we offer you a MONEY-BACK GUARANTEE! If, after inspecting your order, you wish to return it, please leave all materials in their original packaging containers and return the parcel to Meeting Planning Plus. Upon receipt, your account will be credited immediately.

**Meeting Planning Plus**

## 30-day Money-Back Guarantees

We are committed to value and to educating our customers about the importance of buying a quality diamond. We stand behind every stone we sell with a 30-day money back guarantee. We know the value of our product and feel confident that you will too after comparing our prices and quality with everyone else.

**At Diamond-Finder.Com and QualityDiamonds.Com**

And, only Netcom gives you the Internet Risk Free. If you aren't completely satisfied with the service during your first 30 days, you can cancel your service without penalty, all set-up and monthly fees will be refunded. No questions asked.

**Netcom Canada**

## Quality Guarantee

If you are not entirely satisfied with our products, you can return them to us within 30 days of purchase and we will give you a full refund.

**Laragh CourseWare**

## Customer Satisfaction Guarantee

We offer a total customer satisfaction guarantee, you will be delighted or we will replace your labels or refund your money!

**Superior Labels**

If you are not satisfied with one of our products, return the item within 30 days with your receipt. We will fix it, exchange it, or refund your purchase. If one of our epilators ever has a problem we offer a free "loaner" service while yours is being repaired (service provided to registered original purchasers only, during warranty period).

**A R Hinkel Co.**

If a Watkins product used in the home is, for any reason, considered not to be satisfactory, please return it to us or your Associate for exchange or full refund of purchase price. In 1868, J.R. Watkins invented the money-back guarantee with his development of the "Trial-Mark" bottle, which solidly cast his commitment along with his name. If a customer used a Watkins product down to the mark and was not satisfied, JR would refund the customer's money upon return. Today, Watkins is proud to honor JR's dedication to quality and customer satisfaction with the guarantee we pioneered almost 130 years ago.

**Watkins Products: Enhancing Lives Since 1868**

Let's look at the guarantees given by an organisation called Results Accountants' Systems. This company worked with accountants and provided training and products to enable accountants to work better with their clients. Broadly, what they were selling fell into an introductory workshop, a 4-day Boot Camp and number of resources - videos, audiocassettes etc. The company guaranteed everything as you can see from the following:



## Guarantee for the Accountants' Boot Camp Business Development Preview Workshop

We're so certain you'll get such superb value from this special session, we'll refund your investment in full and without question if within 7 days of the completion of the program, you are not delighted with what you've learned. So, there's no risk to you.

### Your Accountants' Boot Camp Risk-Free Guarantee

Here's why you can attend the entire 4-day Accountants' Boot Camp at no risk to you. Simply, if within seven days of the completion of the 'Accountants' Boot Camp':

1. You do not think the program is the most valuable you have ever been to; or
  2. You do not think the systematic approach to business development will work for your firm.
- 100% of your tuition fee will promptly be refunded to you, no strings attached.

### Your Accountants' Boot Camp Systems and Resources Risk-Free Guarantee

100% of the investment you made in the optional 'Accountants' Boot Camp Systems and Resources will be promptly refunded to you within 90 days of the completion of The Accountants' Boot Camp if:

1. You have implemented your Accountants' Boot Camp Systems and Resources and having sought the advice of our Professional Development Team on how to best do that.
2. You do not feel the Systems and Resources have added or can add significant value to your clients and your practice, in excess of your investment in these Systems and Resources.

We think these guarantees are exactly right. How can a company make such guarantees - only by a 100% belief that what they sell is exactly what their customer wants and that it will do what it says it will do. That's why Results Accountants' Systems was enormously successful in Australia, New Zealand, USA, Canada and the UK.

## The Best Known Unconditional Guarantee (and some new ones)

Perhaps the best known of all unconditional guarantees is the unconditional guarantee of satisfaction given by the American firm L. L. Bean who say:

"Everything we sell is backed by a 100 percent unconditional guarantee. We do not want you to have anything from L. L. Bean that is not completely satisfactory. Return anything you buy from us at any time for any reason it proves otherwise".

Elizabeth Spaulding, Vice President of Customer Satisfaction L. L. Bean Inc. Freeport, Maine. USA says this

"Our premise is simple: If any product doesn't meet a customer's expectations – whatever that may be - we will replace it, repair it, or refund the customer's money".

This policy goes back to 1912, when Leon Leonwood sent out his first 100 pairs of the Maine Hunting Shoe, promising to refund customers' money if they weren't satisfied. Ninety pairs of those shoes came back because the quality was insufficient - and he sent refunds for all of them. It almost broke him - he had to borrow money from his family to recover. But he improved the product.

This is what they say about it:

"Today, if a customer calls and wants to return a Maine Hunting Shoe, the first thing we do is find out what that customer's expectations were when buying the shoe. Did she expect it to last 10 years? If the answer is "yes", then there's no question: We'll replace the shoe. If it turns out that she expected it to last only one year, then we'll repair the shoe. The point is that the customer determines the expectation. Not us.

How can we afford to back up that kind of guarantee? It goes back to L.L.'s golden rule, which we have posted in every office: "Sell good merchandise at a reasonable profit. Treat your customers like human beings, and they will come back for more."

And 99.9% of our customers are totally honest. They're just like your neighbours. And you realise that your customers are just like you, the whole dynamic of your interaction with them changes".

The attractions of this guarantee are that there are no loopholes, no qualifications and no room for doubt or confusion. An unconditional guarantee such as this is saying in effect that an organisation is going to meet all of its customers' expectations. The downside is that an unconditional guarantee of satisfaction can have a significant impact on the finances on organisation if there is a painfully high number of demands for payout. Sloppy companies cannot give unconditional guarantees because they will simply go bust in the process if they do so.

Fortunately, a guarantee doesn't have to unconditionally promise satisfaction in order to be extraordinary. A specific guarantee allows a company to spell out exactly which elements of their product or service they are choosing to stand behind. In doing so, they are making the rules. If another element of what they do fails, they aren't obliged to compensate the customer no matter how big or small his or her dissatisfaction is.

Unlimited guarantees (such as the ones described above) are somewhat few and far between. Take for example the following guarantee from a shipping line. Their product must be pretty good to be able to offer this guarantee:

### WE GIVE YOU SOMETHING NOBODY ELSE DOES.

At Carnival, we're so confident that you will love a "Fun Ship"<sup>®</sup> cruise vacation, we give you a Vacation Guarantee. This assurance of satisfaction costs absolutely nothing and lets every guest - especially the first-timer - discover the pleasures of "Fun Ship" cruising, risk-free.

We're so confident you'll enjoy your Carnival cruise vacation, we guarantee it. Carnival is the only cruise line to offer the Vacation Guarantee. Simply book your cruise vacation and sail away on one of "the Fun Ships". If you are not completely satisfied with your vacation experience, all you need to do is notify us before arrival at the first port of call and you may disembark at your ship's first non-U.S. port of call. Carnival will refund the unused portion of your cruise fare and pay for your flight back.

A British company, The Carphone Warehouse, also believes in the power of a guarantee. Their claim is that their guarantees and after-sales service is unbeatable "when you purchase from us you get far more than just a mobile phone! All our team are trained to a very high level of expertise. As we are a truly independent company you will always receive completely unbiased and courteous advice". Their guarantees are:



1. **Ultimate price promise** - in the event of the price of your handset falling, 90 days after purchased, they will automatically send you a Gift Voucher to the value of the price difference.
2. **Price promise** - guarantees the lowest price in the UK or they refund the difference.
3. **14-day exchange** - if you are not entirely happy with the phone, network or tariff they'll exchange it.
4. **3-year warranty** - an extended warranty for all subscription phones free of charge or just £19.99 for Pre Pay and All Inclusive Packages within 14 days of purchase.
5. **No lemons** - A replacement phone if another warranty fault occurs after 3 warranty repairs within the warranty period.
6. **Tfg guarantee** - for £19.99, the 'TFG' guarantee allows you to return your mobile phone any time during the first year. The company will take over the remainder of the airtime contract and refund you up to 50% of the price of the phone.

There are plenty of 14-day and 30-day-guarantees (as we'll show later) but lifetime guarantees are harder to find. One company we were impressed with is *Cigar Cases & Humidors*. They sell varnished cigar cases, which are made in the USA. Because they take such care in producing Kings Crown cases, using the finest quality materials and workmanship, it means that with proper care each case should give its original owner a lifetime of use and enjoyment. Look at what they guarantee:

A clear catalysed varnish is used both to enhance the natural beauty of the wood and to help resist marring and scratching. If for any reason the wood, finish or hardware should fail, or be damaged beyond use, simply return it to the manufacturer and it will be repaired or replaced with a comparable case free of charge, to all original owners who register their case within 30 days of purchase or receipt (if a gift). Registration is made using the fully completed original Guarantee Certificate provided with each case, along with the original sales receipt.

As with the Carphone Warehouse, some companies guarantee more than one thing - for example, you can get a double guarantee when you buy at E-ValueStore. They say:

We want to earn your business, not only today, but tomorrow as well. We want your shopping experience to be as comfortable as possible. That's why we offer an unprecedented *Double Guarantee*. Here goes... if you are not completely satisfied with your purchase, for whatever reason, you can return the product, no questions asked, within 30 days from purchase. Now for the Double part... if you find the same product, sold via the Internet, or even at a Retail Department Store, for less than we charge, simply send us proof of your purchase (sales receipt required), with the lower price indicated and your purchase is **FREE! That's right, FREE!** We will credit your account for the entire purchase price of the product. Try finding a guarantee like that anywhere else on the web.

How about guaranteeing a dog's lead? It could be difficult but not so according to a company called Lupine in New Hampshire, USA. This is what they say:

Finally, a guarantee with teeth! We understand the joys and frustrations of pet ownership - and while we can't replace the legs on your kitchen table or your best pair of shoes, we can do our part to help keep your best friend out of "the doghouse." Should anything happen to damage your Lupine product - including chewing - you have several options.

1. Try contacting your retailer to see if they are able to replace the item for you, or
2. Mail it back to us at: Lupine Returns

Include your return address & daytime phone number and we'll send you a replacement immediately.

## THE LUPINE

**"Even If Chewed"**

LIFETIME GUARANTEE

Yorkshire Electricity provide their customers with a number of guarantees based on two sets of standards (agreed with the Director General of Electricity Supply in accordance with the Electricity Act 1989) to which they work:



1. 'Guaranteed Standards', under which they pay individual customers a set amount of money (by cheque) if they don't meet those standards and;
2. 'Overall Standards' which govern overall rather than individual performance and which are standards that they always aim to exceed.

This is how their guarantees go:

**PLEASE NOTE** For the purpose of these standards our normal working hours and days are 8.30am to 5.00pm, Monday to Friday. (If you telephone outside these hours, we'll treat your call as being received at the start of the next working day).

### 1. If our main fuse fails

If our main fuse fails and you notify us during normal working hours, we guarantee to visit you within 4 hours. Otherwise we guarantee to call within 4 hours of the start of the next working day, by 12.30pm at the latest.

If we don't, **we'll automatically** pay you £20.

Last year, out of 4,885 fuse failures, we responded to 99.96% of calls within the standard.

### 2. If the power goes off

If your electricity goes off due to a failure on our electricity network we guarantee to restore the supply within 24 hours, once we're aware of the failure.

If we don't and **you let us know** within 1 month of our getting your supply back on, we'll pay you £40 (£100 for a business customer) plus a further £20 for each subsequent 12 hours you were without electricity.

Last year we restored supplies to our customers within 24 hours in 99.9% of cases.

### 3. When arranging your supply

If you have a connection but no meter (providing beforehand we have received necessary information and payment from you), we guarantee to make an appointment to fit one and switch on the supply within 3 working days if you're a domestic customer or 5 working days for non-domestic customers.

Certain business customers may need a type of meter, which has to be ordered, in which case we'll contact you to arrange a convenient date for fitting.

If we don't make the appointment **we'll automatically** pay you £20. If we don't keep the appointment **we'll automatically** pay domestic customers £40 and business customers £100. (This standard does not apply where a supply is required for less than three months). This standard also applies if you already have a meter, but no supply.

Last year we successfully provided a supply within the required time in 100% of cases

Guarantees can be applied to any product or service. Products may appear to be easier to guarantee than services are but this isn't necessarily so. Let's look at an unusual service - chimney sweeping. The London Chimney Service focus on cleanliness when they say:

"We understand the need for peace of mind and the insurance that you're getting the job done right the first time, we want you to be our customer for life and we want you to come back to us year after year after year, so we make it a priority to keep you happy. We offer a no mess policy, we guarantee not to make a mess in your home, when we go to clean your chimney we put tarpaulins down so that if any soot (Creosote) falls it will fall on the tarpaulin not your carpet, if we're doing repairs on your chimney we will make all efforts humanly possible to ensure that as the job is being done we keep it clean and once we finish you we leave your home clean - You would never know we were there unless you look at the chimney".  
**The London Chimney Service**

The difficulty that we have with a guarantee such as the one above is: what happens if things go wrong - for example, if soot is spilled on the carpet? It's all well and good to say that the service is guaranteed but if it goes wrong then there has to be a financial penalty to the company providing it. That where risk reversal makes a guarantee really effective.

Banks have come under the cosh over recent years as a result of overcharges and poor service. Now, some banks have recognised the marketing advantage in appearing to be quite different from the rest. In the UK, independent MORI polls have constantly shown The Co-operative Bank to have more satisfied customers than any other clearing Bank. Not being satisfied with that result alone, they have set themselves even higher service standards and backed them up with a guarantee:

## Introducing our Customer Service Guarantees

The principle is by no means a new one. If you buy a TV, a washing machine or, indeed, any kind of goods you naturally expect them to be in good working order. If they're not, you have the right to demand a replacement. But what about services - like banking?

At The Co-operative Bank we believe that you have every right to expect that your account is run accurately and efficiently. Not exactly an earth shattering commitment but one which can be overlooked.

While we would never claim to be perfect, we are so confident in our ability to achieve the high standards of service we have set ourselves customer service guarantees.

It works like this.

Should we ever fail to live up to any of our promises we will put the problem right, say sorry and give you £10 for the inconvenience. It's as simple as that.

This guarantee applies to all our personal customers, it is not merely a marketing device to attract new business. It's part of our ongoing commitment to keep our customers happy.

Should we ever fail to live up to any of the following **promises**, we will put the problem **right**, say **sorry** and give you **£10**.

### ACCOUNT OPENING

We promise we will deal with your current account application within 48 hours of receiving it. We promise to open your account without error.

### STATEMENTS

We promise not to make any financial errors on your statements - no ifs or buts.

### CHEQUE BOOKS AND CARDS

We promise we will automatically issue your cheque book and cards to make sure you always have them available.

### STANDING ORDERS AND DIRECT DEBITS

We promise to set up and pay your standing orders and direct debits as instructed and without any mistakes.

### PERSONAL LOANS

Any request from our current account customers for an overdraft or personal loan will be dealt with and, if approved, made available within one hour.

<http://www.co-operativebank.co.uk/index.html>



Guarantees come in all shapes and sizes. Here's one that we like. It gives a price guarantee with a double bonus:

"30 Day Price Guarantee - In the unlikely event that you find a lower price within 30 days of your purchase, we will refund the difference or give you double the difference toward your next purchase! Just call 1-800-LUGGAGE, fax us at 1-703-751-1346 or e-mail us with the information on the price difference".

Some guarantees appear to be less than generous and probably miss the point of risk reversal altogether. For example, would this Dell promotion give you sufficient confidence to use your credit card on line if you were concerned about unauthorised charges? Would \$50 really help you feel any easier about the problem?

Every day, our customers spend over \$10 million dollars at dell.com, making it one of the world's top sites for Internet transactions. From our experience, we know it's important that you have the same confidence when you use your credit card online as you do when you order by phone. That's why we now offer the Dell Secure Shopping Guarantee – to help protect you from credit card theft or misuse. Here are the steps we take to ensure that your purchase is safe with us:

1. **Data encryption.** To help protect your credit card number and personal information, we encrypt every order. Encryption is a process by which we use software to scramble your credit card number and personal information so that they're unreadable by anyone but Dell.
2. **The Dell Secure Shopping Guarantee.** In the unlikely event that your credit card company holds you liable for any unauthorized charges to your account resulting from your online purchases at dell.com, Dell will cover your liability up to \$50.

Perhaps a more powerfully presented and compelling guarantee is that from MyVites. It's a 100% guarantee but it's still only \$50 as you'll see when you read their offer:

## Shopping Guarantee Details

The **MyVites.com Safe Shopping Guarantee** protects you while you shop at psli.com, so that you never have to worry about credit card safety. Period.

We guarantee that every transaction you make at MyVites.com will be 100% safe. This means you pay nothing if unauthorized charges are made to your card as a result of shopping at MyVites.com.

### Guarantee Details:

1. Under the Fair Credit Billing Act, your bank cannot hold you liable for more than \$50.00 of fraudulent charges. If your bank does hold you liable for any of this \$50.00, MyVites.com will cover the entire liability for you, up to the full \$50.00. MyVites.com will only cover this liability if the unauthorized use of your credit card resulted through no fault of your own from purchases made at MyVites.com while using the secure server.
2. In the event of unauthorized use of your credit card, you must notify your credit card provider in accordance with its reporting rules and procedures.

It may be that \$50 is the going rate for credit card misuse - perhaps because credit card companies themselves provide some basic protection against someone else using your credit card. To us, it doesn't sound enough of a risk reversal guarantee - even if it's wrapped up with your holiday or travel arrangements:

We're so confident that our online order systems are secure that we're willing to make this "Secure Shopping Promise" to you: If your credit card information is stolen while you are making an online purchase at the **Biztravel.com** web site and someone uses that information to make a fraudulent charge on your card, Biztravel.com will reimburse you for up to \$50 of your liability as the holder of the credit card. In most cases, your credit card agreement limits your liability for fraudulent charges to a maximum of \$50 (which you can easily confirm by calling your credit card company). With the Biztravel.com Secure Shopping Promise, you can use your credit card to make purchases on our web site without fear of ANY liability for theft of your credit card information. The only conditions to our Secure Shopping Promise are:

3. When making your purchase online at Biztravel.com, you must enter your credit card information in the "secure" mode. This does not mean that you have to do your travel planning in the secure mode. You only need to be in the secure mode when you enter your credit card information into your profile.
4. You must be in compliance with the terms and conditions of your credit card agreement with the company that issued your card.

That's it!

So feel free to take advantage of all the services that Biztravel.com has to offer. And thanks again for using Biztravel.com!

A much more generous sounding guarantee offer comes from Skycom:

Simply put, if you are paying over \$100 per month for long distance and toll-free phone service, we GUARANTEE you are paying too much. In fact if **Skycom** can't save you money we will pay you \$250 cash. Let me explain in a little more detail now. Skycom specializes in finding ways for businesses, no matter the size, to save hundreds - even thousands - of dollars on their monthly telephone bills. We perform FREE, no-risk audits for businesses like yours, and have found savings totaling well over five and a half *million* dollars. Now we would like the opportunity to save your company money too. We will analyze your long distance bill free of charge and report back to you within one week with our complete analysis in writing. This service costs you nothing, *before or after the audit*. **In fact, if we can't save you money, we will pay you \$250 cash - Guaranteed**

When it comes to products that help people to stop smoking, there are plenty of guarantees around. We like the simplicity of the guarantee from the Quit Smoking Company (their guarantee (90-days) is three times longer than that from LifeSign) but if you find a more effective way drug-free way to stop smoking then you could triple your money with LifeSign. Is the prospect of tripling your money more important than quitting smoking? We don't think so.

All products purchased from **The Quit Smoking Company** come with a 90-Day Money Back Guarantee. Purchase your product. Use it for 90 days. You must be completely satisfied with your purchase or simply return the item or items in good condition for a full refund (less shipping/handling).

## The LifeSign Two-Way Money-Back Guarantee

### 30-DAY MONEY BACK GUARANTEE

The LifeSign Program carries a 30-day money-back guarantee. If you are not satisfied, simply return the complete LifeSign Program with proof of purchase to PICS, Inc. within 30 days of your purchase for a full refund of the purchase price (excluding shipping, handling and C.O.D. charges).

### TRIPLE YOUR MONEY BACK IF YOU CAN BUY A MORE EFFECTIVE SELF-HELP DRUG-FREE PROGRAM.

We will refund triple your purchase price (excluding shipping, handling and C.O.D. charges) of the LifeSign Program if you can buy a more effective self-help stop smoking program. To qualify, the program must meet the following criteria:

5. It must be generally available to the public.
6. The program must be a self-help program. It may not involve any drugs, individual or group counselling, special incentives or other techniques that are not self-help in nature.
7. Scientific proof of effectiveness must be provided. Proof of program effectiveness may be supplied in the form of scientifically valid research. Neither personal testimonials nor manufacturers' claims or warranties will be considered as proof of effectiveness.

## What guarantee can you provide that's different?

If you guarantee the same as everyone else, your customer isn't going to be able to differentiate what you're offering to that of your competitor.

When all's said and done, the focus on customer satisfaction and exceeding expectations will provide you with the ideas for your organisation's guarantee to your customers. Most guarantees incorporate some or all of these ideas:

- It will work - "it will do what you want it to do";
- It will be on time - "it will arrive when it is promised";
- It will last - "it will be useable for a reasonable period of time";
- It will be safe - "it will protect as it says it will and there is no danger you'll face in using it";
- It's the right price - "at the time of purchase, another similar product elsewhere will cost more";
- It's the best for the job - "there's no better product/service or solution available at the time";

- When you need us, we'll be there - "the response time on service recognises your need for someone to be available when your need arises"<sup>2</sup>;
- Now is the best time to buy it - "there's no point in waiting until prices drop"<sup>3</sup>;
- If it goes wrong it will be put right - "the after-sales service and support that's available will remedy any problem that arises";
- The quality is second to none - "it won't go wrong";
- We (the company selling) are fair to our customers - "if there's any problem at all, we'll sort it out for you".

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## References:

<sup>1</sup> "Extraordinary Guarantees: Achieving Breakthrough Gains in Quality & Customer Satisfaction", by Christopher Hart, paperback (May 1993), AMACOM; ISBN: 0814450644

<sup>2</sup> Such as with car breakdown services (AA, RAC etc) or 24-hour telephone banking (First Direct).

<sup>3</sup> See price reduction offer by The Carphone Warehouse, mentioned earlier in this publication.

## Further Information

This guide is for general interest - it is always essential to take advice on specific issues.

We believe that the facts are correct as at the date of publication, but there may be certain errors and omissions for which we cannot be responsible.

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