

讲义

Schumpeter

熊彼特

Your call is important**您的来电很重要**

Customer service is getting worse. What could fix it?

客户服务越来越差。如何解决？

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Rare is the company today that does not claim to be “customer-centric”. Anyone unfortunate enough to have sought assistance or **redress** from big business may **quibble**. Many interactions with customer service make you feel central only in the sense of being the **prime** target of corporate **abuse**. Such experiences grew especially **maddening** amid the staff shortages and supply-chain **snarl-ups** of the pandemic. But trouble has been **brewing** for some time. After rising steadily for two decades, the American Customer Satisfaction Index (ACSI), a **barometer** of contentment, began declining in 2018. Although it has **edged up** from its pandemic **nadir**, it has **shed** all of its gains since 2006.

如今，很少有公司不宣称“以客户为中心”。任何不幸向大企业寻求过帮助或赔偿的人都可能会提出质疑。与客户服务部门的许多互动，只会让你觉得自己是公司滥用职权的主要目标。在疫情导致员工短缺和供应链混乱的情况下，这种经历变得尤其令人抓狂。不过，麻烦已经酝酿了一段时间。美国客户满意度指数（ACSI）是衡量客户满意度的指标，经过二十年的稳步上升后，该指数于2018年开始下降。尽管该指数已从疫情期间的最低点小幅回升，但已失去2006年以来的所有涨幅。

【词汇】

1. **redress** /rɪ'dres/ n. GRE GMAT 专八 托福 payment, etc. that you should get for something wrong that has happened to you or harm that you have suffered 赔款；损失赔偿
<同义替换>compensation

2. **quibble** /'kwɪbl/ v. GRE 专八 to argue or complain about a small matter or an unimportant detail (为小事) 争论, 发牢骚; 斤斤计较; 吹毛求疵

例: As defined, it is hard to quibble with.

按照规定, 它是很难被挑毛病的。

3. **prime** /praɪm/ adj. 四级 考研 main; most important; basic 主要的; 首要的; 基本的

例: Winning is not the prime objective in this sport.

获胜不是这项体育运动的主要目的。

4. **abuse** /ə'bjʊ:s/ n. 四级 GRE 高考 考研 the use of something in a way that is wrong or harmful 滥用; 妄用

5. **maddening** /'mædnɪŋ/ adj. GRE making you feel extremely annoyed 令人生气的; 使人极其恼火的

例: Shopping in the January sales can be maddening.

在元月促销期间购物可能会让人大为恼火。

6. **snarl-up** /'snɑ:rl ʌp/ n. A snarl-up is a disorganized situation such as a traffic jam, in which things are unable to move or work normally. 混乱局面

7. **brew** /bru:/ v. GMAT 专八 雅思 托福 if something unpleasant is brewing or brewing up, it seems likely to happen soon (不愉快的事) 即将来临, 酝酿

例: Trouble has been brewing for some time now.

麻烦已经酝酿了一段时间。

8. **barometer** /bə're:mɪtər/ n. 六级 GRE 雅思 something that shows the changes that are happening in an economic, social or political situation (显示经济、社会、政治变化的) 晴雨表, 标志, 指标

9. **nadir** /'neɪdɪr/ n. GRE GMAT 托福 the worst moment of a particular situation 最糟糕的时刻; 最低点

10. **shed** /ʃed/ v. 四级 GRE GMAT 考研 to get rid of something that is no longer wanted 去除; 摆脱

例: The firm is to shed 700 jobs.

这个公司将裁掉 700 个工作岗位。

【词组】

1. **edge up** : to approach or move toward a target little by little, or furtively 逐渐接近; 小幅增长

例: Its sales volume edged up 2 percent year-on-year.

销售额同比小幅增长 2%。

Businesses have long known that it pays to keep customers happy. In 1976 the White House **commissioned** TARP, a consultancy, to study the state of complaints-handling in America. Among other things, TARP's report concluded that businesses could profit from investing more in customer service, **quantifying** for different industries the value that loyal customers create through repeat purchases and **referrals**. In the years that followed, companies from American Express to General Motors set up contact centres with **toll-free** phone lines to make themselves more accessible to customers. A new **genre** of business books **extolled** the value of customer loyalty. A **nascent** industry of consultants **peddled** ways to improve customer-service operations.

企业早就知道，让客户满意是值得的。1976年，白宫委托一家咨询公司 TARP 来研究美国的投诉处理状况。除其他外，TARP 的报告得出结论，企业可以通过加大对客户服务的投资来获利，并针对不同行业量化忠诚客户通过重复购买和推荐所创造的价值。在接下来的几年里，从美国运通到通用汽车等公司都建立了配备免费电话线路的联络中心，让客户更容易联系到它们。一种新的商业书籍类型宣扬了客户忠诚度的价值。新兴的顾问行业宣扬改善客户服务运营的方法。

【词汇】

1. **commission** /kə'mɪʃn/ v. 四级 六级 GMAT 考研 to officially ask somebody to write, make or create something or to do a task for you 正式委托

例：Publishers have commissioned a French translation of the book.

出版商已委托人把这本书译成法语。

2. **quantify** /'kwɑ:ntɪfaɪ/ v. 六级 考研 to describe or express something as an amount or a number 量化

例：The risks to health are impossible to quantify.

健康的风险是无法用数量表示的。

3. **referral** /rɪ'fɜ:rəl/ n. GMAT an act of referring someone or something for consultation, review, or further action 推荐；转交

4. **toll-free** /,təʊl 'fri:/ adj. 考研 that you do not have to pay for 免费的

例：Call our toll-free number and speak to a customer service representative.

拨打我们的免费电话，并与客户服务代表联系。

5. **genre** /'ʒɑ:nrə/ n. GRE 考研 专八 a particular type or style of literature, art, film or music that you can recognize because of its special features (文学、艺术、电影或音乐的) 体裁，类型

6. **extol** /ɪk'stəʊl/ v. GRE 专八 托福 to praise somebody/something very much 赞扬；颂扬；称赞

例：She was extolled as a genius.

她被誉为天才。

7. **nascent** /'neɪsnt/ adj. **GRE** beginning to exist; not yet fully developed 新生的；萌芽的；未成熟的

例：Another nascent technology takes a different approach.

另一种新生技术另辟蹊径。

8. **peddle** /'pedl/ v. **GMAT** **专八** to spread an idea or story in order to get people to accept it 兜售，宣传，传播（思想、消息）

例：They even set up their own news agency to peddle anti-isolationist propaganda.

他们甚至设立了自己的通讯社来宣扬反孤立主义。

【长难句】

Among other things, TARP's report concluded that businesses could profit from investing more in customer service, quantifying for different industries the value that loyal customers create through repeat purchases and referrals.

句子主干部分为 TARP's report concluded that businesses could profit from investing more in customer service，意为：TARP 的报告得出结论，企业可以通过加大对客户服务的投资来获利

其中，that businesses could profit from investing more in customer service 为**宾语从句**，意为：企业可以通过加大对客户服务的投资来获利

Among other things 为**状语**，意为：除其他外

quantifying for different industries the value that loyal customers create through repeat purchases and referrals 是**伴随状语**，意为：并针对不同行业量化忠诚客户通过重复购买和推荐所创造的价值

其中，that loyal customers create through repeat purchases and referrals 为**定语从句**，修饰限定 value，意为：忠诚客户通过重复购买和推荐所创造的（价值）

“In a well-functioning market, it should be profitable to satisfy your customers,” argues Claes Fornell, architect of the ACSI. What, then, has gone wrong? Increased concentration in industries from airlines and banking to telecoms could be a factor, **in so far as** market power weakens the will of companies to invest in pleasing their clients. Much of the **consolidation** in these and other

“在一个运作良好的市场中，让客户满意应该是有利可图的，”ACSI 架构师 Claes Fornell 说。那么，到底出了什么问题呢？从航空、银行到电信等行业集中度的提高可能是一个因素，因为市场力量削弱了企业为取悦客户而进行投资的意愿。然而，这些行业和其他行业的许

industries, however, occurred before or during the period in which customer satisfaction was improving.

多整合都发生在客户满意度提高之前或期间。

【词汇】

1. **consolidation** /kən,sə:lɪ'deɪʃn/ n. the act of combining into an integral whole 整合；联合

【词组】

1. **in so far as** : to the degree that 到…程度；在…范围

例：In so far as we act on inclination or pursue pleasure, we act as means to the realization of ends given outside us.

所以当我们因爱好或追求快乐去行动，我们只是实现一定外来目的手段。

Technology may be a bigger part of the problem. Besides dropped calls, the most common **irritation** in customer-service interactions is being stuck with a chatbot, according to research from Genesys, a maker of contact-centre software. In recent years many companies have been busily **deploying** automation software in their contact centres in an attempt to **do away with** human interactions. The results have sometimes been disappointing both for customers and for companies, says Darci Darnell of Bain, a consultancy.

技术可能是更大的问题。根据联络中心软件制造商 Genesys 的研究，除了掉线之外，客户服务互动中最常见的烦恼就是被聊天机器人缠住。近年来，许多公司一直忙于在其联络中心部署自动化软件，试图消除人际互动。贝恩咨询公司的达西·达内尔(Darci Darnell)表示，结果有时令客户和公司都感到失望。

【词汇】

1. **irritation** /,ɪrɪ'teɪʃn/ n. 专八 An irritation is something that keeps annoying you. 恼人事;烦心事

2. **deploy** /dɪ'plɔɪ/ v. GMAT 考研 专八 to move soldiers or weapons into a position where they are ready for military action 部署，调度

例：The organizations stated their support for the "responsible" development and deployment of AI systems.

这些机构表示支持“负责任”地开发和部署人工智能系统。

【词组】

1. **do away with** : to stop doing or having something; to make something end 废除；取消；结束

例: He thinks it's time we did away with the monarchy.

他认为我们该废除君主制了。

Customers, for their part, are not helping. In this year's National Customer Rage Survey, another **gauge** of **sentiment**, 17% of customers admitted to being “**uncivil**” in their interactions with businesses. Scott Broetzmann, who led the survey, thinks the problem is getting worse, and that standards of acceptable behaviour are slipping. Mr Bates **laments** the lack of **empathy** customers often show towards contact-centre agents. Many such workers endure **foul** language and verbal abuse, one reason why **attrition** rates are high and rising. Staff **turnover** in contact centres in America hit a record 38% last year, according to SQM Group, another software provider. Higher attrition means less experienced contact-centre agents, further worsening service standards.

顾客方面也没有提供帮助。在今年的全国顾客愤怒调查（另一个衡量情绪的指标）中，17%的顾客承认他们在与企业的互动中“不文明”。领导这项调查的斯科特·布罗茨曼(Scott Broetzmann)认为问题正在变得越来越严重，可接受的行为标准正在下降。贝茨对客户经常对联络中心座席人员表现出的缺乏同理心表示遗憾。许多此类员工忍受着粗言秽语和辱骂，这也是员工流失率居高不下且不断攀升的原因之一。根据另一家软件提供商 SQM Group 的数据，去年美国联络中心的员工流动率达到创纪录的 38%。更高的流失率意味着更少经验丰富的呼叫中心座席，进一步降低服务标准。

【词汇】

1. **gauge** /geɪdʒ/ n. 四级 GRE GMAT 考研 a fact or an event that can be used to estimate or judge something (用于估计或判断的) 事实, 依据, 尺度, 标准

2. **sentiment** /'sentɪmənt/ n. 六级 GMAT 考研 雅思 a feeling or an opinion, especially one based on emotions (基于情感的) 观点, 看法; 情绪

3. **uncivil** /,ʌn'sɪvəl/ adj. not polite 失礼的; 粗鲁的

例: A man has no more right to say an uncivil thing than to act one.

一个人无权说无理的话, 就像无权做无理的事一样。

4. **lament** /lə'ment/ v. GRE GMAT 专八 雅思 托福 to have or express very sad feelings about somebody/something 对...感到悲痛; 痛惜; 对...表示失望

例: In the poem he laments the destruction of the countryside.

在那首诗里他对乡村遭到的破坏流露出悲哀。

5. **empathy** /'empəθi/ n. GRE 考研 专八 the ability to understand another person's feelings, experience, etc. 同感；共鸣；同情

6. **foul** /faʊl/ adj. 六级 GRE GMAT 考研 雅思 including rude words and swearing 充满脏话的；辱骂性的；下流的
例：I'm sick of her foul mouth (= habit of swearing).

我讨厌她一开口就骂人的那张臭嘴。

7. **attrition** /ə'triʃn/ n. GRE GMAT 专八 At a university or place of work, attrition is the decrease in the number of students or employees caused by people leaving and not being replaced. 人员减缩；人员流失

8. **turnover** /'tɜːrnəʊvər/ n. GMAT 考研 专八 雅思 the rate at which employees leave a company and are replaced by other people (人员的)流动率；流失率

Could Chatgpt-like “generative” artificial intelligence (AI) make things less awful? These tools offer more humanlike interactions than earlier generations of customer-service bots. Once trained on past call transcripts and other company data, they also make fewer mistakes than the **off-the-shelf** version of Chatgpt, says Ms Darnell. They do a good job, too, at speedily **sifting** through information such as a customer's prior interactions with a company. Whether they are an **adequate** substitute for humans, however, is less clear. As Jo Causon of the Institute of Customer Service, a professional body, notes, many customers are happy using self-service solutions for simple transactions but want assistance from a real person when they encounter problems.

类似 Chatgpt 的“生成式”人工智能(AI)能否让事情变得不那么糟糕？与前几代客服机器人相比，这些工具提供了更像人类的互动。达内尔表示，一旦接受了过往通话记录和其他公司数据的培训，它们也会比现成的 Chatgpt 版本犯更少的错误。它们在快速筛选信息（例如客户之前与公司的互动）方面也做得很好。然而，它们是否足以替代人类还不清楚。正如专业机构客户服务协会的 Jo Causon 指出的那样，许多客户乐于使用自助服务解决方案进行简单的交易，但在遇到问题时希望得到真人的帮助。

【词汇】

1. **off-the-shelf** /ɔːf ðə 'ʃelf/ adj. GMAT that can be bought immediately and does not have to be specially designed or ordered 从货架直接取下买走的；现成的

例：The team chose only off-the-shelf tools, in order to mirror human biology.

为了模仿人类生物学，该团队选择的都是已有的现成工具。

2. **sift** /sɪft/ v. 六级 GRE 考研 to separate something from a group of things 区分；挑选；精选

例：He sifted the relevant data from the rest.

他从其余部分筛选了相关数据。

3. **adequate** /'ædɪkwət/ adj. 四级 高考 考研 enough in quantity, or good enough in quality, for a particular purpose or need 足够的；合格的；合乎需要的

例：The space available is not adequate for our needs.

现有的空间不能满足我们的需要。

【长难句】

As Jo Causon of the Institute of Customer Service, a professional body, notes, many customers are happy using self-service solutions for simple transactions but want assistance from a real person when they encounter problems.

句子主干部分为 many customers are happy using self-service solutions for simple transactions but want assistance from a real person when they encounter problems., 意为：许多客户乐于使用自助服务解决方案进行简单的交易，但在遇到问题时希望得到真人的帮助

其中，for simple transactions 为目的状语，意为：（来进行）简单的交易

其中，when they encounter problems 为时间状语，意为：在遇到问题时

As Jo Causon of the Institute of Customer Service, a professional body, notes 为状语从句，意为：正如专业机构客户服务协会的 Jo Causon 指出的那样

其中，a professional body 是同位语，补充说明 the Institute of Customer Service，意为：专业机构（客户服务协会）

Since Chatgpt **dazzled** the world last November, many have **fretted** over whether AI will **obliterate** entire categories of jobs, not least among them contact-centre agents. The evidence so far hints instead at another, more hopeful possibility: by augmenting workers, rather than replacing them altogether, generative AI could lead both to better jobs and better experiences for customers. After years of frustration and rage, that would come as a relief to people on both sides of the customer-service line.

自从去年 11 月 Chatgpt 令世界眼花缭乱以来，许多人都担心人工智能是否会消灭整个类别的工作，尤其是联络中心座席。迄今为止的证据暗示了另一种更有希望的可能性：通过增加工人而不是完全取代他们，生成式人工智能可以为客户带来更好的工作和更好的体验。经过多年的沮丧和愤怒之后，这对客户服务热线两边的人们来说都是一种解脱。

【词汇】

1. **dazzle** /'dæzl/ v. 六级 考研 雅思 to impress somebody a lot with your beauty, skill, etc. (美貌、技能等)使倾倒, 使赞叹不已, 使眼花缭乱

例: She knows a lot of famous people and tried to dazzle me with their names.

她认识很多名人, 并试图用他们的名字让我眼花缭乱。

2. **fret** /fret/ v. GMAT to be worried or unhappy and not able to relax 苦恼; 烦躁; 焦虑不安

例: He was fretting over his speech.

他为演讲感到烦恼。

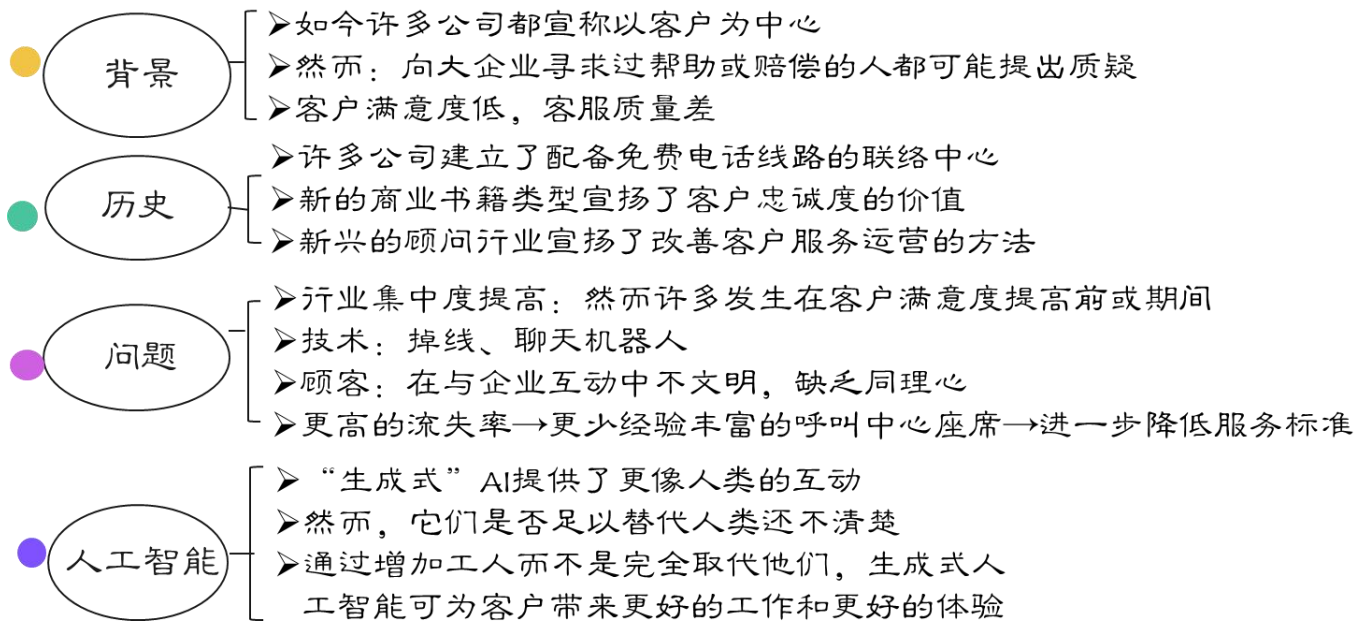
3. **obliterate** /ə'blɪtəreɪt/ v. to remove all signs of something, either by destroying or covering it completely 毁掉; 覆盖; 清除

例: Everything that happened that night was obliterated from his memory.

那天夜里发生的一切都是从他的记忆中消失了。

总结

1) 文章架构



2) 同义替换

✓ 宣扬

extol

A new genre of business books extolled the value of customer loyalty.

一种新的商业书籍类型宣扬了客户忠诚度的价值。

peddle

A nascent industry of consultants peddled ways to improve customer-service operations.

新兴的顾问行业宣扬改善客户服务运营的方法。

其他： advocate/propagate/preach

例：Then again, I suppose I could preach about tolerance today.

那么看来，今天我可以向大家宣扬关于宽容忍让的好处了。

✓ 指标

barometer

the American Customer Satisfaction Index (ACSI), a barometer of contentment

美国客户满意度指数 (ACSI) 是衡量客户满意度的指标

gauge

In this year's National Customer Rage Survey, another gauge of sentiment

在今年的全国顾客愤怒调查 (另一个衡量情绪的指标) 中

其他: index/pointer/proxy

例: The number of patients on a doctor's list was seen as a good proxy for assessing how hard they work.

医生诊单上的病人数被看作是衡量他们工作努力程度的可靠指标。

3) 一词多义✓ **prime**

- ✓ 文章原句: Many interactions with customer service make you feel central only in the sense of being the prime target of corporate abuse. 与客户服务部门的许多互动, 只会让你觉得自己是公司滥用职权的主要目标。

✓ 释义:

① **main; most important; basic** 主要的; 首要的; 基本的

Winning is not the prime objective in this sport.

获胜不是这项体育运动的主要目的。

② **of the best quality; excellent** 优质的; 上乘的; 优异的

The store has a prime position in the mall.

这家商店位于购物广场一个非常理想的位置。

③ **a prime example of something is one that is typical of it** 典型的; 有代表性的

The building is a prime example of 1960s architecture.

这座大楼是 20 世纪 60 年代的典型建筑。

④ **most likely to be chosen for something; most suitable** 最可能的；首选的；最适宜的

He's a prime candidate for promotion.

他是最有望获得晋升的人选。

✓ **shed**

✓ 文章原句：Although it has edged up from its pandemic nadir, it has shed all of its gains since 2006. 尽管该指数已从疫情期间的最低点小幅回升，但已失去 2006 年以来的所有涨幅。

✓ 释义：

① **to get rid of something that is no longer wanted** 去除；摆脱

The firm is to shed 700 jobs.

这个公司将裁掉 700 个工作岗位。

② **to take off a piece of clothing** 使落下；使掉下

Luke shed his clothes onto the floor.

卢克把衣服脱在地板上。

③ **to send light over something; to let light fall somewhere** 散发出光；把光照到(或洒在)...

上

The candles shed a soft glow on her face.

蜡烛在她的脸上映着一层柔光。

④ **to cry** 哭；流泪

She shed no tears when she heard he was dead.

她听到他的死讯时没流一滴眼泪。

4) 仿写训练

✓ 描述问题所在

✓ 文章原句：

What, then, has gone wrong? Increased concentration in industries from airlines and banking to telecoms could be a factor, in so far as market power weakens the will of companies to invest in pleasing their clients...Technology may be a bigger part of the problem...

✓ 句型：

What, then, has gone wrong? 那么，到底出了什么问题呢？

... could be a factor ...可能是一个因素

... may be a bigger part of the problem. ...可能是更大的问题

✓ 仿写示例：

What, then, has gone wrong with the job market? Population growth could be a factor. It leads to an oversupply of labor. The mismatch between the education system and the demand for jobs may be a bigger part of the problem. Many highly educated people are unable to find suitable jobs due to the insufficient number of jobs.

✓ 仿写作业——描述家长孩子沟通问题所在

那么，孩子不愿意跟家长沟通到底出了什么问题呢？

家庭教育方式可能是一个因素。一些父母过于严格，对孩子的要求过高，导致孩子不敢与父母分享自己的想法和感受。

代沟可能是更大的问题。由于时代、文化、价值观等因素，孩子和父母之间可能存在代沟。这种代沟可能导致孩子和父母在思想、观念、行为等方面存在差异，从而影响沟通。

5) 主题词总结

今日主题——企业服务	
1. customer service	客户服务
2. corporate abuse	滥用职权
3. staff shortage	员工短缺
4. supply-chain snarl-up	供应链混乱
5. contact centre	联络中心
6. customer loyalty	客户忠诚度
7. consolidation	整合
8. attrition rate	员工流失率
9. staff turnover	员工流动率