

retailers, launched its online customer review system in the autumn of 2009.

The reasons luxury retailers have launched online customer review systems include “the need to beef up online sales, and a realization among luxury retailers that customers want the ability to take shopping advice from their peers.”¹⁴ According to the E-tailing Group, 71 percent of online shoppers are influenced by customer reviews; and according to Bazaarvoice Inc., customer reviews tend to be overwhelmingly positive.¹⁵

Perhaps the bottom line with respect to Nordstrom’s approach to customer service is best summarized in the observation made by John Graham. Writing in *The American Salesman*, Graham observes: “Being known isn’t what’s important. What adds to your panache and builds credibility is what you want to be known for. What’s important isn’t the Nordstrom’s name; it’s the link to extraordinary customer service that makes the store unique.”¹⁶

Discussion Questions

1. Dealing with dissatisfied and disgruntled customers is, perhaps, one of the greatest sources of conflict for retailers. Is Nordstrom’s approach to customer service and customer relationship management an appropriate way to defuse or prevent potential conflict situations? Explain the reasoning behind your answer.
2. Using the assertiveness and cooperativeness dimensions that underlie the five conflict management styles, explain Nordstrom’s approach to customer service and customer relationship management.
3. Drawing on your answer to the preceding question, discuss the advantages and disadvantages of the conflict management approach that seems to characterize Nordstrom’s approach to customer relationship management.

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Chapter 13 Case References

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