

Profile of an Effective Communicator

"It's not what you say; it's how you say it—because personality always wins the day." — Arthur Miller

Devox (India) Limited: The Case of a Less Expensive Customer [Sunday, 11:40 a.m. The showroom of Devox Sports Shoes & Sportswear in a posh market of a metro. Mr. and Mrs. Oberoi walk towards the showroom from the parking lot holding a box of Devox shoes. Mr. Oberoi is an HR executive with a multinational company. He is dressed in a red t-shirt, a pair of long khaki shorts, and sandals. Mrs. Oberoi is wearing a plain, light blue salwar kameez. She is holding a shopping bag and a small purse. Mr. Oberoi enters the shop first as Mrs. Oberoi decides to linger outside to look at the display windows. On entering the shop, he is greeted by Rahul, a young sales executive trainee who is on a visit to the showroom from the company's headquarters.]

Rahul: Good morning, sir! May I help you?

Mr. Oberoi: Oh, yes. Well, I bought this pair of shoes from this shop last Sunday. I have just worn them twice. I have a feeling that they are from a seconds lot. (Tries to hand over the box, but Rahul has his hands behind his back.)

Rahul: Sir, we don't stock seconds in this showroom.

Mr. Oberoi: (Opening the box of shoes) It did strike me while I was buying the shoes but I was more keen on the colour; maybe that's why I overlooked it. (He points to the toes of the shoes.)

There is a difference between the two shoes here. The stripes are not aligned the same way. It seems to be a manufacturing defect. Rahul: (Looking at the shoes but with his hands still behind his back) Sir, this is the way they are designed. It is not a manufacturing defect.

Mr. Oberoi: (Getting closer to Rahul and trying to hand over the shoes so he could take a look) This can't be the design. It is an alignment defect and it looks like a seconds' pair.

Rahul: (Still not taking the shoes) Sir, I can show you other pairs. They are all made the same way. (He asks one of the shop assistants to get a couple of pairs of the same shoes, and moves on to attend to other customers. When he returns after about six minutes, he finds Mr. Oberoi trying on a different pair.) See, I said that they were all made the same way. It is the design, not a manufacturing defect.

Mr. Oberoi: Then I have a feeling that this showroom is selling defective pieces. They are not from fresh stock.

Rahul: Sir, as I have informed you, we do not keep any seconds in this showroom as a policy. In fact, we don't have much seconds stock because our production line is most modern.

Mr. Oberoi: (Picking up his pair of shoes) Anyway, I want to return them. I don't want to wear a defective pair.

Rahul: I am sorry, sir. We can't take these back. Our policy is not to take back goods that have been sold.

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R Barnett



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