Find out what your customers really think
Many companies use surveys, Voice of the Customer programmes or focus groups to find out about their customers’ opinions.

Still, both customers and businesses are often dissatisfied with the fruit of those efforts.

Drivers of that dissatisfaction include:

- Multiple teams pursuing different, uncoordinated strategies;
- Relying too much on customer reviews, testimonials and written feedback and not looking for other kinds of ‘input’;
- Surveys that aren’t fit for purpose, sent too frequently or just at the wrong time;
- Customers wondering what happened with their feedback;
- Misguided targets that reward lower numbers of complaints coming in, rather than a higher number of complaints resolved positively;
- A fear of social media and lack of training in how to use it productively (outside of broadcasting marketing campaigns);
- Failure to read customer communication closely, interpret it properly, and take the right action;
- ‘Politeness’ being held up as the number one standard for good customer care communication without defining what that means; and
- A lack of cultural sensitivity, leading to a cookie-cutter approach to customer experiences.

This ebook looks at ways you can dive deeper into the hearts and minds of your customers. Like an onion, understanding customers is made up of different layers — from the way you present your company to the outside world, to your feedback strategy, down to the detail of how to choose the right words and tone when you communicate with customers.

Whether you work in customer care, marketing or you’re jack-of-all-trades in a startup, each chapter contains practical steps you can take to find out what your customers really think.
We’ll walk you through those different layers, from the outside in:

1. Starting with a critical appreciation of reviews;
2. Helping you get your customer feedback surveys right;
3. Our top tips on turning social media into a feedback channel;
4. How to get closer to ‘one-and-done’ in customer care by giving customers what they want;
5. The one thing you must always read for before responding to a customer query;
6. What kind of language customers expect from you and why politeness simply isn’t good enough; and finally,
7. Some surprising facts about how your customers’ cultural backgrounds affect what they want from you.

At the end of this ebook, you’ll find a checklist to help you put your insights into practice. Because we all know that delightful communication isn’t rocket science — consistently applying what we know is the hard part.

We hope our little book helps you uncover many new insights and build stronger relationships with your customers. If you’d like to find out more or share your experiences, we’d love to hear from you!

Visit us at from-scratch.net, on Twitter, Facebook or LinkedIn.

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What are reviews good for, anyway?

Should you use customer reviews?

- You may invite your customers to leave reviews, or simply accept the fact that people will leave reviews on public websites.
- You may look to those reviews for insights into customer needs or just use the positive ones for your marketing.
- You may have invested into complex tools, or you may copy/paste from emails into a spreadsheet.

These all seem like valid options as long as you’re deliberate in your use of reviews.

Or are they?

To quote Guy Letts, Founder and CEO of CustomerSure:

“The biggest benefit comes from making customer feedback part of ‘business as usual’.”

In other words: People give feedback for their own benefit — not yours.
So... where does that leave us when it come to using reviews?

10 basic - but important - facts about customer reviews

1. Nobody takes the time to leave a review if they feel there’s nothing in it for them or for people they care about.

2. If they leave a good review, they will feel good afterwards. They might feel the simple satisfaction of voicing their beliefs and values in a public forum. That’s just psychology.

3. If they leave a good review which leads someone else to try the same thing, they hope that person will also enjoy the experience and feel grateful for the tip.

4. If they leave a good review for a small company, they may hope to get noticed by the people that run the company.

5. If they leave a so-so review, or even a bad one, they hope someone will read their review and acknowledge it. They almost always want the company to fix their bad experience and turn them into a happy customer after all.

6. If they leave a less-than-stellar review, they hope to spare others the same disappointing experience.

7. Some might want to punish the company for a disappointing experience. At that point, the relationship is often already broken beyond repair. But it’s worth trying anyways, because other people are watching.

8. Some people leave reviews even though they’re not a customer, and they don’t know the thing they’re reviewing. (Hello, Amazon... looking at you here!)

9. Very few companies take the time and effort to read all the reviews they get and respond to each one individually — recording the points raised and addressing the problems that customers experienced.

Customer reviews can’t replace a good customer feedback system.

But you can respond to each one and make your customer care shine.

You can even mine reviews left for your competitors to find out what’s bothering people — and do it better.
Ever heard of “Surveyitis”?

Customer surveys are now so commonplace that some customers dread them. And Dave Gorman even did a comedy show about them. But a good survey will help you understand your customers so much better.

You can’t look inside people’s heads, but these 5 tips will get you closer:

1. Surveys work best if you always show you’re open for feedback.
2. Make super fast surveys part of your routine.
3. Ask the right questions.
4. Thank people who make a complaint.
5. Talk to a handful of your customers directly.

1 - Surveys work best if you always show you’re open to feedback

Why do people complain about too many surveys? Because they often perceive them as a company’s half-hearted attempt to get information that’s readily available — a bad substitute for the customer care team listening properly. Worse, instead of putting in the work themselves, such companies seem to shift the effort to their customers.

If you’re always open and honest with people and take their queries seriously, a quick survey here and there will be welcome rather than mocked.
2 – Make super fast surveys part of your routine

People are more likely to make one or two clicks and tell you what they think at important stages:

- after they’ve placed an order, read your email, or made a return;
- when they’ve cancelled their membership or left your shop without making a purchase;
- on the day they’ve received their parcel or signed up for your news.

Focus on the answers you need the most right now, and don’t give in to the temptation to make a 10-question questionnaire just because you can.

3 – Ask the right questions

Getting people to overcome their proclivity for politeness is both an art and a science. In his book, Five Star Service: How to Deliver Exceptional Customer Service, Michael Heppell recommends using so-called power questions:

“‘What can we do better?’ Most people will say, ‘Erm, nothing.’ ... You can say, ‘Thank you. If there was one thing, what would it be?’ Then you need to listen.”

The phrasing of the question really makes all the difference here — and the fact that you’re asking them twice.

4 – Thank people who make a complaint

Complaints are uncomfortable, but they give you free customer insights. And for each customer who’s willing to speak up, there are 25 who are silently unhappy. That’s a lot of potential business you can save by making your more vocal customers feel welcome.

5 – Talk to a handful of your customers

Two disciplines that feed on surveys are user experience (UX) design and market research. The most successful experts in both fields combine quantitative data from surveys, analytics, etc., with qualitative insights from focus groups, face-to-face interviews and watching people complete tasks in real time. Research has shown that usability studies with just 5 people allow you to catch almost all the important issues all your customers are facing. In a similar vein, a few proper conversations can give you the essential themes you should be working on to improve your customer experience.

So pick up the phone and call people, or meet them in person. Buy them a coffee and take half an hour to watch them use your product or just listen to their views. Besides all the information you’ll gather, you’ll also gain new fans: people will really appreciate the fact that you’re inviting them to have their say.
CHAPTER 3

Listening on social

Have you googled yourself recently?

It may feel a bit naughty. But we should all keep an eye on our public persona from time to time. It exists whether we monitor it or not. And knowing what’s out there is the only way we can shape it.

To quote Don Draper:

If you don’t like what’s being said, change the conversation.

It’s the same with your business persona. You can only engage with your customers and attract new ones if you’re listening to them. And that sometimes means “eavesdropping” on social media.

Listening to conversations on social media is certainly not a new idea. Almost any large company has tools that unearth tweets, public Facebook posts, etc. that mention their brand names — and not just the ones where they’ve been “@tagged”. Dreamgrow have recently compiled a list of 48 free social media monitoring tools, which is worth exploring if you’re yet to get started.

Even with all the tech in place, there a few important things that many businesses don’t do, or don’t do right. Large or small, there’s a good chance at least one of them applies to you, too:

5 tips for listening to your customers on social media

1. **Don’t wait till you’re “famous”**. Start monitoring social media from Day 1.

2. **Don’t just listen for your brand name**. Include all possible misspellings too.

3. **Find out if there’s someone else with your company’s name (or a very similar one)**. Include them in your monitoring, and keep a friendly relationship with them as you grow. John Lewis famously share their name with some real people, who are sometimes erroneously tagged by customers seeking help.

(screenshot from Twitter search)
4. Especially when you're still quite small, or if you work in a small niche, **listen for competitors**. People's questions and the good or bad things they say can be gold for developing your business.

5. **Don’t just listen — get involved in the right way:**

- If people need support, reach out to them — whether they’ve tagged you or not.
- If they’re praising you, thank them. They’ll love the fact that you’ve been listening.
- Complaints are less straightforward: sometimes it’s important to just let people vent. Best to reply only if you can fix things for them, or if they’re talking about your core values or product features. In that case, you might even be able to do like Smart Cars USA and turn it into some witty advertising:

![Image of a tweet by Official smart USA](image-url)
Best to use an example to show how easy it is to get this right, save extra work, and make customers feel understood.

Our Sabine recently signed up for a software trial that promised she could send video messages by email — quickly and elegantly. She played around with the platform, sent a couple of videos to friends and family and then decided it wasn’t worth the hassle: as a writer, words on the page come easy to her, while she finds video slightly awkward.

She decided to end her trial and cancel the service.

All the talk about the *new data protection laws taking effect in May 2018* probably sensitised her, so she wanted to make sure that the software company deleted her account.

In what follows we share the email exchange she had with that company — and her thoughts when she read their replies.

They’re a good case study of how support emails are received in general.
Initial customer query

Subject: Delete my account

Hi there,

I don’t think your service is right for me and would like to have my details deleted from the system, please.

Thanks,
Sabine

Note how the request is in plain English, using the word “delete” twice — in the subject line and in the email.

Here’s their reply:

Re: Delete my account

Hey Sabine,

Thanks for reaching out. Your free trial closed so you are all set. Why don’t you feel our service is right for you? I’d love to chat to see if we can help!

Best regards,
Donovan
Customer Care Manager

The problem: she wasn’t all set.

Instead, she felt as if Donovan was ‘mansplaining’ the meaning of “free trial” to her — and trying to set up a sales call by asking why she wanted to cancel. Because she didn’t want to be a customer from hell, she still answered his question:

Re: Re: Delete my account

Hi Donovan,

I don’t think video will replace email for me anytime soon. I just have no need to send videos, and find them clunky and time consuming compared to email or video chat.

Have my details been deleted? I do know that my account has been inactive since the end of the free trial, but I want it to be deleted.

Thanks,
Sabine

Note how the word “deleted” appears twice in the final paragraph, with the quite forceful phrase “I want it to be deleted” making the request crystal clear.

To which they replied:

Re: Re: Re: Delete my account

Hey Sabine!

I completely understand. If you ever want to chat about how you can implement video into your workflow, let us know we are happy to help!

Yes your account has been completely deleted from our system.

If you need anything else let me know!

Best regards,
Donovan
Customer Care Manager
Why did that have to take 4 emails?!

Lengthy email exchanges are costly to the company and their customers.

4 steps to understanding customers better

_and get closer to “one-and-done”_

1. **Read the entire email twice.**

2. **Complete these sentences:**

   “This customer wants me to
   
   [action words used by the customer].

   I can help them feel good about our company by also
   
   [implied or emotional need of the customer].”

3. **Take the actions you’ve identified.**

4. **In your reply, use the exact same words as the customer to describe what you’ve done.**

   If they wrote “delete”, write “delete”.

   (If you can’t do exactly what they’ve asked you to do, say so — and what you’ve done instead.)

**Point 4 is the crucial bit.**

_We’ve all learned to vary our word choice to improve our style_, but that rule doesn’t apply here.

Clarifying that fact to support advisors can lead to true light bulb moments.
What to read for

In the last chapter, we asked you to identify the “implied or emotional need of the customer.” Whether it’s writing your sales pages, newsletters, product descriptions or email replies, it’s the one simple action that’s more effective than anything else.

“Hold on”, we hear you say. “How’s that simple — reading between the lines, hearing the unsaid?”

Here’s the key

Whenever you’re dealing with someone you must first listen for their fear of embarrassment.

Be patient and allow the other person to finish their story.

Check if you’ve understood everything. Ask for clarification.

Then, and only then, address their fear alongside any practical needs they’ve mentioned.

- If they mention unpredictable sizing, are they embarrassed about having bought something that doesn’t fit? Do they feel they should have known better?
- If they’re asking about the look and feel of an item, are they anticipating the pain of their birthday present being rejected or returned?
- If they complain about delivery times, do they fear the embarrassment of not having a present under the Christmas tree?

Let’s say you give your customer just the practical information they’re after.

They know they should go a size up and that the vegan leather feels buttery soft. They’re aware that shipping is free for orders of £100 or more and that they get free next day delivery from £150.

This addresses all their practical needs for information. It doesn’t address their fear of embarrassment. Once you know about their fears, you can reassure them.
For example, if someone’s unhappy with the sizing, don’t say:

“We provide handy sizing charts for each product on our website.“

That’ll make them feel even worse.

Instead, empathise with them:

“I’m so sorry to hear the trousers don’t fit. Sometimes the clothes don’t drape the way you’d like or they pinch in unexpected places when you try them in real life. Every body is different!

Would you like to swap your trousers for a different size? If you tell us a bit more about your measurements or the fit you were hoping for, I’ll pass your feedback on to the team that looks after our sizing. (A picture would be super helpful if you’re up for it!)”

Try addressing their worries explicitly or through tone of voice, perfect policies or even the right colours and imagery.

So how do you read or listen for your customers’ fears?

Richard Mullender is an ex-hostage negotiator at Scotland Yard, and he’s trained hostage negotiators around the world. In his book, Dispelling the Myths and Rediscovering the Lost Art of Listening (Communication Secrets of a Hostage Negotiator Book 1), he lists 5 things to look out for:

1. Descriptive words
2. Imperatives (should, must, ought to, got to)
3. Motivators (want, need, am determined)
4. Emphasisers (very, incredibly, unusually) – attached to descriptive words, they signal an intense feeling
5. Opinions, values and beliefs

He explains:

“Opinions tell you more about the person giving the opinion than they tell you about what they are giving the opinion about. ... By saying [someone is] loud and aggressive they are telling that they do not like loud and aggressive people. Full stop. Equally if they say that they find them friendly, it tells you that this person likes to be treated as a friend, and likes people to be nice. If he were to say that they were weak and not tough enough, we can construe that the person has strong conservative ideals and believes in obeying the rules. We might even say that they are radical in their belief that power is supremely important.”
Your customers want you to speak to their values and emotions.

- They want to see the right kind of customer reviews with each item or category on your website.
- They want an answer that addresses their fears in your reply.
- They want to be talked to in the right tone of voice — scientific, whimsical, friendly, tough...
- They want to see the right colour scheme on your website (or even products) because that’s how they know you’re a perfect fit.
- They want their objections alleviated elegantly in your sales copy.
- They want policies that make it easy for them to say yes.
- They want to hear the words and phrases that make them feel like you know them and that they’re safe with you.

Businesses share loads of information with their customers every day.

Will yours hit the mark by addressing their worries and fears?
CHAPTER 6

How do customers want us to sound?

Are we polite enough?

Whenever we communicate with anyone, we negotiate our relationship with each other:

Are we at eye level?
Who's got 'the upper hand'?
Are you on my side?
How close are we?

Our word choice and style, even the use of white space and the tone of our voice all contribute to that negotiation.

And the outcome is not the single-handed creation of the person who's talking or writing. Both parties create the relationship together — listening and speaking are inextricably intertwined.

Here we have the crux of the matter:

What I intend may not be what you understand.
At work, many people fall back on the seemingly safe option of being ‘polite’.

Alas, politeness is not any less difficult to negotiate. It, too, is relative to the writer, reader, content and situation. Sure,

“There are always a few who continue to be convinced that there is an absolute sense of politeness (and theirs is it)”

(Tannen 2011).

But the conversations we have with businesses about being polite to their customers reflect a growing understanding of that relativity.

Sociolinguists like Deborah Tannen distinguish between different kinds of politeness — for example, ‘distance politeness’ and ‘camaraderie politeness’, expressions of power and of solidarity.

Distance and power are often associated with a more formal, deferential style — for example, when we call someone

“Mrs Smith” or “The Right Honourable Reverend So Andso”.

This kind of language respects people’s independence and the power they hold over our relationship: if they no longer want to buy from a business, they’re free to leave and buy elsewhere.

In contrast, camaraderie and solidarity are often seen in more informal, involved language — such as

“Hello Maggie” or “Hi there, So!”

This is a more relationship oriented style. It emphasises the fact that the business and the customer are on the same side in matters that go beyond a single purchase.

It’s only natural that people differ in their personal preferences: some prefer a more, others a less formal relationship. What really creates those pitfalls of misunderstanding, though, is that different people may understand you differently:

“A show of solidarity to honor involvement can seem like an imposition (a violation of independence), condescension (insincere solidarity), or insolence (claiming inappropriate equality). On the other hand, the same ways of talking that show politeness by deference (not imposing) can seem ineffectual (lacking in power), snobbish (pretending to be superior), or pulling rank”

(Tannen 2011).

In other words, you use someone’s first name to be friendly, and they think you’re matey and rude. Or you’re being exquisitely polite, and they think you despise them.
So... how can you express the relationship you seek with your customers — and avoid those pitfalls?

1. Reflect on the relationship you really want with your customers — and what kind of relationship your customers might want with you.

2. Choose your communication style to fit that relationship, and own it. Ditch the worry and fear, and be consistent in your language. Yes, some people won’t like it. But they’re not the people you want to attract.

3. Be consistent. This one's so important we'll say it again. Have to give bad news? Don't fall into the trap of becoming more formal than usual. Planning a sale? Don't slide into language that's overly chummy.

4. Be explicit. Use your About Us page, your Customer Care section, or your Mission Statement to tell people how you want to relate to them. This forces you to be clear on what you’re aiming for, and gives people something to latch on to when trying to figure out what you're like.

5. If you've never thought about this whole topic, start by mirroring the style of your customers. If they use first names, do the same. If they're rather stiff and correct, apply a bit more polish and formality than usual. Over time, you'll start to see patterns that can set you off on the path of defining the relationship you want with customers.

6. Get help. From focus groups to brilliant books and copy writers (hint hint), there are many paths to an objective outside view on how you communicate. If you know how your words resonate and with whom, you can pursue those relationships with more confidence, power and verve.

We thoroughly recommend the book we've quoted from as a starting point:

Do you buy your own products and services?

Even if you do: you are not your (typical) customer.

That bold statement is based on a central tenet in the discipline of User Experience (UX) Design: you are not your user, so don’t assume that something that works for you also works for the people who will use the website/app/phone menu/VR goggles, etc.

Never is this more apparent than when we consider globalisation.

Almost every company now sells to people from many different cultures. Some may live nearby, others may live on the other side of the planet. But their heritage will affect the way they relate to you.

“You are not your user” is the reason why UX teams continuously research, test and improve their designs. As a result, it’s fair to say they know something about what users really think.

There are two areas in which testing is still relatively rare:

1. Words on websites, in emails, brochures, on the phone and in multimedia
2. Customer care
It’s time to bring research and testing to both of them.

- Some techniques are quick and relatively cheap — they’re often called ‘guerilla testing’.
- Others are more expensive, complex and wide-ranging — for example, surveying thousands of people to get statistically relevant insights into how they respond to a specific email.

There’s one method you can start applying today:

- Review your analytics, customer queries, survey results and review scores in the light of existing, state-of-the-art research from academic and UX teams.

So here's some academic insight into how customers from different cultures think, just to give you a taster.

**10 facts about cultural expectations for customer care**

1. European customers expect customer care advisors to answer 80% of their queries off the top of their heads.
2. Customers from the US are more ready to accept the advisor having to look things up or ask someone else for info. They’re also way more likely to hang up the phone if the queue is too long. On the other hand, they don’t usually mind being put on hold that much. Verbal fights are more acceptable than in British culture.
3. Customers from the Middle East place a higher value on speaking with someone of the same rank as theirs — someone with authority — compared with European customers.
4. Japanese callers are usually happy to wait for the phone to be picked up — but they don’t like to be put on hold.
5. Thai customers likely regard direct criticism as a sign of bad manners or even offensive.
6. British customers expect service to be prompt, efficient and task-oriented with an emphasis on pragmatic solutions and common sense as well as reliability, authenticity and responsiveness. At the same time, they expect their privacy to be protected and don’t want to share very personal details in small talk.
7. German customers tend to expect objectivity and efficiency. They usually focus on technical issues and don’t like conflict. However, they may enter into verbal fights to establish who’s right, and they’re likely to get passionate — which may come across as aggression to British people.
8. Portuguese customers want to build a trustworthy relationship first and then move on to the practical problem-solving.
9. Scandinavian and Dutch customers tend to avoid confrontation. They like a flexible attitude which is not too serious. Customers and service advisors treat each other at eye level, and the customer expects to be part of the decision making process.
10. Belgian customers tend to expect a higher degree of formality than Dutch speakers from the Netherlands.
These findings are based on research by Geert Hofstede and itim international. Of course, that doesn’t change the fact that every customer is different and needs to be treated as an individual.

Still, we hope this list sparks some new thoughts about how you can best reach the hearts of all your customers, wherever they’re from. And perhaps it even helps explain some interesting variation you see in your analytics and customer feedback?
CHAPTER 8

CHECKLIST

Do you know what your customers really think?

1 - Reviews

☐ We show our appreciation to people who leave good reviews.
☐ When someone leaves a less-than-stellar review, we acknowledge it and put a high priority on fixing their bad experience.
☐ Even when a customer seems to lash out to ‘pay us back’ for their disappointment, we try to repair the relationship.
☐ We take the time and effort to read all the reviews we get and respond to each one individually — recording the points raised and addressing the problems that customers experienced.

2 - Surveys

☐ We always show we’re open for feedback.
☐ Super fast surveys are part of our routine.
☐ We ask the right questions, and we ask for feedback twice.
☐ We thank people who make a complaint.
☐ We talk to a handful of our customers directly.

3 - Social Media

☐ We’re monitoring social media for customer feedback.
☐ We don’t just listen for our brand name but include all possible misspellings too.
☐ We’re listening to accounts whose names are very similar to our own.
☐ We listen for what people say to / about our competitors to develop our own business.
☐ If people need support, we reach out to them — whether they’ve tagged us or not.
☐ If they’re praising us, we thank them.
☐ We respond to complaints if you can fix things for them, or if they’re talking about our core values or product features.
☐ We’ve mastered the skill of turning our social media replies into witty advertising.
4 - Customer emails and messages

- Before we respond, we always read the entire message twice.
- We’ve made it a habit to summarise each message in a sentence like this: “This customer wants me to [action words used by the customer]. I can help them feel good about our company by also [implied or emotional need of the customer].”
- We’re really good at always taking all the actions the customers expects.
- In our replies, we use the exact same words as the customer to describe what we’ve done. If they wrote “delete”, we write “delete”. (If we can’t do exactly what they’ve asked us to do, we say so — and what we’ve done instead.)

5 - What to read for

While reading or listening, we pay attention to:

- Descriptive words
- Imperatives (should, must, ought to, got to)
- Motivators (want, need, am determined)
- Emphasisers (very, incredibly, unusually) – attached to descriptive words, they signal an intense feeling
- Opinions, values and beliefs
- We always read or listen for the customer’s fear of embarrassment.
- We address their fears in our customer care replies.
- We alleviate their objections elegantly in our sales copy.
- We use words and phrases that make them feel like we know them and that they’re safe with us.
- We’ve got the right kind of customer reviews with each item or category on our website.
- We talk to them in the right tone of voice — scientific, whimsical, friendly, tough...
- Our policies make it easy for them to say yes.

6 - Voice & politeness

- We know what relationship we really want with our customers — and what kind of relationship our customers (probably) want with us.
- We’ve chosen our communication style to fit that relationship, and we own that decision with confidence.
- We’re consistent in our brand voice.
- We tell people how we want to relate to them (for example, on our website).
- When we’re not sure what kind of language hits the spot, we mirror the style of our customers.
- We know where to find help, and we’ve got an objective outside view on how we communicate.

7 - Cultural awareness

- We accommodate different cultural backgrounds of our customers in our business planning.
- We use ‘guerilla testing’ to find out more about our customers’ expectations.
- We conduct statistically sound surveys to find out how customers respond to specific plans.
- We consistently review our analytics, customer queries, survey results and review scores in the light of existing, state-of-the-art research from academic and UX teams.
From Scratch helps responsible businesses woo customers and keep them happy.

Using linguistics, psychology and user research, we turn the friction in the customer journey into experiences that make people fired up for you.

Our writing, translation, training and advice let you fix customer frustrations, grow your sales ethically and go global.

Let's make the world a better place, one happy customer at a time.

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