

Service Strategy Development

Plan for a customer-centric strategy

Myths:

- Customer service is just about being nice to people
- Customer service is just about Contact Centres
- Customer service is just about passion and theatrics
- Customer service is just common sense
- Customer service is easy

Facts:

- Superb service means
 - customers stay with us longer
 - customers buy more from us
 - customers tell their friends and family about us
- Superb service doesn't just happen – it needs to be managed and be made manageable
- It relies on superb processes, the right people and a customer-centric culture

Plan for a customer-centric strategy



Customer Priorities:

- Brand & Customer Expectation
- Need to ask customers

Service Standards:

- Develop standards that meet the customer priorities

Measure :

- Measure **reality** via Mystery Shopping, Peer Observation and Output Measures
- Measure **perception** via customer surveys

Staff Support:

- Training/Communication
- Service management tools

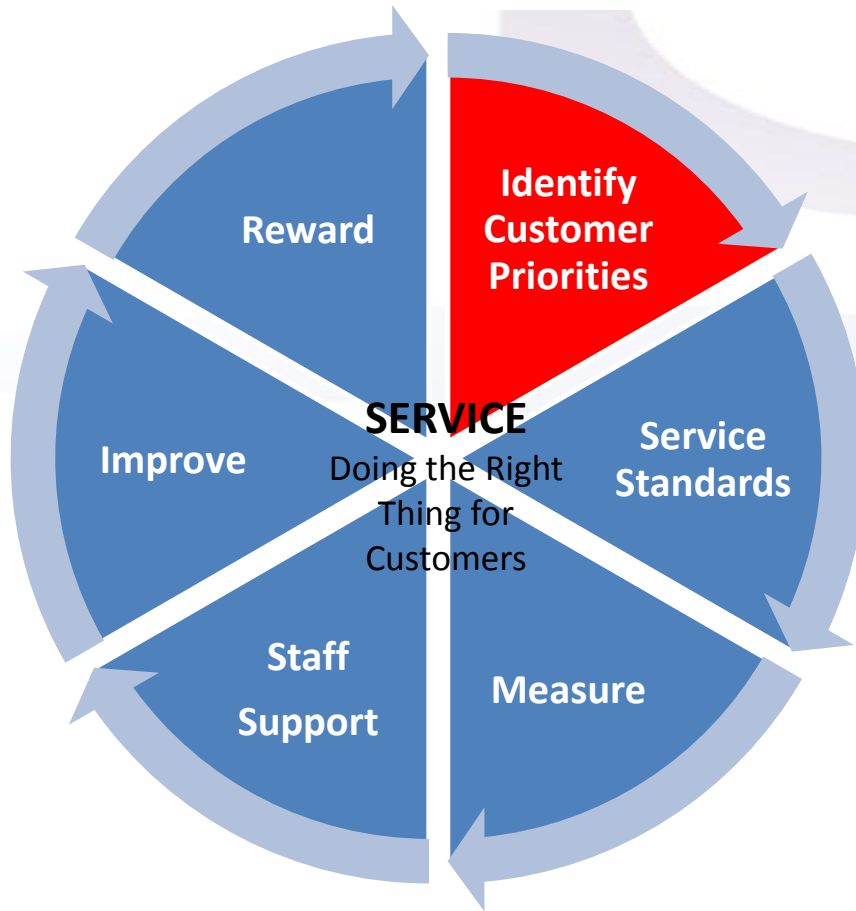
Improve:

- Create improvement environment

Reward & Recognition:

- Bonus on service
- Non-cash recognition

Identify customer priorities



Customer Priorities:

- No sitting in ivory towers
- Need to ask customers

Focus groups:

- Assess what's important to customers
- Repeat periodically

Quantitative:

- Validate qualitative findings
- Rank priorities in order
- Weight them against each other

Outputs:

- Use to develop standards
- Use to develop tracking surveys

Service standards



Customer focused:

- Must be important to customers
- Must be set from a customer's view (see next slide)

Covering:

- Appearance
- Timeliness
- Behaviour (the visible manifestation of attitude)

Understanding:

- Must be easy to understand
- Must be easy to apply

Measurable:

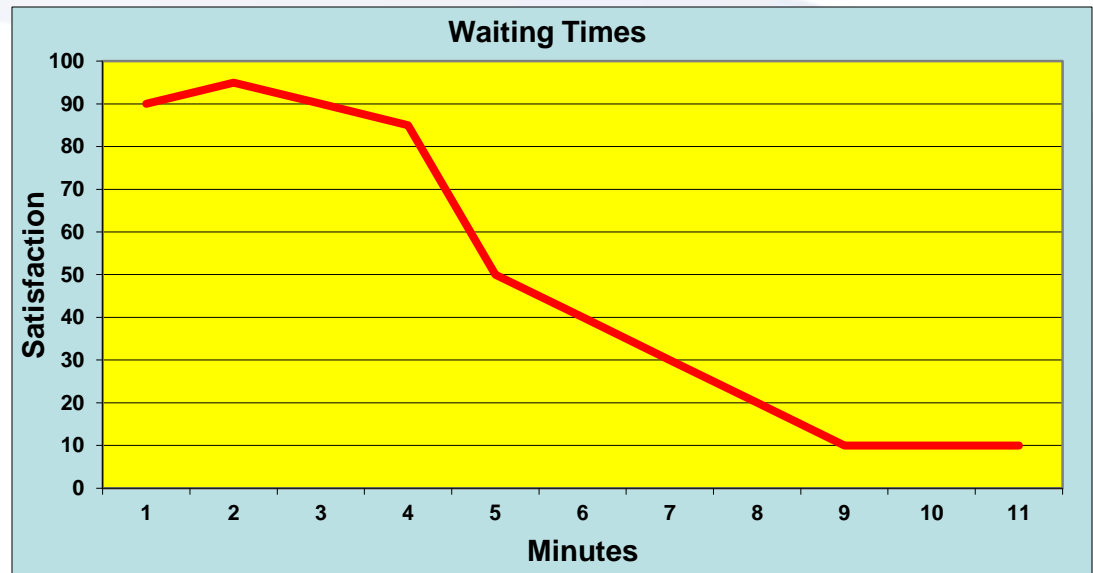
- Must be measurable to assess compliance

Customer focused service standards

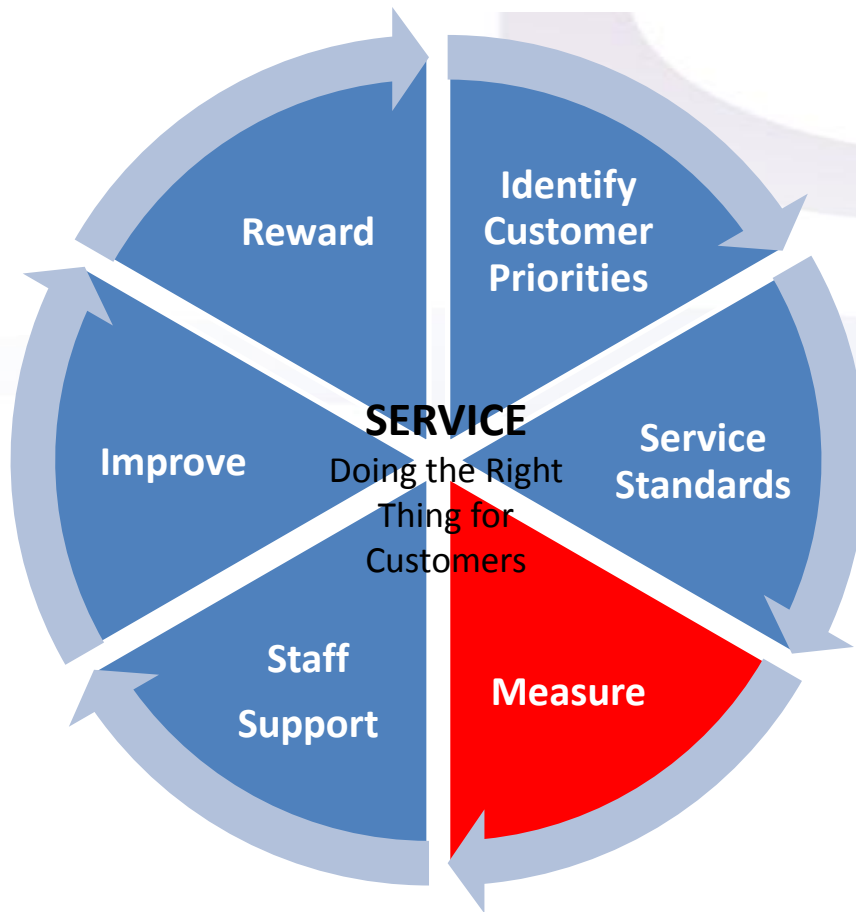


Example shows development of standard for Waiting:

- Ask customers how long waited
- Ask how happy with waiting that time
- Chart results
- Ideal time in example is 2 minutes
- Trade-off satisfaction against time/cost to serve



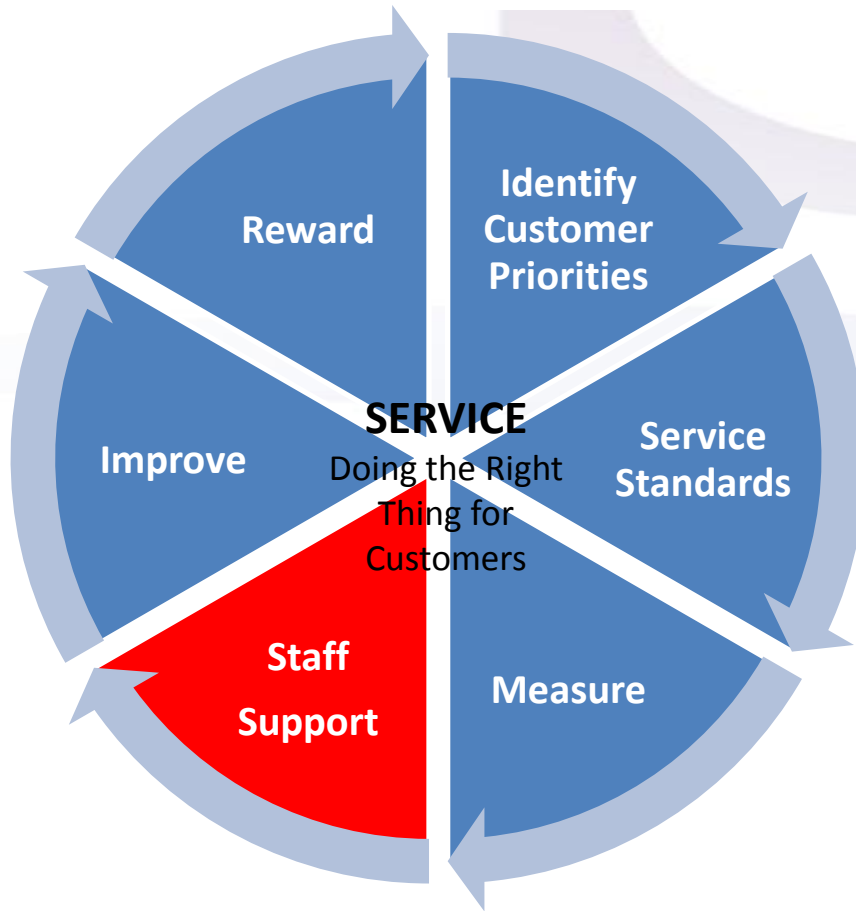
Measuring customer service



There are four elements to service measurement :

- Output Measures eg online/special order delivery time, on shelf availability, etc
- Perception measured via customer surveys
 - own service and benchmarking
- Reality measured via observation (management and/or mystery shopping) and staff surveys
- Complaints numbers and handling

Supporting staff and customers



People development:

- Recruiting against customer-focused priorities
- Developing from good to excellent (see next slide)

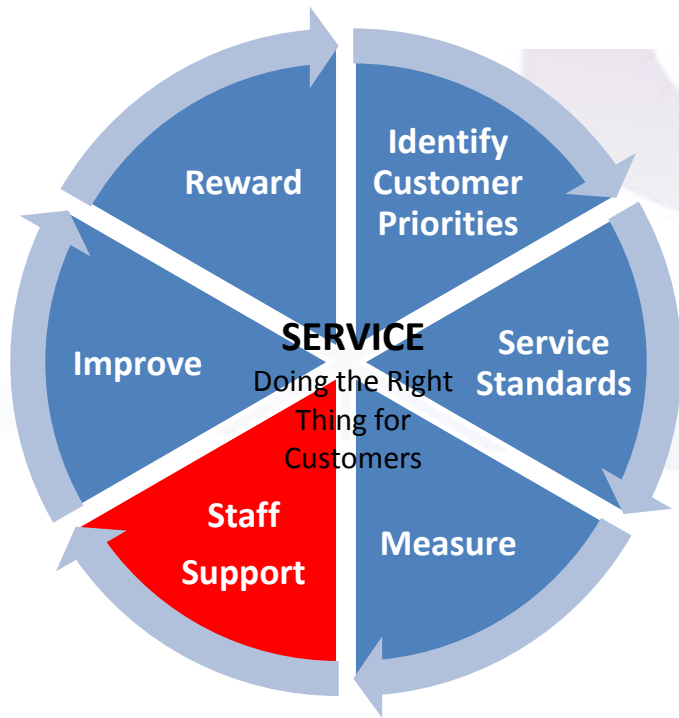
Communication:

- Internal communication branded as part of customer service programme
- Newsletters, intranet, webcasts
- Keep customers informed of progress
 - ensure improvements evident before communicating

Service management tools:

- Things to do locally
- Makes service manageable and managed

Supporting staff and customers



Professionally accredited training

- Accreditation for customer service training
- Professional Body assesses training programmes
 - advises on how to achieve
 - awards accreditation
 - issues certificate to each participant
- Benefits company and individual:
 - demonstrates serious about service
 - raises status of individual
 - makes staff more loyal due to external recognition

Putting the Customer First Standard

- Accreditation for customer service and underpins entire customer service ethos
- Demonstrates to customers that organisation serious about service
- Achieved through rigorous independent assessment
- Enables benchmarking service performance against others and develop Action Plans

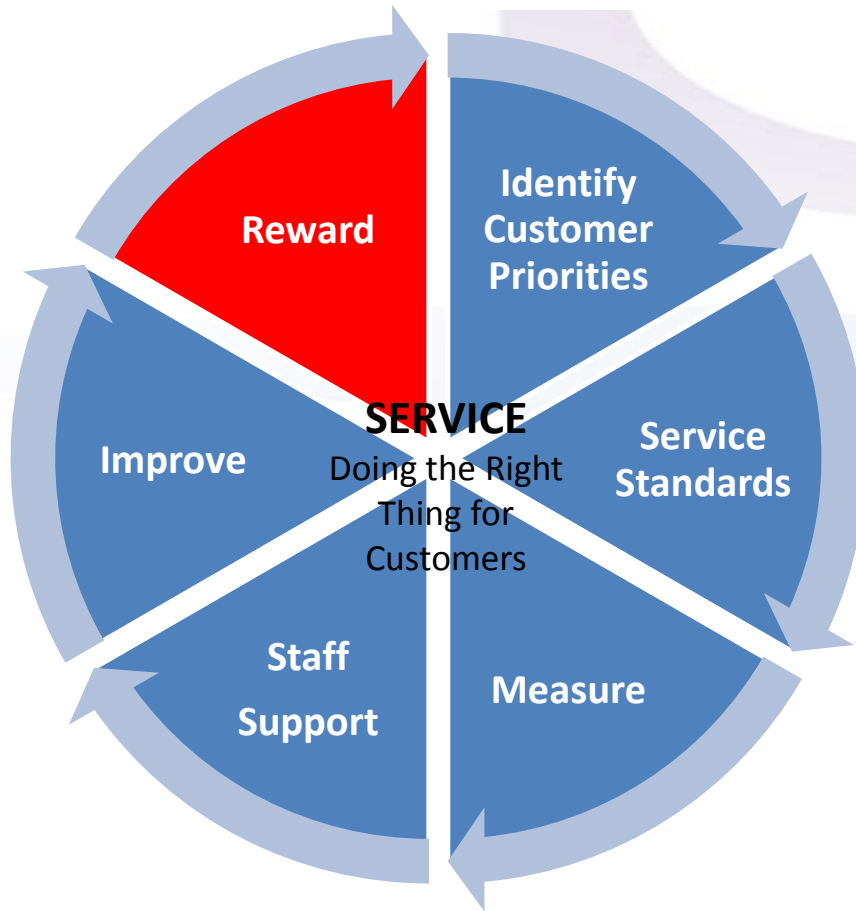
Continuous improvement



Improving service:

- There needs to be a culture of continuous improvement
- Culture needs to accept that, because something has improved, doesn't mean that previous work sub-standard
- Much central work eg process mapping
- Also using staff and customers with:
 - suggestion schemes (**meaningful**, not old-fashioned type)
 - GE workout sessions

Reward and recognition

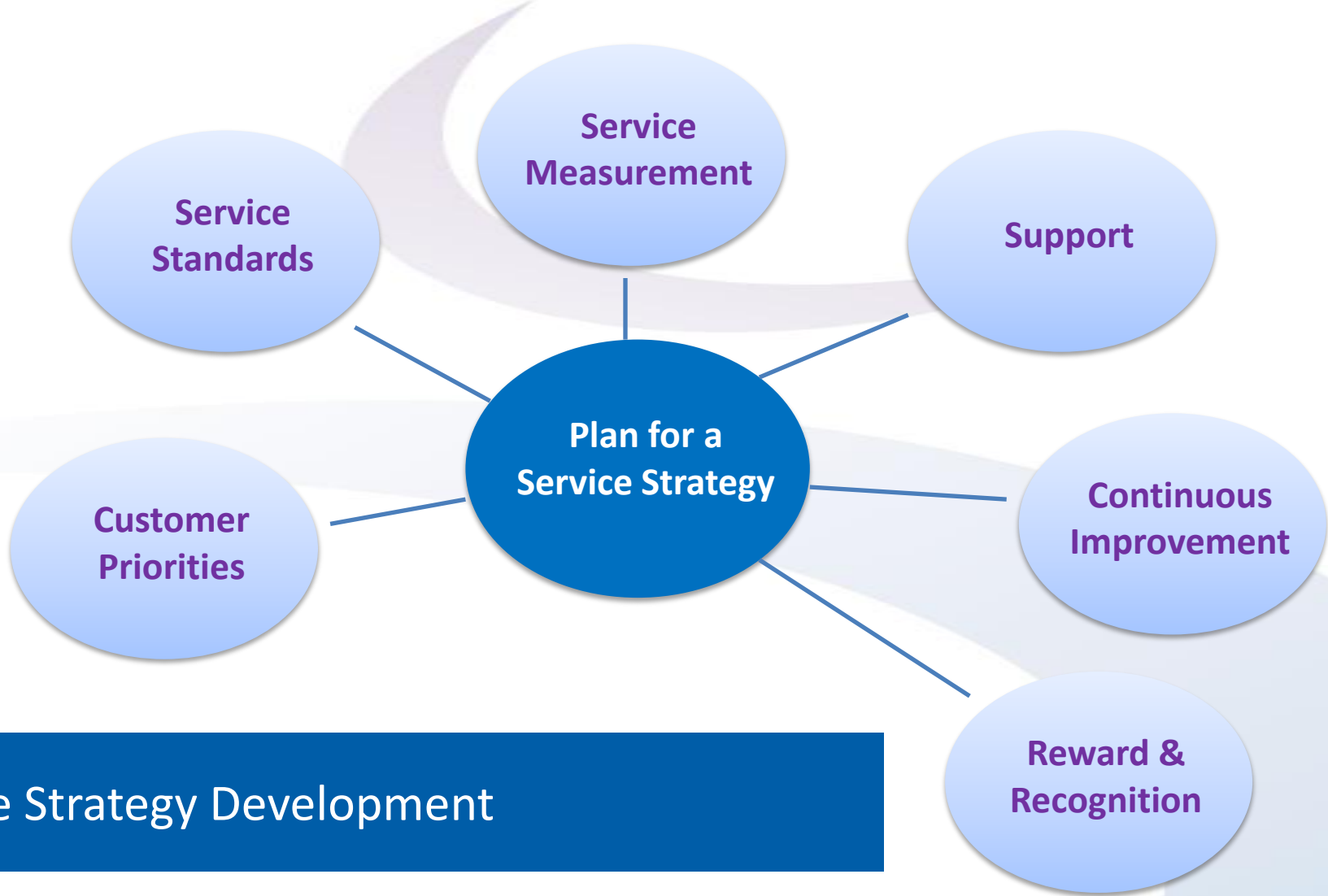


Reward:

- Many companies espouse service philosophy – and then reward sales!
- Customer service should be part of reward mix, with bonuses paid on level of customer satisfaction

Recognition:

- annual awards ceremonies
- service champion awards
- small denomination vouchers for excellent service
- customer nomination processes
- ‘thank you’ cards from peers
- ‘scratch cards’ handed out by managers
- promote people with emphasis on service criteria



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