

# STRATEGIC SERVICE CULTURE INTERVENTIONS

## THE NEED FOR SERVICE EXCELLENCE

The main focus of this brief is to highlight how service organizations can integrate all its employees into a new corporate culture that will transform the quality of the experience your customers have each time they transact with the organization.

The new competitive environment in your industry suggests that virtually all surviving organizations post consolidation can achieve parity when it comes to product offerings, re-branding, information technology and ambient organizations. All these can be copied easily by your competitors. What is not so easy to copy is the quality of engagements your employees have with internal and external customers. Every day, hundreds of thousands of customer engagements take place across your enterprise. Those thousands of engagements are the defining moments for the customer – the moments of truth. The aggregate quality of those “moments of truth” determines how loyal your customers will remain to your organization in the long term.

Some companies believe to their peril that the job on improving the quality of their customer experiences is the responsibility of the customer service department or the responsibility of customer-facing staff. While that is partially true, the full truth is that it is the responsibility of every single employee of your organization. Employees who do not interact directly with external customers do provide service to the customer-facing staff. The quality of the services they provide determine the capability of the customer-facing staff to offer a memorable and awesome customer experience. The moral here is that every single employee has customer responsibilities. This could be internally directed or externally directed or both. This means that there is need for a new **Service Culture** that is focused on achieving high quality customer experiences – which invariably is the strategic weapon for winning a competitive edge in the post consolidation environment.

## OUR APPROACH TO CUSTOMER SERVICE EXCELLENCE

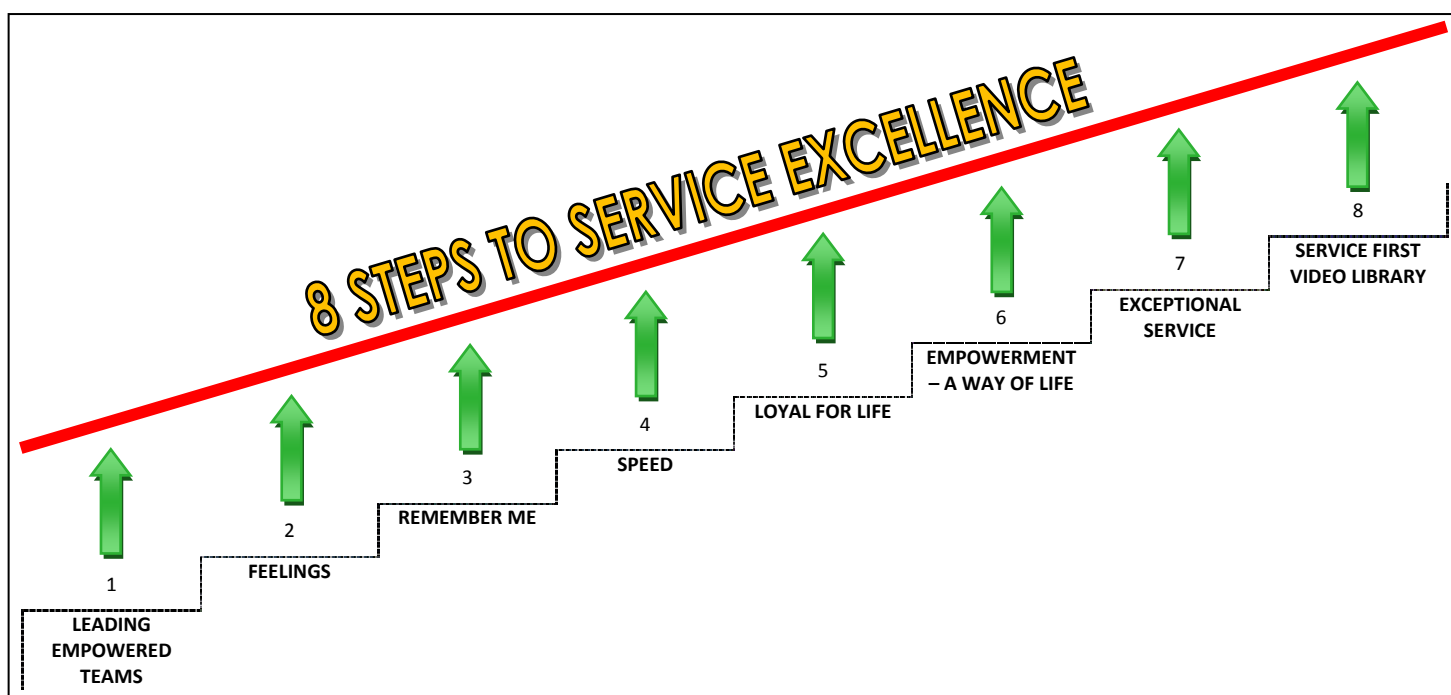
When faced with the dilemma of how to improve the quality of their customer experience, service organizations typically procure a customer service training program and ensure that their customer-facing staff go through the program and subsequently expect a behaviour change to take place. Unfortunately, this doesn't happen for the simple reason that one-shot training programs have never succeeded in changing behaviours on a sustainable basis. Any investment in this direction is virtually money down the drain.

Our approach, therefore, consists of a series of interventions that can be implemented of a 2-3 year period with the aim of changing behaviours in a lasting way. Each intervention reinforces the former through fresh materials which inculcate desired service skills and behaviours. To change behaviour in a lasting way, there is need for new and exciting materials every 4-6 months, with the goal of entrenching a culture of service excellence. This concept of multiple interventions in creating a service culture is what we seek to offer your organization in its strategic drive to build market share and market dominance. Our strategic plan for corporate culture change consists of 8 interventions that should be spread over a 2-3 year period.

## OUR STRATEGIC PLAN FOR CORPORATE CULTURE CHANGE

Our strategic plan for corporate culture change was designed by Mr. John Tschohl, the President of the Service Quality Institute of America – the global leader in helping organizations grow their business by teaching them the art of customer service and how to ride a service strategy to business success. **John Tschohl has been described as the “guru of customer service”** by Time and Entrepreneur magazines. He is a best-selling author and has trained more people worldwide on customer service than any other individual. The cornerstone of Mr. Tschol’s consulting practice is a completely integrated, highly effective customer service system, which has been successfully implemented in organizations around the world.

## SERVICE CULTURE ROADMAP



These will be briefly described.

### 1 – LEADING EMPOWERED TEAMS

A two-day program designed to get your entire management and supervisory cadre emotionally committed to exceptional service and trained to reinforce empowered action and improve performance.

This program:

- Works on strategies for becoming more customer driven, by reviewing and eliminating policies, processes and procedures that inhibit excellent performance;
- Focuses on how to drive an empowered workforce or how to empower employees to take empowered decisions on behalf of your customers;
- Teaches managers how to reinforce desired behaviours in subordinates and how to give them constructive feedback;
- Teaches how the entire workforce can work as a team, to become customer driven.

## 2 – FEELINGS

This is a powerful video-based teaching program that teaches employees the art and skills of customer service.

- It is designed to inculcate a new mindset for excellent customer service in all employees, not just the customer-facing employees.
- It launches the quality service concepts required for successful customer engagements and creates / builds commitment throughout the organization.
- It also discusses issues such as self esteem, listening, keeping promises and handling difficult customer interactions.
- This program comes with different emphasis for various service organizations – generic, retail, financial institutions and car dealer.

## 3 – REMEMBER ME

This is a powerful program designed to get everyone to recognize and use customers' names. This program is implemented in 2 sessions of 3 hours each.

## 4 – SPEED

Customers desire and appreciate speed because they dislike delays or having to wait. Most employees on the other hand prefer a slow work pace because it is easier and involves less work. Any organization which strongly emphasizes speed saves time and money and also simultaneously increases revenue.

This program helps your organization to create a speed mindset. It helps all your employees understand how to complete tasks more quickly than you thought possible by eliminating barriers to speed.

## 5 – LOYAL FOR LIFE

This program teaches how to turn service problems and difficult situations into positive experiences that ensure the customer comes back. It teaches techniques on how to save a business relationship with a customer after your organization has fallen far short of expectations and basically to take a customer from hell to heaven in 60 seconds.

## 6 – EMPOWERMENT – A WAY OF LIFE

This is a game-changing practice that is implemented in 2 sessions of 4 hours each.

## 7 – EXCEPTIONAL SERVICE

This is a 4-hour program designed to get employees to provide exceptional service, not just good service. Employees will learn how to identify customer service opportunities – inside and outside the organization – as well as how to capitalize on each opportunity to maximize profit.

## 8 – SERVICE FIRST VIDEO LIBRARY

12 videos that teach the skills needed to demonstrate quality customer service at the frontline. The programs are designed to improve morale and interpersonal communication and reduce customer complaints. The videos can be used during branch / departmental meetings to teach employees different aspects of quality customer service.

The 8 interventions constitute our 1-2 year Service Culture Plan, also called the Buffet Plan for Corporate Culture Change.

It is a plan for organizations which are serious about a culture change. To achieve a service-oriented corporate culture change, all your employees need to be involved in the process, without any exceptions. There is typically the temptation to exclude low level employees in an intervention such as this. The bad and good news is that such low level employees have the capacity to make your organization either look incompetent or look like a hero, depending on the level of training and involvement they get.

## WHAT IS COVERED BY THE INVESTMENT

This investment covers unlimited usage of the Service Quality Institute's training programs. The organization can select – in any order of priority – any two, three or four interventions they want to use each year.

The fee will include:

- Facilitation of management programs;
- In-house Train-the-Trainer sessions;
- All products – i.e. facilitator materials, participant materials, instructional videos, certificate of accomplishment, etc.

## COST SAVINGS

The Service Quality Institute's training technology is designed to:

- Eliminate 95% of travel costs because virtually all training can be delivered on-site and with minimum disruption to business hours. Employees do not have to leave their work locations in order to participate in the trainings. For example, training can be delivered at the organization level and possible on off peak hours.
- It eliminates 95% of the need to use internal and external consultants, as we will provide "Train-the-Trainer" programs, which lead to the identification and development of hundreds of change leaders within the organization who will facilitate the programs within each property.
- It reduces 80% of training time because SQI provides compressed learning systems through the use of technology.

## MEASURING RESULTS TO ENSURE RETURN ON INVESTMENT

To measure the impact of Service Quality learning systems, we advocate tracking of the following indicators on a monthly, quarterly and annual basis. The pre and post measurements are encouraged to determine the overall effectiveness of the various interventions.

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|---------------------------|--|
| • Sales                   | • Repeat Business                        |
| • Market Share            | • Employee Turnover                      |
| • Profit                  | • Shrinkage / Theft                      |
| • Customer Defection Rate | • Absenteeism                            |
| • Customer Count          | • Tardiness                              |
| • Customer Complaints     | • Grievances                             |
| • Customer Satisfaction   | • Customer Service Performance Standards |