Implementing World-Class Service Strategies
Lessons From the Mouse

Presented to

CCSMG

by
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The Customer Experience

Many (most) organizations over-complicate any initiative they undertake. Because of this over-complication, these organizations tend to freeze and never finish what they start. Employees and management become frustrated by the never-ending flow of new initiatives that come and go. This is where the "flavor of the month" reputation begins to haunt any new initiative. **The key is to keep it simple!**

> **"Simplicity is the ultimate sophistication"**
>
> Leonardo da Vinci

The following service model is simple and straightforward. It is easily communicated to everyone in the organization and can provide a foundation or anchor for a service improvement effort.
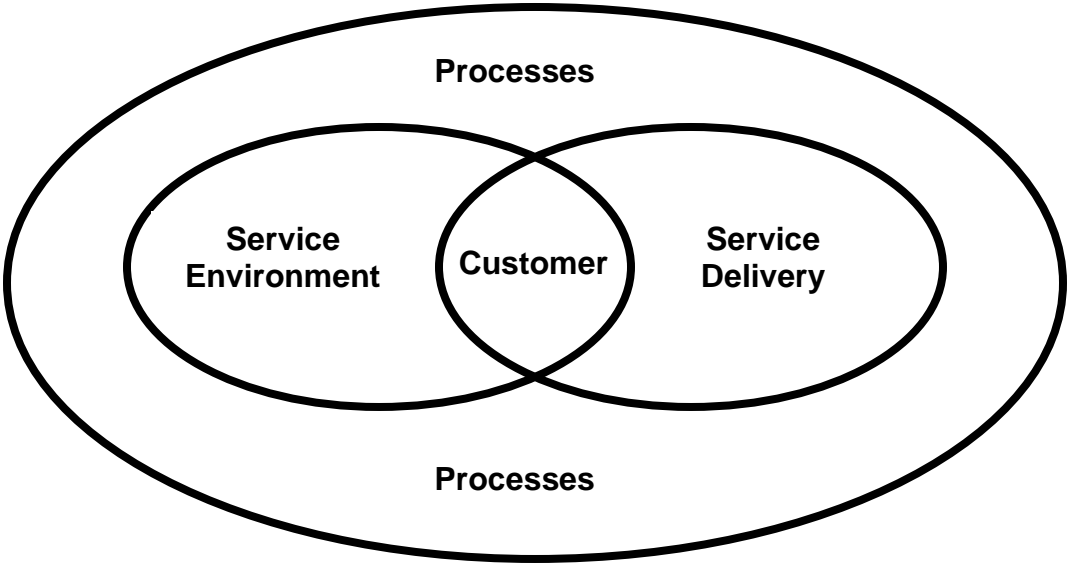
Why Do Customers Leave?

On the left-hand side is a jumbled list of the reasons customers leave. On the right-hand side are percentages associated with those reasons. Your job is to match the proper percentage with the proper reason.
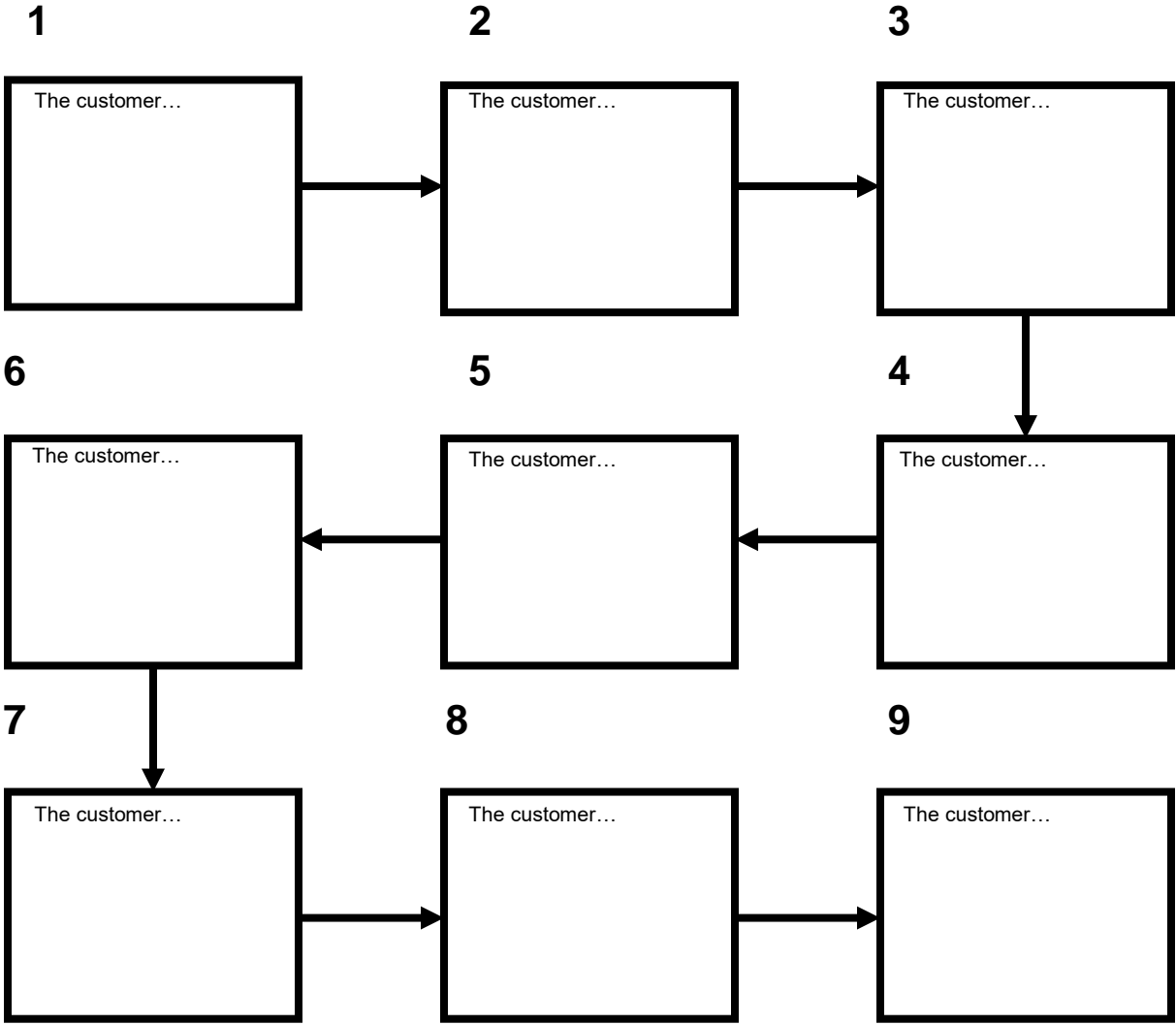
	Reason	Percentage
_____	**Influenced by a friend**	**9%**
_____	**Poor service**	**1%**
_____	**Unhappy with product**	**14%**
_____	**Lured away by competition**	**3%**
_____	**Moved away**	**68%**
_____	**Died**	**5%**

Source: Technical Assistance Research Project

Customer Experience Map

Process Analyzed: _____

1

> The customer…

2

> The customer…

3

> The customer…

6

> The customer…

5

> The customer…

4

> The customer…

7

> The customer…

8

> The customer…

9

> The customer…

Step 1: List process steps in each block.

Step 2: Which blocks present immediate areas of opportunity? (List in Step 3)

Step 3: For each block identified in Step 2, describe what would be considered *mediocre* service and what would be considered *excellent* service.

Block Number	Mediocre Service	Excellent Service

Step 4: Choose one or two processes to work towards improving customer service and determine improvement strategies.

Everything Speaks

Every detail of the service experience is saying something about your organization. Everything the customer sees, hears, smells, tastes, or touches impacts the experience. Anything that is out of alignment causes a disconnect in the mind of the customer. **Everything Speaks!** They may not consciously notice every detail, but subconsciously clues to your culture are being communicated. What is your service environment saying about your organization?

Be sure to include physical and "attitudinal" elements.

Everything Speaks Distracter	Everything Speaks Commitment

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Customer Expectations

Advice

Partnership

Availability

Accuracy

Adapted from Gallup Research

	Service Behaviors
Accuracy	
Availability	
Partnership	
Advice	

Service Improvement Meeting – Eliminate Customer Frustrations

1. Put employees at ease by holding the meeting in a distraction-free environment. Silence phones, etc.

2. State the purpose of the discussion: To identify obstacles that are in the way of creating an exceptional customer experience.

3. Re-emphasize that continuous improvement is not directed at blaming people, but at improving processes.

4. Establish a cooperative environment at the meeting, following the rules for successful brainstorming.

5. Decide on a customer process on which to focus.
    *   Ask, "What operational barriers impede our ability to provide an exceptional experience *every* time with this process?"
    *   Set allotted time for brainstorming.
    *   Record all obstacles on a flipchart or worksheet.
    *   Encourage all participation, not permitting critical comments.

6. After discussion, select one or two obstacles that are a major source of customer complaints or frustration.

7. Generate as many potential solutions to the obstacle as possible. Often, the solution will be generated on the spot. The key is to keep an open mind and build on ideas. While not every solution presented will be feasible, it's important to respect the contribution.

8. For those solutions that will require time and study to implement, discuss and agree on who will be responsible for working on a solution and others who need to be involved. The more involvement from the team, the greater the resulting buy-in.

9. Set a date to report back on the status of the obstacle and solution.