Customer Service Excellence

Brett Whitford
Executive Director
Customer Service Institute of Australia
www.csia.com.au

About Brett Whitford

• Secretary-General of the International Council of Customer Service Organizations
• Founder and Executive Director of CSIA
• Author of five best selling books on technology, best practice and customer service
• Business experience with joint ventures with International Prentice Hall
• Regularly lectures for universities, international conferences, radio and television
• Wrote (with selected CSIA members) Australia’s first Strategic Customer Service Management MBA unit for Deakin University.
• Currently completing new book on customer service
What is Customer Service about?

- Managing expectations and feelings
- Reassure and delight
- It is about building excellent processes
- Which allow service professionals to wow customers with passion
Emotion Words

- Is satisfaction the primary emotional experience that people have?
- Analysis of 368 service encounter episodes recalled by respondents. Resulted in over 220 different emotion words being used.
- The following slide shows the top 10 list based on the percentage of respondents which mentioned these emotions.

### Percentage of Recalled Emotions in Service Encounters

<table>
<thead>
<tr>
<th>Emotion</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Angry</td>
<td>30%</td>
</tr>
<tr>
<td>Happy</td>
<td>21%</td>
</tr>
<tr>
<td>Frustrated</td>
<td>21%</td>
</tr>
<tr>
<td>Annoyed</td>
<td>19%</td>
</tr>
<tr>
<td>Disappointed</td>
<td>19%</td>
</tr>
<tr>
<td>Satisfied</td>
<td>10%</td>
</tr>
<tr>
<td>Impatient</td>
<td>9%</td>
</tr>
<tr>
<td>Relaxed</td>
<td>8%</td>
</tr>
<tr>
<td>Excited</td>
<td>8%</td>
</tr>
<tr>
<td>Irritated</td>
<td>6%</td>
</tr>
</tbody>
</table>

368 Encounters
Total number of recalled emotion words = 1117
Experiential Consumption

- We don’t ski to be satisfied, we want exhilaration
- Centre Bookshop vs Amazon.com
- We feel serenity in the peacefulness and beauty of a wilderness area
- We feel doses of terror and amazement from the latest blockbuster movie, or can be moved to tears by an opera

©Michael Edwardson

You’re the angriest customer we’ve ever had in here. Do you mind if each of my staff takes a shot at changing your attitude?
Experiential Consumption

- Consider these growing industries
  - Hospitality
  - Tourism
  - Leisure
  - Entertainment
- These are about experiential consumption and experiences are emotional
- Good Processes Combined with PASSION!
- Government Departments and agencies have applied this thinking in Australia
What is the Cost of Bad Service?

According to research, consumers switched businesses they dealt with twice in the past three years due to “bad service”
6.1a (ii) The enterprise has a process to compensate dissatisfied customers.
### Complaints

**Complaint Categories**

- [ ] Complaint Categories
- [ ] Send your complaint

#### Complaints Database - Microsoft Internet Explorer

- **Date**: Jan 1
- **Name**: Janice Kenney
- **City**: Portland, OR
- **Complaint**: Employee rudeness in airline
- **Attempted**: Spoke to employee at airport
- **Comments**: Frustrated with customer service

- **Date**: Jan 2
- **Name**: Lee O'Reilly
- **City**: Haddon
- **Complaint**: Baggage
- **Attempted**: Spoke to employee at airport, complained by phone
- **Comments**: Want a baggage claim representative to contact directly about lost bag

- **Date**: Jan 2
- **Name**: Katrina Tre
- **City**: Hong Kong
- **Complaint**: Flight Attendant Max Venas Lam
- **Attempted**: Called TIA from New Delhi to Hong Kong on 3/12/98
- **Comments**: Not a complaint, a compliment to flight attendant

- **Date**: Jan 3
- **Name**: B. Woods
- **City**: My
- **Complaint**: Safety needs employee rudeness/communication
- **Attempted**: Spoke to employee at airport
- **Comments**: If your owner be accountable

- **Date**: Jan 3
- **Name**: T. Tate
- **City**: Centreville City, MD
- **Complaint**: Safety needs employee rudeness/communication
- **Attempted**: Spoke to employee at airport
- **Comments**: Sorry but it is impossible to keep the amount of problems incurred

- **Date**: Jan 3
- **Name**: Courtney Beayn
- **City**: Sacramento, CA
- **Complaint**: Baggage employee rudeness
- **Attempted**: Complained by telephone, complained by letter
- **Comments**: My baggage did not arrive with my flight on December 22, 1998. I was told
“Sometimes when I consider what tremendous consequences come from little things… I am tempted to think… There are no little things.”

- Bruce Barton

Customer Touchpoint Mapping:

• To determine the precise expectations, experiences and satisfaction of each of your customer touchpoints Smith and Wheeler in their book *Managing the Customer Experience: Turning Customers into Advocates* suggest mapping out the customer experience by what they call “Customer Touchline Mapping”

• A customer touchline map is a tool that visually displays how a customer interacts with your business. A touchline map will display how and when the customer experience is impacted and will provide an understanding where and when an organisation needs to meet and exceed customer expectations.

• An example of a Customer Touchline Map for an airline is shown in your worksheets

• Activity – Make a touchline map
Drill down into each touchpoint to focus on the details of the experience

- "Seamless process - start to finish." Examine Touchpoints - Think about what happens before, during, and after each individual transaction
- Drilling on down each Touchpoint means examining the whole customer experience – Disney examines ‘hotel room turn down service’ then all the aspects; ‘the way curtains are left, the way a mint is left on a pillow, the type of mint, notes etc’
- Why do customers leave?
- Disney's answer. It's the "Yeah, what?"...the "you're bothering me" look from a service person communicates "I don't care."
Drill down and touch Point Map Every experience…

- Use of Name/Tone of Voice
- Uniform/Appearance
- Greeting by Flight Attendant
- Guide to seat
- Smile/Eye Contact
- Help put bag overhead

Drill down and touch Point Map Every experience…

- Name Badge
- Uniform/Appearance
- Pressed, Clean, Attractive colours
- Use of Name/Tone of Voice
- Greeting by Flight Attendant
- Guide to Seat
- Smile/Eye Contact
- Help put bag overhead

Smile/Eye Contact

Uniform/Appearance

Pressed, Clean, Attractive colours

Name Badge
Drill down and touch Point Map Every experience...

- Name Badge
- Uniform/Appearance
  - Pressed, Clean, Attractive colours
  - Uniform/Appearance
  - Non-uniform items

Double Bagging... a sure way to make them a fan!

- Never accept less than as good enough
- Deliver warm, friendly service at all times, leaving our customers with a positive view of the experience
- Ensure everyone has the information they need at their fingertips
- Use feedback to challenge and improve our processes
- Resolve any situation that our team or Country Energy unintentionally caused
- Commit to on-going learning and development for all of our people
- Remove red tape if it achieves the right customer solution
- Show our customers that they can depend on us to pack their parachute
MAKE YOUR CUSTOMERS FANS - Our commitment to delivering excellent customer service:

To make our internal and external customers fans we will focus on our customer approach, our information and knowledge and our delivery consistency. We will:

- **Remove red tape if it prevents the right customer solution**
  (eg Drought Billing relief)

- **Show our customers that they can depend on us to pack their parachute**

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The 10 Golden Rules of Vinpac International

<table>
<thead>
<tr>
<th>Rule</th>
<th>Explanation</th>
<th>How I can do this in my role</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. We are eager to solve the customer’s problem</td>
<td>We have the same positive attitude when we see sales marching in as we do when the customer raises a complaint.</td>
<td></td>
</tr>
<tr>
<td>2. We stay calm because we take a long-term view of the relationship</td>
<td>We provide great service because we know there is a tomorrow.</td>
<td></td>
</tr>
<tr>
<td>3. We don’t blame the customer for contributing to the mishap</td>
<td>We don’t say “well, you picked the glass” or “if you’d done this it would never have happened”.</td>
<td></td>
</tr>
<tr>
<td>4. We do not blame our OWN business</td>
<td>We do not take the easy way out and blame another department. We take ownership and solve the problem whether it was our department’s fault or not.</td>
<td></td>
</tr>
<tr>
<td>5. We try to do at least one extra thing that the customer didn’t expect, but did appreciate.</td>
<td>Carry something to their car, offer them a coffee. Do something that shows we go that extra step for customers.</td>
<td></td>
</tr>
<tr>
<td>---</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. We value the customer’s time.</td>
<td>Their time has a cash value as well as a recreational value. Our mistake is a grinch who is gobbling up their valuable time.</td>
<td></td>
</tr>
<tr>
<td>7. Honour any ceremonial expectations the customer brings to the transaction.</td>
<td>If we lift the bar, and raise the customer’s expectations, we must always deliver on it, consistently, without fail.</td>
<td></td>
</tr>
<tr>
<td>8. We always apply the essentials of service.</td>
<td>We always greet in a way that lets the client know they are truly welcome, and always thank them for their business.</td>
<td></td>
</tr>
<tr>
<td>9. Great service is a behavioural routine.</td>
<td>From a behavioural perspective, there is no such thing as a “nice” person. There are people who have learned to behave “nicely”. Great service depends on defining what the customer perceives as “nice”.</td>
<td></td>
</tr>
<tr>
<td>10. Customers must always leave a transaction feeling that they have been treated extremely well.</td>
<td>The single most important function of customer service is to motivate customers to prefer our company and to express this preference through repeat orders.</td>
<td></td>
</tr>
</tbody>
</table>
## Our promises to our customers

<table>
<thead>
<tr>
<th>Promise</th>
<th>What does this mean?</th>
<th>How does this look in our Branch</th>
</tr>
</thead>
</table>
| We do what we say | • We ensure people can trust what we tell them  
• We are reliable and consistent when dealing with our customers and our colleagues |  |
| We don’t play the blame game | • We don’t take the easy way out and always look to provide a solution  
• We don’t blame the customer or another business unit for a problem  
• We are accountable for delivering a positive ANZ experience |  |
| We listen, understand and take a long term view | • We don’t just look for quick wins  
• We think about tomorrow when responding to customer needs and resolving their problems  
• We value the whole relationship with each customer |  |
| We treat every customer interaction like an opening night performance | • We understand that our interaction may be the only face to face interaction this customer has with ANZ this year  
• We build our brand reputation each and every moment of the day |  |
| We give customers a good reason to come back | • We deliver plus one service that surprises and delights  
• We act as trusted advisors to create business opportunities  
• We give our customers a reason to tell their friends about us |  |
MESSAGE TO THE AUSTRALIAN SERVICE EXCELLENCE AWARDS

In a tough and competitive global economy, service excellence is critical for Australia’s future competitiveness and success. For this reason, I strongly support the Australian Service Excellence Awards organised by the Customer Service Institute of Australia.

I congratulate all the individuals and organisations which have been nominated for their vision, creativity, drive and enthusiasm to do their jobs well and exceed customers’ expectations.

Quality customer service drives success in business, and makes a difference to the lives of both customers and employees.

I commend the Customer Service Institute of Australia for recognising the efforts of many talented customer service individuals and organisations and I wish you every success with the awards and future endeavours.

The Honorable Kevin Rudd MP
Prime Minister of Australia
MESSAGE: AUSTRALIAN SERVICE EXCELLENCE AWARDS

I commend the Customer Service Institute of Australia for organising the Australian Service Excellence Awards.

Excellence in the provision of customer service is critical to the success of Australian business in the global trading environment and, therefore, to the continued reputation and prosperity of the nation as a whole.

Through showcasing organisations and individuals that have demonstrated excellence in the realm of customer service, the Awards serve an important role in promoting the highest standards of professionalism and responsiveness within the Australian business community.

I congratulate those organisations that have been nominated for recognition in the Awards and applaud each of those Australian enterprises striving for customer service excellence.

[Signature]
To improve customer satisfaction focus on each part of the service process:

- Reduce friction
- Don’t waste customers’ time
- Anticipate irritations
- Constantly reassure customers
- Delight by exceeding expectations
- It costs more to fix bad service...

Conclusion

The keys to great customer service are:

- Streamlining processes
- Making it easy for your customers
- Maintaining standards and auditing
- Passion and Process
- Providing recognition and awards - both individual and organisational
“We are what we repeatedly do. Excellence, then is not an act but a habit.”

- Aristotle

Good Luck & Best wishes...

to all who choose to accept the challenge of providing service excellence!

Questions?