KeyNOTES - ACCA Call Center Symposium, September 2009
Moving from Good to World Class – Tim Montgomery

- **Customer Service vs. Customer Experience**
  - The experience is everything that touches the customer – web site being available, delivery on time, right price with the right product, lots of potential company "blind spots" here
  - The service is when something is outside the norm - look at the critical margin path – service gets them back on the path
  - What's more important – Experience
  - What keeps customers going – Service
  - One experience doesn't fit everyone's needs or expectations – the underlying service has to be just as flexible and build around the customer expectations
  - More important that service is loyalty - they're your biggest fans – and they're the game changers!
- **What about "captive customers"**
  - Do you treat them different? NO
  - Should you still focus on world class? YES
  - ….Not targeting world class behavior will cost you more money in the long run!
  - …Those that don't have captive customers can create their own – the value is so great, they have no reason to look outside or compare. They're also out there telling others!
- **Making the case for moving closer to world class**
  - Employee engagement has a direct link to customer satisfaction
  - Allowing employees to easily correct customers problems - a 5% increase in those that say the company makes it easy leads to a 10% increase in customer satisfaction
  - Treat employees like a window to your customers – they are
  - A 5% increase customer satisfaction yields a 25% to 85% increase in profits – HBR
  - Who are the most important people in the call center? Do they feel like rockstars?
- **Leaders are the role model and set the foundation**
  - Training not reinforced is a waste of money
  - Allowing "blame the customer" culture to evolve
  - #1 Reason customers leave a company – "Employee Indifference" – No One Cares – Vox, Inc.
  - Are you teaching agents to repair relationships or fix problems?
  - Key to the "Culture of Service" – get everyone to think like the caller

- **Your customer really do care about attrition**
  - 5.5% monthly is 66% each year - some are 100% per year
  - Your customer don't care if it's internal or external – it's all the same to them
- **Top 3 reasons employees leave – Gallup**
  - Lack of faith in LEADERSHIP or vision of the company
  - Concern with the way MANAGEMENT is treating people
  - Lack of MANAGEMENT support in areas such as performance and development
- **Greatness starts with moving from a training mentality to a learning mentality**
  - Training is real-time and ongoing – emailed PowerPoint doesn't cut it
  - Not just for the front line – make leadership a discipline and grow it
  - 10,000 hours of practice to be an expert - 10 years, 4 hours a day
  - A lot of learning starts with the customer
- **Why is it so difficult to move to world class?**
  - We're understaffed
  - Can't pay what is needed
  - Employees don't care
  - Business processes/departments not aligned
  - Senior management doesn't get it

WHY…

- **Inside the Mindset of Great companies**
  - Hire nice people and know nice starts at home – attitude first train later
  - Know that punishing the masses for the fault of a few prevents greatness
  - Understand that rules and policies give agents the ability to say "NO"
  - Appreciate the power of "Thank You"
  - A clear line of sight for all to the customer…
- **Inside the Mindset of Great customer service reps**
  - "I own the customer relationship"
  - Ensure future issues are addressed now
  - Everything is "US" – there is no "Them"
  - KNOW the customer needs from their perspective
- **What do world class companies do different?**
  - Zappos – No monitoring of call times; 120 hours of training per YEAR
  - HP – focus on giving the front line the tools
  - The SCOOTER Store – Listen to employees every day
  - Amazon – No Service
  - Jet Blue – Airline Economics for all employees

- Apple – Repairing relationships
- LL Bean – Focused training to reduce time
- USAA – Walk in their shoes
- Ritz Carlton – “Easier to rise to the top than it is to stay on top” – Alex Valentine

- **The tough questions regarding service**
  - Is Customer Service at the center of the organization’s mission?
  - Can you quantify the value of every interaction?
  - Can’t do isms? Not us, them?
- **“Diet and Exercise”**
  - Service first, profits follow
  - Everyone needs to be on the same page
  - The fundamentals every day
- **The 4 Step customer interaction improvement method - WHAM**
  - Well - what was good about the interaction
  - Hear - what did they tell us – what did we learn (about the need and the customer)
  - Alter - what are we going to change about our process to make it easier
  - Modify – what can the agent to do different the next time
- **Outside of the fish bowl**
  - Don’t focus on “this or that”
  - What is the total range of possibilities
  - Make them talk about the “cool” factor
- **Don’t forget what is inside the box**
  - Your customers
  - Your processes that touch your customers
  - Your employees that touch your customers
- **Investing in YOU**
  - Dale Carnegie - How to win friends and influence people (A leadership must!)
  - John DiJulius – What’s the Secret?
  - Jeffrey Gitomer - Customer Satisfaction is Worthless
  - Joseph A. Michelli - The New Gold Standard

For the PowerPoint version of the slides along with additional readings and examples, email Tim - timm@servicelevelgroup.com