

Customer Focus (2 outlines)

This is a generic outline. It is normally adapted to meet the specific requirements of each organisation.

Overview

There are two customer focus modules:

- Strategic Customer Focus – for leaders and managers
- Customer Service Excellence – for customer-facing staff

The modules have been designed to complement each other but may be run as stand-alone workshops. Senior leaders may benefit from participating in the Customer Service Excellence module to gain a greater understanding of the issues experienced by customer-facing staff.

Strategic Customer Focus Outline

This course looks at the impact of customer service on the financial bottom-line and how it fits with an organisation's overall strategy. It provides the rationale for leaders to invest time, energy and resources in achieving customer service excellence and participants will learn how customer service is the foundation of sustainable competitive advantage. The module links customer service to shareholder value, branding and culture and sets it within the context of marketing in its widest sense.

The course also emphasises the role leaders and managers have in translating customer focus strategy into practical action through processes, scorecards and people leadership.

Strategic context – gaining *sustainable* competitive advantage

- customer focus, culture and brand – how they enable companies to achieve higher margins, retain customers and enter new markets

Financial context

- why conventional accounting misleads managers and destroys companies
- understanding the value of a customer – acquisition, retention, churn and revenues
- shareholder value and customer lifetime value – the new measures of success
- how to measure the impact of customer service on customer lifetime value

Understanding customers

- customers are not equal – segmentation – the route to excellence and profits
- how to find out what customers really think, want, need, dislike, feel ...
- what customers want – physical and emotional elements of products and service

Moment mapping

- defining and understanding the customer touchpoints throughout the organisation:
 - across different departments: sales, accounts, service, complaints etc
 - through different channels: face-to-face, telephone, email etc
 - in different circumstances – new purchase, upgrade, question etc
- identifying improvements at every touchpoint

Culture and brand

- developing appropriate attitudes and embedding customer excellence in the culture of the organisation
- brand – “it’s not about advertising, it’s what your employees do” – how to align branding messages with how customer-facing staff behave; how to ensure that everyone “lives the brand”

Making it happen

- understanding and overcoming barriers – attitudes, processes, resources
- translating customer focus strategy into action through processes
- scorecards – identifying key measures and performance drivers throughout the organisation, from senior leaders to customer-facing staff and developing initiatives and targets
- creating a systematic approach, including sharing of customer data across the organisation

Customer Service Excellence Outline

This module will help customer-facing staff to deliver service that creates the “Wow-factor” and leads to customer delight rather than mere satisfaction. The course is extremely practical and focuses particularly on building and managing relationships with individual customers.

Perception is all

- there is no such thing as reality – what participants think and believe has an impact on how they treat customers
- questionnaire to identify participant’s own style and how it may impact relationships with customers
- managing customer perceptions

Understanding customers – personality

- what do customers *really* want
- the impact of personality on customer wants and matching service to personality

Understanding customers – emotions

- emotional intelligence – recognising, understanding and managing our own and customers' emotions

Essential communication skills

- building trust and credibility
- how to gain empathy – active listening
- the power of questions, paraphrasing and summarizing
- body language – gestures, matching and pacing
- voice – tone, emphasis, volume

How to say “No”

Dealing with difficult situations

- allowing the customer to vent
- staying calm
- empathy
- reframing and taking control
- active, mutual problem solving

Influencing skills

- moving beyond logic
- Cialdini's six principles of persuasion and how they can be used to win over customers

Making it real

- transferring learning to their jobs – committing to positive action

Approach

Participatory and involving with an emphasis on the practical application of skills and knowledge. Workshops, combining group discussion, case studies, video, what-if scenarios, the application of models and tools and presentations, can be supported with online learning and coaching to ensure the transfer of insights and skills to the workplace.

More information: www.commercial-awareness.com.