



Delivering exceptional customer experiences

Customer Service Excellence

QA can work with you to create customer experiences that consistently reflect the aims, values and aspirations of your organisation.

Every organisation has customers. Every customer interacts with organisations. Each interaction represents a 'moment of truth' which influences the customers' perception of your organisation either positively or negatively.

The best interactions generate powerful emotional reactions, of trust and loyalty, leading clients to bring more business to you and to recommend you to others.

Our Service Excellence Consultants use a four-stage process to benchmark your existing service levels against world-class standards and create a customer experience that enhances your brand. We then implement learning solutions that result in sustained change and support you to embed these, delivering real business growth.

“Service excellence is the ability to profitably win, satisfy and keep customers better than the competition.”

Peter Drucker | Management Consultant, Educator, and Author



Understand

How does your customer experience compare to world-class standards?

We use a range of tools and techniques to get under the skin of your organisation, taking time and care to map the 'as is' position, identifying strengths and finding the root cause of organisational challenges.

Our customers

“QA's training was effective and well received. ACCESS is setting new standards within the public sector in property and ICT services and this programme has inspired our team to raise the bar further.”

Joe Boyle
Chief Operating Officer,
ACCESS

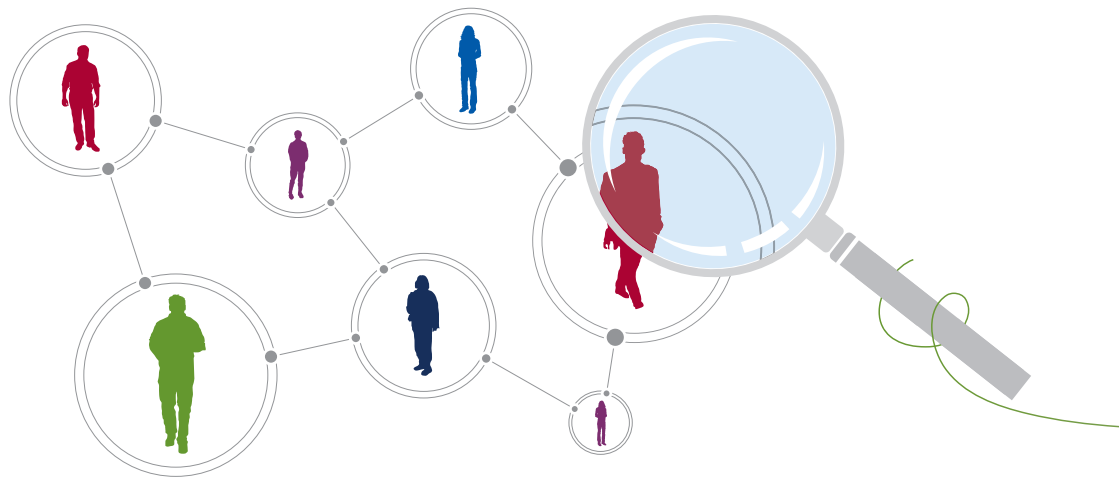
“Whilst you need a good level of technical skills within a service desk, softer skills are just as important.”

Paul O'Connell
Service Operations Manager,
News International

An objective review enables us to discover:

- what changes to process, people or metrics would drive higher customer satisfaction
- how best to engage your staff in delivering exceptional service
- how simple behavioural changes could increase customer loyalty
- where a more pro-active approach to customer intimacy could help generate greater revenue or improve performance
- what opportunities to 'wow' your customers could be realised as 'quick wins'
- where systems and processes could be optimised to make it even easier for customers to do business with you.

This stage enables us to identify the full business benefits you are looking for through your investment. We work in partnership with you to develop a **benchmark** that measures the success of your investment in learning over time.



Typical activities would include:

| Leaders | Managers | Team |
|--|---|---|
| Senior Management kick-off Discovery interviews Metrics and data review Customer surveys Review performance management and rewards systems | Mapping the customer journey Identifying 'moments of truth' Discovery interviews Reviewing complaint processes and use of feedback | Mystery Shopping Call-centre shadowing Employee survey Focus groups Skills gap analysis |

Define

Identify what excellence looks like for your business

We work with you to create a specific and inspiring vision for the future. Our approach facilitates a business-wide conversation about the standards, values and behaviours that best support an exceptional customer experience.

We support you to:

- agree your strategic priorities for service improvement
- define the customer experiences that you want your customers to have, each and every time they interact with you
- involve the right people across your organisation to help define those ideal experiences and gain buy-in
- set your standards for service excellence
- put in place new measures of performance assessment, reward and recognition to encourage customer focus
- identify the investment and activity required to embed the customer experience as a core business discipline.

Our experience in working on customer experience within a wide range of sectors tells us that leadership plays a critical role in ensuring a new approach is embedded. Leaders who communicate clearly about their passion for quality, who incentivise and reward exceptional customer care and who set the tone for excellence in their relationship with the internal customer, set a strong foundation for success.



Typical activities would include:

| Leaders | Managers | Team |
|--|--|--|
| Define organisational vision and values Define behaviours and links to personal development processes Implement customer satisfaction measure Establish customer focused reward and recognition | Define measures for success Establish robust customer management processes Create tailored development frameworks Define and implement systems for feedback and quality assurance | Define excellent service standards Identify critical moments of truth Identify weak processes Self-assessment against service standards and behaviours Peer review |

Develop

Implement a change programme to win hearts and minds

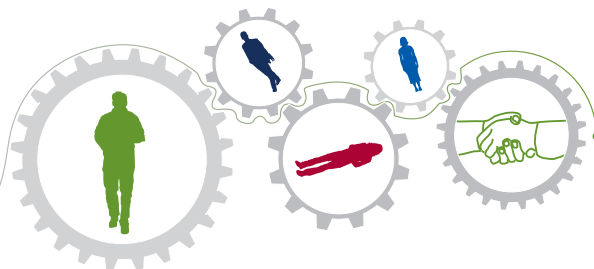
We work with you to implement a culture change programme that translates your customer experience vision and strategy into an operating model that works for your organisation.

In order to make a genuine step change in behaviour, we work with organisations to deliver a learning and development programme that touches everyone in the business. Using communications, learning programmes and new ways of working, we enable a transition where service excellence becomes 'business as usual'.

We support you to:

- communicate new customer experience standards to stakeholders, third parties, customers and colleagues
- help leaders share powerful and influential messaging around service excellence
- deliver interactive learning programmes to target knowledge and behaviour gaps
- design on-the-job resources and activities to support the culture shift
- implement any system or process changes required to support excellence
- trial and pilot new monitoring data in line with what matters to your customers.

Improving the customer experience can act as a catalyst for change across many areas of your organisation. QA can help you to steer your way through this change, helping you to maintain the bigger picture, establish a consistent approach across the organisation and measure its success. Or, if you prefer, we can work with you on the one or two areas most relevant to your current needs.



Typical activities would include:

| Leaders | Managers | Team |
|---|---|--|
| Coaching on communicating a vision Team-building Leadership development Support for strategic projects and process improvement | Managing service excellence training Tailored learning and development journey Co-facilitation of learning events Designing tools and communications to embed change | Employee foundation / induction programme Facilitated workshops Off-the-shelf, one-off courses Coaching and mentoring Monitoring processes |



Sample Learning Programmes

- Developing a Customer Experience Strategy
- Building a Customer-Centric Organisation
- Delivering Customer Service Excellence
- Managing Customer Service Excellence
- Caring for your Internal Customer
- Customer Care via Email
- Recruiting for Service Excellence
- Coaching for Service Excellence
- Becoming a Trusted Advisor
- Maximising Customer Satisfaction in a Technical Environment



Grow

Maintaining a culture of continuous improvement

For organisations to realise the full benefits of this work, it is crucial to invest in activity to build motivation, enthusiasm and commitment across the business.

There are many things that can be done to build momentum. Enthusiastic members of staff, team leaders and managers are usually great sources of clever and practical ideas.

QA can help you in any of the following areas:

- devise and train an exceptional Service Excellence Champions Network
- create 'sustained learning' toolkits, using interactive, multi-modal formats (WebEx, text messages, games) to keep the service excellence vision fresh
- build internal capability through training your trainers to deliver the customer experience message
- ensure commitment at the highest level through Board level facilitation and coaching
- process reviews and advanced customer intimacy programmes – consultation, social media, trusted adviser engagement and regular internal and external measurement and benchmarking
- deliver in-house communication formats that facilitate feedback on improvements to the business, such as surveys and 'tell the boss' initiatives
- embed effective benchmarking tools such as Net Promoter, to track your progress in a range of 'light touch' formats.



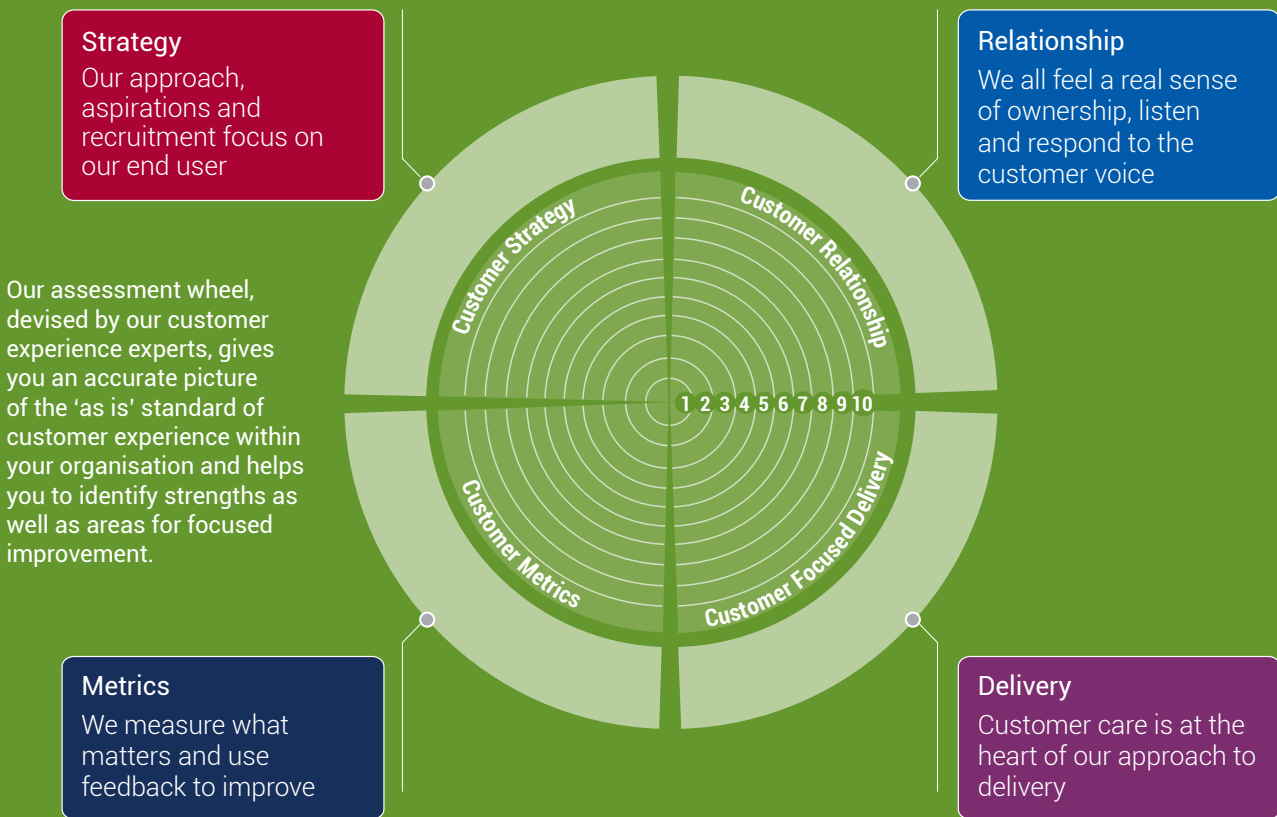
Typical activities would include:

| Leaders | Managers | Team |
|---|---|---|
| Coaching Benchmarking to review progress ROI review Ongoing reviews and surveys Engagement and excellence coaching Performance measures for service excellence | Coaching Train the trainer Advanced workshops Process improvement coaching | Virtual games for energising the service excellence culture Rewards and recognition for front line innovation Benchmarking Mystery shopping Implementation of 'Champions Network' |



QA Customer Experience Wheel

QA believes in enabling businesses to combine profit with principles. We believe your first customer is the internal one – your staff. By empowering you with the systems, processes, practice and support you need to 'do right' by your customers, you empower staff to take action that will 'do right' by your bottom line.



QA offer a range of services to support our clients with their customer experience aspirations.

These include:

- Customer Focused Consultancy and Research
- Customer Experience Diagnostics
- Behavioural Change Programmes
- Core Curriculum Learning Programmes
- Customer Experience Coaching for Boards and Leaders
- Bespoke Learning Solutions



QA is accredited by the Government Procurement Service under the Learning & Development and E-Learning Solutions Framework.

Contact QA

Our Customer Experience Research Network runs regular free events to share best practice across industries. To receive invitations to these or to find out more about how we can help you, please call **0845 757 3888** or email info@qa.com