

## Introduction

More and more people demand quality, the service delivered, like the product purchased, must conform to the requirement of the customer but the quality of a service differs fundamentally from that of the quality of manufactured products, it differs in the way it is produced, delivered, consumed and evaluated. Unfortunately, service can be difficult to monitor and measure to ensure conformance to customer requirements: consider one type of service provided by many different service providers, delivered on different days to different customers with different expectations! This suggests that every service delivered could be unique, so how are we expected to deliver satisfaction to all of our customers, consistently and sustainably?

Measuring the level of satisfaction with a service is a complex process but, fundamentally, at the point of consumption it has two prime dimensions: one, the customer expectation of the service to be delivered and two, the perception of the customer experience once delivered. And, as you will have difficulty improving something you do not measure, finding a robust system for measuring customer expectations and their experience, is critical.

## Aims

The aim of this 4-day course is to develop the skills needed to improve understanding of all the aspects of customer service that lead to satisfaction and loyalty. This will include: understanding what influences customers' expectations together with the perception of their experience; how and why gaps arise between customer expectations and the customer experience; how to close those gaps; how to use measuring tools and techniques to maintain an understanding of the customer experience; how to use tools to improve customer delivery processes and how to manage customer complaints at a strategic level.

## Objectives

**By the end of the programme delegates will be able to:**

- Explain how to develop customer-centric culture based on a comprehensive understanding of customer expectations and customer experience;
- Demonstrate an ability to use tools to help understand the factors that influence customer and potential customer perceptions of a service provider;
- Demonstrate an ability to analyse the gap between customer expectations and customer experience;
- Outline strategies for closing the gaps between customer expectations and customer experience;
- Explain how to motivate employees to deliver superior customer service;
- Outline a strategy for obtaining regular customer feedback.

**Methods:**

Presentations, case studies and practical exercises will be used to enhance the learning experience.

**Duration:** 4 days

**Class size:**

**Who it's for:**

This course is designed for you if you work in customer services, customer relations, marketing, sales, service quality, client relations, collections, operations, complaints handling and customer support roles in all sectors of the economy, including: manufacturing, finance, health, retail, government departments, etc.

## Course Content

### Day 1

Administration, introductions, course objectives and methods.

The Business Case:

- The business case for developing service excellence – potential impact on the bottom line;
- The need to protect the organisation's reputation;
- The business case for developing a culture of measuring and monitoring the drivers of customer service to deliver a superior customer experience.

A Customer Centric Culture:

- How to develop a customer-centric culture based on a comprehensive understanding of customer expectations – listening to the voice of the customer;
- The importance of understanding customer expectations as well as customer experience.

Understand the gap between customer needs and expectations:

- Exploring how customers perceive and evaluate a service experience;
- Identifying the determinants of service quality;
- Exercise: using an Affinity Diagram to develop insights into the dimensions of service quality;
- Review of exercise.

Analysing the gap between customer needs and expectations:

- An outline of the research into service quality;
- The Gap Analysis Model – identifying the potential gaps in your service delivery system;

The Knowledge Gap – the gap between customer expectations and your understanding of customer expectations:

- Exercise: Exploring potential reasons for the existence of a Knowledge Gap;
- Review of Exercise;
- Common reasons for the existence of a Knowledge Gap;
- Exercise: Exploring potential strategies for closing the Knowledge Gap;
- Review of Exercise;
- Some common strategies for closing the Knowledge Gap, including: customer surveys, customer service charters and CRM systems;
- Exercise: developing a customer survey tool based on Gap Analysis;
- Review of Exercise;
- How to use the Gap Analysis survey to develop a customer satisfaction index;
- How to use a Mirror Survey to help understand employee understanding of customer expectations.

## Day 2

Developing a strategic complaints management system to help close the Knowledge Gap:

- The benefits of getting it right – turning potentially dissatisfied customers into loyal customers;
- Why you need loyal customers in place of just satisfied customers;
- Using the Net Promoter Score to drive customer loyalty;
- Developing and deploying an effective complaints management process;
- Exercise: building a complaints management checklist for your organisation;
- Review of exercise.

Action Planning: exploring how to transfer learning to the workplace.

The Standards Gap – the gap between your understanding of customer expectations and the service standards that you set:

- Exercise: exploring potential reasons for the existence of a Standards Gap;
- Review of Exercise;
- Common reasons for the existence of a Standards Gap;
- Exercise: exploring potential strategies for closing the Standards Gap;
- Review of Exercise;
- Some common strategies for closing the Standards Gap.

## Day 3

How to measure, monitor and improve your customer delivery standards – a Case Study:

- An outline of the Case Study;
- The issue of variation in customer delivery processes in the Case Study company - the importance of understanding the impact of process variation and the distinction between special and common cause variation;
- How the Case Study company deployed control charts to measure and monitor process variation and bring their processes under control;
- Exercise: constructing a control chart using the Case Study data;
- Review of Exercise;
- How the Case Study company used process improvement tools to align their standards with customer expectations;
- Exercise: using improvement tools in the Case Study company to understand how to reduce cycle time and deliver superior customer service;
- Monitoring key customer metrics using the Balanced Scorecard;
- Exercise: constructing the customer scorecard;
- Review of Exercise.

Action Planning: exploring how to transfer learning to the workplace.

## Day 4

The Service Performance Gap – the gap between the service specification and the actual service delivered by customer-facing staff:

- Exercise: exploring potential reasons for the existence of a Service Performance Gap;
- Review of Exercise;
- Common reasons for the existence of a Service Performance Gap;
- Exercise: exploring potential strategies for closing the Service Performance Gap;
- Review of Exercise;
- Some common strategies for closing the Standards Gap.

The Communications Gap – the gap between what you promise and the actual service delivered:

- Exercise: exploring potential reasons for the existence of a Communications Gap;
- Review of Exercise;
- Common reasons for the existence of a Communications Gap;
- Exercise: exploring potential strategies for closing the Communications Gap;
- Review of Exercise;
- Some common strategies for closing the Communications Gap.

Case study: the best in the world. How one company delivers world class customer service – what can be learned from their approach?

Action Planning: exploring how to transfer learning to the workplace.

## Who are MPower?

MPOWER (UK) Ltd are an association of organisational development practitioners with direct experience of delivering superior performance through the deployment of a range of techniques commonly referred to as: Quality Management, Business Excellence, Lean Thinking and Six Sigma.

Although we are entirely happy to run a range of training programmes to develop expertise within your company our preferred approach is to work with you and your people on a programme of change, providing expert consultancy when required together with relevant training when your people see the need to acquire new skills: a trainer/consultant approach. This way we will help you develop levels of efficiency that will dramatically reduce your cost base, improved processes for the effective delivery of your customer requirements and a resolution of your most important business issues while, at the same time, developing a level of self-sufficiency within your company.

For more information, please contact us today.

Call: [+44 \(0\) 7843 673 492](tel:+4407843673492)  
Email: [alan@alanmpower.com](mailto:alan@alanmpower.com)  
Web: [www.alanmpower.com](http://www.alanmpower.com)