

CUSTOMER FOCUS

DURATION

4 days

OVERVIEW

This course looks at the impact of customer service on the financial bottom-line and how it fits with an organization'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 emphasizes the role leaders and managers have in translating customer focus strategy into practical action through processes, scorecards and people leadership.

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CUSTOMER SERVICE

KEY MODULES

STRATEGIC CONTEXT

- Gaining sustainable competitive advantage
- Customer focus, culture and brand
 - how they enable organizations to achieve higher margins, retain customers and enter new markets.
 - The Customers as assets

FINANCIAL CONTEXT:

- Why conventional accounting misleads managers and destroys companies and organizations
- 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

CUSTOMER TOUCH POINTS:

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

CULTURE AND BRAND

- developing appropriate attitudes and embedding customer excellence in the culture of the organization
- 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 organization, from senior leaders to customer-facing staff and
 - developing initiatives and targets
- creating a systematic approach, including sharing of customer data across the organization

THE INDIVIDUAL ACTION PLAN

LEARNING OUTCOMES

- Understand the intricacies of customer focus.
- Work on gaining the sustainable competitive advantage by differentiating in service.
- Understand who are their customers and how they live and feel.
- Segment their customers into meaningful segments in order to cater better for their needs/
- Distinguish between their customer wants and needs.
- Improve the touch points with customer
- Develop the brand of their service/
- Foster the culture of customer focus in their organization.
- Monitor and follow- up the progress in customer focus initiatives.