



Executive Engagement with the Customer Cycle

A Definition of Winning



- Leadership has the greatest influence on the culture and the bottom line.
- The key function of leadership is to define the customer centric culture and the bottom line results they desire.
- A great culture is where we have the right people, they are motivated and create the right customer experience.
- The bottom line is a mix of financial and non financial results (a balanced score card) including customer measures.
- Remember leadership creates culture, culture creates performance!

A Definition of Leadership



Self Management

- Awareness
- Composure
- Integrity

Relationship Management

- Partnerships
- Setting Agendas
- Persuasion Skills

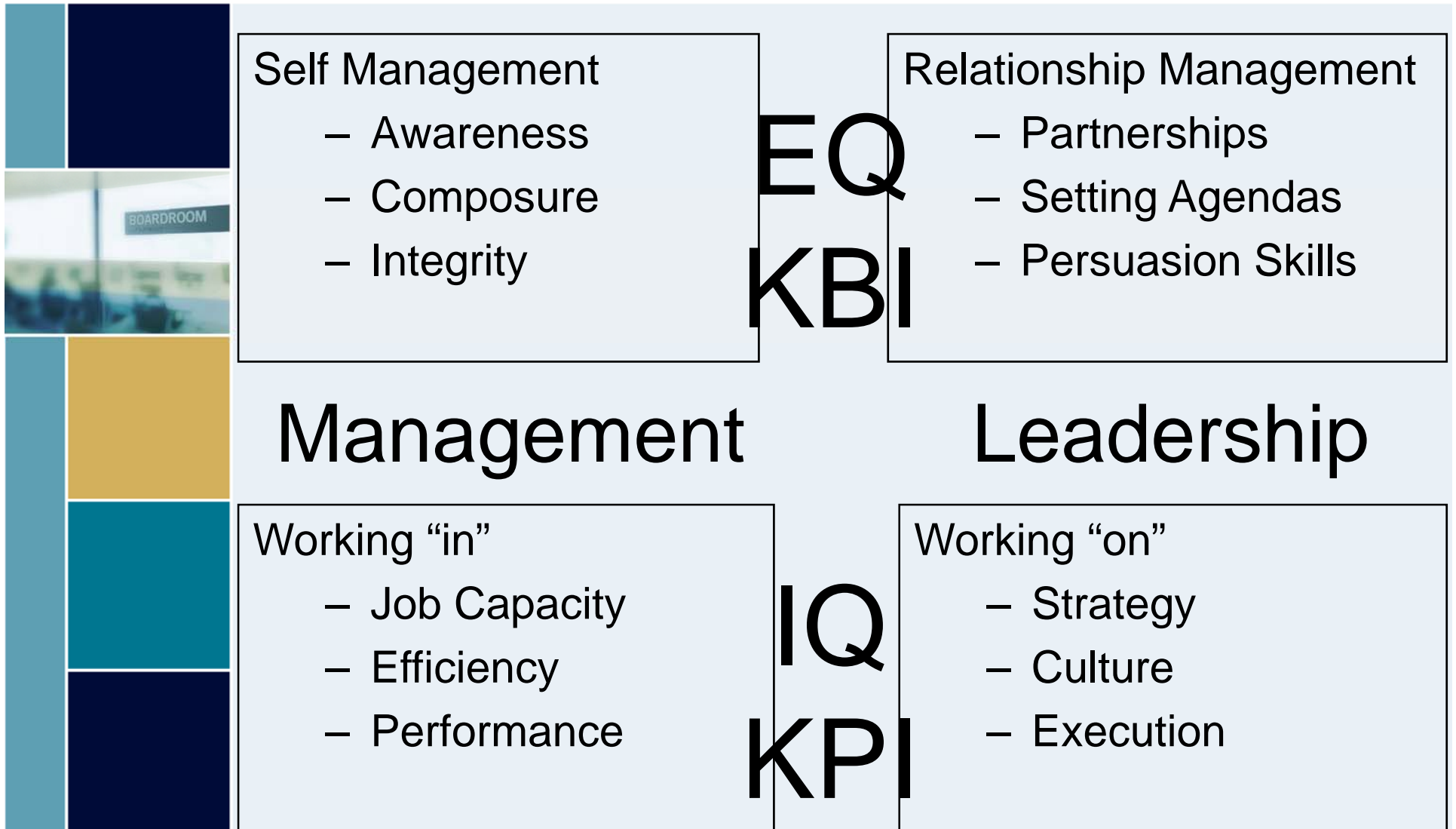
Working “in” – operational

- Job Capacity
- Efficiency
- Performance

Working “on” – Strategic

- Strategy
- Culture
- Execution

A Definition of Leadership



Call Centre Industry Leadership



- What are you doing to develop leadership?
- Are you developing their behaviour and performance?
- Are you focussed on them engaging and motivating their teams?
- What are you doing about the bottom 10%?
- No recycling!

Strategic Planning



- Leadership must drive the “northbound train”... a one page business plan.
- It should contain strategies for growing the business, improving the business and improving the culture.
- Make sure your customer strategies are centre stage.
- Use the plan to motivate and engage your staff. Do you have a 1 page plan?

Grow your customer base

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- CRM... repeat business and referrals.
 - New customers/markets for existing offerings.
 - New products/services.
 - Cross-selling/one stop shop solutions.

Think customers for life



- It's most profitable.
- Think relationships, not just product or service.
- Provide emotional value not just functional value.

Point of difference



- In a crowded market place how do you stand out?
- The value proposition comes from:
 - Operational Excellence
 - Innovation
 - Loyalty...
- Loyalty is driven by brand and relationships, both of these create trust

Listen to customers

- Conduct surveys and share the results with staff.
- Bring customers in to speak to staff.
- Create a “voice of customer” culture.

Set your priorities

- Price... cheap, value for money
- Quality... zero defects, fit for use
- Service... that generates repeat business/referrals
- Timeliness... on time and 24-7
- Availability... stock, size, range.
- Relationships... trust, integrity – emotional connections.

Get the culture right




- Values are useless without supporting behaviours.
- Ritz Carlton “we are ladies and gentlemen serving ladies and gentlemen”
- “Sacred cows make the best burgers”... identify the unacceptable behaviours and name them, e.g. “stealing and laziness”.

Call Centre Culture...Case Study



- We conducted a confidential survey about unacceptable behaviours and found...
 - Theft
 - Abuse of sick leave
 - Harassment
 - Deliberately hanging up on customers
 - Breaches of the privacy act
- What are your sacred cows?

Get the people issues right

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- “Hire hard, manage easy”
 - Make people feel valued... they will go the extra yard
 - Challenge the oxygen thieves in the third carriage FIFO
 - Give genuine performance feedback
 - Make sure the KPI's are agreed and reviewed regularly

Get the customer experience right



- Your staff are the directors of first impressions... they must have a smile in their voice.
- They must put themselves in the shoes of the customer.
- They must work on the relationship, not just the process.
- They should work to build trust... an emotional connection.
- The technology should be customer engaging.

In difficult times...?

- Focus on relationships.
- Work on repeat business and referrals.
- Cross-sell... dig deeper.
- Look for the right acquisitions.

Remember!!!



- Investing in leadership will grow the culture and the bottom line.
- Strategy + Execution + Trust (Organisational EQ) = Results (Covey)
- Harvard University service – profit chain research “happy people = happy customers = happy bottom line”.

A Reminder!!!

- Have fun
- Make money
- Kick ass
- Awesome hey!!!