

WA8: Visitors/ Customer Service

4.7 Deliver, monitor and evaluate customer service to internal and external customers

- LO109 Demonstrate ability to deliver, monitor and evaluate customer service to internal customers by providing and continuously improving services to these customers.
- LO110 Demonstrate ability to deliver, monitor and evaluate customer service to external customers by providing and continuously improving services to external customers.



Module Details



Work Area Code:	8
Work area title:	Visitors/ Customer Service
Unit Code:	4.7
Unit Title:	Deliver, monitor and evaluate customer service to internal and external customers
Learning Outcomes Ids:	LO109, LO110
Learning Outcomes titles:	<ul style="list-style-type: none">- LO109 Demonstrate ability to deliver, monitor and evaluate customer service to internal customers by providing and continuously improving services to these customers.- LO110 Demonstrate ability to deliver, monitor and evaluate customer service to external customers by providing and continuously improving services to external customers.
Recommended Duration:	? hours
Trainer:	



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Customer care principles



- **frontline representatives are the company**
- **show customers that they're valued by your company**
- **Support customers as a team**
- **Listen to customers**
- **Be honest about what you don't know**
- **Speed up!**
- **Know your product**



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Active listening techniques



1. Paraphrase

2. Summarize

3. Clarify

4. Reflect



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Empathy is the capacity to understand or feel what another person is experiencing from within the other person's frame of reference, i.e., the capacity to place oneself in another's position. Empathy is seeing with the eyes of another, listening with the ears of another and feeling with the consciousness of another, the process of empathy is driven from compassion, a "feeling for another" that leads to a "feeling as another" for rightful understanding of the other person (Wikipedia)



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Defining customer satisfaction



- The state of mind that customers have about a company when their expectations have been met or exceeded over the lifetime of the product or service.



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Defining customer satisfaction



- “Satisfaction” itself can refer to a number of different facts of the relationship with a customer. For example, it can refer to any or all of the following:
 - Satisfaction with the quality of a particular product or service
 - Satisfaction with an ongoing business relationship
 - Satisfaction with the price-performance ratio of a product or service
 - Satisfaction because a product/service met or exceeded the customer’s expectations



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"There's a remarkably close and consistent link between how internal customers are treated and how external customers perceive the quality of your organization's services. A commitment to serve internal customers invariably shows itself to external customers. It's almost impossible to provide good external service if your organization is not providing good internal service."

- Benjamin Schneider, University of Maryland



“So, who is an internal customer? A basic definition is anyone within your organization who is dependent on you to meet a goal or deadline. The foundation for outstanding internal customer service is excellent interdepartmental communication and cooperation”.

(<http://www.mediacurrent.com/blog/developing-outstanding-internal-customer-service#sthash.4Nhc2h0f.dpuf>)



Internal customer service defined



"Internal customer service is the service provided to colleagues and other departments within an organization, as well as vendors and anyone else an employee interacts with to get their job done. If you want to provide world class customer service in your call center, you will need to start with providing great internal customer service to your employees".

<http://www.mycustomer.com/community/blogs/rlmiller/the-importance-of-internal-customer-service>



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TREAT THE INTERNAL CUSTOMERS LIKE THEY HAD A CHOICE TO CHOOSE A DIFFERENT PROVIDER EVEN THOUGH THEY DON'T!

SET CLEAR EXPECTATIONS

CLARIFY INTERNAL CUSTOMER RESPONSIBILITIES

DEFINE INTERNAL CUSTOMER SERVICE RESPONSIBILITIES

DISCUSS PRIORITIES



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Relevant products and services to internal customers



- internal customers may not necessarily purchase the products or services offered by their employer
- internal customer relationship also plays a key role in the business's success.
- A person who does not work well with customer service may have greater difficulty placing orders or obtaining answers to his external clients' questions, resulting in a poor level of service.



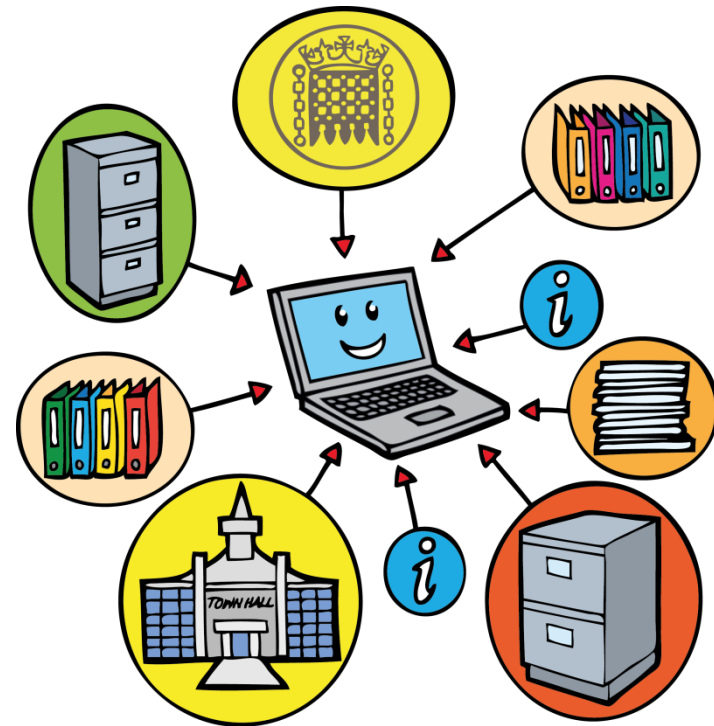
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Relevant products and services to internal customers

SERVICES:

- Information Technology
- Human Resources
- Facility Management
- Consulting
- Operations



Why monitoring internal customer satisfaction?



- to improve the performance of the organisation. There are many indicators that can be used to monitor internal customer satisfaction and the quality of internal customer service provided by the organisation. This can be done by:
- To improve customer service skills within the organisation
- To improve its working standards and service delivery



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Why monitoring internal customer satisfaction?



- Internal customers will know that the organisation cares for them
- They feel valued
- When cared for, they will care for the organisation and bring in more external customers
- The organisation learns a lot
- Customers know that their thoughts are listened to



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How to monitor internal customer satisfaction?



- **BY:**
 - Receiving feedback from staff and taking surveys from them
 - Checking on the time it has taken to respond to enquiries
 - Monitoring sales and other accounts
 - Statistics of customers staying with the organisation and leaving it



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How to monitor internal customer satisfaction?



- **BY:**
 - The number of complaints received and of complaints resolved
 - Checking how services and products were delivered
 - Check for any requests in service improvements
 - Monitoring service delivery
 - Monitoring customer perception of the organisation



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- **COLLECT AND EVALUATE FEEDBACK THROUGH:**

- suggestions box
- Comments book
- Feedback or evaluation sheets
- Questionnaires
- Complaints procedure
- Focus groups



How to deliver internal customer satisfaction



1. Set clear expectations
2. Hold individual, all-staff or inter-departmental meetings where you can present your priorities to specific people or groups.
3. Anticipate internal customer expectations



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How to deliver internal customer satisfaction



5. Clear communication about what priorities are to internal customers is essential for a business to function efficiently.
6. Understanding your internal customers' expectations can result in better work flow



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How to measure internal customer satisfaction



1) Net Promoter Score

- How likely are you to recommend [department/team /employees] to another colleague/department/team?
- **quantifying overall customer satisfaction**

2) Customer Effort Score

- To what extent do you agree or disagree with the following statement:
The organization made it easy for me to handle my issue.

3) Customer Satisfaction Score

- How would you rate your experience with department X?



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Internal customer complaints handling



- The purpose and value of an internal complaints procedure are:
 - Ensures that complaints are considered fairly, dealt with at once within the agreed timescales
 - Helps resolve complaints constructively without damaging **relationships**
 - Promotes good employment practices
 - Encourages harmony at work place
 - Helps reduce bullying, harassment and victimisation at work
 - Improves employee retention
 - Helps the organisation identify its areas of weakness

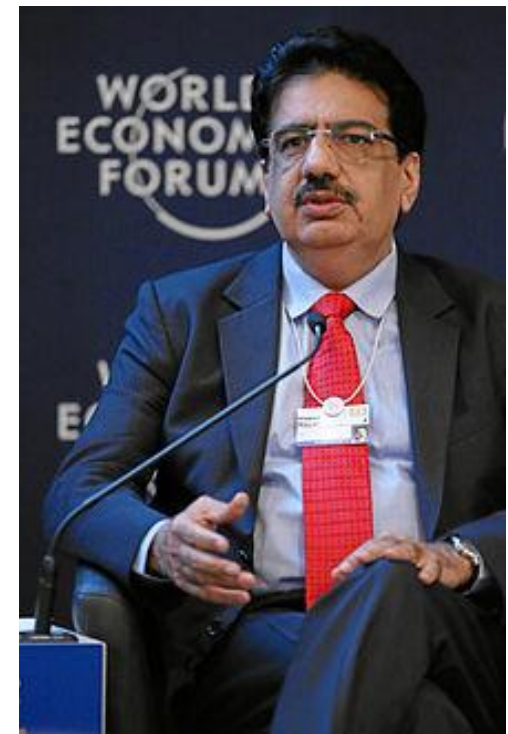


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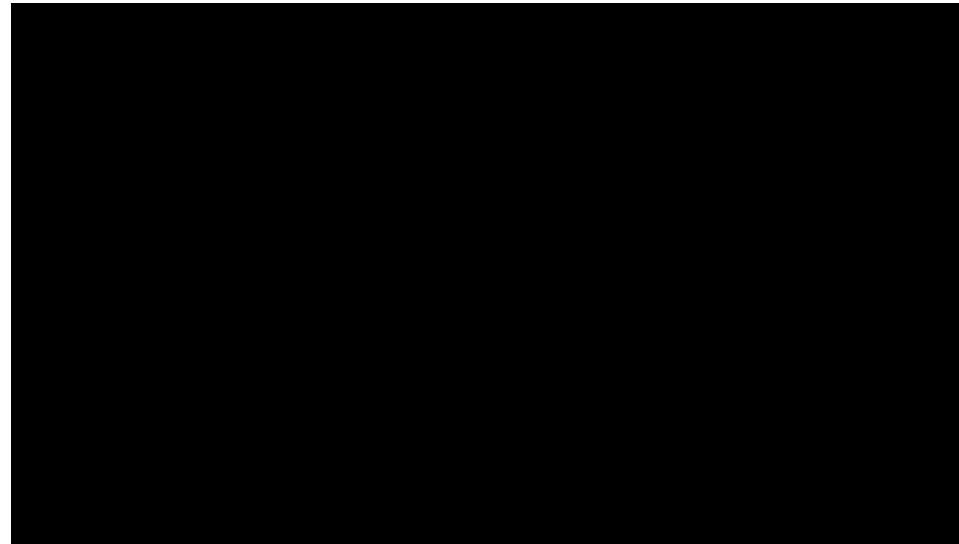
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- **The Case of HCL — Employees First, Customers Second**
 - *Employees First, Customers Second: Turning Conventional Management Upside Down*, Vineet Nayar
 - Access to financial information for employees
 - 360-reviews for managers.
 - Empowering frontline employees.
 - The Value Portal: A system enabling all employees in the company to offer suggestions for change.



Best practices in internal customer care



<https://www.youtube.com/watch?v=gJrBq-c5QYE#action=share>



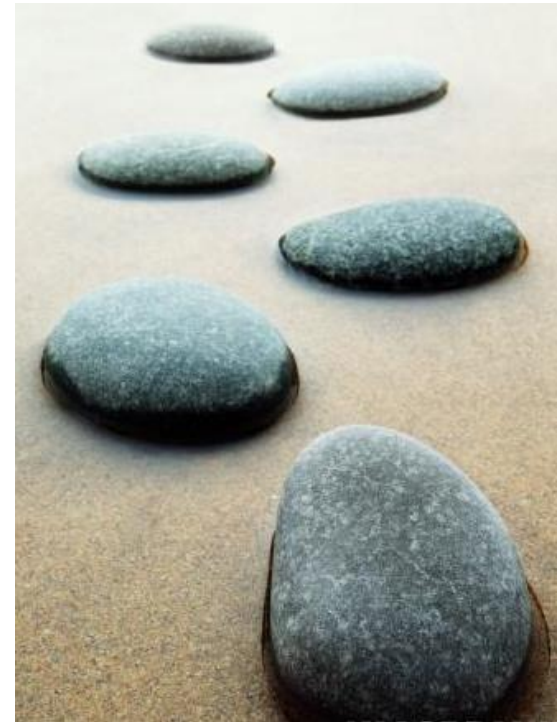
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Recap, one step at a time



- Call employees 'internal customers'. Words matter.
- Restructure the organisational chart.
- Ensure two-way accountability and transparency.
- Offer communication training.
- Show the impact of every employee.
- Provide a voice to everyone.



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Methodological tool

EUPANEXT_LO109_M01

Video analysis



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Relevant products and services to external customers



EXTERNAL CUSTOMERS ARE THE PEOPLE WHO BUY OUR PRODUCTS AND SERVICES

A party who uses or is directly affected by a company's products/services

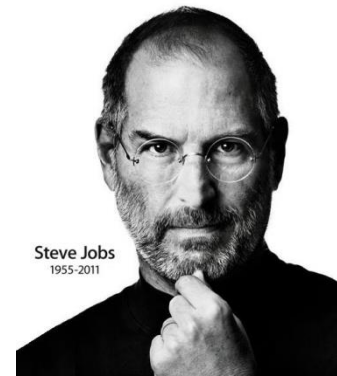
- customers, those that exchange money for goods and services and consumers are those that actually use the product
- and stakeholders, people who are impacted by corporate activities.



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- <https://www.youtube.com/watch?v=r2O5qKZII50>
- Steve Jobs Customer Experience
- <https://www.youtube.com/watch?v=Fy4IYDN1gz4>
- Richard Branson Reveals His Customer Service Secrets



- Which of the elements you saw on the videos you could apply in your organisation?

Group discussion



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Delivering external customer service



- Even though this topic has been covered in previous units, remember:
 - To get as close as you can to your customers
 - To design and market your products and services to meet defined needs and expectations
 - To deliver those products and services in a way that consistently exceeds expectations



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Essential Skills for a successful customer care practitioner:

- Patience,
- Attentiveness,
- Clear Communication Skills (oral and written),
- Knowledge of the Product or Service,
- Ability to Use "Positive Language",



Delivering external customer service: Learning from the best



“We see our customers as invited guests to a party, and we are the hosts. It's our job every day to make every important aspect of the **customer experience** a little bit better.”

Jeff Bezos, Amazon



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- **THROUGH:**
 - Formal and informal feedback
 - Meetings with customer service staff
 - Calls and email exchanges between service staff and customers
 - Customer service questionnaire
 - Focus groups
 - Employee Feedback

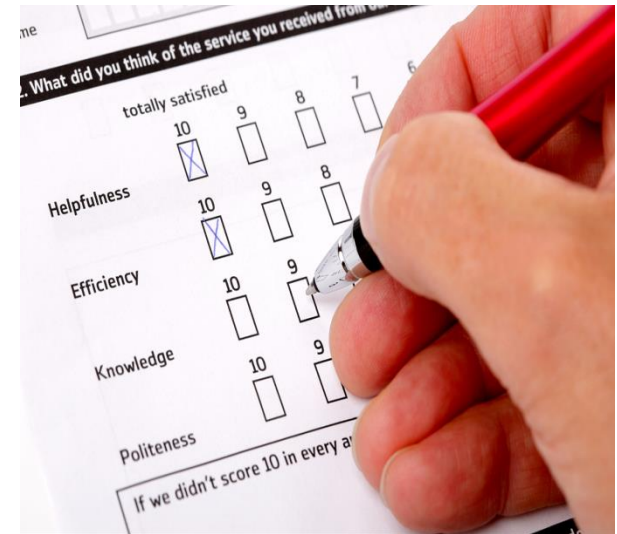


Evaluating customer service techniques



- COLLECT AND EVALUATE FEEDBACK THROUGH:

- suggestions box
- Comments book
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- Questionnaires
- Complaints procedure
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1. Collate your data
 - Spreadsheet
2. categorise the feedback
 - Feedback type
 - Feedback theme
 - Feedback code



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FEEDBACK CATEGORISATION, TYPE



- Usability issue
- New feature request
- Bug
- User education issue
- Pricing/billing
- Generic positive
- Generic negative
- Junk
- Other



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- Photo stream
- Stories
- Mentions
- Profile



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FEEDBACK CATEGORISATION, CODE



- make the feedback code descriptive enough so that someone unfamiliar with the project can understand the point the customer was making



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3. Get a quick overview
4. Code the feedback
5. Refine your coding
6. Calculate how popular each code is
7. Summarise and share



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Methodological tool

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Develop a tool to measure customer satisfaction



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- Identify and describe the relevant products and services to internal customers.
- Describe the types of products and services relevant to internal customers, whether offered by own organisation or otherwise.
- Describe ways and tools to be used in order to obtain internal customer feedback
- Describe ways and tools to be used in order to obtain external customer feedback
- Identify and describe the relevant products and services to external customers.



- internal customers may not necessarily purchase the products or services offered by their employer
- internal customer relationship also plays a key role in the business's success.
- A person who does not work well with customer service may have greater difficulty placing orders or obtaining answers to his external clients' questions, resulting in a poor level of service.

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Well Done!

**You have
completed
this unit**



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