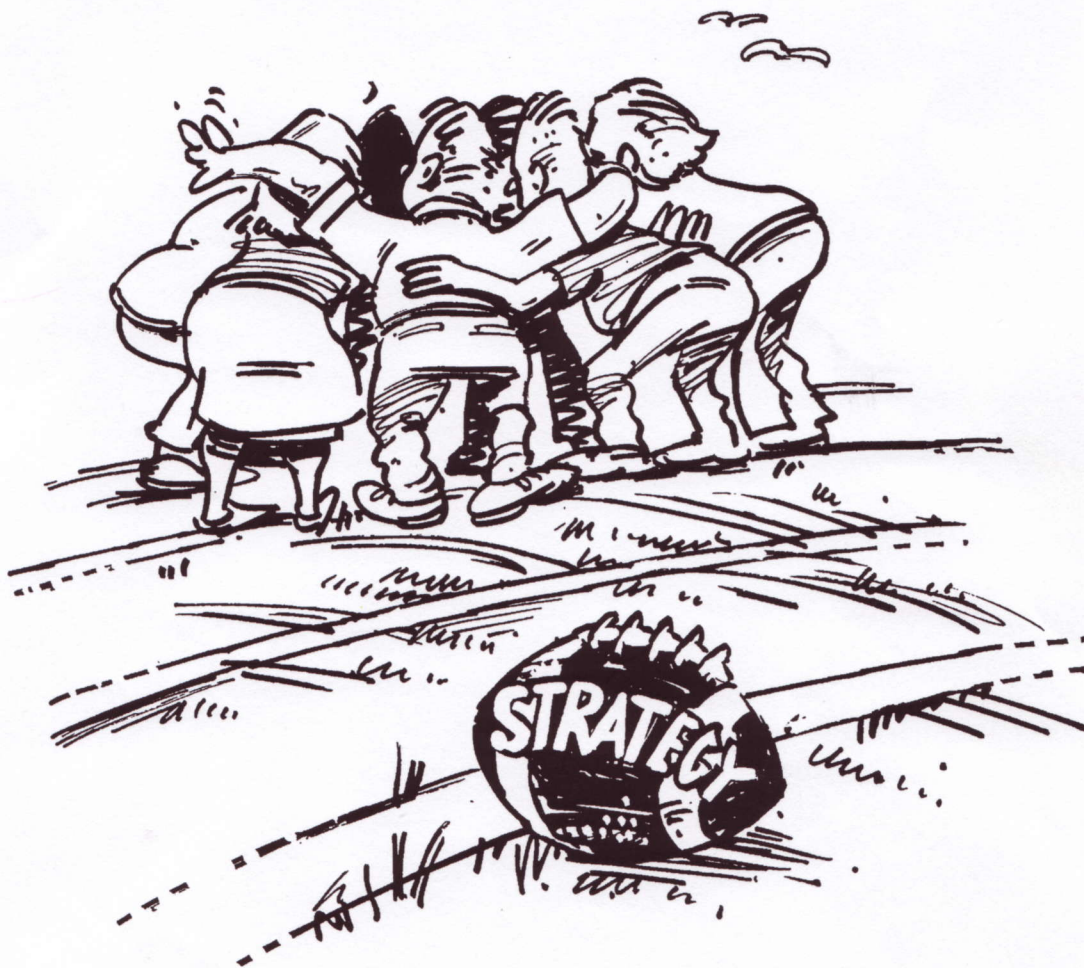


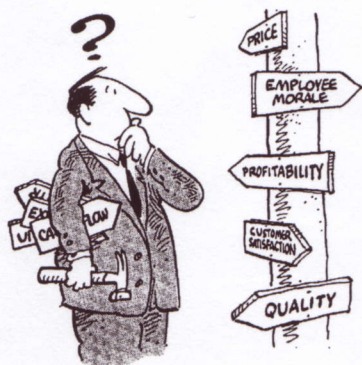
Customer Service Promise



A Service Promise

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In this unit, we will explore the importance of having a documented service focus, which is referred to as your service promise, i.e., how you intend to stay focused on the third ring. Perhaps your organisation has a mission and vision statement. Your service promise must complement and support your organisation's mission and vision statement. However, it also needs to clearly target what service the customer will experience at your business. In many ways, your service promise becomes your guarantee about the service customers can expect to experience.



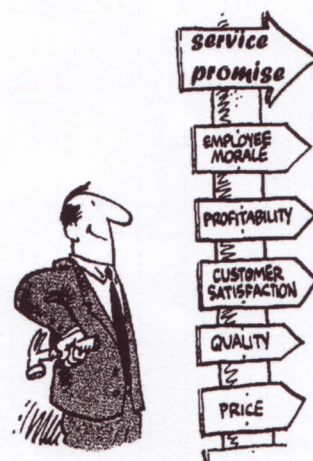
"The first and most important step toward outstanding service is developing a service promise. Overlooking the promise to your customers and rushing headlong to improve service is always a mistake."

William H. Davidow

Total Customer Service

Simply put, your service promise should answer these four basic questions:

- 1. What do your customers want?***
- 2. How are you going to deliver what they want?***
- 3. How are you going to do it better than your competition?***
- 4. How are you going to stay in the third-ring of service? How are you going to give your SCOTLAND'S BEST SERVICE?***



What can a Service Promise do for You?

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The development, implementation and management of a service promise is a serious act of leadership. Once you implement it you must act in ways that make it come alive. In other words, once you're committed, you've got to "walk the talk". It becomes the "lens" through which you view internal and external service.

- A service promise is important for the following reasons.
- It provides a clear focus that is intended to both inspire and direct.
- It articulates the promise you make to your customers.
- It allows everyone to know what is important and what will be measured.
- It provides a common, corporate or departmental criteria for decision-making.

An effective service promise should:

- ✓ be clear, concise, understandable, yet memorable;
- ✓ communicate what you intend to do to satisfy and keep customers;
- ✓ be consistent with your corporate mission and goals;
- ✓ answer the question, "Why should customers choose you?";
- ✓ be perceived as meaningful and achievable by your employees.



How to Develop Your Service Promise

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Ask:

- What do your customers want?
What do they value?
- How can you (your company, your department and your team) meet and exceed these expectations? What will your **BEST SERVICE** be?
- What can you do that is unique and better than your competition?

Examples of Service Promises

1. We promise that throughout your stay with us we will endeavour to meet the high standards you expect from Holiday Inn Crowne Plaza hotels and resorts. However, should anything not be to your satisfaction, please do not hesitate to tell us. Just call the Duty Manager who will make every effort to put things right as you are not expected to pay for unsatisfactory service. We call this the Holiday Inn Hospitality Promise.
2. At all times we will provide an efficient, friendly and helpful service to all our customers. Our dedicated, well-trained staff are committed to listening to our customers' suggestions and comments in striving to exceed their expectations.
3. We recognise that you the customer are important. In recognising this our aim is to provide you with quality service, provided by friendly and knowledgeable staff. Management and staff are on hand to answer your questions and to provide you with the quality product you come to expect. We also welcome any comments or suggestions you may have to enable us to provide you with an even better service.

Your Service Promise

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Your Service Promise

Describe the service you provide

How will you exceed their expectation?

What can you do that is unique and better than your competition?

Now re-organise this information to form your Service Promise

Service Standards

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If the accomplishment of your service promise provides the ultimate destination, service standards and service measurements provide the sign posts that allow you to know where you are on your journey and how much farther you have to go.

What are service standards?

Service standards detail **how** you want employees to provide service. They are the performance results and behaviours you know are required to not only meet, but also exceed your customers' expectations. They are fundamental guidelines that allow your employees to know how much of what, how well, and by when. Just as importantly, they contribute to the professionalism of the service industry.

Why are they important?

- They provide employees with an understanding of what is important.
- They set targets for accomplishment.
- They encourage consistency of service.
- They can help identify what should be rewarded.
- They enable you to measure your **SCOTLAND'S BEST SERVICE**.

It is most important to have standards:

- ***To deliver SCOTLAND'S BEST SERVICE that will allow you to exceed customer expectations.***
- ***To ensure work practices are delivered consistently to a high standard.***
- ***In high risk/safety situations.***

To assist you in the development of your service standards list the key words in your Service Promise and describe the service you intend to deliver. Add any others required to help you achieve **SCOTLAND'S BEST SERVICE**.

SERVICE	EXAMPLE OF ACTIONS REQUIRED TO PROVIDE THE SERVICE
e.g. Friendly	All staff to smile and immediately acknowledge guests before guest has chance to speak to them

Measurement is critical to the delivery of your Service Promise since it is the service tool that helps you answer these two key questions:

- How are we doing?
- How can we get better?

How to Measure

- Ensure you are measuring only what's important.
- Measure both technical quality and service quality.
- Don't attempt to measure too much. It will distract you from taking corrective action on those things you should be measuring.
- Choose to measure those things that are important to your customers.

Measurement Ideas

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Some measurement ideas for service quality include:	Which of these will work best for your business? (✓)
Service audits	
Customer exit surveys – internal	
Telephone calls to customers	
Focus groups with both employees and customers	
Management observations	
Mystery shoppers	
Customer feedback cards	
Focus on Feedback log	
Other	

On Behalf of our Customers

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Your Service Promise
(key words)

Customer Expectations	Service Standards	Measurement Ideas
		In Summary

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SERVICE PROMISE

The promise you make to customers.

SERVICE STANDARDS

How employees are going to deliver on your promise.

SERVICE MEASUREMENT

*How are we doing?
How can we get better?*

CONTINUOUS IMPROVEMENT

Can you Afford not to Follow Up?

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1. *Get employees involved*

- Make a habit of asking employees for customer expectations- what do customers need and how can they be delighted. Both internal and external customers can tell you what they expect and employees are the best resources you have for listening to what customers expect.
- Ask employees what the standards should be. You'll be surprised how high they set the "performance bar."

2. *Practice what you preach*

- Set the example for what your service promise looks like in action.
- Be consistent.
- Use your service promise as a tool to inspire the enthusiasm and **energy of your staff to deliver their SCOTLAND'S BEST SERVICE.**

3. *Set standards*

- While a service promise focuses your employees' energy, they need to know how they should behave on a day-to-day basis to ensure that the promise is kept. Standards are the "performance bar" that employees have to meet and exceed in order to deliver on your service promise.

4. **Communicate**

- As soon as employees are hired, make sure they know your service standards. Too often new staff are oriented to operating, safety and facility standards while educating them about service standards is neglected. Remember, unless you explain to an employee what friendliness looks like and sounds like in your operation, they will use their own definition and it might be very different from yours.

1. **Identify what needs to be measured and implement measurement tools**

- Again, get employees involved. They can help you identify what gets measured and how.

6. **Use service cycle analysis as an improvement tool**

- Get your team involved in using service cycle analysis to identify priority changes, new standards and ways to measure service.

7. **Reward and recognise employees**

- One way to ensure that standards are consistently met is to reward those employees who consistently deliver or over-deliver.

Use these in your action planning now!

8. **Train to standards**

- All employees should be trained to standards that translate into **SERVICE Excellence** for every customer.

9. **Revisit standards**

- Standards will need to change as your customers' expectations change. Make sure you have an "ever-growing" practice in place that ensures your standards are helping you stay in the third-ring.



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POOL HOUSE HOTEL
Customer Service Promise

We aim to provide:-

- An enhanced experience for our clientele
- A commitment to protect and care for the environment
- An enduring effort to maintain the highest standards of quality and good practice
- An effective demonstration of the high esteem with which we regard our customers, by paying attention to their comments and implementing their suggestions wherever possible.
- Well motivated, highly trained staff who consider catering a "real career" and aim for the top of their profession.

Elegance without Arrogance – Excellence without Excess

Service Promises

Our Promise is to develop

A prompt and responsible service at all our locations along the canal
100% washing facilities working 100% of the time during your visit

That if there's a problem during your visit we will respond to you within
24hrs and wherever possible resolve it during that time

Service by friendly and knowledgeable staff

A commitment to the preservation and future of the Caledonian
Canal for everyone of our customers in order that we can provide you
with value for your licence fee, entice you to return and tell your
friends and to cement the future of the Caledonian Canal into the
new Millennium

British Waterways

Our promise is to provide a unique friendly and professional service
to all our customers

in order that we can feel confident in helping them choose the right
gift for that special person

Customer satisfaction is always guaranteed.

Envy for Fine Things, Beauty

We promise to provide:

A service which is run from the heart and intuition, provided by friendly
, approachable and helpful staff

Total commitment to encouraging staff to maximise their ability and
skills so as to ensure quality to you as a customer.

Providing quality products in whichever fields we provide whether it be
advice or help in the choice of a gift we are always here to make you
our customer enjoy and feel relaxed about being a happy shopper

Collio Spirit - Church St Inverness

Our promise is to provide a unique lively and relaxing atmosphere in
the renowned bar and restaurant of Inverness, the capital of the
Highlands

We promise the highest standard of service from our efficient, friendly
and cheerful staff to ensure that you have the best "Hooley in the
Highlands"

In order that we can make your visit one to remember. We are
confident that you will enjoy a delicious meal from our extensive menu
while enjoying our live nightly entertainment.

"Johnny Foxes - where the crack is mighty"