



NATIONAL DIPLOMA: CUSTOMER MANAGEMENT

ID 20908 LEVEL 5 – CREDITS 243

LEARNER GUIDE

SAQA US- 10054

IDENTIFY AND MANAGE AREAS OF CUSTOMER SERVICE IMPACT

Details	Please Complete this Section
Name & Surname:	
Organisation:	
Unit/Dept:	
Facilitator Name:	
Date Started:	
Date of Completion:	

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NOTIONAL HOURS BREAKDOWN

The candidate undertaking this unit standard is best advised to at least spend sixty hours of study time on this learning programme. Below is a table which demonstrates how these hours could be spread:

TIMEFRAME

Total Notional Hours				Contact Time				Non contact- Self-Study/Assessment					
Credits (6) x 10 = 60				18HRS				42HRS					
1.	Learning Programme Name:			REFER TO COVER PAGE									
2.	SAQA Qualification/Unit Standard Title:			REFER TO COVER PAGE									
3.	Qualification/		4.	SAQA ID Number	10054	5.	NQF Level	5	6.	Credits	6		
	Unit Standard												
7.	PURPOSE for offering this programme to your learners:			REFER TO NEXT PAGE									
8.	TARGET AUDIENCE for this specific programme:			REFER TO NEXT PAGE									
9.	Entry/Admission Requirements:			REFER TO NEXT PAGE									
10.	Timeframe for Training: (Total Hours/Days/Weeks)			Theory content –Role play, Simulation, Group work, Pair work = 18hrs. Non contact session- self-study, assignment, practise guided by coach or mentor, formative assessment and summative assessment =42hrs.									

Note to the learner

At the end of this unit standard you will be able to Identify and manage areas of customer service impact

Purpose:

This unit standard forms part of the qualification, National Diploma in Contact Centre Management at NQF Level 5. Learners working towards this unit standard will be learning towards the full qualification, or will be working within a Contact Centre environment, where the acquisition of competence against this standard will add value to learner's job.

Specific outcome:

You will have to understand and be able to explain the following specific outcomes for this Unit Standard:

Identifying "touch points" of customers.
Determining solutions in areas of customer service.
Actioning changes or improving areas of customer service.

Learning assumed to be in place:

- Numeracy at NQF Level 1 or equivalent.
- English, verbal and written communication at NQF Level 2 or equivalent.

Prerequisites to this Learning guide:

None

Equipment needed:

Learning material, Learner workbook, Pen, Ruler

PLEASE NOTE: THE USE OF PENCILS OR TIPPEX IS NOT ALLOWED.

IF YOU USE A PENCIL THE VALIDITY OF YOUR WORK COULD BE QUESTIONABLE, AND THIS
COULD LEAD TO FRAUD.

Resources (selective resources might be used, depending on the facilitator and venue circumstances), one or all of the following can be used:

- Your facilitator/mentor
- Visual aids
- White board
- Flip chart
- Equipment
- Training venue

Venue, Date and Time:

Consult your facilitator should there be any changes to the venue, date and/or time.

Refer to your timetable

Assessments:

The only way to establish whether you are competent and have accomplished the specific outcomes is through continuous assessments. This assessment process involves interpreting evidence about your ability to perform certain tasks.

Yu will be required to perform certain procedures and tasks during the training programme and will be assessed on them to certify your competence.

This module includes assessments in the form of self-evaluations/activities and exercises. The exercises, activities and self-assessments will be done in pairs, groups or on your own.

These exercises/activities or self assessments (Learner workbook) must be handed to the facilitator. It will be added to your portfolio of evidence, which will be proof signed by your facilitator that you have successfully performed these tasks.



Hi! My name is Pule,
When you see my sign you must do an activity/exercise or conduct an experiment

SPECIFIC OUTCOME 1:

Identify "touch points" of customers

ASSESSMENT CRITERIA 1:	Moments of truth are identified and explained.
ASSESSMENT CRITERIA 2:	Customer service impact areas of vulnerability are identified and explained.
ASSESSMENT CRITERIA 3:	Characteristics of customer service are identified in terms of their quantitative nature.

1.1 Moments of truth are identified and explained. SO1 AC1

A Touch point (contact point, customer contact, **Moment of Truth**, point of contact) describes the interface of a product, service or brand with customers/users, non-customers, employees and other stakeholders, before, during and after a transaction. This may be applied in business-to-business as well as business-to-consumer environments.

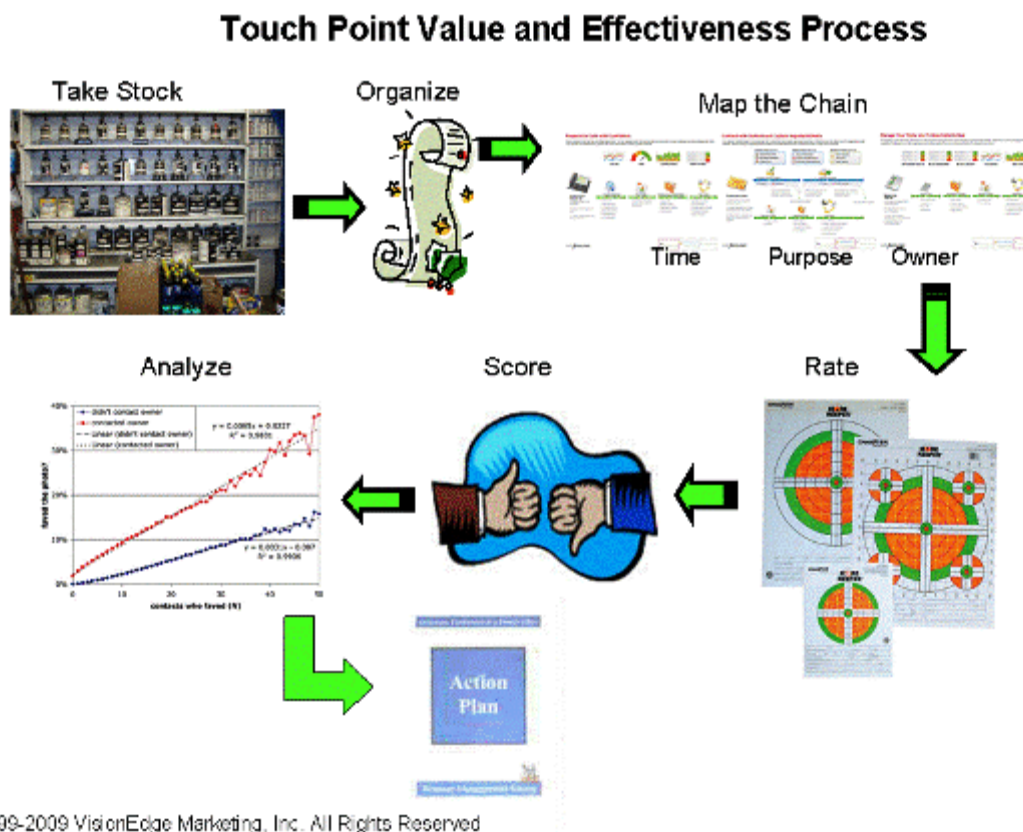
Example: touchpoints of a bank

A customer may have numerous touch points with a bank, including client service advisors, statements, promotional events, products, financial expert reports, website, intranet, IT-systems, research reports, sponsoring, word of mouth, e-banking, call centres, etc.

Which touchpoints are relevant for success?

With often over a hundred touchpoints identifiable within larger companies, the key question is: Which of these are relevant for the company's success? Analysis and assessment is undertaken on the nature and impact (for example, on brand management) of specific touchpoints. The touchpoints which are relevant for a company's success will vary by multiple factors including industry, product, service, target segment, etc..

From the overall interface landscape, central touchpoints can be identified, analysed and assessed. Such analysis enables companies to evaluate their processes, measures and engagements more holistically: future assets and budgets may be better aligned and applied to deliver a more sustainable contribution to the success of the company.



CASE STUDY- Managing Touch Point Value

A long-term patient goes to a doctor for an annual physical, completes the required paperwork and checks out. Months later, the patient receives a bill indicating the health insurance company denied part of the service. The doctor's office can't explain why— they use a third party billing service and don't know anything about the bill. The billing service won't help—they just do the paperwork.

After numerous calls to the doctor's office and insurance company, the patient gives up and pays the bill. But, but when asked by a new neighbor for a doctor in the area, the patient recommends they look elsewhere.

By measuring each touch point independently you can determine its contribution to the overall effectiveness as well as more effectively measure the total customer experience.

Customer experience and engagement have evolved from table stakes to points of differentiation, as indicated by the flurry of customer experience/relationship scores now being published. More and more evidence strongly suggests that there is a link between customer experience/engagement and the financial success of the company.

So, how can your company improve customer experience and engagement? We have found that successful companies identify all the key customer touch points, measure their effectiveness and use them to create a map of the customer experience.

1.2. Customer service impact areas of vulnerability are identified and explained.S01 AC2

1. **Deliver customer experiences.** You and your employees are a living extension of your brand, so you need to bring the values to life and deliver directly to customers.
2. **Communicate clearly and effectively.** Your customers will appreciate being talked to clearly and concisely. And if you have employees, communication is key too — so that you can highlight the expectations you have and the behaviour you would like to see.
3. **Identify and anticipate customer needs.** Remember, customers don't buy products or services, they buy good feelings and solutions to problems. Most customer needs are emotional rather than logical. By identifying and anticipating these needs, you are more likely to give your customers exactly what they are after.
4. **Treat any employees well.** If you have employees, customer service isn't just an external process. Make sure you see your employees as your internal customers — as the quality of your customer service will never exceed the quality of the people that provide it.

5. **Always measure service quality and feedback.** Listening to feedback from your customers and measuring the long-term impact of the services you deliver should be a fundamental part of your business.
6. **Establish processes that are customer friendly.** Eliminate any customer structures that are too rigid and complicated to work, and establish your company as one that is “easy to do business with”.
7. **Always go the extra mile.** It's a well-known customer service mantra — but not one that is always upheld. Although customers may not mention it to you when extra effort has been made, they **will** notice and **will** tell other people. And of course, if no effort is made at all, they'll definitely notice and be more likely to tell others, too!
8. **Monitor your competition.** Any business should keep close to the competition. In terms of customer service, the quality of the service you provide should at least be the same as your competition. Remember, if you're not taking care of your customers, then **your competition will**.

1.3. The characteristics of customer service are identified in terms of their quantitative nature.SO1 AC3

Customer service

The service you provide to your customers is crucial to your business success. For many customers, after-sales service is what makes one supplier stand out from another, often more than product or price. Good customer service can attract new business and can create a loyal customer base.

What is customer service? There are many simple things you can do to improve the service you provide. The starting point is to deliver what you promise, every time. To make sure you keep customers satisfied, you must keep your word. If you do more, you will impress your customers and they will recommend you to their friends. Finally, you must listen and respond when they have complaints.

Exceptional customer service

Customer service is all about expectation. A business that offers a fast response or a personal service is setting up an expectation. If that company does not fulfil its promise, its customers will be disappointed.

Make sure your members of staff are delivering the level of customer service you expect. Lead by example and show your team exactly how you want them to deal with customers. Encourage them to come to you with feedback and suggestions. When you recruit new staff, look for people with the right attitude.

What are you promising your customers? Go through all the aspects of your sales and marketing and identify your selling points. Are your customers' expectations being met or exceeded?

The best way to wow your customers is to under-promise and over-deliver. If you know you can deliver in three days, promise five and your customer will be pleasantly surprised.

It's good to advertise your strengths, whether they are fast delivery times, friendly service or top quality products. But if you make empty promises and the reality does not match your claims, then you will lose business. However, if your service is top notch and your customers agree then tell the world - there's no stronger marketing message.

Go the extra mile for your customers

But what is customer care all about? Really good customer service gets people talking. If you go above and beyond the call of duty for your customers, they will tell everyone they know and you will get wonderful word-of-mouth recommendations.

After you've made a sale, for instance, call your customer to check that everything is OK. If it is, they'll be pleased you rang. If there is a problem, you can address it immediately and they'll be delighted.

Pay attention to details. Follow up calls or emails quickly. If the customer has a problem, try and solve it for them. Keep records of customer service, especially if you have new members of staff that need to get up to speed on your customers.

Handling customer complaints

Inevitably, things go wrong sometimes. However, it is how you handle problems that can determine whether you lose business or actually improve customer loyalty.

More and more people are prepared to complain. Those that do are doing you a favour. They are giving you valuable feedback for nothing and helping you to improve your service. Many other customers may have quietly taken their business elsewhere. What's more, if you impress that customer with the way you handle their problem, they will become advocates for your business.

When a customer complains, you must be respectful and sympathetic, even if you think they are wrong. You should thank them for complaining and apologise. You must also act quickly. A prompt response shows that you take the problem seriously and reduces the time the customer spends feeling disgruntled.

When someone complains, always ask them what they want. Many firms assume that consumers are seeking a financial solution, such as a refund or compensation when all many people want is an apology. Allow the customer to give you all the facts so that they can get it off their chest and then you can provide the most suitable solution.

Set up a customer complaints procedure and ensure that members of staff know what they can offer. Follow up the complaint with a phone call or a letter of apology. Finally, ensure that you permanently fix the problem and let the customer know what you have done.



Group/class discussions, working in pairs, individual work and role plays

- Identify "touch points" of customers .
- Identify characteristics of customer service

SPECIFIC OUTCOME 2:

Determine solutions in areas of customer service

ASSESSMENT CRITERIA 1:	Solutions provides for the optimal satisfaction of customer service within the constraints and priorities of the organisation.
ASSESSMENT CRITERIA 2:	The solution plan provides and compares options for customer service impact areas.
ASSESSMENT CRITERIA 3:	Solutions are developed in consultation with all stakeholders and authorised and approved by individuals with authority to do so.
ASSESSMENT CRITERIA 4:	Solutions are developed within agreed timeframe and meet organisational specifications.

2.1 Determine solutions in areas of customer service

1. Developing a customer service programme

Excellence in customer service is THE differentiator that creates a strong reputation for an organisation in today's market place, and is the basis of success for all organisations. It is a measure of whether your organisation is one where people want to work, investors want to invest, and from which customers want to buy.

Customer service definition

Customer service is the sum total of what an organisation does to meet customer expectations and produce customer satisfaction. Customer satisfaction is the feeling that customers get when they are happy with the customer service that has been provided.

2. Advantages of offering good customer service

- Is seen by many as the most important differentiator between you and your competition.
- Builds a strong reputation of your organisation in the market place.
- Is why people will want to work for you, and stay.
- Will lead to customer loyalty and customer advocacy.

3. Checklist

1. **Recruit and train the right people** - People with the right attitude are essential to building a successful customer service approach - "hire for attitude, train for skills"

should be the maxim. Once in place, a planned training programme in both job skills and people skills must be maintained. This is not an area for cost cutting if the market gets tough. Consider formal customer service qualifications for all staff, such as NVQs or Institute of Customer Service Professional Awards.

2. **Keep your staff happy** - Staff retention is crucial to your organisation improving customer service excellence. Research shows clearly that staff stay when they are happy and respect the organisation for which they work. Efforts should therefore be directed at recognition and development programmes to determine potential, and a well thought out career plan structure. Research also shows that high employee satisfaction leads directly to high customer satisfaction and staff can also be a major source of feedback on your products and services.
3. **Recognise the importance of customer loyalty** - It is essential to keep the good customers you already have, and gain their loyalty. Loyal customers are active advocates of your organisation, and they also tend to be more profitable for you, more interested in helping you improve your products and services, and more forgiving of your occasional mistakes.
4. **Lead from the top** - Getting customer service right in an organisation, and continually improving it, is a long-term commitment that must be made by those at the top. They need to recognise its importance, believe in the strategy, be active in leading by example, and take actions that support those charged with carrying it out.
5. **Welcome Complaints** - Complaints are free market research and should be welcomed. This might lead to a short-term increase in complaints but this is artificial - you always had them but didn't know about it.
 - Ensure that you are hearing about all of them
 - Resolve brilliantly the ones you get
 - Stop them being repeated
 - Learn lessons and pass these on to others.
6. **Utilise tools such as contact centres, CRM and other tools with caution** - If any of these things are being done/introduced primarily to reduce costs then it is doubtful whether real improvements in service levels will be gained, especially in the long term. If they are to be considered as an integral part of a strategy which is about improving customer service, one or more of them could be very useful. There are no quick fixes in improving customer service, but there can be some quick wins.

7. **Tell the world** - Being great at customer service is something to tell the world about, as long as you really are great. Customers can see through the marketing hype when it comes to service much easier than they often can with products. In marketing, for a long time product was "king" and an organisation built its reputation on this. Nowadays there is a growing push for service quality to be recognised as the real builder and retainer of reputation.
8. **Build a reputation** - A good reputation for customer service is a key factor in successful business results, and research has shown that to do this an organisation should concentrate on four key issues - going the extra mile, treating people as individuals, keeping promises, and handling queries and complaints brilliantly.
9. **Measure your performance** - Make sure that you measure the right things, not the easiest things - will it get looked at; will it lead to actions being taken; is it really relevant? The two things that you should always do are to measure employee and customer satisfaction/delight. The true question is - are you doing it to give yourself a warm feeling inside, or to see where you have to make changes?

Benchmarking can be a key part of your measurement programme. Learning from other sectors can often be much more beneficial than same sector comparisons, as one can see new ways of approaching issues and problems. Measuring and comparing the same things over time is much better than just a one-off view/comparison, as trends can be observed and learned from.

10. **Communications** - The full involvement in, and commitment of both staff and customers to, your organisation's customer service excellence programme can depend greatly on your skills at communicating with them. Keeping people informed, recognising good performance, celebrating success, marketing your services and achieving all of the above points requires a coordinated strategy of communications utilising all available tools. A reputation for great service can be easily lost by a poor telephone answering system (especially if automatic), confusing website, or lack of a corporate communications approach. Test it regularly and continually enhance it as new technologies develop.



FORMATIVE ASSESEMENT - Activity - No 2 (to put into a Portfolio of Evidence)

SO2.AC1 AC2, AC3CCFO 1, 2, 3 & 5

Group/class discussions, working in pairs, individual work and role plays

- Discuss in small groups the solutions that you would implement in areas of customer service

SPECIFIC OUTCOME 3:

Action changes or improves areas of customer service

ASSESSMENT CRITERIA 1:	Changes are implemented within agreed timeframes and in format.
ASSESSMENT CRITERIA 2:	Solutions are justified in terms of their feasibility and usefulness in the management of customer service.
ASSESSMENT CRITERIA 3:	Approaches for continuous improvement are evaluated and assessed in managing the planned changes or improvements.
ASSESSMENT CRITERIA 4:	The role and usefulness of change agents are identified and their strengths and limitations are assessed.
ASSESSMENT CRITERIA 5:	Methodical tools and methods are used to facilitate the change or improvement process.

3.1. Changes are implemented within agreed timeframes and in format. SO3 AC1

Change Management – Implementation

Given the likelihood that change will be resisted, what can management do to plan and implement a change programme more effectively? The key stages in a successful change project are likely to be to:

- Identify the changes required (a role here for SWOT and PEST analysis)
- Determine the major issues
- Identify and assess the key stakeholders
- Win the support of key individuals
- Identify the obstacles
- Determine the degree of risk and the cost of change
- Understand why change will be resisted and how it can be managed

People are the key factor in overcoming resistance to change. The successful implementation of new working methods and practices or integrating new businesses into a group is dependent upon the willing and effective co-operation of employees and management. Many change initiatives and programmes fail because they are derailed by the “people factor”!

A key part of successful change is, therefore, building and communicating the reasons & the vision for change.

Employees need to be clear about what a change involves and how they are involved in it:

- What is involved?
- What are the proposed changes?
- What is the timescale?
- Why should we do it?
- What will the major effects be?

Various techniques can be adopted which help ease a change process, including:

- Cross-functional teams
- Stronger internal communication
- Negotiation
- Action planning
- Appointing “change agents” or “champions of change”
- And a certain amount of compulsion manipulation and coercion

The trick is to help employees and managers accept change more easily: top management need to:

- Act decisively – demonstrate momentum
- Consider how they will be affected
- Involve them in the change
- Consult and inform frequently
- Be firm but flexible
- Monitor the change

To reinforce the points above, consider the results of a survey of HR professionals by the CIPD. The CIPD asked HR professionals what capabilities organisations need to be changeable? The results of the survey are shown in the chart below:

3.2. Solutions are justified in terms of their feasibility and usefulness in the management of customer service. SO3 AC1

4 Steps to Align your People to Implement the Strategy

Step 1. Put the Customer Value Proposition at the Centre of Everything You Do

Step 2. Enable and Motivate People to Implement the Strategy

Step 3. Plan the Implementation of Strategy

Step 4. Select and Start Projects to Implement the Strategy

Step 1. Put the Customer Value Proposition at the Centre of Everything You Do

Strategy is about choosing among alternatives to create a sustainable and differentiated competitive advantage. At the heart of any competitive strategy lies the Customer Value Proposition:

- **WHO** are your target customers? What market segment do you want to reach?
- **WHAT** is the Value Proposition you are offering, in the eyes of the customer?
- **WHERE** are you positioned in relation to competitors, in the eyes of the customer?

How does your Value Proposition stand out compared to your Competitors?

3.3. The role and usefulness of change agents are identified and their strengths and limitations are assessed. SO3 AC3

What Makes a Good Change Agent?

Dagmar Recklies

Change processes and change projects have become major milestones in many organizations' history. Due to the dynamics in the external environment, many organizations find themselves in nearly continuous change. The scope reaches from smaller change projects in particular sub business units up to corporation-wide transformation processes. Unfortunately, not every change process leads to the expected results. There are multiple reasons for potential failure: Typical barriers to change are unexpected changes in the external conditions, a lack of commitment in implementation, resistance of people involved, or a lack of resources. The implications of failed change projects go beyond missed objectives. More important is the negative symbolism and the de-motivation of people involved. People within the change team may become dissatisfied with their own performance or with the lack of support they received. In the result, some of them will probably never again be willing to commit themselves to change initiatives. Similarly, people affected by the (failed) change effort will develop growing skepticism. They might perceive future change projects as "another fancy idea from management", which brings a lot of work and few benefits.

Levels of Change Leadership Skills, derived from Jim Canterucci:

Level I	Accepts the need for change, communicates and defends the need for change throughout the organization, creates an open and receptive environment Akzeptiert die Notwendigkeit der Veränderung, kommuniziert und verteidigt diese innerhalb des Unternehmens, schafft eine offene und aufnahmefähige Atmosphäre. à small change initiatives with clear direction
Level II	Defines and initiates change, identifies leverage points for change in processes and work habits à change projects at local level
Level III	Leads change, translate the vision of the organization into the context of a specific change initiative and bring this message to the entire organization, redirects approaches in the face of new opportunities à transformation of a central vision into change initiatives and organization-wide communication
Level IV	Manages complex change, understands the cultural dynamics of the current state of an organization, creates a strategic practical course, balancing the current reality with the need for rapid adoption of the desired future reality à generates change with a high degree of transformation
Level V	Champions change, challenges the status quo by comparing it to an ideal or a vision of change, causes crisis in order to support dramatic actions and change efforts, transforms the organization à Ability to revolutionize organizations

15 Key Competencies of Change Agents

Objectives

1. Sensitivity to changes in key personnel, top management perceptions and market conditions, and to the way in which these impact the goals of the project.
2. Setting of clearly defined, realistic goals.
3. Flexibility in responding to changes without the control of the project manager, perhaps requiring major shifts in project goals and management style.

Roles

4. Team-building abilities, to bring together key stakeholders and establish effective working groups, and to define and delegate respective responsibilities clearly.
5. Networking skills in establishing and maintaining appropriate contacts within and outside the organization.
6. Tolerance of ambiguity, to be able to function comfortably, patiently and effectively in an uncertain environment.

Communication

7. Communication skills to transmit effectively to colleagues and subordinates the need for changes in the project goals and in individual tasks and responsibilities.
8. Interpersonal skills, across the range, including selection, listening, collecting appropriate information, identifying the concerns of others, and managing meetings.
9. Personal enthusiasm in expressing plans and ideas.
10. Stimulating motivation and commitment in others involved.

Negotiation

11. Selling plans and ideas to others by creating a desirable and challenging vision of the future.
12. Negotiating with key players for resources, for changes in procedures, and to resolve conflict.

Managing up

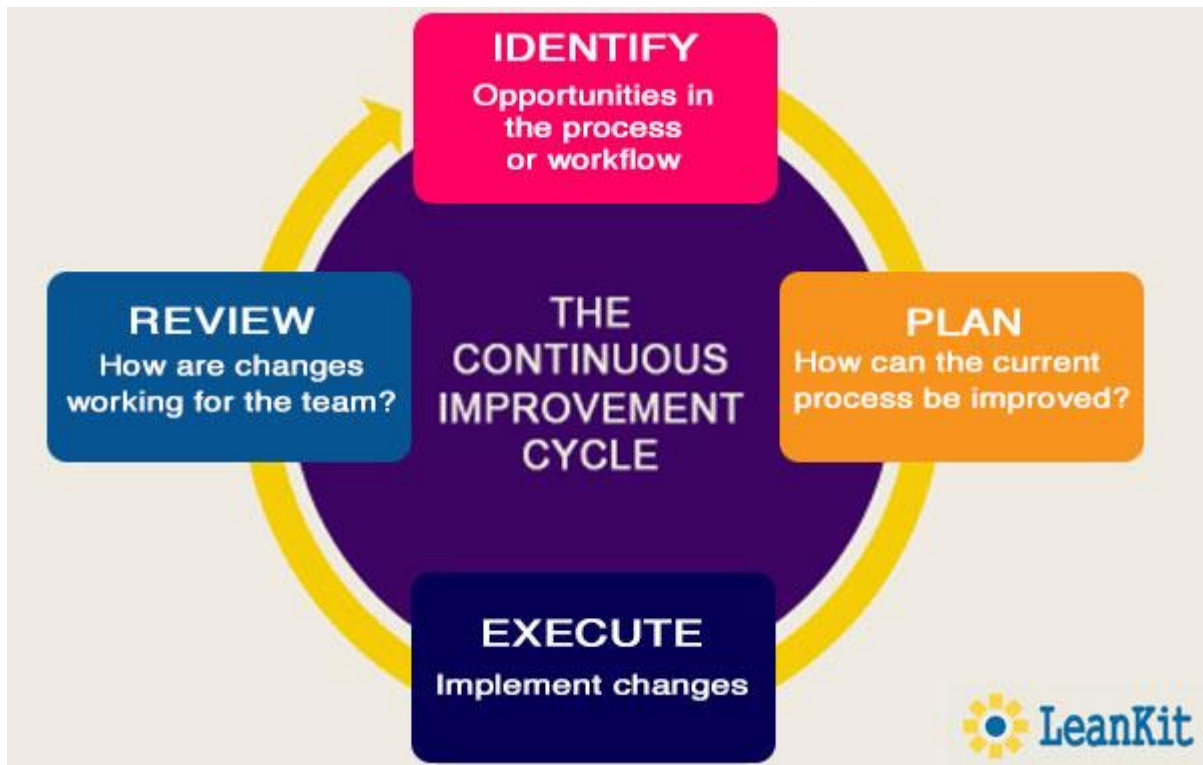
13. Political awareness in identifying potential coalitions, and in balancing conflicting goals and perceptions.
14. Influencing skills, to gain commitment to project plans and ideas from potential skeptics and resisters.
15. Helicopter perspectives, to stand back from the immediate project and take a broader view of priorities.

3.4. Approaches for continuous improvement are evaluated and assessed in managing the planned changes or improvements. SO3 AC4

Continuous improvement is a method for identifying opportunities for streamlining work and reducing waste. The practice was formalized by the popularity of Lean /

Agile / Kaizen in manufacturing and business, and it is now being used by thousands of companies all over the world to identify savings opportunities.

5. Methodical tools and methods are used to facilitate the change or improvement process.



When To Use Continuous Improvement

Sacrificing quality can rarely be justified by the ability to do something faster or cheaper. To maintain quality standards while cutting time and cost, companies turn to continuous improvement. By observing continuous improvement best practices, companies can figure out ways to continue business as usual while analyzing improvement opportunities along the way. For companies whose teams are unable to practice continuous improvement throughout their day-to-day work, the next best way to leverage the concept is to hold continuous improvement events, otherwise known as **Rapid Improvement** events or **Value Stream Mapping**. Continuous Improvement events can take anywhere between one to five days to complete, depending on the depth and breadth of the topic to be covered, and team members usually come away with “to-do” items that help the new processes take hold within the organization and may require a small amount of time to execute.

How to Practice Continuous Improvement

Practicing continuous improvement begins with identifying a current process, procedure, workflow or project. Fully understanding what you have to work with is the first step in improvement. This may seem obvious, but many companies that skip this step spend lots of time trying to fix a process only to discover that the process in question isn't needed, or the process is so poorly integrated with the company that they must take a larger step backwards to look at the bigger picture. Questions to ask when considering an area for improvement: - How many people does this specific process affect? - How much time do people spend working within the constraints of the current process? - What would we gain if we spent time working to improve this process? (Gains should be measurable, as in dollars, hours or other value metrics that are quantifiable.) - What other teams / processes would be impacted by changes to the current process, and how? Would those impacts serve as impediments? Is the amount of effort justified by the anticipated value of forming a new process?

Maintain regular customer contact

Staying close to customers gives you the opportunity to develop relationships, to further demonstrate your expertise and increase confidence in you and your business. Small firms have the advantage of providing personal contact, usually with the same person. Get to know customers' names, find out about their interests and ask them how they are getting on. "It's worth spending some time understanding the client so you can provide a more tailored solution", stresses Hughes. Once you have completed a job or have made a sale, ask satisfied customers to tell other people about your business, but don't be too pushy. Monitoring your customer service allows you to see what has worked and what hasn't. Unless you track it, you won't know where you need to focus your efforts to improve.

Good service standards

You need to provide a high standard of customer service if you are to retain customers and win new ones. Small firms are in a great position to compete with larger companies on customer service. They usually have the flexibility to go the extra mile to make customers and potential customers feel valued. Consider giving your best

customers a named contact if they have any queries, or calling them to let them know about a new range of products or sale preview. "You could also consider rewarding them with a discount voucher or taking them out for an end-of-year meal. It shows that you appreciate their loyalty", says Hughes. And remember, if dealing with a complaint from an existing customer — don't panic. Make sure they know you will sort it out. Go away, do some research, get back to them and say you will give them a result. If handled correctly, a complaining customer can become one of your biggest fans.

Research in groups about Methodical tools and methods used to facilitate the change or improvement process.



**FORMATIVE ASSESEMENT - Activity - No 3 (to put into a Portfolio of Evidence) SO3.AC 1 AC 2 AC 3 AC 4
Critical Cross-field Outcomes 1, 2, 3, 4 and 5)**

Group/class discussions, working in pairs, individual work and role plays

- Discuss how to implement Change Management
- Discuss ways of Continuous improvement and identify the benefit to areas of customer service