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# Principles Of Award Winning Customer Service (Encore Session)

**Robert Barker**

Barker & Associates, LLC

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# **Principles of Award Winning Customer Service**

*with Bob Barker*



**CUSTOM TRAINING SEMINARS**  
*Making Your Best...Even Better*

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# **Principles of Award Winning Customer Service**

*With Bob Barker*

Customer Service has always been at the top of the list of important issues with any company no matter what that company does for a business. In this one day seminar with customer service expert Bob Barker, you will learn and come away with principles of award-winning customer service.

*Some of these important principles included:*

- Learn the mission and goal of customer service.
- Learn how to make customers feel important and appreciated.
- Learn how to break the communications barrier.
- Principles for staying positive.
- Stop gambling with your company's future.
- Developing a strategy for lifelong customers.
- Identify strategies to increase the return on your customer service dollars.
- Reduce stress and turnover in customer service jobs.
- Learn to control attitudes of your customers and CSRs.
- Practice "Terrific Telecommunications – the Art of Power Talking."
- Plus many more...

## **Robert "Bob" Barker**

Robert Barker & Associates, LLC.

Robert "Bob" Barker, a professional speaker and entertainer for more than 25 years, has been a customer service consultant for Nestles', Nortel, Oriental Trading Company, City of Austin, State of Texas as well as many other national and international concerns. He has presented for PPAF, PPAM and PPAI. Noted as one of the "Top Presenters" in customer satisfaction for two of the largest seminar companies in the country, Barker has spoken in every state in the Union and over fifty foreign countries delivering seminars on customer service, technology, leadership, sales and marketing.

# Principles of Award Winning Customer Service *With Bob Barker*



## The Mission & Goals of Customer Service

Customer service \_\_\_\_\_

\_\_\_\_\_

Customer service \_\_\_\_\_

\_\_\_\_\_

**Is 99.8% Customer Satisfaction Good enough?**

★ 12 \_\_\_\_\_

★ 114,500 \_\_\_\_\_

★ 2 \_\_\_\_\_

★ 2.5 Million \_\_\_\_\_

★ 103,260 \_\_\_\_\_

★ 18,322 \_\_\_\_\_

**Delivering Award Winning Customer Service takes a**

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

**Customer Service** \_\_\_\_\_ – after all you don't *talk* about running to become a marathon runner. You get out and run, and not just a day a week, but everyday with longer and longer runs until you can win!

## - First Impressions -

The moment of truth...\_\_\_\_\_

- ★ \_\_\_\_\_
- ★ \_\_\_\_\_
- ★ \_\_\_\_\_
- ★ \_\_\_\_\_
- ★ \_\_\_\_\_

**REMEMBER:** First impressions come quickly and the challenge is to make sure those impressions are all positive

**Jan Carlzon,**  
*former president of  
Scandinavian Airlines*

“What’s the danger of giving away too much? Are you worried about having an over-satisfied customer” That’s not much of a worry. You can forget about an over-satisfied customer because an unsatisfied customer is one of the most expensive problems you can ever have. The danger is not that employees will give away too much. It’s that they won’t give away anything - because they don’t dare!”

**The American Customer Satisfaction Index states that the National US satisfaction level is at 78% - pretty sad, isn’t it?**

### Major Service Quality Survey

According to a study of several thousand customers conducted by the Service Quality Institute of Texas A&M University -

It revealed that there are five dimensions to quality customer care:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

All employees have a \$2,000 spending authority to use for the sole purpose of “*moving heaven and earth*” to satisfy a customer. Now that’s “empowerment”! They are setting a standard of care – not selling rooms or food, they are selling service.

**Ritz-Carlton Hotel Company**

**1. Reliability** – are you consistent and do you follow through – can your customer trust you?

a. \_\_\_\_\_

b. \_\_\_\_\_

c. \_\_\_\_\_

**2. Responsiveness** – being tuned into the needs of your customers and then taking action to meet and even exceed those needs.

Dr. John Pickering, of the Commonwealth Center for High Performance Organizations at the University of Virginia describes the evolution of customer wants in the terms of three attributes.

	I want a good product or service
	I want the product or service cheap
	I want the product or service fast

**3. Feeling Valued** – customers look for the best value for their money, they also want to feel valued by the service provider – they want to feel they are important.

**Exercise –**

Think of the last time you felt valued as a customer? \_\_\_\_\_

\_\_\_\_\_

How can you make your next customer feel valued? \_\_\_\_\_

\_\_\_\_\_

**4. Empathy** – Not only do customers want to feel important, they want to feel that someone sincerely cares about them and their concerns. They want to know that you are on their side.

**5. Competency** – do you know how to take care of the problem simply and quickly? Do you have the 'know-how'? The Basics!

**EXERCISE** – If one of your customers was sitting across from you right now, what would they say you needed to do to make them feel about your organization:

<b>My Organization is:</b>	<b>Yes</b>	<b>No</b>
<b>Reliable</b>		
<b>Responsive</b>		
<b>One that makes them feel valued</b>		
<b>Empathetic</b>		

### **Why does the Customer Get Upset and Out of Sorts?**

<b>What are Customer's Expectations?</b>	<b>Why Customers Get Upset</b>
<p style="text-align: center;">Disappointment gap = Expectations Minus - Reality</p>	1.
	2.
	3.
	4.

### **Learning to Deal with those Challenging Customers**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_

**1. Stay calm – use the acronym S T O P**

**S** - \_\_\_\_\_

**T** - \_\_\_\_\_

**O** - \_\_\_\_\_

**P** - \_\_\_\_\_

**2. Let the Customer Vent – \_\_\_\_\_**

**3. Don't move logically – \_\_\_\_\_**

**4. Avoid emotional trigger words – \_\_\_\_\_**

<b>Triggers</b>	<b>Calmers</b>
Policy	
Can't	
Sorry	
No, I don't know	
You should have	
The only thing we can do	

**5. Gently confront abusive customers – \_\_\_\_\_**

\_\_\_\_\_  
\_\_\_\_\_

**6. Delay action or consult a second opinion – \_\_\_\_\_**

\_\_\_\_\_

## When all else fails and you have to deliver the Bad News

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_

## Another Dealing with a Difficult Situation Technique

Feel	
Felt	
Found	

### Keep things Light

**Using Humor where it's appropriate** – It's never good to laugh at a customer, or to crack so many jokes that you're not taken seriously. But when appropriate and it feels right – a little humor can go a long way.

**Using warm, upbeat response** – “That’s right!” “You’ve come to the right place,” or “I love tackling problems like this.”

**Reassuring People** – Make people feel like their requests are normal, natural, and not a problem works best, especially when situations could be uncomfortable or embarrassing.



## The Customers

**What does the customer really want? How do you find out?**

**Billing/Invoice/Statement Comment Cards** \_\_\_\_\_

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**Surveys** \_\_\_\_\_

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Companies spent over \$22 Billion on Customer Relationship Management Software in 2006.

But what did it get them? According to their experts, *all* it got them is to how to disappoint their customers faster and more efficiently – anytime and anywhere.

According to - the **Gartner Group** in *Connecting with your Customers* Harvard Business School Press

**Focus groups** \_\_\_\_\_

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**Seek Input from your Online Customers** \_\_\_\_\_

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**If your customers are showing signs of fatigue, spice things up by playing to their desire for things that make other people envious.**

“Customers expect selling organizations to demonstrate understanding of the customer’s business, goals, organization, customer, market, and competitors.” In other words, the more completely you understand and meet your customer’s needs, the more successful you will be in selling to them. – “Market Research Report” by *The Forum Corporation*

**Advice from Mary Kay Ash, MaryKay Cosmetics,**  
Imagine that every customer is wearing an invisible sign that says, “*Make me feel important!*”

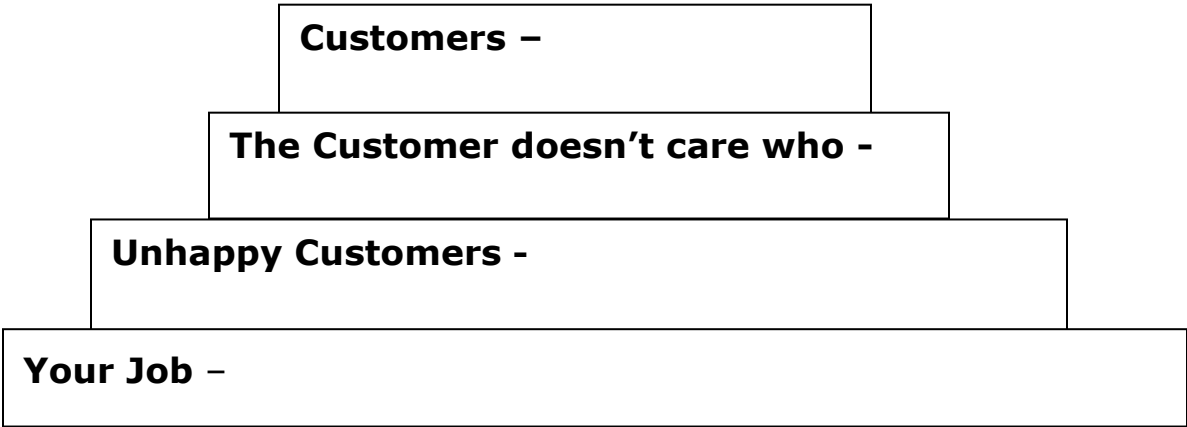
## What are the Psychological Needs of Your Customer

According to **Paul Baard, Fordham University Graduate School of Business** – argues that there are three innate psychological needs that must be met for a person to be intrinsically motivated to act – such as to purchase a product or service.

<b>Competence</b>	
<b>Autonomy</b>	
<b>Relatedness</b>	

<b>Implications here for sales people</b>	1 <sup>st</sup>	
	2 <sup>nd</sup>	
	3 <sup>rd</sup>	
	Last	

## Building Blocks to Award Winning Customer Care



## Why Companies Lose Customers

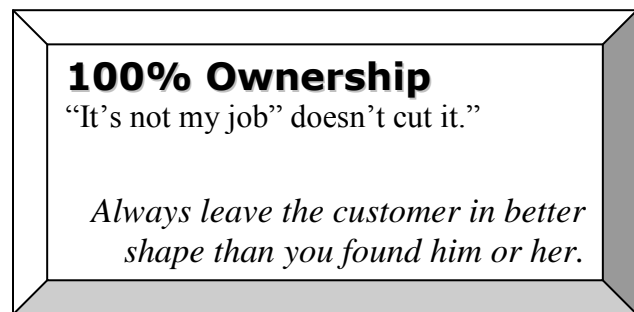
Customer dies	_____
Customer moves	_____
Customer influenced by friends	_____
Customer lured away by competition	_____
Customer dissatisfied with supplied product	_____
<b>Customer turned away by an attitude of Indifference on part of service provider CSR</b>	_____

### As if that wasn't enough?

- ★ It costs between \_\_\_\_\_ and \_\_\_\_\_ times more to attract a new customer than to keep an existing one.
- ★ Some research shows companies can boost profits from \_\_\_\_\_ to \_\_\_\_\_ by retaining merely \_\_\_\_\_ percent more of its existing customers.
- ★ A \_\_\_\_\_ percent increase in customer retention has the same effect on profits as cutting costs by \_\_\_\_\_ percent.
- ★ Happy customers tell \_\_\_\_\_ others of their positive experience while dissatisfied customers tell \_\_\_\_\_ how bad it was.
- ★ \_\_\_\_\_ of customers do not feel valued by those serving them - revealed in a study by a national pollster.

## From this two messages are very clear...

1. Exceptional Customer service results in greater customer retention, which in turn results in higher profitability.
2. Most organizations haven't gotten that message yet or are ignoring it if they have.



***A Texas A&M study*** on customer expectations states:

- Do what you say you are going to do.
- Do it when you say you're going to do it.
- Do it 'right' the first time.
- Get it done on time.

***Psychology of Achievement***  
**Bryan Tracy**

15% of our success will come from our technical ability.

85% of our success will come from our ability to deal effectively with people.

***Increase the Return on your Customer Service Dollars.***

Statistics –7% of our message is verbal (\_\_\_\_\_)

38% is vocal (\_\_\_\_\_)

55% is visual (\_\_\_\_\_)

***Have you ever judged someone by his or her appearance?  
Did how they were dressed make an “impression” on you?***



# Communications

*Words are Important – to you and your listener*

<b>Four Stars To Remember</b>	★
	★
	★
	★

## Principles of Award Winning Telephone Skills

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

### 1. Be Ready to Listen

- ★ \_\_\_\_\_
- ★ \_\_\_\_\_
- ★ \_\_\_\_\_
- ★ \_\_\_\_\_

### 2. Ask the Right Questions

- ★ \_\_\_\_\_
- ★ \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

**3. Take Notes**

★ \_\_\_\_\_  
★ \_\_\_\_\_  
★ \_\_\_\_\_  
★ \_\_\_\_\_

**4. Show You Are Listening**

★ \_\_\_\_\_  
★ \_\_\_\_\_  
★ \_\_\_\_\_

**5. Restate**

★ \_\_\_\_\_  
\_\_\_\_\_

**Again Words are Important – to you and your listener**

<b>Matching Emotions</b>	
<b>If the customer is</b>	<b>You</b>
Natural	
Angry	
In a panic	
Friendly	
Overburdened	
Frustrated	



## The Phone Call

### The Greeting

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_

### Transferring the call

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

### Gathering -

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

### Responding -

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_

**Renewal –**

1. \_\_\_\_\_
  2. \_\_\_\_\_
  3. \_\_\_\_\_
  4. \_\_\_\_\_
  5. \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

<b>Show Enthusiasm during a call</b>	
<b>Before phrase substitution</b>	<b>After phrase substitution</b>
I can	
I can't	
Yes	
We're out of stock	
You are correct	
I don't know. I'd have to ask	
That would work	
That won't work	
It'll be at least another hour	
That isn't my department	



## Attitudes

**The business isn't organizing the company to service customers.  
It's letting customers determine how you organize.**

If we fail to keep  
a good Attitude...

**“68% of customers who ‘quit’ do so  
because of an attitude of indifference by  
the owner, manager, or employee.”**

- ★ We \_\_\_\_\_ our earnings potential
- ★ We \_\_\_\_\_ advancement opportunities
- ★ We \_\_\_\_\_ confidence and self esteem
- ★ We \_\_\_\_\_ as an asset

**An exceptional attitude “Ranked #1”  
when CEO’s were asked to identify the  
skills they look for the most when hiring.**

*-Fortune Magazine-*

**Employee  
Attitude**

**Habit  
#7**

It's a powerful experience to see a corporate officer show interest in a team – sit with them as they answer calls one day – hear what they hear, not to “listen in” but to learn how to help them become better at their job.

## How would you answer the following question for your organization?

Staffing the front lines need to be \_\_\_\_\_ hired, \_\_\_\_\_ trained and \_\_\_\_\_ treated if a company is going to deliver on its customer service propositions.

- A. Well
- B. Well
- C. Well
- D. All the above

If you answered A, B, C or D – you would be correct.

## C. S. R. Training

When verbal and nonverbal messages are inconsistent, customers and employees tend to believe only the nonverbal message.

*Harvard Business  
School Press*

**C.S.R. – Empowerment** - involves more than telling your employee how to treat customers right. You've got to give employees the authority and tools to decide the right way to treat customers.

*Harvard Business  
School Press*

## Training Reduces Stress on the Job

**Stress management** - isn't nice to know - it's vital to your health and effectiveness on the job.

**Reduce Stress and  
Reduce Employee Turnover**

# Attitude – Staying Positive

*How do we stay positive when we are dealing with disappointed people?*

<b>What the customers want when they talk with a CSR?</b>	<b>While being expected to be</b>
Part detective	
Part teacher	
Part negotiator	
Part financial consultant	
Part amateur therapist	
<b>All while working eight hours a day... then and go home to those same people who want the same things!</b>	

## Answers to Attitudes

- ★ \_\_\_\_\_
- ★ \_\_\_\_\_
- ★ \_\_\_\_\_
- \_\_\_\_\_



## The Great Escape – take a break from time to time during the day

- ★ \_\_\_\_\_
- ★ \_\_\_\_\_
- ★ \_\_\_\_\_
- ★ \_\_\_\_\_
- ★ \_\_\_\_\_
- ★ \_\_\_\_\_
- ★ \_\_\_\_\_
- ★ \_\_\_\_\_

## Emotional Anchors – *could include;*

★	★
★	★
★	★
★	★

### Employees “On vs Off” the job...?

At Disney they don't have employees, they have cast members. And as a cast member you have a “role.” Whether your job is within an attraction, on stage, or behind a cash register, you clearly have a role in the Disney experience. They call it *onstage* and *offstage*.

*Pretty simple concept for people to understand!*

*The Disney Institute  
at Walt Disney World*

## Recognition Tips

- ★ **Be Specific** – \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- ★ **Don't underestimate the value of small rewards** – \_\_\_\_\_  
\_\_\_\_\_
- ★ **Be timely** – \_\_\_\_\_  
\_\_\_\_\_
- ★ **When appropriate** – \_\_\_\_\_  
\_\_\_\_\_



## Employees

### Retain Employees by:

- ★ \_\_\_\_\_
- ★ \_\_\_\_\_
- ★ \_\_\_\_\_

### Special Note

**Personality tests** – Employees should be screened for social interaction skills. Look for organization, attention to detail and other professional traits. Above all, look for people who will sacrifice some *"dotting of I's and crossing of the t's"* to get a person who relates well to other people.

### Training –

Training is important and the company's expectations can be made clear.

<b>Phone Skills</b>	1. _____
	2. _____
	3. _____
	4. _____
	5. _____
	6. _____

<p><b>Policy Stomping</b></p>	<p>7. _____        _____</p> <p>8. _____</p> <p>9. _____        _____        _____</p>
<p><b>Customer Recovery</b></p>	<p>10. _____        _____</p>

**A Company Check up  
 Measuring the Customer Experience**

1. \_\_\_\_\_  
 \_\_\_\_\_
2. \_\_\_\_\_  
 \_\_\_\_\_
3. \_\_\_\_\_  
 \_\_\_\_\_

**The banner read,** “Customer Appreciation Week!” Five employees were hanging the banner with a half-hour line of people waiting. When asked about the inconsistency, the Manager stated pointing to the sign – *“Oh that – that doesn’t start until next week!”*

**True Story  
 U.S. Post Office**

**In a survey done by HrEasy, Inc. (now *Interim Assessment Services*) of over 1,000 applicants** for Customer Service jobs, it showed some surprising results;

- ★ \_\_\_\_\_percent disagreed with the statement that “the customer is always right.”
- ★ \_\_\_\_\_percent said it is hard to keep a positive attitude when dealing with customers
- ★ \_\_\_\_\_percent felt most customers were “too demanding”
- ★ Finally, and sadly, \_\_\_\_\_ percent said that “dealing with customers gets in the way of them getting their jobs done.”

<b>Training is Sustaining</b>	Empower your people to make decisive and immediate customer service decisions.
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<b>Training at Some National Brands</b>	
<b>Land’s End</b>	
<b>FedEx</b>	
<b>Walt Disney World</b>	
<b>Ritz-Carlton Hotel Group</b>	
<b>Target</b>	

## Target University and what can be learned from it?

**Target Stores Inc,** several years ago had an employee turnover rate of **89%**. They were able to decrease that by **30%** in two years by creating Target University. Basically, they equip people emotionally to handle the frontline – not just teaching them to run a register and do inventory.

In addition to decreasing employee turnover, Target also experienced increased customer satisfaction during the same period.

What can be done to help our employees perform better on the job?

1. \_\_\_\_\_  
\_\_\_\_\_
2. \_\_\_\_\_  
\_\_\_\_\_
3. \_\_\_\_\_  
\_\_\_\_\_
4. \_\_\_\_\_  
\_\_\_\_\_

Customers will pay **100%** more for the same product with better service.

*Customer Service  
for Dummies*

“Appreciate your customers – they are more than just a one time sale,”

***Customers for Life -  
Carl Sewell***



## Your Company's Future

### 8 Important Questions to Ask Yourself?

1. What type of hiring practices does our company utilize?
2. What type of training do we give our employees before they begin work?
3. Have we made customer service expectations clear, and are they reinforced periodically?
4. Should our company owner(s) be present to monitor some of the Service Representative's activities?
5. What reward or recognition systems do we have in place to foster and encourage high levels of service?
6. Is there any method for our customers to easily provide feedback on the service they received?
7. What procedures are in place to try to win back unhappy or disappointed customers?
8. Have we quantified the extent of damage that poor service can do to our future business and to our profitability?

**Has Your  
Company put the  
POWER in  
EmPOWERment?**

**Recognition  
should be  
timely,  
sincere,  
specific and  
fun!**

**Pavlov's People** – rewards and recognition work...  
and not just for your pet!

## Determining the Value of Your Life-Long Customers

<b>Step 1</b>	Forecast how much revenue will each customer is likely to generate in the future.
<b>Step 2</b>	Subtract the expected costs of acquiring, serving, and then keeping each newly acquired customer.

## Helps for Your Company's Future

### 1. Identify Your Core Customers

- ★ \_\_\_\_\_
- ★ \_\_\_\_\_
- ★ \_\_\_\_\_

2. **Measure what matters** – Michael Lowenstein, wrote in his book, *Customer Retention: An Integrated Approach for Keeping your Best Customers*, describes the “**complaint iceberg.**” If you only look at formal complaints, *the tip of the iceberg*, you will miss the vastly larger mass of unspoken discontent. What cracks your hull is what lies below the surface.

**Note** – teach your employees the importance and value of long-term relationships with their customers.

3. **Analyze Defections** – once you know which customers you want to keep, you must look hard at those from the core group who have left you to go elsewhere. In those LOST ACCOUNTS, great lessons lie – including how to get them back.

**Harvard Business School** professors Thomas Jones and Earl Sasser told of one company that regained 30% of its lost customers by contacting them and listening attentively to their concerns.

4. **Listen to your customer** – \_\_\_\_\_

**EXERCISE 1 – What’s In (A) Customer?**

**FOCUS** - There is a wealth that exists in our customers if we will just look for it.

Take the single word – **CUSTOMER** – and in the next 10 minutes, working individually **FIRST** and then together as a group, find as many words within the word **CUSTOMER** as you can?

**1<sup>st</sup> JOB** – Working individually – find as many words as you can within your group. Please predict how many words you can find on your own....

**Write your personal prediction here \_\_\_\_\_**

**2<sup>nd</sup> JOB** – Come together as a group to find as many different words as you can within the group.

1. How many words did you predict you’d find? How does your own performance expectation compare to the expectations others held for themselves?
2. Did you exceed your own expectation or fall short? Why?
3. How many words did you predict could be found?
4. How do you explain the actual results?
5. What does this exercise illustrate to you?


## EXERCISE 2 – Who are these People?

Clue	Profession
1. In Arrest	1.
2. Cod Rots	2.
3. A Coin Stud	3.
4. Stew A Sir	4.
5. Log Ref	5.
6. Snag Mare	6.
7. Cheater	7.
8. Sour Hat	8.
9. Sly Ware	9.
10. Sit Art	10.

1. What was something that prevented you from seeing the answer?
2. What helped you solve these?
3. What paradigms do you hold that serve as restrictions or constraints?

## **Further Reading**

*Customer Intimacy: Pick Your Partners, Shape Your Culture, Win Together*, by Fred Wiersema, (1996, Knowledge Exchange)

*Customer Retention: An Integrated Approach for Keeping Your Best Customers*, by Michael W. Lowenstein (1995, ASQC Quality Press)

*The Loyalty Effect: The Hidden Force Behind Growth, Profits, and Lasting Value*, by Frederick Reichheld (1996 Harvard Business Press)

*Connecting with your Customers, The Results-Driven Manager*, (2006 Harvard Business Press)

*Why Customers Don't Do what they're Supposed to Do...and what to do about it.*, by Ferdinand F. Fournies, (2007, McGraw-Hill)

*Exceptional Customer Service*, Lisa Ford, David McNair, Bill Perry, (2001 Adams Media Corporation)

*Great Customer Connections*, Richard S. Gallagher, (2006 American Management Association)

*Psycho-Cybernetics*, Maxwell Maltz, M.D.

*What to Say When you Talk to Yourself*, Shad Helmstetter, Ph.D.

*Delivering Quality Service*, Leonard J. Berry

*Even More Games Trainers Play*, John W. Newstrom (1994 McGraw-Hill)