

***BE DIFFERENT or be dead:* Your Business Survival Guide**

SECTION FOUR : BE DIFFERENT Serving Customers

LEARNING POINTS

- Be Different organizations serve customers, they don't provide customer service.
- Look at serving customers as having two components: *Core Service* and the *Service Experience*.
- Core service relates to the basic thing that the customer gets from your organization, which is generally the underlying capability you offer the market. In Telecom, dial tone was the core service upon which everything else was built. It's a good metaphor for any business: 'What's your dial tone?'
- The level of core service provided must satisfy customers, but no more; it is not a contributor to building customer loyalty. Unsatisfactory core service, on the other hand, will send your customers away, abusing you as they go.
- The Customer Experience Roadmap method is an effective way to both analyze and reinvent core service. Determine the highest priority processes to work on, as defined by the highest value customers you have chosen to serve.
- Consider providing varying levels of core service based on customer value. Your highest value customers should be rewarded with a more personalized service process.
- Whereas core service is what customers get from you, the service experience relates to *how they feel* when they get it. This component of the service equation is the key driver of customer loyalty.
- The service bottom line is that, in your organization, you need to do both:
 - *Satisfy* the customer with your core service, and
 - *Dazzle* the customer with their service experience with you.
- The service experience — simple things that will dazzle:
 - Hire human being lovers
 - Bend the rules; empower the frontliners to say yes
 - Kill dumb rules
 - Recover; fix it and do the unexpected.
- Create your *Service Strategy* to address both core service and service experience elements and to provide focus for your organization.

- Delivering dazzling service requires an organization to move from a command-and-control management philosophy to a leadership philosophy based on the principle of *coach and serve*.
- To keep your service strategy alive, set bold objectives for service deliverables. *Measure* your results monthly and, if possible, at the point of the service transaction to get the richest feedback from your customers.
- Measure service levels on the inside of your organization. The *Internal Report Card* is an effective way to dramatically improve internal customer-supplier relationships, and a guide to improving the way 'real' customers are served.
- Employee communications is critical to ensure progress in executing your service strategy. Talk openly and constantly about the employees in your organization who are bringing service to life every day.
- Create a new language to describe your various service activities. Customerize it and dumb it down. '*Wash your mouth out with customers!*'
- Human Resources, or the senior people-leader in your organization, is critical to successfully executing your service strategy. Reinvent and align all people programs to it.
- The critical people programs that impact how customers are served are:
 - 360 degree feedback
 - Retention and recruitment
 - Compensation
 - Reward and recognition programs
 - Training