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# Service - The 21<sup>st</sup> Century Craft

- Commodity world
- Manufacturing has gone East
- Disposable income is increasing
- Competition for leisure spend
- Economic value is added through service nowadays
- Source of competitive advantage
- Increasing emphasis on destination marketing
- SNAG – Staying ahead of the mediocrity envelope

# Lifestyle Industries and leadership

- Solid career choice
- It's about a craft – workshops this afternoon
- It's about value addition
- Skills are totally transferable
- Emerging value for employers
- Critical to competitive advantage in the future
- No matter how much we try to digitise, virtualise or automate, the basic building block of our organisations remains our people.

# Customer Service

It is not about products, tickets or events it is about expectations:

- Explicit or stated service
- Implied service; created through price point, positioning, marketing materials, location and reputation.
- Service environment; the customer senses, cleanliness and legal compliance. What customers see, touch, smell, hear and taste.

# How can we address this?

- Quality systems from other industries like automotive, airlines and hotels.
- Use best practice from the field of motivation and behavioural science
- Put these tools in the hands of the people who can make a difference.
- Recognise that attitude, appearance and approach have a very real impact on perceptions of service.
- See our businesses and departments as a value chain, think about the back office systems as well as the front office

# World Class Service

- Clear standards based on Manchester brand work
- World Class audit tools – 185 point pass/fail check
- International benchmarking – how are we doing
- Independent auditing - external perspective
- On-line support tools – members area
- Network meetings for peer to peer information exchange
- Signposting training solutions
- Lobbying for better more effective public sector training packages
- City wide recognition system
- Effective network management and communication
- Bespoke implementation service

## ARRIVAL

ARRIVAL				
CATEGORY: ARRIVAL				
DATE AND TIME:				
STANDARD				
		MEET	BELOW	N/A
ARRIVAL- FACE TO FACE STANDARDS:				
1	Was guest acknowledged within 30 seconds of approaching the desk?			
2	Was guest greeted with a personal greeting and offered assistance (i.e. Good afternoon, how can I help)?			
3	Was the employee well groomed and dressed in a clean, pressed and complete uniform?			
4	Did employees smile and exhibit a friendly and positive manner?			
5	Did the employee listen to the customer's needs and maintain eye contact with the guest throughout the interaction?			
6	Did the employee exhibit positive body language (i.e. good posture, display a genuine interest in the customer's needs)?			
7	Did the employee have a good command of the English language?			
8	Did employee refrain from using jargon?			
9	Once guest's name was obtained was it used during the interaction?			
10	If questioned, was the employee knowledgeable about other facilities available within the hotel (i.e. restaurant and bar opening hours)?			
11	Did the employee respect the guest's presence when interacting with other colleagues?			
SERVICE STANDARDS:				
12	Did complete check in take no more than 7 minutes from start to finish?			
13	Was departure date confirmed?			
14	Was guest presented with standard hotel pen to fill out any outstanding details on the registration card?			
15	Was the guest's smoking preference clarified, if it had not been ascertained during the reservation?			
16	Was the method of payment confirmed and the details processed accordingly?			
17	If a service was requested, did the employee deliver on the request (i.e. making a dinner reservation on the guest's behalf)?			
18	Was portering assistance offered (applicable to four and five star standards accordingly)?			
19	Did employee offer any additional assistance at the end of the interaction and wish the guest a pleasant stay?			
<b>TOTAL NUMBER OF STANDARDS :</b>		<b>MEET</b>	<b>BELOW</b>	<b>N/A</b>
19		0	0	0
0.0%				

# Top Tips

- Audit your own organisation and identify the all important moments of truth.
- Observe behaviour – not research
- Put this process map on the wall
- Look at intentions versus actual behaviour and environment - where could you improve things?
- Spend three weeks on each improvement and revisit in cycles
- Use daily briefings to reinforce improvements
- Observe
- Reinforce

# About Reinforcement

- Eye contact
- Verbal thanks
- Over the phone thanks
- Thank you notes
- Post cards
- E:mail thanks
- Make time to thank them face to face
- Go and see them where they are
- Sign the compliment mail so they know you know
- Fan mail board in the kitchen or corridor or staff room
- Recognition card
- Flowers
- Theatre tickets
- Tickets for elsewhere
- Praise in public
- Take them to lunch
- Let them buy their colleagues lunch
- Buy them your favourite book and sign the jacket
- Ask them for their advice
- Mention them at SMT meetings
- New software tool that they would like
- Smart new name badges
- Provide them with business cards
- Put them on the next project team
- Invite them to the next official reception
- Have a cup of coffee and ask them why they did what they did
- Empower, give them more power to look after key customers

# Motivation – Painful Reality

- Knowing the difference between production line speed versus differentiation, relationship and care.
- Sometimes speed is the right answer  
- speed the quality we should be focused on.

# Production Line Approach

- Low cost, high volume, transaction mentality, short time frames of service, routine, simple tasks, predictable business.
- Employees with low growth needs, low social needs and weak interpersonal skills might survive

# Empowered Front Line

- Customisation and differentiation matter, relationship with customer, long term arrangement, non routine and complex, unpredictable with many surprises.
- Employees need high growth outlook, high social needs and strong interpersonal skills.

# Empowerment

- Empowerment means you need to
  - Provide information about performance
    - good and bad.
  - Reward good performance
  - Improve the skills of your team
  - Support the front line more than control it

# Motivation – Leadership action

- Everyone makes a difference
- Positive reinforcement is the most powerful tool at your disposal
- Observe people and recognise them when they get it right.
- Avoid “hamburger appraisals” they are confusing
- Be positive immediate and certain with feedback.
- Positive feedback needs to out number negative critique 4:1

# Positive Service Culture

- First impressions are staggeringly important.
- Great service is about empathy, anticipation and attention to detail.
- Empower the front line to take responsibility. Think relationship not transaction.
- Set goals for customer service - Eye contact, smile, personal greeting with 30 seconds of coming in to the venue.
- Reward, enthuse, encourage, inspire, recognise, train, rehearse, develop. 80% of your time
- Consequences for underperformers. 20% of your time.

# Nothing to do with altruism

- Enjoy the return on your investment: 7% - 40% improvement in sales plus:
  - Improved customer loyalty
  - Improved word of mouth reputation
  - Improved brand reputation
  - Improved destination reputation
  - Less discounting
  - Competitive advantage over other choices
  - Lower staff turnover
  - Higher intrinsic motivation
  - Lower waste levels
  - Less reworking
  - Lower customer recovery costs
  - Increased productivity

# Summary

- Grasp the situation by observation
- Map – draw the value chain in sequence, map intentions vs actuals and work on the gap.
- Plan – which interactions first
- Do – persistent incremental improvement
- Observe – check it's happening
- Reinforce – positive, immediate, certain feedback.

and if you're really serious...

- call World Class Service and develop a full systems approach...
- Develop a national benchmark system for service standards...

# How does Manchester Standard work ?

- Recognition system for elite
- The city is the academy
- It's about flagship quality
- Mentoring system
- Manchester familiarisation for newcomers
- Incentive training
- Value chain – taxi's, trains, airport staff and yes even buses.
- Recruitment options
- Springboard briefings
- Web site

# What do we track ?

- Pre arrival
- Arrival
- Guest Services
- Public Areas
- Bar
- Restaurant
- Customer Recovery
- Departure

# What are the key traits for Manchester ?

- Friendliness
- Warmth
- Willingness to help others
- Can do outlook
- Genuineness and honesty
- Pride in the City
- Home from home for all
- Energy and zest for life

# What are the Environment key points ?

- Customer experience
  - All that they touch
  - All that they see
  - All that they smell
  - All that they hear
  - All that they taste
- Cleanliness
- Flexibility
- Legal compliance