World Class Service Experience: Lessons to be Learned.

Presented by:
Abdul Malik Bin Abdul Rahman
Focus Learning Consulting Sdn. Bhd.
Cost of Providing ‘Bad Experience’……….

Affects customer loyalty in two ways:

Leads to Lost Revenue.

• First, after experiencing poor service, existing customers may decide to not upgrade or purchase additional products or services.

• Second, customers who have negative service experiences are likely to tell others, which can quickly shrink revenue opportunities.

• Can our organization afford this?
What is World Class Service Experience?

- Commonly defined as the ability to meet or exceed a customer’s expectations.
- Some define it when an organization is able to ‘WOW’ their customers.
- The challenge: As technology expedites the growth of new service and support channels, customer expectations of service delivery are also changing.
- In short: Be a ‘Customer Driven Organization’! 
The Two Types of Memorable Experience

Guests will only remember two extreme experiences

- 10% Excellent
- 10% Bad
- 80% Normal

Types:
- Excellent
- Normal
- Bad
Service Excellence: Our Simple Definition

Service

To add ‘People’

Excellence

General Expectations

Processes

The Level of Service Delivery

L1

L2

L3
Our Service Level: Where does our organization stand?

- Far Beyond Expectations
- Exceeded Expectations
- Met Expectations
- Below Expectations

(A) World-Class
(B) Best-in-Class
(C) Own-Class
(D) No-Class
## SERVICE BENCHMARKING
### Business Touch-Points

<table>
<thead>
<tr>
<th>Retail Services and their Business Touch-Points</th>
<th>Banking</th>
<th>Telco</th>
<th>Utility</th>
<th>Postal</th>
<th>Hotel</th>
<th>Theme Park</th>
<th>Restaurant</th>
<th>Airlines</th>
<th>Shop. Mall</th>
<th>Rail</th>
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<tbody>
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<td>1 Parking Facility</td>
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<td>9 Waiting Areas</td>
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<td>10 Guest Relations Officer</td>
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<td>11 Manager On Duty</td>
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<td>17 Food and Beverage</td>
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<td>18 Cleaner/ Housekeeping</td>
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</tbody>
</table>
The Service Evolution

Customers are looking for service experiences that complement their lifestyle, and brands that say something about their aspirations.

<table>
<thead>
<tr>
<th>Commodities</th>
<th>Goods</th>
<th>Services</th>
<th>Experiences</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coffee</td>
<td>Nescafe</td>
<td>McDonald’s</td>
<td>Starbucks</td>
</tr>
</tbody>
</table>

Nescafe | McDonald’s | Starbucks

Coffee beans | Starbucks store
Their ‘Open Secret Formula’
World-Class Organisation & Its Components

1. Products: 
   Products & Services

2. Physical: 
   Infrastructure/ Facilities

3. Processes: 
   Efficient/ Fast/ Prompt/ Hassle Free

4. People: 
   Efficient/ Skillful/ Knowledgeable 
   Polite/ Courteous/ Helpful/ Caring
World-Class Organisation: Self-Analysis

1. Our Products:  
   *Products & Services*  
   - No Class  
   - Own Class  
   - Best-In Class  
   - World Class

2. Our Physical:  
   *Infrastructure/ Facilities*  
   - No Class  
   - Own Class  
   - Best-In Class  
   - World Class

3. Our Processes:  
   *Efficient/ Fast/ Prompt/ Hassle Free*  
   - No Class  
   - Own Class  
   - Best-In Class  
   - World Class

4. Our People:  
   *Efficient/ Skillful/ Knowledgeable*  
   *Polite/ Courteous/ Helpful/ Caring*  
   - No Class  
   - Own Class  
   - Best-In Class  
   - World Class
The Disney Approach to Quality Service

Quality Service Cycle

- Service Theme
- Integration
- Service Standards
- Process
- Cast
- Setting
- Guestology
The Disney Approach to Quality Service

Quality Service Cycle

**Guestology**
The study of people

1. **Service Theme**
The statement of purpose that internally conveys a unified service message

2. **Service Standards**
The operating priorities that help monitor the consistency of Guest Standards

3. **Cast**
The employees who are responsible for delivering the service

4. **Setting**
The elements in the physical environment that create an experience for Guests

5. **Process**
The systems that support employees and the physical environment

6. **Integration**
The alignment of all components, creating a seamless Guest experience
Disney’s Service Terminology

• Communicate values to employees
  • *We are here to make people happy*
• We are Hosts and Hostesses
• We Wear Costumes not uniform
• We work on stage
• We are friendly, polite courteous and helpful
• We make Simple and un-confusing
• Script
• Back-Stage Coaching and On-Stage Coaching
• Continuous performance
• Stage and performers
• Train their staff to be performers for the live show
The Disney Way: Guidelines for Guest Service

1. Make Eye Contact and Smile
2. Greet and Welcome Each and Every Guest
3. Seek Out Guest Contact
4. Provide Immediate Service Recovery
5. Display Appropriate Body Language at All Times
6. Preserve the “Magical” Guest Experience
7. Thank Each and Every Guest
The Ritz-Carlton Hotel is a place where the genuine care and comfort of our guests is the highest mission.

They pledge to provide the finest personal service and facilities for their guests who will always enjoy a warm, relaxed yet refined atmosphere.

The Ritz-Carlton experience enlivens the senses, instills well-being, and fulfills even the unexpressed wishes and needs of our guests.

"We are in business to WOW people."

Gerard van Grinsven, Vice President and Area General Manager for The Ritz-Carlton
The Ritz Carlton’s Three Steps of Service

1. A warm and sincere greeting. Use the guest’s name, if and when possible
2. Anticipation and compliance with guest needs
3. Fond farewell. Give them a warm good-bye and use their names, if and when possible

The Ritz-Carlton’s Customer Tools
The Ritz-Carlton Service Values...

**Service Values: I Am Proud To Be Ritz-Carlton**

1. I build strong relationships and create Ritz-Carlton guests for life.
2. I am always responsive to the expressed and unexpressed wishes and needs of our guests.
3. I am empowered to create unique, memorable and personal experiences for our guests.
4. I understand my role in achieving the Key Success Factors and creating The Ritz-Carlton Mystique.
5. I continuously seek opportunities to innovate and improve The Ritz-Carlton experience.
6. I own and immediately resolve guest problems.
7. I create a work environment of teamwork and lateral service so that the needs of our guests and each other are met.
8. I have the opportunity to continuously learn and grow.
9. I am involved in the planning of the work that affects me.
10. I am proud of my professional appearance, language and behavior.
11. I protect the privacy and security of our guests, my fellow employees and the company's confidential information and assets.
12. I am responsible for uncompromising levels of cleanliness and creating a safe and accident-free environment.
10 Habits of a CARE-ing Organization, we can show our patients and customers that we don't just care *for them*. We care *about them*.

<table>
<thead>
<tr>
<th>Habit #1: <strong>Mind your manners.</strong></th>
<th>Use courtesy words like &quot;please&quot;, &quot;thank you&quot; and &quot;may I help you&quot;.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Habit #2: <strong>Be Present.</strong></td>
<td>Give your customer 100% of your attention with your eyes, words and body language.</td>
</tr>
<tr>
<td>Habit #3: <strong>Be Positive.</strong></td>
<td>Think the best of people in all situations.</td>
</tr>
<tr>
<td>Habit #4: <strong>Teamwork Works.</strong></td>
<td>Respect each other's privacy and eliminate gossip.</td>
</tr>
<tr>
<td>Habit #5: <strong>Do Sweat the Small Stuff.</strong></td>
<td>A small gesture of kindness can make a big impact.</td>
</tr>
<tr>
<td>Habit #6: <strong>Make a Promise, Keep a Promise.</strong></td>
<td>Follow through with all commitments. If you say you're going to do something, do it.</td>
</tr>
<tr>
<td>Habit #7: <strong>Re-discover Silence.</strong></td>
<td>Practice active listening skills. Remember that listening is not just waiting for your turn to speak.</td>
</tr>
<tr>
<td>Habit #8: <strong>Be Thankful.</strong></td>
<td>Take time to thank someone every day.</td>
</tr>
<tr>
<td>Habit #9: <strong>Think Ahead.</strong></td>
<td>Anticipate your customers' needs.</td>
</tr>
<tr>
<td>Habit #10: <strong>Just Do It!</strong></td>
<td>Put yourself in your customers' shoes. How would you expect to be treated?</td>
</tr>
</tbody>
</table>
The Starbucks Experience

5 principles for turning Ordinary into Extraordinary

1. Principle 1:  
   Make It Your Own

2. Principle 2:  
   Everything Matters

3. Principle 3:  
   Surprise & Delight

4. Principle 4:  
   Embrace Resistance

5. Principle 5:  
   Leave Your Mark
Case Studies:
Service and Business Turnaround
Case Study: Garuda Indonesia
Restructuring, Performance & Strategy

Emirsyah Satar
President and CEO
2005–2014

Garuda Indonesia
Restructuring, Performance & Strategy

UBS Global Transport Conference 2011

London, 12 September 2011
Case Study: Garuda Indonesia
Restructuring, Performance & Strategy

Restructuring and Transformation

1st Journey

2011 and beyond

Quantum Leap: Increasing revenue and margins driven by rejuvenating main brand fleet and growth of Citilink

2010

US$2.1 billion Revenue
US$57 million Net Income

2009

US$2.0 billion Revenue
US$114 million Net Income

2008

US$2.2 billion Revenue
US$109 million Net Income

Survival

Profit and traffic grew through the global recession

Turnaround

2008

- Start of privatization process
- Improvement in product and service

Growth

2009

- Competitiveness and expansion to domestic/regional
- Launched “Garuda experience”

Sustainable Growth

2010+

IPO, Quantum Leap

- Cost efficiency/revenue improvement
- Reduce negative cash flow
- Rearranged routes
- Capital injection approved by government

2006 Consolidation

- Ongoing debt restructuring
- Product and service enhancement
- Cost efficiency/revenue improvement
- Positive cash flow/strengthen capital base
- Introduce voluntary retirement scheme

2007 Rehabilitation
Case Study: Garuda Indonesia
Restructuring, Performance & Strategy

Restructuring and Transformation 2nd Journey

Milestone – Quantum Leap
2011 2015

- **2011 IPO**
  - Initial Public Offering (IPO)
  - Citilink Revitalization

- **2012 Global Alliance**
  - Gengkareng dedicated terminal
  - Garuda 1st freighter
  - Garuda Sub-100 Seater

- **2013 Network Expansion**
  - ASK/Employe 6.80 mio
  - Best Cabin Crew

- **2014 Service Excellence**
  - SkyTrax 5 Star
  - Denpasar Dedicated Terminal
  - Fly to All Province Capital
  - First Flight to USA

- **2015 Quantum Leap**
  - Fleet 154 Aircraft
  - Dedicated Aircraft for Hajj
Case Study: Garuda Indonesia
Restructuring, Performance & Strategy

Quantum Leap – 7 Strategies to Drive Growth

Management focuses on implementing the “Quantum Leap” with 7 main strategies to expand and dominate the Indonesian aviation market.

1. **Domestic**
   - Grow and dominate full-service

2. **International**
   - Enormous upside potential

3. **LCC**
   - Citilink to address the LCC Opportunity

4. **Fleet**
   - Expand, simplify and rejuvenate Fleet

5. **Brand**
   - Stronger brand, better product and services

6. **Cost Discipline**
   - Efficient in cost structure compared to peers

7. **Human Capital**
   - Right quality and right quantity
Case Study: Garuda Indonesia
The Results......

GARUDA INDONESIA is Certified as a 5-Star Airline

President & CEO
Arif Wibowo
014–present

GARUDA INDONESIA is Certified as a 5-Star Airline

28th January 2015 - London, UK
Develop the Quality Service Strategy
Service Quality Transformation: A Journey...
# THE PLAN.....
## PHASES AND ACTIVITIES

<table>
<thead>
<tr>
<th>Phase 1: Diagnostic, Planning and Development</th>
<th>Phase 2: Managing and Training</th>
<th>Phase 3: Follow-Through &amp; On-Stage Coaching</th>
<th>Phase 4: Evaluating Service Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Strategic Planning Workshop</td>
<td>2.1 Leading STEP for STT - Service Transformation Team</td>
<td>3.1 F/Through &amp; On-Stage Coaching for STT - Corporate Trans. Team</td>
<td>4.1 STEP Tracking for STT – Service Transformation Team</td>
</tr>
<tr>
<td>1.2 Programme Diagnostic</td>
<td>2.2 Managing STEP for BTT - Branch Transformation Team</td>
<td>3.2 F/Through &amp; On-Stage Coaching for BTT - Branch Trans. Team</td>
<td>4.2 STEP Tracking for BTT - Branch Transformation Team</td>
</tr>
<tr>
<td>1.3 Development of STEP Service Standards and Practices</td>
<td>2.3 STEP Core Training for All Staff/Personnel</td>
<td>3.3 Follow-Through &amp; On-Stage Coaching for Branch Frontline Staff</td>
<td>4.3 STEP Assessment for Branch Frontline Staff</td>
</tr>
<tr>
<td>1.4 Designing of STEP Manual, Enabler Posters and STEP Card</td>
<td>2.4 STEP Functional Training for Branch Frontline Staff</td>
<td>3.4 STEP Briefing for Management Committee</td>
<td>4.4 Post-Customer STEP Survey (CSS)</td>
</tr>
<tr>
<td>1.5 Conduct STEP Pre-Survey (CSS)</td>
<td>2.5 STEP Briefing for Management Committee</td>
<td>4.5 STEP Briefing for Management Committee</td>
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</tbody>
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FocusLearning
Your Training & Consulting Partner
Structured Implementation: The Organizational Developmental Approach/Intervention

1) **STT – Service Transformation Team**: The enablers at the organisational level are to be identified by the management team during the ‘Leading Service Transformation’ Workshop. These enablers are to be organised and to be implemented throughout the programme.

2) **DTT/BTT – Department/Branch Transformation Team**: Each Department will form its own Department Transformation Team, responsible to implement all Department Enablers and to demonstrate the Service Standards.

3) **Members**
   All levels of personnel who are involved with this programme.
Service Transformation Team/STT
Team Structure & Its Enablers

Chairman

CHANGE
Change Management Team
- Programme Contract & Timeline
- Programme Tracking
- Programme Reporting

LEAD
Learning & Development Team
- Retraining & On-Stage Coaching
- Counseling Member & Promoters
- Best-Practice Benchmarking

CAMPRO
Campaign & Promotion Team
- Monthly Campaign
- Newsletters & Electronic Newsletter
- Communication Board

TRACK
Tracking & Assessment Team
- Tracking Teams
- Assessing Members
- Reward & Recognition

GUEST
Guest Experience Team
- Service Feedback
- Guest & Host Survey
- Guest Experience Projects
## Service Transformation

### Implementation Timeline

<table>
<thead>
<tr>
<th>Phase &amp; Activity</th>
<th>Month</th>
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<tr>
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<tr>
<td><strong>Phase 1: Diagnostic &amp; Development</strong></td>
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<tr>
<td>1.1 Programme Diagnostics</td>
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<tr>
<td>1.2 Strategic Planning Workshop on STEP</td>
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<tr>
<td>1.3 Develop STEP Standards &amp; Manual</td>
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<tr>
<td>1.4 Pre-Programme Survey (Optional)</td>
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<td>1.5 STEP Briefing for Mgt. Committee</td>
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<tr>
<td><strong>Phase 2: Training Programme</strong></td>
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<td>2.1 Leading STEP for STT</td>
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<tr>
<td>2.2 Managing &amp; Mastering STEP for DTT Promoters</td>
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<tr>
<td>2.3 Managing &amp; Mastering STEP for DTT Facilitators</td>
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<tr>
<td>2.4 STEP &amp; I.M.A.G.E Training for Staff*</td>
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<td>2.5 STEP Briefing for Mgt. Committee</td>
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<td><strong>Phase 3: F/Through &amp; Coaching</strong></td>
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<td>3.1 Frontline Coaching Workshop (Pilot)**</td>
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<td>3.2 Coaching Workshop for DTT (pilot)</td>
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<tr>
<td>3.3 Coaching Workshop for STT</td>
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<tr>
<td>3.4 STEP Staff Acceptance &amp; Engagement Survey</td>
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<td>3.5 STEP Briefing for Mgt. Committee</td>
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<tr>
<td><strong>Phase 4: STEP Evaluation</strong></td>
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<tr>
<td>4.1 Frontline Assessment Workshop (Pilot Members)**</td>
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<td>4.2 Tracking Workshop for DTT (pilot)</td>
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<tr>
<td>4.3 Tracking Workshop for STT</td>
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<td>4.4 Post-Programme Survey optional</td>
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<td>4.5 STEP Briefing for Mgmt Committee</td>
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</table>
Measuring the Service Quality Outcomes: What Gets Measured Gets Done!
The 2 Dimension of Transformation: Business and Cultural

Vision
‘To be a Global Leader in Islamic Banking’

Business Transformation

Culture Transformation
Values-Culture

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## KEY RESULT AREAS

**SERVICE TRANSFORMATION**  
Key Results Areas *(How do we measure success)*

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<td>Program Outcomes</td>
<td>Target</td>
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<td>In-Patient Satisfaction Index (ISI - Nursing)</td>
<td>68.7% Excellent Rating</td>
<td>69.9% (May 2008)</td>
<td>31 Dec. 2008</td>
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**In-Patient Satisfaction Index**

- **1st Beat:** Pilot Program
- **2nd Beat:** Implementation

**In-Patient Satisfaction Rating:** Excellent (Nursing)
Lessons To Be Learned......
Where can we improve?

<table>
<thead>
<tr>
<th>Areas of improvement in our quality service/experience:</th>
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Thank You