

The Voice of the Customer[™]

Taking the Guesswork Out of Customer Relationships

“This company will do anything, short of going broke, to make a customer happy. That’s just the way we are,” says the vice president of Human Resources. “But until recently, we had never offered our people formal training in the practical aspects of managing customer relationships. We’d never taught them how to access, analyze, and apply the voice of the customer in daily work.”

The company, which had worked with ODI to design and launch its total quality management (TQM) process, decided to implement ODI’s *The Voice of the Customer* program.

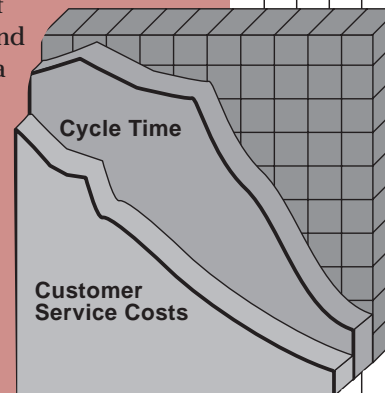
Senior managers were the first to participate in the training. “All our executives believe that customer loyalty is the key to business success,” the vice president reports, “and they quickly saw that customer loyalty is what this program is all about.”

In subsequent months, all the company’s employees participated in a series of two-and-one-half-day *The Voice of the Customer* training sessions. Managers and supervisors received an additional half day of training to learn how to foster a customer-focused work environment and create customer service standards for their own work groups.

“We’re taking the guesswork out of customer relationships,” the vice president reports. “Top to bottom, we’re learning how to access customer data we can use to determine exactly what actions are required to delight our customers—within and outside our company. Our goal is to make our relationships with customers so strong and so pleasing, they won’t even consider doing business with anyone else.”

Since implementing *The Voice of the Customer*, the company has

- Developed measurable, customer-based service standards for every function and work group
- Documented across-the-board increases in customer satisfaction ratings, especially in the “ease of doing business” category
- Significantly lowered costs and reduced the cycle time required to serve key customers



Business leaders have always recognized the value of a loyal customer. Long-term customer relationships yield stability, profitability, and growth. So naturally, executives want their people to make customers happy.

The problem is, relatively few employees have access to useful data about what customers value. Mostly, they have to rely on hearsay and their own assumptions.

The result? Your managers and employees are forced into a daily guessing game while customer loyalty hangs in the balance.

The Voice of the Customer™

ODI's *The Voice of the Customer* prepares your managers, supervisors, and employees to gather and analyze customer-focus data they can use to guide daily work and drive continuous process improvement. This total quality management program also teaches the practical interpersonal skills your people need to improve internal and external customer relationships.

Specifically, *The Voice of the Customer* helps participants from all functions and levels of your organization

- Bring the voice of the customer inside your organization in the form of actionable customer-focus data
- Identify and remove costly organizational barriers to customer satisfaction
- Achieve breakthroughs in customer service to enhance customer loyalty

At the core of *The Voice of the Customer* is the concept of “delighting the customer.” Participants learn that by meeting basic requirements, they can prevent customer complaints. By reaching beyond basic requirements to anticipate and satisfy the customer’s unstated needs, they also develop customer confidence. To earn customer loyalty, however, all parts of your organization (not just those which interact directly with external customers) must work together to provide the uncommon, unexpected dimensions of quality and service that delight—rather than merely satisfy—your customers.

Program Materials and Services

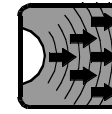
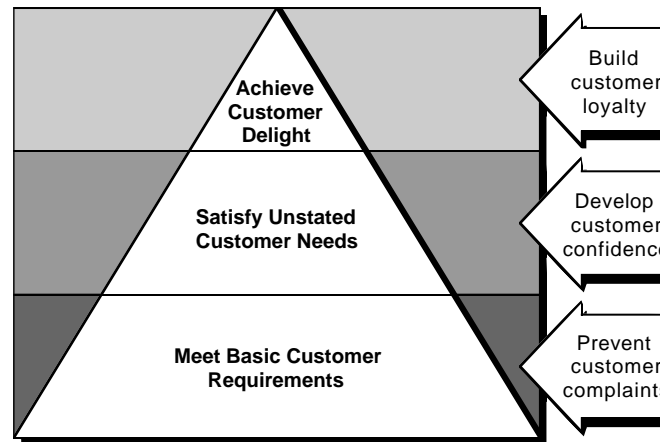
The following training materials and services are available for *The Voice of the Customer*:

- Set of five videocassettes
- Participant Workbooks
- Customer Surveys
- Employee Surveys
- Facilitator Manuals
- Facilitator workshops
- Executive consulting

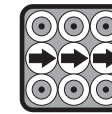
The Voice of the Customer training materials consist of four modules for all participants and a fifth module specifically for managers and supervisors.



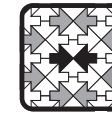
“Total Customer Focus”—defines a total customer focus organization as one in which all work processes, internal customer-supplier relationships, and organizational support systems work as one to delight customers. Participants learn why they must use the voice of the customer to drive continuous process improvement and to define quality in daily work. A customer-focus audit helps participants assess current customer-focus levels.



“Listening to the Voice of the Customer”—prepares participants to access customer-focus data, including data that are not readily available, and evaluate which kinds of data will be most useful for improving work processes and systems that are resistant to change. Participants learn how to identify barriers between themselves and their customers and how to apply the needs evolution technique (a simple form of quality function deployment) to translate general customer needs into specific, clearly prioritized customer service standards. Finally, participants learn how to partner with their internal customers and suppliers to enhance customer loyalty.



“Opportunities to Delight”—shows participants that each interaction with a customer offers not one but at least three different opportunities to delight—before, during, and after the delivery of products and services. A customer-feedback questionnaire helps participants identify and prioritize opportunities to improve their own customer relationships in the before, during, and after phases.



“Customer Focus Skills”—teaches participants how to *read* the customer’s unstated needs, how to *analyze* those needs to determine what he or she cares about most, and how to *respond* in ways that clearly demonstrate a personal commitment to the customer’s delight. This interpersonal-skills module prepares participants to go beyond traditional “smile” techniques to uncover and meet the customer’s root needs.



“Managing Customer Focus”—introduces your managers and supervisors to six keys to supporting total customer focus. Management and supervisory participants use these keys to evaluate the environment for customer focus within their own work groups, create specific customer service standards, and plan how to empower their employees to exceed customer needs.



Executive Consulting

ODI consultants can work with your senior managers to map out a strategy for building customer loyalty and to identify and remove organizational obstacles that inhibit your company's capacity for delighting its customers. If needed, ODI can also review and analyze your company's customer-focus data and collect additional data—such as information on competitive benchmarks or on the criteria your company's customers use to gauge their satisfaction.

Facilitator Certification

ODI will certify individuals from your organization to serve as facilitators of *The Voice of the Customer*. Facilitator certification prepares your people to train their colleagues in *The Voice of the Customer* concepts and skills. Your trained facilitators can also help sustain commitment to customer satisfaction and continuous process improvement over the long term by encouraging involvement and by providing timely and expert assistance to all your employees.

ODI can provide facilitator training through a five-day public workshop or through private on-site certification of your facilitators. Each of your facilitators receives a Facilitator Manual, which includes all the materials from *The Voice of the Customer* Participant Workbook (including the "Managing Customer Focus" module), supplemented with detailed facilitator notes on conducting and coordinating training sessions.

Benefits

The Voice of the Customer prepares managers, supervisors, and employees in all functions to assess your company's current capacity for delighting customers and to identify the obstacles that prevent their own work groups from meeting and consistently exceeding customer needs. The program teaches participants how to gather and use actionable customer-focus data to achieve service breakthroughs that delight customers and enhance customer loyalty. Finally, *The Voice of the Customer* teaches customer-focus skills and tools that all your managers, supervisors, and employees can apply to continuously improve customer relationships.

About Organizational Dynamics, Inc.

Organizational Dynamics, Inc. (ODI) is a global management consulting, research, and training company that has been helping organizations manage change, improve quality and productivity, and enhance customer satisfaction since 1970. ODI is headquartered in Boston, London, and Singapore, with offices in major cities throughout the United States and the world.

More than 150 experienced professionals stand behind ODI's consulting services and training programs, which have been used by more than 2,000 organizations and over 250 medical centers and hospitals around the world. ODI works with many of the top 100 Fortune companies and other leading business, government, and healthcare organizations. Our clients include ABB, AirTouch Communications, BellSouth, British Airways, Caltex, CIBA-GEIGY, Columbia HCA, Citizens Utilities, Cox Communications, DOD, Electrolux, EPA, Eveready, Federal Express, General Electric, Gillette, the Hong Leong Group, Hybritech, Lufthansa, NASA, Nestlé, Overlook Hospital, Philips Electronics, Procter & Gamble, Saudi Aramco, SKF, TCI, Union Carbide, UNUM, the U.S. Coast Guard, the United States Postal Service, and Volkswagen.

Using Customer-Focus Data

Using customer-focus data is one of the most important skills taught in *The Voice of the Customer* program. Participants learn that, to be actionable (and therefore valuable to your organization), the data they gather from customers and other sources must answer five key questions.

- 1 What do your customers care about most?
- 2 What would delight your customers?
- 3 How well are you doing right now?
- 4 How does the way you operate now prevent you from delighting your customers?
- 5 What are the "best of the best" doing to delight their customers?

