



Profitable Loyals: Super Service Creates Responsibility, Attitude and Action



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Introduction

This White Paper shows how DeVry University achieved their four main objectives using Super Service based on McGraw-Hill & MJ Learning's book *Super Service 2nd edition*:

1. Create profitable loyals: customers who are loyal in attitude, action, and also profitable.
2. Build a culture of excellence in customer service.
3. Train managers and professors to teach Super Service to employees.
4. Ensure continuous follow-up training of Super Service.

"At DeVry University we firmly believe Super Service has improved student retention and increased new student enrollment."

Steve Pappageorge — *Senior Director of Administrative Operations, DeVry*

Research states that 20% of a company's customers are profitable. Sixty percent are break-even, and twenty percent are unprofitable. The goal then is to increase the percentage of profitable loyals. But, how does a company do that?

Studies show that customers respond to friendship, relationship building and providing information. Therefore, increasing the percentage of profitable loyals is created by building a culture of Super Service throughout the organization.

It isn't enough to simply train customer service providers about how to be great on the phone, face-to-face or via email. It has to happen from the top down. By executives understanding the value of friendship, building relationships and providing information. When this happens Super Service becomes a core value; a way of being. To accomplish this requires people at every level to:

- Ask about customer (internal and external) needs
- Follow up on bids, quotes and action steps
- Schedule product training or provide education on services
- Remind customers of pricing specials
- Use cross selling and up selling techniques
- Provide new product information and samples.

This White Paper provides information about:

1. What is Super Service
2. Super Service Train-the-Trainer program
3. Twelve month Super Service follow up
4. Super Service 1-day agenda
5. Super Service Survey Answers
6. Practical Ways to Provide Super Service

What is Super Service?

Super Service is a proven system that enables people from diverse backgrounds and competencies to work together as a collaborative team. It builds communication between silo's and creates a 'will do' attitude that allows people to work at their optimal level. With Super Service as the criterion, people communicate effectively, projects flow, and productivity increases.

When a company operates from a Super Service perspective, they build a culture of optimism, resilience and integrity. People learn how to take responsibility, and when necessary manage the self through change. It has a positive impact on every employee at every level of the company. The end result is profitable loyals, both internal and external.

Super Service Philosophy

Super Service combines the best in corporate training with the best in personal motivation. People discover that they truly can and do make a difference, and that difference can be positive or negative. This directly impacts customer retention and the bottom line.

Specifically, Super Service is about every individual taking responsibility for the company's success. It differs from other programs by focusing on both the people and the skill sets.

Super Service gives managers and participants the knowledge that they are the source of every customer interaction.' Source' refers to the fact that everyone has the power to successfully handle every interaction. We provide the insights to assist participants in understanding their ability to make positive change on a daily basis.

During Super Service participants are given the understanding and tools to change their attitude and mindset so that they are able to connect with customers - both internal and external. In particular, they experience how not to be 'at the mercy' of the customer. Finally, they walk away feeling motivated and inspired to be of service, which enhances their desire to serve.

Loyal employees create profitable loyals

A 5% increase in customer loyalty can increase profitability by 25-80%.

"We are *On Our Way* thanks to the new initiative of Super Service. As part of our continuing effort to provide world class service to our students, we have implemented Super Service.

Participants are given the understanding and tools to change their attitude and mindset so that they are able to connect with customers – both internal and external."

–Daniel Hamburger,
CEO, DeVry

Train the Trainer

One of the reasons Super Service is so successful is how it creates a culture of excellence. It influences from top down. By engaging buy-in from top level executives, everyone in the company understands the significance of getting on board with the program.

MJ Learning kicked off the program by providing an executive overview to the DeVry University board of directors. With the board's complete understanding and buy-in of the program, Super Service was leveraged to succeed.

Next, MJ Learning facilitated over twenty Train-the-Trainer programs to 200 managers and professors across the United States. Once the managers and professors had been certified as accomplished Super Service facilitators, they took the program to their 7000 employees.

The professors and managers were provided with a three day face-to-face Super Service Train-the-Trainer program. As well as a workbook detailing every part of the program, they were given a video backup. At their own convenience, they could watch any part of the Super Service program being delivered by a certified facilitator.

12 Month Super Service Follow-up—Manager's Toolkit

The 12-Month Super Service Manager's Toolkit is a CD-ROM, which enables busy managers to coach Super Service, via planned meetings and SMART goals. Specifically it provides twelve individually planned Super Service sessions, which include:

- Twelve PowerPoint presentations for follow up coaching meetings
- Each meeting addresses a 'hot' Super Service topic
- Presentation notes for easy preparation
- Hard copy print out of Facilitator Guides
- Twelve coaching sessions with exercises, and tips for successful coaching
- Instructions on how to set SMART goals
- Video segments to motivate managers on how to deliver dynamic monthly meetings
- 55 Visual Reinforcement aids

Measureable Results Indicator:

- **Increased sales**—turn your team into a profit machine by building strong win-win relationships with customers.
- **Increased customer loyalty**—be your industry's provider of choice and increase your company's market share
- **Increased employee loyalty**—attract and keep top talent in a corporate climate where success is everyone's responsibility.

What People Say...

*"What I liked most about the Managers Super Service Toolkit is the bit about not taking things personally. I also appreciated that I could take my own time to go through it. There's a lot of information and it's made simple, easy to follow, easy to do, easy to take action." **John, Professor—certified Super Service facilitator.***

*"Some of the people I deal with on a day to day basis really don't want to be happy and I used to take it all on board. Now, I realize I don't have to do that. I can be amazing in my life and not be at the effect of what others are doing. It's a great learning tool." **Mary—student customer service part-time employee.***

The 12-Month Super Service Manager's Toolkit Includes...

The 12-Month Super Service Individual Toolkit is a CD-ROM, which enables individuals to understand and use the concepts of Super Service. Specifically it provides twelve individually planned Super Service sessions, which includes the following objectives:

- Understand how the brain works
- Operate from your human brain
- Create the results you want in your life
- Not take things personally
- Stay in a healthy state of mind
- Be of service to everyone you meet
- Show concern and caring
- Effectively use tools to acknowledge feelings
- Take responsibility for finding solutions
- Resolve issues
- Lead with confidence
- Get and give complete and accurate information
- Listen actively to determine customer needs
- Probe for facts
- Take the people in your life from satisfaction to loyalty
- Manage your expectations
- Provide people with commitment
- Understand the expectations of other people
- Communicate for greater understanding
- Create SMART goals
- Understand the importance of follow up
- Implement an action plan
- Check for new opportunities
- Learn techniques to overcome "having a bad day"
- Understand that "bad days" will happen
- Accept yourself and others even on those "bad days!"

Super Service 1 Day Agenda

Welcome and Introductions

- Inspire
- Enlighten
- Engage

The IKTA disease

The Super Service Objectives:

- Generate an enthusiastic, open and willing attitude that creates a culture of excellence
- Work collaboratively with your internal and external customers
- Proactively handle, monitor and resolve customer issues with a sense of urgency
- Learn listening techniques that probe, clarify and confirm customer needs
- Handle difficult or angry customers in a positive and friendly way
- Create consistent win-win experiences for you and your customers
- Fire up to be your personal best, even on Monday

How you affect the bottom line

- A Moment of Truth
- Who is your customer?

The Brain

- Do you know how amazing you are?
- Points of view
- Who's in charge?
- Affirming your day
- The voice in your head, keeping it positive
- Getting out of your comfort zone

How we communicate

- A customer doesn't care how much you know until they know how much you care
- The importance of words, tone and body language
- Role-plays
- The 80 / 20 rule

Handling angry customers

- Five things you should never do
- Ten keys to diffusing an angry customer

The seven keys to delivering Super Service:

1. The right attitude
2. Understand the customer's needs
3. Communicate clearly (internally / externally)
4. Reach agreement
5. Check understanding
6. Take action
7. Build on satisfaction

Action Plan

Super Service Survey Answers

“We are down to our last month of Super Service coaching in New Jersey. I definitely believe we are a more customer service oriented group now.”

Linda — Executive Assistant, President's Office

“When we first started Super Service all of our customers were internal. Over the past few months our department has taken on some additional responsibilities, one of which is making limited outbound calls to third party customers. The Modules have come in extremely handy, especially the Get Information and Check Understanding when interacting with these customers.

Since our customers are mostly internal, an additional coaching technique that I use is to have one of the team members relay his or her experience that encompasses a Super Service module; it can be job related or personal. All in all it’s been amazing!”

Diane — Assistant Director, e-Finance

“From our super service follow up seminars... we have determined that our sincerity and willingness to help our customers, does make a positive difference.”

Laila — Registrar

“I have a small functional team that is focused on a system implementation. Our success stories are measured by how well we interact with our implementation partners. I’ve seen training and meetings in action and I am pleased to say we are doing exceptionally well.”

Bob — IT Director, Student Finance

“Integration of the concepts has truly aided me in dealing with some really difficult personal problems. Over the last six months I have experienced three of the major life events that create stress...relocation, new job, and loss of a spouse. If ever I needed to learn how to keep my head in the right (positive) place, this was indeed the year.

Don’t know that I am to the point of “amazing” all the time, but I have truly learned that it’s impossible to focus on the problems in your own life if you are focused on serving those around you. The best encouragement is making a positive difference in the life of someone else. It’s what keeps me going.”

Sharon—Help Desk Team Lead

Practical Ways to Provide Super Service

KEY 1: THE RIGHT ATTITUDE

Show a Desire to Serve

- Greet Customer with welcoming words
- Maintain upbeat tone and proper volume
- Smile (even on phone)
- Tell them you will help
- Maintain a positive frame of mind
- Treat the Customer as unique and special
- Be courteous, use please and thank you
- Use their name as soon as you hear it
- Maintain an even natural pace
- Show a sincere and helpful attitude

Acknowledge Feelings

- Nod your head, maintain eye contact
- Express empathy through words and tone
- Remain calm
- Remain objective and nonjudgmental
- Apologize and admit mistakes
- Welcome complaints and allow venting

Accept Responsibility

- Take notes
- Use “I” not “we” when appropriate
- Sound confident and responsive
- Thank Customer for highlighting problem
- Be knowledgeable and accurate
- Show urgency and be proactive

KEY 2: UNDERSTAND CUSTOMER NEEDS

Get Information

- Ask permission to gain more information
- Use open and closed probes
- Ask questions to find the root cause
- Really listen, do not interrupt, take notes

Give Information

- Avoid jargon and technical language
- Educate Customer on steps & procedures
- Give clear relevant information

KEY 3: COMMUNICATE CLEARLY

Keep It Simple and Sincere

- Share feelings along with facts
- Use positive words and phrases
- Actively listen and request Customer input

KEY 4: REACH AGREEMENT

Give Recommendations

- Explain benefits of your recommendation
- State what you can do—not what you can’t
- Avoid offering too many solutions

Get Recommendations

- Listen actively to Customer’s recommendations
- Encourage Customer to participate in solution

KEY 5: CHECK UNDERSTANDING

Restate the Issues

- Paraphrase Customer’s ideas
- Verify facts
- Help Customer understand service steps

Build Consensus

- If proposal is unreasonable, tactfully redirect
- Remember your company assumes cost of giveaways
- Seek win-win agreement
- Incorporate both parties’ ideas into the solution
- Be creative and honest

KEY 6: TAKE ACTION

Follow Through

- Implement action plan on time
- Communicate well & comprehensively internally
- Verify and clarify facts internally
- Check for mutual agreement on problem

KEY 7: BUILD ON SATISFACTION

Follow Up

- Update Customer as necessary
- Communicate delays promptly
- Explain preventive maintenance
- Check for new opportunities
- Determine and verify satisfaction
- Thank the Customer