LIAM BROWN
TRAINING

TRAINING & DEVELOPMENT

Managing And Leading In The ELT Sector

LET'S CHAT

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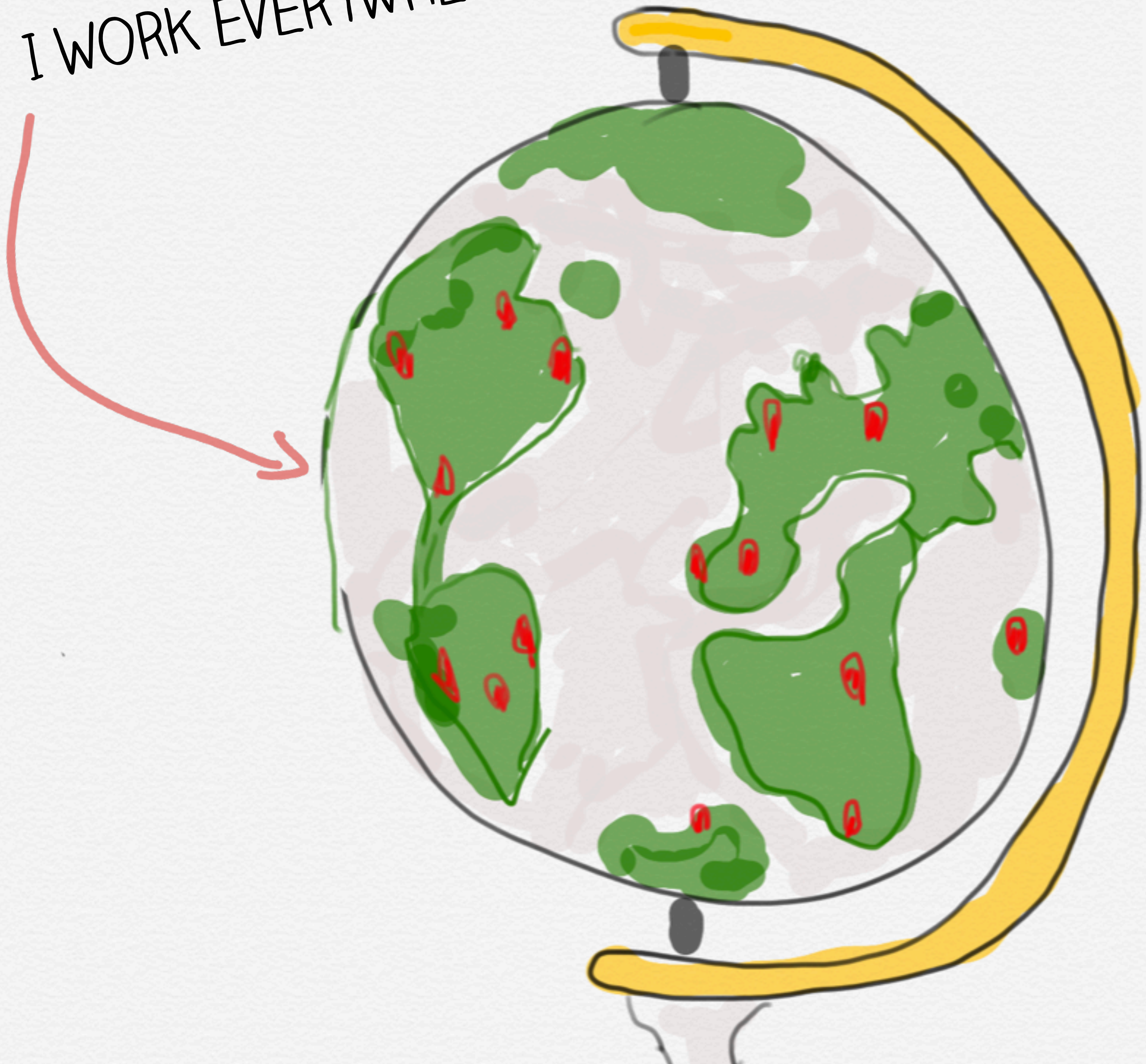
00251 946400608

ABOUT ME



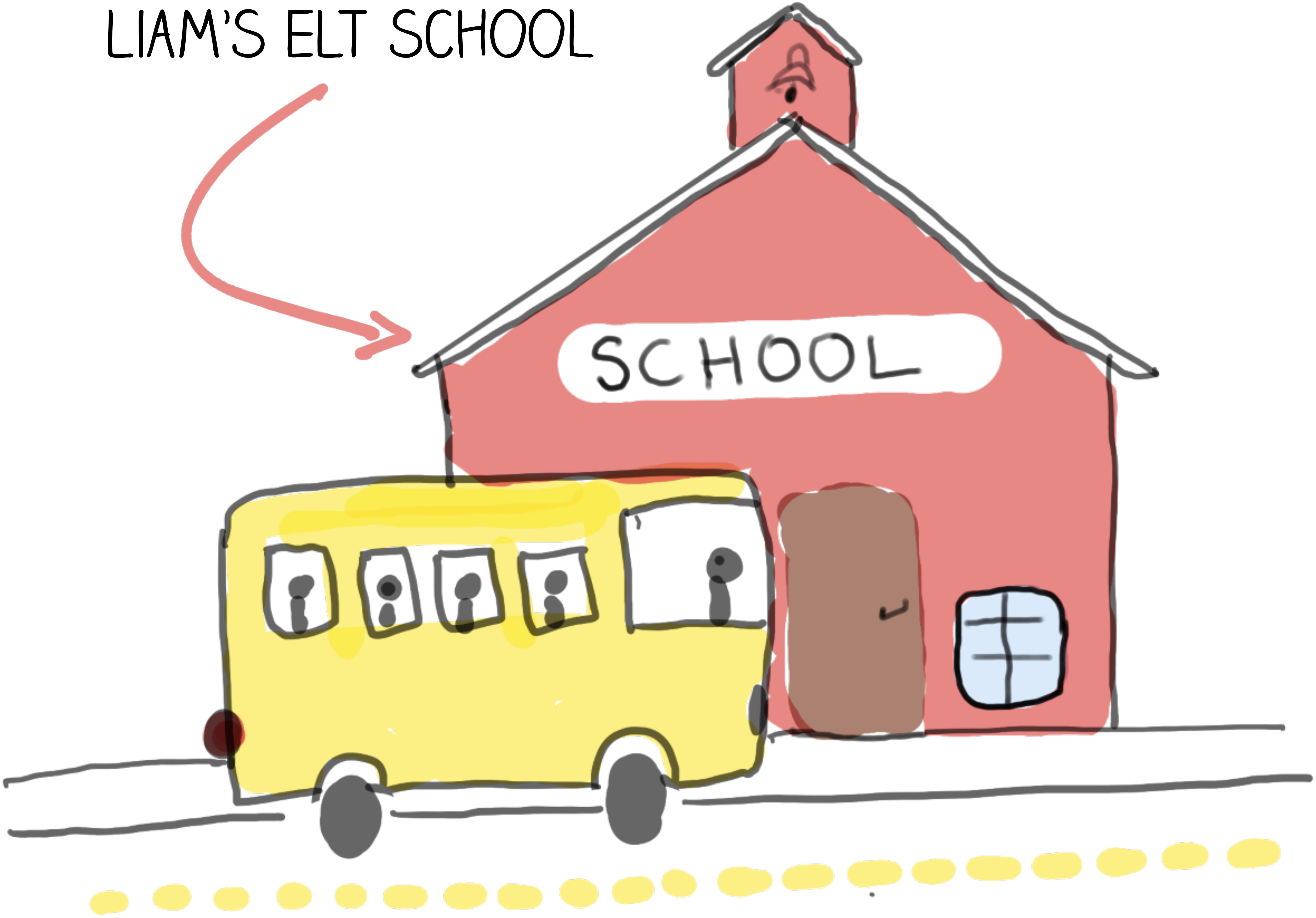
I WORK EVERYWHERE!

TEACHER
TRAINER
FACILITATOR
MANAGER
SPEAKER
CONSULTANT

AWAYDAYS
WORKSHOPS
SPEAKING

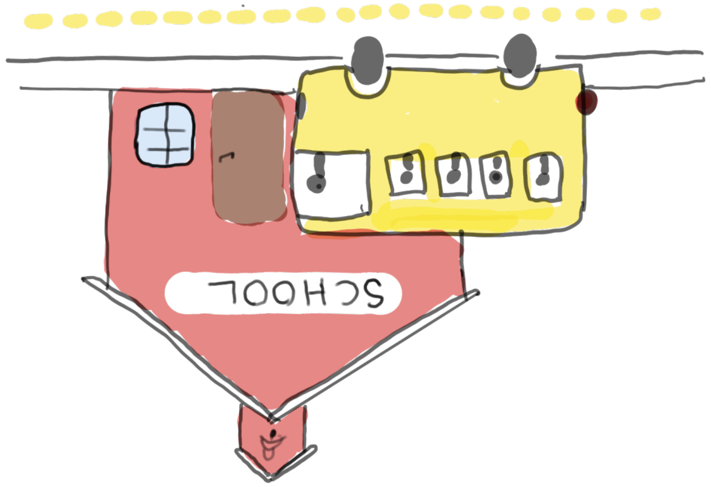
Breaking News!

LIAM'S ELT SCHOOL



Think from here .. .. to .. .. here

PRODUCT	CONSUMER VALUE
PLACE	CONVENIENCE
PRICE	COST
PROMOTION	COMMUNICATION
PEOPLE	CUSTOMERS



"CUSTOMER FOCUSED WORKING" OR "WAYS OF PAYING ATTENTION TO WHAT MATTERS."

> “The range of what we think and do is limited by what we fail to notice. And because we fail to notice that we fail to notice, there is little we can do to change; until we notice how failing to notice shapes our thoughts and deeds.”

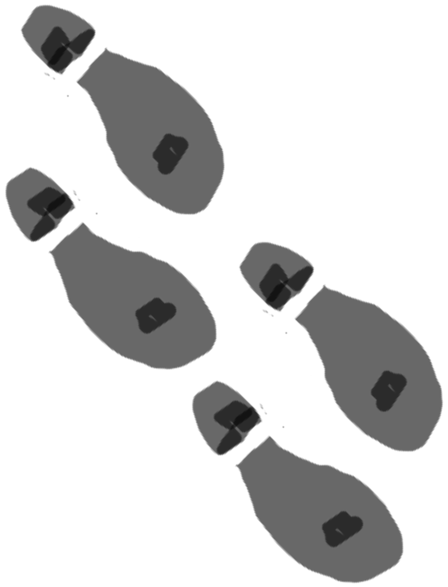
(R.D. Laing)

THERE'S NOTHING WORSE THAN DOING THE WRONG JOB WELL

PETER DRUCKER.

CUSTOMER FOCUSED WORKING

MY JOURNEY OF DISCOVERY… .. PART 1



BRITISH COUNCIL Saudi Arabia

Magdi Mohammed
مجدي

LIAM BROWN TRAINING

THE RITZ-CARLTON®

Three Steps Of Service

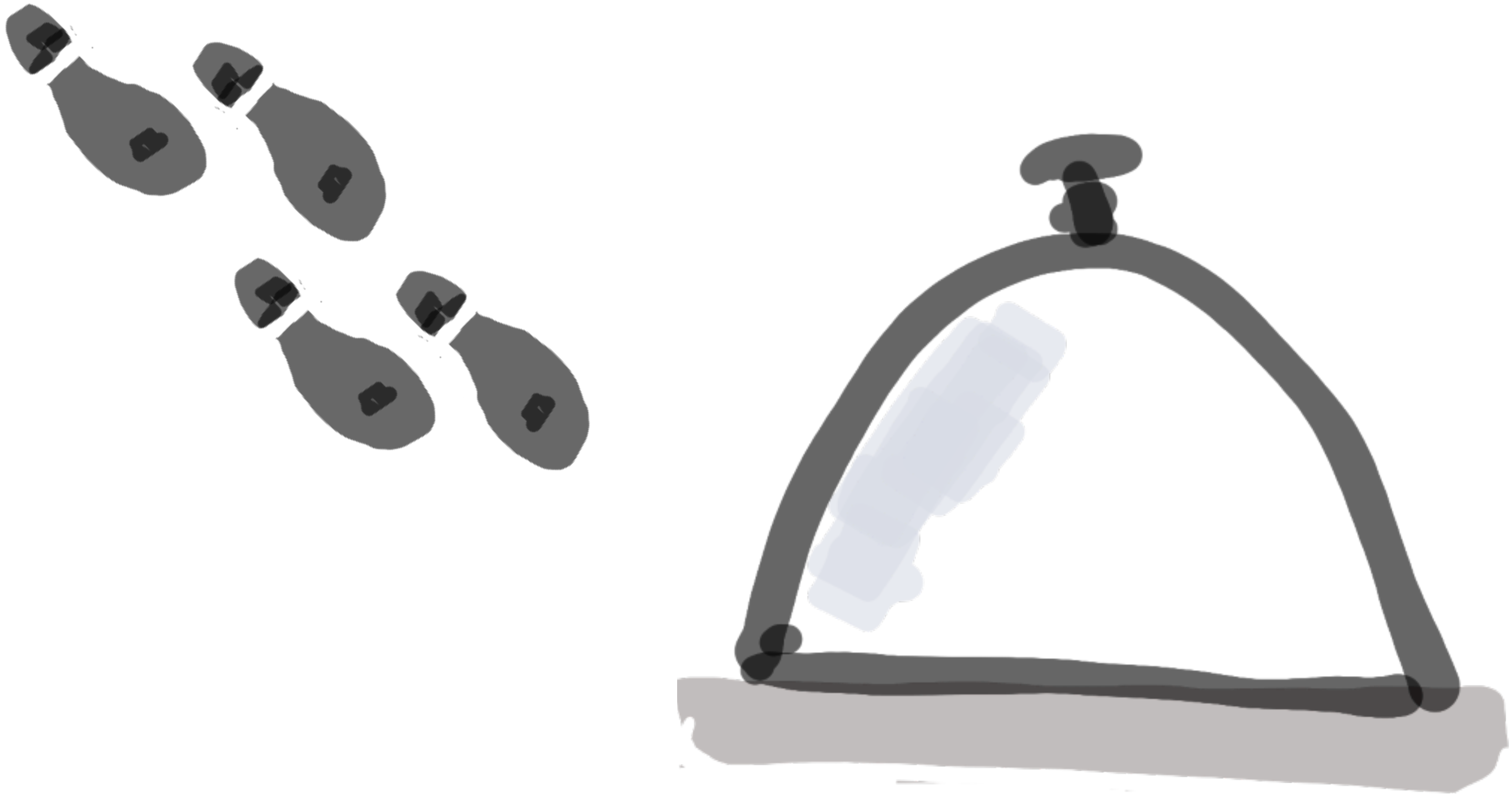
A warm and sincere greeting.

Use the guest's name. Anticipation and fulfilment of each guest's needs.

Fond farewell. Give a warm good-bye and use the guest's name.

CUSTOMER FOCUSED WORKING

MY JOURNEY OF DISCOVERY… .. PART 2



Singapore Hotel

TRAINEE
CONCIERGE

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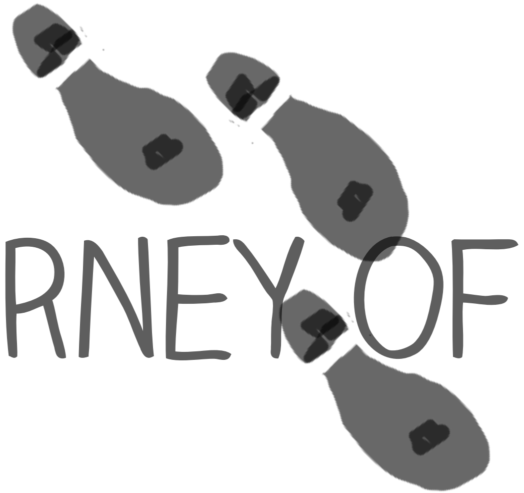
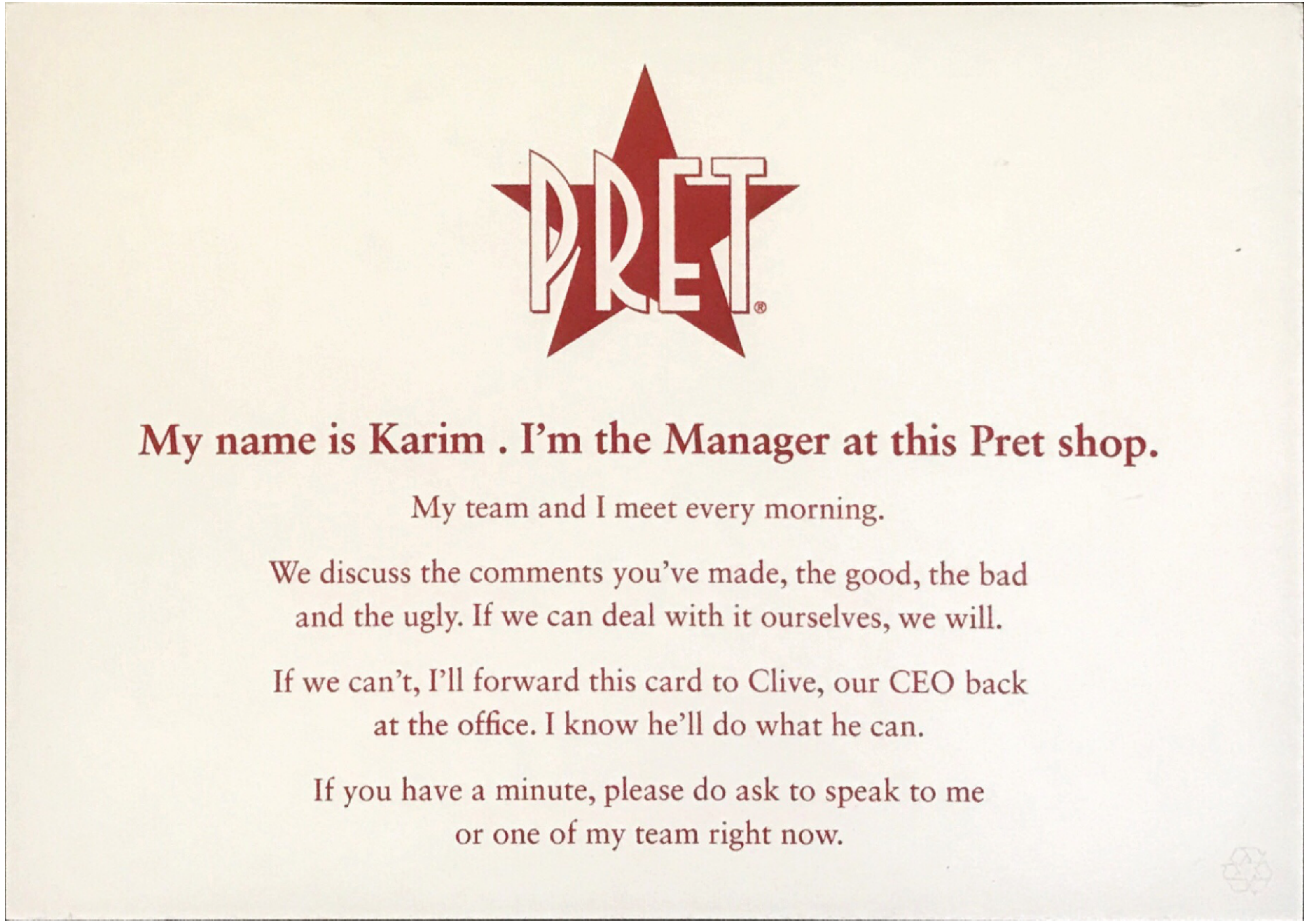
TRAINING

CUSTOMER FOCUSED WORKING

MY JOURNEY OF DISCOVERY… .. PART 3





My name is Karim . I'm the Manager at this Pret shop.

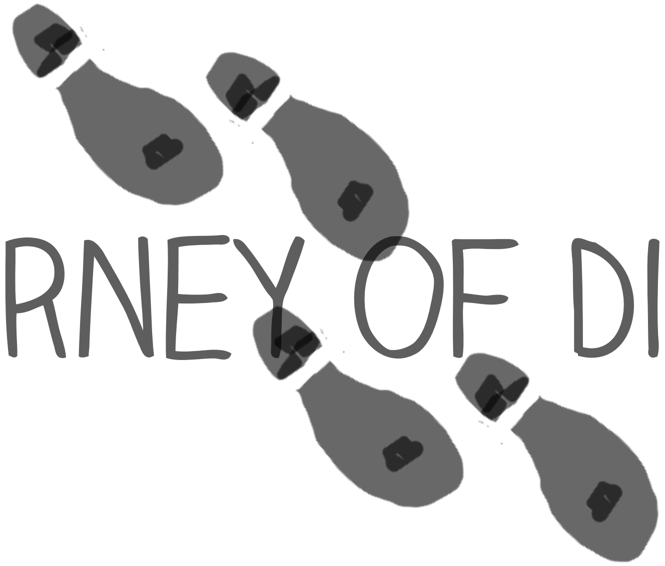
My team and I meet every morning.

We discuss the comments you've made, the good, the bad and the ugly. If we can deal with it ourselves, we will.

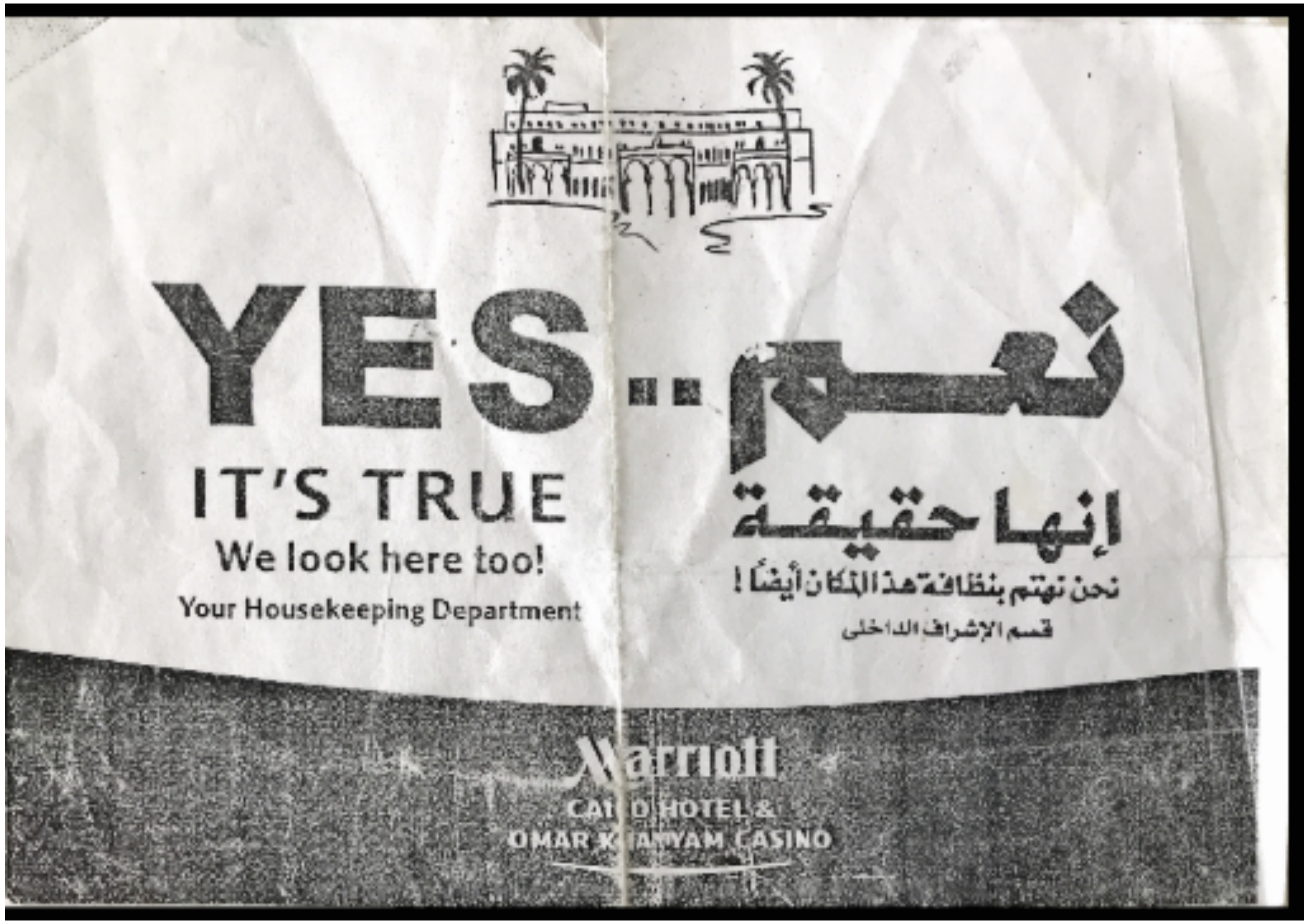
If we can't, I'll forward this card to Clive, our CEO back at the office. I know he'll do what he can.

If you have a minute, please do ask to speak to me or one of my team right now.

CUSTOMER FOCUSED WORKING



MY JOURNEY OF DISCOVERY… .. PART 4



YES..

IT'S TRUE

We look here too!

Your Housekeeping Department

نعم..

إنها حقيقة

نحن نهتم بنظافة هذا المكان أيضاً !

قسم الإشراف الداخلي

Marriott

CAIRO HOTEL &

OMAR KHAYYAM CASINO

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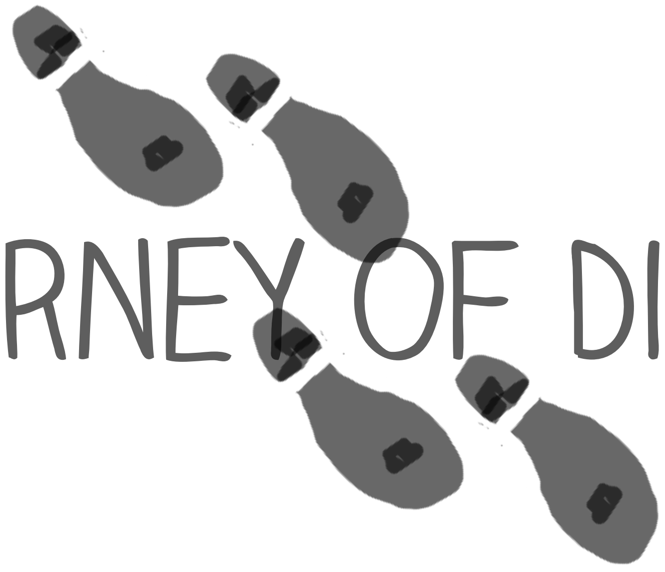
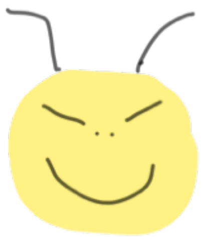
CUSTOMER FOCUSED WORKING

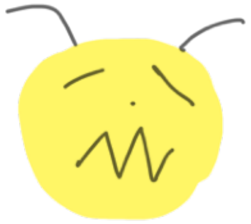


MY JOURNEY OF DISCOVERY… … PART 5

POSITIVE EXPERIENCE
EMPLOYEE



NEGATIVE EXPERIENCE
INSTITUTION



EVOLUTION .. three generations of customer experience design

FIRST… ..CONSISTENT

THEN… ..EXCEPTIONAL

NEXT… ..to be revealed!

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CON SIS TENT

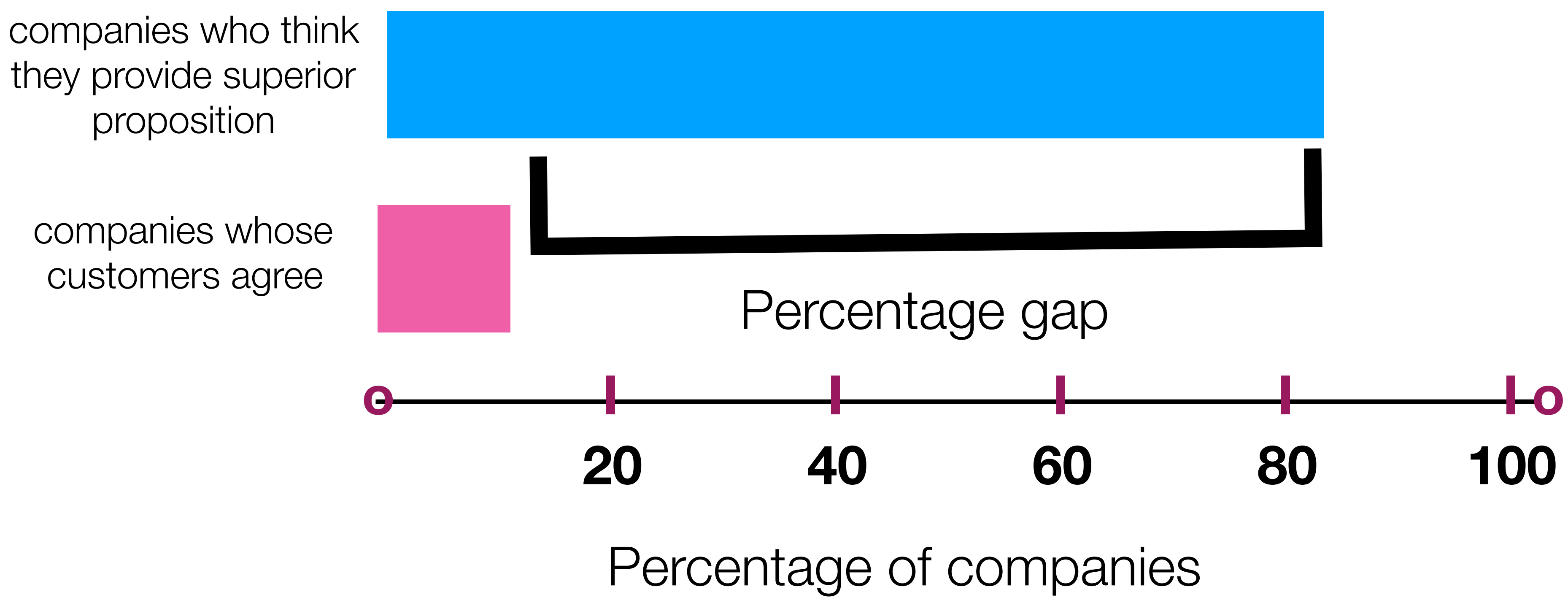
- Remove dissatisfaction, create CONSISTENT EXPERIENCES.
- Deal with customer complaints through “VOICE OF CUSTOMER” methods.
- Add new communication and ENGAGEMENT CHANNELS, respect customer time and effort
- Create consistency AS A REASON for customers to do business with you.

[redacted]

BUT this didn’t help loyalty and advocacy. Nor increase attraction.

THIS STUFF ISN'T EASY!

STAND BACK! DANGER HERE
ARRRGH!



Bain/EIU Customer Led Growth Study

5 CRUNCH POINTS

IN MANY SCHOOLS

ARE YOU MANAGING THE CHALLENGE OF CUSTOMER VARIABILITY?

1	ARRIVAL	CAN COME AT ANY TIME
2	REQUEST	ASK FOR ANYTHING THEY WANT
3	CAPABILITY	DIFFERENCE IN KNOWLEDGE
4	EFFORT	EFFORT LEVELS VARY
5	PREFERENCE	DIFFERENT DEFINITION OF QUALITY

Francis X. Frei

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EXKEPTIONAL

- Focus on creating EMOTIONALLY ENGAGING experiences.
- Place high emphasis on the HUMAN ASPECT of the customer: recognise them personally, create an emotional engagement; add some “wow” to the experience.
- Don’t just reduce complaints. INCREASE SURPRISE, spread positive stories about the organisation.
- Acknowledge the CUSTOMER AS UNIQUE, individual and worthy of special treatment.
- Reciprocity will come in the form of customer advocacy and increased commitment TO STAY A LOYAL CUSTOMER.

1

The Four Things a Service Business Must Get Right

Frances X. Frei

FROM THE APRIL 2008 ISSUE HBR

2

Beyond the carrot and the stick: new alternatives for influencing customer behaviour

Frances X. Frei

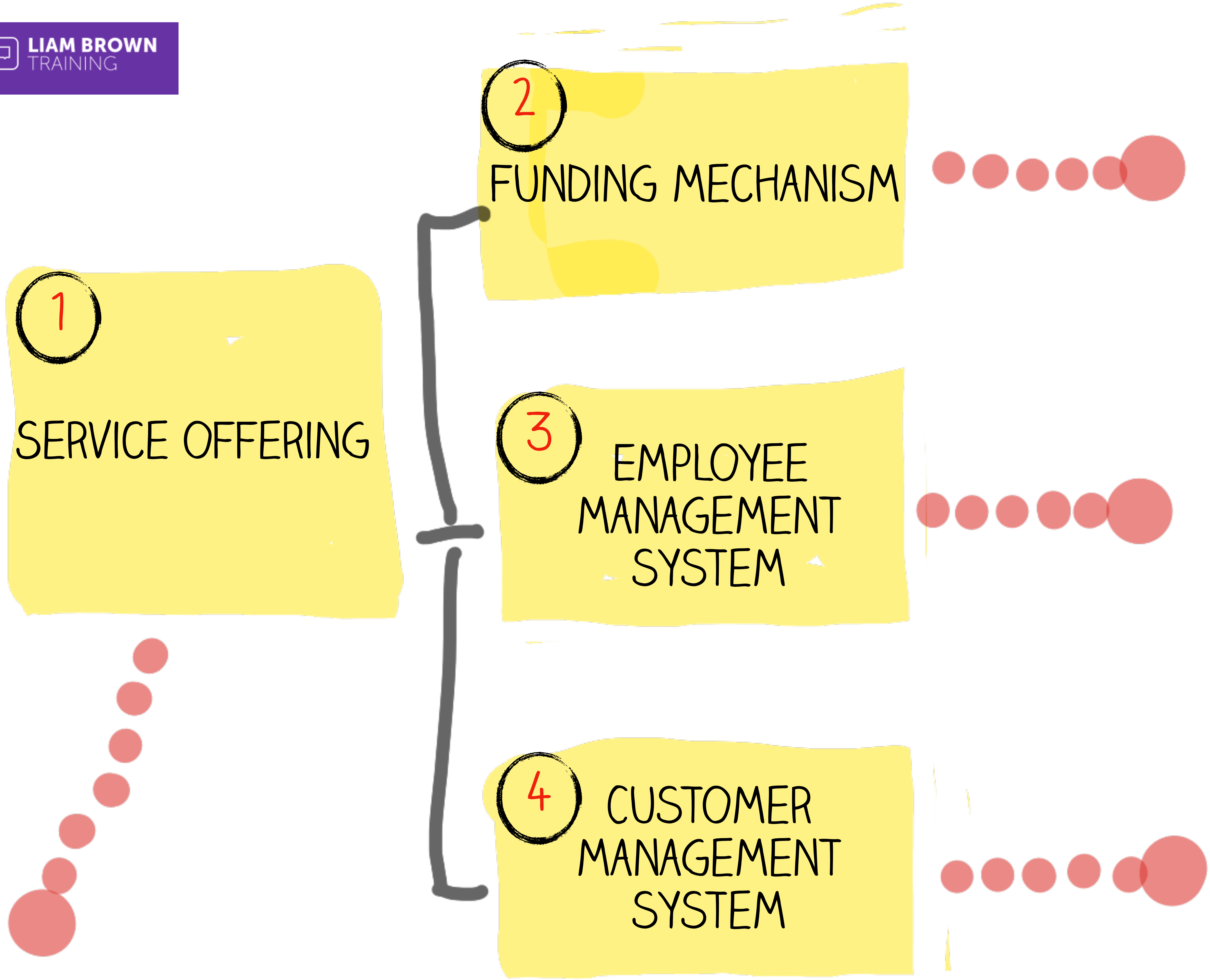
HARVARD MANAGEMENT UPDATE MARCH 2003

3

So your service model sucks - here’s 4 ways to fix it

Anne Morriss & Frances X. Frei

https://www.fastcompany.com/1839318/so-your-service-model-sucks-heres-4-ways-fix-it


1
SERVICE OFFERING
2
FUNDING MECHANISM
3
EMPLOYEE MANAGEMENT SYSTEM
4
CUSTOMER MANAGEMENT SYSTEM

HOW IS THE EXCELLENCE PAID FOR?

ARE STAFF SET UP FOR SUCCESS?

HOW ARE CUSTOMERS MANAGED AND “TRAINED”?

WHAT SPECIFIC ATTRIBUTES OF SERVICE ARE YOU COMPETING ON?

THE FOUR THINGS A SERVICE BUSINESS [YOU] MUST GET RIGHT

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YOU CAN'T
BE
GOOD
AT
EVERYTHING.

SOMEONE
HAS
TO
PAY
FOR IT.

IT'S
NOT
YOUR
EMPLOYEES'
FAULT

YOU
MUST
MANAGE
YOUR
CUSTOMERS

YOU CAN'T BE GOOD AT EVERYTHING.

To deliver great service on the dimensions that your customers value most, you must underperform on dimensions they value less.

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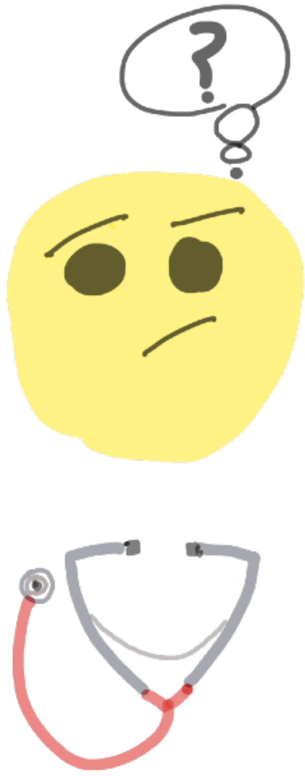
YOU CAN'T BE GOOD AT EVERYTHING.

	NO!!	YES!!
MCDONALDS	MENU VARIETY	SPEED
YOUTUBE	PRODUCTION QUALITY	UBIQUITY
WALMART	CUSTOMER SERVICE	LOW PRICES
MAYO CLINIC	DOCTOR CHOICE	IMMEDIATE ACCESS
STARBUCKS	SPEED OF SERVICE	BISTRO EXPERIENCE

YOU CAN'T BE GOOD AT EVERYTHING.



YOUR INSTITUTION	WHAT DO YOU GIVE UP?	WHAT DOES CUSTOMER GAIN?
YOUR OFFER		

WHICH SERVICE ATTRIBUTES (staff qualifications, YL specialists, teacher training; IT laden systems)
CAN YOUR INSTITUTION TARGET FOR EXCELLENCE?

WHICH SERVICE ATTRIBUTES CAN IT COMPROMISE
(ie customers value least)
IN ORDER TO ACHIEVE EXCELLENCE IN OTHER AREAS?

HOW DO YOUR SERVICE ATTRIBUTES MATCH UP WITH TARGETED CUSTOMERS' PRIORITIES?

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SOMEONE HAS TO PAY FOR IT.

[Think about how you'll pay for the increased cost of the excellence you're seeking to provide through your service offering.]

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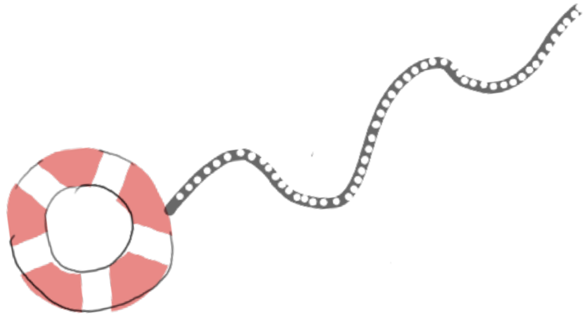
SOMEONE HAS TO PAY FOR IT.

CHARGE THE CUSTOMER	STARBUCKS	CUSTOMERS LINGER. PAY A PREMIUM
SPEND NOW. SAVE LATER	INTUIT	FREE CUSTOMER SUPPORT. INFO GAINED IMPROVES SERVICE.
HAVE CUSTOMERS DO THE WORK	FEDEX	NICKNAME YOUR SHIPMENTS, CREATE A PERSONAL WATCH LIST, AND FILTER SHIPMENTS TO SEE THE DETAILS YOU WANT.



YOUR INSTITUTION?

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SOMEONE HAS TO PAY FOR IT.

YOUR INSTITUTION?

CAN YOUR CUSTOMERS PAY MORE FOR WHAT THEY VALUE?

CAN SERVICE FEATURES BE IMPROVED WHILE REDUCING COSTS?

WILL CUSTOMERS HAPPILY CHOOSE TO PERFORM SOME OF THE WORK TO KEEP SERVICE LEVELS HIGH??

- FAST TRACK REGISTRATION? ✓
- FORM FILLING ONLINE? ✓
- STUDENTS CLEANING CLASSROOM AT END OF LESSONS? ✓
- LONGER TERMS, BUT NOT ALL F2F? ✓

IT'S NOT YOUR EMPLOYEES' FAULT

Ensure that your workforce management activities (recruiting, selection, training, job design) empower employees to deliver the excellence embodied in your service offerings.

No Martyrs! Set it up for even the 'average' person to excel.

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IT'S NOT YOUR EMPLOYEES' FAULT

NO MARTYRS PLEASE!

SET IT UP FOR THE AVERAGE PERSON TO EXCEL.

Commerce Bank
Member FDIC

EXTENDED HOURS +

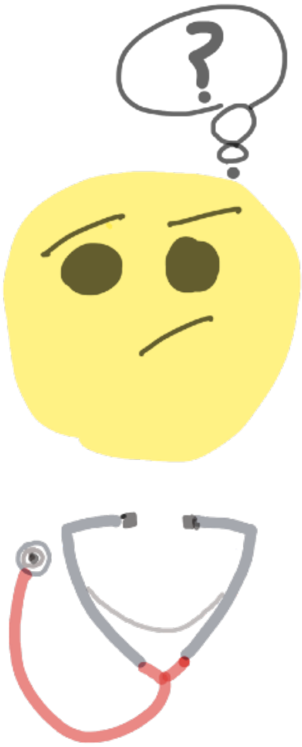
FRIENDLY SERVICE +

LIMITED PRODUCT RANGE

HIRE FOR ATTITUDE & TRAIN FOR SERVICE.

"does this person smile in a resting state?"

IT'S NOT YOUR EMPLOYEES' FAULT



No Martyrs! Set it up for the average person to excel.

YOUR INSTITUTION?

WHAT MAKES YOUR STAFF REASONABLY ABLE TO PRODUCE EXCELLENCE?

WHAT MAKES THEM REASONABLY MOTIVATED TO PRODUCE EXCELLENCE?

HAVE JOBS BEEN DESIGNED REALISTICALLY, GIVEN STAFF SELECTION, TRAINING, AND MOTIVATION CHALLENGES?

IS THE CUSTOMER SERVICE MODEL DESIGNED FOR THE AVERAGE (NOT PERFECT) EMPLOYEE WHO CAN PERFORM WITH EASE ON A DAILY BASIS?

YOU MUST MANAGE YOUR CUSTOMERS

Articulate which behaviours and actions customers must demonstrate to get the most value from your service. Then design your service specifically to foster those behaviours and actions.

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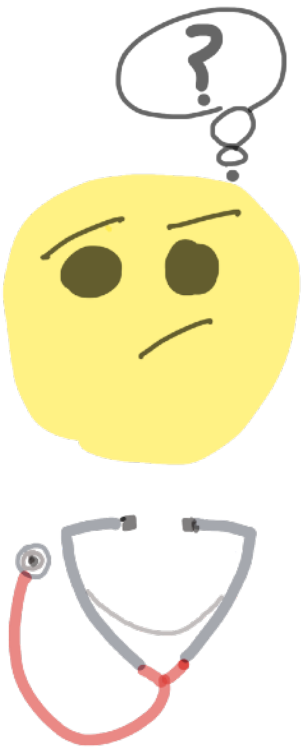
YOU MUST MANAGE YOUR CUSTOMERS

RYANAIR ETC	SELF CHECK IN KIOSK. NO Q.	TRAVELLERS COMPLETE THE TRANSACTIONS WITH FEWER KEYSTROKES THAN CHECK-IN PERSONNEL USED TO NEED
IKEA	"WE DO OUR BIT, YOU DO YOURS."	CUSTOMERS BOTH CONSUME AND HELP CREATE THE SERVICE YOU PROVIDE

YOU MUST MANAGE YOUR CUSTOMERS



YOUR INSTITUTION?

GIVE OVER ELEMENTS OF YOUR EXTRA-CURRICULAR PROGRAMME FOR STUDENTS TO DO/ORGANISE TO PRODUCE EXCELLENCE? ✓

FORM STUDENT COMMITTEES TO CONTRIBUTE TO GOVERNANCE OR EDI ISSUES ✓

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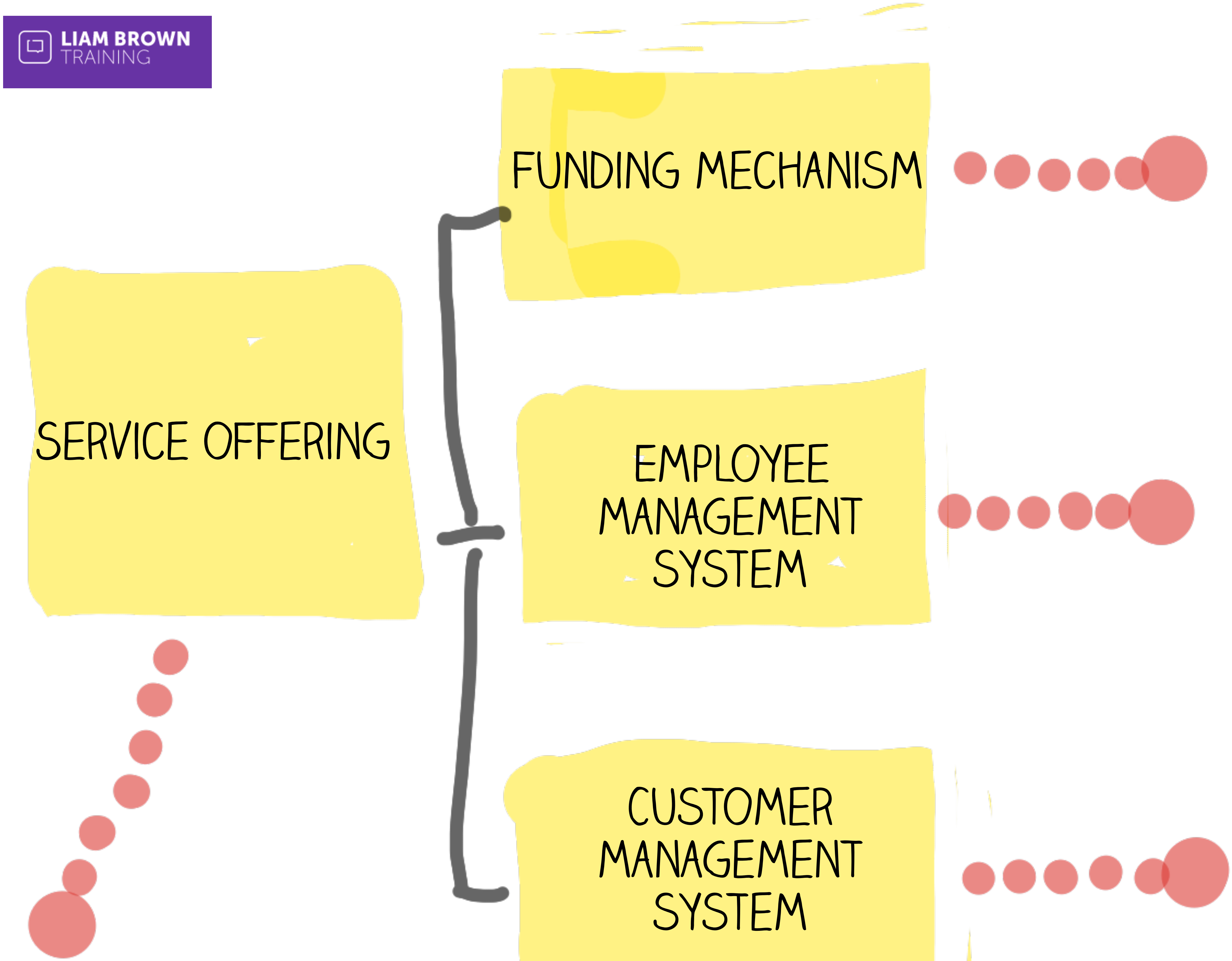


SERVICE OFFERING

FUNDING MECHANISM

EMPLOYEE MANAGEMENT SYSTEM

CUSTOMER MANAGEMENT SYSTEM

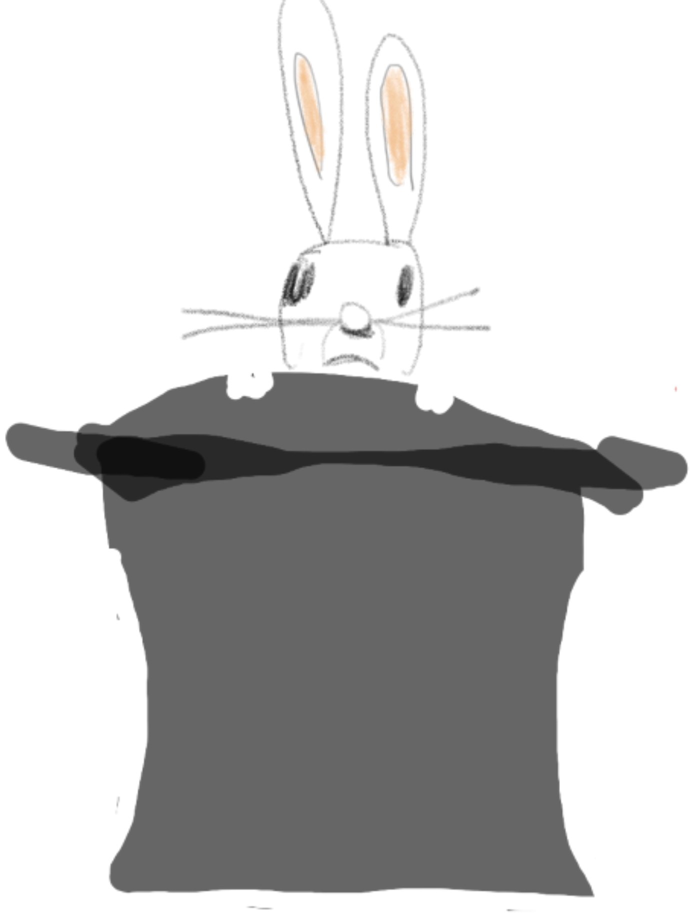
How is the excellence paid for?

Are staff set up for success?

How are customers managed and trained?

What specific attributes of service are you competing on?

EVOLUTION .. THREE GENERATIONS OF CUSTOMER EXPERIENCE DESIGN

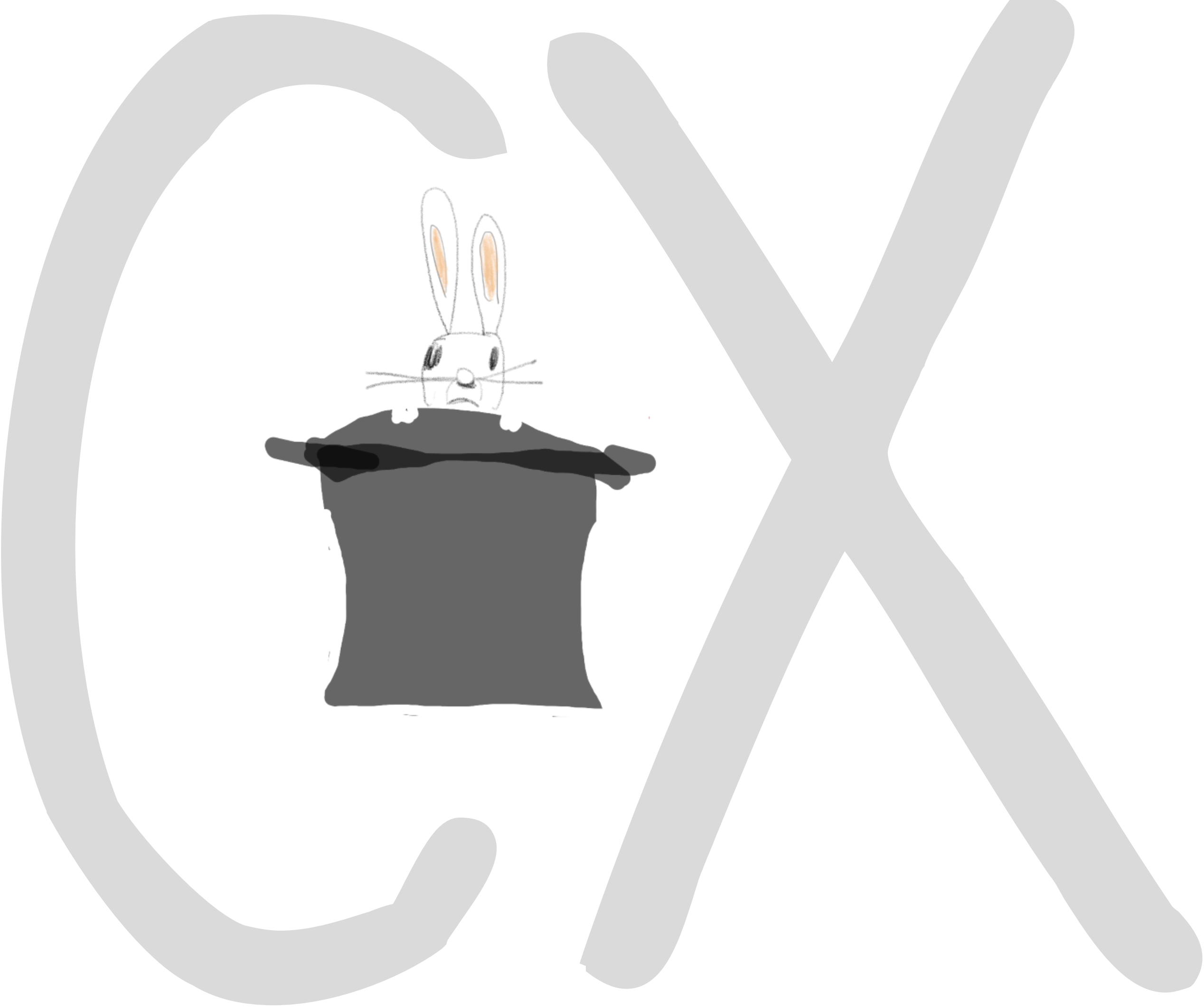


3RD GEN

PURPOSEFUL

Strativity Group

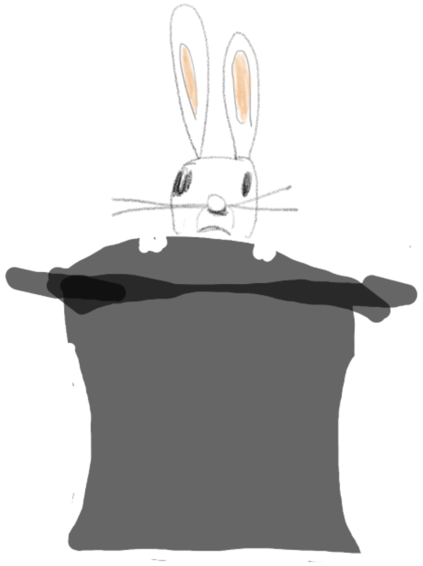
PURPOSEFUL



“Purpose” guides the way: provide an EXPERIENCE for customers that defines or complements who they are and the values they hold.

MAKE “CUSTOMER EXPERIENCE”, OR CX, A CORE PART OF YOUR INSTITUTION’S GOALS AND VALUES.

PUR POSE FUL



SPOTLIGHT ON CUSTOMER'S SUCCESS & LINK THIS TO YOURS. INCREASE CUSTOMER COMMITMENT TO THE INSTITUTION

ENCOURAGE CUSTOMERS TO TALK TO YOU, NOT JUST ABOUT YOU

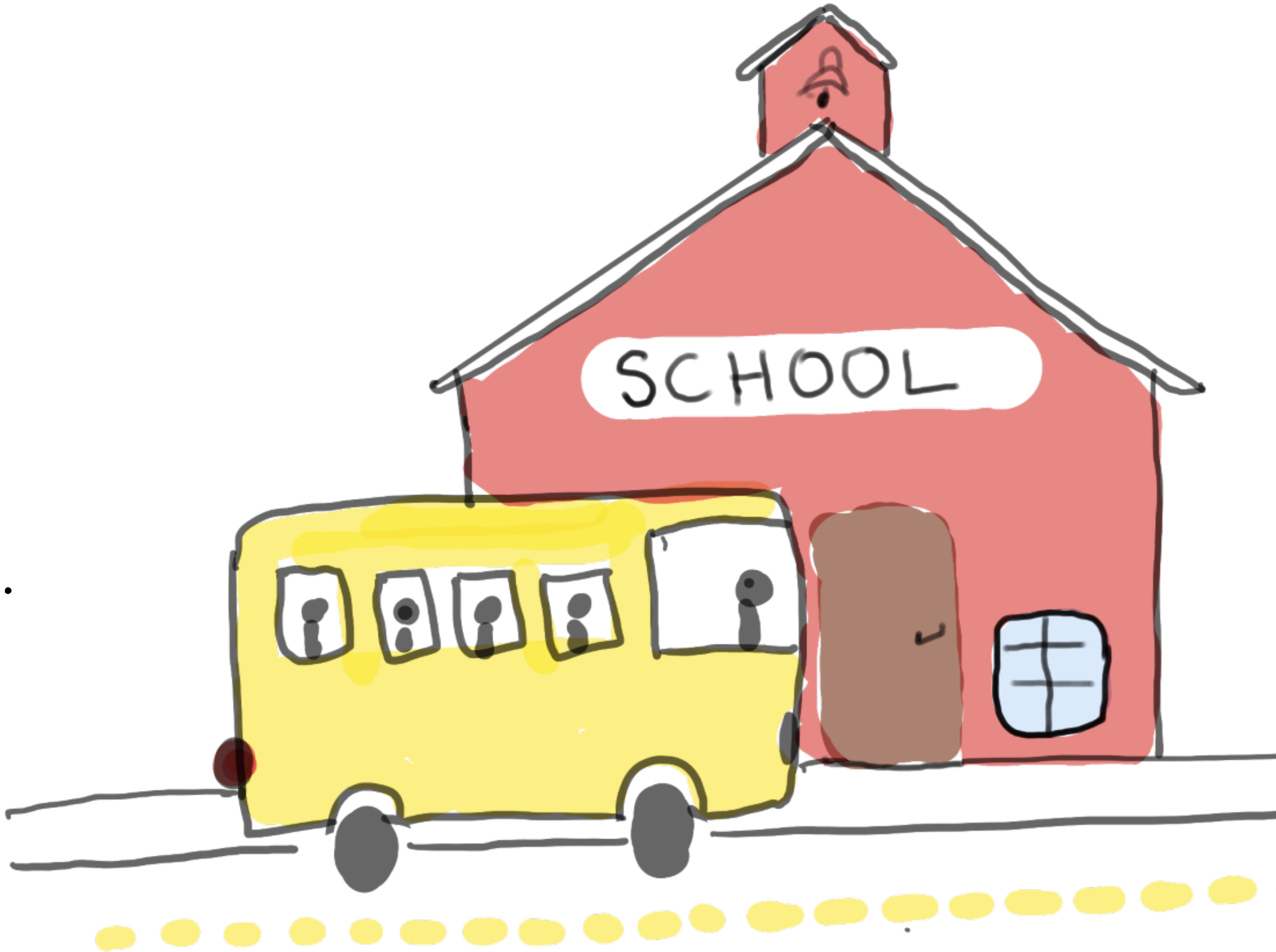
THERE'S NOTHING ~~WORSE~~ BETTER THAN DOING THE ~~WRONG~~ RIGHT JOB WELL

~~PETER DRUCKER.~~

LIAM BROWN

1

THIS IS NOT JUST ENGLISH .. ..
THIS IS LIAM BROWN ENGLISH



[With acknowledgement to..]

MARKS & SPENCER

SERVICE EXCELLENCE

= DESIGN X CULTURE

Frances X. Frei

LIAM BROWN TRAINING

2

Hire customer focused “Magdi Mohameds”

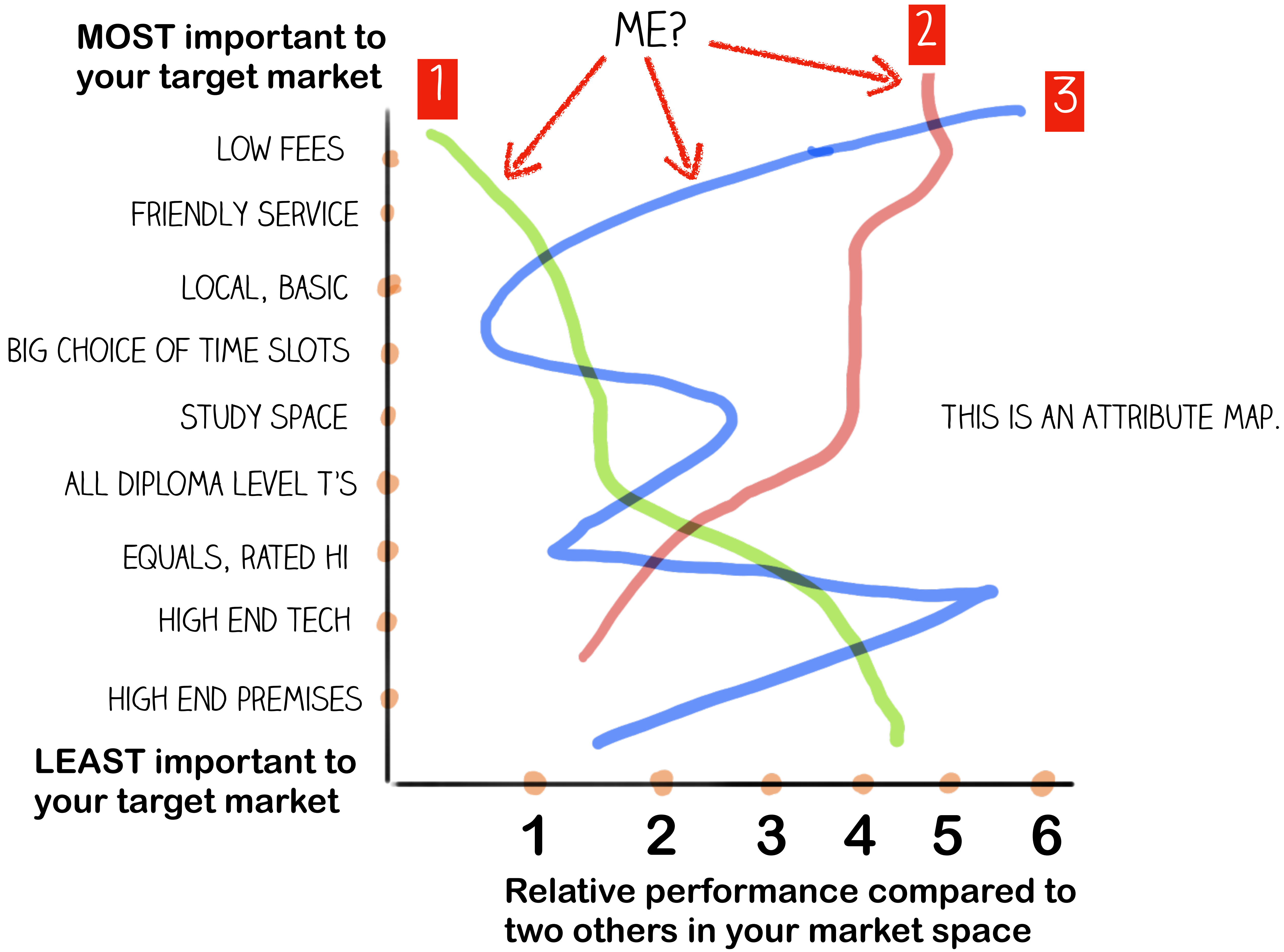
“Do you like people?”

- Optimistic ✓
- Purposeful ✓
- Autonomous ✓
- Competent ✓
- Resilient ✓

3

Pay attention to what really matters to customers (and act on it!)

"remember the quadrangle in Germany"



THIS IS AN ATTRIBUTE MAP.

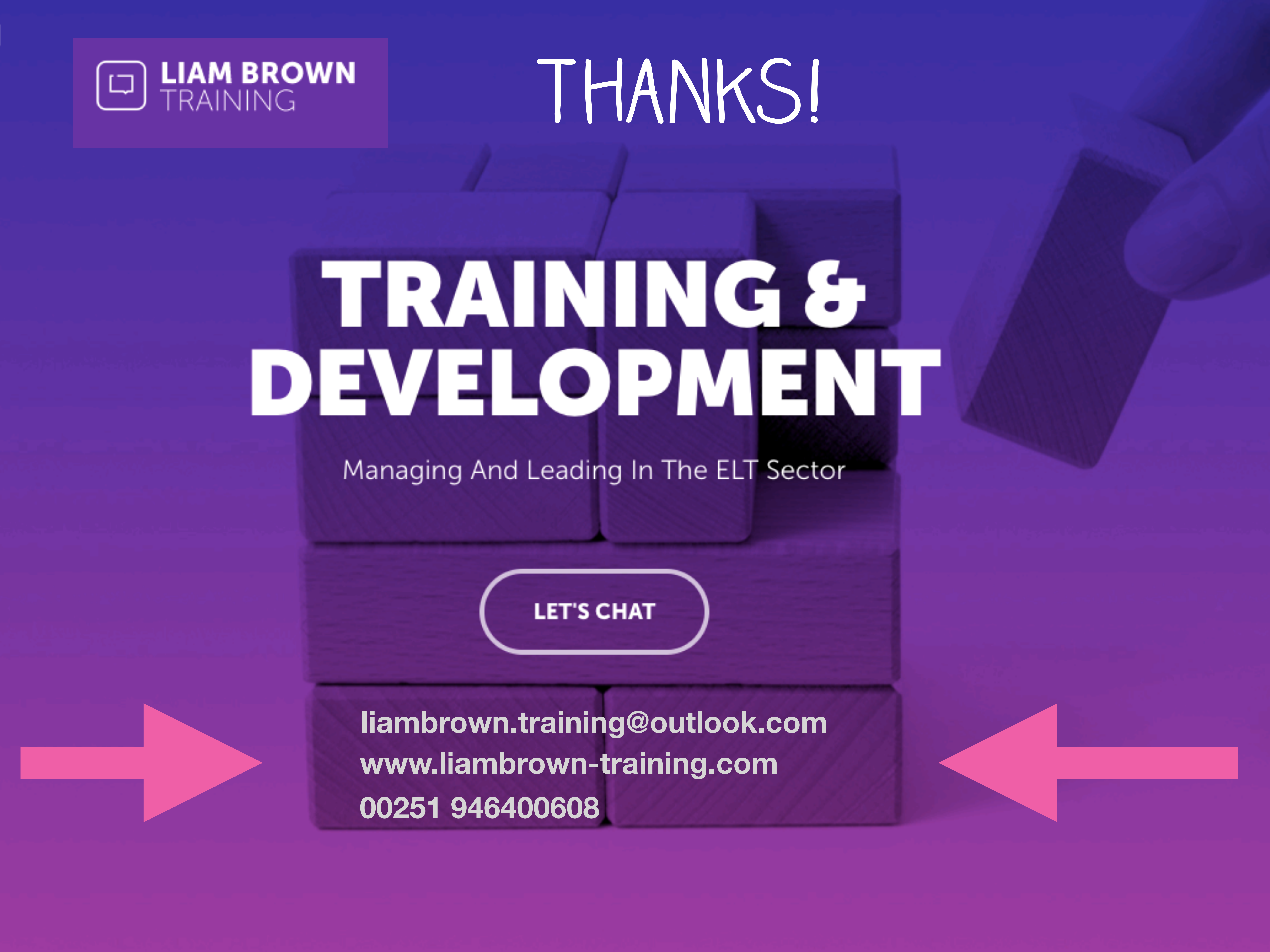
4

Listen to the Customer Voice

Remember Pret a Manger .. ..“the good, the bad and the ugly”

Look to how customers communicate with you and you to them.
Cards everywhere. Numbered. Looked at by the whole team. Often. Reward those who excel.

THANKS!



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Managing And Leading In The ELT Sector

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www.liambrown-training.com
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Add personality to your brand = webinars, videos, behind the scenes, bios of staff, insights …

2. Customer engagement event - have we met you yet? Conference, event, social

3. Emphasis on content creation … FAQs, How to .. , self service knowledge base, problem solving experience

SUGGESTION BOX

All hands support .. knowledge bank

Collect feedback!

Integrate CFW into your metrics along with revenue and growth

CSAT score, Net ~Promoter score

Integrate into company culture all everyone!

★ PRET ★

Esther O'Halloran, head of recruitment and retention at Pret, (quoted in a case study* of her company) says: "We're often asked about the secret of our customer service training. There is no secret. In fact there is no customer service training. Instead we employ people with personality who we think have the potential to give genuinely good service – people who like mixing with other people, who are good humoured and like to enjoy themselves".

SOUP PRET STORY
SOUP
This soup donates 10p to the Pret Foundation Trust

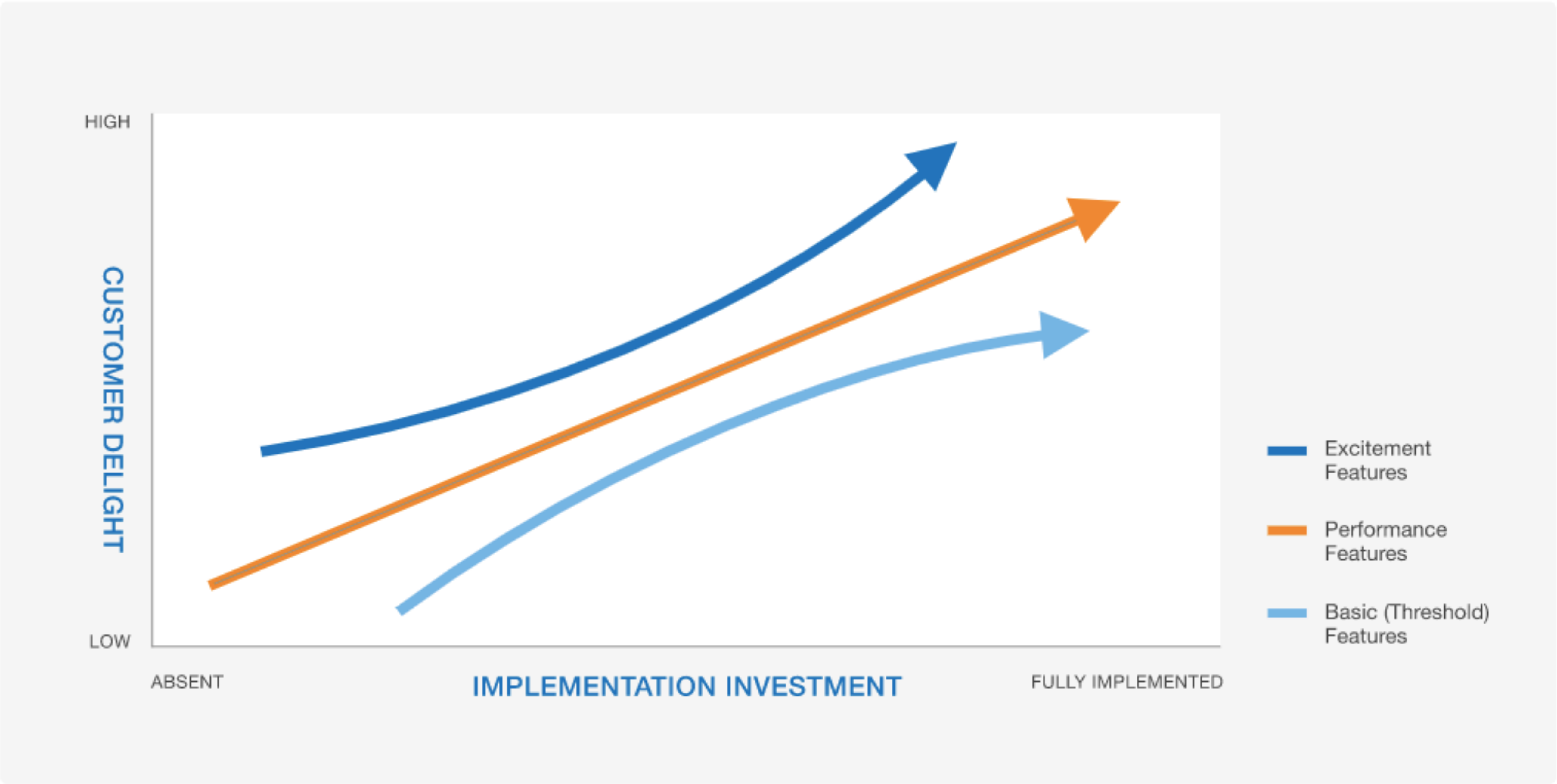
WORLD FAMOUS
ZANE'S CYCLES

How much is a lifetime customer worth to your business?

For Zane's Cycles, it's $12,500. That means if we start by providing a child his first bike at 4-years-old and continue through the retirement bike, we will collect $12,500 in fulfilling all of the cyclist's lifetime needs. But to actually sell an individual that many bikes to hit the goal of $12,500, we must win their business for life

Remember there are two groups of people who know the business better than you do.They are the customers and the people who deal with them. You need to talk to both, often.

Customer Delight vs. Implementation Investment



The Kano Model identifies three types of initiatives product teams will want to develop. We will discuss those below. It's also worth pointing out, however, that the model also identifies two types of features you will want to keep off of your roadmap:

"indifferent" features, which customers won't care about. **"dissatisfaction" features**, which will upset customers. Under the Kano Model, the three categories of initiatives that could earn a slot on your roadmap include:

Basic (threshold) features These are features your product needs to be competitive. Customers expect these features (such as a car's turn signal) and take them for granted. This means they must be included. And, it they don't work as expected they may lead to dissatisfaction.

Performance features These are features that give you a proportionate increase in customer satisfaction as you invest in them. One example would be increasing file storage capacity in an online app. Dr. Noriaki described this type of feature as "one-dimensional" because of the direct, linear correlation between how much you invest in it and the amount of customer satisfaction it delivers. These are also features customers know they want and weigh heavily when deciding whether to choose your product or your competitor's.

Excitement features yield a disproportionate increase in customer delight as you invest in them. If you don't have these features, customers might not even miss them; but if you include them, and continue to invest in them, you will create dramatic customer delight. You can also think of these features as the unique innovations and surprises you include in your product. Dr. Noriaki called these "attractive" features and "delighters" because they had that effect on users, and that delight can create an outsized positive response to your product.

After the internal product team has made its own determinations about which of the potential new features fall into which categories (including the two negative ones—indifference and dissatisfaction), the team will then take the issue directly to users or prospective users with customer surveys, questionnaires, and other feedback methods.

When to use the Kano Model The Kano Model can be a helpful framework for product teams with limited time and resources who want to make sure they are prioritizing the appropriate mix of features to work on next. This approach is most effective for teams in need of guidance to figure out which minimum-threshold features they absolutely must build, which performance features to start investing in now, and which customer-delight features will deliver the biggest customer "Wow!" for the buck.

As product management consultant Daniel Zacarias explains, "There are many different reasons why you might need to include a given feature, but what do you do in order to know which ones will make your (future) customers happy and prefer it over others?" The Kano Model can help product teams answer that all-important question.Conclusion The Kano Model is a useful framework for product teams looking for a systematic approach to feature prioritization. It helps teams that are interested in prioritizing functionalities they believe will delight customers.

Kano Model by Noriaki Kano
The Kano model was developed by Noriaki Kano. It classifies the attributes of a product into three groups.

1. Basic or Threshold Attributes.

- Customers assume that these attributes will be present.
- If they are not present or are of low quality, customers will be dissatisfied.
- If they are present, customers' satisfaction will not increase.

Example: clear call quality, error-free operation of the smartphone.

2. Performance / Linear Attributes.

- The customer's satisfaction is directly related to the attribute.
- Higher quality means more satisfaction; lower quality means less satisfaction.

Example: Fast speed, more memory in the smartphone

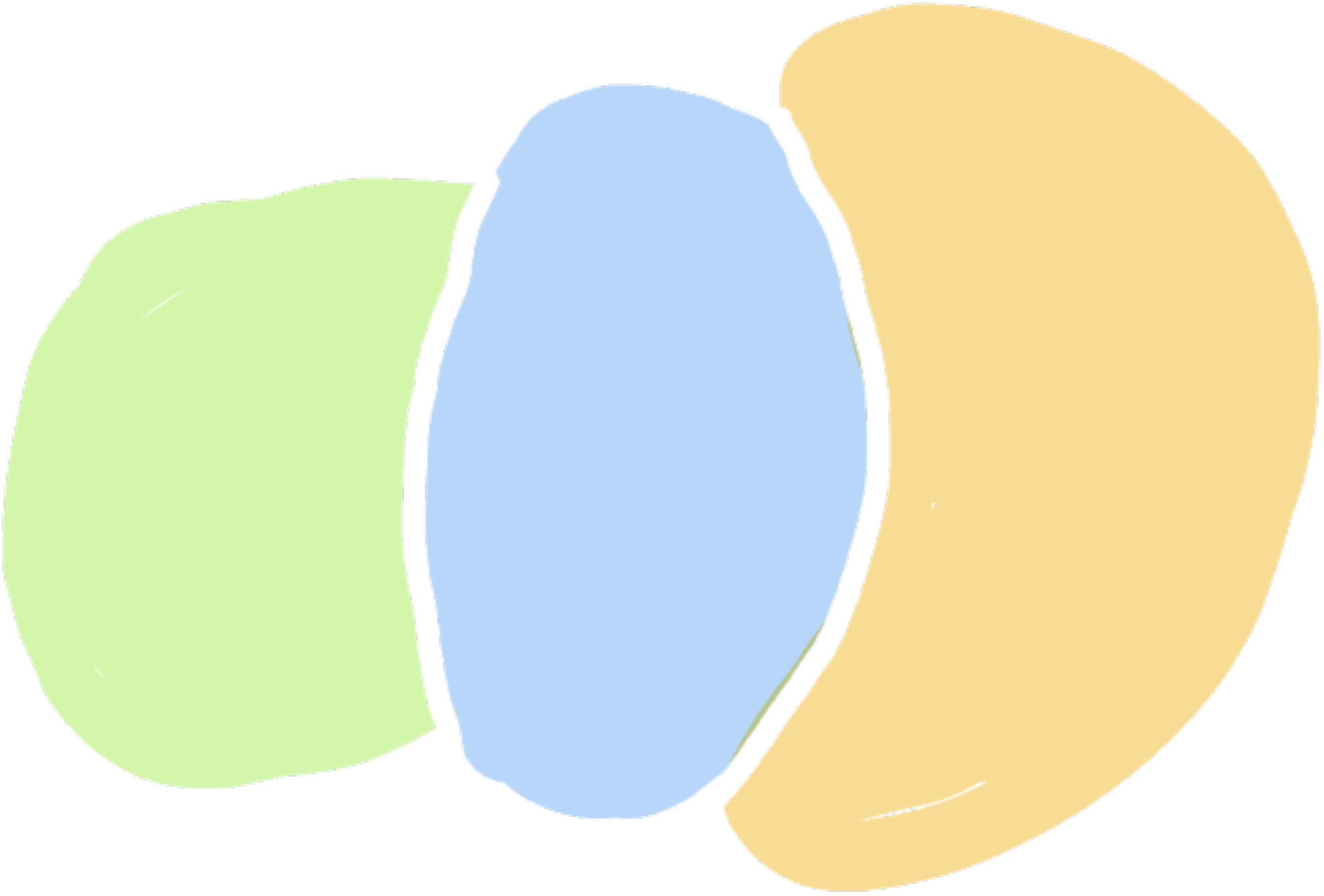
3. Exciters or Delighters.

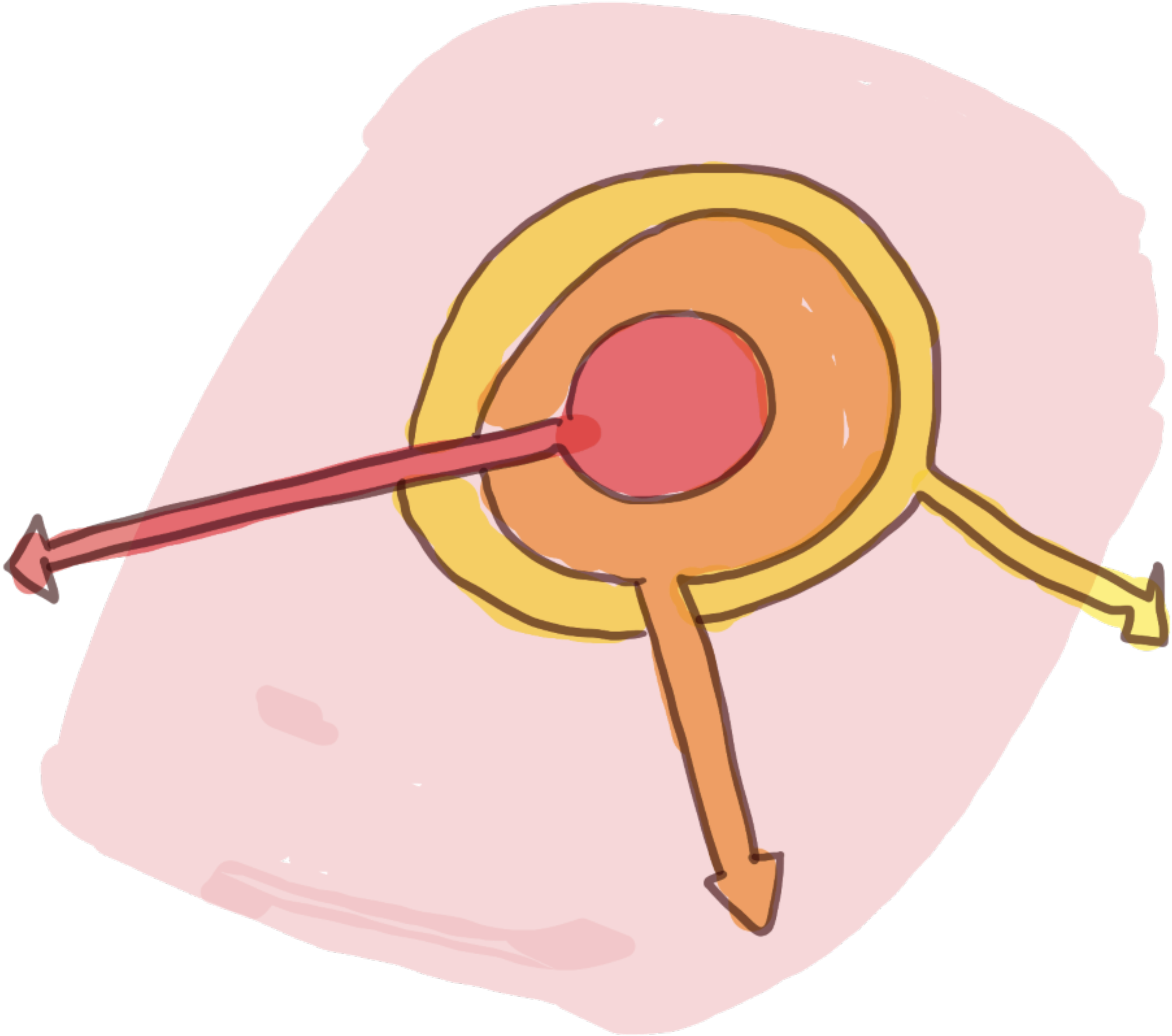
- Customers don't expect these attributes, but they increase satisfaction.
- If they are missing, customers are not more dissatisfied.
- If they are present, customers are more satisfied.

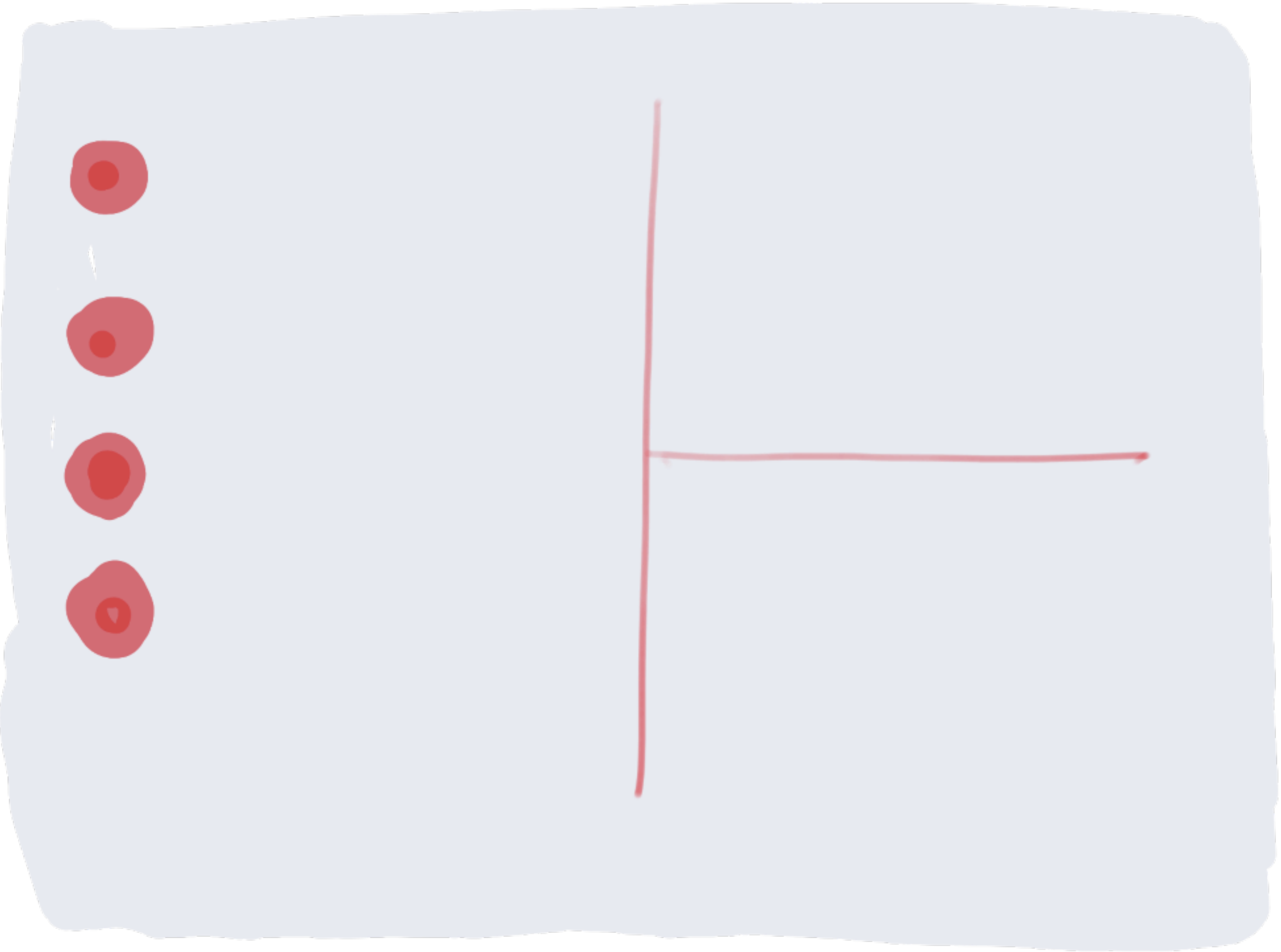
Example: facial recognition to unlock the smartphone

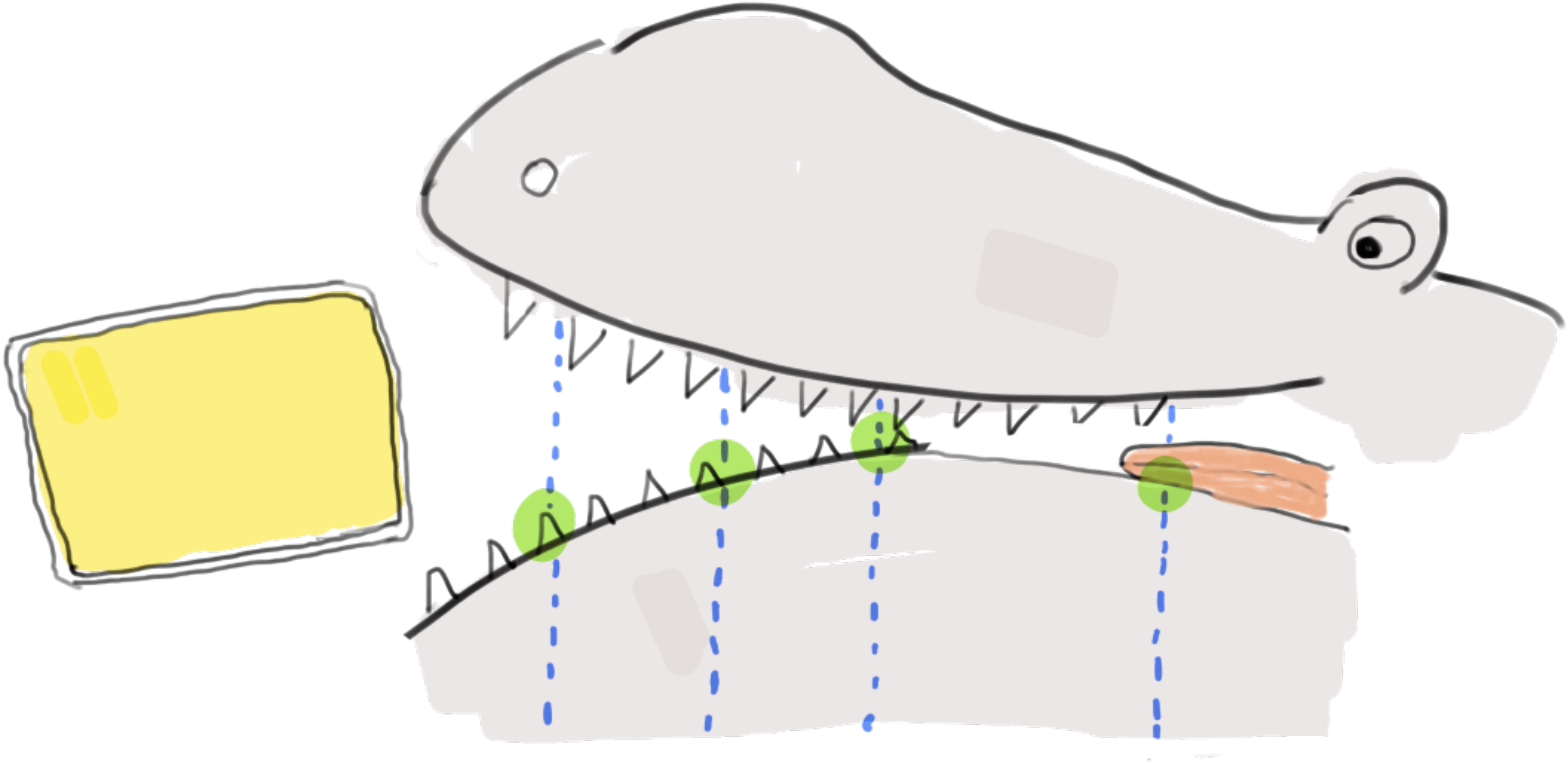
The point of the Kano analysis is to determine which attributes of a product are most important to provide with good quality.

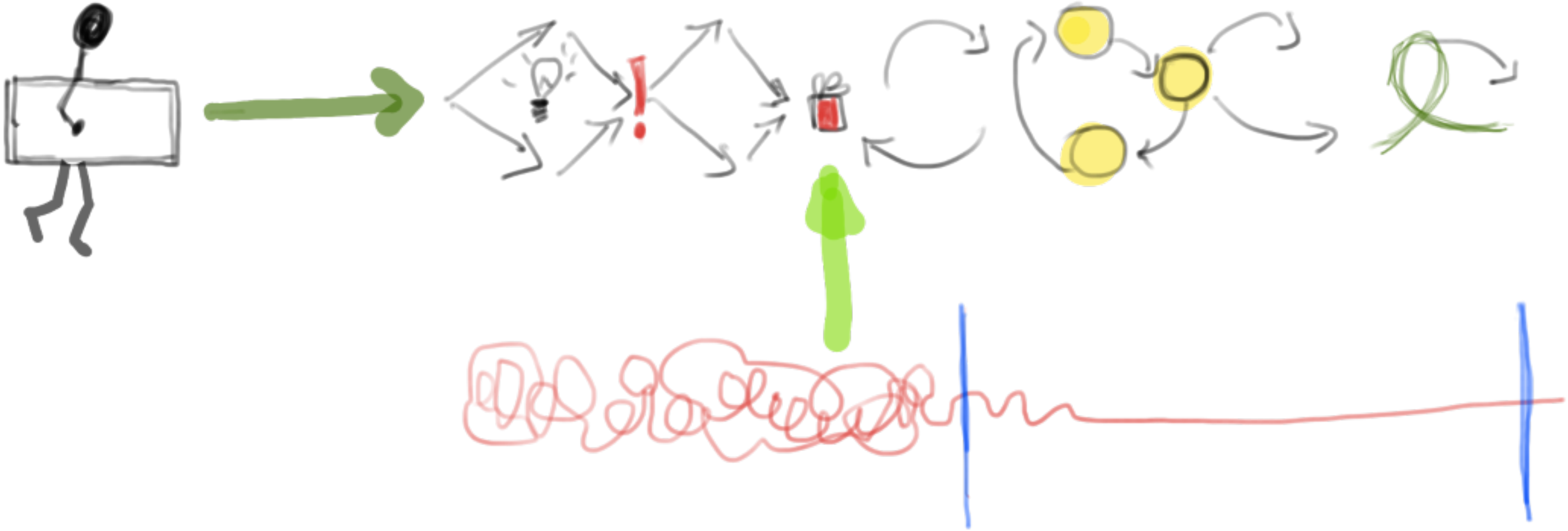
- Listen to your customers - surveys, drop ins feedback, magdi moments
- Make space for ideas - do something with the feedback; involve customers in the answers
- Break down internal barriers - get a 360 view of the customer
- Unlock your data
- Appoint a customer-focused executive … data and research to champion customers needs, help guide the design of products and process identify where teams need to improve their customer focus skills.
- Create opportunities for learning. Take employees on the journey by keeping them updated on progress, inviting ideas and feedback, and access to resources such as Salesforce’s Trailhead training modules to help them develop their customer-focus skills. These cover everyth learning the basics of customer journeys to improving customer service agents' communication skills.

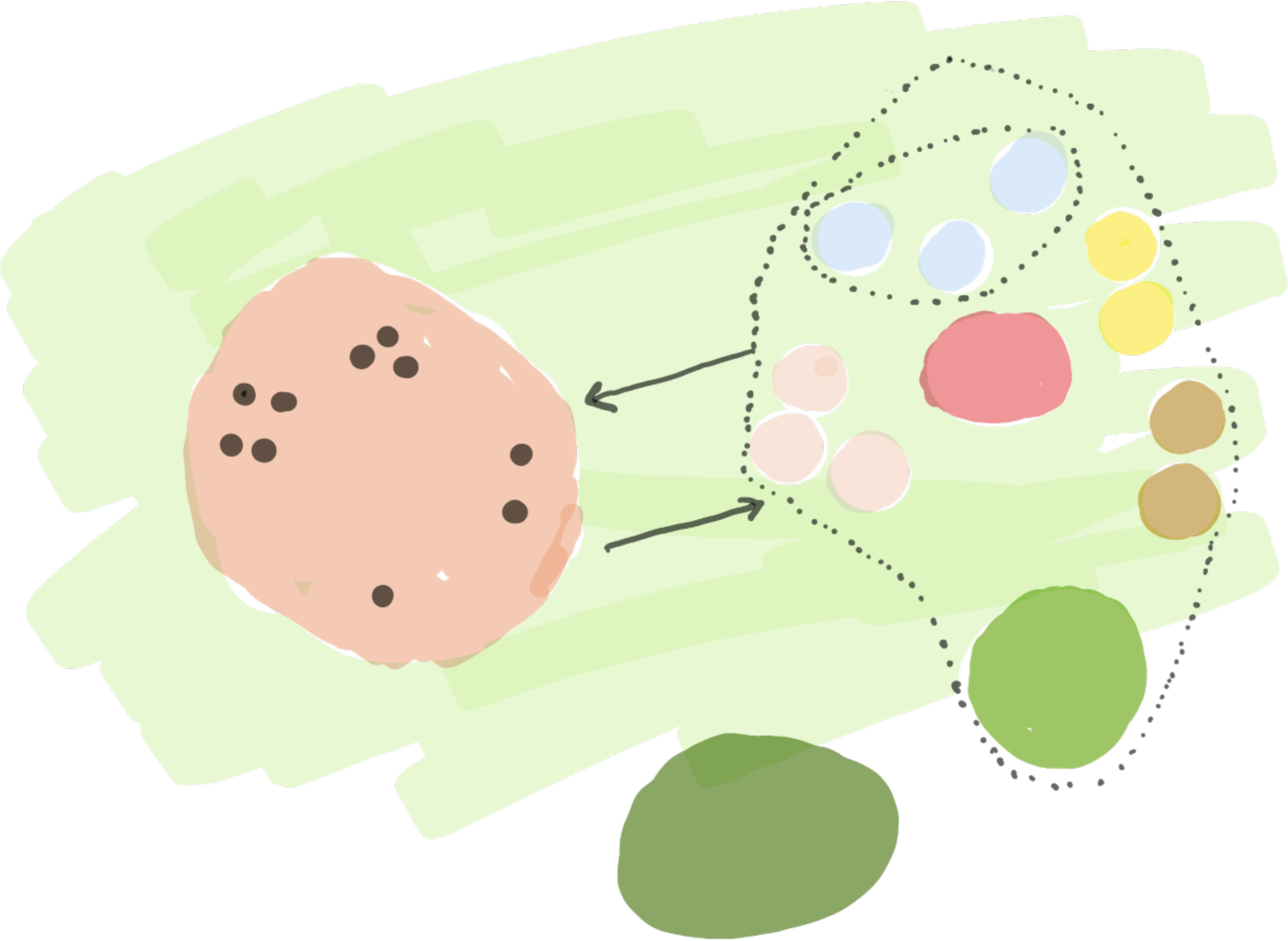


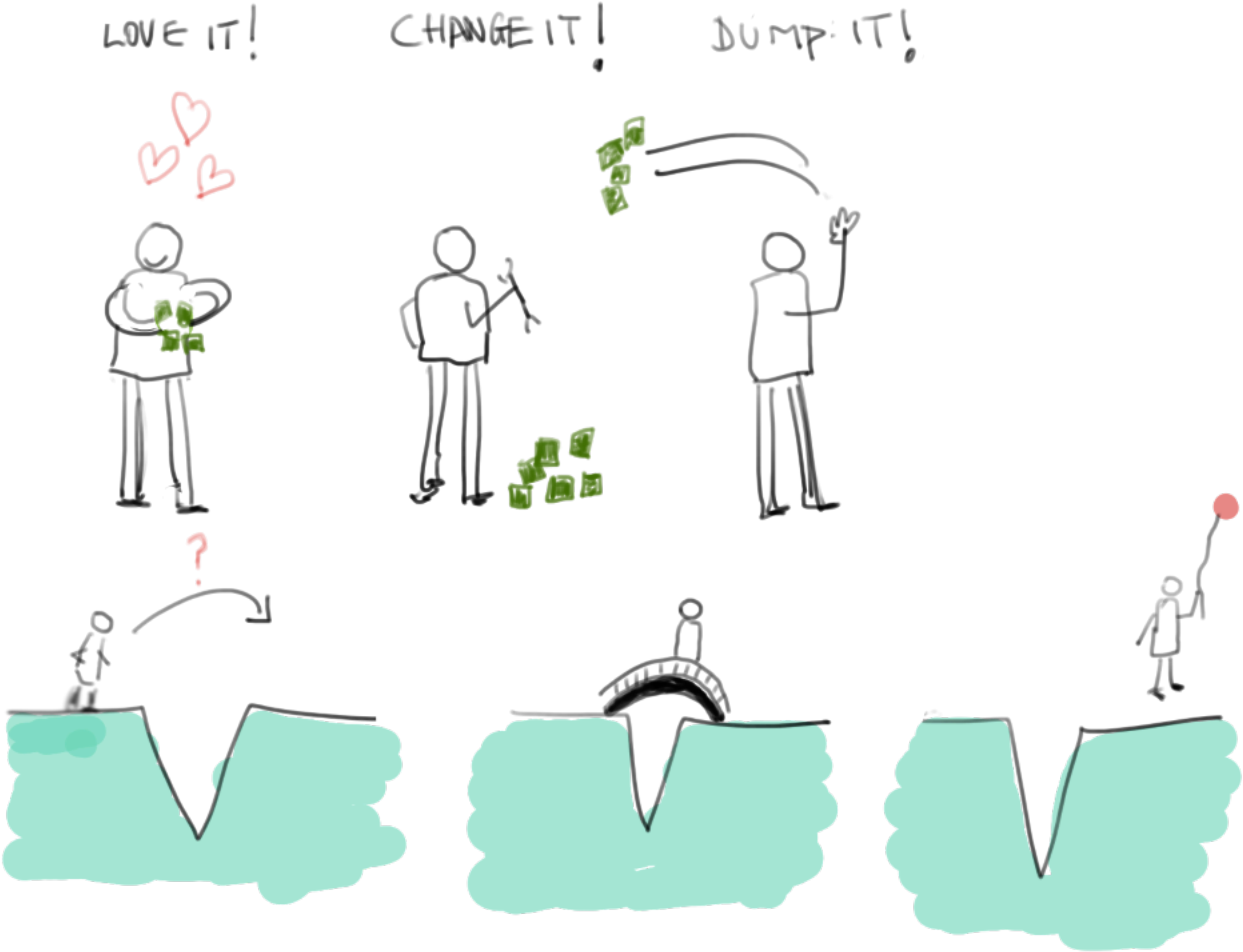











LOVE IT!
CHANGE IT!
DUMP IT!
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