



More Choice, Less Differentiation. From Customer Service to Customer Experience

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Customer Experience

- Product or service
- Process (how easy are you to do business with?)
- Engagement (how did it feel?)

What is Customer Engagement?

The experience delivered by the staff is so consistently good that the staff become the organisation or brand in the eyes of its customers

Cultural and Behavioural Change

- ◆ This is not training
- ◆ Training can improve service by setting standards of behaviour, teaching a tangible process such as how to use a system or answer a query
- ◆ It cannot fundamentally change an organisation's culture or the attitude of its employees towards customers and service



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The Key Benefits

- ◆ Improve staff experience
 - ◆ Reduced costs through improved productivity
 - ◆ Reduced costs through lower staff turnover
- ◆ Improve customer experience
 - ◆ Potential increased or maintained revenue through customer loyalty
 - ◆ Potential increased or maintained revenue through customer advocacy
- ◆ Can be used to reduce complaints
 - ◆ Reduced cost through non-escalation of complaints

Six Steps

- ◆ Define
 - ◆ What the organisation wants to be in terms of personality and behaviour for both customers and staff – this definition created by the staff that have to deliver it
- ◆ Measure
 - ◆ Measure the outcomes of the desired behaviours to track progress and deliver improvement
- ◆ Communicate
 - ◆ Internal communications delivered by the organisation's managers to engage support for the change

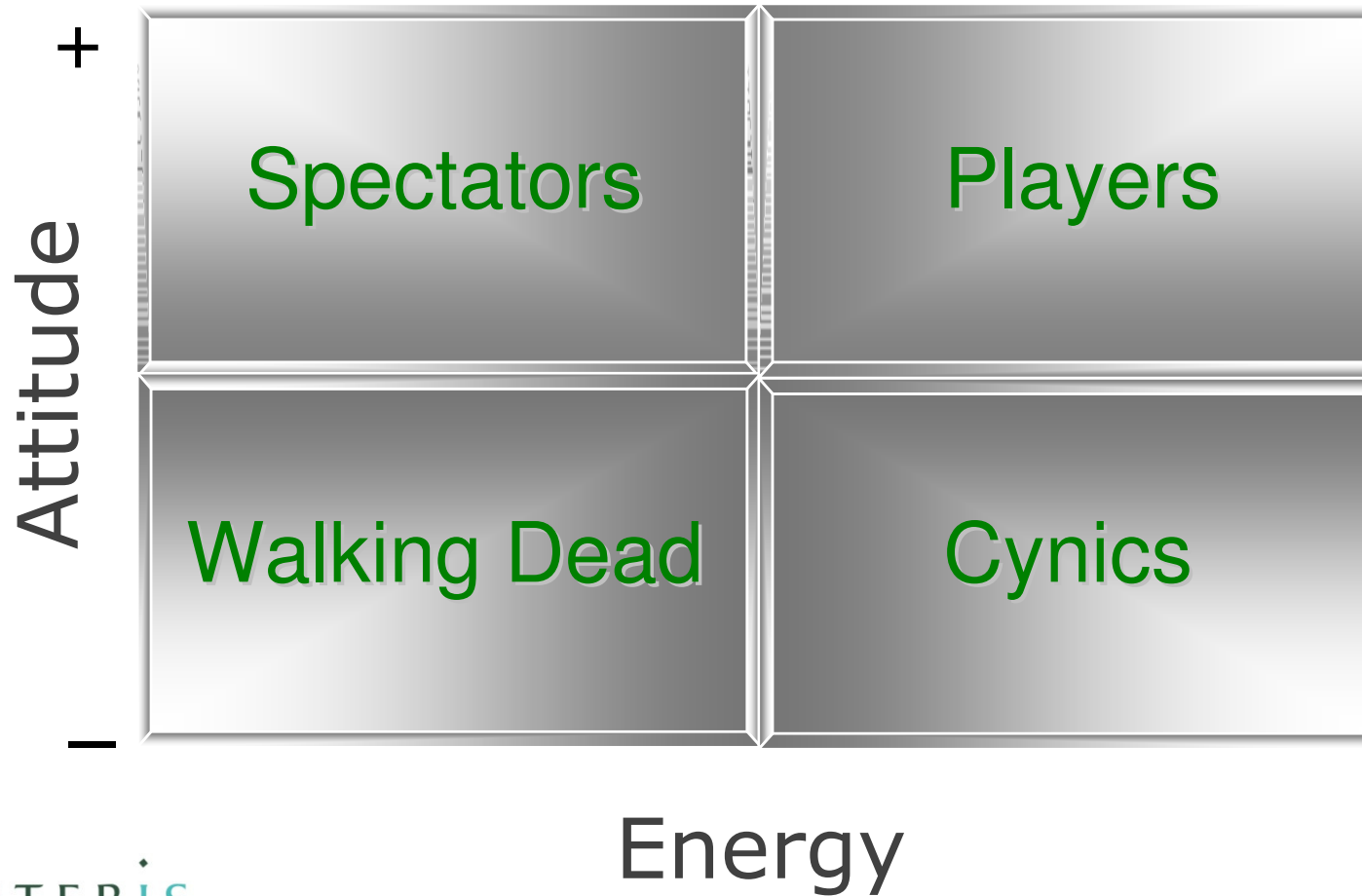
Six Steps

- ◆ Lead
 - ◆ Leadership focus to ensure progress and sustainability
- ◆ Reward, recognition and appraisal
 - ◆ Recognition and appraisal to recognise behaviour not just performance
- ◆ Recruitment
 - ◆ Hire for attitude, fire for attitude
 - ◆ Assessment half days
 - ◆ Competency interviews

Questions For All Of You

- What is your purpose?
- Why do you work here?
- Why did you choose your career?
- What do you most enjoy?

Your Options



Customer comment – tangible

- “It’s always the first place I go”
- “I shop here for everything”
- “Staff are continually helpful & have time for you”
- “It’s the only store where staff are knowledgeable”
- “Can get the same goods elsewhere but not the same level of service”

Customer comment – intangible

- “A certain atmosphere when you walk in”
- “JL is not just a shop - it’s like home!”
- “I’ve known you all my life”
- “Safe and comfortable”
- “I trust the store”
- “I feel at home”

Customer comment

".....it's my spiritual home,
when I die I've asked my
husband to sprinkle my ashes
here"

The Ace Awards

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Customer Experience in Shopping Centres

- Buildings (not marked)
- Facilities (25%)
- People (75%)

Why Bother Entering?

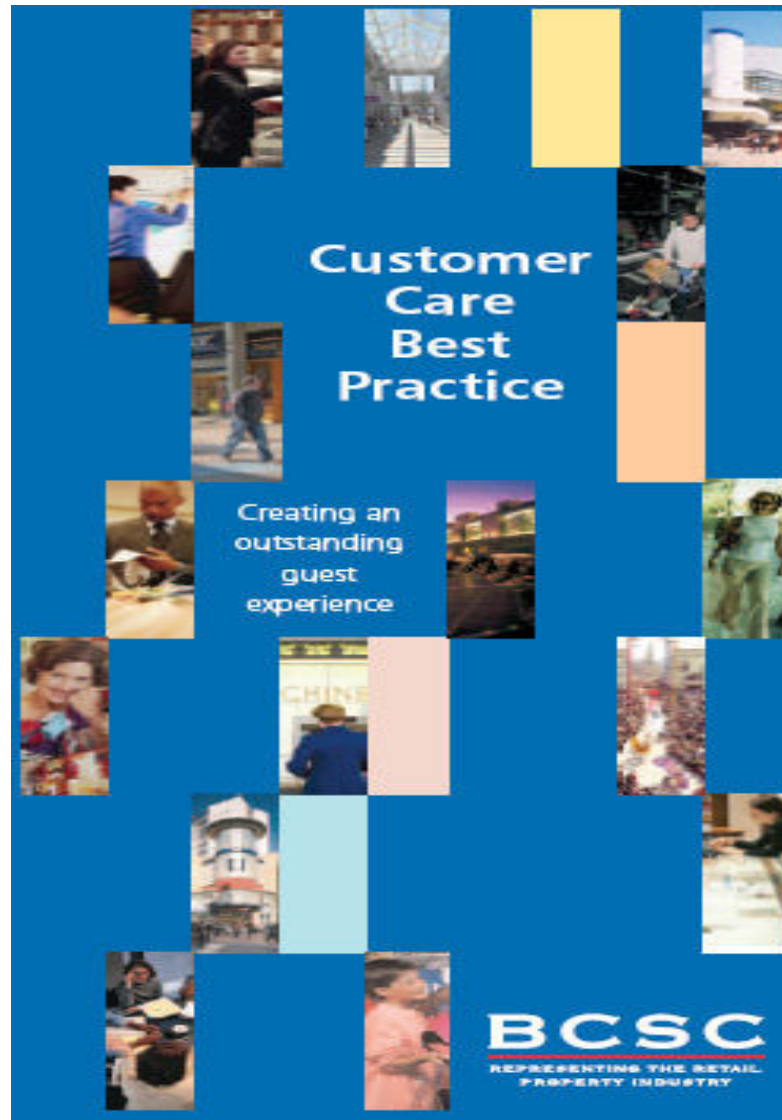
- ◆ Great value mystery shopping
- ◆ Benchmarked against peers
- ◆ Constructive and objective feedback
- ◆ Great for the team to feel acknowledged

What Support Is Available?



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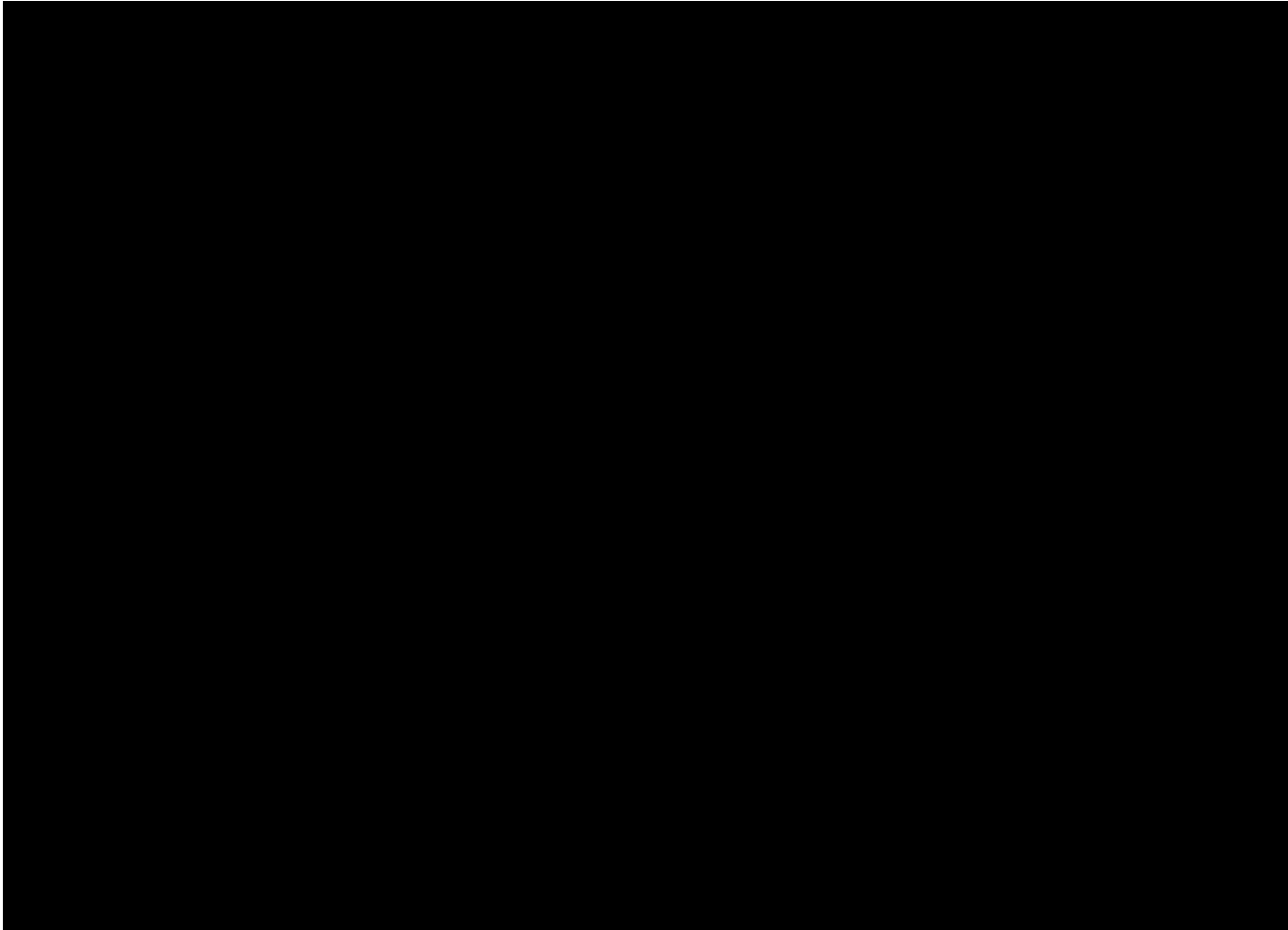


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What You Gain From Winning

- A vehicle by which to maintain or improve standards further
- Recognition amongst your peers
- An opportunity to set new standards for UK shopping centres
- Something very positive to talk to your retailers about
- A great sales feature for attracting new retailers

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