



Customer Loyalty Through Value Innovation

The Customer Resources Centre



Client Information Brochure

“If you are not thinking about customers, you are not thinking” (Ted Levitt)

Businesses have long engaged in head-to-head rivalry in search of sustained growth and competitive advantage. They have fought for even the smallest fractional increases in market share, struggled to position themselves uniquely and distinctly, and battled to gain as many customers as they can. And yet in today's overcrowded industries, competing head-on results in nothing but a bloody battleground of rivals fighting for an ever-smaller customer base, introducing irrelevant incremental improvements that customers are indifferent towards, and wasting resources to market to customers who just don't care anymore.



In most industries today, companies compete with each other like sharks in a bloody ocean, in a fierce fight for survival, trying to get some advantage, however small, over their rivals.

But the high growth companies of today do things differently. They *don't* compete. Instead they pursue strategies and value innovations to create a new market space, sometimes even going after non-customers. They give customers irresistible experiences, and hence make competitors irrelevant. They go into unexplored, uncharted blue oceans, and achieve success by being different.

Against this background, CRC (in partnership with The Leadership LaunchPad) will help your business get out of this gloomy and discouraging struggle, and to a position where it is ripe for phenomenal growth and success, with loyal customers who will pay a high price for the added value that they receive – even in this currently gloomy economic environment.

As business becomes increasingly more aware of the pressure to acquire, retain and grow its customer base, the big question is “**How do we successfully achieve this?**” There are at least 6000 CRM software packages available today, mostly implemented with limited success. (Failure to achieve objectives is estimated at 60%)

So what activities, strategies and approaches work, and what don't? Where does a company even begin when it wants to create a base of incredibly loyal customers?

Talking to us is a good place to start. You will learn that you don't need to spend a fortune to create the highest levels of customer loyalty. That delighting your customers inevitably leads to great financial and other rewards – but upsetting them can put you out of business.



**“There is only one boss here - the customer.
He can fire everyone in the company, from the chairman down...
by spending his money elsewhere.”
(Sam Walton)**

Delighted Customers Multiply

Website: www.DelightYourCustomers.co.za

Any company, which has managed to create a customer-focused culture, will have a more secure future, and will also accomplish the following:



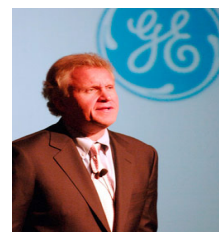
- **High levels of customer satisfaction and “delight.”** This means that they respond more positively to you and your people, they will probably communicate with you more openly, they will tend to be far more forgiving of occasional problems, be more open to new product ideas, (as well as any other changes you want to make in your business,) and also share their ideas for innovative new products and services.
- **Greater customer loyalty,** which means that established customers buy proportionately more than “new” customers, are far less price sensitive, and you retain their lifetime value. Competitors may challenge you, at their expense, but eventually give up and accept your strength.
- **Enhanced company reputation** and stronger brands because the word-of-mouth publicity and recommendations generate more positive images of your business. This not only reduces all marketing, advertising and sales expenses but also increases market share and “share of pocket.”
- **Higher levels of employee motivation, pride, empowerment and participation,** and this in turn leads to improved quality, productivity, staff retention, and therefore increased profitability.
- **Managers’ jobs become easier** and they can focus their time on adding value rather than fighting fires and dealing with crises.

If you don’t believe that this is important, we will share with you some very specific research about how worthwhile it is – financially and otherwise – to have a large core group of delighted customers who fully support your business. No business organisation today can avoid focusing on customer relationships. Here is a sample of the evidence...

- **5% reduction in customer defections leads to up to 85% boost in profit.** (*Harvard Business Review 9/04*)
- **70% of customers switch to the competition due to service quality issues** (*Forum Corporation 09/08*)
- **Loyal customers are more profitable due to referrals and repeat business** (*Harvard Business Review 9/07*)
- **95% of unhappy customers will buy again if their problem will be handled satisfactorily and quickly** (*eSatisfy 01/09*)
- **“The return on marketing funds invested with existing clients is a factor of 13 to 15 times greater than the cost of acquiring new clients.”** (*Ted Levitt, Professor Harvard Business School*)

“At the end of the day, it’s about building your business around customers and finding ways to help them grow, that will make you succeed.”

(Jeff Imelt, Chairman and CEO, General Electric Company)



How Can We Help You?

We offer a credible and highly experienced consulting and support service, which is practical and motivating for your people. We have had more than 25 years of experience helping our clients to develop strategies for creating a customer-focused culture. (These have included Liberty Life, Nandos, Discovery, Nedbank, Adcock Ingram, Momentum, Adcorp, FintRand & FNB, SA Eagle/Zurich Financial Services, Sasol, Barclays Bank, Volkswagen and Audi SA, Wesbank, Eskort, Dimension Data, Cell C, Harmony Gold, Engen, Sasani Studios, Virgin Mobile, Rentokil, Standard Bank, Siemens, Mercedes Benz SA, RTT, SA Breweries, Netcare, and numerous others.)

This service includes, but is not limited to:

- Fully-customised **training workshops, seminars, simulations and motivational talks** for executives, managers and people in your organisation, and on a number of topics.
- **Facilitation, consultation and advice** to assist you to diagnose current practices, and then to develop architecture, systems and processes, as well as to help you generate innovative ideas for adding value for your customers.
- Customer and staff focus groups, phantom customer audits, mystery callers, lost customer analysis, surveys and questionnaires, and other **assessment and/or diagnostic tools** which can help you to discover the prevalent attitudes of customers and staff towards your business.
- **Ongoing support for your strategy** in the form of customer awareness events, 7 books, DVDs, a library of classic books and articles, a regular newsletter, a website, and various other resources.

Our Typical Approach

Successful companies and their people follow a *structured plan*, rather than have a collection of random events. We would suggest the following approach for companies that want to enhance performance ...



- Begin with an **internal diagnosis** using our well-tested and comprehensive tools to discover the current company culture, infrastructure and relationships impacting on customer care efforts. This survey will not only indicate perceptions, but will also point to specific areas of strength and weakness in the company's approach and culture. (A **survey of customers, suppliers and other stakeholders** can also be conducted up front to discover their views on the company's performance when it comes to satisfaction and loyalty. If such surveys already exist in your business, then we can review these without having to do another survey.)
- Brief senior managers in an **"Executive Overview Workshop"**, at which we will discuss what we have discovered so far in the diagnosis, to finalise plans for future implementation, and on their role. (One to two hours.)
- Train a **Customer Service Action Team** which will plan for and implement the plan to create your new culture and infrastructure. (Typically three to four days based on your current needs.)
- Schedule staff on **Training Workshop(s)**. The training, *up to two modular days* in duration depending on your needs, is aimed at managers and front-line staff; it includes basic customer service skills, enhanced skills, and more advanced management skills. (Different groups may attend different courses based on their needs.)

- All training is fully customised, and we can adapt workshops and facilitation for people with various levels of sophistication, and also for internal sales versus external staff. We also recommend that training is spread out over a period of a few weeks, and managers and team leaders attend with their staff if possible.
- **Do It All Over Again:** The **change process is then diagnosed and monitored once again** using the survey described above, and we hand over the reins to your management team. We also include ongoing telephonic, email and even limited face-to-face coaching for every delegate to help maintain and improve skills – at no extra cost to your business.
- A number of stand-alone **additional workshops, seminars and talks** are also available to support and reinforce your strategy.

The complete process may take between six months and two years, depending on the number of people in your organisation, and we have additional well-trained and credible associates who give us the capacity to manage large organisations.

What Can You Expect When You Partner With Us

We believe that you should know what to expect when you work in partnership with our business. We believe passionately in our work, values and principles, and want every engagement, every interaction, to reflect these principles....



- **You can expect that we will listen to your needs and respond to them.** It is impossible for us to succeed without a deep and profound knowledge of your business, and no matter how we finally decide to work together, we will put in the effort to getting this insight.
- **We insist on measurable customer success and delight.** You will experience visible results within 100 days. No excuses. Every engagement must have defined goals, and we will do whatever it takes to guarantee your success. Our only job is to give your business a greater competitive advantage. However, we don't want to control the process – we prefer to *collaborate* with you.
- **We focus on building your organisation's capacity and capability.** Our role is to help you to solve your challenges by giving you usable principles, tools and skills. You make the decisions, you steer the change, and you win the deals. We will help you decide, act and succeed faster, more effectively and more consistently. It may mean that sometimes we have to ask difficult questions, but this will always be done with respect for your insight.
- **We strive for simplicity.** All solutions, tools, checklists and approaches must always be easy to understand and easy to use. They must be robust enough to yield real insight, and tested in the real world. We will not experiment with your business.
- **We customise.** 95% of our work is tailored specifically to your goals, your culture, your budget and the rhythm of your business. (The exceptions are when we do public workshops, or when you ask for a replica of something that we have done before.) We will spend time before any engagement understanding the intricacies of your business, and then adapting content, examples, and activities.
- **We make it fun!** Humour, innovation and insight have a common core: unexpected connections. Besides our personal energy, we also share countless stories about our experiences, both as consultants, and as customers. It's good for learning, but also good for the soul.
- **We provide and experience, (and service,) with the highest standards of ethics and integrity.** We believe we shouldn't be in business if we don't – but we also understand that we need to be the role model, the example, for our clients and their people. When we leave, everyone in your company should have lived through a personal and memorable experience. This also means that whatever we discover about your business will not be shared without your permission; (we are happy to sign confidentiality and non-disclosure agreements.)
- **We will do it ourselves.** We don't believe that you should get poorly trained, cheaper outsourced contractors to do the work. Only the most experienced people working full time in our company will facilitate in your business.

Our links with Wits University Business School, Insead University in France, London Business School, Henley Management College and Manchester University, ensure that we are fully up to date with latest trends overseas. We also read the most important management journals frequently. You can be sure that we will keep you updated on developments before your competitors get a chance to catch up.

“Be afraid of our customers, because they are the folk that have the money. Our competitors are never going to send us money”.

(Jeff Bezos, Founder & CEO of Amazon.com)



Your Investment

The investment you make for in-house consulting is based on the time spent in your business, and is calculated as either for a full day, or a half-day (to a maximum of 5 hours in one event.) The fees quoted below **include**:

- **Research and development, and time spent** on your company getting to know the people and systems: you don't pay for our preparation and "homework".
- **Customisation** of all training material based on your needs.
- A **comprehensive, bound handout** for each delegate.
- A **free one-hour follow-up** session anywhere in Gauteng up to six months afterwards, for all full-day bookings.
- **Free telephonic mentoring, consultation or e-mail coaching**, in all perpetuity, for all delegates
- A **full, no questions asked money back guarantee** if you are unhappy with the results of our efforts. (We will never send you an associate that has not already built credibility and experience in consulting and facilitation. We are also so convinced in the value of our products, that we are happy to offer this guarantee. Although no client has ever taken advantage of this in the many years we have been in business, we like to offer it for your peace of mind anyway.)
- **Free access to our library, written and electronic resources, as well as our website – www.delightyourcustomers.co.za**, which includes a host of information and checklists, videopodcasts, a newsletter, and much additional added value.
- **Free copies of our newsletter: "Delight Your Customers"**.



“Business needs to wake up to the fact that just making money is an empty goal without contributing to the betterment of life of your fellow human beings.”

(Dr Azar Jamine, CEO, Econometrix)