

Service Excellence Programme

For Managers

GENERAL OVERVIEW

In today's competitive global market, it is imperative that organisations continue to strive towards excellence to ensure success and growth. Having a clear customer centric approach is key, yet it is no longer enough just meeting the status quo. Organisations must move from providing a basic standard of meeting customers' expectations to **exceeding** customers' expectations and differentiating themselves from the competition. This is Service Excellence.

Service Excellence is a strategy that encompasses the whole organisation and senior managers play an integral part in instilling, developing, evolving and sustaining a culture of service excellence in their organisations. With senior management fully engaged, first class performance and results in quality, productivity, profits and operational efficiency can be achieved.

MANAGERIAL CLUSTER 1: Fundamentals of Business Excellence

MODULES

- A. Manage Business Excellence
 - Plan for business excellence;
 - Facilitate business excellence self-assessment;
 - Manage improvements for business excellence; and
 - Sustain business excellence.
- B. Assess Organisations for Business Excellence
 - Plan for business excellence assessment;
 - Conduct business excellence assessment; and
 - Report assessment findings.
- C. Manage Service Supply Chain
 - Review organisational business strategy, service supply chain strategy and service supply chain effectiveness;
 - Plan for improvements in service supply chain; and
 - Implement continual improvement in the service supply chain.

OUTCOME

Participants will have knowledge and application skills in:

- Managing business excellence journey in a holistic and integrated manner. It includes planning for business excellence, facilitating business excellence self-assessment, managing improvements for business excellence as well as sustaining business excellence.
- Providing business excellence assessment services, including planning for business excellence assessment, conducting business excellence as well as reporting assessment findings.
- Managing a service supply chain. This includes reviewing organisational business strategy, service supply chain effectiveness, planning for improvements in service supply chain and implementing continual improvement in service supply chain.

MANAGERIAL CLUSTER 2: Lead & Implement a Service Excellence Organisation

MODULES

- A. Lead a Customer Focused Organisation
 - Develop a customer focused strategy;
 - Communicate the organisation's customer service objectives, values and standards to stakeholders;
 - Translate customer focused values into desired behaviour;
 - Demonstrate and reinforce commitment to customers; and
 - Evaluate and improve personal customer focused leadership.
- B. Provide a Quality Service Environment
 - Develop a friendly and hospitable service environment;
 - Develop a healthy and safe service environment; and
 - Manage the service environment.
- C. Set up and Implement Systems and Strategies that Support Service Innovation
 - Set up and implement work practices and procedures to support service innovation;
 - Set up and implement management practices to support innovation in a service environment;
 - Promote innovation in the organisation; and
 - Provide information and learning opportunities to foster innovation.

OUTCOME

Participants will have knowledge and application skills in:

- Providing strategic leadership of a customer service organisation. It includes leading the development and communication of a customer focused vision, mission and values; and creating a culture of regular evaluation and improvement.
- Developing a friendly and hospitable service environment, developing a healthy and safe service environment as well as managing the service environment.
- Enabling and supporting the application of innovative practices in the organisation. It involves setting up and implementing work and management practices and procedures, which promote innovation and provide learning opportunities.

MANAGERIAL CLUSTER 3: Designing Service Offerings for Service Excellence

MODULES

- A. Interpret and Analyse Customer Intelligence
 - Identify the needs and expectations of customer populations to develop customer profiles;
 - Communicate customer information to relevant stakeholders; and
 - Analyse customer intelligence to target product and service intelligence.
- B. Develop and Customise Service Offerings
 - Plan, develop and implement improvements to the service range to exceed customer expectations;
 - Monitor and evaluate customer population responses to changes in service offerings; and
 - Use technology to improve the range and scope of customised service offerings.
- C. Manage Service Improvement
 - Review the external and internal operating environment;
 - Research trends and developments in service provision; and
 - Manage opportunities for service innovation and improvement.

OUTCOME

Participants will have knowledge and application skills in:

- Managing and analysing customer data to establish customer needs, communicate customer information and analyse customer intelligence.
- Applying customer intelligence to develop service offerings that better meet their needs. It includes planning, developing and implementing the service range to exceed customer expectations, monitoring customer response to changes in service offerings and using technology to improve customised service offerings.
- Reviewing the external and internal environment, researching trend and development in service provision and managing opportunities for service innovation and improvement.

MANAGERIAL CLUSTER 4: Managing Processes for Service Excellence Organisation

MODULES

- A. Develop and Implement Processes to Benchmark and Measure Service Standards.
 - Determine benchmark requirements;
 - Plan and implement organisational customer service benchmarking process; and
 - Manage improvements from benchmarking implementation.
- B. Manage Service Operations
 - Plan to meet external and internal customer requirements;
 - Ensure the delivery of quality service; and
 - Monitor and review customer service.
- C. Manage Performance Management Processes
 - Develop performance management tools to monitor service delivery and staff performance;

- Implement performance management processes within an existing organisational human resources development framework; and
- Lead the development of team and individual staff performance improvement plan.

OUTCOME

Participants will have knowledge and application skills in:

- Determining benchmark requirements, planning and implementing organisation customer service benchmarking process and managing improvements from benchmark implementation.
- Planning to meet internal and external customer requirements, ensuring delivery of quality service and monitoring and review of customer service.
- Developing performance management tools, implementing performance management process and leading the development of team and individual performance improvement plans.