

# ServiceFIRST

## CASE

# Improving Customer Service & Sales Excellence

### THE CHALLENGE

Peet's Coffee & Tea and Buttrey food & drug stores, two renowned retail corporations for coffee and food were confronting a challenge. The corporations wanted to improve sales, gain new customers and increase customer satisfaction, in order to create a competitive advantage and gain a reputation as the service leader throughout the industry. Assessio was assigned to support these organisations in their challenge.

### ASSESSIO'S APPROACH AND SOLUTION

Assessio's approach was to apply the Service Excellence Delivery System, a structured method consisting of three steps.

**The first step** was to utilize Assessio's test Service First to hire customer oriented employees.

**The second step** involved several initiatives aimed at improving and sustaining excellent service. One of the activities involved setting up a Steering Committee that would ensure linkage between company strategy and service vision.

The committee agreed on:

- Service Excellence initiatives unique to the company (service vision, mission, values etc)
- Hiring Service-Oriented Employees
- Training for District Managers, Store Managers, and all store personnel
- A shopper Survey Follow-up system
- Multi-Rater Feedback System (Managerial Profiles)

**The third step** entailed design and roll out of Assessio's Managerial Profiles including an upward evaluation system. In addition to the three overall steps, the corporations and Assessio agreed on measurements, tangible and intangible, to be able to track improvements after implementing the extensive Service Delivery System.

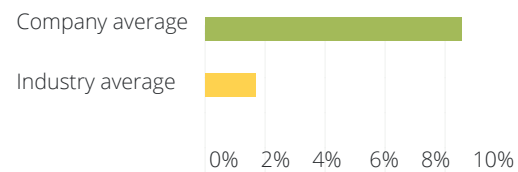
## RESULTS

An overall, before and after comparison using customer ratings and sales statistics showed that Assessio's approach to implementing sales excellence had generated remarkable improvements. Legible increases in sales were achieved; employees were actively engaged in helping customers with a sense of urgency and customer service ratings increased. Since a number of key measurements had been defined before the project we could verify that real improvements had been achieved. In the following section there are two diagrams illustrating the comparison.

### Real sales improvements

Increase in sales after implementing service excellence for two years rose with 8.60% for the clients compared to an increase of 1.70% within the industry.

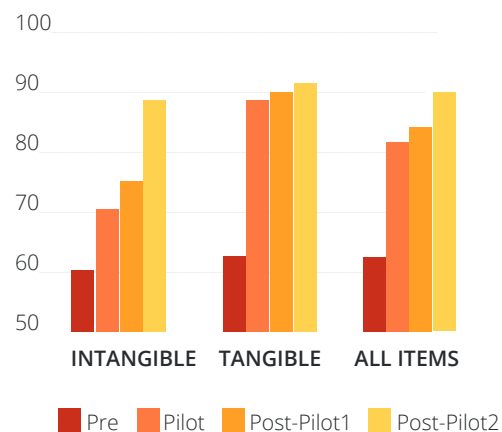
Increase in sales after implementing Sales & Service Excellence for 2 years



### Real service improvements

Improvements in service were measured by performing customer service ratings and by shoppers assessing service. Service was compared by measuring intangible items as well as tangible items.

Service achievements



## ASSESSIO'S POINT OF VIEW

### The success factors for the corporations in achieving service excellence were:

- The willingness to change within top management
- The courage to carry through changes
- Working with people throughout the organization in changing their behavior.
- Measuring changes in performance

### Assessio's contribution:

- State of the art competence in changing behavior in organizations
- State of the art competence in leadership, coaching, service and sales behavior
- Implemented tools to assess changes (surveys, test, Managerial Profiles)
- Skilled and experienced consultants

