

## **Bet You're Not Really Providing Great Customer Service**

by Dr. Dennis Rosen

Is someone asked you what your business does, what would you say? If you are like most business people, you would respond with something about your core offering. You'd say, "We are a bookstore." "We provide health care to the community." "We offer the finest selection of organic foods." And then, if you are really into customer service, you might add, ". . . and we provide great customer service." Note that customer service is rarely the first thing mentioned. Instead, it tends to come after the word "and." That makes customer service an addition, an add-on, an addendum to the business. And anything that is an addition is, by definition, less important. It's not the main focus. And as an addition, it is the first area to be ignored or cut if time or money becomes tight. That is why the following concept is so important:

*We can't provide great customer service if we consider it an addition to our business.*

Customer service is not an addition to our business. It *is* our business. It is an integral part of everything we do. Here is a good definition:

*Customer service is any action our business undertakes that is designed to meet the needs of our customers.*

That is a very broad definition. It means that customer service is how we design our products and service offerings, how we deliver them, how we communicate with customers and how we make them feel. It is an integral part of everything we do. Unfortunately, this is not the way most businesses think. And it affects how retail stores operate.

### **Where is Customer Service**

Go into a large retail store. Approach someone about a problem, and what will they say? "Oh, you want the Customer Service Department. It's over there. They can help you." We've all had that experience. So, what's wrong with having a Customer Service Department? It suggests to the employees that customer service is something that only a select small group of the employees in that store do—that ones stuck off in a corner in a separate department. It demonstrates a philosophy that customer service is mainly handling returns, exchanges and complaints when it is really so much more. Yes, it can make sense to have a separate area for the return of goods or exchanges, but let's not call it the "Customer Service Department." *Real* customer service (based on the definition given above) should be the concern of *everyone* in the organization, not just one department, and that message needs to be clearly communicated to all employees.

### **What is Your Goal?**

Many businesses further hurt their customer service performance by defining good customer service as a goal they are trying to achieve.

*Customer service is not a goal to be achieved. It is a system that must be monitored and improved.*

Goals are defined and achieved, and victory is declared. Systems, on the other hand, are ongoing, have to be constantly monitored and can almost always be improved. So rather than viewing

customer service as a goal, we should look at it as a *system*. It is a system, involving planning, people and process, that is established to achieve our ultimate goal of winning more customers and a greater share of their spending. Further, it is a system that every company has established, whether they think about it or not. Some have a good one, most don't, but they all have one. If your business has customers (and, of course, it does), then you have a customer service system *automatically*. The question is, do you really understand your service system and how it works with your customers so that it is functioning at its best?

### **It Affects Your Profits**

Why is understanding this system important? Because:

*Customer service is a potential profit generator.*

When done properly, investing in customer service can provide excellent returns. Small investments in service can have a large effect on customers' feelings toward our business. If customers like our service, we are likely to get a greater share of their spending.

And what happens if our service is poor? Say a couple with two young children moves to a community and needs a dentist. What is that family worth, over the next ten years, to the dentist they select? If one of the parents becomes upset with service received (e.g., staff are not pleasant, appointments are not on time), he or she can take the entire family away. Think of all that lost revenue. But we're not done. Since most people pick their dentist based on recommendations, this family has the potential to advise away many other families. And our dissatisfied family, as well as all the others they talk to, will now go to competitors and *strengthen them*. That's a huge loss for our poor dentist, or any other business to which this happens. Don't let anyone tell you that customer service doesn't directly affect the bottom line.

### **In Summary**

So let's recap:

- We can't provide great customer service if we consider it an addition to our business. Instead, we should consider customer service to be any action our business undertakes that is designed to meet the needs of our customers.
- Customer service is not a goal to be achieved. It is a system that must be monitored and improved.
- Customer service is a potential profit generator.

Change your philosophy on customer service and watch how your bottom line is improved.

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