

Post-Conference Workshop *1/2 Day AM*

CUSTOMERS MIND Go beyond the voice of the customer and deliver what customers never thought possible

Challenging times are ripe with opportunity, making this session more important than ever. Its unique tools and methods will help strengthen your leadership in understanding, anticipating and satisfying customers. In addition, your efforts to deploy strategic change projects and satisfaction surveys will be significantly enhanced.

Leaders and those responsible for executing change initiatives or projects related to service excellence, workforce development, satisfaction measurement or innovative ways to improve emphasize that customer satisfaction and excellent service are top priorities and keys to success. The challenge is clear if you ask any ten employees (a) what "service" means, (b) who "the customer" is or (c) what their top priorities are. If consensus is elusive, so is success. How can we have evidence-based enterprise direction when we aren't clear who to get the evidence from or what to ask? We'll fix this by using a systematic method for achieving unambiguous agreement on the answers to these basic questions. Your goals for understanding, measuring and satisfying customers are suddenly simplified and magic happens.

What you will take away: An easy to understand, step-by-step method for defining what your customers want, an Excellence Framework that balances customer and enterprise values, a jargon-free language that eliminates ambiguity, tools to (a) differentiate three roles a customer can play in any context, (b) discover whether the customers with most power have it appropriately, (c) identify priorities that are/aren't measured

You will learn how to: Identify who your customers really are (not necessarily consumers, patients, buyers, taxpayers, etc.), apply a customer-centered Excellence framework, balancing internal and customer priorities, redefine intangible service and knowledge work as tangible deliverables, ask the 3 questions that always uncover what customers want, apply new, easy-to-use tools to acquire, translate and prioritize what customers want, connect all this to satisfaction, an energized workforce and innovation

Presenter: Robin Lawton, president of International Management Technologies, Inc. (IMT)
(See Keynote introduction)

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MEASURING SATISFACTION With and Without Surveys

The more important something is, the more we want to measure it. The better we measure it, the more we understand. It is a curious fact that the most important customer priorities often go unmeasured. Why do hotels survey us to death but never ask about whether we got a good night sleep? It would be easy to conclude they just don't care. Then there is the hospital staff that wakes you up in the middle of the night to ask if you are comfortable. What are they thinking?

The last thing we need is to inadvertently communicate to our customers that we aren't on the same page with them. This mismatch between what is important versus what gets measured doesn't only exist at the front lines. Strategic and business plans commonly include measures of success, but few of them are what customers care about. We can fix this alignment issue, whether it is strategic, operational or related to product and service development. We just need the right measures that are easy to construct, easy to understand and easy to apply.

Several surveys will be used to show what to do and not to do. One illustration shows how to connect subjective "voice of the customer" responses to service delivery and product design. Another illustrates how a survey identified that customers did NOT want a new service that prior market research indicated would be in hot demand. Savings to the firm, based on this discovery, was an immediate \$1 million.

This session uses humor, plain English, participant interaction and practical application to help you understand: what customer priorities to measure first, which measures can be useful at both the strategic and operational levels, how to measure the seemingly immeasurable (squishy perceptions), how to connect after-the-fact measures with design criteria, why surveys are usually only suitable for wrapping fish, the way to create survey questions that are meaningful and drive action

Tools you will take away include: the 4 key steps for translating customer perceptions into objective performance measures, three tools that connect Voice of the Customer findings into service improvement and design, 10 reasons surveys are often only suitable for wrapping fish and criteria for good survey construction

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