

Discover how to provide great customer service and become

The RITZ-CARLTON of Aged Care



What does it mean to be the Ritz Carlton of Aged Care?

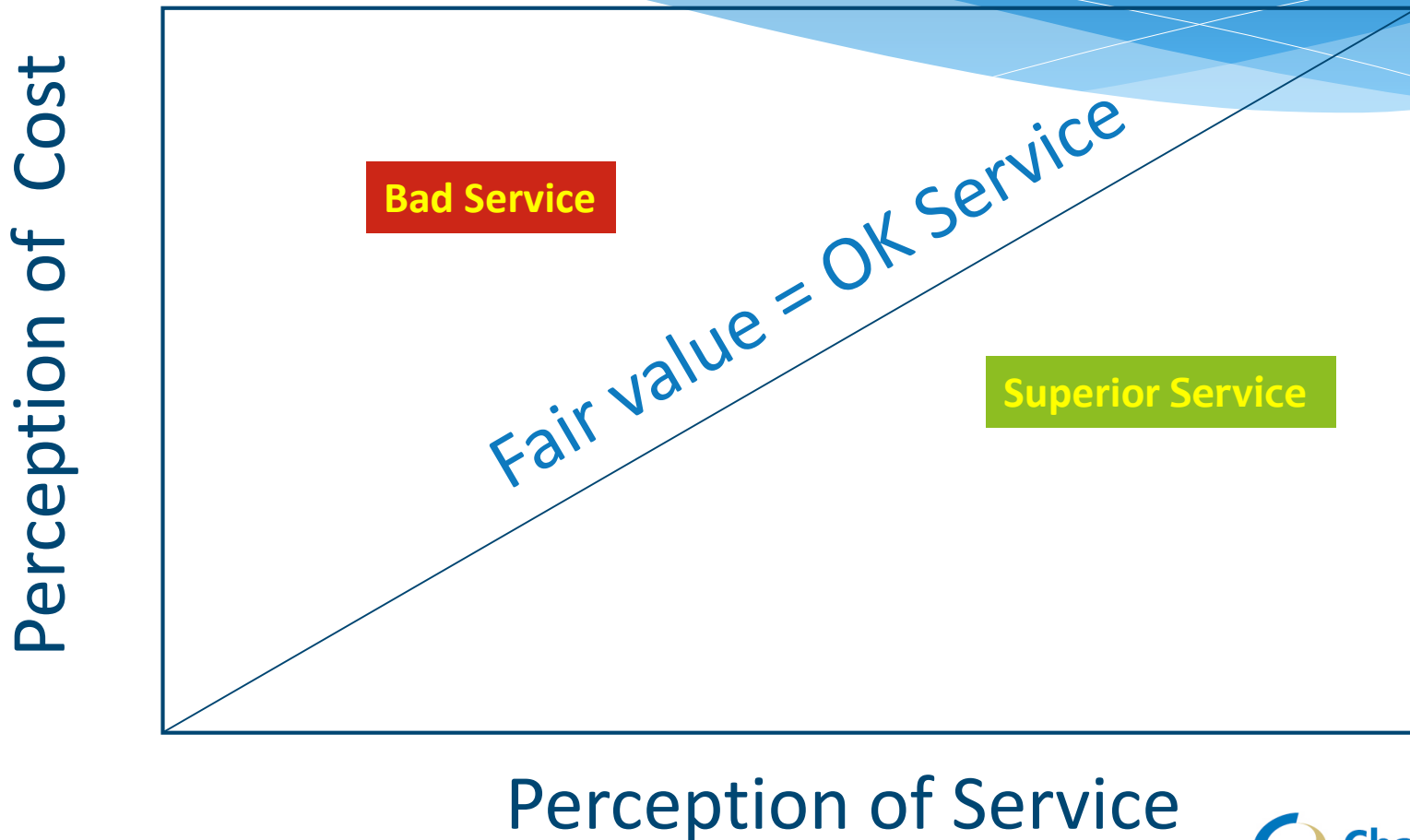
- * Exceptional customer value
- * Engaged staff who put in discretionary effort
- * Engaged staff who want to stay
- * Superior customer service – above the fair value line

What is customer service?

- * Act or performance offered by one party to another
- * An economic activity that creates value and provides benefits for customers at specific times
- * *The process of helping guests addressing their wants and needs with respect and dignity in a timely manner¹*

¹ (Ninemeier et al 2005)

Providing Superior Customer Service – The Fair Value Line



What is Fair Value?



Providing Superior Customer Service – The Fair Value Line

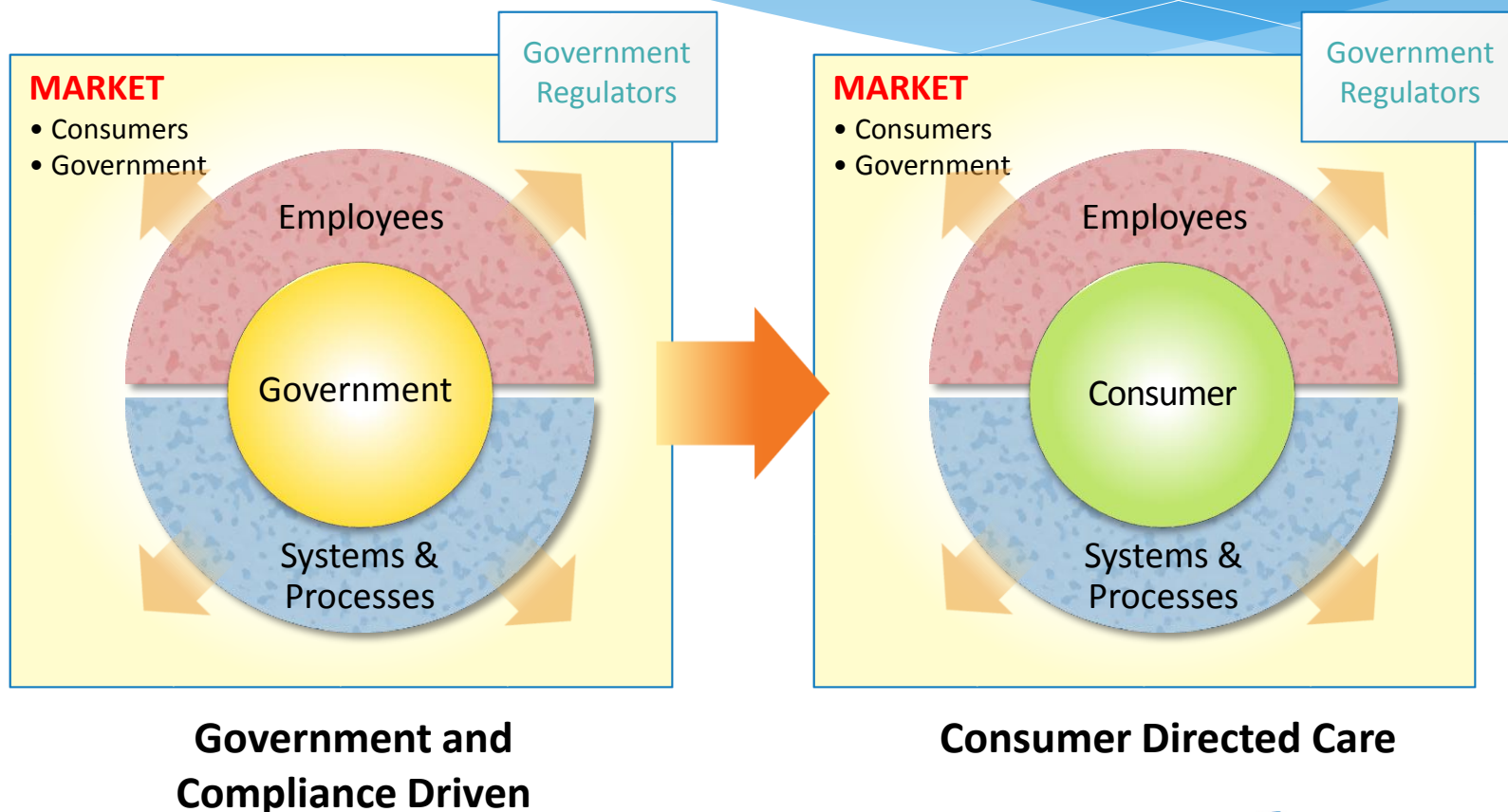
Perception of Cost



Perception of Service

Why is Customer Service Important?

Transitioning to CDC – Consumers drive what we do



The Impact of Reforms on Customer Service Provision – What to do?

- * Determine what consumers segments you wish to serve
- * Assess exactly what the segments value
- * Develop practical ways that systems can be modified or developed to consistently deliver value to consumers
- * Design and implement revised standards of operation
- * Train and empower service staff to deliver value
- * Evaluate and modify service delivery systems against standards of operation

Lessons from Ritz - Carlton

How do Ritz-Carlton Deliver Consistent High Quality Service?

- * Gold standards
- * Moments of Truth Mapping

Ritz-Carlton: What are Gold Standards?

- * Gold Standards are the foundation of The Ritz-Carlton Hotel Company. They encompass the values and philosophy by which they operate and include:
 - * The Credo
 - * The Motto
 - * The Three Steps of Service
 - * Service Values
 - * The 6th Diamond
 - * The Employee Promise

What is a Moment of Truth?

A Moment of Truth is any opportunity to create a lasting perception in our customer's mind.

In the Hospitality industry, there are a minimum of twenty or thirty moments of truth in its provision of service.

Good and bad Moments of Truth in the Hospitality Industry



How to Map Moments of Truth

The background of the slide is a solid blue color. At the bottom, there are several overlapping, wavy, light blue shapes that create a sense of movement or a stylized horizon line.

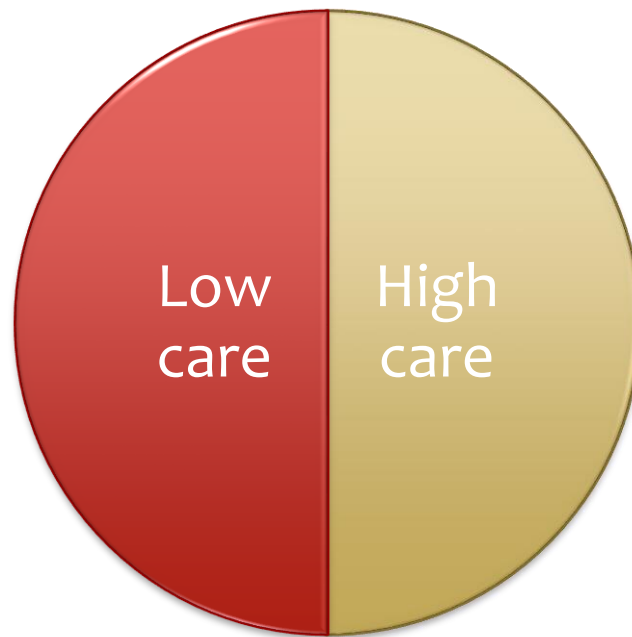
Example of Basic Moments of Truth Mapping – Health Centre

Contact with Health Centre	Current Situation	Desired Situation
User comes to health centre	Peeling paint, long lines	Attractive building, short waiting time
User comes to registration desk	Unfriendly, busy receptionist	Friendly, welcoming receptionist
User waits to see doctor	User waits up to 2 hours to see doctor	User waits for doctor no longer than 30 minutes
User has visit with doctor	Doctor seems rushed and impatient	Doctor visit is brief but helpful; user feels satisfied
User leaves health centre	Long line of patients waiting to get in	Feels like she had a pleasant visit, doesn't see many people waiting

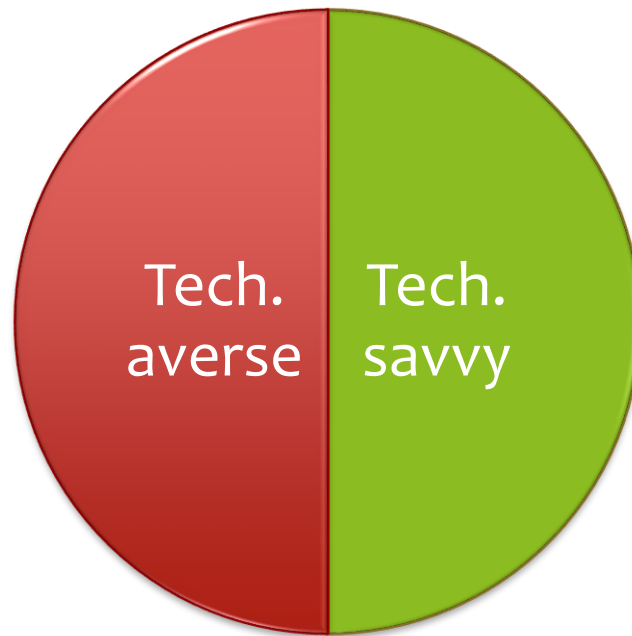
How to Map

- * Segment the market
- * Evaluate which interactions leave a lasting impression of the value of service delivered

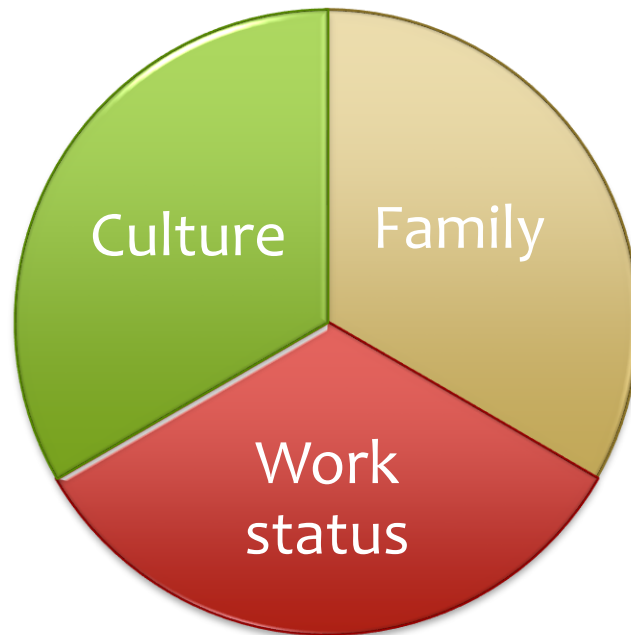
Transitioning to CDC – Traditional segmentation



Transitioning to CDC – New segmentation?



Transitioning to CDC – New segmentation?



Mapping Moments of Truth – Do's

- * Map a generic customer's experience and determine the moments of truth.
- * Make a view of each significant target segment.
- * Survey customers' actual experiences – e.g. phone surveys
 - * Functional – was the room clean?
 - * Emotional – did you have a sense of well being?
- * Customer complaints
 - * However only a small percentage of customers who are dissatisfied actually complain.
- * Use employee observations.
- * “Day in the life of” observations.

Mapping Moments of Truth – Don'ts

Don't use “satisfaction” surveys

- * The design of most satisfaction surveys is usually poor.
 - * Asks an opinion of but not the importance
- * Satisfaction surveys tend to condition recipients to give a response.
 - * Study 1:
 - * Customer retention levels of around 40% correlated to an average rating of “satisfied” and did not reach 80% until the average rating reached “very satisfied”¹.
 - * Study 2:
 - * 80% of customers who churned from an internet service provider had responded that they were “satisfied” or “very satisfied” with their service.

¹ Harvard Business Review in 1995, Jones and Sasser

² Mercer

Moments of Truth in Aged Care



Moments of Truth Map Examples in Aged Care

Contacts with Organization	Current Situation	Desired Situation
First appearance of the facility	Concrete, no garden, no shade, uninviting	Garden entrance, inviting to consumer and relatives
Home visit	Over-friendly carer who does not respect privacy	Friendly carer who is sensitive to the customer's need for privacy
Catering – resident's lunch	Unimaginative meals with little variety – resident does not look forward to lunch	Imaginative meals appropriate for residents tastes presented appealingly – resident looks forward to lunch
Exercise activities	Overzealous instructor with monotonous routines	Instructor capable of varying activities to customer's capability and desire
Resident visits the doctor	Long line of patients waiting to get in to see the doctor who is uncommunicative	Short line of patients, sees an engaging caring doctor on time

What to do with a *Moment of Truth* Map?

What to do with a Moment of Truth Map?

- * Create a Standard of Operation
- * Complete a Training Needs Analysis
 - * Use a competency dictionary
- * Design and develop training
- * Reconsider the current performance management approach
- * Consider restructure service delivery options
- * Recruit on attitude to deliver service

In Conclusion

How will you rate in a consumer driven environment?

