

**2003 SOCAP Annual Conference  
Miami Beach, FL October 12 – 15, 2003**

Monday, October 13, 2003

**Keynote Speaker**

Seth Godin: Stop Playing Defense: Add Distinction – Avoid Extinction

Cows, after you've seen one, or two, or ten, are boring. A Purple Cow, though...now that would be something. Purple Cow describes something phenomenal, something counterintuitive and exciting and flat out unbelievable. Every day, consumers come face to face with a lot of boring stuff-a lot of brown cows-but you can bet they won't forget a Purple Cow. And it's not a marketing function that you can slap on to your product or service. Purple Cow is inherent. It's built right in, or it's not there. Period. Put a Purple Cow into everything you build, and everything you do, to create something truly noticeable. It's a manifesto for marketers who want to help create products that are worth marketing in the first place.

**Plenary Session**

Jackie Freiberg: Building a Culture Where People WANT to Work and CHOOSE to Stay!

There are eight ways to go NUTS:

- Embrace Change Courageously
  - Focus on the things you can control
  - Don't stop learning
  - Risk more; fail faster
- Hire for Attitude; Train for Skill
  - Hire people who don't suck energy, enthusiasm and creativity out of others
- Put Employees First; Customers Second
  - Enthusiastic employees equal loyal customers
  - The only reason to be a leader is to serve
- Define the Customer as Learning Relationship
  - With every interaction give customers an opportunity to teach YOU about THEM
- Re-recruit Great People
  - Be a leader people love to follow
  - Give people a compelling reason to stay
- Relentlessly Pursue Simplicity
  - Be informal and action-oriented
  - Free smart people from dumb processes
  - Simplicity saves time, money and energy
- Equip People to Assume Ownership
  - Make information relevant, fun, simple and interesting
  - Make everyone business literate

- Make Work Fun
  - Laugh at Yourself
  - Turn routine talks into play
  - Celebrate often and let the KID out

## **Luncheon:**

### Past Chairmans' Epiphany Panel

Ensure that clear implications can be drawn from the data points so that appropriate strategic responses can be developed. Determine whether data points have unintended consequences by driving certain inappropriate behaviors in order to meet goals. Include an analysis of input from consumer opinion leaders when communicating customer concerns and issues to senior management. Address questions or issues of mutual interest – both to your consumers and the company – to build credibility with key opinion leaders and to gain the good will and loyalty of targeted customers. Provide complete, unbiased information, in an appropriate educational format, that provides the most value to your consumers. Sales and marketing information presented in the guise of legitimate consumer education is not well received, since such attempts generally evoke a cynical response from customers and key consumer opinion leaders.

## **Concurrent Workshops:**

1. CRM Best Practices Panel  
(to be added at a later time)

2. Offshore Outsourcing: A Case Study of American Express

American Express considered outsourcing offshore because it reduces cost, focuses on core competencies, increased staffing flexibility, took advantage of disaster recovery opportunities, leveraged talent it didn't have internally and located operation near the workforce. Growth has been driven by a significant cost reduction and improved performance by a large labor pool of highly skilled, English-speaking, educated and motivated individuals. Outsourcing has accomplished a business model of enthusiastic and talented project teams who learn from a vendor and receive great support from the senior managers. However, there are still struggles in communication, technology, cultural difference and understanding the relationship of the vendor. There are also a lot of pains from moving too fast. If you are considering outsourcing offshore, think three to five years out. Start with a well-documented process and dedicate a team to make it work. Communicate as much as possible and micromanage the process. Build incentive into agreement and be very visible to the vendor. Be prepared for media inquiries.

### 3. Doing the Business of B2B Brilliantly

Loyalty counts, since a five percent increase in customer retention can yield 25 to 100 percent on your bottom line. Retaining only two percent of your customers has the same effect as cutting costs by 10 percent. It makes sense to hold onto the customers you have and deliver a superior level of service, also known as “Art and Science of Exquisite Customer Care.” Today’s choices are to survive, compete and thrive. Thriving is a result of creating value for all of your stakeholders. There is no value provided in a depreciating cycle with a dissatisfied customer who buys less and then is ultimately lost. However, value is added in the appreciating cycle with customer satisfaction, which leads to retention and loyalty. Are you appreciating or depreciating? If you’re not moving ahead, you’re falling behind, and equilibrium equals death in today’s business world. Value is the driver of the appreciating cycle.

Practice the Seven Root Customer Needs:

- Right – meets customer’s needs
- Readiness – available when they need it
- Relationship- between cost and benefits
- Reliable – quality
- Responsive – with service and support
- Relevant – value added extras
- Recovery – a strategy when things go wrong

### 4. VoiceBytes: Delivering the Consumers’ Voice

The power, influence and energy of the customers’ own voice prompts, persuade and pushes the first level actions your company should take. A segmented recording removes the tedium of a long conversation and delivers a digestible and pointed Phrase Byte of the true customer voice to every employee.

### 5. Lonely Planet.... Destination: Your Contact Center

With all the talk of outsourcing overseas, almost half of the respondents have no plans for any significant changes in number of positions or contact center locations. Only 10 percent of respondents are planning to add locations overseas. Most centers are still using the 80/20 rule for service levels. While the Internet has gained momentum for self-service, many of the other technologies (chat, IM, virtual reps, etc.) are not being used by many centers. Centers are not measuring the impact of Internet/email contact on the volume of phone calls or the length of agent’s handle time. The more things change, the more things stay the same.

### 6. HOT TIPS on Presenting Your ROI

There are four types of speeches: to inform, entertain, persuade and to motivate. In general, there is a fear of public speaking because people have a lack in confidence

because of poor planning and preparation and they don't practice. Make it memorable. Choose unique ways of opening, humor, gestures, good timing, make clear points through stories and examples and a memorable close.

### **Concurrent Workshops:**

#### **1. Customer Care – The MultiBillion Dollar Sinkhole: A Case of Customer Rage Unassuaged**

The results of a 2003 Study find that the level of customer problems has increased while complaint satisfaction has decreased. The Study Methodology was a telephone survey, a random national household sample. The survey was fielded in early May 2003. Selected findings from this study are compared with results from the National Survey of Complaint Handling Practices Used by Consumers, which was fielded February 1976. We have more customer problems today than we did in 1976 because the product/service quality is not the answer, complexity of products/services has increased, households own more products/services today and increased customer expectations. Rage felt by problem respondents was strongly associated with this desire for revenge. Respondents who were "extremely upset" were approximately three times more likely to desire revenge than those who were "not upset at all." Customers who wanted revenge were less likely to report continued brand loyalty. Customers desiring revenge were more than five times less likely to exhibit continued brand loyalty than respondents who did not want revenge. "Extremely upset" respondents were nearly twice as likely to yell/curse than those who were "not upset at all." "Extremely upset" respondents were nearly seven times more likely to threaten third party/legal action than those who were "not upset at all." What went wrong was a poor execution of the right policies, such as the "check off box" mentality, adopted "right" policies, but problem has been poor execution, limited evaluation of customer care policies and spending less money may actually improve performance. The findings of this study produced both good and bad news. The good news is that satisfactorily handled complaints are associated with high levels of brand loyalty. This supports the conclusion of the White House Study that effective complaint handling practices can lead to increased profitability. Industry leaders have validated this finding by realizing high ROIs from their properly executed complaint handling initiatives. The bad news, however, is that corporate complaint handling can be a double-edged sword. Ineffective policies lead to decreased levels of brand loyalty and negative ROIs. Today, most companies have adopted many of the correct policies but have failed in the execution of these practices. Further, the upgraded investment in corporate complaint handling departments has evidently not kept up with the customers' expectations. The challenge for the new millennium is to take the substantial investment made by companies in upgraded complaint handling and make these policies work. The message for today is DO IT RIGHT OR DON'T DO IT AT ALL.

## 2. Best Practices: Designing and Executing the Sourcing Initiative

This session highlights a case study of Levi Strauss. Considerations for sourcing fulfillment and customer care services:

- Test Marketplace: take advantage of market conditions, industry and technological improvements and best-in-class services. Check current offerings compared to market.
- Cost reduction: The goal is to lower overall costs and create advantageous price structure, independent of volume.
- Resource Reduction: Identify responsibilities which can be moved to vendor and/or process improvements that result in more effective use of personnel.
- Flawless Execution: Goal is to identify supplier capable of meeting SLAs and impose penalties for non-compliance. Also, shorten timeline through process improvements.
- Systems and Reporting: Identify proactive account management: KPI reports and summaries, process improvements and cost reductions, effective management of business and cost.

Sourcing is a fact-based analysis of processes, suppliers and opportunities:

- Market analysis:
  - Market research
  - Identify trends
  - Identify supply base
  - Minimum requirements RFI
- Data Collection:
  - Current specs
  - Desired value-added
  - Baseline data
  - Develop forecast
- Sourcing Strategy
  - Develop pricing strategies
  - Create competition
  - Select RFP suppliers
  - Auctions vs. traditional price negotiations
- RFP
  - Develop RFI
  - Finalize pricing structure
  - Create total cost RFP
  - Create total value scorecard to score suppliers
  - Review and validate RFP responses
- Negotiations
  - Short-list for auction
  - Validate RFP responses
  - Conduct auction
  - Validate bids
  - Visit sites
  - Short-list for negotiations
  - Execute negotiations

- Supplier Selection
  - Analyze award scenarios
  - Select supplier
  - Management approval of supplier
- Implement
  - Finalize contract
  - Initiate transition plan
  - Go-live!

Integrated eSourcing applications sped sourcing process and produced greater savings:

- Found and qualified *more* suppliers quickly via automated RFI and scoring
- Allowed suppliers to differentiate on multiple factors beyond price and offer discount bids and flexible pricing
- Drive lower pricing through competitive bidding on multi-line items
- Make better decisions based upon total cost of ownership

After the RFPs were analyzed, an online auction was conducted to improve results. An optimizer was utilized to analyze various award scenarios. Potential partners are both leery and excited about the RFP Process. Responding to RFP requires a significant investment. Decision is more than a paper response. We want an opportunity to show all facets of our organization. Some of the capabilities revealed for the customer are contractual service level agreements, production planning to shorten timeline, IT systems that are in real-time, online reporting and scalable, increased responsibilities of account management and the overall process improvements such as zone skipping and cycle counts. Capabilities for the consultant are best practices in fulfillment operations and account management, market rate for fulfillment services and IT systems capabilities and enhancements. Capabilities for the outsourcer are enhanced Web order management solution, improved operational processes, reduced planning cycle from three days to real-time and enhanced business intelligence reports. In conclusion, internally understand, measure and validate your needs. Develop a plan that attracts suitable business partners. Always be aware that a true differentiation requires due diligence, invest your time proportionally as you examine finalists. Finally, effective collaboration is the key to painless transitions and long-term success.

### 3. Smart Technology for Tough Times

It is necessary to replace systems when they are obsolete and the vendor no longer supports it, it no longer meets operational needs, the upgrade path does not support business needs, business is not growing and the systems are supporting current volume and business requirements or the system failed and requires immediate replacement.

### 4. Customer, Serve Thy Self!

When developing a self-service option, understand what the customer truly values, then use technology to enable delivery of those services. Research indicates that speed of delivery, along with simplicity in usage, adds value for customers in many industries. Technology and automation will never replace or substitute for the value of caring customer service professionals. These tools should support your valuable people

resources. Identify the opportunities for self-service options based on level of complexity, frequency of service requests, extent and impact of known risks and other independencies. Self-service relative to use of IVR systems is a growing area. A Harris Interactive Poll (March 2003) indicated that 56 percent of speech system users that have previously used the technology will “definitely” or “probably” use them again.

#### 4. Customer Care Data Optimization Panel

Be strategic. View the contact center as a consulting organization. Conduct client interviews and provide critical product and main information based on client interviews. Consumer affairs do not receive critical data/information to effectively manage the operation “early enough” or at all! Analyze a monthly performance of each product category and location and retain and history of three years. Drill down capability when necessary. Benchmarking between products, subjects and locations.

#### 5. Defining the Caller Experience: Caller Feedback, Monitoring and Call Metrics

Most of you define quality through schedule adherence, AHT, number of calls, credits issued, complaints from callers, customer feedback and call monitoring scores. Is any portion of your pay or incentive based on these measures? Too often, there is misalignment between customer feedback, monitoring and call statistics. Bottom line, 85 to 95 percent of callers are not extremely satisfied with the service received. Management gets reports on call metrics but what do customers think about service delivery? Monitoring calls is not enough, we need to deliver outstanding service to callers.

#### Completely Automated Telephone (CAT)

- Callers immediately transferred to survey at completion of call, which eliminates the gap between service and evaluation and enhances the believability of results.
- Respond to questions using telephone keypad or voice
- Verbatims: capture caller suggestions for improvement
- Receive alert of a dissatisfied caller!

Most effective surveying techniques for call centers give immediate evaluation of service by the caller. Up to 25 to 50 less expensive than a follow-up phone interview. You receive more valuable information for a smaller investments. It is a timely feedback for effective management of customer service delivery. Use CAT surveys for frequent reporting of customer feedback and to track results at the agent level. It's a cost effective method to secure feedback for agents. It is a presentation of unbiased scores and incentive payout includes Voice of the Consumer. It also identifies and highlights CSRs who delight the customer. Benefits of CATs includes quantify caller perception of the service delivery, identify specific areas for improvement, coaching tool, results for the agents, customer verbatim comments, post results for motivation, identify individuals that delight the callers, track resolution of service recovery alerts, benchmark your scores against other CATs centers, effective to present to corporate management, it's a motivational tool. CATs also provides an early warning system and a low cost per survey. CATs combines caller

satisfaction, call monitoring and cost metric. There is minimum performance requirement to qualify and matrix to define performance incentive levels.

Tuesday, October 14

### **Plenary Session**

Tim Sanders: Be the Lovecat of Customer Care: Creating the Ultimate Experience

How do you become a lovecat? By sharing your intangibles of your knowledge, network and compassion. What happens when you do all this? You become a rich source of information to all around you. You are seen as a person with valuable insight. You are perceived as generous to a fault, producing surprise and delight. You double your business intelligence in one year. You triple your network of personal relationships in two years. You quadruple the number of colleagues in your life who love you like family. In short, you become one of those amazing, outstanding people to whom everyone turns, who leads rather than follows and who never runs out of ideas, contacts or friendship.

### **Plenary Session**

Ed Keller: How to Reach the Influentials

For the past 30 years, RoperASW has been tracking an elite group of Americans whose attitude and opinions influence the buying behavior of others. The Influential American are the 10 percent of the consumers who tell the other 90 percent how to vote, where to eat and what to buy. These are the people who exercise influence and control the levers of change in America, consumers who are politically and socially active, well informed and trusted for their opinions. They are 21 million Americans, approximately 10 percent of the adult population in the United States.

The Influentials are an important target for marketers because they are “market multipliers,” a leading indicator of consumer trends in America and they are usually consumer activists. When your advertising effectively reaches Influentials, your message goes further, since they are twice as likely to be sought out and are twice as likely to make recommendations. “Word-of-mouth” is one of this era’s key trends, which is a revolution in the marketplace. Their influence is natural and they make things happen.

Influentials are market trendsetters. When your marketing effectively engages Influentials, you’re reaching “the early majority.” Outpacing the general public for acceptance to new ideas and technologies. They are the first group to investigate new ways to purchase products and services, and they are two to three years ahead of the curve. Influentials are consumer activists, they drive market acceptance and rejection. They are a discrimination group of consumers who speak their mind directly to advertisers and to their own personal networks. Forty percent of Influentials have had a problem with a product or service in the past three months, which is more than 8.4 million Americans.

When marketing to Influentials, remember the Strategic Seven:

- Connect to their concerns, appeal to their passions
- Appeal to their values
- Be part of their communities
- Be a “go to” intelligence source
- When your critics knock, invite them in
- Make their life easier
- Focus on the future

### **Concurrent Workshops:**

#### 1. Techno-Ready Marketing: Excelling in Marketing to and Serving Customers in Modern-Day Markets

An organization’s ability to use technology effectively in marketing to and serving customers critically depends on the technology readiness of its customers and employees. Technology readiness (TR) refers to people’s propensity to embrace and use new technologies for accomplishing goals in home life and at work. It is important because there is a proliferation of technology-based products and services and customers are increasingly being asked to serve themselves through self-service technologies. Also, there is anecdotal evidence about customer frustration with using technology. Some evidence that technology penetration and usage rates may not be positively correlated. Therefore, not all customers may be equally enthusiastic about technology. The four dimensions of TR are:

- Optimism: Positive view of technology; belief that it offers increased control, flexibility and efficiency.
- Innovativeness: Tendency to be a technology pioneer and thought leader.
- Discomfort: Perceived lack of control over technology and a feeling of being overwhelmed by it.
- Insecurity: Distrust of technology and skepticism about its working properly.

Greater than 50 percent ownership/usage of technology-based products/services (as of 1999):

- Explorers: Computers, cell phones, caller ID, ATMs, online services, telephone banking
- Pioneers: Computers, cell phones, caller ID, ATMs, online services
- Skeptics: Computers, ATMs
- Paranoids: ATMs
- Laggards: None

The first conclusion/implication about TR is that successive waves of new technology users will have distinct needs and service requirements, and the strategies to acquire, serve and retain them must change accordingly. The way to acquire customers is to have a future ready design, provide technology evangelism, proving benefits and market-stage pricing. Satisfy and retain customers with customer-focused design, responsive customer care and reassuring communication. The second conclusion/implication about TR is that the importance of personal, “high touch” tech-support is unlikely to diminish as a

technology-based product or service moves through its life cycle. In fact, it might actually increase. The third conclusion is that for maximum effectiveness, employees in charge of tech-support should be high on TR, such as explorers or pioneers) and they should be well trained in their interpersonal skills. The fourth conclusion is that paying attention to customers' TR in formulating marketing strategies will accelerate the adoption of a firm's technology-based product or service, and the firm will achieve its market potential much sooner than would otherwise be the case. The final conclusion is paying explicit attention to customers' TR in formulating service strategies will significantly lower a firm's tech-support costs and the firm will reap much high profits than would otherwise be the case.

2. B2B Best Practices Panel  
(information to come soon)

3. Exploring the Critical Role Speech Plays in Achieving an Effective Enterprise-wide Customer Interaction Strategy

Options for Customer Interactions over the phone vary from traditional to emerging trends, such as staff live operators, interactive voice response and speech recognition. Interactions via live operator are the most hands on and attentive. They are also expensive to staff and train operations, deliver inconsistent quality and effectiveness can be lessened if there are long hold times. Interactions via IVR can save money by automating simple tasks, limit interactions because caller is limited to communicating by only 12 keys, automation possibilities are limited by interface and they can be perceived as "voicemail junk." Interactions via speech recognition can save large amounts of money by automation. Technology allows options of DTMF replacement, directed dial dialogs or natural language. Automation possibilities greatly increased – no longer limited by a keypad and they can be perceived well or poorly. The design of the solution is critical! But the experience is consistent. Focus on customer satisfaction and the customer interaction from day one. Determining what solutions to deploy greatly effects customer satisfaction. Speech provides many benefits, such as increased customer satisfaction, cost saving by increased automation, better compliance and security and enhanced company image. In a recent Harris study, 85 percent of respondents said speech is easier to use than IVR, and 90 percent of consumers feel speech adds value. Some of the challenges are providing grammar services into speech, and there is no way to predict what a customer will speak into the application. Another challenge is to decipher product names versus utterances as well as directed dialog versus say anything technology. This technology worked very well. Kodak learned to communicate, informing all their employees and vendors the requirements and goals and to always have a sense of humor.

4. CSR Training Panel.  
(Information to come soon)

4. Beyond WOW Recovery: A New Level of Complaint Resolution

Complaint resolution is not simply about resolving problems, it's about restoring customer confidence in your brand and regaining goodwill. In order to decrease the amount of money you have to spend to resolve the problem, establish rapport and create trust with customers before moving into the resolution process. We must be aware of the psychology of customer recovery to be effective in diffusing anger and calming upset customers.

#### 5. Advanced Reporting to Improve Department and Company Performance at Nissan

Nissan and Insights & Solutions merged a partnership over a decade ago. They have learned from several hits and misses; what has worked and what does not. Together, they have compiled the New Nissan brand. Ground breaking new product is leading and reshaping the energizing of the Nissan brand. They aligned all aspects of the company and took a total brand approach. Their new corporate philosophy incorporates has four aspects: Align strategic and tactical directions; operationalize the brand at all levels; embrace the most effective and efficient business practices; become outcome oriented. Ultimately, the new philosophy is to deliver world-class customer service to anchor the Nissan experience through design, manufacturing, parts, service, sales, people, consumer affairs and facilities. The new corporate philosophy needed the following tools to measure and guide the brand evolution:

- Partnership: Jointly develop a variety of measurement and reporting tools for sales satisfaction, service satisfaction, pre-owned vehicles, consumer affairs, financial service and on-line reporting tools.
- Building Brand Value: Identify and measure customer requirements, identify and measure customer guidelines, assess current brand status, monitor loyalty and advocacy, utilize comprehensive satisfaction measurement tools capturing customer perspectives of department and employee performance.
- Research Approaches: Sales and Service Satisfaction through telephone and mail, consumer affairs through mail, NMAC through mail and Web.
- State-of-the-Art Web –based delivery on their website.

The total brand approach works, and the effects are seen through increased sales and increased profitability.

### **Concurrent Workshops**

#### 1. Channel Surfing – Customer Care and the Multichannel Imperative

The multichannel imperative is the need to provide customer with end-to-end access on all communication channels, such as to provide new context for understanding disparate research findings about channel use and effectiveness and studying multichannel imperative from customer perspective using all channels and everyday customer transactions. Traditional channels are not going away. In the past twelve months, consumers have used the telephone, visited a store in person and mailed a letter in order to get in contact with an organization. Chat via Web was widely unpopular, and not the preferred method of contact. However, don't confuse channel use and preference.

The real multichannel imperative – mitigating customer rage using new age channels. VRU creates several challenges. It is a dead-end experience, the consistent response rules across channels and allows for after hours multi-channel use.

## 2. Levi Strauss & Co.: Consumer Relations Benchmarking Research – A Case Study

With a clear objective, careful planning, proper execution and detailed analysis, it is possible to obtain actionable data from an internally conducted benchmark survey. While the process is messy and it is important to get outside guidance along the way, the experience of conducting a benchmarking project on your own can build invaluable internal capability and give insights that go beyond the results of the benchmarking study itself. There are three common themes that exemplified the best practices among world-class consumer affairs departments:

1. A clear emphasis on innovation and risk taking.
2. A relentless focus on being proactive and anticipating consumers' needs.
3. A highly leveraged department that is well integrated with the rest of the company, especially product quality, marketing and corporate communications.

## 3. SOCAP Contact Center of the Future: SOCAP Contact Center Maturity Model

A Roadmap for the Future was designed to develop a new systematic way to assess and improve contact centers, understand the state of contact centers today, provide a picture of the contact center of the future based on interviews with thought leaders and innovative corporate approached and develop an approach to closing the gaps. Today's business environment demands building customer relationships, delivering on commitments, providing service, using data, retaining customers and understanding where to target improvements and when to do so. The SOCAP Contact Center Maturity Model is composed of five levels that is process-driven and the levels build on each other. Benchmarking may be too general to be useful, since too many factors are not accounted for. The maturity model is more accurate a picture of where the center is and where it needs to go. It identifies trends, such as what companies currently do, what they planned for the future as well as concerns and barriers. The study also provides insight from interviews with thought leaders and industry experts, over 85 interactions including case studies and 25 in-depth interviews. Survey trends discovered centers around three central themes: technologies that are currently used and that are planned for the future, growth and expansion and cost savings. Almost 50 percent of companies indicate that they will expand their services and operations, such as add communication channels and technologies, improve operational metrics and service levels and increased effectiveness through personalized service. There are two challenges: to add value with the same budget and they provide current service levels with reduced budget. This mirrors the thought leader interviews on technology solutions to do more with less, such as self-service, Web, IVR, etc. In the next five years, change will focus and integrate these areas: doing more with less, measuring ROI if service, technology, creating virtual contact center, globalization of the brand. To do more with less, increase the self-service options to

contain or reduce costs. Refinement of contact center processes so that all are value-added to the customer and the company. Change is a constant, but there is some direction. All the technologists cited the same trends, which are validated by early adaptor companies.

There are four classifications of IVR:

- Basic touch pad routing
- Speech recognition for simple information
- Conversation management with escalation to agent
- Intelligent speech recognition that understands context and prompts appropriately – feels like you re dealing with a live agent – can clarify and then send to agent if there is no solution in the database

Expand Web technologies. There are more sophisticated integration of voice and Web channels. Use common real-time database and smarter, self-updating knowledge bases. Instant messaging within the next two years, if not sooner, as chat and IM converge. The definition of a virtual contact center is the delivery of service via agents in remote locations or multiple contact centers. The three main themes are outsourcing, home agents and site duplication for business continuity. The concept of global service is applicable beyond multi-national companies. The global servicing models are being applied to conglomerates and to companies with multiple business units. The outcome is shared learnings on products/technologies/best practices and early identification of common trends. Technology enables a global brand. However, some things never change. The most important priorities are to understand customer expectations, and always deliver a need to improve and integrate technology. Build internal relationships by ever improving management reporting and partnering with other functions.

The top ten improvement opportunities are:

- Conduct an assessment using the SOCAP CCMM
- Go for the low hanging fruit
- Choose the biggest opportunities in terms of customer, stakeholder satisfaction
- Use best practices as the way to improve
- Understand your customer requirements
- Develop customer driven standards
- Measure customer satisfaction
- Document your processes and continuously improve them
- Involve your front line staff in teams and process improvement
- Market your services

4. Pushing Your Hot Button Assertively  
(Information to come soon)

#### 4. Developing and Nurturing Partnerships Panel

It is essential to proactively work to form internal partnerships within your organization. A concentrated program should be implemented utilizing practices, such as networking,

educating yourself on your internal clients' challenges and objectives as well as partnering with a rising star. Once partnerships are formed, it is crucial to leverage them to the fullest extent by implementing ongoing projects that demonstrate added value to the organization. It is also just as important to maintain partnerships with the team members and to focus on out-of-the-box thinking. Managing multiple partnerships can be a challenge as each can be different in nature. It is necessary to create a targeted plan with identified on-going resources to continue to maintain a successful partnership.

#### 5. Sales Support as a Customer Service Function – A Case Study

Comprehensive sales support such as simple administrative tasks like appointment setting and sales forecasting analysis to client-facing interactions with key customers and field sales force product training, can increase the efficiency of your sales staff and result in higher revenue. A sales support model, when combined with customer analytics like identifying and marketing your most profitable customers, often means enhanced ROI.