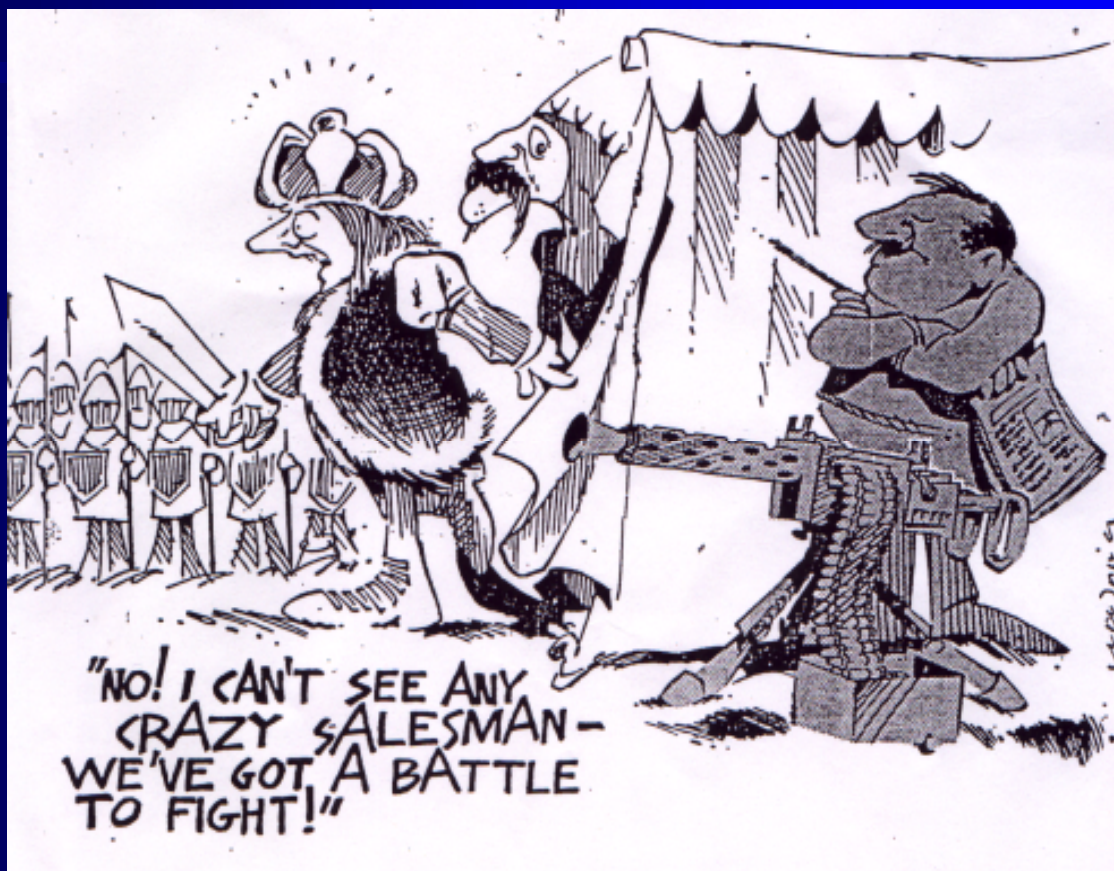


ESCALATE TO EXCELLENCE

- MOVING TO A WHOLE NEW LEVEL
- *TOGETHER!*

Too busy for new ideas?



Excellence Personified: Sam Walton (1918-1992)

- Built Wal*Mart into the world's largest retailer over a 30-yr. era.
- “Exceed customers’ expectations. Do this consistently, and they’ll keep coming back. Don’t make excuses; make good on your mistakes. Never be afraid to apologize.”
- “Communicate everything you possibly can to employees. The more they know, the more they’ll understand; the more they understand, the more they’ll care. Listen to everyone in the company. You’ll be surprised at what you’ll learn. Appreciate everything employees do. ...Nothing else can substitute for a few well-chosen, well-timed, sincere words of praise. They’re absolutely free--and worth a fortune.”

The Customer Revolution

“Customers are now in control.”

- **It can be your biggest problem or your greatest opportunity.**
Which will it be?
 - **Open, equal access...of all kinds...to everything.**
 - **Real-time, specialized information & customization.**
 - **Control of their own information, & access to yours!**
 - **Convenient access to and choice of distribution channels.**
 - **Transparency & portability--process, logistics, & pricing.**
 - **Uniform global pricing?**
 - **The ability to shop, bid, and even dictate prices.**

– Based on Patricia Seybold's, *The Customer Revolution*”

Beware of “Simple” Surveys

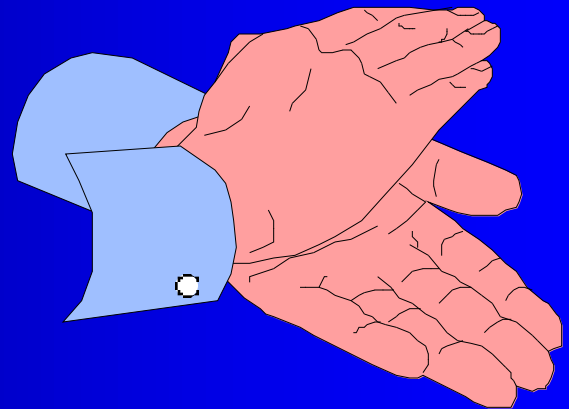
- **Change is hard**
 - *Myth: Frog and boiling water, Truth: Frog and snake...*
- *“Rate from 1-5 from very satisfied to very dissatisfied”*
- **Surveys can be dangerously misleading!**
 - Expectations (customers v.s. yours)
 - Context, situations (time sensitive)
 - Frame of mind (yours and customer’s)
 - Interpretation of results, feedback (whose?)
 - Variability from one respondent to the next (standards vary)
 - Which response means what? (to whom?)
 - High percentage of “satisfieds” switch (whoops!)
 - Barriers to switching v.s. new incentives (loyalty?)

What would you never hear a customer say?

- Air Traveler (Newark or LaGuardia): *“I’ve never been delayed out of here--it’s a great place to fly from!”*
- Car Buyer-- *“that sure was easy--no hassle at all”*
- Taxpayer (US)-- *“that was simple--filing my tax return was a breeze!”*
- List at least 3 things you would never hear a Sponsor or Hotel Salesperson, Convention Manager, Client or Customer say:
 - _____
 - _____
 - _____
 - _____
 - _____

What are the best feelings... you ever had as a customer?

- Excited, enthralled, amused, informed, valued, involved, respected, special...?
- Best:
 - What?
 - Where?
 - Why?
 - How?
 - (to build on that success)

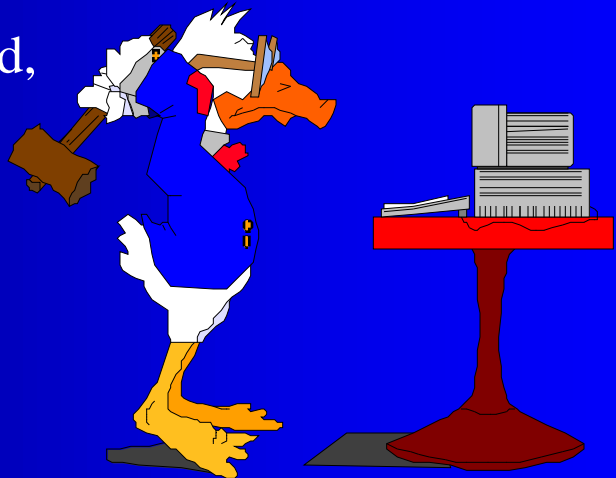


What are the best feelings...?

- List two of your best feelings as a customer:
- What happened? _____
- _____
- _____
- Where? _____
- _____
- Why? _____
- _____
- How? _____
- _____
- _____
- (to build on that success)

What are the worst feelings... you ever had as a customer?

- Frustrated, angry, bored, impatient, abused, ignored, confused, belittled...?
- Worst:
 - What?
 - Where?
 - Why?
 - How?
 - To make it better & learn
 - To avoid it next time



What are the worst feelings...?

- List two of the Worst experiences you felt as a customer:

- What?

- _____
- _____

- Where?

- _____
- _____

- Why?

- _____
- _____

- How?

- _____
- _____

- To make it better, To avoid it next time, To learn from it

Organizational Excellence

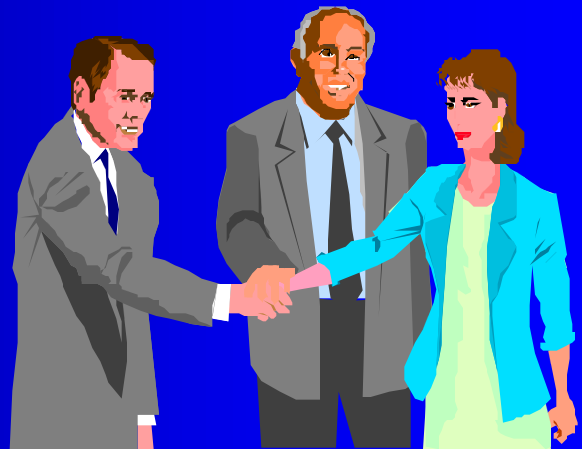
- **Your immediate organization--define it**
- **The environment--describe it**
- **Your large organization--refine it**

- **Norms and behaviors**
 - **Reinforce or Change?**
- **Examples and aspirations--a new level**

Interactive Exercise

- Organizational Excellence

- BREAK



- *“Excellence is an art won by training and habituation. We do not act rightly because we have virtue or excellence, but we rather have those because we have acted rightly.”*
- *Aristotle*

Organizational Excellence

- Your immediate organization--define how it is (or could be) excellent
 - _____
 - _____
 - The environment--describe how it is (or could be) excellent
 - _____
 - _____
 - Your larger organization--refine it so it can be excellent in some respect
 - _____
 - _____
 - Norms and behaviors--what must you Reinforce or Change?
 - _____
 - _____
- Examples and aspirations--a new level goals to reach for. List a couple.

