

HI SMU_USER! | LOG OUT

Trade in to more water efficient models at up to **70% OFF!**
Terms and conditions apply.



SAMSUNG

Find out more

<http://www.businesstimes.com.sg/views-from-the-top/the-core-of-all-we-do>

'The core of all we do'

THIS WEEK'S TOPIC: Where does "customer experience" rank among your organisation's priorities? How do you respond to major instances of customer dissatisfaction?

Monday, May 29, 2017 - 05:50



ILLUSTRATION: SIMON ANG

THIS WEEK'S TOPIC: Where does "customer experience" rank among your organisation's priorities? How do you respond to major instances of customer dissatisfaction?

Karl Hamann
Chief Executive Officer
QBE Insurance (Singapore) Pte Ltd

IT'S the top priority. As insurers, one of the interactions where we can make the biggest difference in customer experience is when someone makes a claim after a loss. If we can create a more positive experience then, we take some of the stress out of usually a difficult situation. Something I regularly remind my team to do is consider how they would want to be treated if they were the customer. And while customer dissatisfaction isn't frequent, it typically comes when a customer's expectations don't align with what we can realistically deliver. When that happens, we work with customers to try to achieve the best possible outcome for them and us.

Nick Evered**Senior VP and General Manager, Asia Pacific****Concur**

THE customer is at the very heart of Concur - central to how we innovate, design, build, and deliver the travel and expense software used by 45 million users worldwide. We deliver in a consumption-based cloud model where the user pays for the transactions they use. If the end customer doesn't get value or a good experience, they simply don't use our service and we don't get paid. I truly believe this is the way software and services will be consumed in the future and only those that deliver customer value will survive.

SEE ALSO: How well are you being served?

Customer experience is as much about the service as it is about the functionality. With Asia-Pacific being the world's largest travel market, the key challenge for us is balancing consumer-style experiences for the end users as well as the needs of management. It is just as important to manage the inconvenience of a delayed flight as it is to simplify the submission of an expense claim or tracking travellers in the event of an accident. We need to deliver when and where a user wants access. This means being responsive to any issues that might impact the customer.

Are we perfect at this? No, and it keeps me awake at night. However we continue to invest and improve to ensure that we are proactively managing problems and situations before they happen. Customer satisfaction - it's simply Number One.

Cheng Heng Chew**Country Manager Singapore****American Express**

AT American Express, we know that excellent customer service builds loyalty and drives revenue. Our 2017 Global Customer Service Barometer confirms the importance of customer service; two out of three Singaporeans have walked away from completing a transaction due to bad service. Conversely, customers are prepared to spend an average of 16 per cent more when they get good service. For more than 167 years, American Express has prided itself on providing outstanding customer service. The voices of our customers are among the most important measures of our success. Our approach is to resolve our card members' concerns during their first call and take that opportunity to better understand and anticipate their needs. We have also ditched the scripted approach and offer a human touch that lets our employees make more meaningful connections with our customers.

Yeoh Oon Jin**Executive Chairman****PwC Singapore**

ENSURING that our clients have a great experience is without doubt one of our top priorities. Beyond providing high-quality deliverables, we believe that providing our clients with a unique client experience from start to end is absolutely critical - this is what we call the PwC Experience. This unique PwC Experience involves four simple behaviours - investing in relationships, share and collaborate, putting ourselves in our clients' shoes so that we understand their issues/problems, and bringing value to our clients by providing tailored solutions. We believe the PwC Experience is what distinguishes us in the marketplace. Whilst we do encounter client dissatisfaction occasionally, we tackle these head-on to remedy the situation immediately. Learning from our mistakes and striving for perfection is a continuous journey, and we use the PwC Experience to help guide us along the way.

Tirupathi Karthik
Chief Executive Officer
Napier Healthcare

THE only way growth stage companies can survive is by having a high degree of customer centricity. At Napier, leaders lead from the front and form the first line of defence when an irate customer calls. Listening is a big part of our organisation culture but more important is the organisation mandate to "close the loop" with the customer. What actions have been taken and how the outcomes are being achieved is of great interest to our customers who are very demanding. Personally, I meet as many customers as possible and they all have direct access to me as do our functional leaders. This is very important as they can reach out to me at any time of the day or night. Customer service should begin right from the top.

Sim S Lim
Singapore Country Head
DBS Bank

AT DBS, our strategic priority is to embed ourselves seamlessly into the customer's journey in getting their job done. We firmly believe that a customer's journey encompasses his/her experience from beginning to end, rather than at a single point of transaction. This means putting ourselves in customers' shoes and understanding their needs in order to design a desired journey for them. Over the years, we have invested heavily in driving a full cultural transformation programme anchored on customer experience and service.

Customer satisfaction metrics give us good guide posts as we go along this journey and we will continue to focus on placing our customers at the heart of the banking experience.

John Bittleston
Founder & Chair
Terrific Mentors International Pte Ltd

FOR mentors, coaches and trainers, customer satisfaction determines success or failure. Expectation and satisfaction are inexorably linked. A Terrific Mentor first ensures that a client understands what is - and what is not - possible. Clear needs analysis is a pre-requisite to achievement in a mentor/client relationship. Those needs change as clients become more self-aware. Career problems can be family issues; boss/subordinate breakdowns may presage wider communication difficulties. We aim to see customer dissatisfaction before the client. Hesitancy in accepting feedback, reluctance at role-plays, failure to understand purpose are early warning signs. We handle them forthrightly, politely and successfully.

Wilfred Blackburn
CEO
Prudential Singapore

OUR customers are at the heart of everything we do. With the demands and expectations of today's consumers changing rapidly, staying constantly connected with our customers is critical as it helps identify problems and paves the way for solutions. The good news is, technology has allowed us to listen more to our customers and to get instant feedback. To facilitate two-way engagement, we recently launched "PRU for you", an online platform which lends customers a voice in our product development so that we can create solutions that they truly want.

Yu Tat Ming
Chief Executive Officer
PacificLight

GOOD customer experience sets us apart from other electricity retailers. This is why PacificLight focuses on delivering flexibility and a seamless service to all our energy customers. Apart from offering a range of electricity plans - including solar adoption, energy efficiency programmes, and a demand aggregation scheme - we are motivated when our customers appreciate our sincere approach and choose to renew their electricity contract with us accordingly.

While we try our best to satisfy our customers without breaking the bank, we understand that not everyone will be fully satisfied in every situation. In such instances, we apologise for our shortcomings and communicate honestly with them. We continue to build this relationship of trust with our customers over the years.

Chris Chong
Chief Executive Officer
Orchard Turn Developments Pte Ltd

FROM the onset and continuing on to this day, ION Orchard prioritises a differentiated and customer-centric approach as part of its retail management strategy. We bring our customer service vision to life through a carefully orchestrated end-to-end customer experience journey. In a competitive and ever-evolving retail landscape, putting customers at the heart of what we do and making sure experience at every touch-point is engineered to delight have served us well.

For ION Orchard to stand out and remain top-of-class, a crystal clear insight into the needs of our customers is vital. We assiduously track and evaluate feedback from our customers to better understand and elevate their in-mall experience. Customer feedback gives us great opportunity to not only understand changing needs and expectations, but to effectively turn dissatisfied customers into active advocates.

Chong Kawee
Chief Executive Officer
Kino Biotech

IN today's age where customers are spoilt for choice, it is important for companies to engage customers on their own terms. For Kinohimitsu, it is about giving our customers the freedom to live the experience they desire.

With an in-depth understanding of our customers' journey across physical, human and digital brand touchpoints, Kinohimitsu provides a seamless and consistent customer experience across online and offline channels. It is important to listen to customers and we welcome feedback in any way. Our staff are constantly on standby to provide timely responses and also proactively engage customers. We always look out for opportunities to strengthen our brand culture and adapt global best practices to improve experience for our customers.

Lionel Ch'ng
Managing Director
HP Inc

"LEAVE no customer behind" is at the heart of HP's customer first culture.

We constantly challenge ourselves to create a meaningful experience that turns every HP customer into a fan. It's a journey and is achieved by listening to our customers, collecting data to understand their concerns and issues and constantly improving our processes and policies to reduce or remove any effort by the customers.

We empower our frontline employees to do what's right by the customers. We have tight mechanisms in place that ensure every customer's voice is heard - be it through our consumer response team or our business escalations personnel. Customer satisfaction KPIs and analytics drive actions like proactive replacements, repair model changes, shift to digital channels and partner shifts - whatever it takes to leave no customer behind!

Callum Laing

Head of Asia
Unity Group

CUSTOMER Experience is key to any business' long-term success, yet it has little to do with customer service and everything to do with "customer expectations". If I go into McDonalds expecting fine dining, I will be disappointed. Conversely if I go to Ritz wanting a quick, cheap Egg McMuffin to take away, my day will be off to a bad start.

With that in mind, managing customer expectations is absolutely critical to ensuring a positive customer experience. You can't have one without the other.

Chew Ann Wee**Senior Regional Director, Southeast Asia****CyberSource**

AS someone who regularly shops online, I most value security and convenience. It doesn't matter how new, or "sexy" an app is, I like to see a simple, reliable, and secure checkout process that supports my preferred payment option, be it on web or mobile.

And this peace of mind is what we strive to provide at CyberSource. With recent research suggesting that Asia-Pacific consumers value and look for secure and frictionless online transactions, CyberSource is committed to working with merchants, banks and processors across the entire payment life cycle to provide end-consumers with dependable, seamless, and safe eCommerce experiences.

Craig Mapleston**Chief Growth Officer****iris Worldwide**

SUCCESS in retail has always been dependent on the four "P"s of Product, Price, Placement and Promotion. But in today's ultra-competitive retail landscape, the fifth "P" of Premium Shopper Experience is the real factor driving differentiation and success.

The challenge for marketing agencies and brands is moving from an approach of "helping brands sell" to one that is about "helping people buy", through:

- Service-based selling: Putting human needs first and selling second;
 - Friction-free shopping: Shopper-centric solutions that break down barriers to purchase;
 - Real-time value: Helping shoppers interpret value in their own terms;
 - The power of inspiration: Dramatise a purchase motivation, not just a need;
 - Branding the value proposition: Provide hard and soft added values to a purchase.
-

Ronnie Tan**President****FranklinCovey Singapore & Greater China**

MOST organisations view "customer experience" through the lens of "customer satisfaction/dissatisfaction". This relationship is a rather weak connection to have bottom-line impact. It is therefore imperative to view customer experience through the "actions" which is best measured by the degree of customer loyalty. To improve customer loyalty, we must first win the hearts of the people serving our customers.

More than 70 per cent of what makes a customer experience great is based on the behaviour of frontline employees. If they are enthusiastic promoters of your organisation, your customers are a lot more likely to be promoters too. Employees must feel like valued members of a winning team pursuing an important mission, and it takes great leaders to inspire and lead them to accomplish this. Dr Stephen R Covey, an international bestselling author admired around the world for his simple, yet powerful, universal, timeless teachings, once said that we must always treat our employees the way we would want them to treat our best customers.

Tony Lombardo**CEO Asia****Lendlease**

SATISFIED customers drive long-term value and is a key contributor to longstanding success and growth of a company. As Lendlease's guiding principle, customer experience is a top business priority and at the centre of our decision-making. Customer satisfaction is a complex undertaking, sometimes comprising a combination of experiences. With a broad and diversified customer base in our international business, we reach out to understand our customers' needs through ongoing engagement and collaboration.

Hubert Larenaudie
President APAC
Unity Technologies

AS the leading content development platform, Unity supports developers through their entire development journey, from providing technology to implementing services and advising on market entry. By providing integrated services that enables content creators, from gaming, to animation, to immersive VR/AR experiences, we take the pain out of development by prioritising the customer experience.

Unity is proud to have a global community of active developers - and fostering this closely knitted relationship helps to stretch design thinking and innovation. We are committed to providing customer service support such as field engineers providing technical aid through tutorials and other training and support programmes, in order to groom the next generation of developers.

Haran S Pranatharthi
Head of Business
SAP Hybris (SEA)

CUSTOMER experience can make or break an organisation. To us, great customer experience means being able to provide an omnichannel, contextual experience to our corporate customers - every step of the way from awareness to purchase and beyond.

There are also opportunities to convert unhappy customers into our most vocal advocates, if we can make them feel important, respected and valued. It is about gaining deep insights about their needs, and delivering personalised solutions for their problems, all in real-time. Every initially irate customer contact gives us the chance to forge a lasting positive relationship. Ultimately, a great experience can create happy, loyal - and profitable - customers.

Neeta Lachmandas
Executive Director
Institute of Service Excellence (ISE)
Singapore Management University

DIGITAL adoption and high engagement with social media have transformed the way brands interact with customers. Requirements to satisfy customers are continually being redefined based on changing customer needs, disruptive trends, and the pace of innovation undertaken by competitors.

To stay relevant and ahead of demand, companies need to pay attention to how the end-to-end customer experience is being designed to address pain points and delight customers. At the Institute of Service Excellence, we believe that data-driven insights can play a significant role in helping organisations prioritise resources and focusing on improvement areas that will have the biggest impact on raising customer satisfaction.

Stephen Wang
Director of Asia Pacific
Talent Plus

CUSTOMER experience is a top priority for both us and our client partners. As a talent-based organisation, we strongly believe that a customer-centric disposition is better recruited for than taught. This is why our internal selection processes are made to determine an individual's natural potential to provide customer satisfaction.

When facing customer dissatisfaction, the best organisations own up to falling short on meeting expectations. They take care of the problem in a timely fashion, showing the customer the quality and gravitas of their response, and they do so with sincerity.

Matthew Johnston
Area Vice-President, ASEAN & Korea
Commvault

COMPANIES today operate in a data-complex world and many of us face challenges using and getting value out of data, regardless of the industry verticals we operate in. The ultimate success for any business lies in activating data to realise valuable insights, as data is, after all, the heartbeat of businesses today. By applying data science to the art of business decisions, companies can continue to improve the customer experience.

Commvault's success is mirrored by a 98 per cent customer satisfaction rating for six consecutive years in our annual support and services survey review, where technology vision, innovation and execution remain key to ensuring an excellent customer experience.

Paul Henaghan
President, South Asia and Korea
Dell EMC

WE are living in the age of the customer, a time in which empowered customers shape business strategy and determine when, where and how they engage with a company. With a large customer base, it is critical to have the customer's voice heard and incorporated into the decisions we make. Dell took the step of setting up a Chief Customer Office organisation to harness customer data in proactive and predictive ways. We have dedicated customer advocacy teams aligned to our go-to-market strategy - designing high-value programmes to reward loyalty and deepen customer relationships. Additionally, a customer solutions advocacy leader serves as an ambassador for our customers, bridging customer business needs to our technology solutions.

Customer experience is paramount to building long-lasting relationships. At Dell, we pride ourselves on our direct relationship with customers. With this level of engagement, issues resolution becomes a discussion rather than confrontation.

Matthieu Imbert-Bouchard
Managing Director - Singapore
Robert Half

AS a company committed to an "ethics first" approach, this guides how Robert Half develops relationships with our employees, clients and job candidates. Singapore is a highly competitive business environment, so quality customer service is essential to our business when it comes to client retention and referrals.

We are continuously looking for ways to improve our customer service by asking for feedback from clients and candidates after we've completed a placement. We also conduct industry workplace surveys so that we can better understand our client and candidate base, and stay abreast of industry trends and developments to offer better and speedier recruitment services.

Allan Robertson
Senior Vice-President, Asia Pacific
Intralinks

MORE than ever, customer experience has become a cornerstone of any organisation's success. With top companies recognising this, the bar is constantly being raised to meet changing customer expectations and demands.

At Intralinks, customer service to us has always been a top priority, and we approach it through a balance of being proactive and reactive. In addition to the measures that have been put in place for quick engagement by support teams 24/7, we also anticipate potential areas of dissatisfaction through surveys conducted with customers at milestones where we review, validate and follow-up with them to rectify concerns.

This ensures accountability, and more importantly, allows us to further strengthen our customer relationships.

Jayaprakash Jagateesan
Chief Executive Officer
RHT Holdings Pte Ltd

MORE than just satisfying business touchpoints, customer experience is about having a real relationship with your customer. For us, client experience is a key priority as our business model is driven by our focus on helping clients succeed.

We constantly look at value creation and strengthening our integrated one-stop corporate service to assist our clients through every stage of their business life cycle. To do that, we've had to develop a deep knowledge of their business, and put their interests and goals at the forefront of our business strategies.

We are all still learning how to better improve our client experience. Through open channels of feedback and constant engagement with our clients, we are able to regularly review our innovation and human capital training programmes, especially when we encounter client dissatisfaction. We need to also understand what our clients consider to be higher value for which they are willing to pay good fees.

Nathan Manzi
Vice-President, Asia Pacific
Smiths Detection

CUSTOMER focus is one of Smiths Group's core values. As the technology provider for threat detection and passenger security check equipment, meeting our customers' security needs is embedded in our business mantra and services.

We live in an environment where security and surveillance are high on the agenda in Asia, and any customer interaction is an opportunity for us to align with their needs. By listening to our customers closely, we help to solve bigger challenges and build trust in our relationship. This helps to push our services to the next level in providing world-class security and threat detection solutions.

Heng Wui Liang
Country Head, Singapore
BankBazaar International

BANKBAZAAR'S journey to becoming a leading online marketplace for financial products was born out of the need to improve customer experience. Traditionally, one had to go through a lot of paperwork when applying for a financial product. We make this process easier by bypassing endless paperwork and running it electronically using a mobile-based technology.

Our entire organisation is set up to constantly work on how fast we can deliver financial products to consumers with less friction. This involves adopting a paperless approach and has allowed us to provide a superior customer experience, which is transparent, neutral and 100 per cent regulatory-compliant.

David Hope
President
Workday Asia Pacific Japan

OUR customer experience and customer service strategy starts with our people and is the core of everything we do. If employees are happy and motivated in their roles then good customer service and experience naturally follows. We have seen the proof of this approach in our customer satisfaction surveys - with our latest approval rating at 97 per cent. With the growth and increasing sophistication of cloud computing software for human resources applications, companies have more tools than ever before to listen, manage and engage their workforce and drive a better customer experience from the inside out. Strong employee engagement, combined with a dedication to listening and responding to customers' needs, we believe, is a winning formula for both improving customer satisfaction and managing dissatisfaction.

Imad Abou-Haidar
Singapore Managing Director
Misys

IN an age where the customer's experience of your brand - and how they communicate that to others - will define your organisation's success, managing the customer experience is a top priority for us at Misys. Connecting and engaging with customers and measuring and tracking customer health forms a key role in the Misys customer-centric approach. We developed the Customer Health Index (CHI), a company-wide, cross-functional, real-time measurement system that monitors and measures customer engagement and enables us to respond strategically, operationally and tactically to customer needs along the entire life cycle. Actionable data coming out of this platform enables field teams to check and fix issues instantly.

Kevyn Yong
Dean
ESSEC Business School, Asia-Pacific

AT ESSEC Asia-Pacific, "customer experience" is our highest priority when designing and delivering customised client-specific learning and development programmes.

"Customer experience" involves participants thinking differently to develop leading-edge skills and knowledge in innovation, digital business skills, and strategic leadership in an engaging and thought-provoking learning environment, and developing the confidence to immediately apply their new skills and knowledge at work the next day. To this end, we work very closely with our clients throughout every phase of the programme, constantly exchanging ideas and addressing every dissatisfaction as we continuously develop and redevelop the programme to co-create the best possible solution.

Tan Mui Huat
President and CEO, Asia
International SOS

PUTTING our customers first and delivering exceptional customer experience are in our DNA and underpin what International SOS and Aspire Lifestyles do everyday to protect and save lives or make dreams come true through our concierge service. Therefore, we make every effort in driving the service culture within the organisation, and the journey never stops.

The customer experience is constantly measured against a set of stringent Key Performance Indicators and Service Level Agreements. Customer dissatisfaction is attended to with utmost urgency and the necessary service recovery actions needed to ensure a proper closure. Customer feedback gives us valuable insights to continuously improve and be the best in class in what we do. Lessons learnt from the experience are then channelled into our teams as part of training or into improving our processes, systems and tools where appropriate.

Helen Ng
Chief Executive Officer
General Storage Company Pte Ltd

CUSTOMER service is a top priority in the self-storage industry. It is how we distinguish ourselves from traditional warehouse storage, which is largely based on the self-service model and thus impersonal. Our customers still prefer the human touch the moment they enter the self-storage facility. Our customer service officers also play an important sales and marketing role by helping with customer retention. To enhance customer satisfaction, we have tapped social media platforms such as Facebook and Twitter. Customers can register their feedback and receive a response almost instantaneously.

Kai Y Chan
President, Asia Pacific
Carlson Wagonlit Travel

THE vast majority of our staff have to interact with clients on a daily basis, including our 1200 travel counsellors in Asia-Pacific who help travellers with their travel arrangements. Our goal is to make business travel as stress-free as possible, particularly during instances such as flight disruptions. This makes the customer experience a top priority for us.

At its core, creating a great customer experience is all about putting yourself in the customers' shoes and understanding a situation from their perspective. Soft-skills trainings are key to helping our travel counsellors interact better with clients. When things go wrong, the employees involved go through additional coaching. We also provide a report to our clients explaining what went wrong and the action we've taken to prevent the mistake from recurring. At the same time, when our travel counsellors deliver great customer service and receive compliments from our clients, we celebrate their success and ensure they get the recognition they deserve.

Hari V Krishnan
CEO
PropertyGuru Group

PROPERTYGURU was started because we wanted to solve a big consumer problem: Make the property market more transparent for homeseekers. Today, as we approach our 10th anniversary, we remain committed to helping consumers make confident property decisions.

To deliver on this, we have set high standards for user experience. As homeseekers are making what is potentially the single biggest transaction in their lives, they are often faced with a lack of both time and experience, and rely on us to help them skim through the vast amounts of property data. This sets high expectations for the experience they receive. For us, a great consumer experience means that our solutions help users find a home efficiently and equip them with the information necessary to make a confident decision. As a technology company, we are naturally inclined to look at data and smart analytical instruments combined with good user experience and design to satisfy our consumers. We might not always get it right the first time, but we also recognise that to excel in providing a great consumer experience is to constantly be on a learning journey.

Alok Ghose
Managing Director
Philips Lighting

AS A company obsessed with innovation and delivering new experiences, Philips Lighting places great importance on customer experience during and after making the purchase. Multi-faceted customer satisfaction KPIs are built into performance measurement at the country level, from management to marketing and customer service functions. Be it home or enterprise customers, a closed feedback loop with the end-user is a must, regardless of whether the engagement was direct or through channel partners. In addition, we were the first lighting company globally to proactively invest in chatbot technology, enabling customers to purchase our home lighting products conversationally through Facebook's Messenger platform.

Jessica Chuang
Regional Marketing Director, Southeast Asia, India and Greater China
Hotels.com

CUSTOMER experience is key for us to build an edge in a highly competitive and dynamic travel industry. At Hotels.com, investing in research and data analysis helps us to constantly improve the booking experience, thereby ensuring customer satisfaction no matter how they want to book. For example, as mobile becomes an increasingly popular transaction platform, we worked to ensure a unified experience across platforms - customers have the same access to great tools, deals, rewards, plus their reservations even when offline. Our database of over 25 million verified guest reviews is also a reliable source of information to help customers book the perfect stay.

Woon Yen Khai
Managing Director
American Biltrite Far East Inc

HERE in American Biltrite, it is one of our core company values to have customers as the centre of our focus. What it means for us is an extension of our family-oriented organisation to include customers into our core family circle, such that the mindset is "customer priorities precede everything else". In terms of structure, placing customer service within the sales leadership certainly creates great alignment in getting customer priorities right. Senior management involvement in the process and decision-making ensures fixes are prompt where potential lapses are reported. It is very much about mindset and culture, from individuals to the top across the entire organisation, that drives customer service excellence.

In Singapore, while as consumers we rank tops in intolerance of poor service, the general service level itself is far from excellent! Japan and Korean are great examples where you find consistent experience of service standard. We have much to do in terms of building a service mindset and culture.

Goh Swee Chen
Chairman

Shell Companies in Singapore

Customer experience is at the core of Shell's businesses. Specifically, for our retail operations, Shell invests in training for our frontline staff – or service champions as we call them – as they are often the first touchpoint for customers at service stations. In instances of customer dissatisfaction, our service champions are empowered to exercise judgement to recover the situation with the support of our station managers. Besides good customer service, the station and in-store design and features also play a key role in forming the customer's experience. Towards meeting the evolving needs of customers, all Shell stations will be designed such that customers will be promised a seamless and convenient experience at every visit.

Edwin Khew Teck Fook
President
The Institution of Engineers, Singapore

High service standards has been our ethos at IES, whereby our members are the "customers" and our value-add to them constitutes the "customer experience". We focus on benefitting our members, whether it is advancing their technical competencies; raising their professional standing or expanding their networks. Customer satisfaction to us also means harnessing our members' collective engineering expertise to enhance our society's quality of life, including support for the handicapped or disadvantaged. IES has been able to do such good work owing to our members' selfless and pro bono contributions. I believe the best remedy against customer dissatisfaction is to practise service above self. This applies to all sectors where Customer Relationship Management (CRM) is important to a successful business.

Zaheer K Merchant
Regional Director (Singapore & Europe)
QI Group of Companies

INDEED, customer experience and the ability to measure customer satisfaction rank among the highest priorities in our organisation. This is inevitable, given the myriad of choices and multitude of channels which consumers have to purchase products and services. Therefore, in order to retain our customers and continue to thrive in this competitive business, we apply various methods to respond to major instances of customer dissatisfaction, including providing personalised customer service officers to listen to their complaints and address them in a manner most appropriate to their issues and promulgating a clear and welcoming policy on complaints. Our organisation views complaints not as a thorny problem but rather as a valuable opportunity for us to improve our organisation, and to help us develop our relationship with our customers by demonstrating our value and care. A complaint can be a gift that keeps on giving - handle it professionally and an organisation will not only get to keep its customer but may also gain new ones through word of mouth that it is an organisation with a tradition of strong customer care. This is our mantra.

David Leong
Managing Director
PeopleWorldwide Consulting Pte Ltd

CUSTOMERS' experience is everything to businesses since it generates the goodwill that will bring about continued consumption and support for the brand. Customers are the reason businesses stay in business. As we are in the people-business, our service equation involves the customers, job-seekers and labour intermediaries. We do not deal with the flow of any products but the flow of people to jobs - for people, by people. Customers' experience ranks high among many other competing priorities including reliability, responsibilities and reliability.

Customers' dissatisfaction will necessitate immediate responsible and reliable service recovery. Businesses may be able to gain more customers with dependable service standards and quick, no-questions-asked service recovery. Such responsive and responsible service recovery may deepen customer relations and strengthen the brand position.

Giving good customer experience is the surest bet for businesses to retain the customers and win the competition.

Ronald Lee
Managing Director
PrimeStaff

AT PRIMESTAFF, our Singapore Quality Class (SQC) certification is testimony to how important the customer experience is to us within the organisation.

While we are a B2B business and do not deal with customers on the frontline, our workforce is comprised largely of service delivery professionals who service our customers - our clients that engage our recruitment and HR consulting services, as well as individuals who look to us for a good career.

The job candidates whom we help to secure employment opportunities for are also our customers and must always be treated with due respect.

Ours is a very people-oriented and therefore service-oriented business and as such, our customers' satisfaction is one of the cornerstones of our corporate values.

If there are any major instances of customer dissatisfaction, we will conduct an in-depth and objective review of the incident and ensure the situation is handled with transparency, integrity, and utmost professionalism. We will endeavour to do our best to deploy all service recovery means necessary in order to rectify the situation.

We view and value all stakeholders of our business from clients and candidates to our own staff as partners on this journey and we desire to positively impact their businesses and lives through their interactions and encounters with PrimeStaff.

Lim Soon Hock
Managing Director
PLAN-B ICAG Pte Ltd

THE moment of truth often defines the level of attention and priority a company accords to customer service, experience and satisfaction.

During a major crisis that severely disrupts customer service and consequently creates an unpleasant customer experience, a CEO must be at the forefront and be the face to the market, in reining in the problem. It should not be delegated to anyone else in the organisation.

When I was president of SITA INC Asia Pacific, there was a major network outage in 2002, affecting all the airlines in Asia-Pacific. It affected passenger check-in and many other related services in an airport. It could not have happened at a worse time, just a few hours before people were going to work. The company activated our command centre, which I had set up. On hindsight, it was a far-sighted move. I was on the phone with the CEOs of all the major airlines in the region, and updating them regularly on the progress of restoring the network. The following week, I visited all the major airlines to offer the company's apologies for the disruption in service, and to brief them on actions taken by the company to prevent a future occurrence.

Beyond empowerment of customer-facing staff, CEOs must walk the talk, if customer centricity is to take root in a company.

Christophe Duchatellier
CEO, Asia Pacific
The Adecco Group

THE Adecco Group has a large number of clients and candidates, both of whom are our "customers" and we take a very proactive approach in shaping and managing their experience of interacting with us at all touchpoints, both online and offline. For instance, we regularly train our employees in effective communication and customer service, we take a mobile-first approach in our digital

initiatives and follow consistent brand guidelines to ensure a seamless, omni-channel experience. Any instance of customer dissatisfaction, if it happens, is handled swiftly, professionally and with empathy. As a testimony to our efforts, the Adecco Group was ranked seventh in the 2016 World's Best Multinational Workplaces.

Jessie Xia
Managing Director _ Singapore
ThoughtWorks

A GREAT customer experience and journey is central to our business and to our customers' businesses. The changing competitive landscape of industry and business has placed customers at the core of many businesses. This goes above and beyond just providing good products and services but encompasses the entire journey of the customer that will determine the level of engagement and loyalty.

ThoughtWorks has worked with our clients to improve and differentiate a customer experience through technology which goes beyond design to design thinking and the psychology in understanding how customers interact. Leveraging our UX expertise coupled with the right technologies with embedded rapid feedback can create a significant difference in customer experience.

Customer dissatisfaction needs to be treated with importance to understand the expectations and how they are not being fulfilled. Organisations that neglect to understand what customers truly want and instead prioritise rolling out new products or features will find it difficult to differentiate themselves in the new marketplace.

Henry Tan
Managing Director
Nexia TS

OUR firm believes that service is key; it's reflected in our vision and mission. And that's to be your personal adviser, offering an attentive and bespoke service. "Listening, thinking and growing" shares our service methodology of attentive listening, thinking on behalf of the client and helping in growth. All these points to the focus on the client. Usually promptness in response and meeting of deadlines are areas where, if not met, will cause dissatisfaction. So we are very particular and whenever such instances are raised we will ensure clear communication of expectations and meeting of deadlines. It's always good to respect and keep to what we promise. We also do client satisfaction surveys periodically to gauge the level of service delivery.

CUSTOMER SERVICE CUSTOMER EXPERIENCE CUSTOMER SATISFACTION

MORE FROM THE BUSINESS TIMES



Expanding beyond Singapore
 May 16, 2017



Pessimism seeps into Canadian sentiment as property cools
 May 31, 2017



Lamborghini speeding into Leng Kee stretch
 May 31, 2017



EM carry trade headed for bust
 May 31, 2017

FROM AROUND THE WEB



Building up Batam as a work-and-play digital hub

Straits Times



Attractive buying opportunities in the commercial property sector abound in 2017. Find out why.

DBS Singapore



Hong Kong actress Eliza Sam ties the knot in stunning wedding dresses

HerWorldPlus



Samsung Galaxy S8: The Nicest Phone I've Ever Held

Samsung Galaxy S8 Launch

Recommended by

THE BUSINESS TIMES

Lifestyle



PRINT ARCHIVE

| | | | | | |
|-----|-----|-----|-----|-----|-----|
| MON | TUE | WED | THU | FRI | SAT |
|-----|-----|-----|-----|-----|-----|

SUBSCRIBE TO THE BUSINESS TIMES NOW : CALL +65 388 3838 | BTSUBSCRIBE.SG

[ABOUT US](#) [CONTACT US](#) [HELP](#) [TERMS & CONDITIONS](#) [SPH WEBSITES](#) [DATA PROTECTION POLICY](#)

SPH DIGITAL NEWS

© 2017 SINGAPORE PRESS HOLDINGS LTD. REGN NO. 198402668E

