

**SMU ADVANCED CERTIFICATE IN  
SERVICE EXCELLENCE & INNOVATION**

# Gearing Up Your Service Excellence - From Strategy to Operations

As the business landscape changes to accommodate technological disruption and innovation, it is imperative that the backbone of any organisation remains resilient. Service is a key differentiator and customer satisfaction has been proven to be linked to the financial performance of a business.

In conjunction with SMU Academy, the Institute of Service Excellence is offering the SMU Advanced Certificate in Service Excellence & Innovation. This Advanced Certificate is a modular programme that is designed for middle-level managers to senior-level executives to focus on building a culture of service excellence through leadership, process planning, service innovation, data-driven insights and a customer-centric strategy.

Our six modules focus on training you to make a positive impact and achieving peak results in your daily work. Addressing issues and challenges that your organisation may face, the Advanced Certificate will get you thinking from inside out, putting the customer at the centre of your business decisions.



# MODULES

The following modules make up the SMU Advanced Certificate in Service Excellence & Innovation.



## Service Leadership

Leading a Service-Centric Culture

## Service Operations

Turning Strategy into Service Operations

## Service Innovation

Innovating to Achieve High Service Performance

## People Management

Creating a Service-Centric Culture through Change Management

## Customer Experience

Designing an Exceptional Customer Experience

## Customer Analytics

Harnessing Data for Quality Service Delivery, Value Enhancement & Outcome

# Service Leadership

## LEADING A SERVICE-CENTRIC CULTURE

**This module focuses on strategic level leadership and is designed to equip you with the skills and knowledge to challenge old mindsets and explore new methods of engaging teams within your organisations.**

### Objectives

- Evaluate the effectiveness of service-oriented strategy and leadership with the Customer Satisfaction Index of Singapore (CSISG)
- Align service strategy with leadership style
- Align leadership with business operations
- Manage leadership challenges in the Asian context
- Lead change with tools that guide organisational values, goals, and aspirations
- Build and optimise an organisational culture rooted in collaborative trust-based employee behaviour

### Topics

- What drives customer satisfaction
- A leader's perspective on customer satisfaction
- Social media and its implications
- Your leadership style and execution
- Aligning leadership and execution
- How leadership styles within organisations impact culture
- Building a service-centric culture

### Who Should Attend

Senior management and team leaders who have a role in driving service improvement strategies, culture, and initiatives, as well as a customer-oriented workforce.



### Duration

2 Days

### Course Fees

Full course fees:

SGD 2,675 (including 7% GST) per participant

Nett course fees payable after WSG Funding:

SGD 802.50\* (for Singaporeans/ PR)

SGD 302.50\* (for Singaporeans aged 40 and above)

SGD 302.50\* (for Singaporeans/ PR from SMEs)

*\* Terms & conditions apply. Please refer to our website [ise.smu.edu.sg](http://ise.smu.edu.sg) for more details. If your company is an ISE Member-company, you may already have pre-reserved seats. Please call to enquire.*

# People Management

## CREATING A SERVICE-CENTRIC CULTURE THROUGH CHANGE MANAGEMENT

**This module will help you build a talent-focused culture that is aligned with a customer-centric strategy, where employees and customers are valued assets and are vital drivers of company performance and success.**

### Objectives

- Review and build a talent management framework for one's organisation that is aligned with a customer-centric strategy
- Explore ways to engage employees within a customer-centric strategy
- Build a reward and recognition system that focuses on customer centricity
- Use change management strategies to create and foster a positive work environment that enables a service excellence culture

### Topics

- A customer-centric strategy as the basis for talent management
- Talent management: the role of performance management
- Talent engagement and empowerment
- Managing change
- Leadership role in change
- Putting change into practice

### Who Should Attend

Supervisors with people management responsibilities and managers who are involved in the field of designing organisational culture, talent management, learning and development, and any service setting that emphasises a customer-centric strategy.

### Duration

2 Days

### Course Fees

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# Service Operations

## TURNING STRATEGY INTO SERVICE OPERATIONS

**This module will increase your understanding of how to apply process management principles to your organisation to drive both productivity and profit.**

### Objectives

- Apply service profit chain and establish relationships between profitability, customer satisfaction and employee satisfaction
- Align your service design and process design with the organisational strategy
- Assess the organisation's service capacity and apply the lean service concept to enhance productivity and profitability
- Lead the team to improve productivity with a high level of customer centricity

### Topics

- Service excellence operations, Lean Thinking and Lean Service Excellence Framework
- Planning for service excellence operations
- Process excellence and customer focus
- Improving service processes
- Service excellence sustainability (assessment systems, continuous improvement) and people/ teamwork

### Who Should Attend

Decision makers and managers with corporate planning and service operations responsibilities.

### Duration

2 Days

### Course Fees

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# Customer Experience

## DESIGNING AN EXCEPTIONAL CUSTOMER EXPERIENCE

This module will equip you with the knowledge and skills needed to design and deliver unique customer experiences and integrate initiatives with your overall corporate strategy.

### Objectives

- Understand key dimensions of customer experience and pain points, and be able to mitigate them
- Use the design thinking methodology to design the best service experience for customers
- Understand differences in the customer experience in the retail, SME, and large organisational settings
- Adopt best practice strategies to design, develop, and operate a customer-centric culture

### Topics

- How to design optimal customer experience in your process
- Techniques for improving customer experience
- Prioritising elements of customer experience in design
- Elements of customer experience programme
- Identifying customer experience pain points
- Elevating customer pain points
- Mitigating customer pain points and plenary

### Who Should Attend

Managers of service quality and customer-centric initiatives and professionals with work exposure to customer experience, marketing, quality assurance, operations, collaborative partnership or customer analytics.



### Duration

2 Days

### Course Fees

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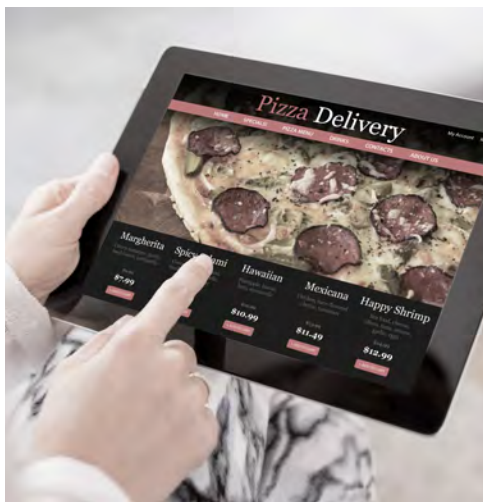
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# Service Innovation

## INNOVATING TO ACHIEVE HIGH SERVICE PERFORMANCE

This module is designed to equip you with the frameworks, principles, and tools to encourage service innovation in your organisation.



### Objectives

- Gain greater insight into how entrepreneurs think
- Understand how to launch and lead service innovation
- Experience how innovation drives sustainable success in service delivery

### Topics

- Defining innovation and differentiating innovation sources to deliver value
- Exploiting blind spots to support innovation
- Prototyping your innovative offering
- Applying the business model canvas to develop an integrated offering

### Who Should Attend

Managers of service quality and customer-centric initiatives and professionals with work exposure to customer experience, marketing, quality assurance, operations, collaborative partnership or customer analytics.

### Duration

2 Days

### Course Fees

Full course fees:  
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# Customer Analytics

## HARNESSING DATA FOR QUALITY SERVICE DELIVERY, VALUE ENHANCEMENT & OUTCOME

This module will equip you with the knowledge and skills needed to transform data into useful insights for quality service delivery, improve customers' perceived value, and advance business outcomes.

### Objectives

- Recognise the need to focus on service excellence and value
- Recognise data analytics as a critical tool to boost service delivery and to enhance value
- Understand key service-related analytical frameworks in the field of customer service, value, satisfaction and loyalty
- Gain knowledge of collecting, analysing and interpreting customer and marketing metrics
- Translate customer and marketing data into insights to achieve better marketplace outcomes
- Articulate the analysis results for management communication

### Topics

- Refresher on data and data analytics
- Service quality insights
- Value insights
- Loyalty insights

### Who Should Attend

Executives who develop and lead their organisation's service quality and customer-centric initiatives and managers in the fields of customer experience, quality assurance, frontline operations, customer analytics and insights.

### Duration

2 Days

### Course Fees

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