

# Managing & Implementing Service Excellence

## Phnom Penh

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# Your Facilitator



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## **BACKGROUND:**

- Graduated with B. Engineering (Hons) from University of Sheffield (U.K)
- Certificate in Management Consultancy (CMC) from Japan Productivity Centre (1989)
- 20 years service with Standards, Productivity & Innovation Board (SPRING) Singapore in various capacities (Productivity Management, SME Development, Business Excellence)
- Expert Trainer for Third Country Training Programme (JICA, APO, Commonwealth Secretariat, UNIDO)
- Team Leader (Assessor) for Singapore Quality Award (1994 – 2008)
- Project Manager for G-G Technical Assistance to Government of Botswana on Productivity Movement (1993 – 2002)
- Consultant to Kingdom of Bahrain for Labour Reform initiative.
- Resource Trainer to Botswana Public Service on Executive Leadership Programme (Customer Focus Module)

# Module Objectives

At the end of the program, participants will be able to:

- Assess the level of service management in your respective organizations;
- Examine examples of the best practices in the Singapore Public Service sector, and evaluate their appropriateness for adoption.
- Apply the tools and concepts shared, and to review, develop and/or execute the service strategy of your organization.
- Identify and prioritize suitable projects for follow-up actions

# Programme Outline

## Managing & Implementing Service Excellence

### Day 1:

AM

#### Introductions

- Program Briefing
- Ice Breakers
- Singapore's Governance System

#### Lunch Break

PM

#### Service Excellence Models

- Public Service for the 21<sup>st</sup> Century (PS 21)
- Public Sector Transformation
- Group Discussion

# Programme Outline

## Managing & Implementing Service Excellence

### Day 2:

AM

Review of Day 1

#### **Fundamentals of Effective Customer Service**

- 5 Key Elements of Customer Service
  - *E1: Identify & Understand Your Customer*
    - Who Are Your Customers?

#### **Lunch Break**

PM

#### **Fundamentals of Effective Customer Service**

- *E1: Identify & Understand Your Customer*
  - Customer Needs exercise
  - Listening to the Customer

# Programme Outline

## Managing & Implementing Service Excellence

### Day 3:

AM

Review of Day 2

- **Fundamentals of Effective Customer Service**
  - *E2: Build a Customer Service Strategy*
    - Develop Strategic Service Intent
    - Develop Action Plan
    - Develop Implementation Plan
    - Develop Measurement System
    - Sharing & Discussions of Customer Service Plans.

### Lunch Break

PM

### Fundamentals of Effective Customer Service

- *E3: Recruit & Manage the Right People*
  - Recruiting Good Customer Service Employees
- *E4: Develop Customer Service Standards*
- *E5: Shape Policies and Practices with the help of Customers*

# Programme Outline

## Managing & Implementing Service Excellence

### Day 4:

AM

Review of Day 3

#### **Customer Relationship Management**

- Complaint Quiz
- Complaint Management System
- Service Recovery

#### **Social Media**

- Trends in Social Media
- Group Discussion

### **Lunch Break**

PM

Program Wrap-up and Follow-Up Actions Discussion



An aerial photograph of a large icebreaker ship, likely a Russian nuclear-powered icebreaker, sailing through a dense field of sea ice. The ship is a dark, rectangular vessel with a complex superstructure, including a bridge and various antennas. It is moving from the upper right towards the lower left, leaving a trail of open water behind it. The ice consists of numerous small, irregular floes. The overall color palette is dominated by the white and light blue of the ice and water, with the dark grey of the ship providing a strong contrast.

**ICE BREAKER**



# Ice Breaker

- In pairs, introduce the person sitting on your left/right
  - Name & Designation
  - From which organisation
  - Key responsibilities
  - What he/she hopes to learn from this program

**2 minutes per introduction!!!**

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\* GDP per capital USD, data from ASEAN Secretariat and IMF-World Economic Outlook 2016



# Singapore Governance System

# The Singapore Public Sector

- Comprises of:
- The Singapore Civil Service (16 Ministries and Organs of State)
- The Singapore Armed Forces
- The Singapore Legal Service
- The Singapore Police Force
- 66 Statutory Boards



# The Singapore Civil Service

## Mission

- We work with the elected government to shape Singapore's future, forge a common vision among Singaporeans and transform the vision into reality.
- We safeguard the independence, sovereignty, security and prosperity of Singapore.
- We uphold justice and equality, guided by the principles of incorruptibility, meritocracy and impartiality.



# The Singapore Civil Service

- The civil service is the country's largest employer, with 141,000 officers in 16 Ministries and more than 60 Statutory Boards.
- Widely regarded as one of the most efficient and uncorrupted bureaucracies in the world, with a high standard of discipline and accountability
- Widely regarded as one of the key contributors to the success of Singapore since independence.

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# The Singapore Approach to Good Governance

# Approach to Governance Shaped by our Unique Circumstances

- Small with Limited Resources
- Diverse and Uncertain Region
- Dependent on own resourcefulness
- Political system, including the legacy of the PAP Government

*"Since we are too small to influence the course of world events, we constantly have to adjust ourselves to them, for better or for worse."*

*Dr Goh Keng Swee, Minister for Defence, 1973*



# Factors Impinging on our Approach to Governance

- Hence the approach takes cognizance of the following
  - No one owes us a living
  - Stay relevant
  - Well-plugged into global economy
  - Peace & Security the foundation of growth

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# Our Imperatives

- Good and proactive leadership to ensure that our national interests are protected;
- High standards of Government to ensure that public trust is maintained;
- Optimization of our resources and potential to compensate for our shortcomings;
- International space to compensate for our lack of hinterland;
- Relentless adaptation and remaining relevant in a fast changing world;
- Greater ingenuity in dealing with challenges;
- Preservation of our core values and identity in order to maintain our distinctiveness;
- Greater sense of belonging or rootedness in addition to preserving our core values and identity; and
- Continuous re-examination of its role to ensure it remains relevant

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# Philosophy/Principles of Governance

## Leadership is Key

- Eschew corruption
- Do what is right, not what is popular
- Be pragmatic
- Provide long-term vision

## A Stake for Everyone, Opportunities for All

- Singapore a global city and choice home
- Promote collective responsibility
- Beyond physical stakes
- Preserve core values & interests

## Reward for Work;

## Work for Reward

- Self-reliance, not welfare
- Meritocracy for best use of talent

## Anticipate Change; Stay Relevant

- Stay nimble and flexible
- Be better organized than competitors
- Exploit opportunities even in adversity
- Turn constraints into advantages

## Summary: Singapore's Governance Model

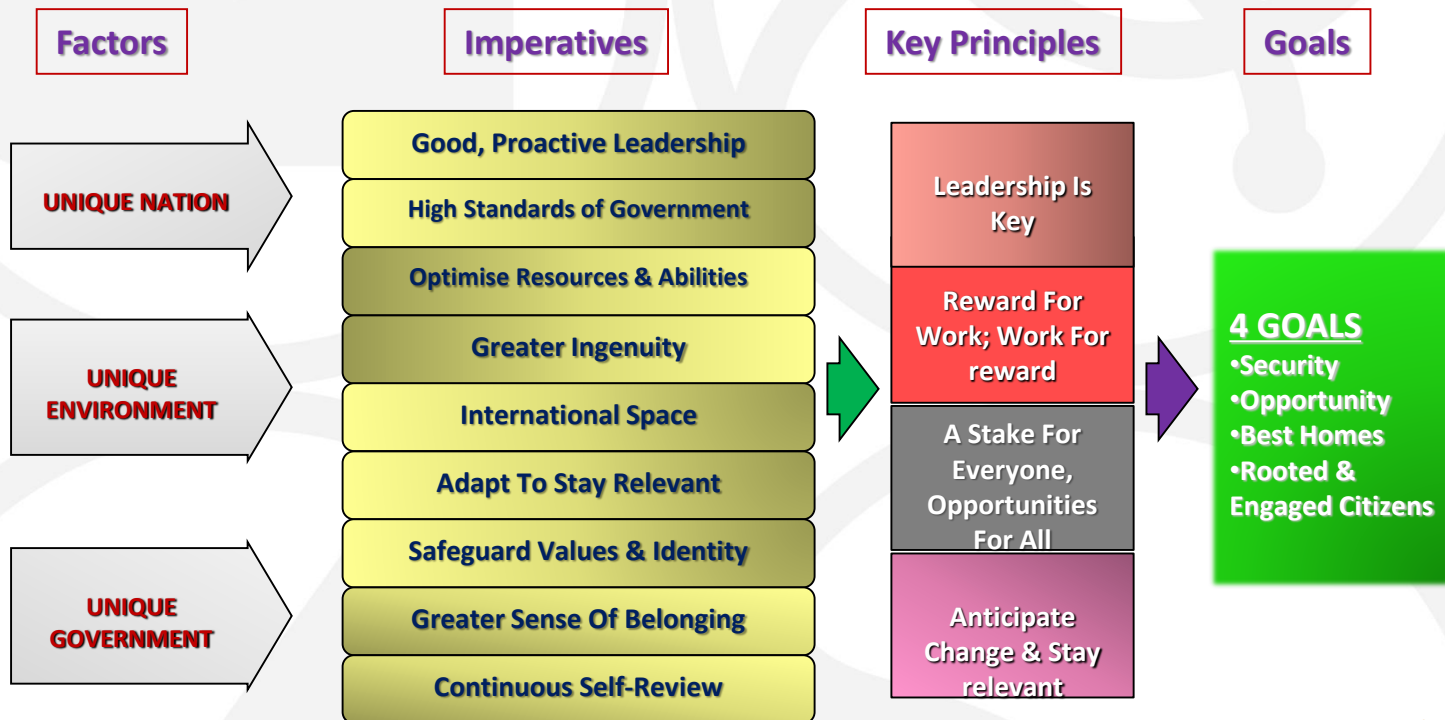
- Importance of rules, institutions, systems and structures;
- Focus on building the capability and capacity of institutions and structures which constantly anticipates and adapts to new knowledge, technologies, circumstances and expectations;



# Summary: Singapore's Governance Model

- Good, pragmatic policy decision and choices with clear, realistic and achievable goals:
  - *contributed to the achievement of desired outcomes at the national level.*

# Summary: Overall Framework





# Service Excellence Model

# Public Service for the 21<sup>st</sup> Century (PS21)

## Rationale:

### Changing external environment

- We face a constantly changing global landscape and need to tackle issues such as increase economic competition, geopolitical shifts and demographic change. PS21 helps the Public Service to understand that changes is constantly occurring in the environment we operate in and to anticipate the change that will take place.

### Dynamic, progressive & nimble Public Service

- PS21 encourages a Public Service that is responsive, flexible and innovative. This helps to maintain Singapore's competitive advantage and contributes directly to the success of Singapore.

### Empowered & engaged public officers

- PS21 encourages a mindset that welcomes experimentation and a desire to continually find new and better ways of doing things. PS21 gives every public officer the mandate and platform to contribute their ideas for a successful Public Service. This recognizes people as a critical resource of the Public Service and contributes towards job engagement and satisfaction

# Public Service for the 21<sup>st</sup> Century:

Theme: “Being in Time for the Future”

- **Anticipate Change** - accepting unpredictability but being prepared for alternative landscapes
- **Welcoming Change** – having a mindset that sees opportunities that change bring about
- **Executing Change** – leading people and managing of systems for Excellence



**Public Service**  
*for the 21<sup>st</sup> Century*

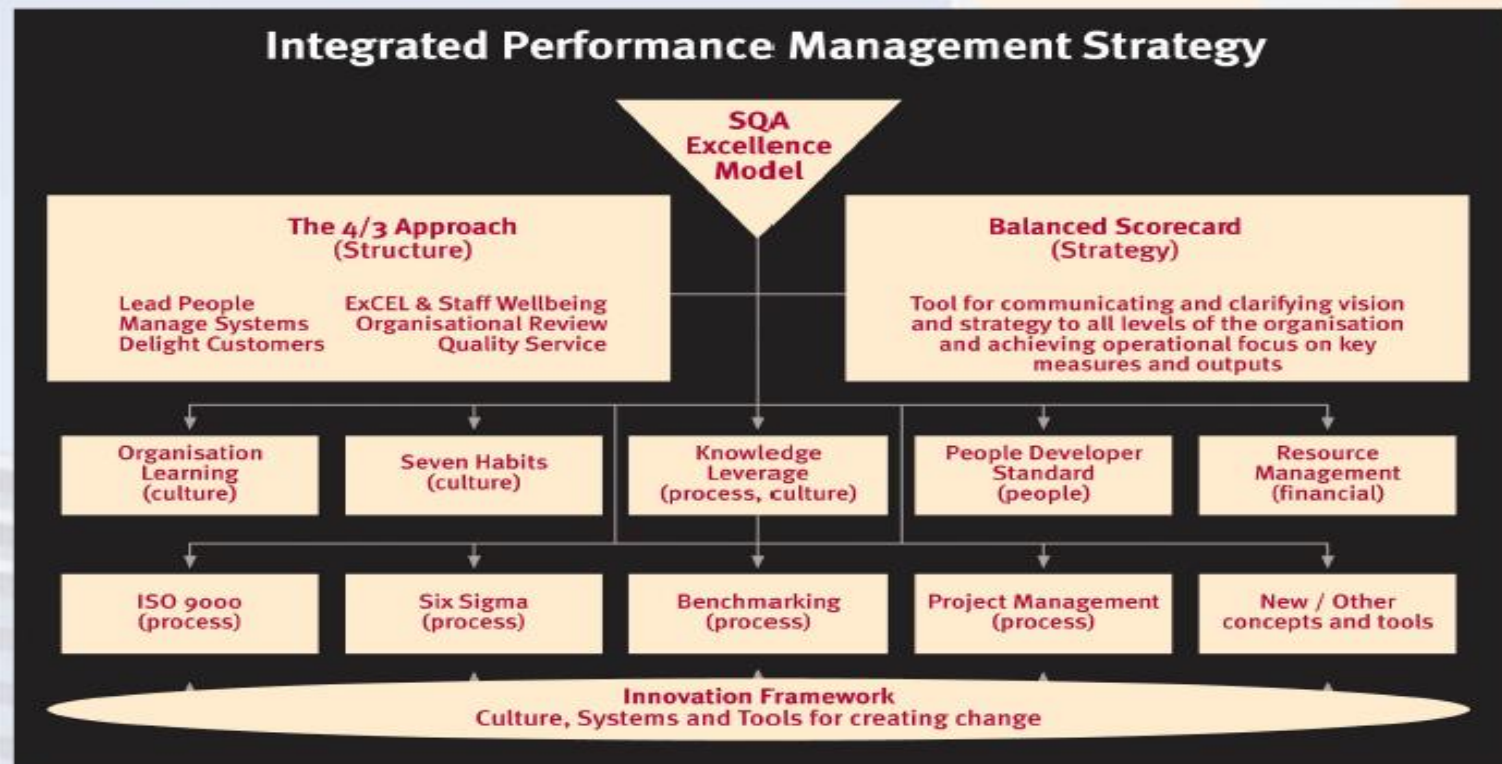




# Singapore's Approach to Integrated Performance Strategy

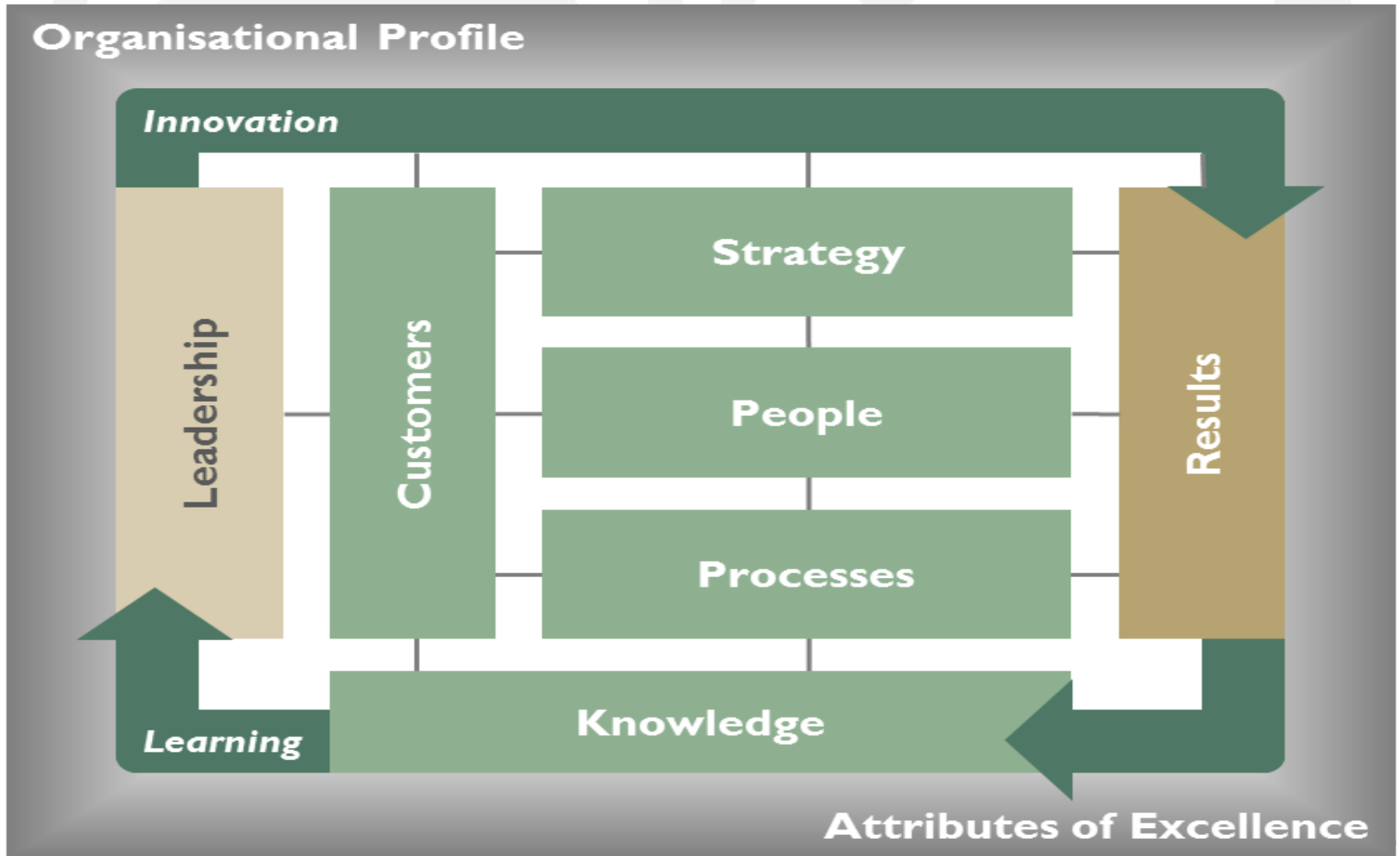
## Background

Within one generation, Singapore has been transformed from a developing country to that of a developed country. Our “Public Service for the 21st Century” or “PS21” framework has transformed the Singapore Public Service into a change leader - a catalyst for change, a pace setter in change, and a standard bearer on change. PS21 is all about being in time for the future.

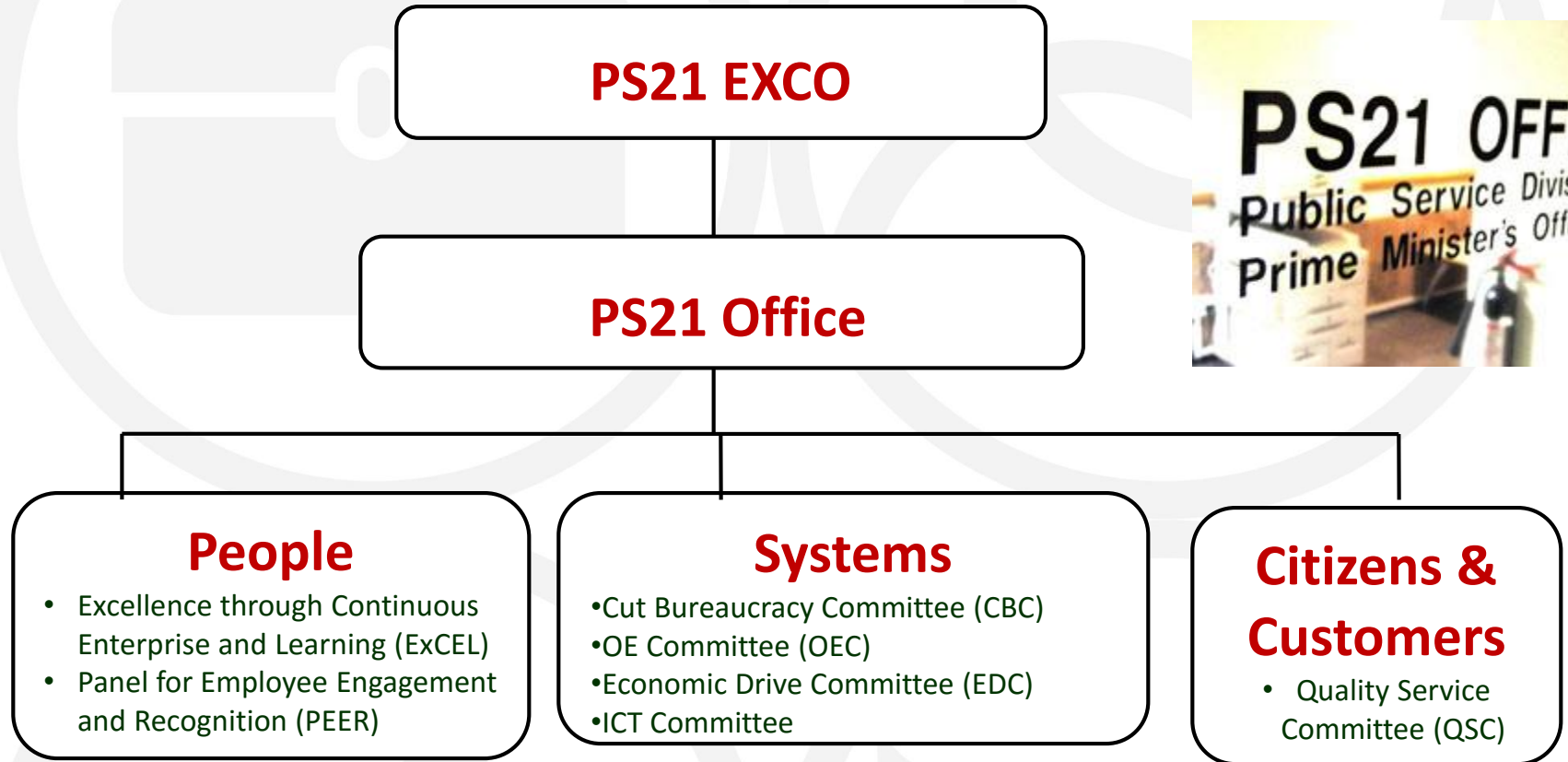




# SQA Excellence Model



# PS21 Structure



Ministries, Statutory Boards and Departments



**2012....**

# **Public Sector Transformation**

# Whole-of-Government Outcomes

## 1 Sustaining Economic Growth

### Desired Outcomes

- Robust Engines of Growth
- Good Job Opportunities and Lifelong Employability
- Conducive for Business and Entrepreneurship
- Macroeconomic Stability
- Globally Competitive Workforce



## 2 Growing Incomes and Strengthening Social Security

### Desired Outcomes

- Financial Security
- Good and Affordable Healthcare
- Affordable, Quality Public Housing
- Quality Education



## 3 Fostering Strong Families and a Cohesive Society

### Desired Outcomes

- Strong Families, More Families
- Strong Singaporean Core
- Racial and Religious Harmony
- Caring and Inclusive Society



## 4 Providing World-Class Infrastructure and an Endearing Home

### Desired Outcomes

- Distinctive and Vibrant Global City
- Robust Infrastructure, Good Connectivity
- Clean Environment, Sustainable Development



## 5 Building a Secure and Influential Singapore

### Desired Outcomes

- Sovereign and Secure Singapore
- Safe and Secure Home
- Strong National Identity and Resilience
- Preparedness for Crisis
- Congenial International Environment



## 6 Ensuring an Effective Government

### Desired Outcomes

- Customer-Centric and Consultative Government
- Rule of Law
- Incorruptible and Committed Public Officers
- Dynamic, Forward-Looking Public Service Leadership
- Fiscal Sustainability
- Effective and Efficient Use of Resources



# Public Sector Transformation (PST) Themes

## TRUST

Singaporeans believe that we care, are honest and capable, and provide bold and effective leadership for Singapore.

We partner Singaporeans as citizens with roles, responsibilities and a stake in Singapore.

Trust enables different parties to accept that even if they do not necessarily agree with each other, each party is acting in good faith & is working for the common good.



PUBLIC SECTOR TRANSFORMATION • TRUST • ONE PUBLIC SERVICE • CITIZENS AT THE CENTRE •

## CITIZEN-CENTRICITY

We understand the diverse experiences and needs of Singaporeans.

We work with Singaporeans and harness their perspectives to do our jobs better.



PUBLIC SECTOR TRANSFORMATION • TRUST • ONE PUBLIC SERVICE • CITIZENS AT THE CENTRE •

Citizen-centricity involves putting citizens' perspective & concerns at the heart of policy design & service delivery

## ONE PUBLIC SERVICE

We work as a team to formulate policies and solutions that are in the best interests of Singapore and Singaporeans.

Our values of Integrity, Service and Excellence underpin what we do as the Singapore Public Service.



PUBLIC SECTOR TRANSFORMATION • TRUST • ONE PUBLIC SERVICE • CITIZENS AT THE CENTRE •

More optimal outcome for citizens would be achieved if agencies think, plan & service as one public service



# WHOLE-OF-GOVERNMENT (WOG) ACTION AREAS

- 1 Improve staff engagement
- 2 Prevent fraudulent behaviour and misconduct
- 3 Strengthen service capabilities
- 4 Improving government communications
- 5 Joint-solutioning for better outcomes
- 6 Engage the public
- 7 Easy and pain free citizen experience
- 8 Improve sense-making capabilities
- 9 Understand and incorporate stakeholder perspective
- 10 WOG data-sharing as a default.



# Benefits of Service Excellence

1. Improved relationship between clients and businesses
2. Promotion of innovation and creativity in the delivery of services
3. Recognition of employees who deliver excellent service
4. Higher level of confidence in the businesses

# Group Discussion

In your respective groups, discuss the following:

- 1.a) What are the challenges facing the Cambodian Public Service / my organization in delivering world-class public service to your citizens / customers?
  - b) How can the challenges be overcome?
  
- 2.a) What innovations can help boost the customer service levels of the Cambodian Public Service / my organization in the next 3 – 5 years?
  - b) Discuss the challenges to implement these innovations.



# **Fundamentals of Effective Customer Service**

# National Program For Public Administrative Reform (2015 – 2018)



# National Program for Public Administration Reform (NPAR)

## Vision:

“To Transform the Public Administration into an Effective Public Service Provider and a Reliable Partner Towards Serving People Better”.

# National Program for Public Administration Reform (NPAR)

## Public Service Objectives:

- Ensure accessibility of public service
- Provide public services based on the actual needs of service users
- Provide public services at the location of needs
- Promote transparency and accountability of public service delivery
- Improve quality and efficiency of public service delivery.



# National Program for Public Administration Reform (NPAR)

## Public Service Strategies:

- Promote the change of mindset of civil servants within the framework of public service delivery from the administrator to the service provider and valuable service users.
- Improve the organizational structure into the operating structure to enable improved service quality at front lines and strengthen the capacity of service delivery units

# Who Are We?

## Role of Public Sector

- Servicing clients – identify needs, attuning service, deliver service, quality check
- Develop service capacity – physical facilities, systems, data
- Raising finance – taxation, fines, borrowing
- Control process – laws, regulations and codes, governance
- Organization & Human Resource – recruitment, selection, allocation, motivation, qualification, quality control

# Who Are We?

## Interaction with Customers:

- **Case processing** – involve in-depth diagnosis of need/qualification and possibly protracted interaction
  - E.g. tax returns, hospitalization, prosecution of serious offences, housing, planning authorization, inspection/testing compliance, license allocation, legal aid etc.
- **Transaction** – involve relatively quick interaction with very large numbers of standard cases

# Customer Service Framework

## Building your internal strengths

### People

- **Leadership:**  
Putting leadership at the heart of the service experience
- **The Team:**  
Building a team committed to service
- **Culture and Communication:**  
Developing a culture committed to service

### Process

- **Customer Relationships:**  
Know your customer, know your business
- **Service Standards:**  
Delivering to your customer's expectations and developing SOPs

## Performing for your customers

### Performance

- **Continuous Improvement:**  
Value creation and service innovation

# Fundamentals of Effective Customer Service

## Key Elements:

1. Identify and understand your customers
2. Build a customer service strategy
3. Recruit and manage the right people
4. Develop customer service standards
5. Shape policy and practices with the help of customers

# Fundamentals of Effective Customer Service

## 1. Identify and understand your customers

- Who are our customers?
- What are their needs and expectations?
- How can we serve them better?



# Who Are Our Customers?

## External Customer:

- a) Anyone who pays for your service.
- b) Someone who comes to our organization for products or services – the end customer



## With YOU as a Customer:

- Share an experience on **GOOD** Customer Service
- Share an experience on **BAD** Customer Service

# Who Are Our Customers?

## Customer Segmentation:

- a) Practice of dividing customer base into groups that are similar in specific ways, e.g. age, gender, interests, spending habits
- a) Allows the business to target specific groups of customers effectively and allocate marketing resources to best effect.

# Who Are Our Customers?

## Customer Lifecycle:

### ☐ Childhood

- Birth, school, graduation

### ☐ Young adulthood

- Choose career, move away from parents

### ☐ Family life

- Marriage, buy house, children, divorce

### ☐ Retirement

- Sell home, travel, hobbies



# **Best Practice 1**

## **Inland Revenue Authority of Singapore (IRAS)**

# Inland Revenue Authority of Singapore

**Mission:** To act as an agent of the Government and provide service in **administering, assessing and collecting and enforcing payment of taxes.**

We also advise the **Government** and represent Singapore internationally on matters relating to taxation.

## **Corporate Goals:**

1. Foster a competitive tax environment that encourages enterprise and supports economic growth
2. Ensure compliance by all **taxpayers**
3. Provide excellent service
4. Achieve a high level of staff competence and satisfaction
5. Minimize compliance cost of **taxpayers**
6. Be cost effective and efficient

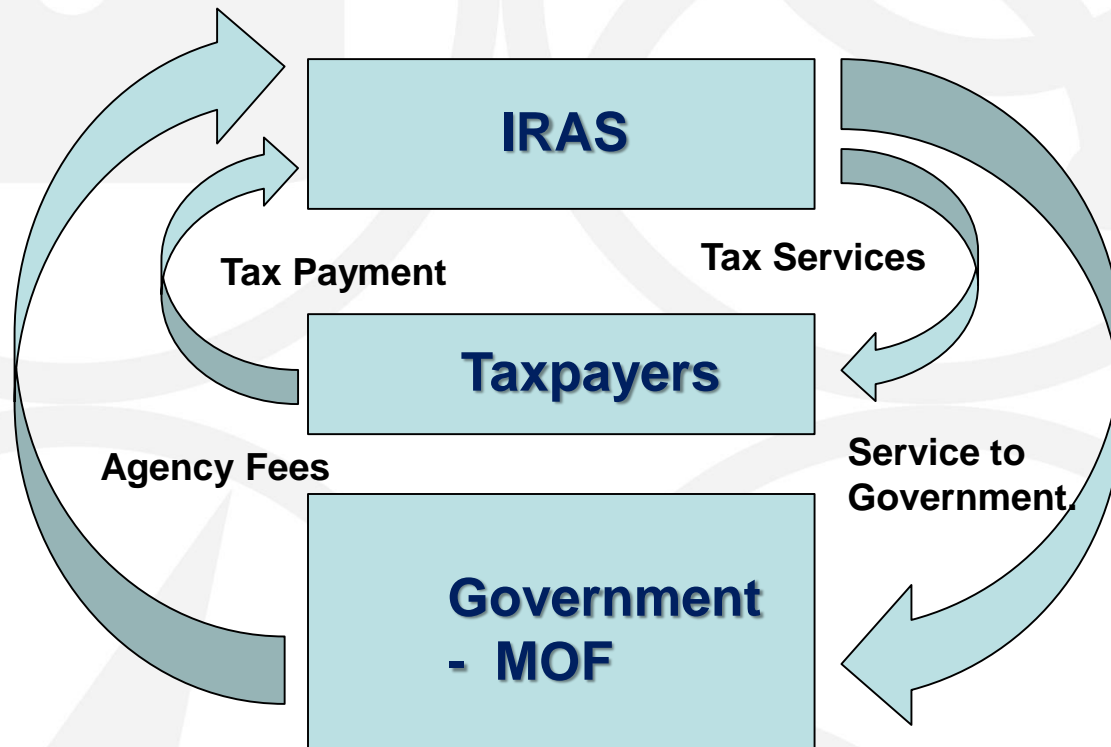


# Background of IRAS

- Established as a statutory board under the MOF in September 1992
- The conversion gave IRAS the autonomy and flexibility to manage its personnel and financial resources
- Prior to the incorporation of IRAS, the tax department experienced very large backlog of tax not assessed and tax not collected. Also suffered high staff resignation rate and acute staff shortage.
- Won the Singapore Quality Award in 2003 and 2011
- Won Singapore HR Award in 2015

# Customer Segmentation

(Inland Revenue Authority of Singapore)



# Customer Segmentation

(Inland Revenue Authority of Singapore)

Individuals	Companies	Registered Businesses	Property Owners
Individual Income Tax	Corporate Income Tax	Goods & Services Tax	Property Tax

# IRAS Performance (FY 2016 – 17)

## OUR PERFORMANCE



We assessed 100% of YA2016 Individual Income Tax returns received by March 2017.



We assessed 97.5% of Corporate Income Tax returns received in 2015 by December 2016.



We have 84 comprehensive Avoidance of Double Taxation Agreements (DTAs).



We reviewed 50 tax policies to ensure our tax system remains competitive and progressive.



We collected **\$47 billion** in tax revenue



We spent **0.84cents** to collect every dollar of tax



Current year tax arrears stood at **0.68%**



We assessed the annual value of 99.5% of new properties listed in 2016 and reviewed the annual value of 99.3% of existing properties by 31 December 2016.



We audited and investigated 10,626 cases and recovered about \$332 million in taxes and penalties

**9 out of 10** individuals



**9 out of 10** GST-registered businesses



**8 out of 10** companies

filed their tax returns on time



# **Best Practice 2**

## **Housing & Development Board (HDB)**

# Housing & Development Board

## **Mission:**

We provide affordable homes of quality and value.

We create vibrant and sustainable towns.

We promote the building of active and cohesive communities.

We inspire and enable all staff to give of their best.

## **Roles:**

1. Provide Affordable, Quality Homes
2. Ensuring Vibrant Towns
3. Focusing on the Community



# Background of HDB

- HDB was set up in 1 Feb 1960 to solve Singapore's housing crisis. Within 10 years, HDB resolved the housing crisis
- Today, more than 80% of Singapore's population live in public housing, across 23 townships.
- Key supporting pillars to public housing strategy:
  - Concept of a sole agency
  - Total approach to housing
  - Strong government support
- Won Singapore Quality Award (Special Commendation) in 2008
- Won Excellence in Public Service Award in 2016 and 2017

# Housing & Development Board

<b>Flats Residents/ Applicants</b>	<b>Commercial Properties Tenants</b>	<b>Industrial Properties Tenants</b>
Sub segmented by flat types, sold/rental properties, 1 <sup>st</sup> time/2 <sup>nd</sup> time owners.	Sub segmented by types of trades	Sub segmented by types of industrial units



# **Best Practice 3**

## **Land Transport Authority (LTA)**

# Land Transport Authority

**Mission:** Connecting people and places, enhancing travel experience

**Strategic Thrusts:**

1. Make Public Transport a Choice Mode
2. Optimize Road Network & Enhance its Accessibility
3. Excel in Service Quality
4. Create Value and Instill Pride in Our Work

# Background of LTA

- LTA was set up in 1 September 1995 through the merger of 4 public transport entities – Registry of Vehicles, Mass Rapid Transport Corp, Roads & Transportation Division and Land Transportation Division of PWD.
- Today, Singapore's public transport network is served by 142 train stations moving over 1 million commuters/day, more than 3,400 public buses plying over 340 routes making 3.5 million trips/day.
- Won Singapore Quality Award in 2010' Minister's Innovation Award in 2014, Human Resource Excellence Award in 2013.

# Land Transport Authority

Customer Segment	Customer Requirements	
Public Transport users	<ul style="list-style-type: none"><li>- Convenience</li><li>- Journey time</li><li>- Accessibility</li><li>- Reliability / Safety</li></ul>	<ul style="list-style-type: none"><li>- Comfort</li><li>- Affordable</li><li>- Travel Information</li></ul>
Road Users	<ul style="list-style-type: none"><li>- Road quality</li><li>- Road safety</li><li>- Efficient road network</li><li>- Quality of pedestrian facilities</li></ul>	<ul style="list-style-type: none"><li>- Smooth operation of traffic systems</li><li>- Smooth traffic flow</li><li>- Traffic information</li></ul>
General Public	<ul style="list-style-type: none"><li>- Convenience of transactional services</li><li>- Safety</li><li>- Minimum disturbance</li></ul>	



# Future Plans

From the inputs gathered, we identified three aspects of travel that commuters valued most:

## More Connections

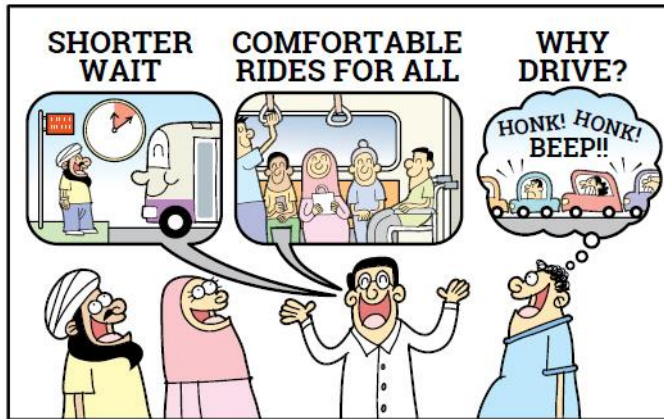
Connecting you to more places where you work, live and play

## Better Service

Improving reliability, comfort and convenience, no matter which mode of transport you use

## Liveable and Inclusive Community

Building and running our transport system with everyone in mind



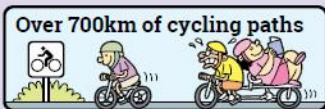
## 200km more sheltered walkways

- A more extensive sheltered walkway network to make your walk to the MRT station or bus interchange a pleasant one



## 40 more lifts at POBs

- More lifts at pedestrian overhead bridges (POBs) to assist the less mobile and elderly



## Over 700km of cycling paths

- More extensive cycling path network – getting around by bicycle will get even easier

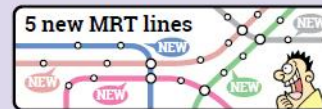


## 20km of noise barriers

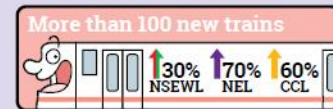
- Less noise for those staying along noisy sections of MRT tracks

## What You Can Look Forward To

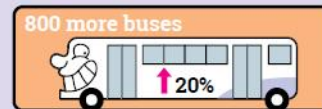
In summary, these are what you can expect from now till 2030:



## 5 new MRT lines



## More than 100 new trains



## 800 more buses



## 40 new bus services

- More MRT lines, trains and buses to bring you to more places, in less time

With all that's laid out in our LTMP, here are our goals –

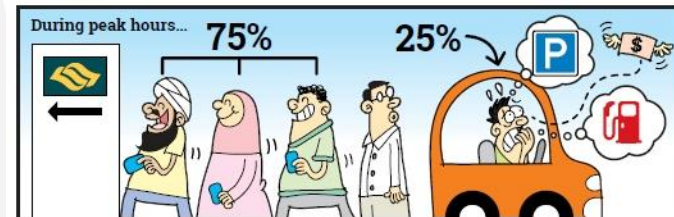
By 2030, you can expect:



- 85% of all public transport journeys (less than 20 km) to be completed within 1 hour



- 8 in 10 homes to be located within a 10-minute walk from a train station



- 75% of all peak hour journeys to be made on public transport



# **Best Practice 4 Public Utilities Board (PUB)**

# Public Utilities Board

## **Mission**

To ensure an efficient, adequate & sustainable supply of water.

## **Service Philosophy**

We serve the public with professionalism and empathy so as to build trust and confidence.

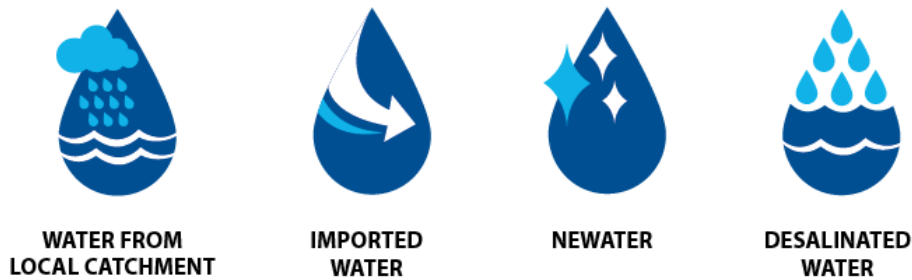
## **5 Strategic Thrusts:**

PUB has ensured a diversified and sustainable supply of water for Singaporeans through five strategic thrusts:

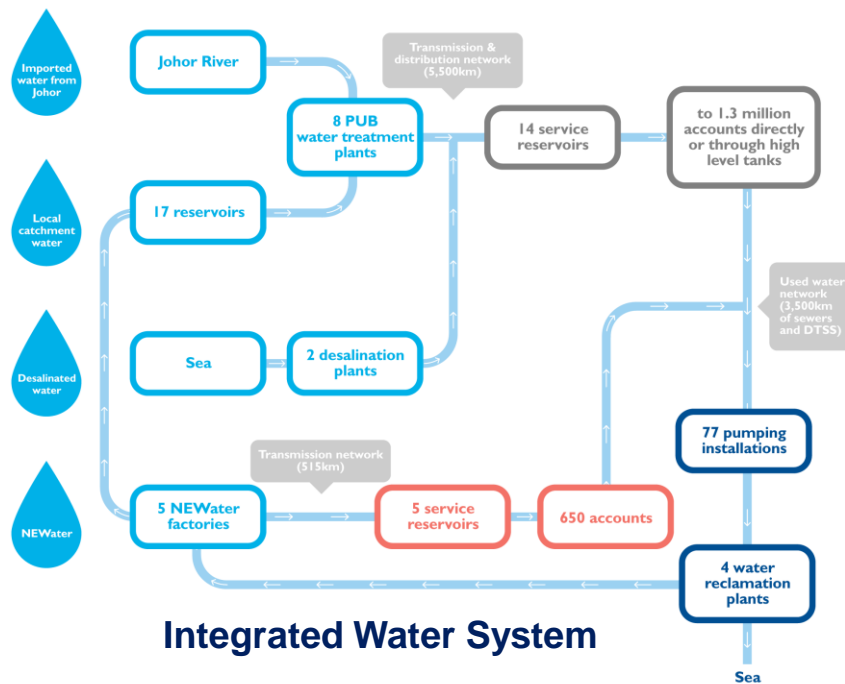
1. Water for All.
2. Conserve, Value, Enjoy.
3. Competence.
4. Connections.
5. Creating Value

# Background of PUB

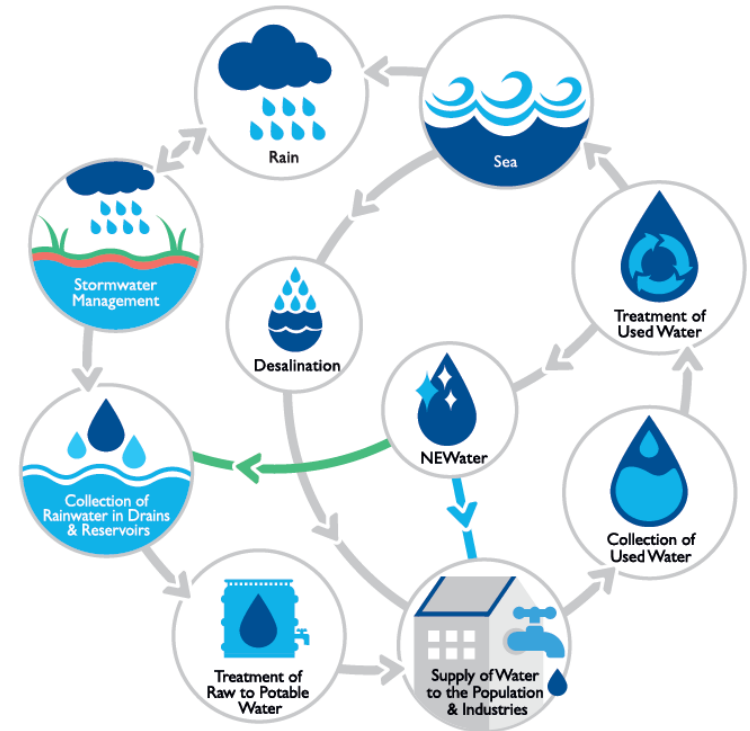
- PUB was formed on 1 May 1963 to take over the production and supply of water, electricity and piped gas. In 2001, PUB was reconstituted to become Singapore's national water authority, overseeing the entire water loop..
- Water is a national security issue, and PUB was tasked to tackle the water scarcity problem. PUB initiated the 4 National Taps strategy and succeeded in ensuring a diversified and sustainable supply of water for Singapore
- Won the Singapore Quality Award in 2008



## 4 Taps Strategy



## Integrated Water System



## Water Loop



# Public Utilities Board

Customer Segment	Sub-Segments	Customer Requirements
Water for All	Water <ul style="list-style-type: none"> <li>Domestic &amp; Non-domestic</li> <li>NEWater</li> <li>Industrial water</li> </ul>	<ul style="list-style-type: none"> <li>Adequate water supply</li> <li>Reliable network</li> <li>Good water quality</li> <li>Adequate water pressure</li> <li>Fast response</li> <li>Effective resolution of issues</li> <li>Affordable price</li> <li>Customer-centric services</li> </ul>
	Used Water	<ul style="list-style-type: none"> <li>Reliable collection &amp; conveyance system</li> <li>No odour / pollution</li> </ul>
	Drainage	<ul style="list-style-type: none"> <li>Effective drainage system</li> <li>Cleanliness of catchments</li> <li>Flood control</li> </ul>
Conserve, Value, Enjoy	Conserve	<ul style="list-style-type: none"> <li>Easy access to water saving information and devices</li> <li>Pre-installed water saving devices in new housing developments</li> <li>Convenience and savings</li> <li>Free installation services and free consultation</li> </ul>
	Value, Enjoy	<ul style="list-style-type: none"> <li>Active, beautiful, clean &amp; safe waterways and reservoirs</li> <li>Easy access to facilities</li> <li>Available amenities (e.g. car parks, toilets)</li> <li>Variety of activities all year</li> <li>Create community spaces along waterways and reservoirs</li> </ul>





# **Understanding Customer Exercise**

# Understand Customer Needs Exercise

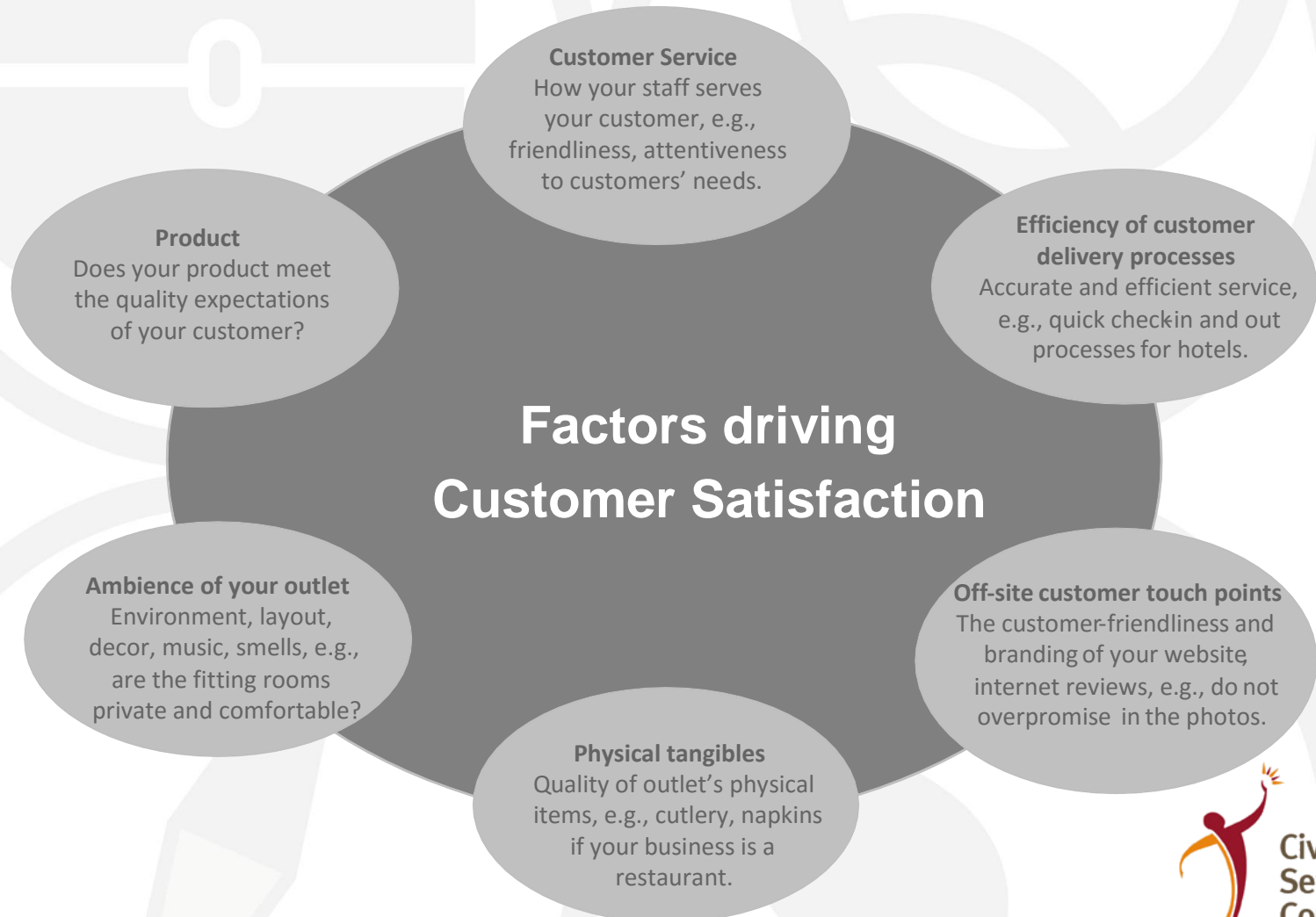
Customer Segment

Customer Requirements

# Understand Customer Needs:

- **Business Needs:**
  - why customers go to you
- **Customer Satisfaction Drivers**
  - Factors affecting customer experience

# Understand Customer Needs:



# Understand Customer Needs:

## Levels of Customer Service:

- OW
- WO
- WOW!!

# Understand Customer Needs:

## Basics of Customer Service:

- **G** – Greet the customer
- **U** – Understand customer needs
- **E** – Explain features and benefits
- **S** – Suggest additional items
- **T** – Thank the customer



# Who Are Our Customers?

## Internal Customer:

- a) Anyone who works with you to provide the service.
- b) An individual or a group of people you may interact / serve within the organization
- c) E.g. IT, Logistics, HR, Cafeteria, Facilities, Housekeeping

# Internal Customers



- Everyone within an organization provides a service
- Quality of service that reaches the customer is often determined by the quality of service that members of the organization provides each other
- Employees will not care for the customers if they do not believe that the company cares about them

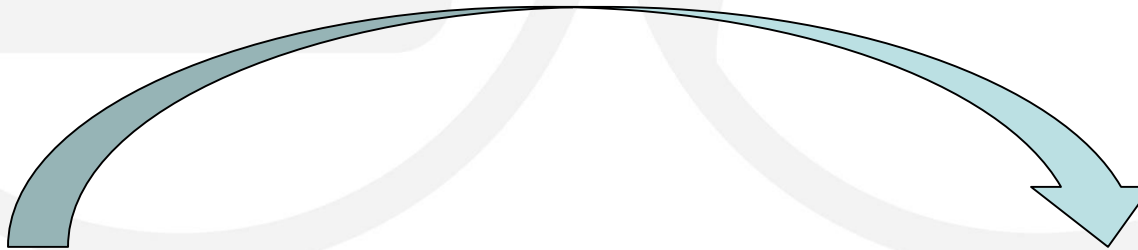
## The Service / Value Chain



# Listening to Customer



**One-Way Communication**



**Organization**

**Customer**



**Closed-Loop Communication**

# Listening to Customer

## Formal Channels

- Comment Cards
- Mystery Audits/Shopping
- Focus Groups
- Surveys
- Incident Report

## Informal Channels

# Listening to Customer

- **Comment Cards**
  - Instant feedback on customer experience
  - Focus on key areas of business – staff, product, service, outlet.

## Comment Card

Your opinion counts! Please let us know what you think, whether it's good, bad, or indifferent! Thank you.

### 1 General Information

Name of organisation:	
Name of customer:	
Phone No.:	
Address:	
Email Address:	
Date:	



2 Customer Feedback		Excellent	Good	Fair	Poor
STAFF (OVERALL)	<input type="checkbox"/> Greeting				
	<input type="checkbox"/> Closing				
	<input type="checkbox"/> Grooming				
	<input type="checkbox"/> Politeness				
	<input type="checkbox"/> Friendliness				
	<input type="checkbox"/> Helpfulness				
	<input type="checkbox"/> Body language				
	<input type="checkbox"/> Pro-activeness				
	<input type="checkbox"/> Product knowledge				
	<input type="checkbox"/> Service recovery				
	<input type="checkbox"/> Availability				
	<input type="checkbox"/> Speed of service				
OUTLET (OVERALL)	<input type="checkbox"/> Visually appealing				
	<input type="checkbox"/> Neat				
	<input type="checkbox"/> Easily accessible				
	<input type="checkbox"/> Outlet layout				
	<input type="checkbox"/> Atmosphere				
	<input type="checkbox"/> Ambience				
	<input type="checkbox"/> Outlet condition				
PRODUCT	<input type="checkbox"/> Quality				
	<input type="checkbox"/> Ease of use				
	<input type="checkbox"/> Reliability				
	<input type="checkbox"/> Value for money				
	<input type="checkbox"/> Packaging				

### 3 Would you visit us again?

☐ Yes   ☐ No

### 4 Comments

### 5 Information on visit

Date  
of  
Visit:

Time of Visit:

Frequency of visit:

☐ More than once a week

☐ Two or three times a month

☐ Less than once a month

☐ Less than once a year

# Listening to Customer

- **Mystery Audits/Shopping**
  - Tool used internally by organization itself to measure quality of service or compliance to regulation, or to gather specific information about products and services.
  - Test how employees handling challenging situations, e.g. complaints, special requests.
  - Mystery consumer's specific identity is generally not known by the organization being evaluated.

2 General Information	
Name of organisation/ outlet location	
Name of auditor:	
Date:	
Name of staff audited:	
Time:	<input type="checkbox"/> am <input type="checkbox"/> pm
Volume of customers:	<input type="checkbox"/> Crowded, about ___ people <input type="checkbox"/> Not crowded, about ___ people
Time spent in outlet:	

3 Instructions									
Purpose:	The purpose of this checklist is to assess the level of frontline customer service provided by the staff in accordance to the service standards.								
Assessment:	The level of frontline customer service is assessed based on the following <u>service standards</u> : 1. Greet, smile and thank 2. Attend and respond to customer in a timely manner 3. Display professional behaviour at all times								
Time:	This checklist should take no more than 20 minutes to complete.								
Rating Scale:	<table border="1"> <tbody> <tr> <td>0</td> <td>Did not meet expectations</td> </tr> <tr> <td>1</td> <td>Partially met expectations</td> </tr> <tr> <td>2</td> <td>Met expectations</td> </tr> <tr> <td>3</td> <td>Exceeded expectations</td> </tr> </tbody> </table>	0	Did not meet expectations	1	Partially met expectations	2	Met expectations	3	Exceeded expectations
0	Did not meet expectations								
1	Partially met expectations								
2	Met expectations								
3	Exceeded expectations								

# Listening to Customer

- **Focus Groups**
  - Informal round-table discussions with small groups of customers facilitated by a skilled moderator
  - Objective is to encourage free flow of discussion of issues relevant to organization's customers and hence to the organization itself.
  - Can be utilized to identify key areas of improvements, provide input into or feedback on the organization's actions and guide design and/or interpretation of customer surveys

<b>1 General Information</b>	
Name of organisation:	
Industry:	

<b>2 Focus Group Details</b>	
Date:	
Location:	
Type of activity:	
Name of facilitator:	

<b>3 Type of comments and activities that participant said and did that surprised you the most</b>

<b>4 Things that mattered the most to the participants</b>

<b>5 Main themes that stood out from the session</b>

<b>6 New Topics to explore in future sessions</b>

# Listening to Customer

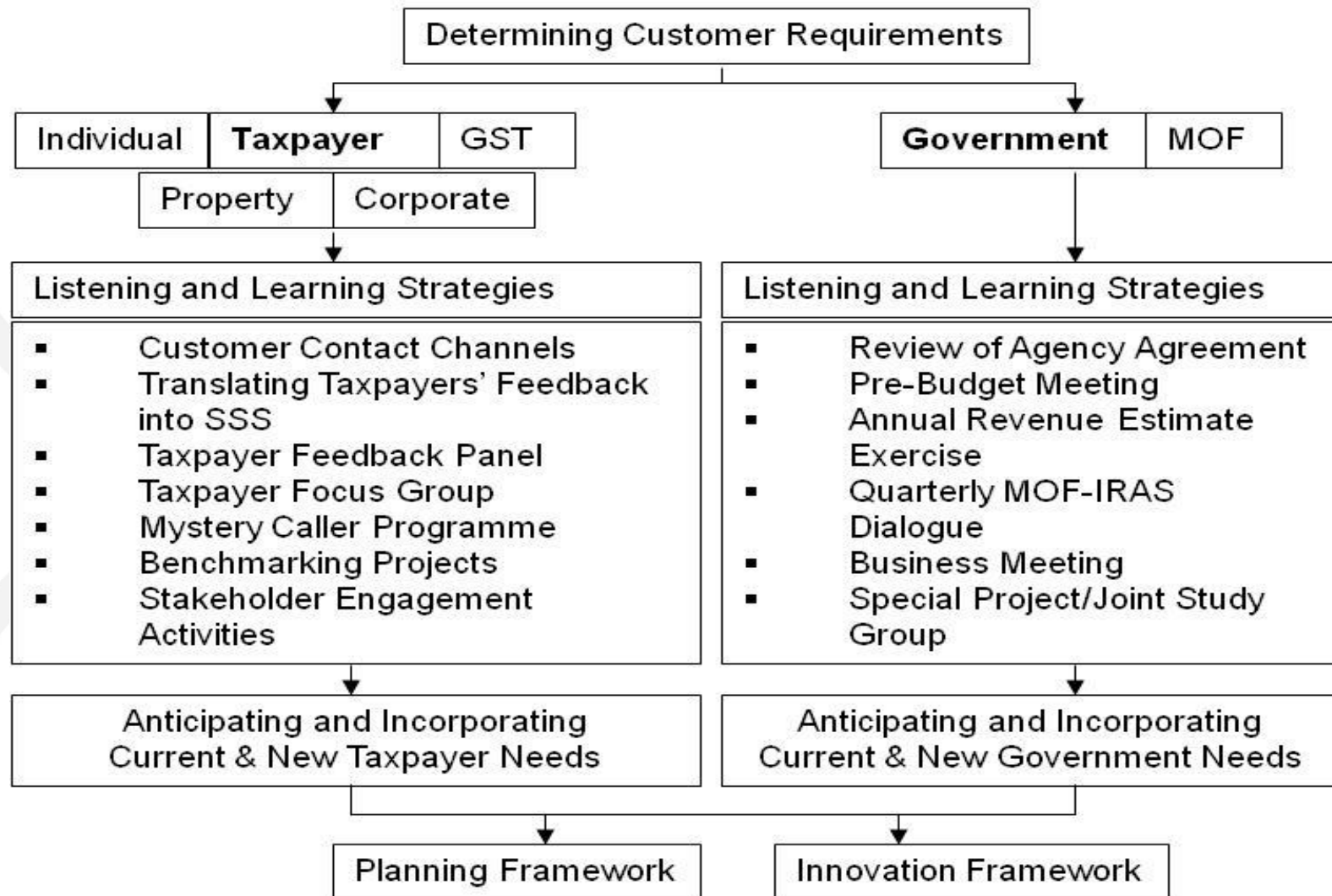
- **Surveys**
  - Large scale customer studies conducted with help of questionnaires.
  - Can be administered in person, over the phone, by fax, through the mail to a sizable number of customers.
  - Questionnaires should be designed with the help of customers and pretested with a small group of respondents before rolling out on a large scale.



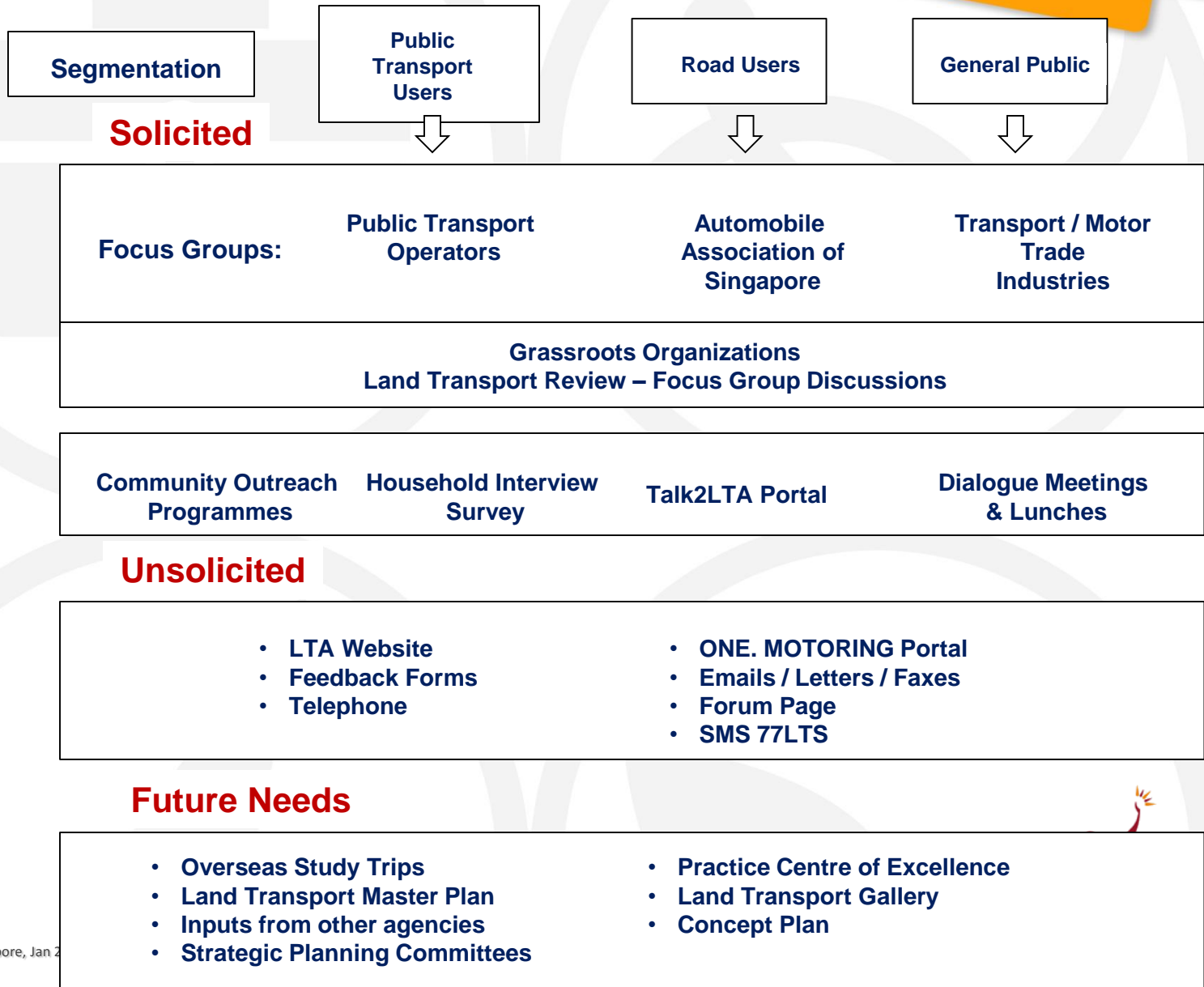
# Listening to Customer

- **Incident Reports**
  - Statements made by customers about recent experiences with an organization. Such reports represent top-of-mind awareness of incidents that matter to them
  - Customer memories of incidents not only impact their own future behavior but will also be shared with others via word of mouth conversations and thus have a ripple effect.
  - Customers have opportunity to express their perceptions and feelings from their own perspective and not in reaction to the company's perspective represented in survey questionnaire.

# Listening and Learning Framework



# Listening & Learning Channels



# Listening to Customer

## Informal Channels

- **Just talk to / ask the customer!!**
  - How did you find our service?
  - What can we do better?
- **Opportunity to benchmark customers' service experience against other companies / competitors.**



## OPEN DISCUSSION:

*Share your current channels your organisation employs to listen to your customers.*

# Listening to Customer

## Managing Feedback:

- Acknowledge the feedback
- Provide follow-up to customer on feedback provided
- Itemize feedback into specific themes and action steps
- Review and document action plan to rectify issues
- Implement action steps
- Review and refine action steps



## Key Points about Customers

- They are the most important person in any business
- They are not dependent on us. We are dependent on them
- They are not an interruption of our work; they are the purpose of it
- They are part of our citizens
- , not an outsider
- They do us a favour when they come to us. We are not doing them a favour by serving them
- They are not just money in the cash register. They are human beings with feelings and deserve to be treated with respect
- They come to us with needs and wants. It is our job to fill them
- They deserve the most courteous attention we can give them. They are the lifeblood of our organisation.
- They pay all our salaries, wages and bonuses
- There is no job without the customer.

***Hence, we must ensure that they are **delighted** with our service!!!***



# Fundamentals of Effective Customer Service

## 2. Build a customer service strategy

- The customer at the centre of what we do
- Develop Strategic Service Intent (SSI)
- Develop Action Plan
- Develop Implementation Plan
- Develop Measurement System

# Fundamentals of Effective Customer Service

## Develop Strategic Service Intent (SSI)

- Where do we see ourselves in the next 3 – 5 years?
- How will we know when we have arrived?
- What business are we in?
- What is the purpose of our existence?
- What are our competencies?
- What are our customers' key expectations?

# Singapore Public Service

## Vision:

“A first-class Public Service for a successful and vibrant Singapore”

## Mission:

“To deliver excellent public services & enable effective government”

- developing strong leadership and engaged officers
- building future-ready organisations
- promoting good governance

# Singapore Public Service

## Core Values

### **People, Our Pride**

- We respect every person.
- We value every contribution.
- We work as a team.

### **Service, Our Pledge**

- We go the extra mile.
- We seek feedback and suggestions.
- We dare to learn and change.

### **Integrity, Our Core**

- We uphold fairness and honesty.
- We stand for what we believe.
- We take responsibility for what we do.

# Land Transport Authority

## THE LTA SERVICE CHARTER

### Our Service Vision

A People Centred Land Transport System

### Our Service Promise

We Keep Your World Moving - through excellent service and smooth journeys

### Our Commitment to you when you contact us:

Answer your calls within 20 seconds

Attend to you at our counters within 15 minutes

Reply to your general email enquiries within 3 working days

Reply to your more complex email enquiries within 14 working days (excluding appeals)

*We expect to meet these standards 95% of the time.  
We will let you know if we need more time.*

**Our Service Charter describes the quality of service we aim to provide to our customers through mutual respect for one another.**

**Many Minds...One Heart...One Spirit...  
One Voice...We are LTA's Service Ambassadors!!**

Land Transport  Authority



# Fundamentals of Effective Customer Service

## Botswana Public Service Vision:

- “We, the Botswana Public Service, will provide a world class service that is efficient, effective, caring and responsible to local and global challenges”

## Botswana Public Service Values:

- Commitment to excellence;
- Self esteem;
- Team work;
- Timely delivery of service;
- Cooperation;
- Botho

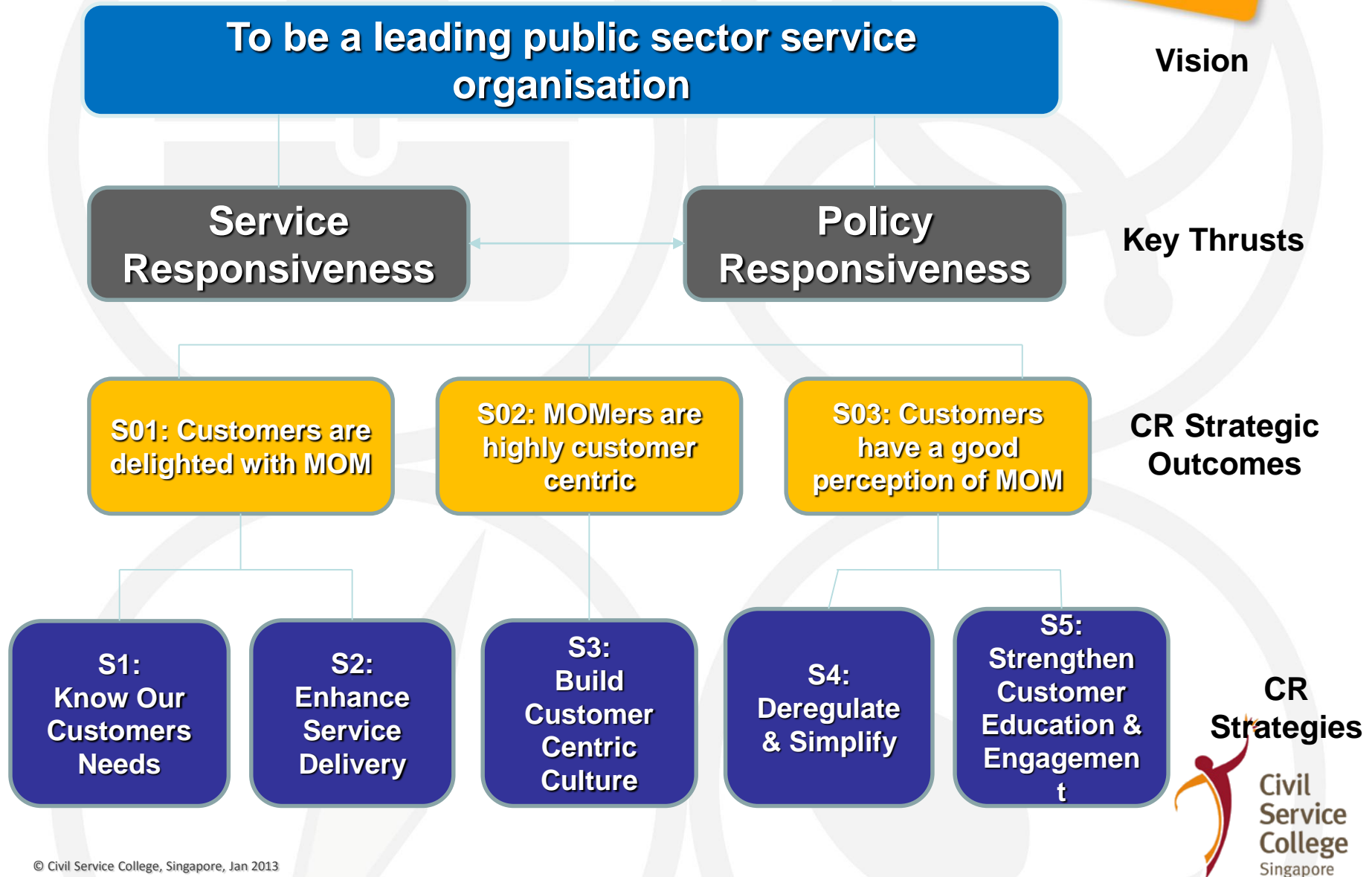
# Fundamentals of Effective Customer Service

## Develop Action Plan

- Develop SMART objectives / goals tied to service strategy
- Allocate resources
- Develop Key Performance Indicators (KPIs)



# MOM CUSTOMER RESPONSIVENESS (CR) FRAMEWORK



# A Travel Agency

## **Mission:**

“Providing travel solutions to you”



## **Strategic Service Intent:**

“WOW our customers every time”.



## **Service Values:**

“Accuracy, Prompt, Proactive, Courteous”.



### **Objective# 1:**

“Develop a customer-focused culture”.



### **Objective # 2:**

“Build strong relationships with partners & staff”.



### **Objective # 3:**

“Provide professional travel service at optimum cost”.

# Fundamentals of Effective Customer Service

## Develop Implementation Plan

- Deliver quality service,
- Improve service delivery
- Focus on:
  - Accountability
  - Responsibility
  - Resource allocation
  - Timeliness
  - Communication
  - Recognition

# Fundamentals of Effective Customer Service

## Develop Measurement System

- What customers think about your product and service levels
- Instruments to assess customer satisfaction

# Balanced Scorecard

## Financial or Stewardship

- Financial Performance
- Effective Resource Use



## Customer & Stakeholder

- Customer Value
- Satisfaction and/or Retention



## Internal Process

- Efficiency
- Quality



## Organizational Capacity or Learning & Growth

- Human Capital
- Infrastructure & Technology
- Culture





# IRAS Service Performance

## OUR SERVICE



IRAS served more than  
**4.5 million** taxpayers, comprising individuals, property owners and businesses.



We received  
**16,355** compliments



The No-Filing Service benefited  
**1.49 million taxpayers** during 2017 tax filing season



We administered more than  
**17.5 million** payment transactions



**100%** of taxpayers with appointments attended to within 15 minutes



**93%** of emails replied to within 5 working days



**77%** of telephone calls answered within 1 minute even during peak hours

## OUR PEOPLE



Each staff invested an average of more than 15 mandays in learning and development.



**192** IRAS officers are **Accredited Tax Specialists** who have attained a high level of **technical competency**.



Our people completed **405** innovation projects and contributed **5,000** suggestions to enhance IRAS' systems and processes.



## **OPEN DISCUSSION:**

*Share with your colleagues your organisation's Customer Service strategies, goals, targets and measurement system.*



# Fundamentals of Effective Customer Service

## 3. Recruit and Manage the Right People

- Recruit staff with right values and aptitude for customer service
- Training, development, mentoring and coaching to provide mindset and competencies for service delivery
- Reward and recognition to acknowledge, reinforce and motivate staff

# Recruiting Good Customer Service Employees

Good customer service begins with the hiring process. Effective customer service requires a blend of skills set:

- **Personality Requirements**

- Out-going personality (not chatty), assertive (not abrasive), responsive (not pushover)

- **Technology Requirements**

- Familiar with modern office technology, and demonstrate a willingness to be trained, e.g. in call centre technology

# Recruiting Good Customer Service Employees

- **Industry Requirements**
  - Understands the role of public service, and its commitment to serve the country
- **Employee Retention**
  - Best strategy is to retain the employees who are doing an effective job right now. The value of a good customer service officer knowledge and experience is not easily replaceable
  - The cost of successfully hiring a replacement can be high. It is better to invest in current personnel with respectable salaries and career development choices.

# Orientation of New Employees

## First Day:

- Introduce him/her to colleagues. Let him/her know that he/she is part of a team
- Tour the establishment. Give an overview of how things are managed

## Second Day

- Provide an overview of what your organization does. Include your history, what the organization products and services are. Cover activities both inside and outside the employee department.
- Overview of how your organization fits in with your parent ministry or other government agency as part of the whole-of-government strategy.
- Your organisation's corporate culture. In particular, the service mission, values and culture, and the role your employees play in upholding these ideals.

# Orientation of New Employees

## Second Day

- An explanation of benefits, rules, regulations and expected work habits. For example, dress code and code of conduct.

## Third Day

- Introduce him/her to the relevant Standard Operating Procedures (SOPs), and familiarise him/her further through on-the-job training.
- Let him/her know what activities he/she is expected to perform, and the standards he/she is to achieve. Do an interim assessment of his/her performance at the end of the second week.
- Provide him/her with a list of these activities and standards which would be assessed.

# Orientation of New Employees

## After a month: Feedback

- Assess his/her performance
- Conduct an informal debrief with the new employee to:
  - Let him/her know how he/she is doing.
  - Understand how he/she is coping.
  - Give him/her an opportunity to give feedback.

# Orientation of New Employees

## **Buddy programme:**

- Pair the new employee with a buddy. The buddy can help the newbie navigate his/her way around the organisation better, introduce him/her to colleagues, and can help reinforce the orientation messages.
- The buddy can enable the new employee to integrate into the team quicker. When people feel that they are part of a team, and that the organisation is looking out for them, they will be more motivated to take chances and go out of their way to serve customers because they are not worried about making mistakes.
- The buddy should be someone who has been in the organisation for at least 1 year and who is familiar with the processes and policies of the organisation.



# Fundamentals of Effective Customer Service

## 4. Develop customer service standards

- Service Standards (SS) refer to service level expectations by customers
- E.g. Processing time for applications and/or transactions, waiting time when queuing, respond time for picking up phone, reverting to enquiries, etc.
- Important to attach SS to every customer touch points

## Our Service Standards

Channel	Service Standards
PUB Hotline	90% of calls answered within 10 seconds
Customer Feedback Forms	5 working days
Emails	3 working days
Mails/Faxes	5 working days

Service	Response Time	Target
Completion of new water connections	6 working days	95%
Supply interruptions restored	6 hours	90%
Turn-on of water supply after completion of piping works	1 working day	95%

Service	Service Standards
Booking for Water Audit	3 working days
Booking of School/ Organisation Talk	Online booking: Interim reply within 3 days Confirmation within 1 week  Phone booking: Confirmation within 1 day
Booking of Visits to NEWater Visitor Centre	Booking via website: Immediate Booking via hotline: Immediate Booking via email: By next working day
Booking of Reservoir Parks	3 working days

Service Standards	Response Time	Target
Water Leakage - Major	Internal - 45 minutes External - 2 hours	90% 100%
Water Leakage - Minor	Internal - 90 minutes External - 2 hours	90% 100%
No Water	Internal - 45 minutes External - 2 hours	90% 100%
Poor Water Quality	Internal - 90 minutes External - 2 hours	90% 100%
Poor Water Pressure	Internal - 90 minutes External - 2 hours	90% 100%
Sewer Choke	Internal - 90 minutes External - 2 hours	90% 100%
Sewer Pumping Main Leak	Internal - 60 minutes External - 2 hours	90% 100%
Smell	Internal - 90 minutes External - 2 hours	90% 100%
Littered/Silted Drain	2 hours	100%
Damaged Drain	2 hours	100%
Flood	2 hours	100%

# IRAS Service Standards Achievements



Replied to **93%** of  
390,811 emails received  
within 5 working days



**99.5%** of 808,136  
refund cases processed  
within 14 days

**100%** of 808,136  
refund cases processed  
within 30 days



Answered to **100%**  
of taxpayers with appointments  
within 15 mins



Answered **77%**  
of calls within 1 min  
during peak period

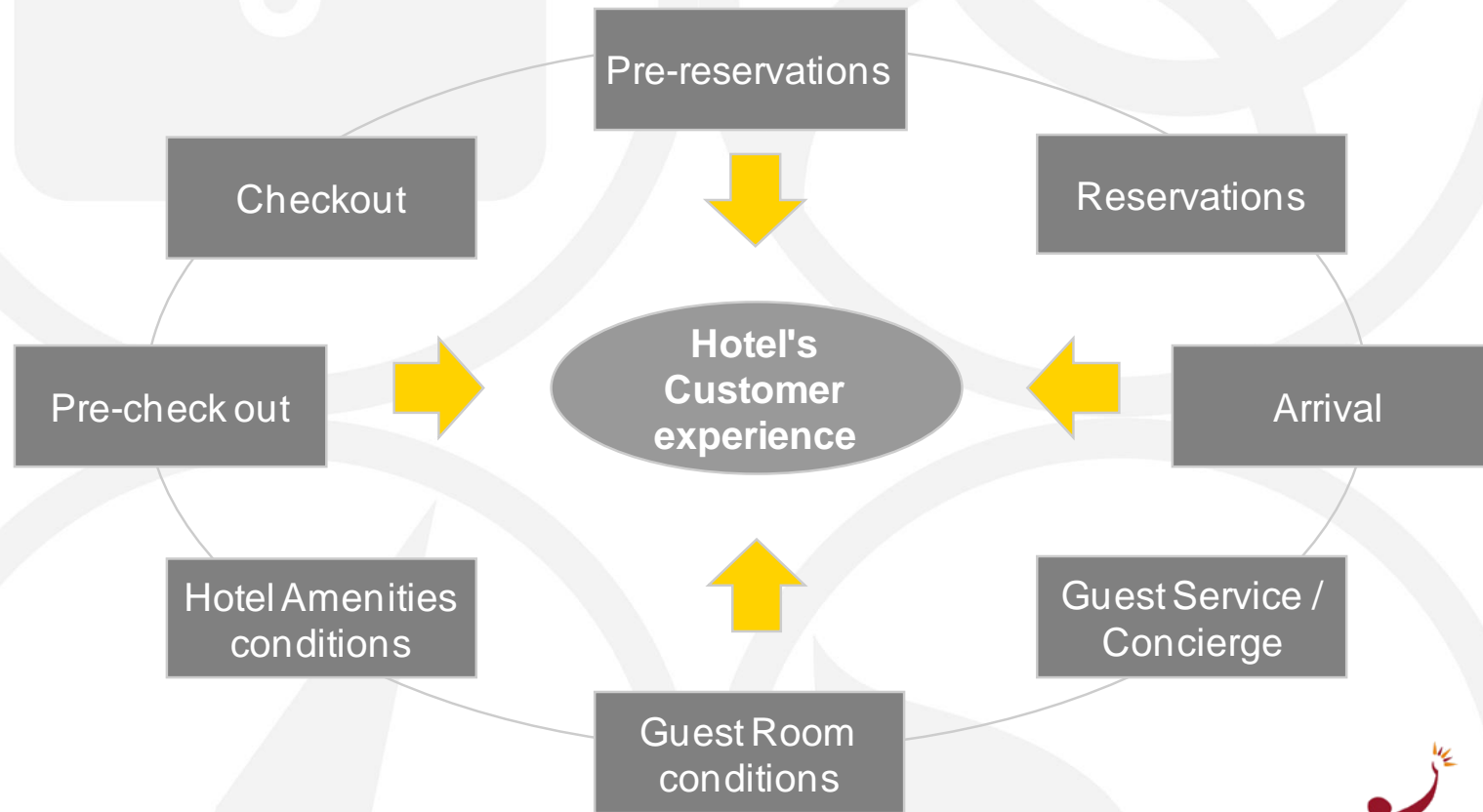


Responded to **84%**  
of the 191,732  
mail correspondences  
within 15 working days

# Customers Touch-Points

- Interactions points between customer and our organization
- Not necessary with a staff. Can be with one of our channels.
- Customers form their impressions about organization from their touch-points experiences.

# Customers Touch-Points





# Fundamentals of Effective Customer Service

5. **Shape policy and practices with the help of customers**
  - Consult community and stakeholders in development of public sector policies & practices
  - Engage and develop partnerships

# PUB Outreach Program



**Engaging the  
Community**



**Friends of Water**



**Kayak/Canoe activities**

**World Water Day**







# Customer Service (CS) Assessment Exercise:

- ✓ Our Culture
- ✓ Customer Alignment
- ✓ Error Reduction
- ✓ Using Customer Information
- ✓ Customer Outreach
- ✓ Qualified & Empowered Staff
- ✓ Improving Products / Services and Processes

# Customer Service (CS) Assessment Exercise:

What are my top 3 priorities for improvements?

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

# Keys to Creating Customer Service Orientation

1. **Change can begin at any level, even the lowest**
  - Although top level commitment makes it easier for the improvement initiative, change can take place at any level
2. **All employees must focus on customer service**
  - Seek to exceed customers expectations and be proactive at improving processes
3. **Customer service starts with internal customers, then moves to external customers**
  - If internal customers get good service and are satisfied, it naturally translates to providing good service to external customers.
4. **The outcomes of customer service / satisfaction depend largely on information and satisfaction measurement**
  - Measurement must be continuous and constantly monitored and interpreted by all persons responsible for customer service outcomes.

# Keys to Creating Customer Service Orientation

5. **Customer change (internal and external) is constant, unpredictable, and difficult to control**
  - Leaders must help staffs learn how to manage in an ever-changing environment with ever changing expectations, e.g. social media?
  - Leaders must develop teams and give them time to learn how to succeed.
6. **Encourage and facilitate open communication at all levels**
  - Communicate all non-propriety information to internal and external customers and enable all customers to make decisions that will help raise the level of service and / or satisfaction
7. **Create an enabling environment that allows employees to take charge.**
  - Leaders must provide information and tools and help employees learn to acquire new information and develop new tools and methods so they can do their jobs better.



# Customer Relationship Management

# Customer Relationship Management

- CRM is a strategy used to learn more about customers' needs and behavior in order to develop stronger relationship with them
- 3 key elements to a successful CRM initiative:
  - **People** – all levels need to buy in and support CRM
  - **Process** – business process must be engineered to bolster CRM initiative, in terms of “How can this process better serve customers?”
  - **Technology** – right technology to drive improved process, provide best data for employees, and be easy to operate so users won't balk.



# Customer Relationship Model

## Staff Training

- Soft skills training e.g. Telephone skills, Negotiation skills and the Service Excellence Mindset
- On-the-job training
- Technical skills e.g. Leak Detection Programme etc.

## Staff Empowerment

Staff who attend to customers are also empowered to take direct actions to resolve problems and help customers onsite. Engineers can approve simple leak detection tests without charging customers. They are also financially empowered to waive water charges due to leakages.

## Rewards

- Star of the Month
- Excellent Service Award (EXSA)
- Value Creation Day
- Staff Appraisal



## Mystery Customer Audits

To monitor our service quality and response time, PUB partners with other government agencies e.g. NParks, SCDF to do Mystery Customers Audits.

## Process

### • Complaint Management

1. CINDY (Centralised INformation and Data sYstem)
2. Customer Management System (CMS) captures information about customers regarding date of turn-on, cut-off, payment and consumption history. Going the extra mile, PUB actively tracks customers' water consumption patterns to detect abnormal consumption which could indicate a leak and we follow up by investigating the case.

### • Service Recovery

In the event of service lapses, PUB has clear service recovery guidelines. Staff are empowered to take action to rectify the situation including visits by senior staff and giving our customers corporate gifts or fruit baskets.

- **CALL**

Customer feedback comes to us through PUB-One, via telephone, fax, email, SMS, web-chat and VOIP.

- **ACTION**

Once feedback is received, immediate action is taken. All necessary information is noted and staff are empowered to resolve the case during the first call if possible. If further action is needed, the case is immediately forwarded to the relevant department for action.

# CARE Model



- **RESPONSE**

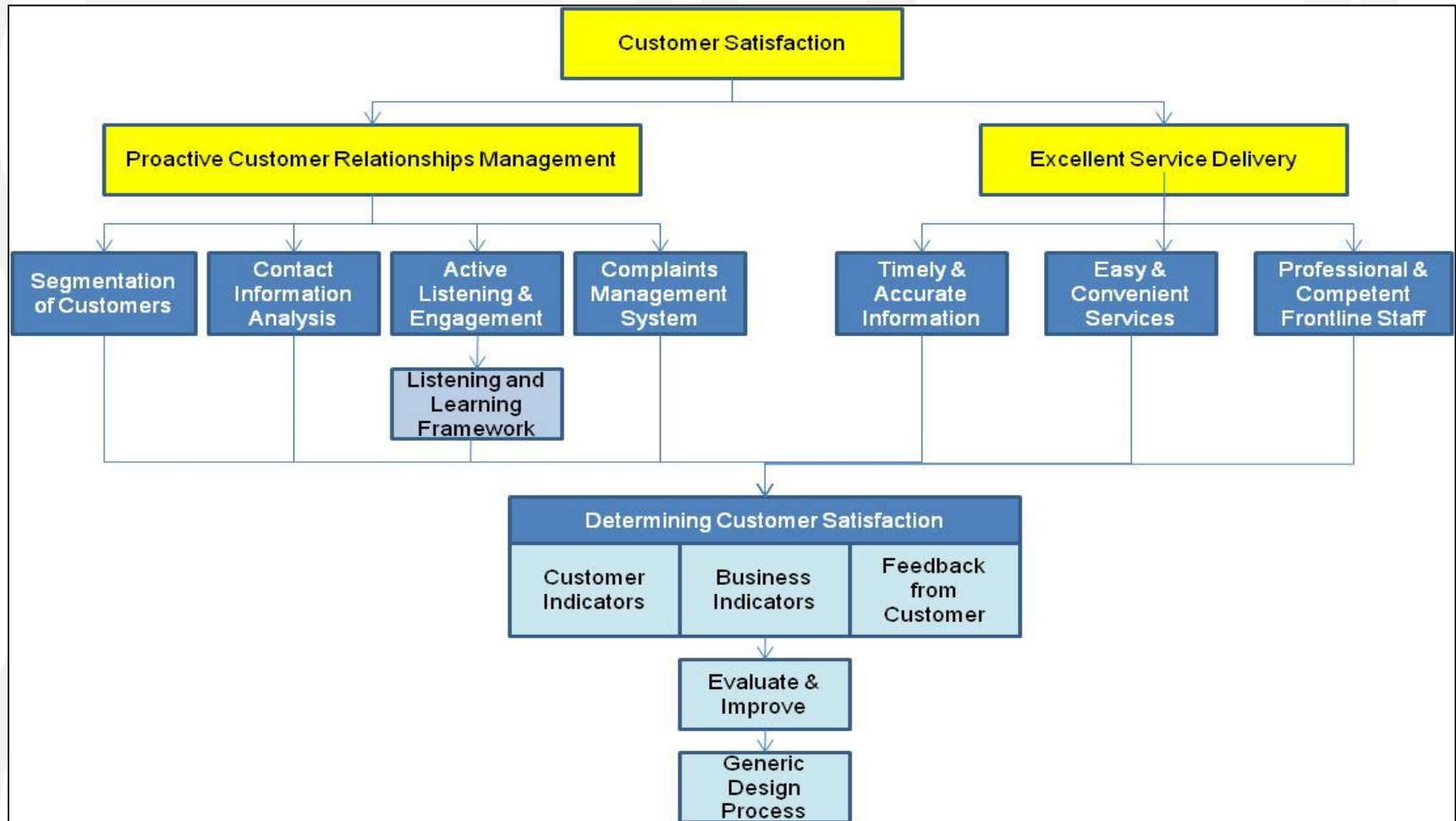
The feedback is tracked to ensure that action has been taken to respond to the customer and close the loop. The response time is tracked according to PUB's performance targets.

- **EVALUATE**

Once follow-up actions have been taken, and the matter resolved, we evaluate the underlying causes of the feedback and take measures to prevent recurrence.



# IRAS Customer Relationship Framework





# Complaints

## Quiz

# Customer Complaints (True or False?)

Q1: “Our customers are satisfied. The low number of incoming complaints proves it!”

Q2: “The number of complaints should be minimized!”

# Customer Complaints (True or False?)

Q3: “Customers who complain are adversaries!”

Q4: “Complaints only lead to greater costs!”



# Moments of Truth (MOT)

- Any point in the interaction in which the customer has an opportunity to form an impression (positive or negative) about the services
- If the MOT is a negative experience, it becomes a Moment of Misery!
- If the MOT is a positive experience, it becomes a Moment of Magic!!

# Tips on Handling Complaints

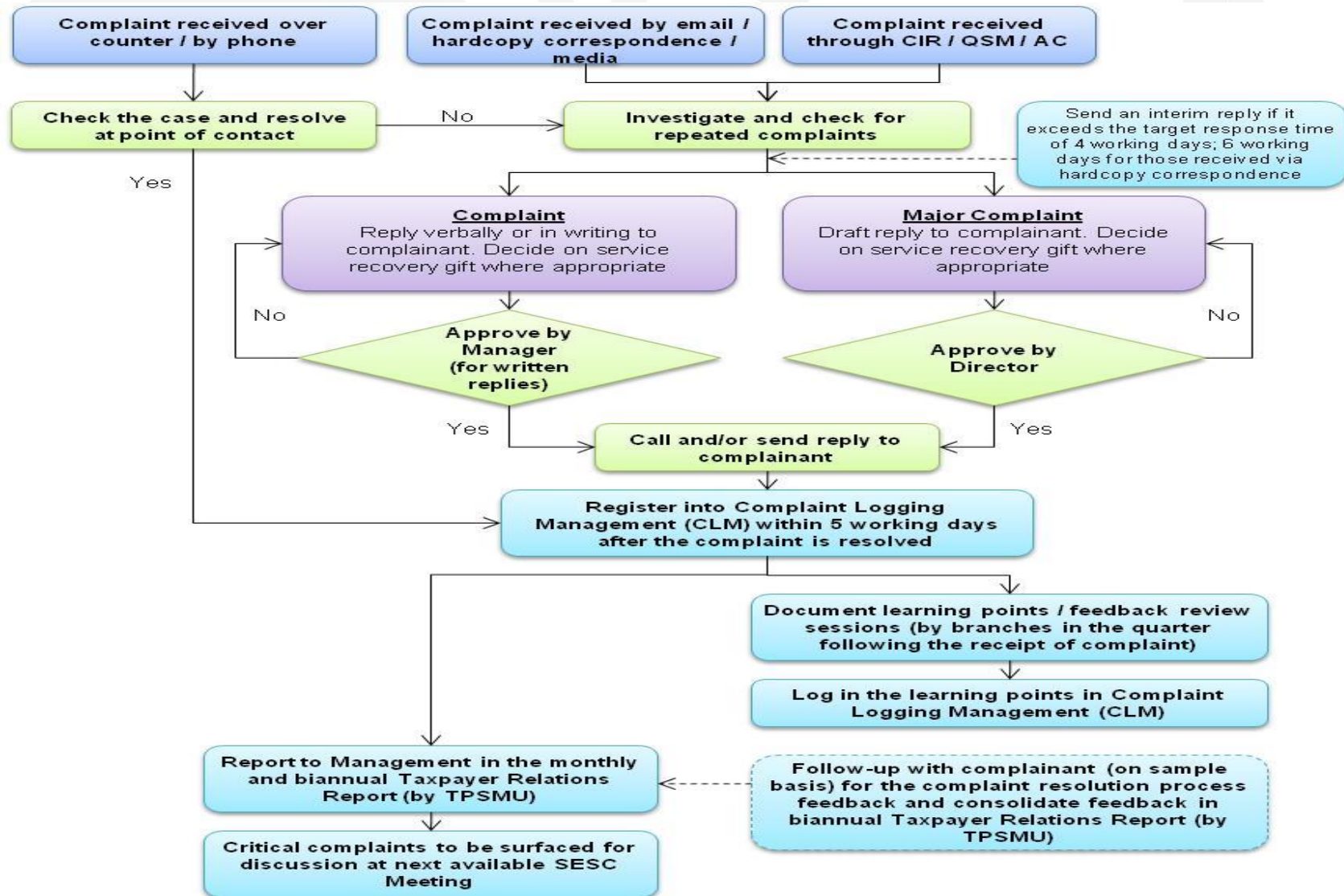
- Appreciate / Thank the customer for sharing the complaint
- Apologise for the error / mistake / inconvenience
- Listen actively and nod from time to time to show interest
- Show empathy – put yourself in the customer shoes
- Resolve the problem if it is within your control. If not, bring it to the notice of your supervisor
- If not resolved immediately, take down the details of the customer to contact with the solution
- Follow up till customer is satisfied – closure!

**Do not take the customer complaints personally!!**

# Why Customers' Don't Complain

- “No one would listen to me anyway”
- “I didn’t know to whom I could complain”
- “The last time I complained, nothing happened”
- “It wasn’t worthwhile complaining”
- “I had a problem last week. They would think I am picky or a whiner”

# Complaint Management System



# Compliments

- **External Compliments**
  - Individuals
  - Teams
- **Internal Compliments**
  - Individuals
  - Teams



# EXTERNAL COMPLIMENTS - INDIVIDUALS

**Darshan Singh** Deputy Director of Enterprise Productivity Division



"Recently Mr Anthony Ong visited Darshan for assistance on becoming world-class and within 3 working days, Darshan succeeded in pairing us with a willing SQA winner who would meet us so that we can learn the experience from a world-class role model. This very speedy and useful response is truly impressive service from SPRING."  
- Mr David Loke, TRU -Marine Pte Ltd

**Joan Li** Senior Officer of Food and Beverage



"Wow, you move fast. You are absolutely fantastic, thank you so much for speeding the EP up and getting it approved. You are a star and thank you again for the assistance."  
- Mr Aitken, Corduroy Lifestyle Holdings (Asia) Pte Ltd

**Ranjeet Kaur** Assistant Administrative Executive of Customer Relations



"I would like to commend Ranjeet Kaur for her excellence in customer service. She is warm and always enthusiastic and passionate about her job. She has displayed an engaging personality and makes customers feel comfortable. She is professional in handling customer enquiries whether on the phone or in person. Keep up the good work."  
- Ms Loy, The Retail Academy

**Ms Cheng Ai Jong**, Senior Manager of EnterpriseOne



Very Informative feedback and descriptions of support provided by SPRING and other government agencies to local entrepreneurs. Keep up the good work.  
~ Mr Chong Kok How

Ai Jong took the time to carefully explain all schemes and advice to us. Although we are disappointed in the level of assistance provided to startups, she encouraged us by explaining that all schemes will become more relevant in the future. Thank you.  
~ Mr Aaron Choy

Very satisfied and grateful for the effort of Ai Jong. Really took the time to explain every detail in depth. Glad to know Singapore is supportive of SMEs.  
~ Ms Nicolet

Ai Jong is very friendly and knowledgeable. We got a lot of information we needed.  
~ Mr Dean Loo



# EXTERNAL COMPLIMENTS - TEAMS

## Weights and Measures and Corporate Communications Officers



"I would like to express my appreciation for the support and hospitality that you and your staff have extended to us for the 13th Working Groups and APLMF Meetings. I am proud that APLMF was able to carry out such a fruitful annual meeting this year. This success could not have been achieved without the help of such capable people as you and your colleagues. We are grateful for your excellent preparation for the meetings."

- Mr Ooiwa, Asia Pacific Legal Metrology Forum

## Joy Koh, Patrick Lim and Cassandra Goh



Dear Mr Prime Minister,

"I am Dr.Koppana, an ENT surgeon and UK citizen, planning an internet start-up. My friend Vaasu Gavarasana, citizen of Singapore, persuaded me to set up headquarters in Singapore because of the superb IT infrastructure and business support system. On a recent visit to Singapore, I was really impressed with what I saw and experienced. I took the opportunity to meet advisors from SPRING Singapore: Miss Joy Koh, Miss Cassandra Goh and Mr Lim Patrick. To my utter surprise (usually expectations from Government officers are quite low) they were professional, knowledgeable and very helpful. After my friend's persuasion, my visit to Singapore and my meeting with SPRING Singapore, I am now convinced that Singapore is the best place to headquarter my startup. Looking forward to a cherished partnership with Singapore."

~ Dr Koppana, FRCS (Edinburgh)



# INTERNAL COMPLIMENTS – INDIVIDUALS & TEAMS

Nelyn Nah Senior Manager of Corporate Communications



"I would like to convey my deep appreciation to you for ensuring that the media coordination for the ACE BlueSky Team – The Marathon Challenge is seamlessly and well executed. And this is carried out with always a smile on your face and accommodating our proposed changes for the media slant. We may not have put ACE in the headlines, but you have certainly exuded SPRING's values in your attitude and behaviour. Once again our sincere appreciation."

- Chew Mok Lee of EPG

Ooi Cheong, Technical Executive of Corporate Communication



I have to say that the video that Ooi Cheong did for the Staff Gathering was excellent! If any new recruit saw the video, I bet they want to join SPRING too. I would strongly recommend Ooi Cheong for the VIA award. He provides good service, and we should recognise the above-par quality output he has done.

~ Sin Yee of AD

Steven Lee, Ng Leng Leng, Anne Chan, Ms Ananthi and Tan Meng Kiang



Thank you very much in organising this bonding session for CDG. Agreed with Jennifer that we had a fun time. Not only that it is something different this year with singing, arcade games, and pool. Especially love the Tic Tac Toe segment where the Q&A allowed staff to understand and know each division and its work better.

It's really great to see your team displaying our E.N.T.P values: **Enterprising**, Love the innovative games, get-together activities and publicity emails. **Nurturing**, observed that the team kept asking fellow colleagues how they are, ensuring that we are constantly fed with snacks & drinks and the sumptuous buffet spread. Within the team, was pleasantly surprised to hear that Steven, being the team leader, had treated the team to lunch yesterday. Team **player**, no doubt about that, great display of team work. **Professional**, not easy liaising with Safra to coordinate for so many areas, arcade tokens, pool table, buffet right up to decorating the whole place for us. The emcee work was done most professionally, even coupled with singing!

~ Vivian Soh of HR

# Handling Customer in Face-to-Face Situations

- **Approach**
  - Show warmth & enthusiasm
  - Create first good impression
- **Build rapport**
  - Make customer feel special
  - Pay attention to details
  - Focus on the person, not the task
- **Connect**
  - Understand customer needs
  - Work with customer to find solution
- **Determine next steps**
  - WOW!! The customer to create lasting impression



# Service Recovery

Service recovery is about keeping customers coming back after the worst, or at least something very annoying, has happened. In simple terms, it's the special effort customers expect you to put forth when things have gone wrong for them.

# Service Recovery

Service recovery is a fine mix of problem-solving and customer handling skills. It is a set of actions focused on two objectives:

- Make the customer's problem go away
- Do it in a way that forms a memorable. Positive impression on the customer.

# Service Recovery Process

1. Apologize for, or acknowledge, the fact that the customer is experiencing an inconvenience
2. Listen, emphasize, and ask open questions
3. Offer a fair fix to problem



# Service Recovery Process

4. Offer some value-add atonement for the inconvenience
5. Keep your promise
6. Follow up

**Basic rule:**

**“Fix the person, then the problem”**

# What is Social Media?

‘A group of internet-based applications that build on the ideological and technological foundation of Web 2.0, and that allow the creation and exchange of user-generated content’

# What is Social Media?

1. **Media:** an instrument on communication, like a newspaper or radio.

**Social Media:** a social instrument of communication.

2. **Regular Media:** 1-way street like reading the papers or listening to report on television; limited ability to give your thoughts on the matter.

**Social Media:** 2-way street that gives you the ability to communicate as well.

# What is Social Media?

- Not about doing something new. It is about using new tools to help spread the business message.
  - ❑ Used well, it can help to create a brand loyalty and connect with customers in a very personal way.
- Has substantially changed the way organizations, communities, and individuals communicate.
- Created a new level of open dialogue between business and customers, and is a much more transparent process.
  - ❑ Exerts great influence on the decision making process and are therefore integral to business plan formation.

# What is Social Media?

- Younger customers more likely to read blogs and/or follow Twitter accounts than read traditional media.
- ❑ Companies must maintain a presence on key social media networks to ensure they are reaching all demographics.

# Social Media



Designed by **Vecteezy**



# Trends in Social Media

***Social Media is not a fad. It's a fundamental shift in the way we communicate!***

- 80% of companies use SM for recruitment
- YouTube is the 2<sup>nd</sup> largest search engine in the world
- Wikipedia has over 15 million articles. Studies show it is as accurate as the Encyclopedia Britannica
- If FaceBook were to be a country, it would be the world's 3<sup>rd</sup> largest (after China and India)

We don't have a choice on whether we **DO** social media.  
The question is how well we **DO** it.



**Lee Hsien Loong**  
[about a month ago](#)

Celebrated an early Mid-Autumn Festival with Yio Chu Kang residents last night. As with many of our traditional festivals, we celebrated it Singapore-style, with people of all races gathered together!

The actual festival takes place on 4 October. Hope you'll find the time to gather with friends, families and neighbours to celebrate the occasion together 😊 with lanterns, tea, and of course, (less sweet) mooncakes! :) – LHL

昨晚我跟杨厝港居民一起庆祝中秋节。其他种族的同胞也一起参与，非常热闹！这就是新加坡多元种族和谐社会的特色！



# Why Use Social Media?

- **Social media is one of the best ways to reach out to the public**
  - Platforms like Facebook, Twitter, YouTube and blogs are fast overtaking traditional media formats such as print and television advertisement, brochure, flyers and even email campaigns
- **Increased awareness of the organization, greater favourable perceptions of the brand and the ability to monitor conversations about the organization.**
  - Target marketing activities and have a better understanding of customers' perception of brand
  - Improve insights about targeted markets and identify new product or service opportunities

# Why Use Social Media?

- **Low Cost**

- ☐ Most social media platform are completely free to use.
- ☐ Provides businesses with more opportunities to entice others to link to your content

- **Unlimited Access.**

- ☐ Social media tools are open and accessible to anyone

- **Simplicity**

- ☐ Social media channels are simple to use, even for people with basic IT experience

# Why Use Social Media?

- **Global Reach**

- ❑ Can communicate information in a flash regardless of geographical location.
- ❑ Once a piece of content goes viral, there is no limit to the amount of people it could potentially reach, all at no extra cost.

- **Contact Building.**

- ❑ Offer unparalleled opportunities to interact with customers and build relationships, largely due to their real-time, interactive nature
- ❑ Companies can source feedback, test ideas and manage customer services quickly and directly online.



# Why Use Social Media?

- **Flexibility**

- ☐ Information can be updated, altered, supplemented and discussed.
- ☐ Information can be published in seconds



# NEA

## SMARTPHONE APPS

### myENV



**6,8,000**

**downloads since July 2011**

- Provides information on the environment such as air quality, weather, dengue clusters and gradings of food caterers
- Users can also send pictures to NEA of environmental lapses



### NEA Energy Audit

**6,800**

**downloads since March 2012**

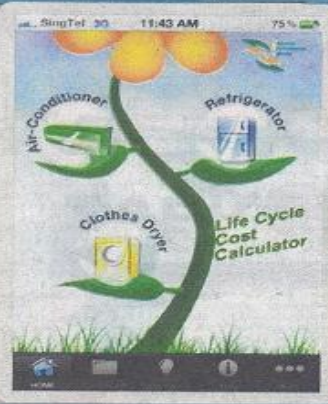
- Estimates energy use of home appliances and provides energy saving tips

### Life Cycle Cost Calculator

**1,600**

**downloads since soft launch on 9 April 2012**

- Helps consumers compare life cycle costs of different models of home appliances



## FACEBOOK

### Clean and Green Singapore

[www.facebook.com/cgsingapore](http://www.facebook.com/cgsingapore)

**6,500** likes since July 2009

- For engaging netizens on environmental issues and NEA's activities



## TWITTER

### @NEASg

**12,000** followers since July 2009

- Provides information on the weather as well as updates on major incidents





# PUB

## SMARTPHONE APPS

### iPUBone

9,300

downloads  
since March  
2011

- Allows public to snap pictures say, of choked drains, to send to PUB for follow-up



## FACEBOOK

### PUB

[www.facebook.com/PUBsg](http://www.facebook.com/PUBsg)

2,200

likes since  
June 2011



## TWITTER

### @PUBsingapore

2,500

followers  
since June  
2011

- Keeps netizens posted on latest news including weather conditions, rising water levels and flood incidents
- During rainstorms, heavy rain alerts are sent as social media updates

## WEBSITES

[www.pub.gov.sg/managingflashfloods](http://www.pub.gov.sg/managingflashfloods)  
launched August 2010

- Recent new features: CCTV images of selected flood-prone areas and water level information from 150 sensors across Singapore

## PRIVATE SECTOR APPS

### WeatherLah

- Updated information on weather forecasts, incoming rain, rise in PSI levels and extreme weather warnings

### SG weather

- Singapore weather information with 3 hours, 3 days forecast and latest 20 minutes weather with radar map display

# Group Discussion

In your respective groups, discuss the following:

1. How can the Cambodian Public Service leverage on social media to improve its engagement with its people?

2. What are some of the challenges for the Cambodian Public Service to employ Social Media as a key platform to reach out to its people?



# Program Wrap-Up

**INDIVIDUALLY**, identify and prioritize 3 projects you will undertake when you return to your organization after this training program.

- a. Low hanging fruit project, i.e. a project that is simple to implement and can give tangible results quite quickly;
- b. Longer term strategic or system level project – these types of project will take more planning and resources to implement. Can also be an inter-agency collaborative project.



# Q & A