

LEADING ORGANIZATIONS

A FOCUS ON YOUR CUSTOMERS

SYLLABUS

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Written & Delivered By:



PEREGRINE

— GLOBAL SERVICES —

ACADEMICS • LEADERSHIP • PUBLICATIONS

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OVERVIEW

Some 80% of CEOs in a recent Gartner study said they provided exceptional customer service; however, only 8% of customers agreed. The huge difference between organizational perception and customer perception has a new name—the experience gap. Today, service is as important as the product. In many cases, service is more important than the product. It is less expensive to retain existing customers than it is to create new ones. Despite all efforts, up to 20% of customers desert organizations every year.

The challenges for organizations are many: How to optimize the customer acquisition process?; How to improve customer retention and loyalty?; How to reduce the costs of customer service?; How to increase customer share of wallet?; and How to build brand awareness and equity? This module aims to provide you with the tools and processes which address these questions.

This module is designed for managers and junior executives seeking to make the transition to organizational leader at the director, chief, vice president, or president levels. The module is based on our book, *Leading Organizations: Innovating for Performance Excellence* published in 2019. This book is used in conjunction with our Executive Education Program for new or emerging CEOs.

The module would also qualify for Continuing Education Units (CEU) for professional certifications with most any profession.

LEARNING OUTCOMES

The learning outcomes for the module are as follows. With the completion of this module, learners should be able to:

1. Understand the drivers of superior customer service.
2. Deploy processes that lead to a great customer experience.
3. Measure key indicators of your efforts.
4. Develop a competitive advantage based on customer service.

CURRICULUM

<u>Section</u>	<u>Topics</u>
Introduction	<ul style="list-style-type: none"> • Module Purpose • Module Overview
Defining Your Customers	<ul style="list-style-type: none"> • Introduction • I Was Seduced By Exceptional Customer Service Video • Defining Your Customers – Internal and External Customers • Segmentation • Identifying Your Target Market • Evaluating Market Segments - Segment Structural Attractiveness • Evaluating Market Segments - Segment Size and Growth • Evaluating Market Segments - Company Objectives and Resources • Selecting Target Market Segments • Positioning • Recent Developments in Segmentation • Post Hoc Segmentation Methods • Summary
Customer Service and Loyalty	<ul style="list-style-type: none"> • Introduction • What is customer service? The 7 Essentials to Excellent Customer Service Video • Why is loyalty important? • How to Ensure Minimal Customer Effort • Service Quality Principles • Service Quality Components • Summary
The Elements of Value	<ul style="list-style-type: none"> • Introduction • Stockdale Paradox: A Message for Uncertain Times Video • Understanding the Elements of Value • Jim Collins Productive Paranoia Video • Summary
The Service Profit Chain	<ul style="list-style-type: none"> • Introduction • Defining the Service Profit Chain

	<ul style="list-style-type: none"> • Summary
Module Summary, Reflective Questions, Case Studies, and Final Quiz	<ul style="list-style-type: none"> • Summary • Reflective Questions • Case Studies • Final Quiz

RESOURCES

Oedekoven O. O., K. B. Venkateshiah, D. J. Gilbert, & D. K. Robbins (2019). Leading Organizations: Innovating for Performance Excellence. Gillette, Wyoming: Peregrine Pathways.

ASSESSMENT

Throughout the module, there are in-progress quizzes and short exercises to ensure understanding of the instructional content. A completion certificate is issued when the learner obtains at least 80% on the final exam.

The learner must complete each module, case study questions, and reflection questions to be awarded a completion certificate for the program.

HOURS AND ARTICULATION

Learner hours are shown in the following table. The hours are based on both the time within the module and time away from the module conducting application activities.

<u>Section</u>	<u>Hours</u>
Introduction	0.5
Defining Your Customers	1.5
Customer Service and Loyalty	1
The Elements of Value	1
The Service Profit Chain	1
Module Summary, Reflective Questions, Case Studies, and Final Quiz	1
Total Hours	6