The DiJulius Group

"Changing The World By Creating A Customer Service Revolution."

Sneak Peek: Chapter 6
Customer Service Vision Statement

The DiJulius Group is a Customer experience consulting firm. Our consulting methodology is based on the X-Commandments to providing a World-Class Customer experience. We have written three books on Customer Service (Secret Service, What's the Secret, and The Customer Service Revolution). The DiJulius Group has worked with companies such as The Ritz-Carlton, Starbucks, Nordstrom, Lexus, PwC, Nestle, Chick-fil-A and many more.

THE CUSTOMER SERVICE REVOLUTION

Overthrow Conventional Business, Inspire Employees, and Change the World

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CUSTOMER SERVICE VISION STATEMENT

What gets your employees out of bed in the morning and rushing to work?

A revolution starts with a clear vision of a world different than the one we live in today.

—*SIMON SINEK*

The Customer service vision statement is most critical to employees

Most companies have multiple organizational statements—a mission, purpose, even a vision statement—but very few have a Customer service vision statement. The problem with having numerous statements is that employees can't keep track of them or remember them.

So why would a company want to consider adding another statement, a Customer service vision statement? The reason is that a Customer service vision statement is the one thing employees can control, influence, and impact. While mission statements are the corporate norm, they are more of a long-range goal. Take

for example one company's mission statement: "To be the most respected financial institution in the world." How and what can employees do on a daily basis to affect that? Does that fire them up, get them racing to come to work? This is where a Customer service vision statement comes into play. If your employees are only going to remember one thing, one organizational statement, it should be your Customer service vision statement. A Customer service vision statement is not for anyone outside the organization to see. It is only to be marketed to your employees. A Customer service vision statement is this:

> The true underlying value of how your employees treat each and every Customer; a statement that provides a meaningful purpose to your employees.[21]

World-class Customer service companies have a strong Customer service vision statement. A service vision statement serves as a rallying point across the organization by being the one thing that all employees have in common, no matter what the individual job or title may be. It is how your business and the people who work in your business will make the world a better place. The right vision inspires team members and turns them into evangelists for the company. And a group of evangelists can change the world.[22]

You must start with a service vision before anything else can take shape in your organization. The service vision drives hiring, standards, and training, and it reflects leadership philosophies. All employees, regardless of their seniority, department, or title, need to understand how their positions and contributions impact the overall success of the company and its service vision. Without clearly drawing that connection, many times the vision becomes just another theme, slogan, flavor of the month, or management by bestseller. A solid service vision is the foundation of the business; it should last

for decades, as it represents what the company stands for, why it exists, and how all employees can play a part in that vision.[23]

A service vision represents the purpose of a company's existence, the heart of what it is at its core.

It's a Wonderful Life

The classic movie *It's a Wonderful Life*, written and directed by Frank Capra, is one of my all-time favorite movies. For those of you who haven't seen it, the premise of the storyline is about George Bailey (Jimmy Stewart), a man who has given up his dreams in order to help others and whose imminent suicide on Christmas Eve brings about the intervention of his guardian angel. Clarence, the angel, shows George all the lives he has touched and how different life in his community of Bedford Falls would be had he never been born. It is an amazing lesson on how much we can affect the world. I like to use this movie as an example when we discuss the impact a company can make on their Customers and community. What if your business was never created? Would your Customers still be able to purchase the similar services and products elsewhere? Yes, but hopefully something would be significantly inferior if your business had not been in their lives or community.

Starbucks turnaround

One of the most amazing U.S. business stories, the Starbucks Corporation, celebrated its fortieth year in business in 2012. On the occasion, Howard Schultz, Starbucks chief executive officer, was interviewed by the *Wall Street Journal*. I was extremely impressed

by how honest Schultz was about why the company started to decline a few years earlier, and what it had to do to get back on track. Here's Schultz:

> Putting our feet in the shoes of the Customers, [we understood] what they were dealing with and [their] anxiety . . . We were growing the company with such speed and aggression that we lost sight of the Customer experience.[24]

The changes made a big difference for Starbucks. Earnings rose 44 percent, Customer visits rose by 5 percent, and more Customers were paying for higher-priced items.[25]

In 2010, I had one of the highlights of my consulting career: Starbucks asked me to help it re-create its Customer service vision statement. I have worked with Starbucks in the past, but this was different. I knew this was going to be something that would live for a long, long time in Starbucks. Starbucks has always been one of my favorite companies, both as a Customer and as a Customer service consultant. I was so excited! I knew that no one helped create better Customer service vision statements than The DiJulius Group. I knew we were perfect for this project. I was so excited about taking on this project, until I asked them what their current vision statement was that they wanted to change: "To inspire and nurture the human spirit one person, one cup and one neighborhood at a time."

I thought to myself, *Wow, that's pretty good*. I honestly didn't know if we could improve on that. I asked Craig Russell, senior vice president of global coffee, why he felt that statement didn't work for Starbucks. He replied, "We love the statement; those are Howard's [Schultz's] words. It is more of our purpose. As far as a Customer service vision, it is too big, too aspirational. We want something that's actionable, trainable, measurable." As I thought about it, he was right. If someone comes in and orders a venti soy

latte and the barista gives it to them exactly how they ordered it, in ninety seconds, did the barista inspire or nurture their human spirit? Probably not. That is something that takes dozens and dozens of positive experiences. I believe Starbucks does that. But it doesn't happen one time.

So we did what we do with all our consulting clients when making a Customer service vision statement; we started with scripting a day in the life of a Starbucks Customer (see Chapter 5 for the day-in-the-life discussion). A Starbucks Customer is easy to relate to. Virtually anyone reading this book can relate, whether you actually frequent Starbucks or not. Starbucks customers are people with discretionary income who are battling the hustle and bustle of their busy lives, trying to balance everything they have going on personally and professionally, people dealing with the daily grind that can wear us all down from time to time.

Inspired moments

One of the biggest takeaways from this workshop that the group of executives from Starbucks shared was that Starbucks can't change what's going to happen today to its Customers. Whether they get a flat tire on their way to work or they are irate because their package didn't arrive next-day air, as promised, what Starbucks can provide (and does provide very well) is an escape—if only for a few seconds in the Customer's day. Starbucks allows its Customers to step inside, collect themselves, see some friendly faces—whether it be the workers, friends, or neighbors from the community—and take a break, enjoy a beverage, regroup, and then go back and take on the world again.

There it was. The team had it: the Starbucks' Customer service vision statement. One of my proudest trophies as a consultant is the Starbucks green apron. The next time you walk into a Starbucks, anywhere in the world, and you see a Starbucks employee wearing

that signature green apron, politely ask them to turn the inside top of the apron over for you. There is where you will see the Starbucks Customer service vision statement and pillars printed. It reads:

We create inspired moments in each customer's day.
ANTICIPATE CONNECT PERSONALIZE OWN

Why is the service vision statement printed on the inside of the green apron? It isn't for the Customers or public to see; it is for the Starbucks employees to see. And every time they put that apron over their head, they are reminded of their job for every Customer with whom they come in contact with.

The pillars to the Starbucks service vision statement

The four pillars to the Starbucks service vision statement have to do with the company's key drivers of Customer satisfaction:

- **Anticipate**—This might mean that if a barista notices a Customer in a business suit, at 6:05 a.m., ordering his coffee, while barely looking up from his smartphone, he probably has some place to be. Get him his drink and help him get on his way. On the other hand, it can be a completely different pace at 9:05 a.m., when a barista encounters a few mothers

who just dropped their children off at school and seem to be in no rush.

- **Connect**—A connection could be recognizing regulars and having their drinks ready for them, or it could just be a smile or a kind word.
- **Personalize**—This means customization. With over eighty thousand ways someone can order a Starbucks beverage, you truly can have it your way.
- **Own**—Starbucks trusts its employees. They can own the experience. If a little girl drops her hot chocolate, a Starbucks employee can give her a new one for free.

Each of the pillars is critical, but only in conjunction with each other. Customers want their drinks made exactly how they ordered it, quickly—but not by someone with an attitude. Just the same, a Customer does not want someone to greet them by name and have their drink ready for them before they order it, only to have their drink made incorrectly.

People want to be part of something larger than themselves. They want to be part of something they are proud of, that they'll fight for, sacrifice for, that they trust.
—Howard Schultz26

If you can't explain it in one sentence, it is not clear enough to you

My experience working with Starbucks made me think differently about a service vision. In my own companies, we had what we

thought was an excellent service vision statement up until then. For seventeen years, the service vision for John Robert's Spa was "To enhance the quality of lives around us." I loved that; I was so proud of it. However, now I realized that it was too big, too aspirational for my JR team members. If a guest called up and scheduled an appointment, did the call-center personnel enhance the quality of the Customer's life? Or when our hostess checks a guest in upon arrival or checks her out after she receives a manicure, do we think it is possible to impact her life each time? Highly doubtful. It could happen over the course of many experiences over a long period of time; however, it doesn't happen on a single interaction. So we moved that statement up to our purpose statement and worked on a new Customer service vision that a frontline team member could realistically understand and execute with each guest encounter. Similar to Starbucks, we realized we couldn't change what had happened or what was going to happen to the Customers, but we could help them get rejuvenated so they could return better prepared to take on the world as a result of their JR experience. While Starbucks typically only sees their Customers for a few minutes, we see them for a longer period of time, sometimes an hour or longer. John Robert's Spa's new service vision became "To be the best part of our guests' day."

One of the rules of thumb when creating a service vision statement is that it can't be too aspirational. When you first see that vision—"To be the best part of someone's day"—you may think that certainly is too aspirational. However, if you think about the typical day in a Customer's life (see Chapter 5), if a visit to the spa isn't the highlight of your typical day, we are doing something really wrong. We can measure it; it is actionable. On the phone, we want to be the best, most friendly phone call they have all day. When they enter the salon, we want their greeting to be the warmest, most

sincere hello they get other than the one they get when their kids run into their arms when they get home.

201B and the 5:30 haircut

All businesses battle with going on autopilot and, from time to time, becoming numb to their Customers' conditions. While consulting with a large hospital, I found out that too often its nurses and doctors would refer to patients as "201B." Saying something like "201B needs their medicine." They were saying room 201, bed B, instead of the patient's name.

At John Robert's Spa, we are guilty of doing something very similar. Our service providers can look at their next guest as a "5:30 haircut." However, we have guests who ask their family members to purchase them a gift certificate to our spa for their birthday. After they get it, they request a day off from work, have it on their calendar, and are counting down the days until they can get away from work, relationships, kids, and all the other stresses in their lives. They look forward to coming into the one place where they can relax and be rejuvenated, so they can leave and continue giving to everyone in their world. I can't have my service providers looking at their next Customer as their 5:30 or their third-to-last appointment of the day, before they can go out or home. I need them to be present with each and every guest.

There is a myth that people who are more successful end up with higher self-esteem. It is totally the opposite: People with higher self-esteem become more successful.

The bounce

We get to give our guests the bounce in their step. This is why I like to tell my JR team members we have one of the coolest jobs in the world. We have the unique privilege, opportunity, and responsibility to have our guests leave John Robert's Spa feeling like they are a "10," whatever their "10" is physically, emotionally, and psychologically. When a person feels their absolute best, in every way, they have higher self-esteem. As a result of higher self-esteem, they are more likely to get the job, sale, promotion, date, or whatever it is they are going after. There is a myth that people who are more successful end up with higher self-esteem. It is totally the opposite: People with higher self-esteem become more successful. That is why we have an obligation to be the best part of each and every guest's day. When we do that, focus on that, they walk out with the bounce in their step and we have just made price irrelevant.

To succeed in any business, you need an exceptionally clear vision. A vision is something you can say in a few words.

Feeling cared for unlike anywhere else you go

Chick-fil-A has revolutionized its industry by mastering hospitality unlike any other quick-service restaurant. Its story is remarkable. With more than 1,500 locations in the United States and more than forty years of double-digit growth, Chick-fil-A is one of the best case studies for Customer service consistency. Its service vision is "To make our guests feel cared for, unlike anywhere else." Make their guests feel cared for in a way that no one else does. I love that. They didn't say, "Make our guests feel cared for better than Burger

King or McDonald's"; they said better than anywhere else Customers go. Chick-fil-A knows it is not only competing with those fast food restaurants. After you go to a Chick-fil-A restaurant, you don't then drive down the street to one of its competitors. You don't need to, but you do go other places, like running errands and dealing with other businesses.

Cared-for-meter

Chick-fil-A has a metaphoric "cared-for-meter" that it uses as a training example to demonstrate how much people need to feel cared for. Remember the Chick-fil-A *Every Person Has a Story* video (Chapter 5)? It demonstrates all the different situations that are going on in its Customers' lives. Besides the personal situations, think about how often people experience subpar service in a day, constantly hearing things like "No, we can't do that" and "It's our policy." During any given day, a person's cared-for-meter could be around a 3 or a 4 (out of 10); then they walk into a Chick-fil-A restaurant and they are greeted with an enthusiastic smile, and they hear words like "certainly" and "my pleasure." All of a sudden their cared-for-meter spikes to a 9. Something significant happens to a person when they feel cared for. They may not realize it at the time, but they want that feeling again. They need that feeling again. A few days later someone is dying for a chicken sandwich from Chick-fil-A, but it just might not be only the sandwich that is drawing them back.

The Customer service vision package

The Customer service vision statement is the *what*. It should match the following criteria.

- Easy for all employees to relate to and understand.
- Simple, concise, and memorable.
- Actionable and empowering.
- Measurable, observable, and trainable.

Supporting pillars

The supporting pillars are the *how* that everyone from your front-line employees to the CEO performs on a daily basis in each Customer interaction, and therefore executes the Customer service vision. There are traditionally three pillars that support the Customer service vision statement:

- **Pillar 1**—The quality/expertise of the service or product your employee is providing.
- **Pillar 2**—The Customer interaction; how we treat that person.
- **Pillar 3**—The autonomy needed for your employees to exceed the norm, do a little more, go "above and beyond."

While the service vision statement is vital, I actually believe the pillars are even more important. Without the pillars, the service vision statement is just a statement. However, the pillars are the *how*. By executing the pillars every time, you can achieve the service vision statement.

The following are examples of The DiJulius Group clients' Customer service vision statements and supporting pillars. You will see each of the companies' service vision statements represent the three primary pillars: the quality/expertise pillar, the Customer interaction pillar, and the "above and beyond" pillar.

Restaurants Unlimited. Restaurants Unlimited, Inc. (RUI) is headquartered in Seattle and owns and operates twenty different brands in forty-six locations. RUI's service vision starts with executive sponsorship and high Service Aptitude at the top, which is exactly what the president and CEO, Chris Harter, demonstrates as well as any leader. RUI restaurants are extremely busy, and Harter and his management team want to make sure every team member treats each guest as an individual person by being present with each

guest they come in contact with. That is why RUI's service vision statement is this:

"TO MAKE EVERY GUEST FEEL LIKE OUR ONLY ONE"
Make It Right ~ Make It Special ~ Make It Happen

Make It Right—About the quality of the food, perfect environment, attention to detail.

Make It Special—Connecting, sharing our passion, engaging, and making it memorable for each guest.

Make It Happen—Each employee is empowered to say yes, exceed, and find a way.

The DiJulius Group. TDG is a consulting firm based in Cleveland, Ohio, helping companies build world-class Customer service organizations. Here's TDG's service vision:

"TO BE THE BEST DECISION OUR CLIENTS MAKE"
Expertise ~ World-Class ~ Whatever/Whenever

Expertise—Be brilliant at service, provide resources and innovative solutions, anticipate needs.

World-Class—Build lasting relationships, create memorable experiences, utilize Secret Service.

Whatever/Whenever—Anything, any time, always *yes.*

The Maids International. TMI, based out of Omaha, Nebraska, is a professional home-cleaning service with franchise locations all over the United States and Canada. TMI's service vision:

"WOW EVERY CUSTOMER"
Deliver It ~ Personalize It ~ Own It

Deliver It—Be an expert, detailed and consistent.

Personalize It—Make it enjoyable, unique, and memorable._

Own It—Always anticipate, delight, and excel.

Superior Glove. This is a leading manufacturer and wholesale supplier of work and safety gloves, headquartered in Ontario, Canada. Its Customer service teams interact with its Customers, who are other businesses that use Superior's products—either to resell them or for use themselves—primarily over the phone and electronically. This is Superior Glove's service vision statement and its pillars:

"DELIVERING A SUPERIOR SERVICE EXPERIENCE"
Know It ~ Show It ~ Own It

Know It—Product knowledge, be accurate, consistent, and respond quickly.

Show It—Friendly, empathy, personalize, and committed.

Own It—Empowered, accountable, anticipate need, and fix it.

RPM Pizza. The largest U.S. franchisee of Domino's Pizza, with 135 stores operating in three states with 2,800 team members. This is RPM's Customer service vision:

"CREATING SMILES BY MAKING LIVES EASIER"
Operational Excellence ~ Customer Delight ~ Deliver WOW

Operational Excellence—Perfect food, order accuracy, on time, and clean image.

Customer Delight—Make it positive, easy, personal, and fun.

Deliver WOW—Make their day, be a hero, and do something extra.

John Robert's Spa. A collection of upscale salons and spas in the Cleveland area and named one of the top twenty salons in the United States. JR Spa's Customer service vision and pillars:

"TO BE THE BEST PART OF OUR GUEST'S DAY"
Mastering ~ Emotional Connection ~ Give More

Mastering—Always improving, best trained and educated at our craft.

Emotional Connection—Utilizing Secret Service and Customer intelligence to personalize every guest's experience.

Give More—Surprise and delight; the answer's yes.

Advance Financial. This is a payday-loan center, headquartered in Nashville, Tennessee. Its Customer base is often made up of people who have fallen on hard times. As a result, Customers may feel as if they are not treated well. Advance Financial wants to make sure every one of its 500+ employees, in more than fifty locations, acts as an ally for its Customers. The company wants to create a place where its Customers can come in, be respected, see a friendly face, and be treated like a friend, hence Advance Financial's Customer service vision:

"FRIENDS HELPING FRIENDS"
Know ~ Show ~ Flow

Know—Knowledgeable, accurate, efficient, and consistent.

Show—Listen, understand, connect, and respect.

Flow—Anticipate, impact, exceed, and own.

Nemacolin Woodlands Resort. One of the dangers that can happen when you work at a huge hotel and resort that has people enjoying weddings, business conferences, and honeymoons is that you can think that a guest's satisfaction is based on how those grandiose events turn out. However, Nemacolin—located in Farmington, Penn.—realizes it is not only about excellent food, the room being ready and clean, good spa service, and a beautiful wedding; rather it is more the sum of dozens of individual moments that make up how guests will feel about their experience and the memories they will take with them. That is why Nemacolin's Customer service vision statement is:

"OWN EVERY MOMENT"
Be Excellent ~ Be Engaged ~ Be Empowered

Anytime Fitness. In 2014, Anytime Fitness was ranked number one by *Entrepreneur* magazine's annual "Franchise 500" list. Anytime Fitness is the world's largest and fastest-growing coed fitness club chain. It was also recently named one of "America's Most Promising Companies" by *Forbes* magazine, as well as the "Best Place to Work" by *Minnesota Business* magazine two years in a row. I haven't worked with too many companies that can rival the amazing culture created by cofounders Chuck Runyon and Dave Mortensen. Nearly 1,500 employees are sporting an Anytime Fitness logo tattoo. The purpose of Anytime Fitness is "to improve the self-esteem of the world." Anytime Fitness's Customer service vision statement is this:

"SURPRISINGLY PERSONABLE EXPERIENCE"
Care ~ Coach ~ Connect

The purpose motive

A service vision statement provides purpose to your frontline employees, which is critical for having high morale in a workplace. Daniel Pink, best-selling author and the leading expert on what motivates people, shares what he calls the "purpose motive":

> The companies that are flourishing . . . are animated by this purpose motive. Let me give you a couple of examples. Here's the founder of Skype. He says, "Our goal is to be disruptive but in the cause of making the world a better place." Pretty good purpose. Here's Steve Jobs: "I want to put a ding in the universe." All right? That's the kind of thing that might get you up in the morning and racing to go to work. So I think that we are purpose maximizers, not only profit maximizers . . . We can actually build organizations and work lives that make us better off . . . [and] that make our world a little better.[27]

Do not underestimate the power of a purpose

Why do some companies have a large percent of their workforce unmotivated and apathetic, while other excellent companies have the majority of their workforce willing to make ridiculous sacrifices in a cult-like culture of Customer satisfaction? Yes, one answer is that they select better candidates; however, I truly believe there is only a small fraction of people born with the "service DNA," the rest are grown by great companies and their strong, uncompromising cultures.

Think about the most selfless, most sacrificing people you have ever come across. I have found it to be anyone who has anything to do with the following groups: volunteers, charities, political campaigns, and student athletes. What do these groups and the people

who make them up all have in common? They make little or no money, and in a lot of cases it is highly unlikely they can ever make a living in any of these fields. However, they are part of a cause, part of something bigger. They are focused on their direct impact, and they have an abundance of pride and loyalty to their team. They are part of a special fraternity that they are willing to fight for. Now think of the great service businesses that have revolutionized stale industries with a completely new model, energized by a workforce on a mission with a promise to provide a truly unique experience. Think of a company like Zappos. It created the same sense of purpose that volunteer groups, charities, political campaigns, and scholastic sports have. However, it does one thing better: It pays its team members. A purpose and a paycheck.

Direct impact

When my middle son, Cal, was only eleven, he read a book about a politician and became a huge fan and supporter. He does not get his love for politics from me. During this time, he asked if he could work on this politician's Northeast Ohio campaign committee. I said I doubted they would allow a minor to work with them, but that didn't stop Cal! He called and called and finally got the Northeast Ohio campaign director to meet with him to discuss how he could contribute. Shortly after, every night, my son Cal was attending meetings, making phone calls to registered voters, and knocking door to door. Did I mention that Cal was age eleven! The local newspaper even ran a story about Cal and how rare it is for a youth to have such passion and commitment to a political campaign.

The week leading up to the election, Cal wanted to stay up every

night very late to make last-minute calls and knock on doors. I said absolutely not! I did not want him staying up way past his bedtime on school nights. Cal became so emotional and said to me, "Dad, you do not understand! The only way he [the candidate] will win is if I can do this. Please let me—I made a commitment!" This is coming from an eleven-year-old who has never met the politician personally. Of course I gave in; I couldn't turn down that type of passion and determination. His candidate ended up winning, and Cal is convinced he was the reason. But think about his sense of purpose, his commitment, and devotion for a cause—a vision. It is this type of purpose that I want every one of my employees to have towards our Customers and our Customer service vision statement. Now if I could just get Cal to understand the greater purpose of keeping his room clean and remembering to take out the garbage every Tuesday night.

Amazon founder and president Jeff Bezos is also gifted at sharing his hugely infectious enthusiasm for his company. One of his incredible talents has been to convince employees, from the highest manager to the lowest Customer service rep stuck to her phone ten hours a day, that working at Amazon is not just a job—it is part of a visionary quest, something to give higher meaning to their lives.[28]

ABOUT THE AUTHOR

As *the* authority on world-class Customer experience, organizations across world use John's philosophies and methodology for creating world-class service. He has worked with companies such as the The Ritz-Carlton, Lexus, Starbucks, Nordstrom, Panera Bread, Nestlé, Marriott Hotel, PWC, Cheesecake Factory, Progressive Insurance, Harley-Davidson, State Farm, Chick-fil-A and many more to help them continue to raise the bar and set the standard in service that consistently exceeds Customer expectations.

John is the President of The DiJulius Group, a Customer service consulting firm that's purpose is to change the world by creating a Customer service revolution. He is also the founder and owner of John Robert's Spa, upscale chain (over 150 employees), which has been named one of the Top 20 Salons in America. John resides in Aurora, Ohio, with his three boys, Johnni, Cal, and Bo.

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