



Delivering Customer Excellence

The BWCA POU Customer Excellence Qualification Programme

Stage One Workbook



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For Standards
you can Trust



WELCOME



The water industry is changing so fast that our British Water Coolers Association members are fully aware of the need to adapt and change. Within this there is the growing need to give our customers a quality service, reliable products and a safe working environment.

The BWCA has designed this exciting new POU Customer Excellence programme to work with you in recognising where your strengths are in working with your internal and external customers and how to build on even better value-added customer service.

This unique event has been designed by member organisations and leading consultants in the field of customer excellence. This workbook is the first part of a four stage programme to help us make sure you have the appropriate knowledge to attend and benefit from the workshop.

This particular pilot is very important for us. We will be asking for your feedback from the event, on how we can evolve the content of this workbook and the one day workshop. The workbook will eventually be online as an interactive pre-workshop session, with the requirement to pass before going on to the one-day event. In future, delegates will have to

As a pilot delegate, you have already been invited to the one day session.

So, enjoy this workbook, make note and questions for the training day and please do record any thoughts or reflections from this programme.



A handwritten signature in black ink that reads 'Phillipa Atkinson Clow'.

Phillipa Atkinson Clow (FIAM)
General Manager
British Water Cooler Association

1 THE POU CUSTOMER EXCELLENCE PROGRAMME

Welcome to your pre-workshop learning element of the POU Customer Excellence programme delivered by the British Water Cooler Association.

It is important you complete this workbook before attending the one day session. The purpose of this workbook is to help you reflect on your role and how to build on customer excellence. It is important that you put aside 30 to 45 minutes to complete this. These activities are essential as they will be worked on during the workshop.

There are a number of activities that you have to complete before you attend the one day session. The facilitator may ask you to leave the session if they feel you have not carried out the work before attending. It will be very difficult to genuinely complete the activities on the morning of the session.

The aim of the POU Customer Excellence programme is to introduce industry leading BWCA professional standards in delivering confidence and assurance to the customer through quality value service.

There are four stages to the POU Customer Excellence programme:



Stage 1 is essential for all delegates to complete. This is the pre-workshop stage of the programme. It will take you around 30 - 45 minutes to complete. At the end of this workbook there is a short assessment of what you have learned. The purpose of the assessment is to make sure you have the same knowledge and understanding as your workshop colleagues. It's important you make notes as you work through this workbook. This is a pilot event and we ask you to take time to work through this workbook,

prepare for the session and ideally give us feedback content for further development.

In future, the content of this workbook will be made available online and candidates will need a Pass before they can attend the workshop. Stages 2, 3 and 4 of the programme are explained in more detail in this workbook.

In the workshop, we will use much of the work you will do here for developing your role in adding value to your customers. Enjoy the online POU Customer Excellence session and we look forward to seeing you soon.

“Here is a powerful yet simple rule. Always give people more than they expect to get.”
Nelson Boswell

2 THINKING ABOUT CUSTOMER EXCELLENCE

Service is the extent to which a service meets the customer's needs and expectations. Whereas excellent service is when these experiences are surpassed and when customers feel that they have received that little unexpected extra in the shape of extra effort. That little unexpected extra can come in different shapes and forms such as a smile, a positive remark, random acts of kindness or the additional effort by a service professional going the extra mile.

Service Futures 2018

"The key is to set realistic customer expectations, and then not just to meet them, but to exceed them, preferably in an unexpected and helpful way."

Richard Branson

Activity

Take a look at the above statement on customer excellence as described by Service Futures. In your current role, what little extra effort would your main customers say they get from you?

- 1
- 2
- 3

The POU Customer Excellence programme has been designed to give you a chance to reflect on your role, the commitment your business promises to your customers through giving added value service. To achieve this, the objectives for the programme are:

- To understand the role of BWCA member employees in their value added service and support to customers
- To reflect on their day to day role and identify and develop excellence in customer service
- To continually develop and provide value added customer excellence

In this workbook, do make sure you link some of the ideas directly to your job and your customers. You are an ambassador of your business. So, what would your customers say about you? What they say is based on how you have influenced them and that is solely down to you.

You are part of the branding of your role and your business, so the way the customer feels about your business is based on your influence.

This POU Customer Excellence programme has been developed to allow you to think about how you add value to every customer you contact or work with. It is how we delight our customers by giving them something positive that they would not expect from others. You are a representative of your company.

Activity

Make a note of your top three internal or external customers. Once done, for each customer you directly work with, identify the main reasons you think they use your products or services.

Customer One:

Why they work with me because

Customer Two:

Why they work with me because

Customer Three:

Why they work with me because

“Just having satisfied customers isn’t good enough anymore. If you really want a booming business, you have to create raving fans.” -Ken Blanchard

For the above activity, you might have considered some of the following depending on your job:

- To make sure their staff are regularly hydrated
- To ensure engineers have the right parts and equipment on time
- To make sure sales people have the correct information
- To clarify accurate data to the warehouse team for delivery scheduling
- To offer reliable products or services
- To make sure vehicles are available and safe every day

- To provide management with accurate data to help make business decisions
- To satisfy my customer by making sure they get what they want
- To set up a safe and clean working area

At the workshop, we will work with you in looking at what you already do really well and explore how we can build on this. Equally we will also look at where we can change a little and give our customers that real added value..

**“Your most unhappy customers are your greatest source of learning.”
-Bill Gates**

3 THE FOUR STAGES OF DEVELOPMENT

As we have already mentioned, the POU Customer Excellence programme has four stages of development that you will need to work through.



Stage One: Pre-workshop Development

This element gives you all the background knowledge you will need for the one day workshop. This knowledge will be used at that event. To be able to attend the workshop, you will need to achieve a Pass at the end of this session. For the pilot event using this workbook, this will not be the case. Your thoughts and feedback will be essential in helping us develop this process. For future candidates, if they do not Pass the assessment then they will need to work through this session again and re-take the assessment – all online.

On average it takes 30 to 45 minutes to work through this session. We suggest you take notes as you work through as this will help you with the end of session assessment.

Once future online candidates have passed, they will be invited to the one day workshop. You should also make notes ready for the workshop. These should include where you can make service improvements in your role or ideas on adding value to your internal or external customers.

Stage Two: One Day Workshop

Following successful completion of the on-line course candidates will be invited to attend the POU Customer Excellence workshop.

We all need to continually improve and add value for customers, especially as a BWCA member. It is a highly interactive day. You will leave with:

- an action plan on how you intend to build on your experience and skills
- An agreed final assessment evaluation exercise.

Stage Three: Assessment

Back at work, you will commit to implement at least two new ways of working which have been agreed with your line manager to improve the way you add value to your specific customers.

You will be expected to ask at least two customers for feedback after your contact with them, hold a review with your line manager and then reflect

“Ease your customers pain”

Hazel Edwards

“Treat your customers the way you want to be treated. Period!”

Brad Schweig

on the whole process by working through responses to a series of evaluation questions. These will then be sent to the programme trainer for final assessment.

The reason we carry out this assessment is to make sure new behaviours have been implemented and that they have helped your business delight the customer. We also need evidence that you have implemented new positive customer focused behaviours as a result of this programme and having achieved all of this, you will receive recognition from the BWCA.

Stage Four: Certification

Following successful completion of the post workshop actions and assessment, you will receive a **BWCA Certificate of Achievement for POU Customer Excellence**.

If you need further information or advice, you should contact your programme trainer or the BWCA by email.

The course has been developed and provided based on feedback from our customers through BWCA recent research. The research was part of the BWCA’s look at why customers are happy to pay that bit extra for services or products from BWCA’s members.

To guide focus on continuous customer excellence, the BWCA believe value added service is where you consistently strive to create an ongoing positive working relationship with your customers by providing the best you can give and where possible, surprising them with more than they expected.

This POU Customer Excellence programme is to help you think about your role and what you can do for your customer above and beyond the call of duty every day as a normal part of your role.



4 THE BWCA AND BENEFITS TO THE CUSTOMER

Your company is a British Water Cooler Association (BWCA) Member. The BWCA is the leading organisation of its kind in the UK and is, in turn, a member of Watercoolers Europe.

Its mission is “to ensure the attainment of the highest standards of quality, safety, hygiene and ethical conduct in the water cooler industry through unimpeachable products and services supplied by Members to their customers, in full recognition of the Industry’s legal and environmental responsibilities.”

BWCA is not a membership club which any organisation can join. Admission to membership is a very serious matter and accreditation is something of value. Strict third party audits and training gain the best companies a membership certificate but it doesn’t stop there. BWCA undertakes continuous monitoring and auditing of members, and prescribes regular training, to ensure that the standards of excellence are continually maintained.

Customers using a member of the BWCA are given the confidence and assurance that the hydration provided from the water cooler is entirely safe and sustainable. BWCA membership enables companies providing water and watercoolers to be training in best practice guidelines and consistently high professional service so providing peace of mind for users and customers.

This is one of the most sustainable

industries. Where bottles are used, they are re-used many times over and then recycled. That sustainability is celebrated, promoted and encouraged by the BWCA through its 5 for 5 Sustainability Pledge initiative.

Over 90% of the top suppliers in the UK are BWCA members. You are a representative of those standards on behalf of your company.

Activity

To help you understand the BWCA a little more, visit the web site (bwca.org.uk) and look at the following:

1. The codes of practice
2. The mission statement (as this is what you contribute to)

Think about how your organisation is committed to the code and how they support the mission statement, in essence, it is what is expected of you by your employer and customer.

Codes of Practice



“Put yourself in their shoes,”

Jesse Harrison

5 VALUE ADDED CUSTOMER SERVICE

As we have seen the BWCA define value added as ‘Customer service is giving the customer what they pay for, value added service is where you consistently strive to delight the customer by giving them more than they expected’.

Value added describes the and processes that extend well enhancement a company gives its beyond standard installation, product or service when offering maintenance, servicing or support the product to customers. Value-added applies to instances where people behaviour element that a company takes a product or makes the difference. service that may be considered similar to others in a marketplace, with few differences (if any) from that of a competitor and provides potential customers with a feature or add-on that gives it a greater perception of value.

In some instances, a value added service is an extra provided to a customer with no charge – such as extended customer service, customer loyalty and going the extra mile.

Another way of thinking about value added service is providing consistent professional services

Let's
CREATE
excellence

“The sole reason we are in business is to make life less difficult for our customers.”

Matthew Odgers

Why is it important?

A value addition can either increase the product's price or value. In the digital age, when consumers can have access to any product they want and have it delivered in record time, companies are struggling to find a competitive advantage. Companies are constantly challenged to find a way to add value. Companies are learning that consumers are less focused on the product, and more focused on what the product will do for them. Finding out what the customer truly values is critical to how the company produces, packages, markets, and delivers its products.

For example, Bose Corporation has successfully changed its focus from a company that produces speakers to a company that delivers an uncommon sound experience. When a BMW rolls off

the assembly line, it sells for a high premium over the cost of production because of its reputation for high performance and sturdy mechanics. The value added has been created through the brand and years of refinement.



Value added is the difference between the price of product or service and the cost of producing it. The price is determined by what customers are willing to pay based on their perceived value. Value is added or created in different ways.

How does it help us promote great service to customers?

Value added service increases the perceived value of your company, products, services or association with your brand. This will mean that your customers are more likely to do business with you, they are more likely to pay more for your products and they are more likely to be loyal to you.

So, value added means providing consistent professional services and processes that extend beyond standard installation, maintenance, servicing or support of the client's products. It is about where are you going the extra mile. In preparation for the workshop, you should think about your role and what it is you can do that is value added.

Activity

Discuss with your line manager why your business is a member of the BWCA, what it wants from employees in professionally representing the business and what they feel value added would look and feel like.

What were your managers main points related to your role and value added?

“People will forget what you said. They will forget what you did. But they will never forget how you made them feel.

Maya Angelou

Clearly different managers have different expectations but none the less they want you and the team to be at its best when dealing with customers. However, we all should take a pride in our work and for that we need to think about what we do to create added value.

Activity

Based on the previous activity, think of your most important top two customers. What could you do that you have not done before that could be seen as adding value?

Customer One:

Customer Two:

**“Always begin with:
So that I can better
serve you, do you
mind if I ask you a
few questions?”**

Jodie Shaw

Here you might have thought about proactively calling customers to check how your support is going, seeking feedback, completely tidying up and hoovering after an installation and so on. It's those differences that are seen by the customer as added value.

The purpose of the course is to give you a sense of what value added service is and how you can make the difference. We have seen the BWCA's definition of customer service excellence. Standards – essentially that is down to you. You are an ambassador of your business whenever you speak to your internal or external customer. What thoughts about your business do you leave when you have finished your work with them? You choose your behaviour and this is what your customer experiences and feels.

Your business is a member of the BWCA and on that basis has promised customers of BWCA a high level of expected service and

6 PREMIUM CUSTOMER SERVICES

So far we've looked at why customer excellence is important and we have started to explore ideas linked to value added service in our role. Many BWCA member organisations talk about their 'premium customer service' and here we discuss this in a little more detail.

Activity

Think back to someone or somewhere you have experienced excellent or trusted customer service. Describe where it was, what did they do and importantly, how did it make you feel?

People remember how other people make or made them feel. This is a critical element of premium customer service – how positively do we leave our customers feeling?

Premium customer service is an advanced level of customer service that extends beyond basic and good service activities. It includes a more personalised and customised approach that creates a customer-focused business atmosphere.

Premium customer service exceeds basic courtesy, helpfulness and support, and customers typically get a much more personalised service from a sales or customer person.

Special ordering, customer feedback, value-added unique services, and other extras are examples of premium level services.

Companies that are known as high-level or premium service providers are often labeled as "high-end." This is because there is usually a strong relationship between high-quality, premium service, and high prices. Customers that pay high prices for goods and services usually expect a better quality or product and service to justify the higher cost.

Activity

Think of three major high-end UK brands or companies and use three words that describe each

Company 1	Company 2	Company 3

"A brand for a company is like a reputation for a person. You earn reputation by trying to do hard things well."

Jeff Bezos

“Customer service shouldn't just be a department, it should be the entire company.”

Tony Hsieh

Potential words that you may have used could be reliable, trustworthy, understanding, supportive, empathetic, innovative, customer-focused, caring, dedicated, professional and similar.

The key thing to begin understanding about customer excellence is that we tend to remember how we feel about experiences rather than the process or the equipment. People remember people. So we need to understand behaviour.

At the workshop, we are going to explore behaviour in more detail but a simple way of thinking about behaviour is that our internal chosen attitude is reflected in our external behaviour. That is what people see, hear and feel about us based on behaviour.



All companies strive to deliver the best level of service possible. What would be described as premium service is not practical for all business models since higher service standards inherently have more costs attached, including better pay and training for specialised service employees. Value or low-cost providers are often limited by the need to keep business expenses low.

Great service comes from great people. Our role is to make sure we leave people feeling great.

Activity

Given that we are discussing premium customer service, make a note of some potential areas that you now feel would be a great opportunity in which to change your approach to what you currently do.

7 BUILDING EXCELLENT CUSTOMER SERVICE

Whenever we engage with an existing or potential new customer whether we like it or not ‘we will be judged’. We are usually judged on our behaviour.

Bearing in mind the old adage that we tend to ‘hear the music rather than the words’, in business terms this translates into the fact that a customer will remember ‘how they felt’ following the contact with you rather than the specific details.

Whatever role someone carries out within or for a business we must all understand that we are ambassadors for the business and will be judged based on any customer contact, however small and seemingly inconsequential.

Let’s just spend a few moments thinking about how we feel about our role when we engage with customers. To both enjoy your job and to feel good, reflect honestly on the following:

Activity Question	Yes or No
1. Do you feel good about yourself and the job that you do?	
2. Do you genuinely practice habits of courtesy with everyone you meet at all times?	
3. Do you use positive communication at all times to create a good personal and company impression?	
4. Do you actively listen and question to make sure you understand your customers real needs and to show you are engaged with them by feeding back what you believe you have understood?	
5. Do you act professionally in every aspect of your job?	

You are your and the business’s brand. The way you think, choose your attitude and mindset determines your observable behaviour. It makes the customer create a feeling about you. You are the only person that influences your customer. You create that feeling.

Activity

Think about your last two contacts with your customers. If you are totally honest, what sort of impression do you think you left the customer with? Were they impressed? Or did they think it might have been just a straightforward typically expected basic service?

Customer One:

Customer Two:

“Instead of focusing on the competition, focus on the customer.”

Scott Cook

“Great customer service costs less than bad customer service.”

Sally Gronow

So, as the ambassador for your business, how can you improve the experience to the customer (and ourselves) because of that contact:

1. Listen to the customer (there is a reason we have a 2:1 ratio of Ears:Mouth)
2. Be friendly, polite and respectful - Please and Thank You costs nothing!
3. Know your product and service, make the best of any training or advice you receive
4. Ask for and understand feedback.

Taking this further, recent studies of 700 of their customers, the RAIN Group established the top ten reasons their customers worked with them.

1. Educated me with new ideas or perspectives
2. Collaborated with me
3. Persuaded me we will achieve results
4. Listened to me
5. Understood my needs
6. Helped me avoid potential pitfalls
7. Crafted a compelling solution
8. Depicted purchasing process accurately
9. Connected with me personally
10. Overall value from the company is superior to other options

Activity

Using the above RAIN Group survey, what do you think would be the general top three reasons for working with your company from your external customers?

1

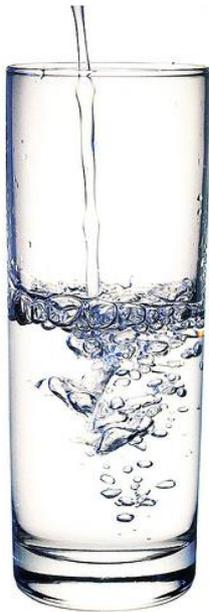
2

3

8 HOW TO CREATE ADDED VALUE

So far we have established that the BWCA define value added as ‘Customer service is giving the customer what they pay for, value added service is where you consistently strive to delight the customer by giving them more than they expected.’

Value added service is an important tactic that can be used by businesses to acquire and retain customers, increase brand awareness, and differentiate one’s place in a competitive marketplace.



1. Always consider your customers’ perspective

The art of creating value added service starts with the ability to see your business through the eyes of your customers.

Consider what’s important to your target market and how your product or service will benefit them. What problem does it solve, how will it help them overcome obstacles or do their jobs better? Many businesses miss the boat by focusing on features instead of benefits. By shifting your focus to providing content that focuses on your customers’ needs you can focus on ‘helping’ rather than ‘selling’.

We also need to sell ‘benefits’ of drinking water to our customers. It’s benefits that most people buy, not necessarily the features and mechanics. To understand the benefits of drinking water, watch the Benefits of Drinking Water video and list the top ten benefits.

Activity

List five essential benefits of drinking water highlighted in the ‘Benefits of Drinking Water’ video. <https://www.youtube.com/watch?v=kJc0ztt-GD8>

- 1
- 2
- 3
- 4
- 5

“You are serving a customer, not a life sentence. Learn how to enjoy your work.”

Laurie McIntosh

“Well done is better than well said.”

Benjamin Franklin

Thinking of benefits, your physical products have ‘benefits’. During the workshop we will spend some time looking at features and benefits to help identify the benefits you use to sell value added products and services to your customers.

Creating customer profiles is helpful to provide insights about your current and future customers, what’s meaningful to them, and gives you a roadmap of the kind of content you can create and share to provide added value.

2. Consistently work to improve customer satisfaction

Although the debate over whether the customer is always right (or not!) continues, lack of customer satisfaction is a sure-fire way to keep people from coming back.

Soliciting honest feedback via a Customer Service Survey on a regular basis allows you to keep your finger on the pulse of your customers’ needs in their journey with your business and is also an opportunity to monitor your brand’s identity in the marketplace.

Free survey tools like Survey Monkey or Quick Survey offer easy-to-use templates and unlimited responses to ensure you can collect feedback and create an action plan based on the results.

3. Implement marketing models into your strategy

As you’re searching for ways to create value added service, the use of popular marketing models can help your strategy take shape.

For small and medium businesses, the Four C’s Model or SWOT Analysis tools will help you develop your brand’s value statement, define your unique selling point, and even forecast customer demands based on market trends.

4. Develop a memorable customer experience

Businesses with unforgettable customer experiences are more likely to benefit from Word of Mouth referrals, positive online reviews, and higher retention rates.

When getting started, you’ll need to consider all touch points of your business, from initial lead capture to post-purchase communication and how to properly maximize the added value for the customer throughout the process.

Building a customer experience also allows you to develop relationships with your customers so you can connect on levels that go past simply getting the sale.

Most importantly, memorable customer experience models aim to deliver unexpected intangible value that cannot be packaged or sold. This includes personalized service, attention to detail, and showing a sense of urgency to address concepts as they arise.

5. Never underestimate the value of free resources

Whether it's a free guide, a printable PDF, or a company branded calendar, free resources are a great way to create added value and showcase your brand's ability to offer 'a little something extra' to customers.

Free resources can also serve as useful tools to help grow a business's brand awareness and expose your target market to various products and services.

Businesses with an online presence can use Customer Sign-Up Forms to encourage visitors to sign up to hear more about special offers and promotions.



Remember, although you may be offering something for free, it still needs to have relevance to your market and should always be consistent with your brand's overall purpose.

Premium customer service is therefore an advanced level of customer service that extends beyond basic service activities. It exceeds basic courtesy, helpfulness, and support and customers typically get a much more personalised service from a sales or customer person.

So, value added service is giving the customer that premium service, even if it is not an obvious paid for element. Premium service gives us that competitive edge, it's what makes us stand out. In your role, you are part of that service.

“Under promise and over deliver.”

Tony Robinson

9 SO WHAT IS EXCELLENT POU SERVICE?



POU is the often used industry abbreviation for Point of Use. It's also known as 'Mains-fed Systems' or 'Bottleless Coolers' and refers to products that are connected to a potable mains water supply (wholesome drinking water). This terminology generally refers to water coolers.

However, this can also refer to many other products such as water fountains, hospitality systems (high volume / bottle filling systems), boilers and premium taps, dispensing hot, cold, ambient and sparkling water options.

"The customers perception is your reality."

Kate Zabriskie

With regards to customer excellence and being seen as adding value to our customer relationship, it is incredibly important to understand fully the products or services your business offers and how you use this knowledge as part of your professionalism and customer assurance.



These products present an excellent alternative to customers who do not want bottled water coolers.

Activity:

List ten benefits to your customer of why using one of your POU units will do to improve water access to staff.

- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10

For the above exercise, you might have noted they reduce the need for transporting, carrying and storing water bottles, which in return provides both environmental, health and safety benefits and can also free up space, reduced use of plastic bottles and cups, quality components saving money over time. The list is specific to your products and your customers. Just to re-cap on some of the core essentials, it is important to remember that the customer must have access to a suitable potable mains supply with the required water pressure for the product they would like as well as a suitable location in which to place it. It is benefits customers buy and that supports added value sales.

It is preferred to connect directly to a mains water supply (mains riser), although, it is acceptable to connect to a ***suitably constructed tank*** providing it is certified drinking water with a current maintenance contract in place. We should never connect to an unknown water supply.

Earlier in this session we discussed benefits. Do reflect on the list of benefits from each of your products.

“People expect great service but few are willing to give it.”

Robert Gateley

**“Make a customer,
not a sale.”**
Katherine Bacchetti

What is a suitably constructed tank?

A tank that is made from a suitable material that will not affect the quality of the drinking water. It will be sealed so nothing can enter and insulated to prevent it becoming too cold or too warm. All of the above will be applicable if the customer can provide certification from a 3rd party.

If the customer can satisfy these requirements, they can use their incoming water supply to provide a constant supply of drinking water. Where large volumes of boiling water are required, mains-fed hot water boilers provide an excellent solution and remove the need to wait for a kettle to boil.

Many people prefer the taste of bottled water, opposed to that coming from the tap due to the residual disinfectant (chlorine) which is added to the water. With a POU the mains water supply is filtered upon entry to the product by forcing the water through a micron carbon block filter.

This process removes particles much smaller than the eye can see to improve the appearance as well as absorbing the residual disinfectant (chlorine) from the water which can significantly improve the taste and odour making it more enjoyable. for customers.. In hard water areas, a scale management filter can also be fitted to reduce lime scale build up.

POU products also provide a more accessible and appealing solution to drinking water than from a tap which typically are found on kitchen sinks or in toilets.

Activity:

Using the above content of the essential product knowledge, a feature of the constructed tank is that it is insulated. Specific to this feature, how does this add value to your customer?

10 PROFESSIONAL SERVICE AT ALL TIME

Continuous professional service is a chosen mindset and doing extraordinarily every day.

In order to provide a professional service for our customers, we must ensure we adhere to the BWCA Codes of Practice as reviewed earlier. This provides guidance on the installation requirements, Water Regulations and Food Safety.



A professional service begins with the initial contact with the customer by the sales person, who should understand their product range and be able to guide the customer in selecting the most suitable product for their needs. These are typically known as ‘touch points’, the key points in which your customer engages with people in your business.

Chris Ridson, the Design Director of Adaptive Path, suggests that touch points should provide a customer with the following interaction types:

- **Appropriate** (e.g. that both the context of the interaction and the cultural tone of the interaction meet the needs of the customer or user)
- **Relevant** (e.g. that the function performed by the interaction meets the requirements of the customer or user)
- **Meaningful** (e.g. that the interaction was perceived as important or purposeful by the customer or user)
- **Endearing** (e.g. that the interaction created some form of bond with the user or customer for example through desirability, creating delight or a playful tone)



It’s important to note that these are all things that can be designed – though it may take some user research to get to the bottom of how that design might take shape.

“If your job is not serving the customer, your job is to make sure it is serving someone who is.”

Jan Carlzon

“Every great business is built on friendship.”

J C Penny

Activity:

Reflecting on the above Risdon’s four touch points, how would you honestly rate your customers experience of you when they engage with your business. Rate yourself 1 to 10. 1 is for dreadful to 10, absolutely unique and engaging.

Appropriate =

Relevant =

Meaningful =

Endearing =

A critical touch point concerns our initial customer contact. Once we have identified the correct solution for the customer, a site survey should be conducted to ensure we can satisfy all of the requirements needed to install, such as:

- Suitable Location within 5 meters (or use 15mm pipework)
- Potable Water, which can be isolated during the installation
- Sufficient Water Pressure
- Power Supply
- Drainage (where required)
- Site safety concerns

An Approved Contractor should then design the install to comply with the BWCA Code of Practice and Water Regulations. If the person designing the install (or approving) is not an approved contractor, then you need to provide Notification which involves giving the water undertaker up to 10 days to approve or reject the designed installation. The site survey will

provide an opportunity to advise the customer of any work to be carried out before we can proceed as well as the work we will carry out and any potential disruption this could cause such as:

- Turning off the water supply
- Drilling / Cutting
- Noise / Dust
- Business down time

Before we start the installation, the surrounding area should be cordoned off to avoid anybody accessing the work area.

When we are ready to install the POU, using the correct fittings upon installation is critical to both a professional installation as well as meeting the required water regulations. All components used from the water supply connection to the POU must be Water Regulations Advisory Scheme (WRAS) approved, including:

- Compression / Push Fittings
- Installation Rail
- Pipework

The Installation Rail usually comprises of the following components:



15mm Copper DCV PRV Anti-flood device 1/4" Push Fitting

1. Double Check Valve (DCV)

It is mandatory to fit a single check valve on category 1 fluids (wholesome water), but a double check valve is required on systems with category 2 fluids (sparkling water) to prevent any backflow or contamination to the mains water supply.

Most installation rails include a double check valve as standard.

2. Pressure Regulating Valve (PRV)

A pressure regulator must be fitted to ensure that the water supply to the POU does not exceed the pressure rating of the manufacturers specification as the unit will be designed and tested to operate up to that specification.

Operating at a greater pressure could lead to product failure, void warranty and potential leaking.

3. Anti-flood device

It is recommended that an anti-flood device is fitted (such as a water block) in case of a significant leak occurring, they should be chosen and set according to the product type being installed.

“Every client you keep is one less to find.”

Nigel Sanders

“Customer satisfaction is worthless, Customer loyalty is priceless.”
Jeffery Gitomer

Once the water connection is made, it is important that we route the pipework to the cooler carefully away from electrical items and heat sources and label it as the drinking water source.

Where the pipework is exposed, such as running down walls, it should be trunked to ensure it is protected and looks tidy. Most POU will simply be fitted with a plug and be fitted to a standard electrical socket.

However, some products may require (or customers desire) to have a unit hard wired into a fused spur. This, and any other electrical work, should only be completed by competent electricians..

We should follow the manufacturer’s instructions for commissioning before conducting an initial sanitisation, unless this has been done in the depot just before the unit was dispatched.

Activity:

Thinking of the above Installation Rail product, select one of the indicated elements. Your challenge is to identify how you would select five benefits of that component and how it benefits the customer.

Component:

- 1
- 2
- 3
- 4
- 5



Why do we need to sanitise ?

The mains water supply contains a residual disinfectant such as chlorine, which protects the water between processing and your tap. As the water is filtered before entering the POU to improve the taste, odour and appearance we remove this protection and bacteria (generally non harmful) can begin to multiply. If left can lead to quality issues with taste, odour and visual appearance.

Therefore we need to sanitise all water contact surfaces at regular intervals to ensure we remove any bacteria / biofilm .

Demonstrating to the customer how to operate the POU is important to ensure that they are satisfied with how it works and to avoid any confusion. The customer should also be advised what they need to do in terms of a basic cleaning regime i.e., emptying drip tray, etc to ensure the POU is maintained in between services.

Once all of the above is complete and the work area is cleaned, the customer should sign a form to confirm they are happy with the installation and product.

We then need to return every 6 months to conduct a sanitisation, this includes:

1. Disinfection of all water contact parts
2. External clean
3. Filter change

Why do we need to change filters?

Filters do a great job of improving the taste, odour and appearance of which there are 2 key parts to the process.

As the water enters the filter it is forced by the water pressure through the media, usually a 1 micron carbon block, meaning anything larger, such as sand, silt, debris, etc is prevented from passing. The filter will naturally become blocked after a period of time, this will depend on the quality of the incoming water supply and will lead to reduced or even no flow of water.

Filters also significantly reduce the amount of residual disinfectant in the water by absorbing it into the filter material, naturally it can only continue to do this for a certain amount of water and after this it would no longer work. All filters have a recommended lifespan in litres but all filters on a cold system should be replaced at the sanitisation interval.

“Customers don’t care about your policies, they only care about action.”

Flavio Martins

“Satisfaction is a rating. Loyalty is a brand.”

Shep Hyken

You should note that on hot systems, a scale reduction filter may be fitted to reduce the level of limescale build up, this would also need to be changed in line with recommendations or it will no longer be effective and could also block up.

Activity:

Using your knowledge of the various features of a filter, how could you use that knowledge to sell a slightly more expensive but high quality filter to a customer?

Protecting yourself and your customer

There is nothing more important than looking after the health and wellbeing of our employees, customers and members of the public.

It is essential that when we are working at customers premises all work is carried out in a safe manner in-line with approved Method Statements and with due respect for the customers, visitors, members of the public and their premises. Method statements are produced for each activity carried out following a risk assessment being conducted, this enables the assessor to identify the safest method to conduct that process.

Risk assessments identify any hazards and depending on the level of risk, control measures can be put in place to improve this further where reasonably practicable.

During many activities conducted on site there will be required to use chemicals. In which case, a COSHH (Chemicals or Substances Hazardous to Health) assessment on every chemical to ensure we understand how to use them, any personal protective equipment requirements and what actions to take in an emergency situation.

RAMS (Risk Assessments & Method Statements) & COSHH assessments should only be carried out by competent people who understand the processes and can implement the correct working practices.

Activity

Reflecting on your role i.e. sales, engineering, customer support, distribution, office based, etc list the main impact you personally have on others and your own health and safety.

Although our method statements cover the work activity being carried out, it may not always highlight the hazards on a specific customer site and in that case you may be required to attend a site induction before work can proceed. A site-specific risk assessment may also then be required.

Site surveys are conducted to ensure we have all requirements available to install a POU, but also to identify any health and safety risks. Engineers are provided with all of the necessary training and should always work to the method statements provided and never attempt to work beyond their capabilities / competencies. Where unsure, engineers should always contact their line manager to ask how to proceed.

Engineers should always sign in and out of site to ensure people are aware of their presence and ensure the customer is aware of the work they are conducting. Everybody has a role in health, safety and environment. Just to make sure you are aware of your responsibilities, do discuss this with your line manager.



Whenever working on products on-site, they should be put out of use and signs placed upon them to prevent people using them.

“Our attitude towards others determines their attitude towards us.”

Earl Nightingale

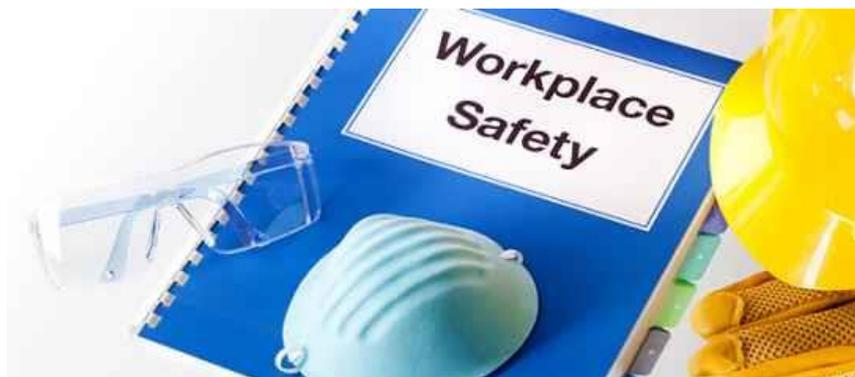
“If you are not taking care of your customer, your competitor will.”

Bob Hooley

So, in thinking about your professionalism and safety of yourself and others, professional installation while being 100% committed to health and safety adds value for your customer.

The fact that they believe in your professionalism, they are confident in your approach to their employees towards health and safety makes a huge difference. Do make sure you understand and follow your company’s policy on health and safety. And don’t forget to check any additional points when working on a customer’s site. What do they expect from you and what is unique to their site. If you don’t get it – ask for it. Acting professionally at all times, you choose.

Remember, it is your product or service knowledge and experience that customers pay for. Your skill is to turn your product or service knowledge into benefits; it’s benefits that convince your customers.



11 YOU, THE PROFESSIONAL CUSTOMER EXPERT

As we have identified, when you interact with a customer, on site or otherwise, the customer rightly views you as their supplier and therefore YOU represent the business you are working for.

Great service and behaviour reflects positively on your employer and the reverse is also true.

Professionalism is a combination of also an essential part of qualities. A professional employee professionalism. Regardless of the job arrives on time for work and manages or industry, professionalism is easy to time effectively. Take responsibility for spot. On a construction site or in a their own behaviour and works trade, a professional worker will work effectively with others. High quality hard and manage time effectively, work standards, honesty, and integrity including arriving and returning on are also part of the package. time from breaks. A professional Professional employees look clean and worker in a customer service setting neat and dress appropriately for the will speak clearly and politely to job. Communicating effectively and customers and build a great appropriately for the workplace is relationship in working together.

HOW DO WE MAKE A POSITIVE IMPACT?

When you interact with the customer think about:

- Your demeanor – are you happy or grumpy? Smile and be happy.
- Your attitude – ensure the customer believes the job / interaction is important to you.
- Your preparation – know what, how and where you are carrying out the service and also what a successful outcome to the customer will be.
- Listen and advise – if the customer has concerns listen to them and then allay their concerns if you can. If you do not think you can provide the customer with the required solution do not be afraid to ask for internal support from your manager BEFORE clarification with the customer.
- Carry out the job or interaction with the customer in a positive manner to the expected standard and in a manner that you and your employer would be proud of.

“Ask your customer to be part of the solution and don’t view them as part of the problem.”

Alan Weiss

“It takes months to find a customer and seconds to lose them.”

Vince Lombardi

- When completed, reconnect with the customer and ensure they are happy with the interaction through honest and valuable feedback.

Simple examples of making a positive impact.

Dress Code

- As a professional you should always maintain a high level of smartness. Are you conforming to your company dress code?
- Are you wearing clean and ironed clothing and is your footwear appropriate?
- Are you wearing an ID badge and is it clearly visible?
- Ensure your vehicle is clean

Arrival

- Park in an allocated space.
- Arrive on time.
- When arriving on site report to reception and introduce yourself, informing the receptionist of your company and name also the purpose of your visit
- Request to see task originator/customer contact.
- Adhere to any local H&S policies (signing in, inductions etc.)
- Remember you are on show at all times representing you and your company

Equipment

If the request is for an installation:

- Discuss with the customer the required location of the equipment - is it suitable?
- Take into account the environment and suitability for plumbing. If a more suitable location exists -suggest it.
- Fully discuss with the customer your proposed solution for plumbing and installation.

Safety

Area safe to work:

- Wear appropriate PPE.
- Have appropriate tools and take pride in appearance of toolkits.
- Carry out risk assessment.

- Keep gangways clear and create no obstructions or trip hazards.
- Is everything that you are going to do on the customer’s site agreed by the customer?

Remember, product knowledge is key

When we understand the Features, Advantages and Benefits of our offerings, we can be proud of what they offer and therefore positively and enthusiastically communicate the same to our customer, and build their confidence in us.

Our knowledge demonstrates that we are professionals and so is the company that we work for, and this knowledge allows us too rationally, honestly and professionally answer our customers questions, giving them confidence that we are transparent and truthful and so building trust.

Help the customer understand the difference in our products and services, compared to non BWCA members, and help the customer understand the BWCA standards. All products and installations are not the same and as BWCA members we promote high standards in both products and installations. By giving our customer factual and verifiable information we overcome customer objection and increase satisfaction. And your skills in providing value added customer excellence

We have previously looked at value added in depth but as a reminder, Value Added service is one that exceeds customer expectations and fulfills their needs.

Add value by:

1. Carry out your work in a professional way
2. Right first time on time.
3. Risk free installation – the BWCA has minimum standards and good practice for POU installation and the ongoing care for the equipment, which is designed to minimise risk to hygiene and machine installation failure.
4. Leave the customer delighted.

And just to remind you again

To guide focus on continuous customer excellence, the BWCA believe value added service is where you consistently strive to create an ongoing positive working relationship with your customers by providing the best you can give and where possible, surprising them with more than they expected.

“Be genuine. Be remarkable. Be worth connecting with.”

Seth Godin

“We are what we repeatedly do. Excellence therefore is not an act but a habit.”

Aristotle

So, arrive smartly and professionally dressed, well prepared and communicate with the customer. Show the customer that you are going the extra mile. This builds a positive relationship and your customer is more likely to be satisfied and stay with your company.

Being professional is part of the value added. As we have said, you are the ambassador of your company. Customers decide if they will use you again based on you and your behaviour. This is a chosen mindset and is reflected in the way you behave.

Where do you give your customers more than they expected?



12 THE NEXT STEPS

Well done for working through this element of the POU Customer Excellence programme.

Now you have completed the theory side of the POU Customer Excellence programme, we now need you to demonstrate how much knowledge you have retained that will be essential for the one day workshop.

As we have explained before, this workbook has been put together based on you attending the pilot workshop. What will typically happen in the future is that BWCA candidates will complete this workbook on line and then separately, complete an evaluation exercise. They will need to get 100% before being allowed on the workshop.

As a pilot delegate, we would still like you to work on the evaluation on the next page but you do not need concern yourself with it being assessed.

However, we really would be grateful for any thoughts on the evaluation and possibly what you feel would be useful questions to add to the evaluation exercise.

Please do work your way through the following evaluation to get a sense of how it might work.

Please do make sure you bring this completed workbook with you to the one day workshop as the workshop facilitator will need to check that the work has been completed before the session starts.

This is important as all delegates need to be in a similar knowledge base before continuing.

For any additional advice, do contact the BWCA.

Good luck.

“Success is the sum of small efforts, repeated every day, in and out.”

Robert Collier

13 POU CUSTOMER EXCELLENCE KNOWLEDGE ASSESSMENT

Name:

Role:

Business:

Date of Completion:

Approximate time to complete the workbook:

A How does the BWCA define 'value added'?

- 1. Customer service is giving the customer what they pay for, value added service is where you are consistently polite to the customer.
- 2. Customer service is giving the customer what they pay for, value added service is where you consistently strive to delight the customer by giving them more than they had expected.
- 3. Customer service is giving the customer what they pay for, value added service is where you offer additional service or parts for free, creating value added service.
- 4. Customer service is giving the customer what they pay for, value added service is where you regularly satisfy the customer by giving them good service that they had not expected.

B The first part of the BWCA's mission statement explains it's mission is to:

- 1. to deliver improved standards of quality, safety, hygiene and ethical conduct in the water cooler industry
- 2. to promote the achievement of the highest standards of quality, safety, hygiene and ethical conduct in the water cooler industry
- 3. to ensure the implementation of standards of quality, safety, hygiene and ethical conduct in the water cooler industry
- 4. to ensure the attainment of the highest standards of quality, safety, hygiene and ethical conduct in the water cooler industry

C From the BWCA Benefits of Membership video, what happens at the first stage of a customer calling a member organisation?

- 1. A sales adviser will check their requirements and pass their details on to a sales professional.
- 2. The call will pass through to an available qualified engineer who will advise the customer on the most appropriate option.
- 3. They will get expert advice from a fully trained and qualified BWCA adviser.
- 4. They will be asked to send in an email with their specific requirements so it can be passed on to the most appropriate person or department to handle the query.

D From the same video, it explains what is the first thing that will happen for a site installation?

- 1. A safety and hygiene call with a WRAS qualified engineer with the companies Facilities or Maintenance manager to map out requirements.
- 2. A thorough site inspection from a WRAS qualified engineer to ensure everything is safe and hygienic.
- 3. A sales professional visit to establish needs, equipment, cost and an installation schedule.
- 4. A local installation engineer to review the location and propose their costs to your business to carry out the work.

E What are the three elements of how people take in behaviour?

- 1.
- 2.
- 3.

F List three benefits of drinking water you identified from the video of the same name.

- 1
- 2
- 3

G What are the three checks you need to conduct on a six monthly sanitisation check?

- 1. Cleaning of all water contact parts, external clean and filter change
- 2. Cleaning of all water contact supplies, external clean and filter check
- 3. Disinfection of all water contact parts, external clean and filter change
- 4. Disinfection of all water contact supplies, external disinfection and filter check

H What are the main two assessments that typically need to be carried out before starting an installation?

1

2

I What does FAB stand for in using product knowledge to sell products or services?

F

A

B

J A BWCA installation would be carried out by a WRAS qualified Engineer, what does WRAS stand for and what regulation is it compliant to?

WRAS:

Regulation:

Final activity

What thoughts or comments can you share having now worked through this content. Remember, your thoughts are important in helping us shape the final online content that will be required before attending the one day workshop.