



Business Performance Improvement Resource

Why spend time  
re-inventing the wheel  
when you can learn from the  
experience of others?

BPIR Best Practice Report Volume 9, Issue 8

## Customer Service Training



[@BPIRcom](https://twitter.com/BPIRcom)



Business Performance Improvement Resource  
supporting your quest for excellence



The TRADE Best Practice Benchmarking Methodology  
(the latest version is available at BPIR.com)  
[www.coer.org.nz/apply/trade-best-practice-benchmarking](http://www.coer.org.nz/apply/trade-best-practice-benchmarking)



INTERNATIONAL  
**BEST**  
PRACTICE  
COMPETITION



Organisation-Wide  
Innovation Award

The International Best Practice Competition and Organisation-Wide Innovation Award  
(hundreds of best practice award videos and case studies are available at BPIR.com)  
[www.bestpracticecompetition.com](http://www.bestpracticecompetition.com)



The Global Benchmarking Award  
(dozens of benchmarking award videos and case studies are available at BPIR.com)  
[www.globalbenchmarkingaward.com](http://www.globalbenchmarkingaward.com)

# Welcome to BPIR.com's Best Practice Report series

---

BPIR.com's best practice reports are designed to provide you with information about best practices relating to a specific business topic. Each of our reports provides a succinct review of the topic, expert opinion, best practice case studies, latest research, benchmarks, and self-assessment resources. Various materials—such as e-books, reports, and infographics—are provided as downloadable links.

**There are many benefits to becoming a member of BPIR.com** – not least of which is receiving future issues of our best practice reports in your inbox and exclusive access to our best practice database of reports, videos, articles, and expert analysis. This treasure trove of information, hands-on experience, and learning will take your business to the next level.

**If you are a non-member, you will find some of the links in this report do not work.** To join BPIR.com simply [click here](#) or to find out more about membership, email [membership@bpir.com](mailto:membership@bpir.com) or visit [www.bpir.com](http://www.bpir.com) – and be sure to follow us on Twitter at [@BPIRcom](https://twitter.com/BPIRcom).

Topics for best practice reports are suggested by our members through our member-only Research Request Service. Since 2002, BPIR.com has produced more than 80 of these reports, all of which are listed below.

## Best Practice Reports

---

- [Action Planning](#)
- [Activity Based Management](#)
- [Benchmarking](#)
- [Business Continuity Planning](#)
- [Business Excellence](#)
- [Business Outsourcing](#)
- [Call Centre Representatives](#)
- [Change Management](#)
- [Collaborative Tools and Methodologies](#)
- [Compensation Schemes](#)
- [Corporate Culture](#)
- [Corporate Governance](#)
- [Corporate Performance Management](#)
- [Customer Complaint Resolution 2](#)
- [Customer Complaints Resolution](#)
- [Customer Knowledge Management](#)
- [Customer Loyalty](#)
- [Customer Loyalty 2](#)
- [Customer Market Segmentation](#)
- [Customer Order Management](#)
- [Customer Profitability Management](#)
- [Customer Satisfaction Management](#)
- [Customer Satisfaction Surveys](#)
- [Customer Service Excellence](#)
- [Customer Support and Service](#)
- [Design Thinking](#)
- [Design Thinking 2](#)
- [Diversity Planning](#)
- [Emotional Intelligence](#)
- [Employee Communication](#)
- [Employee Development](#)
- [Employee Happiness](#)
- [Employee Interviewing](#)
- [Employee Motivation](#)
- [Employee Motivation 2](#)
- [Employee Onboarding](#)
- [Employee Suggestion Schemes](#)
- [Employee Suggestion Schemes](#)
- [Enterprise Risk Management](#)
- [Ethical Business Practices](#)
- [Excellence in Local Government](#)
- [Flexible Work Arrangements](#)
- [Flexible Work Arrangements](#)
- [Green Supply Chain Management](#)
- [Healthcare Excellence](#)
- [Information Communication Technology](#)
- [Innovation](#)
- [IT Outsourcing](#)
- [Knowledge Creation](#)
- [New Product Development Tools](#)
- [Occupational Safety](#)
- [On the Job Training](#)
- [Organisational Ethics](#)
- [Performance Management](#)
- [Procurement](#)
- [Product Lifecycle Management](#)
- [Product Lifecycle Management 2](#)
- [Project Management](#)
- [Quality Education](#)
- [Recruitment and Selection](#)
- [Relationship Management](#)
- [Six Sigma](#)
- [Smart Services](#)
- [Social Media](#)
- [Strategic Planning](#)
- [Strategy Deployment Metrics](#)
- [Succession Planning](#)
- [Succession Planning 2](#)
- [Supply Chain Management](#)
- [Sustainable Development](#)
- [Target Marketing](#)
- [Total Quality Management](#)
- [Training for the Arts and Culture Sector](#)
- [Work and Life Balance](#)
- [Workplace Conflict Resolution](#)
- [Workplace Wellness](#)

# Volume 9, Issue 8: Customer Service Training

## The Definition

---

Customer service is what companies give to their customers before, during, and after the purchase of goods and/or services. There are essentially two types of training in the provision of customer service. The first refers to developing traits or characteristics such as professionalism, politeness, promptness, personalisation, enthusiasm or friendliness. The second refers to developing technical knowledge or know-how, depending on the products or services offered. To be a good customer service agent, you need to have the characteristics *and* the technical ability to solve problems and enhance the customer experience.

## The Stage

---

Customers are the reason businesses exist and flourish. It is therefore essential for businesses to value their customers – and to understand and act upon their needs. Failing to do so may well lead to them losing customers to the competition and, ultimately, put the survival of the company at risk. In the public sector, poor customer service can result in complaints and, in extreme cases, law suits. These can have serious consequences: not only wasting taxpayers' money, but giving a poor image of the government both at home and internationally.

Developing a service-orientated culture not only helps prevent these serious consequences, it sustains and grows a business. Research clearly shows the strong positive correlation between customer service and bottom-line profits. That is why the most successful organisations are the ones who train their employees well. This ultimately means they have the most satisfied customers.

## In This Report...

---

1. What does customer service training entail?
2. Which organisations have received recognition for excellence in customer service training?
3. How have organisations reached high levels of success in customer service training?
4. What research has been undertaken into customer service training?
5. What tools and methods are used to achieve high levels of success in customer service training?
6. How can customer service training be measured?
7. What do business leaders say about customer service training?

*Author: Alan Samuel, BPIR.com Limited*

*Editors: Dr Robin Mann, Centre for Organisational Excellence Research  
Michael Adams, Thingwall Communications (Canada).*

*“We see our customers as invited guests to a party, and we are the hosts. It’s our job every day to make every important aspect of the customer experience a little bit better.”  
—Jeff Bezos, Chief Executive Officer of Amazon*

# 1. What does customer service training entail?

---

## 1.1 Characteristics of Good Customer Service

Source: [study.com](https://www.study.com), United States (date of information: 2016)

Link (video): [What is customer service?](#)

**Application/Key learning points:** This simple two-minute video is very effective. It presents the key characteristics of customer service, which include promptness, politeness, professionalism, and personalisation.

## 1.2 Why Is Customer Service Training Important?

Source: [People1st](https://www.people1st.com), United Kingdom (date of information: 2016)

Link (video): [Why is customer service training important?](#)

**Application/Key learning points:** In a little more than ninety seconds, this excellent video helps you to understand the importance of a company providing good customer service – not just to survive, but also to thrive. Many of us think we give great service; statistics, however, would seem to indicate otherwise.

## 1.3 So You Want to Be a Great Service Manager?

Source: [carycavitt.com](https://www.carycavitt.com), United States (date of information: 2015)

Link (video 1): [How to be a great customer service manager in two minutes](#)

Link (video 2): [Six attitudes of a service superstar in two minutes](#)

**Application/Key learning points:** If you expect your team or your employees to provide good customer service, you first need to train yourself how to be a great service person within your own company. These two-minute videos will show you how to be a great customer service manager – and how to be a service superstar.

## 1.4 The Two Sides of Customer Service Training

Source: [Shep Hyken](#), United States

Link: [The two sides of customer service](#) (date of information: 2013)

**Application/Key learning points:** This is a superb article, which highlights the difference between having the attributes of a great customer service agent, and of being someone who has the technical knowledge to go with it.

*“Merely satisfying customers will not be enough to earn their loyalty. Instead, they must experience exceptional service worthy of their repeat business and referral. Understand the factors that drive this customer revolution.”*

*—Rick Tate, leadership speaker*

## 2. Which organisations have received recognition for excellence in customer service training?

---

### 2.1 Examples of Customer Service Awards

#### Sources & Links:

[Customer Service Training Awards](#), United Kingdom  
[Call Centre Excellence Awards](#), United States  
[Quality Service Award](#), New Zealand  
[Australian Customer Service Awards](#), Australia  
[European Contact Centre & Customer Service Awards](#), Europe  
[The Webby \(Websites\) Awards - Customer Service](#), United States  
[UK Customer Satisfaction Awards](#), United Kingdom  
[Asia-Pacific Stevie Awards](#), Asia Pacific  
[Japan Shopping Centre Awards](#), Japan  
[South African Service Awards](#), South Africa  
[Customer Happiness Awards](#), South America

**Application/Key learning points:** These are mostly companies that have received customer service awards and are therefore likely to have good customer service training programmes. You will be able to catch a glimpse of the best organisations in this space, and read about what makes them exceptional. Award winners are usually excellent organisations to contact and from which to learn.

### 2.2 World's Top 10 Companies with the Best Customer Service

**Source:** [Trending Top Most](#), United States (date of information: 2017)

**Link:** [Top 10 companies with the best customer service](#)

**Application/Key learning points:** Trending Top Most dedicates itself to finding industry leaders. Among the best at providing customer service are Samsung, Directv TV Group, Papa John's pizza chain, Toyota, and Apple. It comes as no surprise that the companies with the best customer service usually have the best training regimes and culture.

### 2.3 Welcome to Excellence Customer Training Provider

**Source:** [Welcome to Excellence](#), United Kingdom (date of information: 2017)

**Link:** [Welcome to Excellence case studies](#)

**Application/Key learning points:** Welcome to Excellence is probably the largest provider of customer service training in the United Kingdom. "In today's competitive markets, customer service determines the winners and losers," its web site proclaims. The company was launched in 1993; it has had close to 400,000 participants in its various courses and programmes, which cater to companies where service provision is critically important. The link will take you to case studies of private companies and public organisations that have benefited from their programs.

### 2.4 Government Service Quality Award

**Source:** [National Development Council](#), Taiwan (date of information: 2017)

**Link:** [Government Service Quality Award](#)

**Application/Key learning points:** The Government Service Quality Award is the highest honour that those Taiwan government agencies engaged in service quality promotion can receive. These agencies are involved with direct front-line service or service planning, and the award focuses on the effectiveness of projects and the solutions provided. The top agencies include the National Highway Police Bureau; the National Taiwan University Hospital; the National Taiwan Library; the Directorate General of Highways; M.O.T.C., Hsinchu; the Fire Department, New Taipei City Government; and the Planning Office, Taitung County Government. This is part of the government transformation program, where innovative best practices in training are shared with other government agencies.

## 3. How have organisations achieved high levels of success in customer service training?

---

### 3.1 Dubai Duty Free Offering World-Class Service

Source: [Dubai Duty Free](#), UAE (date of information: 2016 & 2017)

Link: [DDF Staying Ahead of Retail Curve](#)

Link: [Dubai Duty Free Careers](#)

**Application/Key learning points:** Dubai Duty Free runs the largest duty-free shop in the world. The company has 6,000 staff made up of 47 different nationalities. It conducts cultural diversity training for all new employees, and has a well-developed training infrastructure. Promotion from within is part of the company's strategy to retain top talent in this service organisation.

### 3.2 Government Service Quality Award Winner: Taiwan's National Highway Police Bureau

Source: [National Development Council](#), Taiwan (date of information: 2017)

Download (PDF): [National Highway Police Bureau](#)

**Application/Key learning points:** Taiwan's National Highway Police Bureau's core values of "Professional, Service, Security, Lawful" help to maintain the safety and efficiency of the country's highways. The Bureau's service concept is based on safeguarding road users on these highways. Staff and officers are trained to provide immediate services, close minor accidents quickly, and process queries efficiently on the road. This is, of course, in addition to other services provided to the public.

### 3.3 Five-Star Benchmarking Project on Paramedic Education

Source: [BPIR.com](#), New Zealand (date of information: 2016)

Download (PDF): [Dubai Corporation for Ambulance Services](#)

Link (video): [DCAS Video](#)

**Application/Key learning points:** The project, which was selected for inclusion in the "Dubai We Learn" initiative, aims to identify and implement best practices in order to elevate Emirati Paramedic to an international standard of advanced paramedic leaders. This is to be achieved by developing an advanced paramedic training course within Dubai's Ministry of Education. Read about the tangible results expected from the program.

### 3.4 International Leader in Customer Service: Samsung

Source & Links:

[Samsung customer service campaign is the most-watched video in 2017](#), (date of information: 2017). This short video demonstrates how Samsung delights its customers in India.

[Samsung Sustainability Report 2017](#), (date of information: 2017). Read Samsung's service enhancement and quality management approach (pp 50-56).

[Market leadership through customer relationships](#), (date of information: 2014). Find out how Samsung builds customer relationships and promotes its products and services using its digital marketing expertise.

[Samsung manages third-party repair shops with Qmatic solution](#), (date of information: 2014). Learn how Samsung improved customer service at 14 mobile repair shops in Thailand.

**Application/Key learning points:** Samsung has transformed itself from where it was 20 years ago into a force to be reckoned with. Globally, its customer service record is second-to-none. These various links will give you good insights as to why Samsung is so different from the crowd – and so effective.

### 3.5 International Leader in Customer Service: Disney

#### Source & Links:

[Disney Service Model](#), (date of information: 2016). This eight-minute video is about the four keys of Disney's successful service model.

[3 customer service lessons from Disney](#), (date of information: 2016). World-class service lessons from a world-class service provider.

[Be Like Disney: best customer service training ideas](#), (date of information: 2016). Training ideas that have helped Disney provide an exceptional experience for its visitors.

**Application/Key learning points:** Disney staff have earned a great reputation for providing wonderful customer service. These three snippets show how they have developed such a strong service philosophy, and how Disney has trained its staff to be star service providers.

### 3.6 European Contact Centre & Customer Service Awards Winner: Geoffrey Insurance

**Source:** [European Contact Centre & Customer Service Awards](#), United Kingdom (date of information: 2016)

**Link:** [Insurance Business UK](#)

**Link (video):** [Video helps transform customer experience for Geoffrey Insurance](#)

**Application/Key learning points:** Geoffrey Insurance won the prestigious innovation in customer service award at the European Contact Centre & Customer Service Awards, beating out such powerhouse companies as BT Consumer and Genesys. Using a personalised video technology, the company's policy information is clearly and thoroughly explained to potential and existing customers. The software has been "trained" and tested to ensure policy holders get what they need online. Contact centre staff are well-trained to engage with customers and use the customised software.

### 3.7 Top Customer Service Training Videos

**Source:** [Insight Squared](#), United States (date of information: 2015)

**Link (First 5 Videos):** [Top Customer Service Training Videos](#)

**Application/Key learning points:** Enjoy a compilation of five short, effective videos that drive home the importance of great customer service. These videos make for great training, and help sift out some of the expert views about the extraordinary qualities needed to build a culture of service excellence.

*"If you work just for money, you'll never make it,  
but if you love what you're doing and you always put  
the customer first, success will be yours."  
—Ray Kroc, Founder, McDonald's*

## 4. What research has been undertaken into customer service training?

---

### 4.1 Creating Value through Customer Journeys

Source: [McKinsey & Company](#), (date of information: 2016)

Download (PDF): [Customer Experience: Creating value through transforming customer journeys](#)

**Application/Key learning points:** McKinsey has done it again. This 92-page compendium provides some of the best research into customer service. Every service provider has the opportunity to go beyond mere products and services, and capitalise on aspects of their entire journey with their customer. The customer-centric strategy demands a non-traditional governance style – one that is fluid and fully responsive to customer needs.

### 4.2 The Handbook of Quality and Service Improvement Tools

Source: [National Health Service](#), United Kingdom (date of information: 2010)

Download (PDF): [The Handbook of Quality and Service Improvement Tools](#)

**Application/Key learning points:** Although this publication is eight years old, the *Handbook of Quality and Service Improvement Tools* is still relevant and brings together 75 proven tools, theories, and techniques for quality and service improvement into a single 168-page resource. The handbook is part of the NHS Institute for Innovation and Improvement's "Fundamentals for Quality Improvement" series. This suite of publications will help you to train staff in innovative ways in order to improve the quality, productivity, and efficiency of patient care.

### 4.3 100 Customer Service Statistics: Advice to Improve your Service

Source: [Insight Squared](#), United States (date of information: 2015)

Link: [100 customer service statistics you need to know](#)

**Application/Key learning points:** This superb compilation of research statistics on customer behaviour and customer service trends is very revealing, and will be extremely useful for all companies. The customer behaviour statistics presented include switching, frustration, loyalty, and sharing, and they are also presented according to demographics. The customer service team trends include priorities, channels, analytics and reporting, and best practices.

### 4.4 The Entrepreneur's Guide to World-Class Customer Service

Source: [aenation.com](#), United States (date of information: 2016)

Link: [The entrepreneur's guide to world-class customer service](#)

Link (video): [Differentiating and delivering world-class client experiences](#)

**Application/Key learning points:** Building a customer-driven culture is the key to winning clients. The author of this article has been endorsed by Ritz-Carlton hotels, and has boosted many world-class companies' bottom line by using the six strategies highlighted in this blog post. Additionally, watch this insightful 37-minute video, which shows the small actionable steps you can take to shape the customer service vision in your company.

### 4.5 The Five Myths of Effective Customer Service Models

Source: [Limebridge Australia](#), Australia (date of information: 2012)

Link (PDF): [The five myths of effective customer service models](#)

**Application/Key learning points:** Before you embark on customer service training for your staff, read about the limitations of using only one operating model. Most organisations focus on customer needs as 'the be all and end all'. It is true that this is important – but there are other considerations and approaches you might want to take into account. This article aims to broaden your perspectives and widen your strategies to help you select training particularly suited to your staff and company.

## 5. What tools and methods are used to achieve high levels of success in customer service training?

---

### 5.1 Technology-Based Training for Customer Service Staff

Source: [Technology Services Industry Association \(TSIA\)](#), United States (date of information: 2016)

Link: [Support Staff Excellence Program](#)

**Application/Key learning points:** Support Staff Excellence is a powerful staff development programme. It has been designed to enable the delivery of a superior customer support experience by providing a critical service delivery resource. TSIA partners with customer support training authority MHI Global to provide online or in-class training and certification tests. These training and certification programmes focus on customer success, technical support, and field service for staff (as well as supervisors and managers). TSIA research has shown that strong employee development programmes are a key driver in achieving positive end-to-end customer experience; service delivery efficiency; lower staff attrition; higher first-call resolution; decreases in escalation; improved customer satisfaction; loyalty and retention rates; and, overall performance gains that reduce costs.

### 5.2 Phone Techniques for Excellent Customer Service

Source: [Talkdesk](#), United States (date of information: 2017)

Download (PDF): [37 techniques to achieve excellent customer service](#)

**Application/Key learning points:** If you are expecting a long, laborious document on telephone techniques, don't worry, this isn't it. This article is a very easy read. The article will help you to make your phone conversations with customers more personal, professional, and effective. It covers general, follow-up, damage control, and conflict techniques.

### 5.3 Dealing with Unhappy Customers

Source: [MindTools](#), United Kingdom (date of information: 2016)

Link: [Dealing with unhappy customers](#)

**Application/Key learning points:** Don't be afraid to talk to unhappy customers. Someone will have to deal with them eventually, or else they will walk away forever. The article and video will show you how to train your staff to handle disappointed customers professionally and effectively. If you follow the steps as suggested, the chances are you will keep your customers.

### 5.4 Apple's Employee Training Manual Reinvents Customer Service

Source: [Forbes.com](#), United States (date of information: 2012)

Link & Video: [Apple's secret employee training manual reinvents customer service in seven ways](#)

**Application/Key learning points:** This might be a short article but it reveals Apple's heartbeat for customers, and provides a glimpse of the DNA of a true Apple employee. AT&T has adopted it, the Ritz-Carlton has modified it, and many in other industries also use some version of this so-called manual. Watch the five-minute video to get a quick understanding of the Apple DNA for customer service excellence.

### 5.5 Three Customer Service Techniques You Need to Keep in Your Toolbox

Source: [MindTools](#), United Kingdom (date of information: 2015)

Link: [3 customer service techniques you need to keep in your toolbox](#)

**Application/Key learning points:** When all else fails, you can use techniques to help you out of a sticky situation. This article will show you how to overcome customer concerns (and increase customer retention); recover from customer service mistakes; and explain complicated concepts simply to reduce customer confusion.

## 5.6 Customer Service Workshop: Family and Children's Services

Source: [National Resource Center for Diligent Recruitment](#), United States (date of information: 2012)

Download (PDF): [Customer Service Workshop: Facilitator's Manual](#)

**Application/Key learning points:** Child welfare services can be demanding and sensitive. Learn how the Mississippi Department of Human Services (Family and Children's Services) has structured and laid out a comprehensive workshop plan. It can be applied to a whole range of different service situations. Use the document to your advantage to train your customer service staff.

## 5.7 Conflict Resolution Tips for Excellent Customer Service

Source: [Talkdesk](#), United States (date of information: 2016)

Link: [12 Conflict resolution tips for excellent customer service](#)

**Application/Key learning points:** Aim to resolve conflicts at the earliest possible moment. Delays can lead to increased resentment; the more you wait, the more investment is required to solve the problem. These 12 simple tips are well presented for you, and will allow you to equip your staff; implement them to see the results you want.

# 6. How can the success in customer service training be measured?

---

## 6.1 Customer Orientation Self-Assessment

Source: [BPIR.com](#)

Download (PDF): [Customer orientation self-assessment](#)

**Application/Key learning points:** This four-page self-assessment will help you to determine how customer friendly your organisation is, and give ideas on how to improve. The self-assessment assesses customer orientation across five dimensions: general; leadership style; strategic vision; internal processes; and human resources.

## 6.2 Customer Satisfaction Measurement Guide: Developing Surveys and Questions

Source: [King County](#), United States (date of information: 2010)

Download (PDF): [Customer satisfaction guide](#)

**Application/Key learning points:** King County is located in the state of Washington, and is the 13th most populous county in the United States. You will appreciate their simple, yet detailed approach to designing measures across different customer satisfaction programmes. The appendices give you a clear guideline on demographic and survey questions, which allow the information obtained to be reported to management in a professional manner.

## 6.3 Customer Service Surveys

Source: [Qualtrics](#), Australia (date of information: 2016)

Link (PDF): [Customer satisfaction surveys](#)

**Application/Key learning points:** There are five customer service survey templates from which you can learn: customer services representatives; customer service products; customer service technical; customer service retention; and, customer net promoter scores. These will help you to identify gaps and weaknesses that you can then improve through training.

## 6.4 Customer Metrics: Sideshow or Game Changer?

Source: [KPMG](#), Sweden (date of information: 2016)

Link (PDF): [Customer metrics: sideshow or game changer?](#)

**Application/Key learning points:** Is there a silver bullet solution to customer satisfaction? The answer is, unfortunately, a resounding ‘no’. KPMG underscores the importance of getting down to the right measurements and using these results to drive business strategy. Additionally, the data can be used to give staff incentives to perform better. Metrics can be complex and should not be over-simplified. Find out how you can use them as a real game changer for your organisation.

## 7. What do business leaders say about customer service training?

---

“We see our customers as invited guests to a party, and we are the hosts. It’s our job every day to make every important aspect of the customer experience a little bit better.”

—*Jeff Bezos, Chief Executive Officer of Amazon*

“Spend a lot of time talking to customers face to face. You’d be amazed how many companies don’t listen to their customers.”

—*Ross Perot, American business magnate and former politician*

“You’ll never have a product or price advantage again. They can be easily duplicated, but a strong customer service culture can’t be copied.”

—*Jerry Fritz, World-class speaker in customer service and sales*

“Statistics suggest that when customers complain, business owners and managers ought to get excited about it. The complaining customer represents a huge opportunity for more business.”

—*Zig Ziglar, American author, salesman, and motivational speaker*

“Merely satisfying customers will not be enough to earn their loyalty. Instead, they must experience exceptional service worthy of their repeat business and referral. Understand the factors that drive this customer revolution.”

—*Rick Tate, leadership speaker*

“Profit in business comes from repeat customers; customers that boast about your product and service, and that bring friends with them.”

—*W. Edwards Deming, American engineer, statistician, professor, author, lecturer, and management consultant*

“The man who will use his skill and constructive imagination to see how much he can give for a dollar, instead of how little he can give for a dollar, is bound to succeed.”

—*Henry Ford, Founder Ford Motor Company*

“We are superior to the competition because we hire employees who work in an environment of belonging and purpose. We foster a climate where the employee can deliver what the customer wants. You cannot deliver what the customer wants by controlling the employee.”

—*Horst Schulze, Former Ritz-Carlton President*

“If you work just for money, you’ll never make it, but if you love what you’re doing and you always put the customer first, success will be yours.”

—Ray Kroc, *Founder, McDonald’s*

“A man without a smiling face must not open a shop.”

—*Chinese proverb*

“A customer is the most important visitor on our premises. He is not dependent on us. We are dependent on him. He is not an interruption to our work. He is the purpose of it. He is not an outsider in our business. He is part of it. We are not doing him a favour by serving him. He is doing us a favour by giving us an opportunity to do so.”

—*Mahatma Gandhi, Indian politician and social activist*

## Conclusion

---

This report outlines the best practices research undertaken by BPIR.com in the area of customer service training. The best practices have been compiled under seven main headings. This new layout is designed to enable you to scan subjects that are of interest to you and your organisation, quickly assess their importance, and download relevant information for further study or to share with your colleagues.

***Disclaimer:** Recent information has been included in this report to ensure our readers are kept up to date with the latest research; where possible, permanent links have been provided. At the time of publishing, all links are live. We apologise in advance for any broken links that might occur after publication due to matters beyond our control.*

We hope you have enjoyed this latest [BPIR.com](http://BPIR.com) Best Practice Report.

Since 2002, BPIR.com Best Practice Reports have been at the cutting-edge of business performance improvement research. Our international team of researchers examine the latest trends and results from across the globe, and collate them into a short, easy-to-read digest. Our aim is to eliminate the jargon and give concrete examples of how the latest trends are actually working out for business leaders around the world.

Over the years, we've produced more than 80 Best Practice Reports, examining wide-ranging and diverse topics including Six Sigma, social media, manufacturing outsourcing, Lean techniques, flexible work arrangements, and product life cycle management.

There are many benefits to becoming a member of BPIR.com – not least of which is the exclusive access you get to all of our reports, videos, articles, and expert analysis. This treasure trove of information, hands-on experience, and learning will help take your business to the next level. Only a small part of this material is available to non-members. For this reason, if you are a non-member, you will find some of the links in this report do not work. To find out more about membership, email [membership@bpir.com](mailto:membership@bpir.com) or visit [www.bpir.com](http://www.bpir.com) – and be sure to follow us on Twitter at [@BPIRcom](https://twitter.com/BPIRcom).

