

SHAPING CUSTOMER EXPERIENCE

Talent development made easy
through Korn Ferry's integrated
solution.





BUSINESS TRANSFORMATION STARTS WITH PEOPLE

We're experiencing a time of radical, constant change.

Businesses around the world are coping with unprecedented challenges that have fast-tracked business transformation and require astute focus on workforce development.

Korn Ferry's customer experience solution delivers an impactful, ready-to-deploy program that empowers your workforce and maximizes its true potential. Accelerate organizational change faster to deliver more, at scale, with an always-on development plan meant to fit today's talent.

Our integrated solution is built to drive sustainable behavior change and maximum results. Upgrading your team takes more than training. It takes a full talent development solution.

CHANGES IN WORK AND LEARNING ARE BEING AMPLIFIED



DIFFERENT WORK NEEDS TO BE DONE

Major workforce transformations need to be accelerated to reposition the organization for growth by leveraging new capabilities and technology.



PEOPLE NEED TO WORK AND LEARN IN DIFFERENT WAYS

New behaviors, skills, and tools are becoming mission-critical.

Development solutions need to move from isolated events to individually relevant learning journeys in order to drive sustainable behavior changes.



PEOPLE WANT TO WORK AND LEARN DIFFERENTLY

Work and employee development will accelerate the move to digital.

Digital learning solutions need to provide a more engaging employee experience, better integrated with workflow and manager coaching.

IT ALL BEGINS WITH THE CUSTOMER...

FOUR KEY CUSTOMER EXPECTATIONS

Miller Heiman Group, now part of Korn Ferry, surveyed 5,500 consumers globally, and asked them to describe their experiences with organizations, identify employee behaviors they like and dislike, and evaluate common service practices. Our goal in comparing customer opinions and attitudes in major world markets was to identify universal expectations that define a positive customer experience.



WE CALL THESE CUSTOMER EXPERIENCES “DEFINING MOMENTS”

A defining moment is any moment in time when a customer judges how well an organization has met their expectations. They can be positive, neutral, or negative.

Loyalty drives the 4 Rs:

Revenue

Referrals

**Repeat
business**

Reputation

*Only
positive
defining
moments
drive
customer
loyalty.*

SO WHY DO ORGANIZATIONS STRUGGLE?

LOYALTY IS CRITICAL

Loyal customers are the lifeblood of most business models, driving revenues, referrals, repeat business and reputation (“the 4 Rs”).

It costs 5x times more to acquire a new customer than to retain an existing one.

70% of B2B revenues derived from existing customers is at risk.

CUSTOMERS ARE FICKLE

Customer experience, all interactions customers have with a provider, has a profound impact on loyalty. Companies struggle to build positive moments through interaction.

61% of customers stopped doing business with at least one company in the last year due to a poor experience.

EXPECTATIONS ARE RISING

Meeting and exceeding modern customers’ expectations for a personalized, enhanced, omni-channel experience is harder than ever.

67% of customers say their standards for good experiences are higher than ever; 51% say most companies fall short.

ENSURING EXCEPTIONAL SERVICE AND SUPPORT

Despite efforts to automate and leverage digital tools, in many settings, person-to-person interactions still critically impact the customer experience:

CONTACT CENTERS

Remote handling of inbound and outbound customer interactions

FIELD SERVICE

In-home or in-business installation, maintenance, or repair

TECHNICAL SUPPORT CENTERS

Technical support for software or hardware

RETAIL-/Hospitality

Face-to-face service or service interactions in a B2C environment

Why is this inherently difficult to achieve?

In most instances, the lowest-paid employees have a responsibility to deliver on the highest-stake interactions.

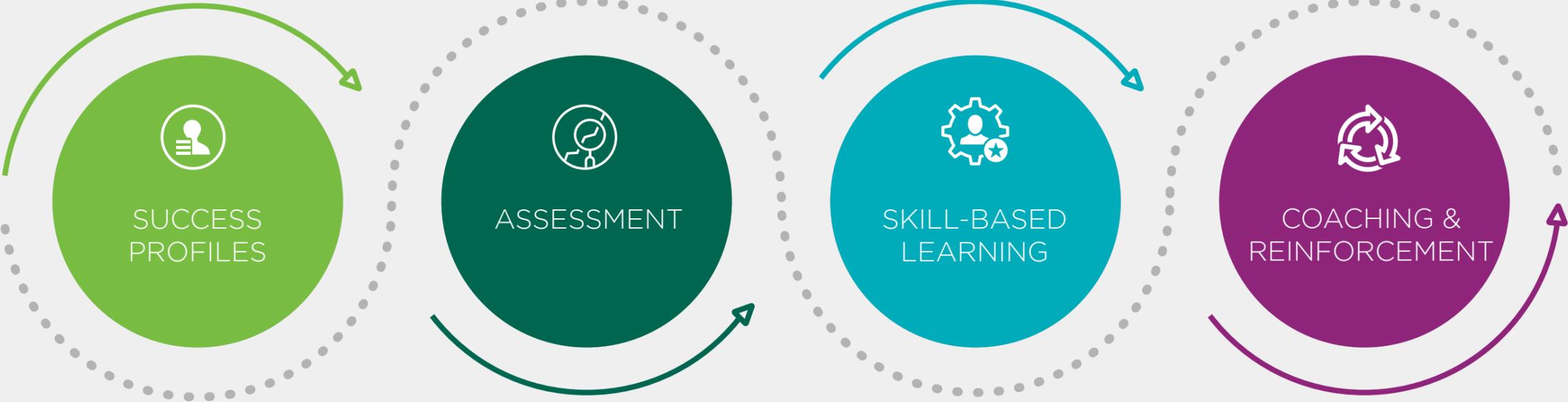
Large, high-volume service organizations are challenged to make trade-offs between investing in high-touch customer interactions and simultaneously managing the significant margin impacts associated with labor.

Striking the right balance requires laser-focused, tightly integrated talent and interaction processes.

WE TIE EVERYTHING INTO ONE SOLUTION TO DRIVE SUSTAINABLE CHANGE



Our integrated solutions create a learning journey using our digital learning platform to deploy four components that identify and close critical skill gaps—moving individuals and organizations toward their desired transformation. Learning journeys are personalized to the individual and their role.



Map top performer Success Profiles to to each target role.

Assess talent against Success Profiles to identify gaps and development opportunities.

Targeted training to close skill gaps.

Reinforce learning through additional content and coaching.



PROGRAM OUTCOMES



PERSONALIZED DEVELOPMENT



COMMERCIAL CULTURE



PERFORMANCE IMPROVEMENT

WHY THIS MATTERS FOR YOUR BUSINESS AND YOUR WORKFORCE

1

Prescriptive

Korn Ferry knows the traits and drivers that PREDICT performance. Our solutions are anchored in our proprietary insights and research into what drives performance for specific workforce segments or outcomes.

2

Integrated assessment + development + coaching

Having a partner with the ability to integrate these three services, producing targeted employee development and performance improvement recommendations, can make all the difference for transforming your organization.

3

Leading-edge employee experience

Our learning experience was built as a consumer platform (not an HR platform), which allows us to engage each employee throughout the journey with meaningful insights and content to improve their skills and advance their careers.

WE BRING WHAT'S NEEDED FOR YOUR SERVICE TEAMS TO SUCCEED

To execute swiftly, effectively, and consistently, you'll need a partner who can not only collaborate with you to design the solution, but also help you execute to drive your desired outcomes.

Wealth of integrated content

Best-in-class service solution provides skills, competencies, and tools that ensure exceptional interactions at every touch point along the customer journey.

Combination of skill and methodology development programs for various roles across your customer experience teams.



Multimodal delivery

Content provided in every existing modality and delivery method:

- Instructor-led
- Virtual instructor-led
- Full digital learning
- Integrated learning experience
- Blended
- Reinforcement apps



Design expertise

Partnership in program design ensures your needs are integrated into development.

Learning and development experts who specialize in content curation and learning journey design.



Assessment capabilities

Deep assessment experience and capability, with over 69 million assessed, and backed by extensive research.

Comprehensive assessment of competencies, traits, and drivers will increase self-awareness, identify strengths, and highlight blind spots for participants and coaches/managers.



Coaching

Programs to refine skills and arm front-line leaders to coach their teams and move them toward mastery.

Our own consultants provide guided practice and coaching to sales and sales leaders on active client scenarios.



HARNESS THE POWER OF KORN FERRY SUCCESS PROFILES

Success Profiles combine everything we know about individual, team, and organizational success to define what “good” looks like.

Leveraging decades of job analysis and research, they describe the work that needs to be done in any given role and the skills, experiences, competencies, and traits that successful jobholders are likely to possess. They are the foundation for understanding:

- 1) What talent you need
- 2) What talent you have
- 3) How to close the gaps

ACCOUNTABILITY

Defines responsibilities, complexity, impact, autonomy, decision making, and the overall quantifiable size of the role

- A service rep is responsible for:
- Customer relationship management
 - Customer-needs clarification
 - Operational compliance
 - Personal capability building

IDENTITY

Measurable personal traits and drivers that help predict fit, potential, and performance



CAPABILITY

Defines what knowledge and skills are needed for high performance in the role

- A service rep must be proficient in:
- Master conversation
 - Strengthening customer connections
 - Building loyalty
 - Navigating challenges
 - Digital communication

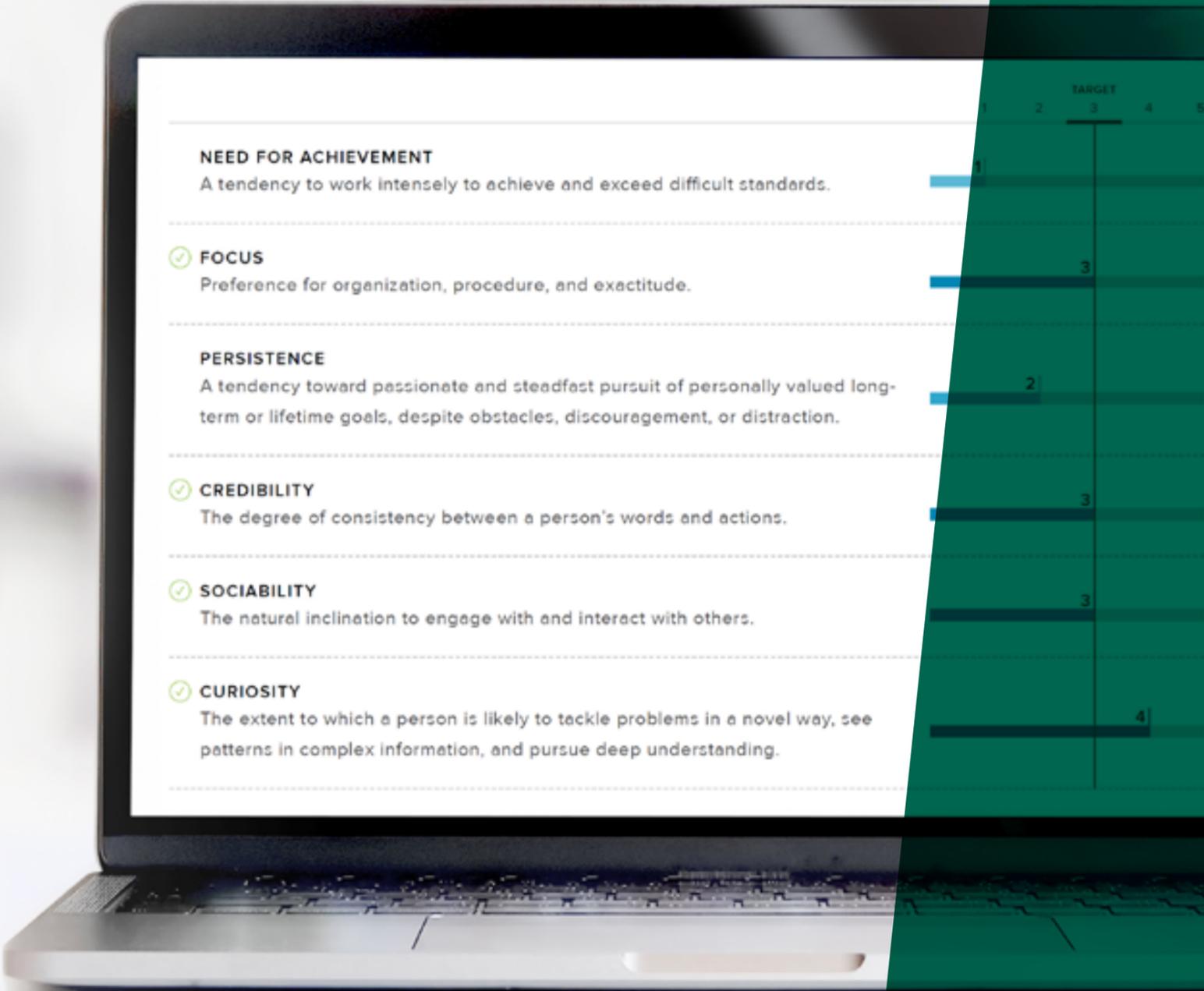
A service rep must have the following traits:

- Credibility
- Empathy
- Openness to difference

IDENTIFY THE TALENT GAPS

Each learner completes a professional self-assessment.

- Our efficient, streamlined, online self-assessment provides information about strengths and blind spots for all roles in the scope. The assessment analyzes an individual’s unique traits, competencies, and drivers and is integrated into the participant user’s and coach’s experience through the Korn Ferry platform.
- Feedback is easy to understand and to leverage for development—participants (and coach) receive a report containing rich development insights that help them consider their approach to work, reflect on successes and development areas, and plan for their longer-term development and skills training.
- At an individual level: Assessment data helps define development focus through the learning journey and guides coaching with targeted recommendations tailored to the participant’s results.
- At a group level: Assessment data is aggregated to provide training-needs analysis and inform group-level decisions about cohort strengths and development needs, and can be used to validate senior management’s perception of workforce readiness.



LEARNING EXPERIENCES DESIGNED FOR TODAY'S WORLD

Digital learning programs

- Completely self-paced.
- Participants work through a series of e-learning modules to master concepts, skills, and methodologies, with reinforcement plans as well.
- Can be easily applied to opportunities in progress or used to practice the skills participants are mastering.
- Each program includes a digital-learning client guide, sharing best practices for successful implementation.
- The program provides a consistent approach to developing skills and capabilities, even if the company is widely dispersed or fragmented.

Virtual instructor-led training courses

- Many courses are offered in a virtual classroom.
- Virtual instructor-led training is conducted live, online, in a virtual classroom that provides real-time interaction with instructors and class participants.
- Incorporates expert content, interactive exercises, and engaging dialogue.
- Provides an engaging approach to learning, with access to the classroom from anywhere in the world.



Learning journeys are derived from the Success Profile and assessment of the learner.



SERVICE READY CORE: BUILDING CUSTOMER LOYALTY™

ILT, VILT, ILE/ELEARNING

Make customer experience a differentiator.

In Building Customer Loyalty™, participants learn information and skills that help them make every customer interaction a positive experience by leaving the customer feeling understood, appreciated, and confident in the organization. These feelings increase customer's loyalty, bring value to both the customer and the organization, and help the participant build long-term, personalized customer connections.

SERVICE READY CORE: MASTERING CONVERSATION ESSENTIALS™

ILT, VILT, ILE/ELEARNING

Align to better support customers.

In Mastering Conversation Essentials™, participants learn how to meet their customers' professional needs by mastering the four parts of a service conversation: Open, Learn, Reply, and Close.

SERVICE READY CORE: STRENGTHENING CUSTOMER CONNECTIONS™

ILT, VILT, ILE/ELEARNING

Make connections with impact.

In Strengthening Customer Connections™, participants learn how to improve their ability to connect better with customers to meet their personal needs and create positive customer experiences.

SERVICE READY CORE: NAVIGATING CHALLENGING SITUATIONS™

ILT, VILT, ILE/ELEARNING

Be prepared to gracefully handle difficulty.

In Navigating Challenging Situations™, participants learn how to navigate situations where the customer is frustrated or upset.

SERVICE READY CORE: EXPLORING DIGITAL COMMUNICATIONS™

ILT, VILT, ILE/ELEARNING

Create positive defining moments.

In Exploring Digital Communications™, participants learn how to meet customers' key expectations and create positive defining moments using digital communications such as email, text, chat, and social media.



BRIDGING SERVICE INTO SALES™

ILT, VILT

Recognize sales opportunities to meet additional customer needs.

Bridging Service into Sales™ teaches customer-service professionals how to recognize sales opportunities during their interactions and enhance overall customer service for their organization. Participants learn how to act on sales opportunities, including offering a new class of service or a new product to customers, as well as provide current products and services while maintaining and ensuring positive defining moments.

DIAGNOSTIC TROUBLESHOOTING TO BE SERVICE READY™

ILE/ELEARNING, ILT APPLICATION

Develop a systematic process for solving technical problems effectively.

Diagnostic Troubleshooting to be Service Ready™ introduces a systematic process for solving technical problems effectively. Each phase provides a foundation for subsequent phases as new information narrows the search for the problem and an appropriate resolution. Students who wish to master the process need to understand what is required in each phase and practice the process until it is a natural part of their approach to troubleshooting.

SERVICE READY FOR TECHNICAL SUPPORT™

ILE/ELEARNING, ILT APPLICATION

Prepare technical support engineers for the unique challenges of supporting their customers.

Service Ready for Technical Support™ is designed to help anyone who supports customers in a technical capacity. Building on the skills from the Service Ready™ Core, this program reinforces customer-oriented behaviors that help engineers connect with their customers in productive, efficient ways to produce positive defining moments.



SERVICE READY FOR FIELD SERVICE™

ILE/ELEARNING, ILT APPLICATION

Prepare field service technicians for the unique challenges of supporting customers on site.

Service Ready for Field Service™ is a program designed for individuals who support customers on-site in a face-to-face technical capacity. In addition to the skills required of other types of service representatives, field service engineers (FSEs) face unique challenges when delivering service on-site. Service Ready for Field Service™ builds on the skills from the Service Ready™ Core, reinforcing customer-oriented behaviors that help FSEs connect with their customers in productive, efficient ways to produce positive defining

COACHING TO BE SERVICE READY™

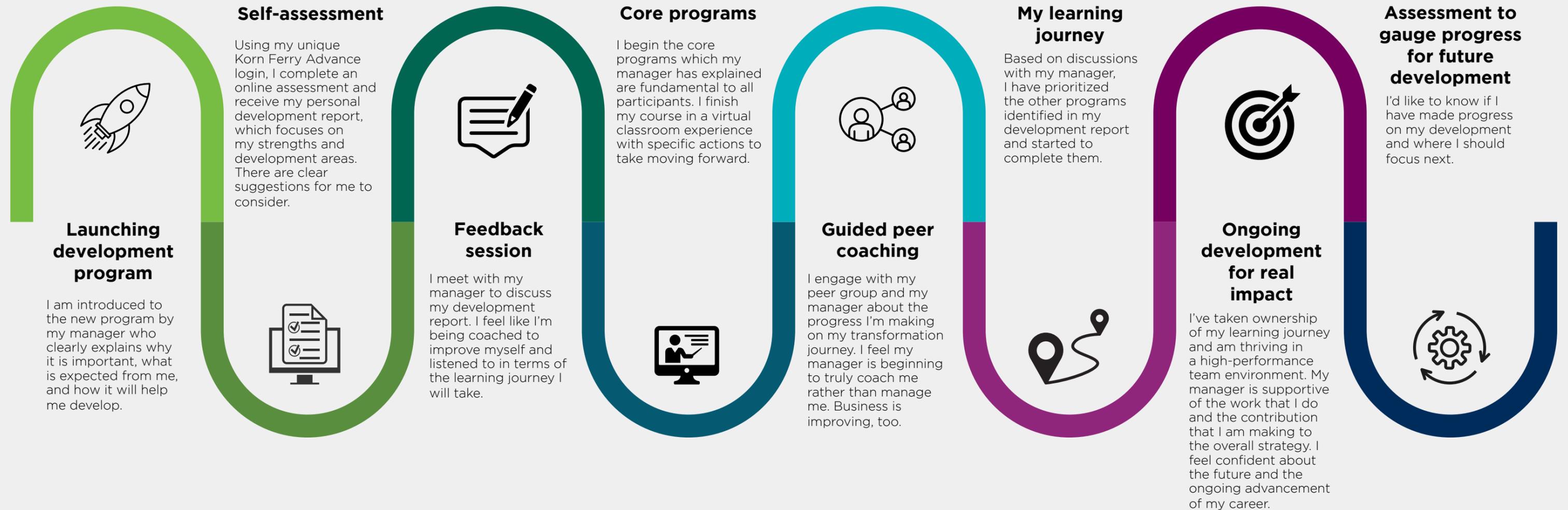
ILT, VILT, E-LEARNING

Prepare your coaches to support your Service teams.

Coaching to be Service Ready™ enables customer-oriented change by growing a customer-focused workforce through effective coaching. It features core concepts and skills that have been tested thoroughly for more than 40 years and apply to all global workforces. Discussions, missions, and assignments are built so that learners create action steps that align with their own geographic and cultural viewpoints.

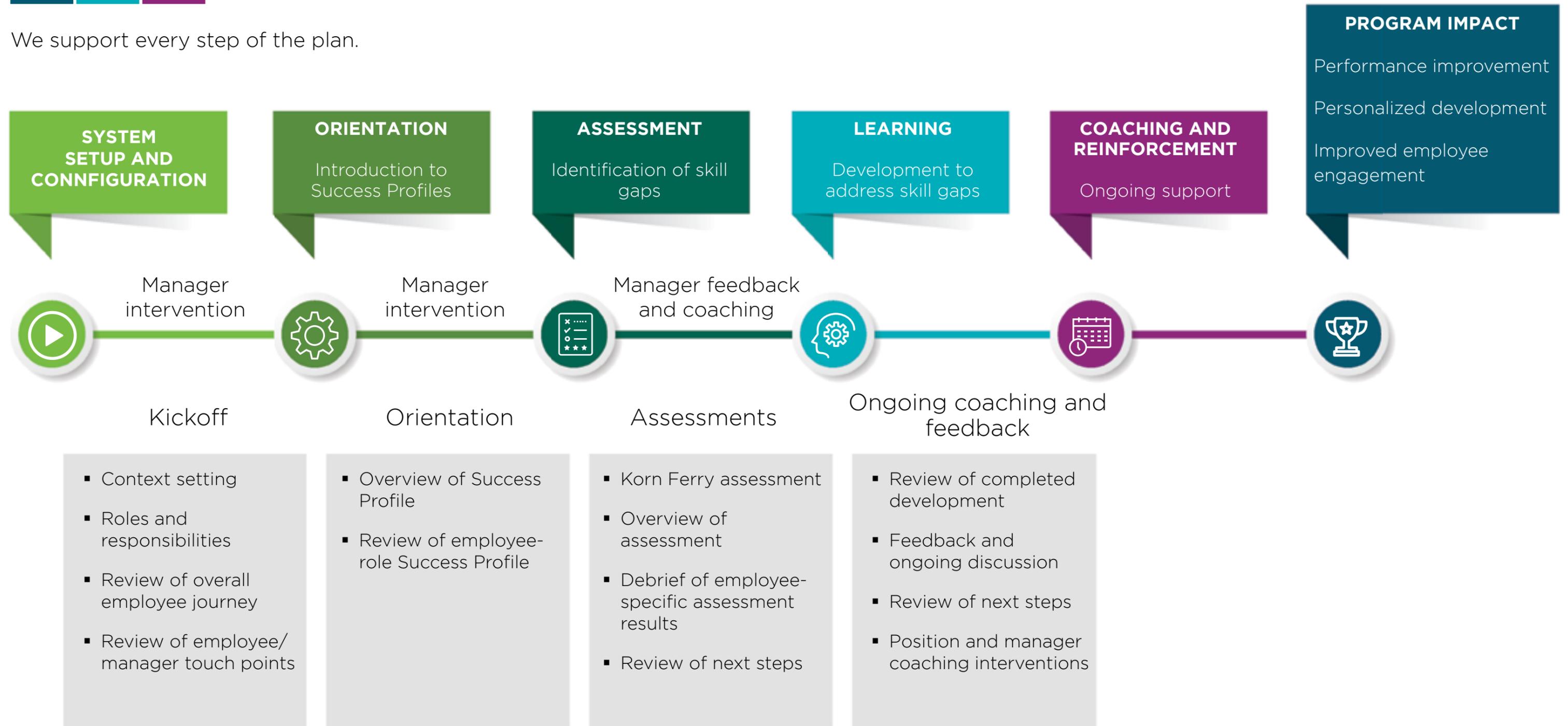
THE LEARNING JOURNEY

A smooth, simple, and easy-to-use platform is central to an engaging and enlightening user experience. Here's an example of what your practitioners and leaders can expect, starting with the deployment phase.



WE ENSURE PROGRAM SUCCESS THROUGHOUT THE LEARNER'S JOURNEY

We support every step of the plan.



WHY KORN FERRY?

Track record with services transformation

We have helped clients worldwide evolve and transform their service teams and their performance.

Outcomes as the design point

Many of our peers will describe transformation in the context of the “deliverables.” We help you stay focused on the outcomes.

The IP vault

Tap into our unrivaled vault of intellectual property and proven methodology and skills programs to build comprehensive learning journeys.

Assessments

Comprehensive assessment of competencies, traits, and drivers will bring self-awareness, identify strengths, and highlight blind spots and the right skill development training required for participants and leaders.

The learner experience

The Korn Ferry platform enables you to engage with each employee to “own the way they work” throughout the journey by providing meaningful insights and content to improve their skills.

Our talent

Our team comprises former service leaders, learning and development experts, change management SME’s, and talent development consultants who have walked in your shoes.

Korn Ferry “bundle”

Assessments, development, and coaching: no other provider has integrated these services into one platform to produce targeted employee development and performance improvement.

Prescriptive

We know the traits and drivers that predict performance. Our solutions are anchored to our proprietary insights and research into what drives performance for each of your organization’s workforce segments.



LEARN MORE

Are you interested in discussing how this solution can help transform your workforce development program?

Contact us to learn more about upgrading the capabilities of your workforce at scale to accelerate your organization.

