IN GOOD COMPANY
REDEFINING SERVICE EXCELLENCE

ROLE MODELS FOR SERVICE EXCELLENCE
SIA cabin crew trainers lead the way

NO SMALL FEAT
Les Amis is big on service

SERVICE FROM THE HEART
Sentosa engages its people to deliver WOW!

CUSTOMER SERVICE: YOUR BRAND’S SECRET WEAPON
Drive ROI with good customer experiences

SERVICE EXCELLENCE COMPETENCY FRAMEWORK
For exceptional service standards that last

WDA SERVICE EXCELLENCE COMPETENCY FRAMEWORK
WHOLE-OF-COMPANY ADOPTION

www.wda.gov.sg
Your customers have ever-changing demands and rising expectations. We can help you keep ahead.

Good company makes all the difference in any journey.

It is with great pleasure that our Service Excellence Team at the Singapore Workforce Development Agency has collected stories of companies in their journey towards service excellence. We hope that by sharing these stories, many more will join this good company and many more stories will be told of how companies have sought to make service excellence their key business strategy.

Welcome to “In Good Company”, our publication showcasing the esteemed company we have been keeping since we started our journey in the service excellence landscape, initially through our Service Excellence (SV) WSQ Framework, and now with the revamped Service Excellence Competency Framework (SV CF).

From our Service Excellence Skills and Training Council Members, to our iconic brand partners, our recognition award winners and our training partners, we would like to thank all for journeying alongside us through this time. We have been, and continue to be, very privileged to have them all with us.

Join us as we strive to make service excellence a key business differentiator across all industries and sectors in Singapore. In doing so, we are all, indeed, in very good company!

Thank you.

For the Service Excellence Team at Singapore Workforce Development Agency

A NOTE FROM THE SERVICE EXCELLENCE TEAM

Forward-thinking business leaders like you know that customer demands will only get higher. To continue creating customer experiences that lead to customer loyalty and sustainable business growth, you need to build a service excellence culture – one that takes the lead from you and guides the mindset and actions of your people at all levels.

Find out how WDA can help you build a holistic, lasting shift in your company’s service mindset with the Service Excellence Competency Framework.

Call us at 6883 5885 or visit www.wda.gov.sg/serviceexcellence.
SERVICE EXCELLENCE IS MORE THAN A COMPETITIVE ADVANTAGE.

IT’S YOUR WINNING EDGE.

Good service can get your business far. But in a competitive landscape, it’s a service excellence culture that will differentiate your business. Win your customers’ loyalty. And get you ahead with sustainable business growth.

Give your business the winning edge: adopt the Service Excellence Competency Framework, raise your employees’ service standards through nationally accredited WSQ training programmes and strengthen your company’s service excellence culture.

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Singapore's services sector continues to evolve against the backdrop of a tightening labour market and rising consumer expectations. Companies will need to tackle a few key challenges at hand to position themselves well for the future.

For one, employers need to understand that they don’t necessarily need a sizable workforce in order to deliver excellent service. Rather, it’s the quality that counts – what they need are dynamic people with the right skills and attitudes. The challenge for companies, then, is to ensure that their staff are well trained, productive and innovative.

The second key challenge is transforming people’s perceptions of the services sector in order to attract the best talents. To do this, we need to start with service professionals themselves. If they are imbued with self-belief and self-respect, they will come to regard great service as an attainable and worthy goal and take pride in what they do. Only then will others look at the industry with respect and be drawn to it.

**Whole-of-company approach**

My fellow Service Excellence Skills and Training Council (SESTC) members and I believe that companies will be able to better meet their present as well as future challenges if they take a whole-of-company approach to service excellence and invest in quality training.

I’ll share our experience at the National Library Board (NLB). Our senior management works alongside staff across all levels to strive towards NLB’s service goals. We take great care to acknowledge our staff’s service efforts, both big and small. Knowing that we stand by them wholeheartedly, they have the confidence to continuously pursue service innovation. NLB also has a training roadmap for all staff, from frontline officers to senior management, that emphasises service excellence and service delivery.

I believe our whole-of-company approach has made all the difference. In 2013 NLB’s compliment-to-complaint ratio was 500 to 1, a clear indication that we have served our customers well. Perhaps more significantly, these numbers also reflect the good work NLB has built with Singaporeans, for they have taken the effort to share their well-meaning feedback with us. Many of them also come forward to lend us a helping hand for our programmes. All these efforts on the part of our customers go to show that they value our libraries and services.

**Service Excellence Competency Framework**

NLB’s approach to service excellence is not atypical of companies in Singapore. Our services sector has a collective desire to provide service that is on par with the best worldwide, and industry players, many of whom are on the SESTC, know what it takes and what we should do to be among the best.

In developing the Service Excellence Competency Framework, the SESTC focused on enabling the shift from a manpower-intensive service model to one emphasising service efforts led by productivity and innovation. Importantly, the framework also supports companies in driving a whole-of-company approach to service excellence and adopting a customer-centric view to achieve business goals. It raises the importance of professionalising service jobs, and recognising and rewarding service professionals with nationally recognised competencies and qualification pathways through the Singapore Workforce Skills Qualifications (WSQ) system.

New in the framework are the non-WSQ C-suite courses, aimed at enabling senior management to take the lead in promoting service excellence and cascade a service culture across their companies.

At NLB, we are looking forward to adopting the framework into our training roadmap. I hope your company will do the same too. If we equip our service workforce with quality training that also builds their confidence and enhances them about the industry, the future of our local services sector will be brighter than ever.
Leaders of successful Singapore companies known for their service excellence have come on board to support, endorse and adopt the Service Excellence Competency Framework. As members of the Service Excellence Skills and Training Council (SESTC), they guide the development and implementation of the framework, ensuring that it meets the needs of Singapore’s services sector.

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<tr>
<th>Ms Candy Chua</th>
<th>Mr Kitson Chong</th>
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<tr>
<td>Vice President, Executive Operations, Singapore, SingPost</td>
<td>Chief Operations Officer, McDonald’s Restaurants</td>
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<td>Mrs Chew Kwee Tiang</td>
<td>Ms Lim Suu Kuan</td>
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<td>Chief Decision Director, Customer Experience Management, Sentosa Leisure Management</td>
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<td>Ms Choy Sauw Kook</td>
<td>Dr Marcus Lee</td>
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<td>Assistant, Chief Executive Officer, SPRING Singapore</td>
<td>Associate Director, Institute of Service Excellence @ SMU</td>
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<td>Mr Dey Toe</td>
<td>Mr Matthew Nonis</td>
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<td>Director, Triathlon International</td>
<td>Group Training &amp; Development Manager, Les Amis Group</td>
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<td>Ms Elaine Ng</td>
<td>Ms Patricia Hyndman</td>
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<td>Chief Executive Officer, National Library Board</td>
<td>Director, Talent Management, DFS Ventures Singapore</td>
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<td>Mr Fso Sok Min</td>
<td>Ms Rosina Hyndman</td>
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<td>Executive Vice President, Singapore Workforce Development Agency</td>
<td>Chief Innovation Officer, Strategic Sourcing, Infor; Director, IOT Business Unit, Land Transport Authority</td>
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<td>Ms Sonali Verma</td>
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Gear up for the service revolution

Ready to redefine your company’s service standards? Shift up your gears. It’s time to revolutionise your service delivery with the Service Excellence Competency Framework.

FOR EXCEPTIONAL SERVICE STANDARDS THAT LAST

Set your company’s service excellence culture in motion. With the Service Excellence Competency Framework, a holistic skills and competency model for the services sector, you are geared for enhanced service standards and a truly enduring service culture across all levels in your company, from top management to operational staff.

www.wda.gov.sg/serviceexcellence
Service excellence competency framework

The service excellence competency framework is established based on three thrusts. Companies can develop their own service strategy through six competency categories.

Adopt the thrusts

Thrust 1
Whole-of-company adoption
Redefine the service experience by shifting from a manpower-focused service model to an innovation- and productivity-focused model.

Benefits:
Improved business profitability, improved service productivity, enhanced customer satisfaction, enhanced employee engagement.

Thrust 2
Professionalise service careers
Recognise and reward skills upgrading; re-evaluate company’s recruitment, remuneration, training and talent management strategy; revisit employer-employee relations.

Benefits:
Improved staff engagement, reduced staff attrition, enhanced service experience, improved service productivity, progressive career and wage improvements.

Thrust 3
Job redesign for the service workforce
Redesign service jobs to optimise limited manpower without compromising service standards. This may include multi-skilling, job design for special workforce segments such as mature and disabled workers, and flexi-work arrangements.

Benefits:
Enhanced job scopes, flexible job scopes, improved staff engagement, reduced staff attrition, enhanced service experience, improved service productivity and efficiency.

Define the needs (competency categories)

1 Leadership
- Service vision, mission and values
- Service direction and strategy
- Building a culture of service excellence

2 Planning and process
- Service process and systems design and improvement
- Deployment of planned service initiatives and resource management

3 People
- Staff performance and measurement
- Rewards and recognition
- Diversity management

4 Customer experience
- Service delivery
- Customer loyalty
- Service recovery
- Service branding

5 Information and results
- Service performance management
- Benchmarking
- Customer satisfaction measurement

6 Service innovation
- Customer experience
- Service innovation culture

Set the strategy

A service excellence culture begins with clear strategic direction at the top. Senior leaders invest ample resources to develop service talents and support systems, constantly remind employees of the company’s service vision, and lead by demonstrating desired service behaviours. There are no shortcuts to service excellence – only a steadfast company-wide commitment to customer-centric practices.
After 19 years as a Singapore Airlines (SIA) cabin crew member and inflight supervisor, Ms Foo Juat Fang joined the SIA School for Cabin Crew under the Cabin Crew Training Department. That was 17 years ago. Today, as a senior trainer in the faculty, she continues to use her inflight service experience and knowledge to help develop and transform cabin crew recruits into consummate service professionals.

Like Ms Foo, Mr Rajamohan is also a trainer and an inflight veteran – he has 34 years of experience. He flies two weeks of the month as an Inflight Supervisor and spends the other half of the month as a Line Instructor, sharing his wisdom and experience with new trainees.

They are both trainers for the 15-week Cabin Crew Readiness Programme (CCRP), an in-house introductory course for new SIA cabin crew members. SIA has aligned the CCRP to the Service Excellence Competency Framework, and trainees receive the nationally recognised WSQ Service Excellence Competency Framework after completing the course.

Conducted over four months, the CCRP is known to be one of the most extensive and rigorous of such programmes in the airline industry. The new recruits undergo training for everything from social etiquette and safety to meal service and communication. They also carry out community work and are exposed to different cultures to learn skills for serving customers of different nationalities and those with special needs.

Cabin crew trainers translate the service vision As well as equipping new cabin crew members with the necessary knowledge and skills, the CCRP also immerses the trainees in SIA’s service tradition and culture.

Ms Foo says: “We coach the trainees not only in product knowledge and content, but also in the right attitude and values, which in turn help them become true service professionals.”

Staff training offers the opportunity for new recruits to assimilate SIA’s service vision, which focuses on the pursuit of excellence to not only meet, but also exceed customers’ expectations, and retain customer loyalty.

SIA employees are inducted into the company’s service vision through channels such as the corporate e-portal, circulars and dialogue sessions. But none of these arguably make an impact as great as trainers who have personally experienced and lived the service vision.

Ms Foo says: “My role as a cabin crew trainer is to motivate, coach and mentor my trainees so that they are able to demonstrate SIA’s service vision.”

Her aim is to inculcate in the trainees a passion for service – to make a difference by creating extraordinary moments for SIA customers.

As an Inflight Supervisor and Line Instructor, Mr Rajamohan sees himself as a role model and mentor who can demonstrate his many years of experience as a cabin crew member to trainees who have personally experienced and lived the service vision.

Ms Foo Juat Fang, cabin crew trainer

“Share with them the joy that comes from being genuine. I emphasise how simple and satisfying it is, and how successful one can be, when service is carried out from the heart.”

Training is a cornerstone of service excellence The rigour of the programme is anchored to SIA’s service vision.

Mr Tan Pee Tek, SIA’s Senior Vice-President, Products and Services, says: “Service excellence is an integral part of SIA’s mission to be a global premium airline providing service of the highest quality.

“In an increasingly competitive business environment, our continued success will depend more than ever on a workforce that is skilled, dynamic and committed to customer service excellence. Staff training and development is a cornerstone of SIA’s service excellence.”

Ms Foo says: “We believe in preparing and equipping our trainees well to serve our customers with competence and confidence. All CCRP components are carefully designed and chosen to prepare our crew for their roles on board.”

Mr Rajamohan, SIA’s Senior Inflight Supervisor, says: “We coach the trainees not only in product knowledge and content, but also in the right attitude and values, which in turn help them become true service professionals.”

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“You can build your organisation’s service culture with the help of the Service Excellence Competency Framework.

The Service Excellence Competency Framework offers the following programmes for the competency category of Leadership:

• Enhance your Customer Strategy (C-Suite, Level 6)
• Build a Service Excellence Culture (C-Suite, Level 6)
• WSQ Champion a Service Excellence ethos (Service Champion, Level 5)
• WSQ Drive Service Strategies for Market Entry Opportunities (Service Champion, Level 5)
• WSQ Lead with Service Vision (Senior Leader, Level 4)
• WSQ Role Model the Service Vision (Service Professional, Level 1)
NO SMALL FEAT
Les Amis Group’s relatively small operation is not an obstacle in its pursuit of service excellence, as founder and owner Desmond Lim tells us

What kind of service mindset do you want your staff to have?
We want our staff to create exceptional experiences and rewarding moments for our guests. We want every one of their meals to be memorable and the precursor of many more to come. Our staff should also always put themselves in our customers’ shoes. Empathy, humility and integrity are the values that we try to instil in our service culture.

How does staff development benefit the company?
We believe that in order for our team members to be exemplary in serving people who want to live the good life, there is no better way than to experience it for themselves. “That is why, for instance, we send our top talents on annual all-expenses-paid trips to the food and wine capitals of the world. This shows how much we value and respect our team members. At the same time, it allows us to develop their potential. Exposed to a myriad of practices and trends, they can then use what they have learnt to create new menus, implement new service processes and work more efficiently.

How has SV WSQ training helped Les Amis employees?
Our staff attend SV WSQ courses such as “Lead a Team”, “Offer Customised and Personalised Service” and “Participate in Service Innovation Processes”. WSQ provides an accessible, structured and systematic approach for us to develop our team’s foundational and occupational skills. WSQ also allows our staff to earn certifications based on industry-agreed benchmarks.

What can Singapore’s service industry improve on?
As a customer, we know exactly what we want from service providers. If there’s a problem, we want it to be addressed painlessly and quickly. It’s fairly straightforward, isn’t it? Yet, service staff here often forget about empathy for their customers. They will say that something cannot be done because it is the company’s policy, or that things have always been done a certain way. We do need to remember that the service provider does not determine what good service is; the customer does. Yet, service staff here often forget about empathy for their customers. They will say that something cannot be done because it is the company’s policy, or that things have always been done a certain way. We do need to remember that the service provider does not determine what good service is; the customer does.

Tell us an interesting customer service story about Les Amis.
A Scottish customer used to have lunch at Les Amis two or three times a week without fail. He would sit at the same table and order the same set lunch. The team became so close to him that they would invite him to our staff parties and football games, and he would join us!
People

People Make the World Go WOW!
At Sentosa, great service experiences begin with its people. Through WSQ competency training and service initiatives, Sentosa ensures that its people across all levels are always ready to deliver WOW! experiences to its guests.

That’s not all. Sentosa knows that recognition draws out the best in its people. That’s why it measures its staff’s performance and duly rewards great service delivery with awards and incentives.

All these and more to make its people the best ambassadors of Asia’s favourite playground.

Like Sentosa, you too can transform your customers’ experiences by focusing on your people.

The Service Excellence Competency Framework offers the following programmes for the competency category of People:

- Optimise the Service Performance of Your Workforce
- WSQ Strategise Workforce for Service Excellence
- WSQ Coach for Service Performance
- WSQ Work in a Diverse Service Environment

People

SERVICE FROM THE HEART

Sentosa engages and invests in its people for the best guest experiences

The tables were set. The guests had arrived. All was ready for a joyous birthday party at Port Belly restaurant – except for one thing: the birthday cake had split into two. Without missing a beat, Mark Alveere Lim, the Assistant Food Service Manager, assured the panic-y mother and called Sentosa’s Executive Chef, who got the kitchen crew to fix up the cake and make it look as good as new. The happy customers were able to carry on with their celebrations without further ado.

This heartwarming episode is just one of Sentosa’s many service stories distinguished by staff who have taken ownership of customers’ predicaments and gone the extra mile to delights and surprise.

“Exceptional service is about being sincere and compassionate to our guests. It’s about being proactive in creating a great experience,” says Ms Lim Sui Kuan, Divisional Director, Guest Experience Division, Sentosa Leisure Management. “A great Sentosa experience begins with our employees. We encourage them to deliver outstanding service from the heart.”

One of Singapore’s premier attractions known for its service culture, Sentosa believes in engaging its people to bring out their best in service delivery. Its staff engagement programme spans service initiatives, staff training, performance measurement as well as recognition and rewards.

Do the Wave
Sentosa’s key service initiative WAVE (Welcomed, Assured, Valued, Energised), championed by its Chief Executive Officer Mr Mike Barclay who heads the WAVE Steering Committee, comprises a series of programmes aimed at instilling customer-centric values in all employees in Sentosa, including those of its partners.

One ongoing WAVE programme is “Show You Care”. Ms Lim explains: “Our staff are urged to demonstrate the ‘care’ behaviours of being proactive, looking after things from customers’ points of view, and exceeding guests’ expectations.”

The WAVE-O-Meter internal survey is another engagement programme, where team members rate their own performance and share their challenges with the senior management team.

SV WSQ competency training
As an Approved Training Organisation accredited by the Singapore Workforce Development Agency, Sentosa has customised its in-house training based on the Service Excellence WSQ framework. Staff attend in-house courses centred on service delivery, such as WAVE Service Leaders, where service leaders learn how to inspire their teams; and Handling Challenging Situations, where staff gain greater self-awareness, helpful for managing their interactions with others.

“Using the framework, we have been able to offer our team members guided learning opportunities,” says Ms Lim. “This has shown results in staff retention as well as building organisational competencies.”

Motivating through staff engagement
Service initiatives and competency training aside, Sentosa also has other engagement measures to boost staff morale and motivation, such as performance measurement and recognition and rewards.

In terms of performance assessment, Sentosa benchmarks employees’ performance against its STAR core values (namely, service, teamwork, acting with integrity, results-oriented) based on feedback from guests and partners, as well as findings from guest satisfaction surveys and mystery shopping.

To motivate employees further, Sentosa offers several internal recognition and reward initiatives. These include the CEO’s personalised notes to staff, quarterly service awards and the annual CEO STAR Awards.

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Every experience customers have with your company impacts what they think of your brand. Customer service is very often the frontline of this experience. According to Dimensional Research, customer service ranks as the No. 1 factor influencing how much a consumer trusts a company. So when you consider your brand strategy and investment, customer service needs to be at the heart of it. Retail, travel and hospitality brands in front-facing staff have long known this. The Shangri-La hotel group, for example, has put service at the centre with its brand promise to “embrace a stranger as one’s own.” When it launched its new brand campaign in 2010, as much effort was invested in staff motivation and training as in paid media.

Social media has heightened the need for all brands, including your brand’s secret weapon – social media has heightened the need for all brands, including your brand’s secret weapon – social media has heightened the need for all brands, including your brand’s secret weapon – social media has heightened the need for all brands, including your brand’s secret weapon –

We all want to be successful in the areas that matter to us. Business owners strive for long-term profitability, which translates into a handful of medium-term goals for company leaders. This further translates into short-term key performance indicators (KPIs) for the rest of the employees. This system of interrelated KPIs is what defines organisational excellence for most businesses. Collectively meeting our individual KPIs would, by definition, achieve organisational excellence, and the general belief is that achieving organisational excellence would ensure the longevity of the company we work for. All those underscore the importance of setting meaningful KPIs for the different layers within an organisation.

Focusing on customer service drives return on investment across all employee levels

1. Good customer experiences boost repurchase probability and long-term loyalty.
2. Poor customer service experiences lead to increased sales costs, especially if these experiences prevent customers to pick up the phone.
3. Post customer service experience risk customer defection and revenue losses. Poor service can cause the loss of as much as two-thirds of sales at the point of sale.
4. Poor customer service experiences can quickly lead to the demise of your brand.

The Service Excellence Competency Framework offers the following programmes for the competency category of Customer Experience:
- Win Customers for Life (C-Suite, Level 6)
- WSQ Drive Customer Loyalty for Service Excellence (Service Champion, Level 5)
- WSQ Drive Branding and Communication for Service Excellence (Service Champion, Level 5)
- WSQ Strategic Partnerships for Service Excellence (Service Champion, Level 5)
- WSQ Manage Partnerships for Service Excellence (Service Leader, Level 4)
- WSQ Develop Service Recovery Framework (Service Leader, Level 4)
- WSQ Manage the Service Brand (Service Leader, Level 4)
- WSQ Establish Relationships for Customer Confidence (Service Coach, Level 3)
- WSQ Provide Go-the-Extra-Mile Service (Service Professional, Level 1)
- WSQ Project a Positive and Professional Image (Service Professional, Level 1)
- WSQ Contribute to Customer Service Over Various Platforms (Service Professional, Level 1)

The Service Excellence Competency Framework offers the following programmes for the competency category of Information and Results:
- Maximise Service and Business Performance (C-Suite, Level 6)
- WSQ Drive Service Quality and Customer Satisfaction (Service Champion, Level 5)
- WSQ Evaluate Organisation for Business Excellence (Service Champion, Level 5)
- WSQ Analyse Service Quality and Customer Satisfaction (Service Leader, Level 4)
- WSQ Manage Service Performance (Service Coach, Level 3)
- WSQ Acquire Industry Knowledge (Service Coach, Level 3)

An example of a finding from the Customer Satisfaction Index of Singapore
The Customer-Centric Initiative (CCI) is led by SPRING Singapore with support from the Go-the-Extra-Mile for Service (GEMS) Up agencies such as National Trades Union Congress, Singapore Workforce Development Agency, Singapore Tourism Board and Institute of Service Excellence at SMU. The CCI aims to encourage companies to commit to service excellence and take the lead in raising service standards in their industry and is part of the GEMS Up movement to transform Singapore’s service quality in the retail, food and beverage, hospitality, healthcare, transport and travel sectors.

Note: Industry benchmark data were taken from Department of Statistics (DOS) and matched to the respective CCI project period for each individual firm. DOS data from the years 2006 to 2011 were used.

Although challenging, it is possible to improve both service quality and productivity. The WDA Service Excellence Competency Framework can be used as an enabler to drive sustained superior performance, service excellence and cost-effective operations.

When Your Customers are Happy, So are Your Shareholders and Employees

Service excellence is about creating consistent value for your customers. When your customers are happy, they develop lasting relationships with your business and return as loyal clients. The result? More sales and revenue. More shareholder value and satisfied employees.

Service excellence, profits and employee satisfaction are inter-related. Start building a culture of service excellence with the help of the Service Excellence Competency Framework.

Call us at 6883 5885 or visit www.wda.gov.sg/serviceexcellence.

By Professor Jochen Wirtz, Director, UCLA – NUS EMBA, National University of Singapore Business School

“Customer-Centric Initiative (CCI)

The Customer-Centric Initiative (CCI) was led by SPRING Singapore with support from the Go-the-Extra-Mile for Service (GEMS) Up agencies such as National Trades Union Congress, Singapore Workforce Development Agency, Singapore Tourism Board and Institute of Service Excellence at SMU. The CCI aims to encourage companies to commit to service excellence and take the lead in raising service standards in their industry and is part of the GEMS Up movement to transform Singapore’s service quality in the retail, food and beverage, hospitality, healthcare, transport and travel sectors.

Although challenging, it is possible to improve both service quality and productivity. The WDA Service Excellence Competency Framework can be used as an enabler to drive sustained superior performance, service excellence and cost-effective operations.

WHEN YOUR CUSTOMERS ARE HAPPY, SO ARE YOUR SHAREHOLDERS AND EMPLOYEES

Service excellence is about creating consistent value for your customers. When your customers are happy, they develop lasting relationships with your business and return as loyal clients. The result? More sales and revenue. More shareholder value and satisfied employees.

Service excellence, profits and employee satisfaction are inter-related. Start building a culture of service excellence with the help of the Service Excellence Competency Framework.

Call us at 6883 5885 or visit www.wda.gov.sg/serviceexcellence.
In a service-driven economy like Singapore’s, service innovation has become increasingly more important in shaping business growth than goods innovation. Service innovation is carried out by reconfiguring resources and creating value in a service system for a business effect. In service innovation, customers adopt new roles as resource integrators or co-creators of value. Service innovation can also be based on new value propositions or new ways of capturing value and business models. Take IKEA’s service innovation, for example. The Swedish furniture retailer has reconfigured its resources to focus on their value-in-use. Instead of displaying the same type of furniture or items in one room, it combines different pieces of furniture and items in “experience rooms”, where its customers can test-drive solutions such as a kitchen or living room before purchase. Immersed in the solutions, customers are able to co-create value with IKEA and assess the value according to their particular needs at home while reducing their purchase risk.

As for resources, they are products and services that have potential value, but their value is realised only during value co-creation when used by actors.

Service innovation framework
Here, I will provide a systemic approach for understanding service innovation – the Actor, Resource and Institution Framework (ARI Framework).

Actors are the engines in service innovation. They can be individual customers (or customers in groups), employees (or an individual employee) or companies (or organizations). Actors are key to realising innovation, as they use resources or integrate them with the aim to co-create value for themselves.

As for resources, they are products and services that have potential value, but their value is realised only during value co-creation when used by actors. Actors assess value from their own points of view in their given contexts. They possess dynamic resources such as knowledge, skills and motivation, and the use of these resources is moderated by their enacted roles as well as their institutions.

Institutions and institutional rules as well as values and forces in social systems, in turn, shape how actors integrate resources and co-create value with them. Institutions enable and constrain resource integration and value co-creation in service systems.

Many service innovations now are based on value co-creation through interactions on social networks such as Skype, Twitter, Instagram and Facebook. These are examples of platforms, eco-systems and value networks within the contexts of institutionalised practices.

In summary, ARI Framework is a systemic approach for understanding service innovation – the Actor, Resource and Institution Framework (ARI Framework). Actors are the engines in service innovation. They can be individual customers (or customers in groups), employees (or an individual employee) or companies (or organizations). Actors are key to realising innovation, as they use resources or integrate them with the aim to co-create value for themselves.

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A ROADMAP TO SERVICE EXCELLENCE

The Service Excellence Competency Framework is designed to help companies create and define their desired service experiences through building organisational capabilities for innovation and productivity. It also aims to professionalise service careers through an embedded Workforce Skills Qualifications (WSQ) pathway for progression.

Role of Service leader
Responsible for operationalising service excellence

Role of Service Coach
Responsible for nurturing and supervising staff for service excellence

Role of Service professional
Responsible for engaging customers for service excellence

Role of Service Champion
Responsible for championing and driving company-wide service excellence

Eligible for WsQ diploma in Service Leadership

Eligible for WsQ advanced certificate in Service Excellence

Eligible for WsQ specialist diploma in Service Leadership

Get on board with the Service Excellence Competency Framework and equip your employees with the holistic skills to thrive and excel in the services sector. From Service Excellence courses for frontline staff to a Service Leadership Specialist Diploma for a regional director, there is something that fits everyone.

Find out more at www.wda.gov.sg/serviceexcellence or call 6883 5885

Finally create your perfect fit
Enterprise Training Support (ETS)

The ETS scheme aims to help you achieve the following outcomes:

- Raise your employees’ productivity and skills levels
- Attract and retain valued employees by developing good Human Resource (HR) and management systems and practices tied to training
- Attract and retain valued employees by helping you benchmark compensation and benefits to market rates

You can receive the following funding support:
- Training Grant
- Course fee subsidies
- Workplace Productivity Award

You can also receive the following benefits:
- Lower training costs and more training choices
- More training choices

### Enhanced Training Support for SMEs

Enhanced Training Support for SMEs encourages greater training participation from Small and Medium Enterprises. You can enjoy up to 90% course fee funding and absentee payroll funding of 80% of basic hourly salary at a cap of $7.50 per hour. To qualify, SMEs must be registered or incorporated in Singapore, with not more than 200 employees.

### WorkPro

WorkPro helps you expand and sustain your manpower pool through grants and incentives targeted at specific strategies such as job redesign, better age management and work-life harmony, and to hire and retain more back-to-work locals and mature workers. You can receive the following funding support:
- Workplace Productivity Award
- Financial support schemes to hire and retain more back-to-work locals and mature workers

You can also enjoy the following benefits:
- Lower training costs and more training choices
- More support for basic skills training
- More training choices

### About Singapore Workforce Development Agency (WDA)

The Singapore Workforce Development Agency (WDA) enhances the competitiveness of our workforce by encouraging workers to learn for life and advance with skills. In today’s economy, most jobs require not just knowledge, but also skills. WDA collaborates with employers, industry associations, the Union and training organisations, to develop and strengthen the Continuing Education and Training system that is skills-based, open and accessible, as a mainstream pathway for all workers – young and older, from rank and file to professionals and executives – to upgrade and advance in their careers and lives.

For more information, please visit www.wda.gov.sg
Your service story starts here.

All great service stories have great beginnings. You have been inspired by the stories behind some of the most distinguished names in the services sector. Now it’s your turn to bring your own signature story to life. Build your own service sector. Now it’s your turn to bring your own story to life. Build your own service sector.

Visit www.wda.gov.sg/serviceexcellence today!

If we have got you thinking, call us at 6883 5885 or Service Excellence Competency Framework.

Themes

<table>
<thead>
<tr>
<th>Themes</th>
<th>LEADERSHIP</th>
<th>PLANNING &amp; PROCESS</th>
<th>PEOPLE</th>
<th>CUSTOMER EXPERIENCE</th>
<th>INFORMATION &amp; RESULTS</th>
<th>SERVICE INNOVATION</th>
</tr>
</thead>
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<td></td>
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</tbody>
</table>

C-Suite (Level 5)
NON-WSQ

- **SERVICE EXCELLENCE**
  - WSQ CERTIFICATE IN SERVICE EXCELLENCE (15 CV)
  - LEVEL 1
  - Professional Service
  - **SERVICE EXCELLENCE**
  - WSQ ADVANCED CERTIFICATE IN SERVICE EXCELLENCE (15 CV)
  - LEVEL 3
  - Service Exemplary
  - **SERVICE EXCELLENCE**
  - WSQ SPECIALIST Certificate in Service Excellence (Level 5)
  - **SERVICE EXCELLENCE**
  - WSQ DIPLOMA IN SERVICE LEADERSHIP (Level 4)
  - **SERVICE EXCELLENCE**
  - NON-WSQ CERTIFICATE IN SERVICE EXCELLENCE (15 CV)
  - LEVEL 6
  - C-Suite
  - **SERVICE EXCELLENCE**

Themes

- **SERVICE EXCELLENCE**
  - Critical to the role
  - Core to the role
  - Elective

**SERVICE EXCELLENCE**
- Responsible for leading and driving whole-of-company service excellence
- Responsible for leading and driving whole-of-company service excellence
- Responsible for operationalising service excellence
- Responsible for nurturing and encouraging staff in service excellence
- Responsible for engaging customers to service excellence

Core units

- **SERVICE EXCELLENCE**
  - Critical to the role
  - Core to the role
  - Elective

Electives can also be taken from any other WSQ framework. They can be obtained from within the same level as the qualification or taken from one level above or below that level.