Covenant University
Raising a new Generation of Leaders

Improving Service Culture in the Nigerian Context

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Presentation Outline

- Introduction
- Definition of terms
- Service Culture: Nigerian Experience
- Covenant University Experience
- Ways to improve Service Culture
- Conclusion

"Get closer than ever to your customers. So close, in fact, that you tell them what they need well before they realize it themselves."

– Steve Jobs

Introduction

- We live in a world of service.
- Virtually all our interactions involve serving others in one way or another.
- We create value through the services we provide.
- The quality of services we provide distinguishes us and defines our level of accomplishment.
- Organisations thrive not just by its products but by the services it provides to people that need them.

- Many great organizations in the world, have leveraged on service to distinguish themselves.

- They have built a culture of service excellence where everyone is consistently taking more action to create more value for everyone else.

- The service culture ensures that all employees are motivated to step up the quality of service they provide which in turn leads to engaged customers having a fulfilling experience.

"Good service is good business"

- Siebel Ad

What is Service?

"Service… is not what you do, but who you are. It is a way of living that you need to bring to everything you do, if you are to bring it to your customer interactions."

- Betsy Sanders

Service is…

- The performance of work for another.

- Taking care of the needs or concerns of those around us.

- Taking action to create value for someone else.

What is Culture?

"For individuals, character is destiny. For organizations, culture is destiny."

– Tony Hsieh

Culture is…

- the habits, traditions, and behaviours of people and groups in an organization.

- a way of thinking, behaving, or working that exists in a place or organization.

- the way of life, especially the general customs and beliefs, of a particular group of people at a particular time.
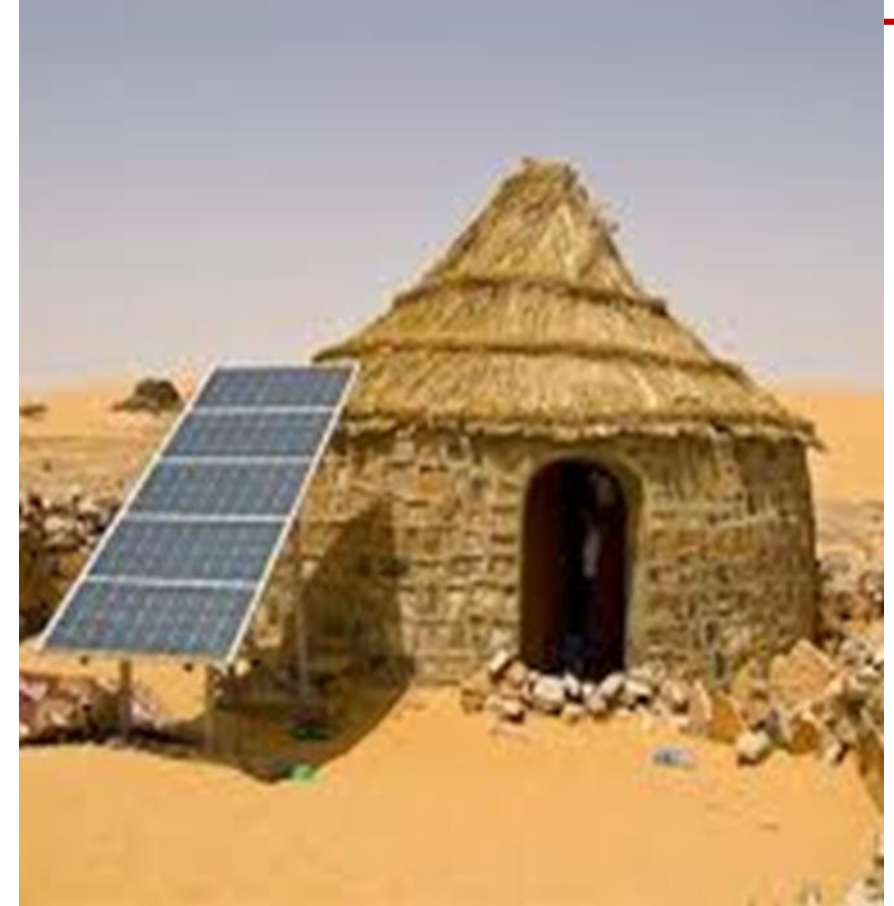
Service Culture is …

- An organizational behaviour that prioritizes customer service in its goals, decisions, actions, and everyday operations.

  - The organization exhibits "a heart for service" – with customer service being the foundation of its business;
  - The organization's activities are all designed and executed to promote and sustain service delivery – to both internal and external customers.

A Strong Service Culture

- Puts the customer at the centre of everything we do;

- Champions teamwork and motivation for action;

- Promotes innovation and adds value;

- Develops relationships that last longer and are more rewarding over time;

- Creates higher levels of confidence and a respectful workplace;

- Rewards employees who deliver excellent service.

A Strong Service Culture

- Demands that
  - Employees <u>must</u> be motivated to take a customer-centric approach to their regular duties and work activities.
  - Each employee <u>must</u> be connected emotionally to a world-class service outcome.
  - Customer satisfaction <u>must</u> be the top priority for everyone in the organization.

Service Culture: The Nigerian Experience

- Many corporate and public organizations in Nigeria do not have a coordinated and consistent model for excellent customer service delivery.

- This is evident in the unsatisfactory level of service experienced in many sectors of the economy today –

  - Resulting in low levels of patronage when compared to those who view customer service as a major source of competitive advantage.

- There is an urgent need for Nigerian organizations to invest immensely in building customer relationships.

- This will make Nigerian brands more irresistible and their goods and services competitive in the global market place.

- Nigerian brands potentially stand to benefit from any arrangement that would improve the service culture.

SERVICOM

- In March, 2004, the Federal Government of Nigeria established SERVICOM with a focus on improving the quality of life of citizens for better development.

- "SERVICOM - Service Compact with All Nigerians".

- The Compact" states that: "We dedicate ourselves to providing the basic services to which each citizen is entitled in a timely, fair, honest, effective and transparent manner…"
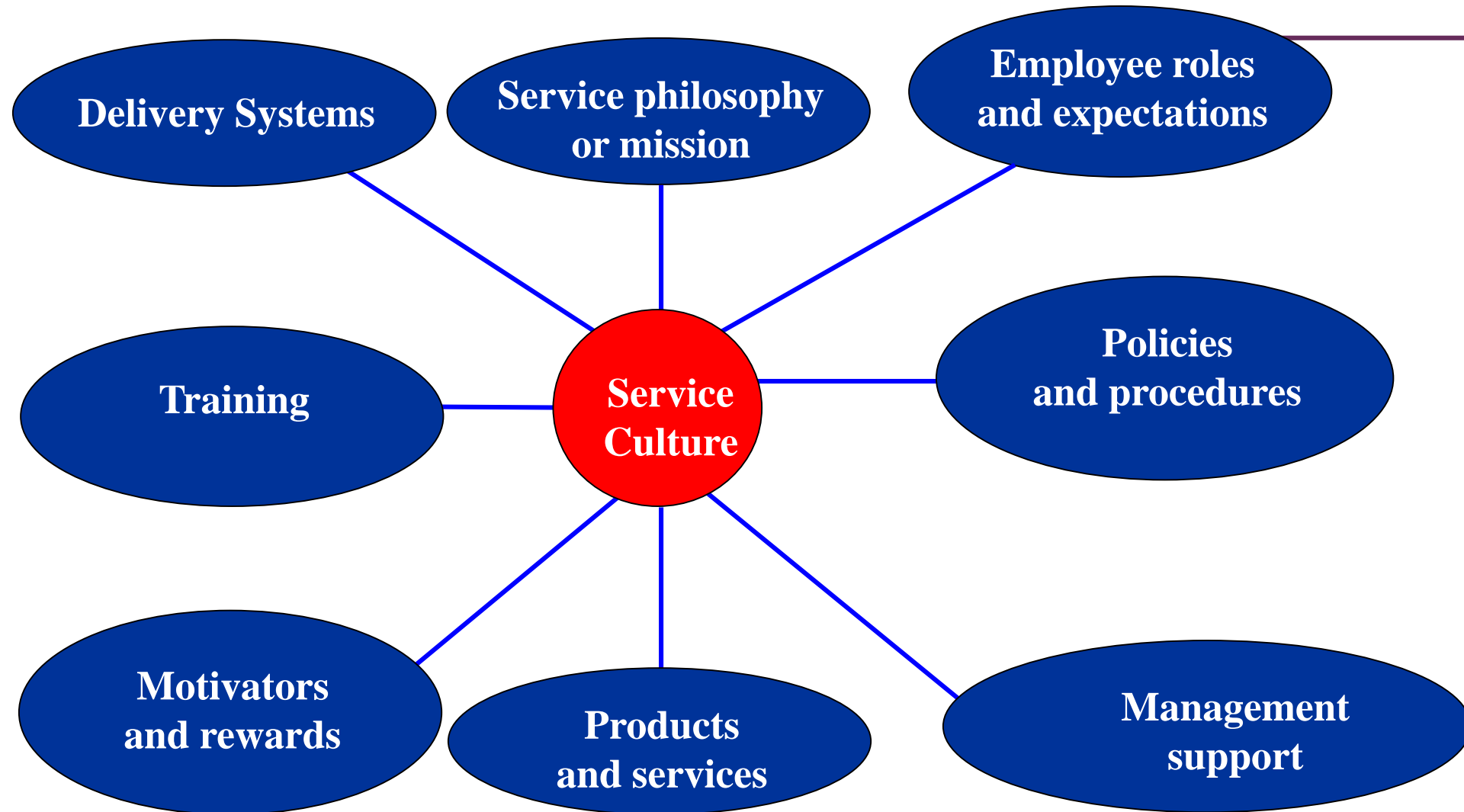
SERVICOM: Underlying Principles

- Affirmation of commitment to the service of the nation.

- Conviction that Nigeria can only realize her full potential if citizens receive prompt and efficient services from the state.

- Consideration for the needs and rights of all Nigerians to enjoy social and economic advancement.

- Dedication to deliver services to which citizens are entitled, timely, fairly, honestly, effectively and transparently.

SERVICOM INDEX

- The principal target of SERVICOM is Customer Satisfaction with emphasis on:
  - service delivery, timeliness, professionalism, right information and staff attitude.

- All government institutions, ministries and agencies in Nigeria were required to establish SERVICOM office and commit to providing service to the public.

- The efforts have not, however, translated into appreciable improvement in Nigeria's service culture.

DEFINING A SERVICE CULTURE

Delivery Systems

Service philosophy or mission

Employee roles and expectations

Training

Service Culture

Policies and procedures

Motivators and rewards

Products and services

Management support

Covenant University Experience

- The University is a knowledge Industry with three core areas of operations:

  - Teaching: Knowledge Transfer & Dissemination

  - Research : Knowledge Acquisition & Development

  - Community Service: Knowledge Application

- It impacts the society through her

  - Products - Graduates & Research outputs

  - Services – Consultancy, Medical, Library, Laboratory, etc.

Building Strong Service Culture

- Service culture is everyone's business.

- Building a strong service culture requires ownership and engagement by staff at all levels.

- It allows staff to focus on the right things and offer direct support to staff and students.

- Building a strong service culture is premise on adopting a continuous focus on refining and enhancing how we deliver services to our clients.

Our Clients

- Internal
  - Students: Academics, Welfare
  - Staff: Appropriate tools/information to work with, welfare
  - Parents/Families: Effective communication
- External
  - Partners
  - Supervisory bodies
  - Visitors

"The customer's perception is your reality"

– Kate Zabriskie

Customer Service perception

- <u>Reliability</u>: Performing dependably and accurately
- <u>Assurance</u>: Conveying trust and confidence through knowledge of products and services
- <u>Tangibles</u>: Creating an impression through appearance (people, facilities) and equipment (efficient and user-friendly systems)
- <u>Empathy</u>: Communicating caring and individualized attention
- <u>Responsiveness</u>: Helping customers willingly, promptly, and speedily

What the Customers Want

- Personal recognition
- Courtesy
- Timely service
- Professionalism
- Enthusiastic service
- Empathy
- Patience

Improving Service Culture

- Areas that support an effective, efficient, productive and successful service culture include:

  - Aligned Goals: Have set goals

  - Relevant Standards: Code of conducts

  - Actionable Behaviors: Accountability

  - Leadership Effectiveness: Management to set the pace

  - Employee Engagement: All hands on deck

Ways to Improve Service Culture

- Be transparent

- Recognize and reward valuable contributions

- Cultivate strong coworker relationships

- Embrace and inspire employee autonomy

- Be flexible

- Communicate purpose and passion

- Promote a team atmosphere

- Give and solicit regular feedback

- Stay true to your core values

- Give culture building the effort it deserves

Conclusion

- Service culture defines the future and indeed the destiny of any organization.

- 'Service education' is the foundation upon which a strong service culture is built.

- 'Practice by everyone' keeps the organization aligned so that service providers are encouraged and supported, and service itself is improving.

- This is capped by an active and engaged leadership team - driving, supporting and role-modeling service.