The best service is no service.

The customer service is broken.

Source: http://www.destinationcrm.com/Articles/Web-Exclusives/Viewpoints/The-Best-Service-is-No-Service-49244.aspx

"Loyalty" is very hard to achieve when customers **encounter broken** processes (incorrect invoices) or **missed** promises (late shipments) or confusing offers, all of which force customers to call, email, chat, write letters, or march into the store to complain.

1. What is the difference between a broken promise and a missed promise in your opinion ?

2. What promises do you think Ikea breaks the most often and misses the most often ?

For many years we have "**coped**" with this demand for service, instead of **figuring out** why customers have to spend their precious time (and our precious resources) to answer those contacts, research solutions, and pacify customers. What if we approached this problem from the opposite side -- what if we could "challenge" the demand for service and fix the problems **once and for all** and, while doing so, find new ways to deliver great customer experiences?

1. How do you 'cope' with customer dissatisfaction in the call centre and what do you do to pacify them?
2. Do you agree that you should challenge this demand for service?
3. Can all problems be fixed once and for all?
4. Which new ways can be found to deliver good customer service? Is this the way forward for Ikea today?

This is the core premise of "the best service is no service" or, put differently, **customers shouldn't have to contact organizations for pre- and post-sales service or tech support *at all*** -- everything should work perfectly, be clear, and not force customer service. We should apply the "wake up in the morning" test -- do we as consumers wake up thinking, "Hey, I think that I'll call customer services to fix the problem!" -- no! We all want things just to work!

1. What are the main reasons why customers contact your organisation for pre sales service?
2. What are the main reasons why customers contact your organisation for post sales service?
3. What are the main technical support problems you manage?



After suffering many years as customers, and putting in place "Best Service" at Amazon.com and with our clients, and collecting both "bad cases" and "good cases", we decided that "enough is more than enough," and so we have developed the 7 Principles of Best Service:

1. Eliminate dumb contacts. Let's fix the broken systems and confusing marketing message -- 26 percent of the customer contact volume (*contacts* times *handle or process time* times *handle costs*) never need to be handled.
2. Create engaging self-service. Let's engineer self-service offerings to ensure an 80 percent success rate. Don't know your self-service success rate? It's time to figure it out!
3. Be proactive. Let's **craft outbound** automated messages to alert customers when something changes, or is broken, just like Amazon pioneered with order and shipping confirmations.
4. Make it really easy to contact your company. Let's invite our customers to phone us to send messages directly to the CEO, the best way to figure out what to fix or what customers really want.
5. Own the actions across the company. Let's identify the groups that cause customer contacts (not the Customer Service Department!) and enlist them to work together with customer care.
6. Listen and act. Let's set up multiple listening posts to collect "what customers are saying" -- and *act* upon what they're saying -- cheaper and faster than focus groups (hint: blogs are turning into a gold mine).
7. Deliver great customer experiences. Let's rethink fundamentally the way we do things today, asking "How do we create processes, technology, and an organization that can deal with this remaining demand?" after following the other Seven Principles. Instead of trying to calculate first contact resolution, track "snowballs" (repeats) and engage your agents to help each other to eliminate mistakes.

The core metric in Best Service is to cut contacts per driver *X*, where *X* = orders or customers or statements. When the entire enterprise, including your outsourcing firms, embraces that "the best service is no service" there are manifold benefits: lower support costs, higher customer sat, and greater customer loyalty. Remember the "wake up in the morning" test!

---

1. Which are the best of these seven ideas in your opinion?
2. Which could be applied to Ikea?
3. How could they be applied?
4. Do you agree that the best service is no service?



Expressions to use when answering these questions:

- Basically
- Essentially
- Clearly
- Obviously

- I feel that
- It seems obvious that…
- It's obvious that
- It's essential that

- It's a priority for us to
- It should be a high priority for us to
- I agree that
- I feel strongly that
- We must
- We should
- We really have to start…
- From now on we should…