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A "Best Practice" Improvement Workshop

Effective Customer Complaints Management

28 February 2011 | Pearl Continental Hotel, Lahore
03 March 2011 | Sheraton Karachi Hotel
Timings 9:00 am to 5:00 pm



by **Dr. Ted Marra**
Managing Director
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Management Europe, Ltd.



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Effective Customer **Complaints** *Management*

Introduction

The future is about customer relationships. We hear this every day, but most companies are still struggling to come to terms with what a customer relationship actually is or how to create a long-lasting one. Too often, the discussion about customer relationship management (CRM) gets bogged down in the details of databases, software and segmentation – often losing sight of the fundamental processes that are the critical underpinnings of an excellent customer relationship.

One of the fundamental relationship processes is complaint and inquiry management. Research, around the globe, shows that customers are becoming more demanding, less tolerant of failure and more willing to defect to competitors. Yet at the same time, work by The Centre for Innovation Management Europe Ltd. has shown that dealing successfully with customer problems, complaints and inquiries not only can preserve the relationship in a difficult or problematic situation – but actually strengthen it.

Workshop Objectives

- To understand the critical success factors necessary to ensuring an effective complaint and inquiry management system including the cultural change requirements
- Sharing of approaches to complaint and inquiry management including a “best practice” approach
- Identify opportunities for improvement in your existing complaint and inquiry management system by performing a “gap analysis” with the “best practice” approach
- Determine how to assess the effectiveness of your existing complaint and inquiry management system
- Begin to develop an action plan for improving your existing process including barriers and enablers

Overview

Research has shown that it is not unusual for an organisation to lose 15-20% of their customers a year. Two of the most frequent reasons for customer defection relate to poor service and product performance that does not meet customer expectations. Yet, less than 5% of customers who experience a problem with the products or services they receive or purchase from your organisation will complain to Headquarters. In addition, while many customers will not tell anyone in your organisation about the problem they experienced, they are only too happy to share their negative experience with friends or business associates. Moreover, research clearly shows that problem experience negatively impacts customer satisfaction and loyalty. In working with organisations around the globe, many of which have been quality award winners in their own country, The Leadership Factor has observed that the area of enquiry, problem and complaints management is not well understood and the opportunity for improvement tends to be pervasive.

What is unique about this workshop?

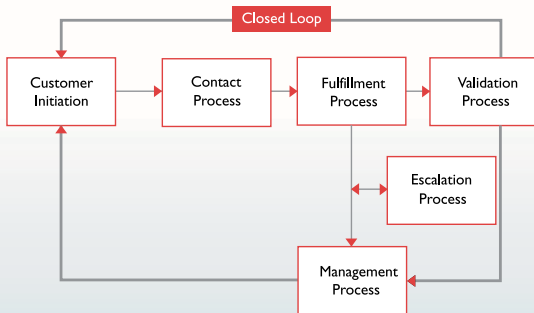
- Each delegate will receive of a pre-event Complaints Management Journal article [part 1] by Dr. Ted Marra. Part II will be given at the event day.
- A rigorous pre-workshop diagnostic and benchmarking profile will be filled out by the workshop delegates.
- This is not just another “learning event”, it is a “how-to do it event” in which all participating organisations will get off to a “fast start” in the “redesign” of their existing complaint and inquiry process.
- It is a “team-based” experience, not an “individual-based” experience.
- This workshop will help to minimize the need for higher priced management consultants.
- The workshop experience will bring focus and a higher level of understanding to your improvement effort.

Course Agenda

Overview:

Effective enquiry, problem and complaints management concepts

- ❑ The role of enquiry, problem and complaints management in the strategic management of customer satisfaction and loyalty.
- ❑ The paradigm shifts required for an effective process.
- ❑ The objectives of an effective Complaint Management process.
- ❑ A “best practice” model for complaint management



- ❑ **The contact process**
 - ◆ Understanding the barriers companies often put in front of customers so they do not complain – even when they should
 - ◆ How your existing process compares to “best practice”
- ❑ **The fulfillment process**
 - ◆ Once you are interacting with a representative, how should the process unfold? Clear understanding of the issue/problem; Understanding severity of the issue/problem; developing a solution; following through to meet commitments
 - ◆ The escalation process for handling time sensitive, legal/liability or life threatening issues
 - ◆ How your existing process compares to “best practice”
- ❑ **The validation process (customer feedback)**
 - ◆ How you ensure that the customer’s relationship with your organisation has been preserved rather than damaged as a result of the issue or problem
 - ◆ “The Problem Detection Method to assess the effectiveness of your Complaint Management process – examples you should follow
 - ◆ How your existing process compares to “best practice”
- ❑ **The management process**
 - ◆ How do you utilise the information coming from your Complaint Management process to drive improvement throughout your organisation
 - ◆ Review and analysis of a Complaint Report for Senior Management
 - ◆ Identification of the process effectiveness measures you should be using to monitor your Complaint Management process performance
 - ◆ How does your existing process compare to “best practice”
- ◆ **Critical success factors for an effective process**
- ◆ **Key learning points**
- ◆ **Identify where your thinking has changed as a result of what you have learned**
- ◆ **Identify the top 3-5 improvements you need to make to your Complaints Management process**
- ◆ **If you had 10 minutes with your CEO or Managing Director, what would you tell them?**
- ◆ **Evaluation**
- ◆ **Adjourn**

Your organisation will be asked to complete a detailed benchmarking profile of their existing complaint and inquiry management process. You will be asked to bring this profile to the workshop along as well as a process map of your existing process. You should also read Complaints Management Part 1 – a journal article by Dr. Ted Marra.

Course Trainer



Dr. Ted Marra

Managing Director

Centre for Innovation Management
Europe, Ltd.

Dr. Ted Marra consults internationally with organisations on strategic performance improvement, market-focused measurement systems, corporate re-invention and process based service excellence. Areas of particular interest include Customer Relationship Excellence, Performance Excellence based upon Baldrige and EFQM criteria and Leadership Excellence. He previously held management positions at a number of companies; including Walker:CSM, General Motors, Firestone, Babcock and Wilcox, and Goodyear. He was a Malcolm Baldrige senior Examiner for three years, a Judge for the Air Force Quality Award as well as a Judge for the Massachusetts Quality Award, a member of the Board of Directors for the Massachusetts Council for Quality and Chairman of its Education Committee. Ted has authored a number of articles in the quality field. Clients have included such companies as Milliken, Xerox, Compaq, Motorola, First Union Bank, 3M, Johnson and Johnson, Data General, Corning, Electrolux, Simplex, Analog Devices, Ralston Purina, Allstate Insurance, DuPont, NIE, An Post, Nortel and Lockheed Martin to mention just some. Mr. Marra is a frequent speaker for The Conference Board, Northern Ireland Quality Centre and British Quality Foundation. He is considered one of the top 5 consultants in the world on Complaints Management.

Here are some companies Ted has spent time with or had contracts with in Pakistan: Colgate-Palmolive, McDonalds, Avari Hotel, Atlas Bank, Century Insurance, Lakson Tobacco, Cybernet, Softronic, Telenor, TRG, Parco, Areva, ABB, Siemens, Bank Alfalah, Century Paper, Dawood Islamic Bank, JS Global, Lakson Capital, Mobilink, National Foods, P&G, Unilever, SAMAA TV etc.

Testimonials

“Much more came out than I expected including valuable future management tools. Mr. Marra stuck well to the points that were set out in the program”

John Forman,
Atlas Copco Ltd.

“An extremely interesting and valuable day”
Michael Bartholomew,
Hayman Group

Who should attend:

The participants attending from each organisation or business unit should represent the groups (departments or functions) that would naturally be a part of an improvement team for the complaint and inquiry management process. Representation may come from customer service, sales, quality, information systems, human resources, marketing research/marketing or others as appropriate. One of these individual’s should be the process owner. All attendees should have a strong orientation toward improving the existing process.

Effective Customer Complaints Management



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Workshop Investment:

Rs. 32,500/- Per Participant

*Early Bird Discount: (Before 10th Feb. 2011)

Rs. 30,500/- Per Participant

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We are a business information firm, having managed and organized events of various calibers during the last 3 years of our operations. Among our more recent event are the Entrepreneurship 2010 – Changing the Mindset conference with MPF, 2nd Women in Business & Leadership Conference WIBCON 2010, in April 2010 which we managed for PSTD. ICAP in collaboration with Terrabilz organized a highly successful CFO Conference 'Rising CFO' in March 2010 which was attended by 600 delegates. MIT Entrepreneurship Forum Pakistan, Terrabilz and OPEN jointly organized a conference on Corporate Innovation and Entrepreneurship'09, Karachi in November 2009. We also managed the MAP Conference in November 2009, Lahore with high appreciation from all over the country.

Terrabilz Human Capital Management Conferences which were held in Karachi and Lahore in April'09 and July'09 respectively, and the Compensation & Benefits Day in June '09 also received a very good feedback from the HR professionals in the country.

We also organized the first ever conference on Digital Marketing in Pakistan titled Marketing 2.0 which saw the confluence of the top three names in the world of digital marketing - Google, Yahoo and Microsoft, represented by their senior executives from abroad. Global Head of Mobile Marketing P&G was also one of the speakers. Terrabilz has also organized some events with Google Pakistan.

Terrabilz was responsible for producing a series of highly successful road shows on the promotion of investment in Pakistani capital markets in different cities for its client the Central Depository Company.

As part of our operations, we also regularly facilitate international trainers to conduct public workshops in Pakistan. A few of them were 'Six Thinking Hats' with Dr. Sunil Gupta, Life Time Master Trainer of Edward de Bono Tools, Nick Blasdale Introductory Management Skills, Advanced Presentation Skills and Media Relations by Simon Bucknall, HR Balanced Scorecard with Alan Fell; Employer Branding with Dr. Olga Kampaxi, and many others.

Our recent training workshop participants list includes SSGC, OGDCL, KESC, KAPCO, Pak-Arab Refinery Limited (PARCO), Oil and Gas Development Limited (OGDCL), Total Atlas Lubricants Pakistan (Pvt) Limited, Shell Pakistan Limited, Byco Petroleum Pakistan Limited, National Refinery Limited (NRL), Pak Arab Refinery Company Limited, Pakistan Petroleum Limited, BOC Pakistan Limited, BP Pakistan Exploration and Production Inc, Attock Refinery Limited (ARL), Pakistan Security Printing Corporation, State Bank, National Bank, MCB Bank, RBS, HSBC Bank, Allied Bank, NIB Bank, Mobilink, Ufone, Zong, Wateen Telecom, Telenor, Siemens, Haleeb Foods, National Foods, Cadbury, Getz Pharma, Sanofi Aventis, Novartis Pharma, GSK, PharmEvo, Macter Pharma, Sight Savers, Syngenta, Engro Corp, Coca Cola Beverages, CDC, HUBCO, and Aga Khan University et al.

For Registration

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