Incrementum

Serving the Incrementum Way

Forty customer experience principles, one a day, for the people who face your customers and the people who manage them. A programme prospectus for chief operating officers and heads of customer operations.

Principles, not scripts

Principles that hold up on a wet Tuesday in February. Scripts get seen through and techniques date.

Practice, not a rally

One training day a week or a fortnight, with a principle a day applied on the floor in between.

Measured, not hoped for

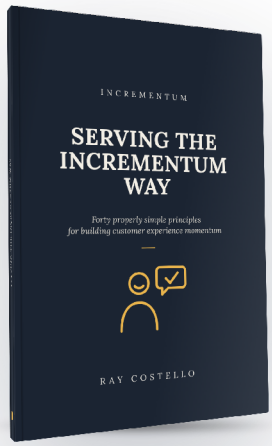
Your numbers taken before we start, when we finish, and at the end of the following quarter.

Ray Costello
Founder, Incrementum

incrementum.ie

THE PROGRAMME

Nobody fails at service for lack of knowledge.



They fail because they are not doing what they already know, with every customer, every day. This programme changes behaviour, and then proves it with your own numbers.

Customer first businesses do four things. They make it easy, they manage expectations, they keep the customer informed, and they keep their word. When a team is described as having an attitude problem, or as speaking badly to customers, what I usually find underneath is that nobody set the customer's expectations, the front line person is carrying bad news with no words for it, and nobody has written down what good sounds like. Fix the four things and the way people speak to customers changes on its own.

You need it when complaints are rising and nobody can say why, when the reviews talk about attitude rather than the product, when every wait is "shortly" and every delay is a surprise, or when the people who answer the phone are the reason customers leave.

Written for five worlds

The showroom · The high street · The office · The public office · The customer's home

The five phases

1	**Through Their Eyes** Attitude. 8 principles. Day 1	Seeing the business as a stranger sees it. The customer is not always right, but they are always the customer, and they pay the wages.
2	**Setting the Clock** Expectations. 9 principles. Day 2	The same work earns five stars or a complaint depending on what was expected. Set it early, set it honestly, and tell the customer the moment it changes.
3	**The Front Line** The moments. 9 principles. Day 3	The person facing the customer holds the real power. The first ten seconds, the phone, the doorstep, and how to say no without building a wall.
4	**When It Goes Wrong** Recovery. 8 principles. Day 4	You will get it wrong. What happens in the next five minutes decides whether you keep the customer. Fix it without asking permission, and never argue.
5	**Keeping It Going** Culture. 6 principles. Day 5	Culture is what you are on an ordinary Tuesday when nobody is watching. One named contact for every regular customer, daily Show Me, and the numbers read every month.

HOW THE PROGRAMME RUNS

Four stages. The training days are only one of them.

The shape is what makes it stick. A single big event produces a lift that has worn off by the following Tuesday, so the training day is only a third of what you buy.

1

Discovery

Five days learning your business before anyone is trained: research, time on the floor, time on your complaints and reviews with the manager, and an hour with you and each manager. You receive a written diagnostic and your first measurement.

2

Training days

Five days. One phase per day. Twelve to fifteen people in the room at tables, with roleplay, whiteboard and live activity built from your own business. The manager is in the room all day, every day.

3

Between the days

One principle a day in the workbook: plan in the morning, action during the day, outcome before going home. Ten at Ten at the morning huddle. Show Me on the floor. A check-in call with the manager before each day.

4

Follow up and measurement

Second measurement at the finish. Return visits at two weeks and four weeks, half a day each on the floor with the manager. Final measurement at the end of the following quarter.

Two paces. You choose.

The content, the room and the measurement are identical. What changes is how much of your team's week the programme takes, and for how long.

STANDARD

One day a fortnight

A phase every two weeks, with one principle a day applied between the days and a full fortnight of Show Me before the next. The pace most teams choose, because it costs the least floor time per week and the habits have room to set.

Best for: teams that cannot lose a day a week, multi-site rotations, and organisations running the programme alongside a busy trading period.

INTENSIVE

One day a week

The same phases at twice the pace, with two principles a day in the workbook and the manager running Show Me every day without exception. The programme finishes in half the time and the measurement points come sooner.

Best for: organisations with a deadline, a new team to bring up to standard quickly, or a leadership team that wants to see movement inside the quarter. It asks more of the manager, and I will say so in Discovery if I think the team cannot hold it.

A word on compressing it further

I am sometimes asked to run the programme as consecutive days. I will not, and the reason is in the three rules on the cover. Behaviour is built between the sessions, when a delegate tries a principle on a real customer and a manager asks to see it. Take that away and you have bought a rally. One day a week is as fast as this should go, and it is fast.

OUTCOMES

What you will see, and what we will measure.

Every outcome below is something a manager can stand on the floor and check. Pass or fail, not a feeling.

Phase by phase

- **Through Their Eyes.** Every delegate has walked the business as a stranger and written down what they found. “The customer is always right” has left the room, replaced by “they are always the customer”.
- **Setting the Clock.** Nobody says “shortly” or “just a minute” any more. Every wait has a number on it. Every delay is flagged before the customer asks.
- **The Front Line.** Every customer acknowledged inside ten seconds. The phone answered inside two rings with a name. Every rule delivered as a door rather than a wall.
- **When It Goes Wrong.** Every front line person can resolve the ten most common issues without asking. Every review answered within a day using the agreed method. Nobody argues with a customer.
- **Keeping It Going.** Every regular customer has one named contact who knows them, so they never have to learn your org chart. Every manager runs Show Me daily. The customer experience check-in is in the diary for the next twelve months.

The numbers

Taken before we start, when we finish, and at the end of the following quarter.

Review rating and volume

Average public rating and new reviews a month, read alongside the words, not just the stars.

Complaints per hundred

Every complaint per hundred transactions, however it arrived. The first number to fall when the clock is set properly.

First contact resolution

Issues fully resolved first time, without a call back, a manager or a second visit.

Repeat and retention

Customers who come back, or clients who renew. The number that pays for everything.

DISCOVERY OPENS AT THE TOP

The Owner Conversation

A team serves the way the business is run. So before I train anyone, I spend ninety minutes with the owner or the director who carries the customer, on how the place actually operates: what gets put off, what will not be raised, and why the same complaint keeps coming back. Business questions, asked properly. It becomes the first page of the diagnostic.

Built from your own customers

Discovery for this programme reads two years of your public reviews and your competitors' for the same period, categorised by theme, and mystery shops your business in every form your customers actually use: the walk-in, the phone, the enquiry form, email, social messaging, live chat and, where you deliver or attend, the visit itself. All as a stranger, all timed, all written up. Your own reviews and complaints are on the wall on day one, and every roleplay is one your team has already lived.

FOR LARGER TEAMS

Built to scale without losing the room.

The programme is the same for a team of two and a team of two hundred. What changes is the fit: your examples, your pace, your room. That is what Discovery is for, and it is done before day one.

FROM A TEAM OF TWO TO FIFTEEN

Standard

One group, five training days, a fortnight or a week apart. A team of two or three works round one table with the owner or manager in it; twelve to fifteen is the most a day takes. Everyone learns together and the manager runs one huddle.

TWENTY-FOUR TO THIRTY

Rotation

Two groups. Group A trains while Group B holds the floor, then swap. The customer never notices, and the two groups keep each other honest between days. Scales to three groups.

FIFTY AND BEYOND

Leaders first

Team leaders and supervisors go through Leading the Incrementum Way first and own the daily Show Me with their teams. The front line days then run in groups alongside them, site by site. It leaves you with people who hold the standard after I have gone.

Field teams and the customer's home

For engineers, installers and anyone whose customer meets them at the front door, the examples and roleplays are written for the doorstep: the late arrival, the second visit, the fault that cannot be fixed today. The desk and the van are trained as one team, because the customer sees one.

What every delegate and manager receives

For every front line person

The book, Serving the Incrementum Way, in print or as an eBook. The workbook, one page per principle: plan, action, outcome, in five phase booklets. Five days in the room.

For the manager

A briefing before day one. A coaching guide to the forty principles: what good looks like on the floor and the Show Me question for each. A check-in call before every training day, and the two return visits after the finish.

How it grows

Each layer is a programme in its own right with its own prospectus; together they are how the standard outlives the training.

THIS PROSPECTUS

Serving the Incrementum Way

For the people who face the customer. The forty principles, the book, the workbook, the training days and the daily rhythm.

FOR MANAGERS

Leading the Incrementum Way

For team leaders, supervisors and heads of customer operations: twelve leadership principles and the coaching guide to the forty. How to lead from the floor, measure resolution rather than speed, and keep the standard when nobody is watching.

FOR IN-HOUSE TRAINERS

Master Trainer

Certifies your own people to deliver the programme: how each principle is taught, the roleplays and exercises, the debriefs and how to run the room. Licensed materials, annual refresh.

Priced as a programme, not a day rate.

You are not buying training days. You are buying Discovery, the days, everything between them, and the measurement that proves it worked. So that is how it is priced.

What is included

- **Discovery.** Five days: two of research, including your reviews and the mystery shop, and three on site opening with the Owner Conversation. The written diagnostic and your first measurement, which you keep whatever you decide.
- **Materials.** The book for every delegate, print or eBook. The workbook, complete or by phase. The manager's briefing and coaching guide.
- **Delivery.** Five training days with me in the room. One preparation day behind every training day, rebuilding the roleplays from your own reviews and complaints.
- **Between the days.** A check-in call with the manager before each day. Ten at Ten and Show Me guidance for the floor.
- **Follow up and measurement.** Two half-day return visits at two and four weeks. The final measurement and review at the end of the following quarter.

How a proposal is built

Once I know how many people, in how many groups, on how many sites, and at which pace, I send you one written proposal with two ways to run it, priced in full. No hourly rates, no add-ons discovered later. Travel and accommodation outside the Dublin area are charged at cost, and additional delegate books and workbooks are priced per head.

Questions I am usually asked

Will it work in our sector?

The principles do not change between sectors. The five worlds in the book, from the showroom to the public office to the customer's home, were written to prove the point, and Discovery makes every example yours.

Standard or Intensive?

If your team leaders can run Show Me every single day and the floor can spare a day a week, Intensive gets you to the quarter end measurement sooner. If not, Standard. Discovery will tell you which, honestly.

We have a hundred people in the field.

Leaders first, then the front line in rotation, with the desk and the engineers trained as one team. The team leaders become the people who hold the standard.

How quickly will we see movement?

Behaviour outcomes are visible by the end of each phase. Complaints per hundred usually falls within the programme once the clock is set. Retention shows at the quarter end measurement.

What if our managers are part of the problem?

Then Discovery will say so, in writing, before you commit to a training day. Leading the Incrementum Way exists for exactly that.

WHO YOU WILL BE WORKING WITH

Ray Costello



I work with businesses of every size, from start-ups and owner-managed firms to national organisations, on the two things that decide whether a business grows: how its people sell and how its people serve. I do that as a consultant, as a Fractional COO inside the business, and through the Incrementum programmes.

Before Incrementum I spent thirty years in the motor trade, on the floor in sales and aftersales and then in senior sales, strategy and customer experience roles with Opel and General Motors, leading national dealer networks and the programmes that trained them. It taught me that growth is rarely one big move. It is a series of small, deliberate steps, applied and measured. Incremental gains, building momentum.

I have written six short books on how I do it, all free. This programme is built on Serving the Incrementum Way and the Customer Experience guide.

What you get is someone who has run the teams you are asking me to train, and who measures the result.



The Incrementum series: Selling, Asking and Serving the Incrementum Way, Sales Management, Customer Experience and Growth Engine. Free editions at incrementum.ie.

The next step is a conversation, not a contract.

Tell me about your customers and your numbers. If the programme fits, I will propose Discovery, and you will see the diagnostic before you commit to a single training day. If it does not fit, I will tell you that too.

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