Question

How can your company deliver excellent customer service?

Customer Service Culture

Poka-yoke ポカヨケ

Ritz Carlton Case Study

Customer Wait Time

Service Capacity

Psychology of Waiting

Topic overview

- A mistake can result in a terrible customer service experience

- Companies with great customer service use poka-yokes (mistake-proofing) to reduce mistakes

A mistake can result in a terrible customer service experience

Example #1: A 5-year-old child was flown to the WRONG airport

- Boy was supposed to go to New York City
- Instead, the boy went to Boston 🙀

Example #2: Two surgeons removed the WRONG kidney

- Supposed to remove the right (diseased) kidney
- Instead, the left (healthy) kidney was removed 🙀
- Root cause – X-ray was read back-to-front

The only people who never make mistakes, are those who never try anything.

DON'T BE AFRAID TO MAKE MISTAKES,

JUST BE AFRAID OF NOT LEARNING FROM THEM.

Students shouldn't be afraid of making mistakes

- Speak up in class
  - Get your questions answered
  - Learn more

- Don't be afraid of "losing face" or 丢脸 (diū liǎn)
  - Rough meaning – being embarrassed

What can/should management do to reduce mistakes?

Dilbert is the source of all management wisdom

There are two approaches to handling mistakes

Punishment

Learning

The frustrations with a system or activity should be blamed on its weaknesses, rather than on individuals who operate within it

To reduce mistakes, the system needs to be improved

- Oftentimes, it's not the fault of the individual, it's the fault of the system

- Mistakes are an opportunity to **learn** and **improve** the system

How should a company handle mistakes?

- At a personal level, forgiveness is important

- At a company level, mistakes should be prevented and reduced

- Apply the concept of "poka-yoke" to reduce mistakes

Reduce mistakes using poka-yokes

What is a poka-yoke?

What is a poka-yoke?

From https://ja.wikipedia.org/wiki/ポカヨケ:

ポカヨケは、工場などの製造ラインに設置される作業ミスを防止する仕組、装置のこと。囲碁、将棋で用いられる用語である、通常は考えられない悪い手を打つ事を意味する「ポカ」を除ける＝回避する、という意味がポカヨケの語源である。

Sorry, wrong language!

What is a poka-yoke?

- A poka-yoke (Japanese: ポカヨケ) helps an equipment operator to avoid (yokeru) mistakes (poka)

- Also known as "mistake-proof" or "fail-safe"

- Where did poka-yoke come from?
    - Formalized by Shigeo Shingo as part of the Toyota Production System
    - Originally developed for manufacturing, but can be applied to services

A poka-yoke is defined as…

A poka-yoke is something that reduces mistakes by preventing, correcting or drawing attention to human errors **as they occur**

An example of a poka-yoke: SIM cards

Why is a SIM card and SIM card tray an example of a poka-yoke?
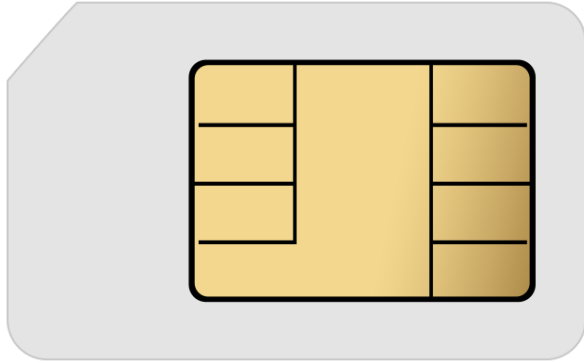
Time to discuss!

Poka-yokes reduce mistakes as they occur

- Poka-yokes reduce mistakes **as they occur**

- Detecting mistakes **after the fact** does not count

In serving customers, there are three types of T errors

1. Task

2. Treatment

3. Tangible

What are task errors – definition

Task errors are:

- Work that is done incorrectly

- Work done that was not requested

- Work that was done in the wrong order

- Work that was done too slowly

  - This includes process errors

  - This does NOT include insufficient service capacity

What are task errors – examples

Task Error	How to Prevent
Too few french fries	French fries scoop
Ordered a clam chowder → Received a fish chowder	Waiter repeats order verbally
Customers order food A → B → C Food prepared in the order C → B → A	Keep food order slips arranged in first-in-first-out order

What are treatment errors – definition

- Definition – Treatment errors are a failure to:

  - Acknowledge the customer

  - Listen to the customer

  - React appropriately to the customer

- Basically, not being polite and attentive to customers

What are treatment errors – examples

Treatment Error	How to Prevent

Call center service staff not using a smiling voice	Place a mirror next the phones of call center staff
Staff at McDonald's using improper language with customers	Train staff to follow a customer service manual

Example: McDonald's training manual

When taking an order, you should:

1. Greet the customer
   Example: "Welcome to McDonald's, may I take your order?"

2. Take the order
   Every once in a while, ask "anything else?" or "will that be all?"

3. When the customer is finished ordering, verify their order is correct by having them read their order on the screen as in the picture shown on the right. This is especially important if they added specifications to their order.
   Example: "Is your order correct on the screen?"

4. Tell the customer their total and say "Thank You"

What are tangible errors – definition

- Tangible errors are errors that a customer can detect via the five senses

- Examples:
  - Dirty facilities
  - Untidy uniforms
  - Undesirable noise, odors, light, and temperature
  - Spelling or layout mistakes
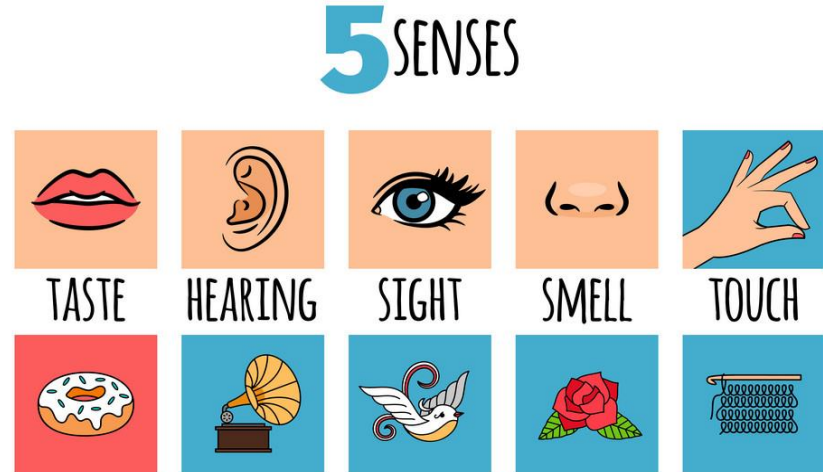
What are tangible errors – examples

Tangible Error	How to Prevent

| Sppppppppelling or layout errors | ← | Use a spell-checker
A second pair of eyes to double-check |

| Staff are wearing dirty uniforms | ← | See next slide |

Discussion – What is and isn't a poka-yoke

Consider the tangible error of staff wearing dirty uniforms

- Is this a poke-yoke? Why or why not?

  - Solution #1 – Placing a mirror at the staff changing room exit

  - Solution #2 – Stocking extra clean uniforms in the staff changing room

Time to discuss!

Key takeaways

- Mistakes can ruin the customer service experience

- There are three types of T errors: task, treatment, and tangible

- Companies with great customer service use poka-yokes (mistake-proofing) to reduce mistakes