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BRAND ACADEMY

School of CUSTOMER SERVICE

CORPORATE UNIVERSITY
Think big THINK PERSPECTIVE







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MIDDLE
MANAGEMENT
EDUCATION

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COMPLAINTS MANAGEMENT

Syllabus

Complaint management. Behaviour patterns of dissatisfied customers. Complaint stimulation. Complaint acceptance. Complaint processing. Complaint analysis. Complaint response. Customer-oriented

problem solving. Complaint management controlling. Complaint reporting. Using complaint information data. Technological, human resources and management aspects in complaint management.

Description

Nowadays, many forward-thinking, customer-oriented companies consider complaints as a source and opportunity to grow, to continuously improve the customer experience.

By extension, the complaints management, as a function and on-going activity, aims at seizing customer feedback, with the support of specific tools that can provide valuable learnings throughout the organization.

It is well known that the existing customers a company has are among the company's most valuable assets, since it is far easier (and cheaper!) to hold on to the existing customer base than it is to acquire new clients.

Taking all of the above into consideration, Brand Academy's Corporate University has developed a complaints management workshop to help organizations acknowledge the complaint value and potential, create the complaints management function and structure, based on their specific industry and client profile, and implement the above in the most efficient manner.

Our workshop's ultimate goal is to enhance the organization's ability to solve complaints in a customer-focused, consistent, systematic and responsive manner, while providing the basis for continual analysis and renewal of the complaint handling process.

Target

Level 2: Mid-Upper/ Middle Management
Customer Service Managers & Team Leaders

Level 3: Specialist/ Coordonator
Customer Service Representatives

Duration

2 days (16 hours in-class training)

Benefits for the organization

Sponsoring a participant to undergo the Complaints Management programme will provide immediate benefits to your organization.

Upon completing the workshop, participants will be able to translate everything they've learned and been exposed to into your organizational business language and obtain higher results.

Among the most important benefits the Complaints Management programme provides for a sponsoring organization are:

- The ability to create a customer focused approach to solving complaints and encourage personnel to improve their skills in working with customers.
- The opportunity to benchmark against some of the best practices on the Romanian market, shared by 10-year+ experienced faculty members, who have developed and implemented nationwide, well known and admired customer service departments.
- World-class case studies, MBA-level, from Harvard Business School.
- Interactive programme, highly applicable on the daily activities.
- Higher motivation and personal involvement of staff in the corporate and business matters.

Benefits for the participant

The Complaints Management programme will help you acquire the knowledge, the skills and the integrated business understanding that will encourage you to take over more complex projects.

Its objective is to expose participants to lateral thinking techniques, especially in handling the customer-related issues, teaching them how to use a challenging environment to the benefit of the company and the customer service representative as well.

Among the most important learning objectives of the Complaints Management workshop are:

- Create an out-of-the-box thinking pattern that allows participants to subsequently see complaints as opportunities and gifts.
- Understand the role and importance of complaint management, in the context of the customer-centric organization.
- Learn about the behaviour pattern similarities of dissatisfied customers.
- Identify the complaint-handling process.
- Understand the need of a customer-oriented approach to solving complaints.
- Learn the importance of using complaint information data in order to create progress at organization level.



Agenda

Day 1

09:00 – 11:00	Introduction. Complaint management in the customer-centric organization.
11:00 – 11:30	Coffee break
11:30 – 12:30	Behaviour patterns of dissatisfied customers. Complaint management essentials: approach, principles, basics.
12:30 – 13:00	Team exercise. Application.
13:00 – 14:00	Lunch
14:00 – 15:00	Stimularea reclamației. Acceptarea reclamației.
15:00 – 15:30	Procesarea reclamației. Analiza reclamației.
15:30 – 16:00	Coffee break
16:00 – 17:30	Răspunsul la reclamație. Rezolvarea problemelor – un proces orientat către client.
17:30 – 18:00	Exercițiu pe echipe. Aplicație.

Day 2

09:00 – 10:45	Introduction. Review of the previous day learnings. Complaint response: when can't say YES but won't say NO.
10:45 – 11:00	Coffee break
11:00 – 12:30	Complaint management controlling. Complaint reporting.
12:30 – 13:00	Team exercise. Application.
13:00 – 14:00	Lunch
14:00 – 15:00	Using the complaint information data. Customer service's usage. Marketing usage. Sales usage.
15:00 – 15:45	Technological aspects in complaint management. Human resources aspects in complaint management. Leadership aspects in complaint management.
15:45 – 16:00	Coffee break
16:00 – 18:00	Case study. Team exercise. Application.

We also recommend you

Communication Skills for Business Professionals

In a recent Fortune survey among the most admired CEOs of the world's top 500 companies, when asked what is the single most important set of skills ensuring professional success, 86% of respondents answered:

Excellent communication skills.!

Communication takes many forms and our course aims at addressing most of them in a new, innovative, and highly personal manner.

The workshop is intended to both junior level business people, seeking to learn and improve their communication skills, and experienced communicators in need of a reminder of why they became great. The course also welcomes newly appointed managers looking for effective tools to better communicate with their teams and peers.

If you are interested in this workshop, please refer to the School of Communication presentation brochure or website section.

Registration Fee

Corporate in-house workshop

€1,750 (+VAT) per training day for a group of up to 15 participants.

Open course session

This workshop is no longer available in the open format.



WIRED CUSTOMER SERVICE

Syllabus

Customer service in a wired world. Script principles in the wired environment. The personal touch in the wired environment. Email etiquette & writing.

Wording & emotions. 10 things to avoid in email communication with customers. Customer Relationship Management (CRM). Automating the personal touch.

Description

Studies show that satisfied customers will boast about their positive experiences to four or five other people. At the same time, dissatisfied clients will let up to a dozen people know about their negative experiences. Evidently, we all want to have a satisfied customer. Many of us even claim we want to exceed customer expectations, to even wow them.

It is hard enough to deliver on the exceed-expectations part even with a clean, face-to-face, human-based contact. How about a non-personal, cold contact, made through wired environments, such as phone or the Internet?

The question here is how can we make sure the right message gets across when emails and internet pages replace face-to-face contacts more than ever? How can we make sure the wired contact is just as pleasing, friendly and polite as a live one?

Our workshop provides the framework for managing an effective customer service over the phone and the internet. From the particulars of the script to ways of adding the personal touch, phone manners and email etiquette, our students will develop the abilities and skills necessary to face the challenge of providing superior customer care in an ever-growing, highly impersonal, wired world.

Target

Level 2: Mid-Upper/ Middle Management
Customer Service Managers & Team Leaders

Level 3: Specialist/ Coordonator
Customer Service Representatives

Duration

1 day (8 hours in-class training)

Benefits for the organization

Sponsoring a participant to undergo the Wired Customer Service programme will provide immediate benefits to your organization.

Upon completing the workshop, participants will be able to translate everything they've learned and been exposed to into your organizational business language and obtain higher results.

Among the most important benefits the Wired Customer Service programme provides for a sponsoring organization are:

- The ability to handle customer-contacts over the telephone and/ or internet in a client-focused, consistent and systematic manner.
- Experienced lecturers, members of the faculty panel with at least 10-year customer service careers.
- Interactive programme, highly applicable on the daily activities.
- Higher motivation and personal involvement of staff in the corporate and business matters.

Benefits for the participant

The Wired Customer Service programme will help you acquire the knowledge, the skills and the integrated business understanding that will encourage you to take over more complex projects.

Its objective is to expose participants to the specifics of wired communication, designed to explore opportunities and weaknesses, strengths and blind spots.

Among the most important learning objectives of the Wired Customer Service workshop are:

- Understand the particulars of delivering customer service over the phone and the Internet.
- Learn about script principles in a wired environment.
- Learn how to add the personal touch to the message in a highly impersonal communication environment and why this is important.
- Understand the importance of manners and etiquette, writing and wording.
- Tips on what to avoid in phone & email communication with clients.



Agenda

09:00 – 10:45	Introduction. Customer service in a wired world. Internet & websites. Blog. Email.
10:45 – 11:00	Coffee break
11:00 – 12:30	Script principles in the wired environment. Sending the message. The personal touch in the wired environment.
12:30 – 13:00	Individual/ team exercise. Application.
13:00 – 14:00	Lunch
14:00 – 15:45	Phone manners. Email etiquette and writing. Wording and emotion. 10 things to avoid in email communication with customers. Team exercise. Application.
15:30 – 16:00	Coffee break
16:00 – 17:30	Customer Relationship Management (CRM). Creating the most appropriate CRM response for your clients. Automating the personal touch.
17:30 – 18:00	Team exercise. Application.

Registration Fee

Corporate in-house workshop

€1,750 (+VAT) per training day for a group of up to 15 participants.

Open course session

This workshop is no longer available in the open format.

DEALING WITH DIFFICULT CUSTOMERS

Syllabus

Behaviour patterns of the difficult customer. Acknowledging the problem. Types of responses to difficult customers. Dealing with customer anger. Dealing with customer unhappiness. Dealing with customer threats.

Description

Though it's easy to work with people we like, and even easier with people who like us and our company, that is not always the case. Sooner or later, you will be dealing with a difficult customer. There are many types of difficult customers, but perhaps the most difficult of them all is the angry customer, someone who feels he/ she has been wronged, therefore is upset and emotional about it.

There are some sound business reasons to embrace the apparent difficult task of handling an angry customer.

Research indicates that customers who

bounce back from service blunders. Tips for constructive conflict with the customer. Ending difficult conversations in a positive manner. Keeping in touch with difficult customers.

complain are likely to continue doing business with your company if they feel that they were treated properly. It's estimated that 90% of the customers who perceive themselves as having been wronged never complain, they just take their business elsewhere.

So, angry, complaining customers care enough to talk to you, and have not yet decided to take their business to the competition. These are customers worth saving.

How do you handle a difficult customer? Our workshop aims at answering this question, in an efficient and highly-applicable manner.

Target

Level 2: Mid-Upper/ Middle Management
Customer Service Managers & Team Leaders

Level 3: Specialist/ Coordonator
Customer Service Representatives

Duration

1 day (8 hours in-class training)



Benefits for the organization

Sponsoring a participant to undergo the Dealing with Difficult Customers programme will provide immediate benefits to your organization.

Upon completing the workshop, participants will be able to translate everything they've learned and been exposed to into your organizational business language and obtain better, measurable results.

Among the most important benefits the Dealing with Difficult Customers programme provides for a sponsoring organization are:

- Clear view over the psychology of the satisfied customer and its reverse: dissatisfied client.
- Learning how to turn dissatisfied, angry, difficult customers into loyalists.
- Interactive programme, highly applicable on the daily activities.
- Experienced lecturers, members of the Corporate University's faculty panel with at least 10-year customer service careers.
- Higher motivation and personal involvement in the corporate matters.

Benefits for the participant

The Dealing with Difficult Customers programme will help you acquire the knowledge and skills that will encourage you to take over more complex projects.

Its objective is to expose participants to unfamiliar, challenging environments, designed to explore attitudes, strengths and blind spots as well as profound knowledge of hard communication skills.

Among the most important learning objectives of the Dealing with Difficult Customers workshop are:

- Understand the behaviour patterns of the difficult customer and the types of responses available in such cases.
- Learn how to deal with an angry customer.
- Learn how to turn angry, difficult customers into happy customers.
- Learn to develop creative responses, while still maintaining them realistic and doable.
- Develop influencing skills to trigger acceptance.

Agenda

09:00 – 10:45	Introduction. The difficult customer. Profile and motivation for being difficult. Recognize him and anticipate his behaviour.
10:45 – 11:00	Coffee break
11:00 – 12:30	Acknowledgement of a difficult customer's problem. Behaviour patterns of difficult customers. Types of responses to difficult customers.
12:30 – 13:00	Individual/ team exercise. Application.
13:00 – 14:00	Lunch
14:00 – 15:00	Dealing with customer anger. Dealing with customer unhappiness. Dealing with customer threats.
15:00 – 15:45	Bouncing back from service blunders. Taking initiative. The power of apologize. Turning gaffes into customer service tools.
15:45 – 16:00	Coffee break
16:00 – 17:30	Tips for constructive conflict with customers. Ending difficult conversations in a positive manner. Keeping in touch with difficult customers. Lessons to be learned.
17:30 – 18:00	Team exercise. Application.

Registration Fee

Corporate in-house workshop

€1,750 (+VAT) per training day for a group of up to 15 participants.

Open course session

This workshop is no longer available in the open format.



SAYING NO WITH STYLE

Syllabus

Saying NO. What NO represents for a customer's mind. Why NO isn't an option. Subliminal responses triggered by a NO. What do you say when you can't say NO. Structuring your NO speech. Delivering your NO message. Customer's response to

your NO message. Types of responses. Types of reactions. Dealing with customer's reaction to your NO. Solving customer issues with a gracious NO. When NO means better service. NO as an opportunity to cross-sell and up-sell.

Description

A highly applicable workshop on customer service skills and abilities, that focuses on the attitudes, tools and techniques of responding to customer demands that your organization cannot afford.

So many times, clients push a situation over the limits of what your company can provide. In this case, one can choose to simply answer with a NO, while others can choose to turn that NO into an opportunity.

The course provides the necessary tools and techniques to plan a state-of-the-art satisfying customer response and enables customer representatives to focus on their cross-selling process and confidently overcome client objections.

The workshop teaches customer service people how to overcome the NO and to turn demanding clients into happy ones who value the honesty and professionalism of your organization.

Target

Level 2: Mid-Upper/ Middle Management
Customer Service Managers & Team Leaders

Level 3: Specialist/ Coordonator
Customer Service Representatives

Duration

1 day (8 hours in-class training)

Agenda

09:00 – 10:45	Introduction. Saying NO. What NO represents for a customer's mind. Why NO isn't an option. Subliminal responses triggered by a NO.
10:45 – 11:00	Coffee break
11:00 – 12:30	What do you say when you can't say NO. Structuring your NO speech. Delivering your NO message.
12:30 – 13:00	Individual/ team exercise. Application.
13:00 – 14:00	Lunch
14:00 – 15:00	Customer response to your NO message. Types of responses. Types of reactions. Dealing with customer's reaction to your NO.
15:00 – 15:45	Individual/ team exercise. Application
15:45 – 16:00	Coffee break
16:00 – 17:30	Solving customer issues with a gracious NO. When NO means better service. NO as an opportunity to cross-sell and up-sell.
17:30 – 18:00	Team exercise. Application.

Registration Fee

Corporate in-house workshop

€1,750 (+VAT) per training day for a group of up to 15 participants.

Open course session

This workshop is no longer available in the open format.



EXECUTIVE
EDUCATION

BEYOND CUSTOMER SERVICE

Syllabus

The customer-centric organization. Service Management. Service standards. Employee recognition & reward. Customer-oriented problem solving. Keeping

the customer happy. Dealing with difficult customers. Saying no. Dealing with customer complaints. Cross-selling & up-selling. Office policies. Best practice.

Description

Having been developed to address key challenges organizations are facing nowadays, the course sets the basis of any customer care endeavour, in a two-day intensive highly-applicable programme.

It provides the necessary tools and techniques to plan a state-of-the-art customer service policy for approaching & satisfying customer requests and enables customer service representatives to focus on

their communication process and confidently overcome client objections.

Our customer service programme aims at equipping individuals with the skills and behaviors necessary at all levels within an organization to deliver a superior customer experience and increase customer loyalty and retention.

Target

Level 1: Executive

CEO, VPs, Director, Head of Business Unit

Level 2: Middle Management

Customer Service Managers

Customer Service Team Leaders

Duration

2 days (16 hours in-class training)



Benefits for the organization

Sponsoring a participant to undergo the Beyond Customer Service programme will provide immediate benefits to your organization.

Upon completing the workshop, participants will be able to translate everything they've learned and been exposed to into your organizational business language and obtain higher results.

Among the most important benefits the Beyond Customer Service programme provides for a sponsoring organization are:

- Better understanding of the importance and benefits of professional Customer Service in an organization.
- Better understanding of the specifics in Customer Service Management.
- Acquiring the necessary capabilities to plan an effective customer service policy.
- World-class case studies, MBA-level, from Harvard Business School.
- Interactive programme, highly applicable on the daily activities.

Benefits for the participant

The Beyond Customer Service programme will help you acquire the knowledge, the skills and the integrated business understanding that will encourage you to take over more complex projects.

Its objective is to expose participants to unfamiliar, challenging environments, designed to explore attitudes, strengths and blind spots as well as profound knowledge of hard business skills.

Among the most important learning objectives of the Beyond Customer Service workshop are:

- Learning how to manage the customer service function.
- Learning about problem-solving with the customer in mind.
- Understanding the difficult customer and how he/she should be dealt with.
- Learning how to say no.
- Learning how to manage customer complaints.
- Understanding how you can use customer complaints as an opportunity to cross-sell or up-sell.

Agenda

Day 1

09:00 – 11:00	Introduction. Creating the customer-centric organization.
11:00 – 11:30	Coffee break
11:30 – 12:30	Service Management. What You Can Measure, You Can Manage: Service Standards.
12:30 – 13:00	Team exercise. Application.
13:00 – 14:00	Lunch
14:00 – 15:00	Beyond employee of the month. Recognition & reward.
15:00 – 15:30	Problem solving with the customer in mind.
15:30 – 16:00	Coffee break
16:00 – 17:30	Keeping customers happy. Simple actions. Significant payoffs.
17:30 – 18:00	Team exercise. Application.

Day 2

09:00 – 09:30	Review of the previous day.
09:30 – 10:30	Dealing with difficult customers. Speech. Smile. Body language.
10:45 – 11:00	Coffee break
11:00 – 13:00	How to say NO when you/ your organization needs to. Dealing with customers complaints.
13:00 – 14:00	Lunch
14:00 – 15:00	Multiple channels of customer service. Using customer service to cross-sell and up-sell.
15:00 – 15:30	Office policies. Best practices.
15:45 – 16:00	Coffee break
16:00 – 18:00	Case study exercise. Application.



We also recommend you

Leadership. Engaging in Accelerated Development® (LEAD)

This workshop is also part of our LEAD programme.

LEAD is a post graduate programme and the first in Romania to offer Leadership qualification, certified by the Ministry of Education and the Ministry of Labour.

Structured into five modules summing up to eight months of applied learning, LEAD follows the part-time education pattern, allowing participants to

continue their professional endeavours on a full-time basis.

The in-class Saturday courses and the on-going access to course materials, tests and resources from our web-based Campus, ensures you an engaging and rewarding educational experience.

For detailed information regarding the LEAD programme, please refer to our website or contact us directly.

Registration Fee

Corporate in-house workshop

€2,250 (+VAT) per training day for a group of up to 15 participants.

Open course session

This workshop is no longer available in the open format.



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Oana Balteanu

Oana Balteanu is a free lance consultant in Customer Service and a Lector of Brand Academy's Customer Care workshops.

Having spent the last 10 years in Customer Service departments within Vodafone Romania and lately, Euro Answer, Oana Balteanu displays a level of training and expertise rarely matched on the Romanian market.

Her customer service career started in January 1997, in Vodafone (Connex at the time) as Credit Officer, Connection & Dealer Support Department.

By September 1998 she was promoted Team Leader Credit, within the same department, followed by a position of Team Leader Customer Service, in Consumer Market Department.

In January 2004 she became Team Leader Loyalty and by December 2004 she was appointed Customer Service Manager for Consumer Markets.

Ileana Georgescu

Ileana Georgescu is Lector within the Brand Academy Faculty panel, being particularly involved in the Customer Service and Management & Leadership Series.

Currently Director, Mobilization Lead within Accenture Romania, Ileana Georgescu is a passionate of customer operations, in all of its forms: customer service, collection, activation, etc.

Although she began her career in marketing FMCG, at Colgate Palmolive, she quickly moved into Customer Service and by 1995 Ileana was the Customer Service Administrator of DHL Romania, the leading courier services provider.

In April 2005 she became Telesales Manager and in September 2006 Customer Relations Manager for Major Accounts.

After her Vodafone 10-year career, Oana became Managing Director with Euro Answer, one of the leading call centers in Romania, with clients such as Vodafone, OMV, Raiffeisen, Italo-Romena Bank, etc.

Among her responsibilities were to create and implement the call center strategy, create and implement the performance management criteria and principles, to protect and profitably grow the business data base by managing the highest team level of courteous and professional customer care and up sell activities on & outside the customer base, to implement & run up sell coaching activities, to ensure direct reports are motivated and developed to fulfilling their job requirements and displaying needed competencies (knowledge, skill & attitude).

Beginning with 1997, she started her most rewarding career in Customer Service with Vodafone Romania – Mobifon Romania at the time – pioneering the industry with one of the most admired brands in the country.

Climbing the career ladder step by step, from Team Leader to Manager, Collection & Activation Business Markets to, eventually, Director of Customer Service, Ileana accomplished an unparalleled expertise in Customer Service, over the last 11 years, inserted on one of the fastest growing industry in the world: telecommunications.

Ileana Georgescu is a graduate of the Academy of Economic Studies Bucharest.

