

How do we develop the ability of employees of a branded Luxury Concierge Service to engage with their ultra-high net worth customers in a refined manner

The Client – The India arm of an international luxury concierge service

Target Audience - Officers managing business relationships for Elite & HNI clients across India

The Need – The customers of this service counts India's who's-who among their clients. The clients expect not just accuracy and effectiveness, but also a refined, exceptional experience while interacting with the agents. The agents were, however, focused on the transaction rather than the relationship. Conversations were stilted and brief, and client engagement was very low. This was one of the factors impacting subscription renewals

- How should the agents be talking to the customers
- How do we get them to recognize the need to make a change
- How do we know that they are actually applying the skills

What We Did:

Always – Client First

- Engaged with the business leaders to understand their vision
- Listened to recorded calls of the agents to understand current skill levels

The Intervention

- Created a template for the 'ideal conversation'
- Created the company's first 'Call Evaluation Checklist', listing 15 attributes on which each call would be rated
- Trained agents on all the key attributes through 3 hour sessions –
 - Service orientation
 - Understanding their clients' need to be treated with distinction
 - Voice and accent neutralization
 - Building a spontaneous conversation
 - Handling difficult situations
 - Saying no
 - Meeting unexpressed needs
 - Handling HNI client's staff
- Conducted four individual call evaluations with individual scores and feedback
- Created a compendium of 'good calls'

The Game Changers

- Creating a quality template
- Creating a process that can be adhered to by new and existing employees
- Enabling a paradigm shift in the participants' view of their roles
- Post program evaluation and coaching

Result

- The organization could objectively identify its ABC level of performers for the first time
- A clear set of assessment parameters made management objective
- Higher customer satisfaction
- Lower escalations