



THE INTERNATIONAL
CUSTOMER SERVICE
INSTITUTE

IMPLEMENTATION OF THE INTERNATIONAL CUSTOMER SERVICE STANDARD (TICSS)

Case Study of DED

**Department of Economic
Development
Dubai, UAE**

Introduction

The Department of Economic Development is a governmental department based at two locations within Dubai. The department has 55 customer facing staff and provides services related to the setting up of a company in Dubai e.g.:

- ▶ Company registration
- ▶ Company licensing
- ▶ Company renewals and enquiries

The department had previously experienced long queues at the two locations, dissatisfied employees, dissatisfied customers, an increase in customer complaints, poor customer service due to a number of issues of which two were regarding a questionable employee attitude and a lack of understanding of customers' needs. Noura Juma the Director of Business Registration was keen for a change and approached Ethos Consultancy, the Territory Franchise Partner for The International Customer Service Institute, to assist in improving customer satisfaction.





Implementation/Development

Ethos Consultancy started the implementation process by conducting Mystery Shopping in order to assess service levels “through the eyes of the customer”. Customer satisfaction surveys as well as employee satisfaction surveys were also carried out. Managers and supervisors were interviewed to address where they thought the problems were and from this activity Ethos was able to establish a roadmap for implementation of the Standard. The roadmap was fundamental in moving the department forward in customer service awareness. Here was a department which was wallowing in poor service and wanted to move forward but did not know how best to do this.

As a result of the measurement process Ethos started by giving customer awareness training to all 55 employees and also developed supervisor training to help supervisors and managers understand their role with regard to managing teams of employees in achieving customer service excellence.

Ethos developed a 5 star service concept for the government and trained employees on what 5 star service actually means. The training was given first thing in the morning before work started, on a daily basis over an 8 month period.

During the 8 months the department also spent time reviewing all of their business processes and towards the end of the period they also introduced 5 star promotional material around the department which served as an aid memoir for employees and as motivational material for the customers. This

helped customers understand they were being served by a department which cared about their needs.

Reward and Recognition

A 5 star reward and recognition programme was introduced whereby the employees were measured on the delivery of 5 star service using Mystery Shopping. Following a transaction, if the Mystery Shopper felt that the employees serving them had delivered 5 star service, he/she would hand over a congratulatory voucher telling the employee that they had done a great job having just delivered 5 star service. The voucher allowed the employee to claim a gift but also to have a certificate made out in their name and a photograph with the Director General.

The programme was improved shortly after, to include the supervisors. At the end of each month they totalled the number of vouchers awarded for employees under each supervisor, and the supervisor with the most vouchers was also rewarded by the Director General.

Customer Through Flow

In addressing the queuing system, a dedicated reception area was created as a focal point for customers to find out general information and to get directions. This was done by making the reception area more prominent and training the receptionists fully on the required documentation for the services provided. This reduced the numbers of customers wasting their time queuing to see employees only to be turned away due to not having the correct paperwork.



Achievements

Implementation of the Standard achieved the following:

- ▶ Shorter queuing times
- ▶ Improved customer satisfaction
- ▶ Improved employee satisfaction
- ▶ Improved awareness of customer needs by all employees
- ▶ Improved employee morale and motivation
- ▶ Enhanced business processes and identified the weaknesses throughout the whole business process structure

The Department of Economic Development in Dubai achieved the first global registration at the Standard level in May 2007. Following the implementation the coffee shop concept was introduced. This meant that customers could take a queuing token and enjoy coffee and pastries and read the newspaper while waiting for their turn. It also improved employee satisfaction levels within the department as it removed the focus of customers' attention away from the waiting times.

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