Our Story

About the identity, strategy and the bee

2018 STRATEGY

2018 is becoming a new milestone in the development of 4Service's Scheduling Worldwide division.

We are well aware of the effects caused by globalization and the rapidly blurring boundaries between industries. The concept of competition is also taking on a new form.

Here is an example of the above, based on the famous companies, Apple and Samsung.

Do you know what Samsung calls Apple? "Our favourite competitor". Do you know why the "favourite"? It is due to the fact that Samsung's subdivision, which is in charge of component production, will earn about $110 for every iPhone X sold. As counterpoint technology analysts have counted, a partnership with Apple will bring Koreans more money than releasing parts for their own Galaxy S8 smartphone. Samsung is Apple's rival on the mobile device market and, at the same time, the only company that can provide its competitor with the right amount of OLED screens, NAND flash memory modules and DRAM-chips. According to the Wall Street Journal, supplying components to Apple provides Samsung with about 35% of its income.

According to experts, Apple will sell approximately 130 million iPhone X within the first 20 months of its release. With Samsung earning $110 for every

iPhone sold by Apple, they will earn a total of $14.3 billion during this period. Counterpoint technology analysts have calculated that, in comparison however, Samsung will only earn $10.1 billion from the sales of its own Galaxy S8 during the same period.

The example of the telephone giants is the most obvious, but it is not the first and will not be the last. Other international brands have also chosen similar ways of combining the concepts of cooperation and competition.

Such synergy and healthy competition benefits all involved. Companies that work in the same market are forced to offer products of increasingly better quality while consumers are buying more up to date and better developed goods more frequently than before. Suppliers also benefit, given that they are able to offer companies new solutions. Thus, by blurring the notion of competition, all parties involved are able to benefit. The future is inevitable and we are increasingly moving towards a change in our business models.

Scheduling Worldwide is also transforming its business model in 2018. The renewed strategy of COOPETITION for 2018 involves not only maintaining strong partnerships with agencies but also building our own sales department, which will be aimed at direct customers of the small and middle segments in our key markets across Europe. Of course, when implementing such a business model, we strictly maintain parity with our partners and in no case violate our long-term obligations or compromise any confidential information.

This strategy involves the transformation of our brand positioning, as well as finalization of its visual presentation.

THE BASIS AND POSITIONING OF THE BRAND 2018

We will be branded as Scheduling by 4Service, a Ukrainian International Research Company with 16 years of experience and wide geographic coverage.

KEY ADVANTAGES:

Coverage, reduced cost, hardworking, quality and flexibility

SLOGAN:

Born in Ukraine in 2001. Became Global in 2011.

IDENTITY:

We want to create a harmonious and holistic product that illustrates the new guidelines of our visual corporate identity.

This leads us to the updated concept of the Ukrainian-International positioning. There will also be a comprehensive implementation of embroidery, with the use of national design elements.

The bee will also become a central figure for us starting in 2018.

It will be the key guide for our partners in the world of 4Service and, as a basis, will reflect the brand's connection with the company's country of origin. Ukrainians are known worldwide as hard-working people, just like the bee is known as a hard-working animal.

Of course, the bee's image will not be static. We will also use it to portray other company values such as love, truth and usefulness. You will see the bee in different roles, complemented by proven, trendy, and relevant features

Skedy by the Bee as a symbol of Scheduling Worldwide

Our brand's symbols were not chosen by chance. They represent our brand, our work, our values, and the main principles of our business.

The yellow hexagon is the honeycomb, while the main symbol of Scheduling Worldwide is the bee. Together, they illustrate hard work, diligence, wisdom and courage.

Bees have been respected since ancient times. Even then, it was considered a sacred character and it was believed that the bee would only sting sinners and that thunder would never break into a beehive.

Bees were also believed to have qualities such as diligence, prudence, harmony and love for their neighbours in abundance,

as well as a desire to work for the benefit of their society.

The honeycomb is a symbol of the reward of hard work. It is also the embodiment of creating something perfect and beautiful from chaos.

All these values are fundamental beliefs of Scheduling Worldwide. We hold these values at the heart of our relationships with partners and customers as well as within the company. They define our behaviour and influence how we serve our customers as well as how we work with each other.

Thanks to them, we have created a solid foundation for fruitful and successful work for the benefit of our customers.

"The bee is more honoured than other animals, not because she labours, but because she labours for others."

St. John Chrysostom

We are also producing a series of exclusive stickers featuring our hero "Skedy the Bee". These stickers will be com pletely unique and will remind you of the wonderful world of Scheduling's Values: love, truth and usefulness.

© Skedy the Bee

THE NUMBERS WE ARE PROUD OF FOR 2017

People turnover in Q4 - 0%

Undoubtedly, 2017's strategy of "People to People" was successful and showed great results. We achieved 0% turnover at almost all levels of company management and, of course, we are proud of our team!

We are constantly covering more than 32 countries and are represented across 1100+ cities.

It is extremely hard work to cover so many cities and countries which have a huge variety of mental and sociocultural features.

Profit growth - 2230%

Continuous improvement, along with the application of the Lean & Agile principles, allowed us to significantly optimize the processes and the value chain, which affected the colossal growth of profits.

OUR LOVELY NUMBERS

Quota growth - 230%

We are extremely grateful to our clients and partners, who not only supported us, but who also trusted us with their projects.

The charity project launch. In 2017, we implemented one of our most famous projects, which went down in the history of the company! Our company works to make this world better and, as a result, we cannot allow ourselves to ignore the problems facing our society today. This means donating funds to an international charity foundation! We are happy to inform you that the first step towards achieving our goal has been completed. Our company signed a contract with the International Fund and we used a global approach to solving the problems in society.

We have always tried to do good deeds and have managed to collect several thousand euros on behalf of the International Cancer Foundation.

Strong team building

It was this year that we began to form a powerful client service business unit. This stemmed from our2018 strategy which aimed to create a value proposition for all client groups.

All financial plans were also completed!

Hurray - Hurray! We have exceeded all our financial predictions.

450+
450+ projects running all over the World

500,000+
Our company makes more than 500,000+service evaluations per year

98%
98% of companies prolong their contracts year by year

35+
Scheduling has current projects in 35+ countries

450,000+
Own panel of 450,000+Mystery Shoppers, Auditors and Testers

300+
300+ Famous brands work with us

1000+
More than 1000+ employees and 16 years of experience

10
Elite MSPA member for more than 10 years

Showing our coverage and what products we offer, the map of coverage, industry.

Over the last 10 years, our company Scheduling has grown 100 times!

We have launched more than 450,000 projects around the world and every second our mystery shopper is doing a visit!

Every year our company becomes stronger and stronger, conquering new peaks and expanding its range of services. Last year, we became one of the first companies to participate in testing international payment systems around the world!

We are very proud of this achievement as we feel it reflects our involve ment in world progress!

The main direction of our activity is Mystery Shopping, which we have been successfully implementing for 16 years now. This activity never fails to achieve results. We are also constantly expanding our range of services and, to date, we provide the following ones:

• Classical Mystery shopping
• POS Audits
• Motivational programmes
• First product recommendation check
• Price monitoring
• Promoters check
• Merchandising
• Mass testing Android and iOS apps
• User experience

• Reporting and feedback
• NPS and benchmarks insights
• Big data analytics
• Patterns and behaviour analytics

However, we are not just limited to these services. Our various areas of activity have been highly developed and we are extremely loyal to our partners and clients. We also try to implement even the most unrealistic ideas!

Our database of mystery shoppers is increasing every day. Our mystery shoppers are constantly undergoing various training and video training projects, which help us get excellent results.

In addition, the constant training of mystery shoppers gives us the opportunity to individually select participants who meet the needs of each client in every project.

To date, we operate in more than 52 countries around the world.

This wide exposure to different markets gives us the opportunity to provide the best prices!

If you have found a company with lower or more flexible prices than we offer, let us know and we will provide an even lower price! We look forward to your letters and calls!

Western Europe:
Belgium
France Ireland
Luxembourg
Netherland
United Kingdom

Central Europe:
Austria
Croatia
Czech Republic
Germany
Hungary
Liechtenstein
Poland
Slovakia
Slovenia
Switzerland.

Northern Europe:
Denmark
Finland
Iceland
Norway
Sweden

Baltic States:
Estonia
Latvia
Lithuanian

Eastern Europe:
Belarus
Moldavia
Russia
Ukraine

South-Eastern Europe:
Albania
Bosnia and Herzegovina
Bulgaria
Greece
Macedonia
Montenegro
Romania
Serbia.

Southern Europe:
Andorra
Cyprus
Italy
Malta
Portugal
Spain.

Central Asia:
Kazakhstan
Kyrgyzstan
Tajikistan
Turkmenistan
Uzbekistan.

Transcaucasia:
Azerbaijan
Armenia
Georgia.

Other regions:
Israel.

52 countries coverage - own panel
450 000 + mystery shoppers
960 000+ shops per year
Focus countries
SE DK NO FI
DE AT CH
FR GB IT NL ES PL

COVERAGE

Best price rates for classic Mystery shopping:

Finland	Sweden	Ireland	Germany	Switzerland
35 EUR	33 EUR	35 EUR	25 EUR	40 EUR

Norway	Spain	Belgium	Italy	
35 EUR	25 EUR	30 EUR	25 EUR	

Denmark	UK	France	Austria	
33 EUR	33 EUR	25 EUR	30 EUR	

THE LORD OF SERVICE

The Service Ring is a symbol of power possessed by the 4Service alliance and (customer name) in capturing the hearts of customers.

The Magic Ring of Service opens the way to the exciting world of the best customer service!

As a symbol of nomadness, it can be passed only to the winners.

The holder of this ring is the lord and patron of customer service. The power of winning this ring is within the network championship, which is held once a year or once a quarter.

The winner is the one who has mastered the art of service!

The ring has the magical power of attracting customers, removing fears and doubts in building a customer service-oriented company. It also promotes heroism and dedication with the staff. It is a service keeper in the company and has magic properties destined to increase sales and NPS.

It is also the symbol of greatness and inevitability of the competitors' defeat.

We hope that each location of your network may become the Master of Service and flourish with thousands of fans all over the world in the new year!

A man's wealth is determined by his generosity!

Giving gifts is much more pleasant than receiving them! We love to give gifts, so we are not going to stop! Wait for new, original and creative gifts from us!

Each issue of the magazine will be accompanies with a series of gifts aimed at making customer service around the world better.

And here it is - our first gift.

THE NPS INDICATOR FOR EACH COUNTRY WE COVER HAS BEEN BROKEN DOWN INTO SEGMENTS

For decades, consulting companies have tried to analyse customer loyalty across several sectors, from restaurants and hotels to insurance and car rental providers, with hundreds of corporations, work schemes and thousands of different questionnaires. This proved ineffective and we were unable to compare the customer loyalty of several companies in the same sphere.

Analysts around the world were saved by a man named Fred Reichheld, who offered to make a questionnaire with a single question: "How likely is that you would recommend our company/product/service to a friend or a colleague?" Customers were then required to answer using a ten-point scale. This is

how the NPS index was introduced in the consumer sphere and became not just a number in a report, but a whole complex of analytical techniques and detailed procedures for interaction with users.

To date, NPS is already a fully-fledged system aimed at building customer loyalty by increasing the percentage of customers who would recommend the company to a friend or colleague. Keeping up with the times, Scheduling works with the NPS across 90% of its projects. In line with this, we will present the industry statistics for our key countries.

Study period 6 months (October-March 2017-18)

Country	Industry	NPS
DE	Automotive	2.4
NO	Automotive	33.3
PL	Automotive	40.0
DK	Automotive	50.0
CH	Automotive	64.0
SE	Automotive	100.0
DK	Electronics	31.9
SE	Electronics	46.7
PL	Electronics	54.0
NL	Fashion Retail	0.0
DK	Fashion Retail	20.0
IT	Fashion Retail	24.0
FI	Fashion Retail	30.0
NO	Fashion Retail	50.0
TR	Fashion Retail	50.0
SE	Fashion Retail	87.5
DE	Fashion Retail	100.0
FR	Fashion Retail	100.0
NO	Fast Food	14.4
DK	Fast Food	34.7
FI	Fast Food	35.7
SE	Fast Food	39.9
DK	Gas Station	29.0
NO	Gas Station	32.6
CH	Gas Station	42.0
AT	Gas Station	55.3
FI	Gas Station	56.9
SE	Gas Station	61.8
FR	Retail	-37.3
NL	Retail	-25.0
AT	Retail	-12.0
DE	Retail	16.5
FI	Retail	17.0
SE	Retail	21.8
NO	Retail	26.7
PL	Retail	30.1
IT	Retail	55.1

The most interesting figures are those for the Nordic countries in each of the branches. According to the results of the research, it appears that a representative of the Nordic countries constantly receives the highest NPS. At least one Nordic country is always among the top three in each segment. Norway shows particularly good results. Why is this interesting? The fact is that the most recent ranking of countries based on their general happiness rating shows suspiciously similar results. Norway ranks first in the happiness rating for 2017, while Denmark and Finland are among the five happiest countries. In addition, there is a significant correlation between the countries listed as the top ten happiest countries and the level of the NPS. For example, in Switzerland (4th place), the NPS indicators are 40 or above, while Sweden (5th place) has an average index of 59.6 by industry.

Maybe all you need for better customer service is a bit more happiness?

Information about promotions and special offers

Dear readers, our company has more than 16 years' experience on the market and each year we are expanding our range of services. We value the time of our customers and partners and we also want to ensure that every minute of cooperation with us brings only benefits and the required result. Our main business purpose is providing mystery shopping services in more than 35 countries around the world!

4Service's operational group has more than 1,000 employees and a huge base of secret buyers who work hard every day to achieve our main aim - improving customer service around the world.

You will probably want to know why we are better than our competitors? There are many answers to this, but I want to outline the primary ones:

● We offer the lowest prices for audit in Europe. We know how important it is to get high-quality results from mystery shopping research while on a budget.

● We know the market. For example, given our market knowledge, mystery shopping programmes located in Scandinavia have increased by 25%, compared to last year. This is due to the fact that we know how to work in these markets, despite their complex geography.

● We can start any project within 5 working days. The launch of certain projects can take more time, but we understand how urgent programmes can be and are ready to help you with this.

● For each study, we provide an operating report for free! We are able to analyse the data collected and want to demonstrate the importance of the analysis!

● We will provide you with your very own personal service manager who will be on hand to support our joint projects and give efficient recommendations.

● We offer the double validation of reports.

● We enable secret buyers to compile their reports via a mobile application which reduces the delivery time of each report.

We are ready to offer you even more services. For regular customers and partners, we always have special offers available which can be tailored to suit your needs!

We are happy to answer all your questions and start a collaboration today!

Why we received the ISO 9001:2015 certificate?

For 16 years, the team of 4Service professionals has been working to improve customer service and increase customer satisfaction. We have grown and developed along with the number of clients who trust us.

We are active in 52 countries, have more than 500 clients who work in various business areas.

Finally, in 2017, we were audited externally and were awarded the ISO 9001: 2015 certificate by two certified experts-auditors who had inspected our team. In order to keep up our current standards of management, we will have a yearly independent audit..

"It is time for us to reach a new level. The audits and being awarded the ISO9001: 2015 certificate has confirmed the quality of our service and our compliance with international management standards." says Evgeny Lobanov, Director of Central and Eastern Europe / Turkey, 4Service Group

Scheduling Worldwide by 4Service quality standards reflect our values

The high standard of our management system means that:

• our quality system fully complies with international quality management standards

• our clients are satisfied with our work and we benefit them

• our work is carried out in a high-quality and an efficient manner. We make prompt and correct decisions

• the 4Service team loves their work and has a lot of job satisfaction

• we have a systematic approach to management: our goals are defined, achieved and consistent

• our decision-making methods are based on specific, measurable goals and facts;

• we are constantly growing and developing.

Our ISO 9001:2015 certificate confirms that we have implemented an operating management system, which guarantees a consistent, high quality of services and also prevents any process risks while helping us to achieve of sustainable success.

Development
International Standards
Benefit
Quality
Love and Pleasure
Well-adjusted system
Truth

SCHEDULING
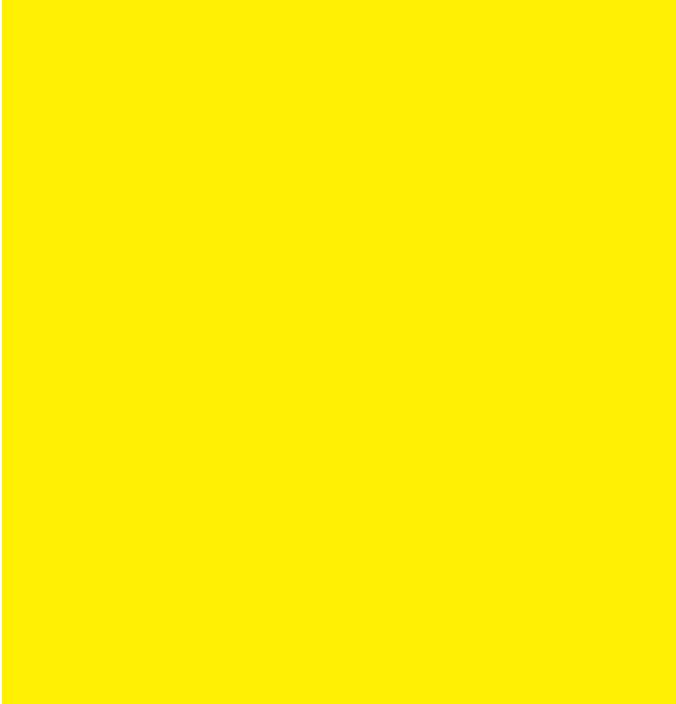
Interview with our Mystery Shopper

How long have you been working as a mystery shopper?

5 months

Do you like working in this sphere?

I like it very much. You learn a lot from all the different places you have to visit and evaluate. You also learn to pay attention to little details and develop a criteria about how customer service should be offered.

Did you notice that the customer service in the establishments you checked improved after your first visit?

Yes, specifically in the fast food restaurant.

In your opinion, what is the most important criteria in for good customer service?

That the staff working in the place I am visiting, do anything to get me what I need or at least help or give directions about where else to find an item if they don't have it.
Also kindness is very important. Be nice to the customer, offer a 'hello' and 'have a nice day'. This makes the customer feel as though they are valued.

How would you describe your work style during the visits?

During any interactions with staff, I'm just a regular customer that needs to eat, fill up or considering buying a new car or glasses. However, I pay close attention to the details in all conversations I have and the quality of customer service.

Have you had any unusual or funny moments during the visits?

Yes, once in a gas station. I pretended to be an auditor and explain to the person working in the store that I needed to take pictures of the place. I was sent back to talk to the store manager, but he was attending a very important call so they told me to come back later. I had no chance but to reveal the purpose of my visit and explain why I was there. After that, the door was just slammed in my face. I called my contact person immediately and explained the whole thing to them. I got the 'go ahead' about the audit story from him so I went back in to the store and told the person in charge that I had talked to my supervisor and that I needed to take these pictures, whether they wanted me to or not. So I went ahead....

At the end of my visit, when I needed their signature, the employee I had been dealing with found their boss and he came running out to apologise for the misunderstanding claiming that they didn't know I was the auditor and the employee was new in the store. They were extremely cooperative after that but still, a bad review for their customer service.

If you had the opportunity to give advice to all customer-facing companies, what advice would you give?

Think about the customer, because they are the vital to your success or failure in the industry. Now with the digital era, everything is relatively easy to find out. Before visiting a place, I always look at the reviews from other customers, then I decide whether to give the product/service/establishment a try or not.

Listen what the customer has to say regarding improving or changing something in their suggestion. It could be worth a try.

Do you have a dream to visit a certain company? Or to use a certain service as a mystery shopper?

I can't think anything or anywhere in particular. I'm quite happy and very impressed with the wide selection of places that are available in my area, actually.

I would even say keep it up!

What advice would you give a future mystery shopper of Scheduling Worldwide?

Ensure that you prepare yourself thoroughly before every visit. It is very important to read and understand the instructions given - what to say, how to measure time, take notes, etc. It is only the first visit which may be daunting or difficult – the rest get easier with time and you improve with every visit.

What do you hope that Scheduling Worldwide does in the future?

I hope that they have even more projects in my area so that I can apply to all of them and keep learning and finding out about all these amazing places to visit.

For the company itself, I wish them every success in their projects and for them to continue along the path they are on. I also hope that they open an office in home country soon so I can recommend them to my friends and family.

Interview with our Project-manager Sana Fedorenko

Sana, please tell us about how your career within 4Service started.

In November 2017, a friend told me that 4Service was looking for a project manager. I decided to apply for the role and my application was successful.

What were your first steps? What was the most difficult at the beginning?

The first step was studying, which took 2 months. It was interesting but a bit scary because the information was completely new and very sector-specific. I was unsure whether I could learn all the information and coordinate projects at all. At that moment I could hardly imagine what the manager's work would be like. However, 4Service's well-structured and understandable presentation allowed me to learn all the roles of the job very well.

What are the positive and negative aspects of your job? What do you enjoy the most of being a manager?

The manager's role is a very interesting and varied. It also gives me the opportunity to coordinate and improve the processes involved when undertaking a project. It is an ideal remote job for me. The work process is structured in such a way that receiving the necessary information or doing a consultation is not a problem because all staff are always available. Despite the fact that I work from home, I feel completely part of the team and a fully-fledged 4Service employee. I have to say, I don't see any negative sides to working in my role.

What do you like to do in your free time?

I like to spend my time actively, for example walking and meeting friends. I also like to listen to music and not spend too much time at home.

Project management can often takes its toll both physically and emotionally. How do you combat stress? How do you rest? Drinking a cup of hot tea or coffee and listening to some good music are enough for me to combat any stress I might be feeling. However, there is very little stress when you enjoy your job.

Describe both the greatest achievement and the most dramatic failure in your life.

The start of my very first project was a great victory. I am lucky to have not had a great failure in my life and I will do my best to avoid having one in the future!.

What are your ambitions for the future? I hope to establish an animal shelter one day.
What recommendations can you give any new managers who have just started a role at?

Never give up! Remember that these are the first steps on a successful career ladder!

Sana Fedorenko

Project-manager

Interview "Success story" with Scheduling Worldwide's project coordinator, Mariia Verba

How long have you been working for Scheduling Worldwide?

I have been working for Scheduling Worldwide for just over 2 years. I joined the company in March 2016. Since then a lot of things have been changed. I have experienced the opportunity to work with almost 20 different countries, few hundred people, and many teams. This has given me tremendous exposure to many different things and invaluable experience.

Where did you work before getting this job?

Prior to starting with Scheduling Worldwide, I worked in the German Friedrich-Ebert Foundation as a project coordinator for more than one year.

Mariia Verba

project coordinator

What is the key advantage of Scheduling Worldwide?

In my opinion, the most important advantage we have over our competitors is our willingness to always go the extra mile. We take on more projects, we close a larger quota and we are continuously developing. We are also very loyal to our clients and partners and are open and always ready to discuss different ideas!

In your opinion, what is Scheduling Worldwide's favourite quality and why?

I find the team's openness and friendliness incredible. Every one of our employees is extremely open to assisting and supporting other team members when required. Another feature which I think makes our team stand out is their incredible diligence and efficiency in their work. All of these characteristics put together create perfect conditions for a productive and successful work environment.

What is the main objective of your role?

The main objective of my role is to achieve the required result. Since it is my responsibility to schedule visits and communicate with people, the overall success of the project is always my main objective. The role is almost always justified by the result.

What would you describe the main mission of the mystery shopping sector to be?

The main mission of mystery shoppers is to improve customer service worldwide. We mustn't forget that mystery shopper's visit carries a special value - improving the customer service in their country, with the aim of making the country more attractive for tourists and offering high quality customer service.

What do you think about when you think of good customer service?

I immediately think of pleasant staff and a good atmosphere within the establishment. If we are talking about restaurants, I believe that it is extremely important to have highly professional staff, a nice atmosphere within a comfortable location, tasty food and to ensure that the whole place is clean. You need your customers to feel at ease and enjoy their stay and make them want to return again and again.

In your opinion, what are the main aspects that cause bad customer service?

In my experience, the main cause of bad customer service is inattention along with aggressive and rude behaviour. Sometimes you face employees which have an all-round bad attitude. This causes customers to leave the establishment without making a purchase and often, to not return.

What is the main and the most important criteria for you, when evaluating customer service? In your opinion, which aspect should never be missed?

I have found that the quality of customer service depends largely on the level of the employees' qualifications and experience. Employees should know not only what is required of them but they should also understand their work and responsibilities. In cases where employees do not have sufficient understanding of their duties, or does not know the products available or what to suggest to customers, customers are often put off. This could lead to customers not returning to the establishment and a potential drop in sales.

## If you could describe yourself in one word, which word would you choose?

Can I pick two? :) Diligence and curiosity.

If you won $10 million on the lottery, would you still choose to work?

I think that any person who won such a large sum of money would stop working for a certain amount of time :) I would devote myself to all the things that I don't currently have time for alongside my job. For example, travel, spending time on my hobbies and undertaking new pursuits. Having said this, I would definitely return to work eventually.

What is your biggest ambition in life?

I would like to travel more, see as many countries as possible, learn their cultures and foundations and perhaps live there for a while to adopt their traditions and values. I really love traveling, so to see as many countries as possible is my biggest dream!
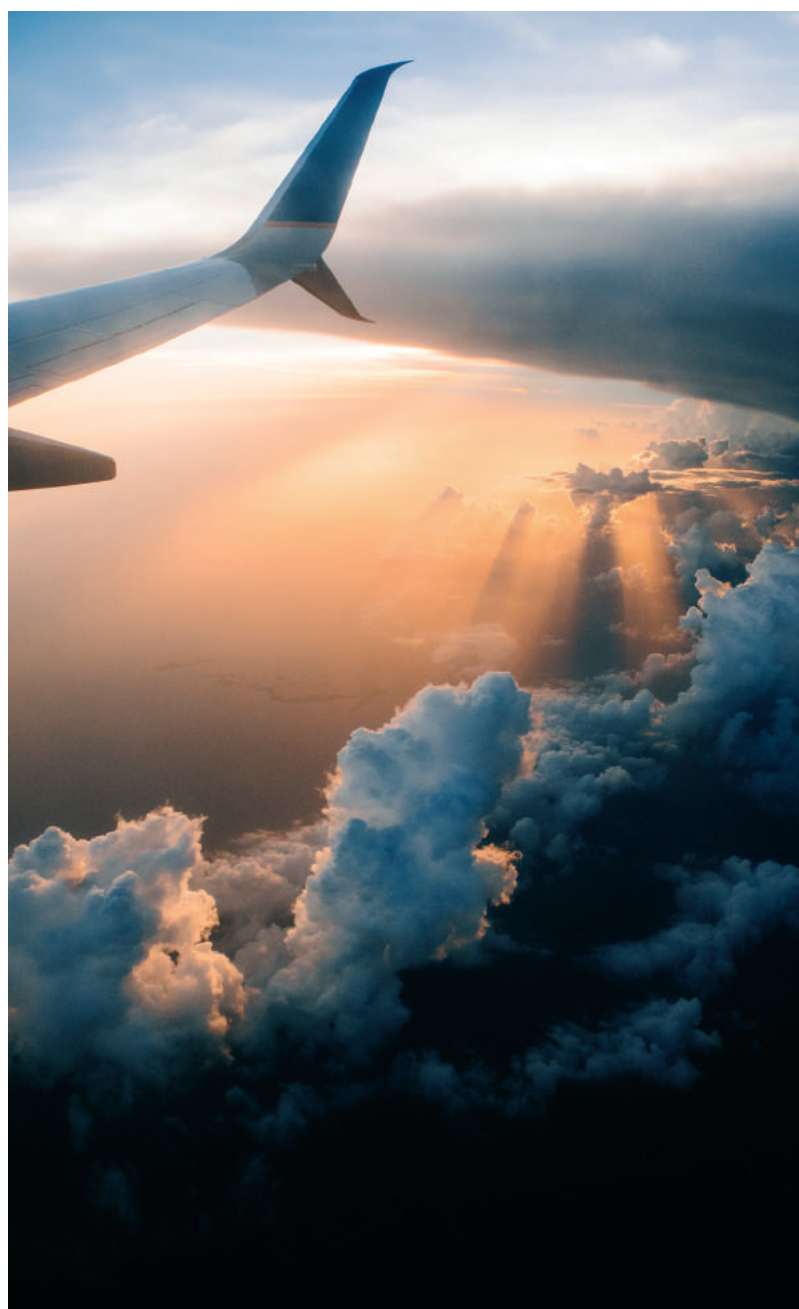
INTERVIEW

Interview between 4Service's service manager Marina Kharchenko and the president of Subway-Russia, Olga Bludovskaya

Subway is the largest franchise chain of fast-food restaurants in Russia, a country which has almost no independent restaurants. Therefore, in order to ensure that the restaurants provide the same levels of customer service in all locations and convey the value of these standards to such a far-reaching network, as well as motivating independent businesspeople and improving service from Moscow to Siberia, is not an easy task. Despite the obvious challenges and the lack of such practices, Subway Russia, together with 4Service, has successfully made customer service work across its franchise.

The three year cooperation between Subway and 4Service has extended to all Subway restaurants and motivates their owners to continuously work towards improving their customer service given at outlets.

Marina Kharchenko (Service Manager at 4Service and leader of the Subway Russia project):

Olga, how do you maintain a high level of customer service and how do you motivate your employees to improve their service on a daily basis?

Olga Bludovskaya (President of Subway Russia):

Subway Russia is a division of the US-based fast food chain Subway, and so it is very important that we comply with a single standard of customer service. No restaurant should violate the brand image. Sometimes, this is not easy, given the fact that each of the franchises has its own vision. So, we decided to enlist 4Service's help in improving and developing the customer service offered by Subway Russia. Despite it seeming a very daunting task at the beginning, our cooperation with 4Service gave way to us benefitting greatly from the mystery shopping programme. The programme initially aimed to measure the level of customer service offered at our outlets but then new directions began to emerge, one of which was the "Stars of Service".

Maria Kharchenko: What tools have you implemented in order to increase employee motivation?

Olga Bludovskaya: We implemented "Stars of Service" at Subway. This is a non-material motivational programme and gives employees recognition of their merits in customer service and awards them a special status. Special awards, given in the form of stars, are awarded on behalf Subway Russia to the best locations and the best employees. These evaluations are based on the subjective opinion of the buyer and the implementation of 7 objective service standards. For example, whether a customer chooses to recommend an establishment after visiting it and is impressed with the customer service offered during their visit. The "Stars of Service" are chosen by mystery shoppers working as part of the Mystery Shopping programme. They visit the establishment as ordinary visitors, but have been briefed on a particular scenario and have been told what to look for during their visit. After the visit, they fill out a questionnaire which is aimed at assessing various standards of the establishment, for example the speed of service, levels of cleanliness, the politeness of employees as well as the attitudes of employees towards customers.

The "Star of Service" awards not only allow for customer service standards to be assessed but also note any exceptional customer service, when employees have exceeded expectations and has made the customer's visit better than expected.

Maria Kharchenko: What format do the "Stars of Service" awards take place?

Olga Bludovskaya: The first awards took place at the Annual Meeting. In the category "Star Team", there were restaurants and franchises whose employees received the largest number of Stars across each award (there were four of them per year). Rewarding the best employees can be attributed to 4Service given that mystery shopping has become one of the permanent tools of the restaurant chain.

Maria Kharchenko: How do you increase NPS and inspire employees to provide impeccable customer service?

Olga Bludovskaya: Sometimes franchise owners do not immediately understand that customer service is important, given that service sells. But the example of converting customer service efforts into NPS (customer loyalty index) has shown why one should not forget about standards and attitudes. Only an inspired franchise owner can inspire their employees. Research conducted by 4Service has shown that the results generated by the award programme have a clear correlation with NPS indicators.

The NPS calculated as a whole across the entire network, including the restaurants which were marked with the "Stars of Service" and those which were not. The results obtained show even the greatest sceptics realise the importance of good customer service. The NPS of the restaurants with stars reached a fantastic 80% and far exceeded the NPS of those locations where no stars had been awarded

Marina Kharchenko, service manager of 4Service Group and leading the Subway project:

"You need to invent something new in projects all the time, then there will be more staff involvement. We started with the classic mystery shopping, when a mystery shopper visited the location and evaluated the customer service, but working with a network of franchises has shown that everyone's personal involvement is important. In fact, we've had to work out something what creates a "wow" effect within the franchise and then move on to the customer-facing employees. By "wow" I mean emotions, engagement and the enthusiasm of employees shown to customers. A happy person inspires customers and gives them a desire to return. Our "Stars of service" are these kinds of people. Now, together with Subway Russia, we are working on a new round of project development and it's sure to be interesting! "

The collaboration between Subway and 4Service was able to succeed given Subway's openness to the mystery shopping programme and the results it gave.. The results of the programme have caused changes in several departments of Subway Russia, which provide services for training, support and business development.

During our 3 years of collaboration, the most important things we could have achieved are the following: the orientation towards customer service, an awareness by each franchise of the importance and significance of customer service, the desire to manage service rates and create a customer-friendly atmosphere within each restaurant. In terms of numbers, rates don't grow rapidly or globally. The objective index for this period has grown by 5 points but subjectively by 6. However, for us, regular and constant, even by 1 percent, is very important!

TRENDS OF SERVICE 2018

Qualitative customer service is the most important factor of company success on the market. This principle concerns all sectors, retail, automotive or hospitality. Success also consists of the ability to respond to current trends within customer service in time and offer quality responses.

Irina Sheremetieva, the Global Client Service Director at Scheduling Worldwide, as well as other experts in the field of customer experience at 4Service Group identified these as the main trends for 2018:

Customer Service Personalization

Thanks to the development of technology, we now have the ability to monitor customer preferences very easily. This puts the knowledge of exact market trends and ideas for developing a personalized experience for the individual needs of customers at our disposal. To date, the best tool for creating a perfect customer experience is artificial intelligence. It helps make accurate and effective decisions relating to aspects which will have a positive influence on a customer. Artificial intelligence will help people to support customers and become an Intelligent Assistant.

New communication channels

The ability to provide quality multi-user experience is extremely important, especially if the majority of your client-base are millennials, both Generation X and Generation Y.

However, given that the future generation, Generation Z as it were, has outstripped the millennial population by 3 million, it would be unwise for brands to ignore this section of the population.

Self-service

Self-service resources for clients are one of the most important service trends. Answers to frequently asked questions on your website will greatly facilitate the life of your customers as they will be able to solve their own problems. Customers like to use self-service resources as it gives them a feeling of confidence and empowerment. Self-service resources are also available to customers 24 hours a day, which reduces the efforts needed to be made by customers and significantly decreases the burden on other support channels.

Customer success development.

"Customer success" has become increasingly popular. The purpose of this programme is to ensure the success of the customer through products supplied by a company. For example, the provision of training sessions at the time of purchase eliminates frustration and reduce the client's need for further support.

Implementing chatbots:

This is a reference to artificial intelligence. Textual online support, which the client finds on the company's website, can be provided not only by a human being, but also by a computer. Qualitative chatbots are not only able to reply to customer's questions but also to transfer a conversation to a real staff member of the customer support services team.

Customers' willingness to post feedback

It is very important for businesses to receive feedback from customers. This gives them the opportunity to improve their customer service and other aspects of their business. Customer feedback can provide a lot of valuable information. It is necessary to extend different communication channels for more detailed information as different audiences use different platforms (Instagram, Facebook etc.).

However, customers are tired of questionnaires and often want to receive gratitude for their opinions or see the results of suggestions made. Various survey have shown that 69% of Generation Y agrees to leave feedback only following an individual approach.

It is important to make polls attractive and not complicate them with unnecessary questions. Collect and process customer opinions from different Internet sources, turn them into process changes. Encourage customers to give feedback and offer them an incentive to complete a questionnaire, or be sure to inform them of any changes implemented in your business. These tips will increase response rates by between 10% and 30%.

Multichannel communication with staff

Social networks, personal contact or mentoring need to be widely implemented to ensure effective communication with staff. Today you are an employee, tomorrow you may be a client. The blurring of boundaries between the employee and the client turns into a struggle for a loyal employee.

The British Institute of Service conducted a study on this issue which showed that there was a direct relationship between the satisfaction of the employee and that of the client. So, by increasing employee involvement by one point, customer satisfaction rises by 0.41 points.

Consumer involvement with the brand.

It is necessary to combine customer satisfaction and loyalty and label them both as brand involvement. Brand involvement can be measured, for example, in the quantity of customers, who create content about the brand.

Brand involvement is very significant, as client experience becomes more important than the product itself.

Many companies measure customer service quality, but not customer involvement. It is necessary to influence the client by engaging them in dialogue with the brand, attracting people to the brand, measuring the customer involvement with the brand qualitatively, understanding the reasons behind customer opinion and influencing this opinion.

For example, Amazon actively asks customers to leave a comment after each order, which gives them the opportunity to check the ratings given to their suppliers, partners etc.

What must your business website have in 2018?

Good afternoon, dear readers!
Many people seem to believe that new born babies seem to be born with an iPhone in one hand. It is difficult to disagree with this opinion. Despite the Internet now being extremely developed, there are still websites which you visit that are a bit of an eyesore.

The below-listed points are important points to consider when designing a website.

MUST HAVES:

1. Think about a concept – Colours and fonts

The most important thing is that it presents your brand as you wish for it to be seen by customers. Think about what makes your brand unique and use it to your advantage. However, it is also important to ensure that you don't overdo things with colours and fonts. We recommend using no more than 2 or 3 different fonts and colours.

2. Have a mobile version of your website

One of the best investments you can make is to ensure that your website can be easily displayed on mobile devices.

You can make a mobile version of a website separate to the desktop version, with the address most often beginning https: //m.* and adapt the desktop version. Google has already started to roll out its algorithm "Mobile First" so, make sure you develop your own mobile version if you want to be one of the first!

3. Have an appropriate loading speed

Make sure you optimise the loading speed of your webpage. Websites which take longer to load often have less traffic, given that customers are less likely to have the patience to sit and wait for them to load.

4. Optimise your website for voice search.

The percentage of people using voice search rises each year. If you want to receive traffic via voice search, make sure you optimise your website for the function. This may be difficult to do alone, but web specialist can help.

5. Include analytics - the more, the better

Even in 2018 with the development of the Internet, people still have little or no idea of which types of people visit their websites, or from what sources. Google Analytics has plenty of tools for this, so, if your website doesn't have one yet, make sure to install one to get lots of useful statistics about your web traffic.

6. Good behavioural factors

These are known as the "icing on the cake". Having read the previous points, you will now have a better idea of how much time visitors spend on your site, how many pages they open, and which ones and whether they return to the homepage. By making a few changes to your website, you will also be able to discover any behavioural changes amongst your users.

7. Install video content

If you have no video content on your website, I'm afraid that you are already behind your competitors.

8. Ensure you publish quality content

Make sure the text on your website captures as many users as possible, and aligns with as many Google searches as possible.

9. Establish a community with social media

It is possible to come across companies online which have no social media presence at all. Or companies whose most recent annual report is dated 2016. If this sounds like the state of your business, perhaps it is worth hiring a social media or communications specialist to take control of your online image.

10. Install an online consultant (bot)

Quite often visitors to your site are searching for help or additional advice. A simple chat-bot can provide these services to your users easily.

Bonus!

The top reasons why users leave your site:

1. Slow download speed.

2. Lack of social media presence or customer communication.

3. Large amounts of unformatted text.

4. Lots of banner/video advertising.

5. Unreadable font.

6. Bad navigation.

7. Annoying music/sounds on the site.

8. Unoriginal content.

9. Non-helpful content.

10. Grammatical or spelling errors.

Customer service is strategy

"You don't work in a bank, in retail or online. You work in the customer-facing sphere. You need constantly train and develop your employees. Empowerment is extremely important. Employees should be able to make their own decisions quickly and confidently and preferably in favour of the customer. The customer generally values price, quality, speed and service. The most important person in the company is not the owner or the manager, but those working in front of house."

John Schole

Global customer service strategy guru.

It has not been a secret for many years that mystery shopping is a great way to review the work of employees from the point of view of the consumer. It also gives you the opportunity to take any measures necessary to improve the quality of customer service in the right amount of time. However, at the launch of the mystery shopping programme, 80% of companies faced resistance from their front of house staff as they were critical of the quality of evaluations made by mystery shoppers. As you can guess, staff were critical of the low scores. However, if they know that high-quality customer service carries higher scores, they will believe in its necessity for the business. Staff reject of the programme should not prevent you from implementing the mystery shopper programme, you should just read 4Service's tips at the beginning of the launch.

• When considering the mystery shopping programme, meetings with regional managers based at the head office of your company are vital, in order to discuss any issues and focus on the aims of the programme for all sides: the project client, the buyer, the seller and the manager. (Paste slide 2 from the presentation). A good example of increased sales through the growth of Non-Player Character (NPC) and improved customer service can be seen when all regional leaders are involved in the promotion of the mystery shopping programme. Furthermore, it is very important to meet regional managers together with staff to notify them about the start of the programme and inform them all about the rules and benefits for employees (for example, career growth, individual development and increasing personal income by exceeding the sales plan).

• The key message to front of house staff is that the mystery shopper is not an expert in sales, nor are they

a coach or tutor. The mystery shopper is an ordinary person who appears just like any other customer and is there to impartially evaluate the customer service offered by employees at the establishment. "Don't try to find out who the mystery shopper is, offer all your customers the same high quality customer service and all sides will benefit" says Irina Sheremetyeva, customer service director for Scheduling. Paste slide 9.

• Remember that the mystery shopper is acting according to a preapproved scenario issued by head office. They do not reveal their identity to employees or explain the real reason behind their visit or offer any personal feedback to employees after their interaction. Paste slide 12

• Be sure to involve front-line staff in the daily work involving customer service. Give them access to questionnaires and conduct point coaching with them. This will help them seem their own mistakes and improve their customer service delivery.

• Ensure the transparency of rules and give your employees the right to make mistakes, as these are the basic principles of success. Give your staff time to adapt and do not hold them accountable for customer spending.

• Hold consultations relating to the mystery shopping programme regularly. Make sure to give staff the feeling that any customer could be a mystery shopper..

• Reward the best employees with non-material items and retrain any employees that made mistakes. In no case should you penalize employees as a result of the mystery shopping programme. Positive motivation is the key to success. Paste slide 20.

This is the basic principle to relieve stress, reverse resistance and involve staff in an exciting journey to improve customer service.

Observe the basic rules of working with the mystery shopping programme above and you will see a significant decrease in staff resistance to the programme. Employees will begin to understand that the mystery shopper is a mirror of their communication with the customer and that they are not visiting the establishment to punish employees but rather to improve customer service and help employees improve. After all, the mission of the mystery shopping provider is to improve customer service all over the world.

In the name of customer service!

Size

fitness inspiration girls
Length is 1/5 of the matchbox

Wingspan

To the moon and back

Number of paws

6 more than heads / 3
Times more than eyes

Type of employment

Self-development/persecution of hil-
dren with sweets or cotton candy

Weight

Before lunch-100g
After lunch-105g

Number of stripes

6 black, yellow - just like quotes

Advantages

Flies firts from the hivePeacefulness
Rarely ill
Disadvantages
Theft of honey
Prone to escape from the swarm

Hobby

Scare the elephants
Waggle dance, not wiggle

WILL BE YOUR BEES KNEES!

Hobby

Spend all the salary on bar-
Bershop and salo (tallow)

Disadvantages

Lost the sharovari

Advantages

has the most beautiful woman in the
world
Fighting power
Fighting Hopak

Carries a cold weapon

Sting

Means of transport

A horse

One and only favorite dish

Borsch (beet soup)
Honeycomb in the vareniks form

The main issue in life

Why Ukrainian bees are
not yellow-blue

GLORY TO UKRAINE!

Mystery Shopper Competitions

In 2017, we successfully organized 3 interesting and creative competitions for our mystery shoppers: "Send your story - get an iPod", "Summertime service" and "Your favourite place to visit".

Our first competition, "Send your story – get an iPod", was held under the theme of rest and travel. The main idea behind the competition was customer service in the travel industry! People sent in their stories and shared their experiences and observations, recounting funny stories adventures and various types of customer service encountered while traveling.

The competition "Summertime service" was the largest both in terms of scale and participation. We received many interesting and funny stories from people of all over Europe relating to their good and bad experiences of customer services. The stories were about travel, art, shopping, unusual and difficult situations, impressions from unforgettable moments, and finally, about both terrible and impeccable customer service! Many wonderful stories were sent in as part of the competition and we were grateful to everyone for sharing their impressions of what they experienced, giving advice and recommendations.

The third competition was no less creative as it required photographs. Almost all of us share favourite places we have visited with friends and family and many of us publish these photos on social networks. For many of us, this has become a habit. The idea behind our competition "Your favourite place to visit" was to share a photo featuring a favourite cafe, restaurant, cinema or shopping centre, and publish it on your Instagram profile.

Many people participated, and there were lots of images showing people's favourite cafes and restaurants and places in nature where they liked to rest.

It was an exciting and unforgettable experience for us. We really enjoyed reading all the fascinating from people of all over Europe. We will definitely continue to hold similar competitions!
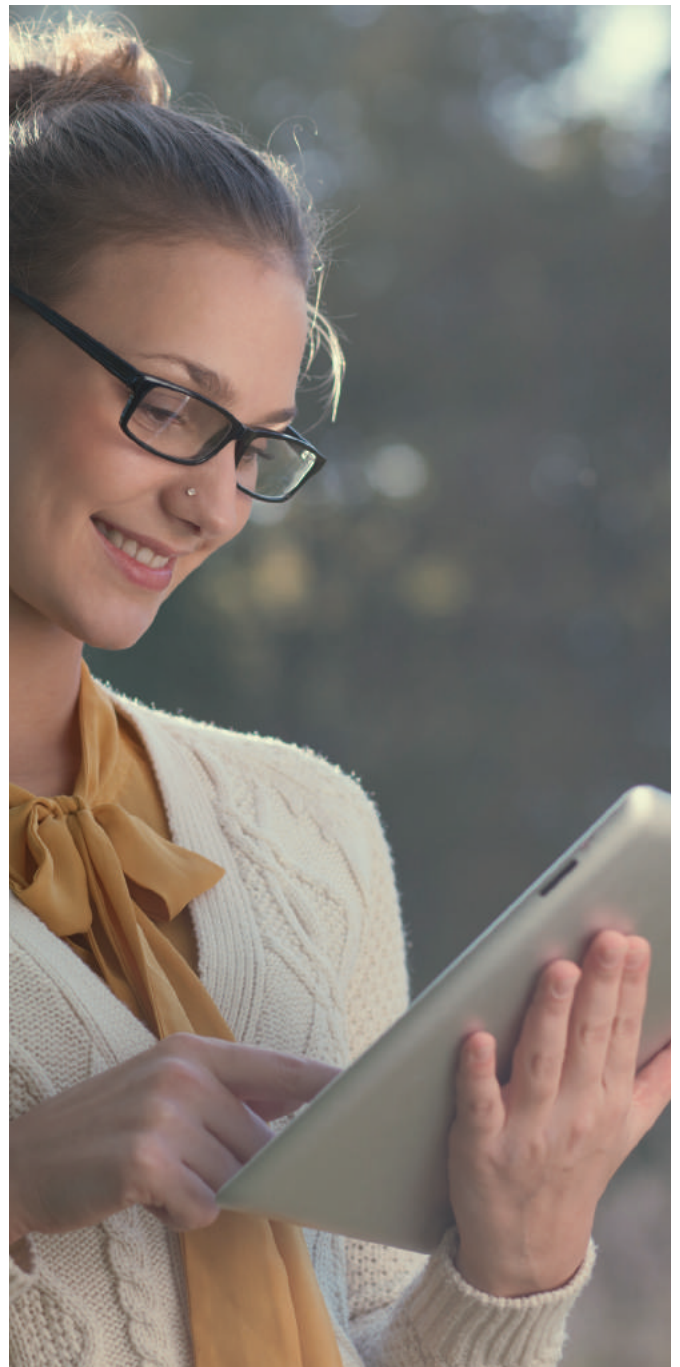
Quotes from mystery shoppers:

"The employee is not overly friendly but affable."
"I went to the salon, it was easy to find it."
"Haircut below the ears"
"The salon employee answered all my visit pointers with a simple look."
"Shaved off the hair of a young blond guy."

Emotions and sales. Are they connected?

One of the latest developments of the 4Service Group is an emotional index. This helps determine the emotional state of the employee during their communication with the customer, and whether it has any effect on customer loyalty or repeat purchases.

According to the theory behind "emotional sales", the decision and opinion of the customer can be influenced and even changed. Scientists have proved that the feelings of a person with a strong emotional field are felt even by those around them. For example, an employee that is happy and has a positive mental attitude can pass this along to the customer. The aim of emotional sales is to use positive emotions to increase sales and attract more loyal customers.

Slide 1

During communication with the customer, the employee can give off a wide range of emotions, such as: self-confidence, optimism, calmness, enthusiasm, cheerfulness, fun, indifference, fatigue, sadness and confusion. Each of these emotions can fit in to one of the following three groups: positive, neutral and negative.

Slide 2

When entering an establishment, in most case, the customer is in a neutral state.. However, when communicating with the employee, their emotions may be reflected by the customer who then leaves in a new emotional state. 4Service Group conducted a study based on thousands of questionnaires in order to identify the correlation between the Net Promoter Score (NPS) of the customer and the emotional state of the employee. The study confirmed a strong relationship between the two. Customers who communicated with employees in a positive, upbeat mood were mostly promoters, with the NPS ranging from 42% to 97%. Being in a neutral emotional state, the employee also sends neutral emotions to the buyer and the buyer becomes neutral or even critical. In cases where the employee's emotional state is neutral, a negative NPS level of -40% was recorded. Emotions such as disappointment and irritation present in the employee almost always resulted in the customer being critical of the establishment.
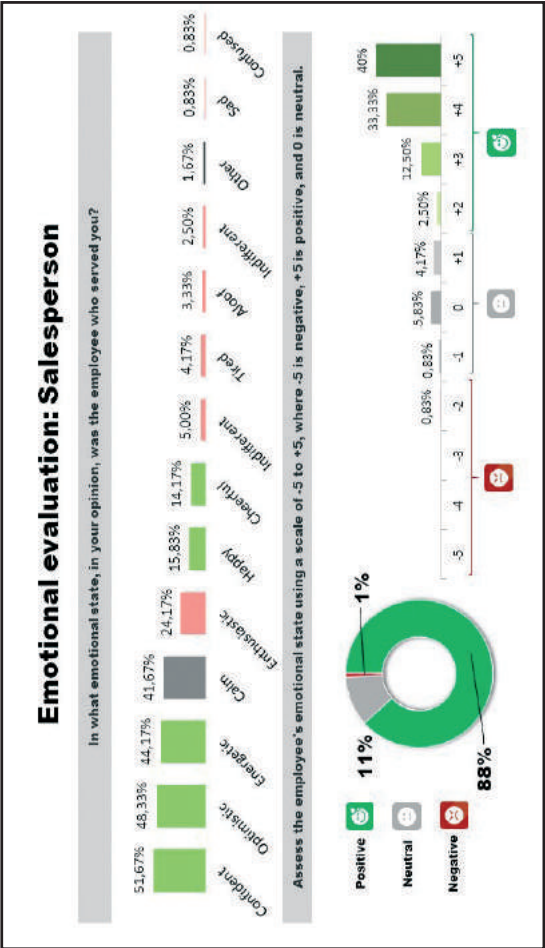
Slide 3

Implementation of standards for additional sales is possible only when the employee is in high spirits and has positive emotions.

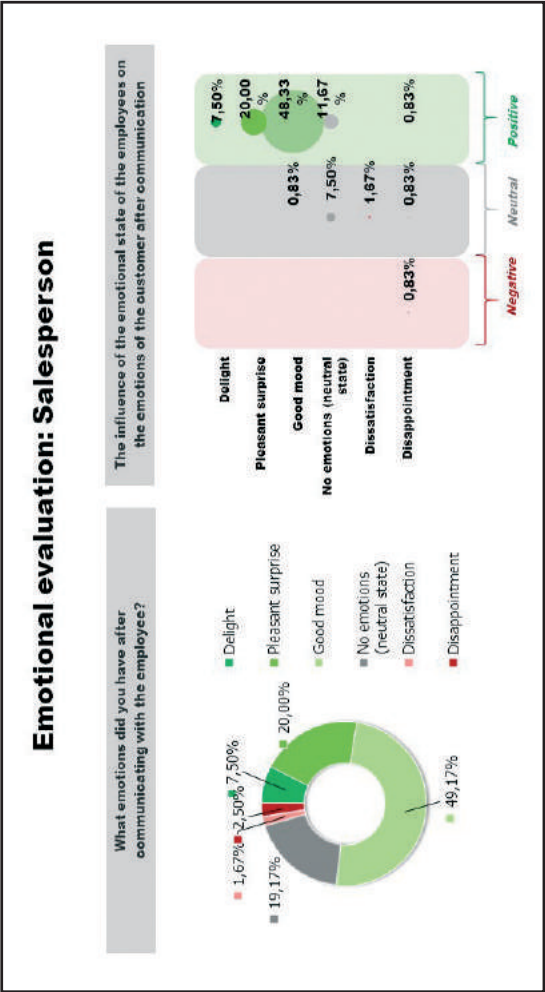Numerous 4Service studies have confirmed this hypothesis.

Slide 4.

While designing projects for our customers, 4Service Group recommends an investigation into employee satisfaction at your establishment and to pinpoint the reasons for any dissatisfaction within the team and correct it. This is the key to success in relation to customer loyalty, as the correlation between the moods of the employee and customer loyalty has been already proven.
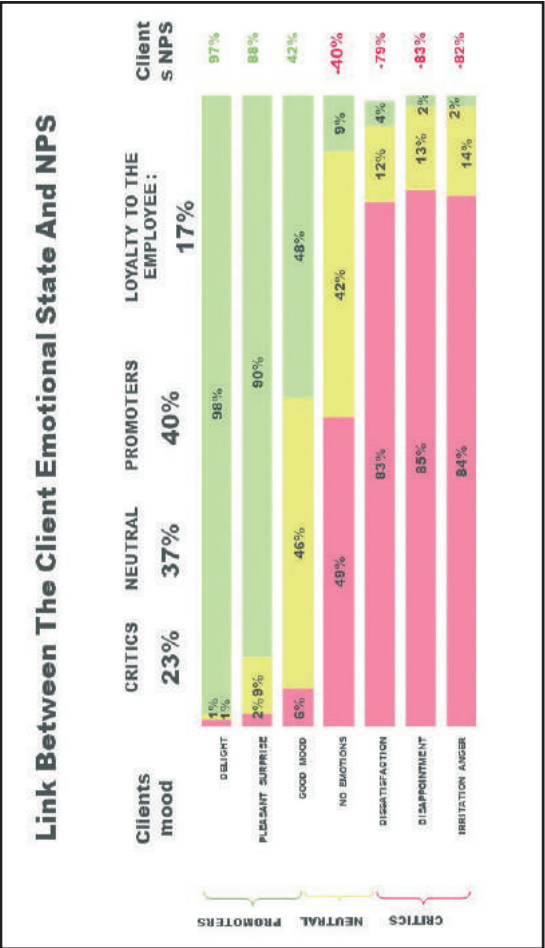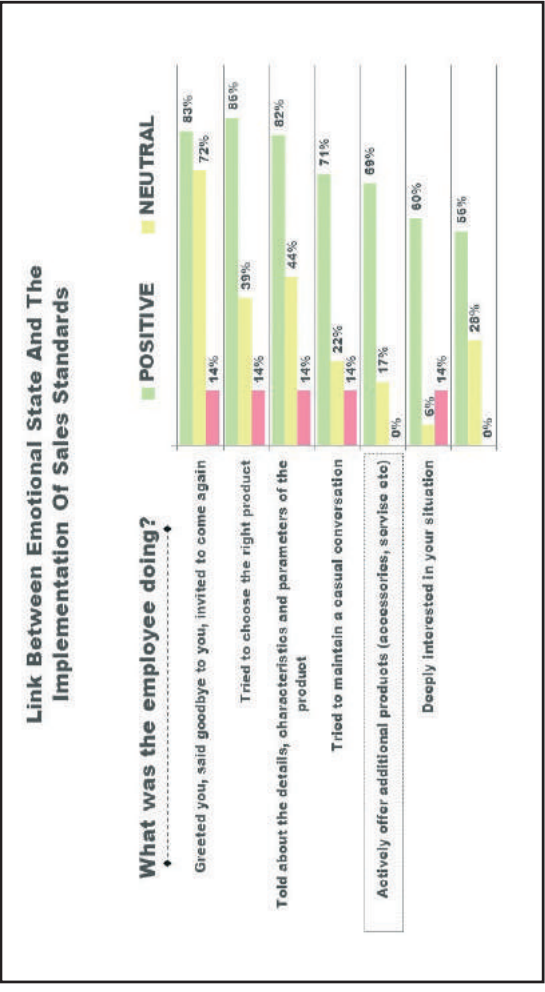
Slide 1

Emotional evaluation: Salesperson

Slide 2

Emotional evaluation: Salesperson

Slide 3

Link Between The Client Emotional State And NPS

Slide 4

Link Between Emotional State And The Implementation Of Sales Standards

Customer experience in 2018: innovative cases of well-known companies

Most corporate leaders talk about improving customer experience, but too little attention is paid to the development and implementation of a strategy for improving the levels of customer service offered by its employees, training staff and implementing changes in company policy. Changes in customer preferences, the emergence of new technologies and increasing requirements all affects the need for service system development. Some companies understand the value of customer service changes. Business competition dictates its own policy: either companies work on the quality of their customer service and are open to changes and trends, or they lose customers and take a metaphorical back seat on the market. Let's take a look at interesting cases of well-known companies which are ahead of their competitors in the new year.


Simplify the customer's life

Sometimes we need a special personal assistant to come and make our life easier. Therefore, companies need to start adapting to the needs of customers and work to simplify the lives of their. Here is an example of some companies in America that are adapting to their customers' needs.

Sittercity - a magic wand for parents in America. The service provided by Sittercity allows you to quickly find a nanny for your child and contact them in a short amount of time. Chime also offers proven candidates who are nearby with the opportunity to read information and feedback about the nannies using the service

If you have no time or opportunity to get dressed up, then Glamsquad will bring you professional stylists, makeup artists, hairdressers and manicure specialists to your home. Services can be ordered using their mobile app.

Uber cooperates with companies such as GoGoGrandparent to create hotlines that older people can call and order a taxi. It is convenient for those who cannot, or do not want, to use their mobile app.

People appreciate services that make their life easier. Offering useful, additional services for customers also gives companies the edge over their competitors.
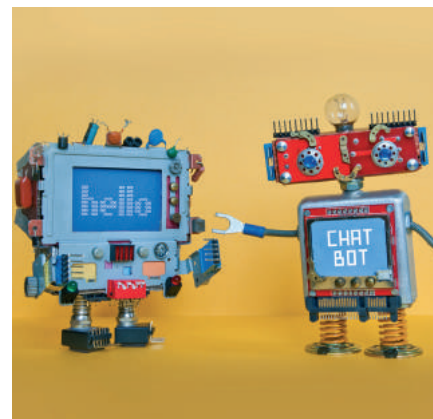
Virtual assistants

Siri, Echo, Bixby and, on the Russian market Dusya, Russian Assistant and Speaktoit are all vying for the title of the main voice assistant.

Marriott is currently testing Siri and Echo to determine which works more efficiently, by helping guests turn on lights, close curtains, control

the temperature, change TV channels and order room service. The winning virtual assistant will have the advantage of promoting its devices and penetrating the market of smart home technologies. One of the key aspects of the test is that it aims to assess how easy it is for consumers to use the program (in relation to how quickly they obtain the necessary information or give the necessary assistance).

Regardless of which voice assistant wins Marriott's competition, this practice is useful since it helps to identify programme problems and improve them.

Employee motivation

Good feedback is essential, but giving positive feedback to employees is an incredible motivator. Servicelovers in Denmark is a company whose goal is to improve the quality of service through positive feedback. Servicelovers allows managers of any company to evaluate and recommend good employees. The feedback given for employees is then made freely available and can be used by both the management and the employee. Moreover, employees can use their personal feedback as a CV.

For example, if a person is looking for a new job, they can show the feedback received to potential employers using a monitoring dashboard similar to a LinkedIn profile.

Less stress

There is nothing like a long queue to set nerves on edge, especially at the end of a long workday. For many people, going to the grocery store is a form of unbearable suffering. What would you say if we told you that there was a system for shopping which allowed shoppers to bypass all queues? Amazon Go is a grocery store that has greatly improved the traditional ordering process. Using a mobile app, along with tracking sensors, the retailer knows exactly what is in the basket of each customer. When customers leave the store, their purchases are instantly recorded on their Amazon Prime account.

It is necessary for every business to seek ways to enhance customer convenience and minimize stress.

Personalized service wherever you are

Companies involved in event management began to adopt the same technology used by Disney in their theme parks. Visitors receive rubber bracelets with RFID, linked to a credit card, which allows them to buy up popcorn and Mickey Mouse's ears with one move of the wrist. The smartphone informs the client when it's the best time to go on a particular ride or visit a certain attraction without them having to queue.

The system also allows you to provide personalised customer service, given that employees with know the name of their customers, their preferences for restaurants and entertainment locations, as well as their room and account number.

Access to the customer's geolocation allows for an increase in personalised customer service. Knowledge of potential and current customers provides companies with the power to customise its customer service system. However, it is worth noting that this technology also creates the risk of breaching confidentiality and data regulation. It can have unpleasant consequences if not carefully managed..

The expansion of premium services

The tourism industry has significant experience of customer segmentation. They work with premium class and middle class. Customers paying for premium class treatment often receive higher quality customer service, better rooms in hotels and better seats on aeroplanes.

Credit card companies also use data to ensure that premium cardholders receive faster help than regular customers. Medical institutions are also expanding the priority services.

These are global trends. Members of premium class have the superiority of receiving additional services, but the quality of customer service offered to all customers should be at a high level anyway.

Additional services are useful for business

Some of the new and impressive offers aimed at improving client experience from traditional representatives include offers of free programs for a healthy lifestyle and nutritional awareness. Retail chains are also adopting strategies used by companies active in the hospitality sector. For example, Westin Hotels has implemented the RunWESTIN™ programme, sponsored by New Balance, and has created three five mile cross-country routes for the use of their hotel guests.

The company Lululemon, which specializes in yoga clothes, offers master classes in yoga, while Williams-Sonoma, a store selling kitchen accessories and household goods, provides cooking classes in store.

The appearance of such additional services increases the number of purchases and loyal customers who are ready to share with their positive experiences as customers.

The word "shopping" is often equated with stress. However, thanks to useful additional services, businesses can create a pleasant atmosphere for all customer and reap the rewards of stressless customer experiences.

Innovative speech recognition systems

Consumers are often let down by first generation speech recognition technology. However, companies such as Interactions successfully mix Artificial Intelligence (AI) and human understanding to achieve almost 100%accuracy. Some people talk unclearly or with a strong accent which can hinder the clear translation given by the speech recognition bot. However, new hybrid speech recognition systems effectively eliminate any misunderstandings. They allow employees to develop easy two-way communication with the client and give time to those who need help.

Companies that closely follow the trends in customer service sector always think about what will make them stand out from the crowd. Experiences and emotions create memories. Does your company offer a memorable experience for its customers? Do you have enough opportunities to create solid and lasting relationships with the customers?

In 2018, we advise you to delve deeper into the topic of current trends and search for creative ways to use them.
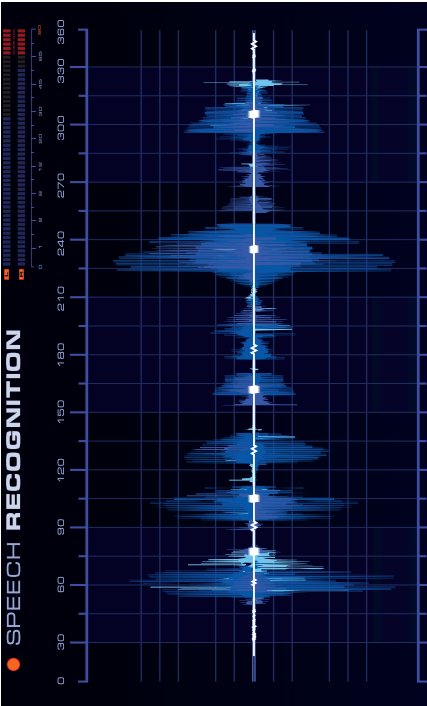
# How employee emotions affect their productivity

Executives expect their employees to keep their emotions under control in the workplace. You are probably aware that it is important to maintain a distinction between your personal and professional life. The problem is, that this is not just impossible but it can even be useful for our performance. People are very emotional beings. We are constantly under the influence of our emotions, whether we like it or not. Emotions are visible through body language, tone of voice or from actions. It's part of who we are. We must ask ourselves if we were asked to leave emotions behind, would we be able to work at the same capacity?

The requirement of giving up emotions in the workplace sets an almost impossible standard. Instead of eradicating emotions, they need to be harnessed and we must learn how to use them correctly to increase productivity.

Atlassian did it. The team analysed hundreds of open source projects in Jira Software (Atlassian Project Tracking Software), as well as moods and performance. This analysis helped determine which emotions the teams expressed through their projects and how productive they really were while carrying these emotions.

Understanding team emotions

Firstly, the team discussed eight basic emotions: anger, fear, disgust, surprise, sadness, trust, expectation and joy, and how strongly they were expressed when working on tasks? They discovered that some of them were more common than others.
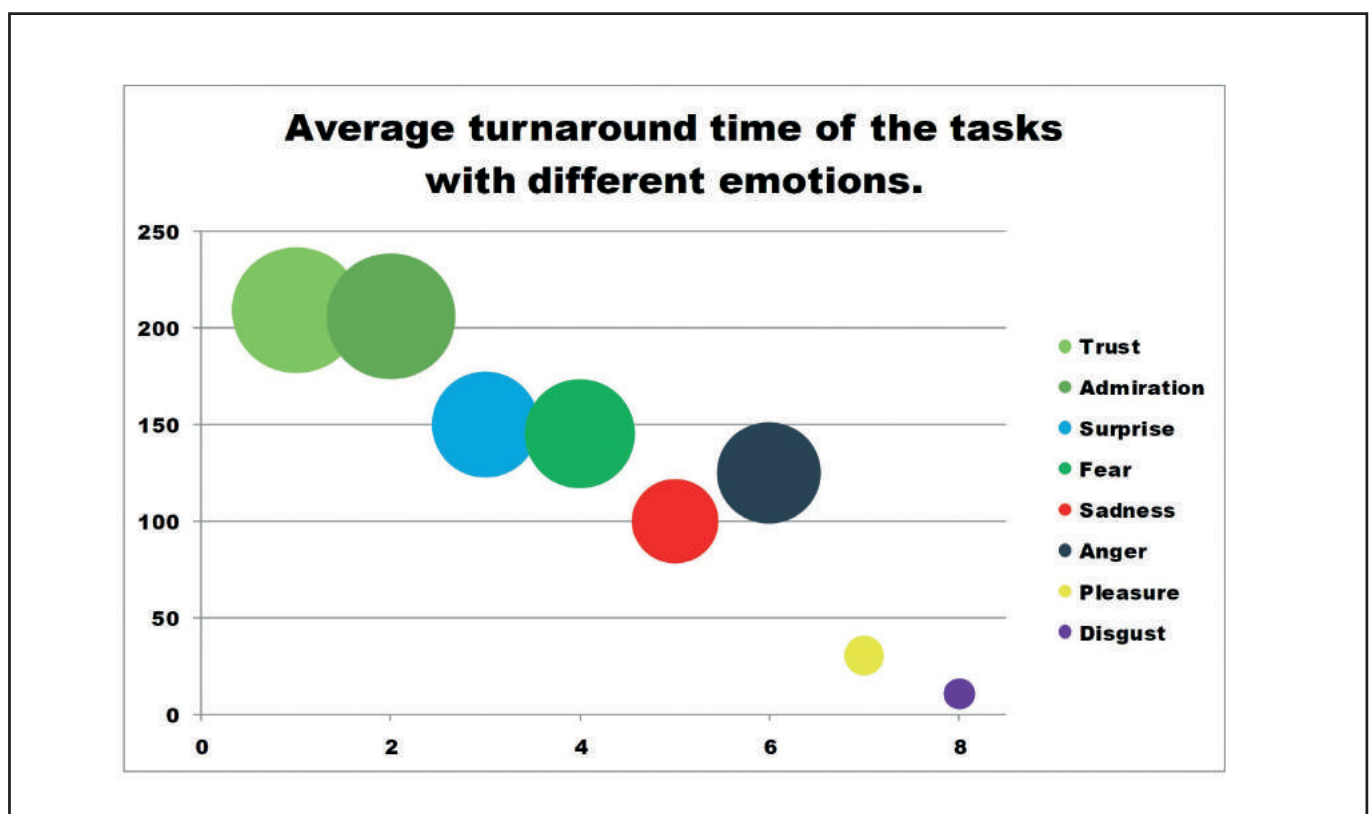
The most common emotions that people express during team projects are trust and admiration. In our opinion, these are both positive signals of the team's performance. When team members trust each other and look forward to the work that they are going to do, everyone is very motivated to do a good job.
The following emotions which were discussed were surprise and fear. They were expressed through statements like "Oh! I did not know this" or "I'm worried that this will have a negative effect on customers." These emotions are also normal

amongst teamwork as employees are often working on common new challenges. Tasks undertaken within the work process often also lead to surprises and problems. It is also important to understand the behaviour of each of the team members at the same time. Every time an emotion is expressed, there is a new opportunity for growth, trust, clarity, and understanding.

Another important emotion is anger, also occasionally felt as part of a team project. The study showed that members of the team experienced anger during 16-30% of their working time.

How do these emotions affect the performance of the team?

To determine the team's performance, a basic level was created and measured by the priority of the team tasks and the amount of time spent on them. A challenging task can be performed much faster than an easy task, but only depending on the mood of the team. Teams that participated in the study were divided into three groups, depending on their level of performance. These groups were high, medium and low

Returning to the eight main emotions above, it can be seen that the range of time people feel these emotions can be quite large. For example, teams experienced anger of 16-30% of their working time. According to the study, high-performance teams tended to experience less anger in their work (feeling it 16% of the time), whereas teams with low productivity experienced it 30% of the time.

This does not mean that high-performance teams never experience anger. It simply indicates that as far as emotion is expressed, so the team will be productive. High-performing teams tend to experience twice as many positive emotions as teams with low results. Happy teams also generally do a better job.

What are the characteristics of these emotions? Are they positive or negative? Are they strong or weak emotions? How do these emotions demonstrate a team's overall ability? It is here that emotional characteristics play: Valence, Excitation and Domination.

Productivity, mean valence and quantity of tasks.

—Valence —Productivity
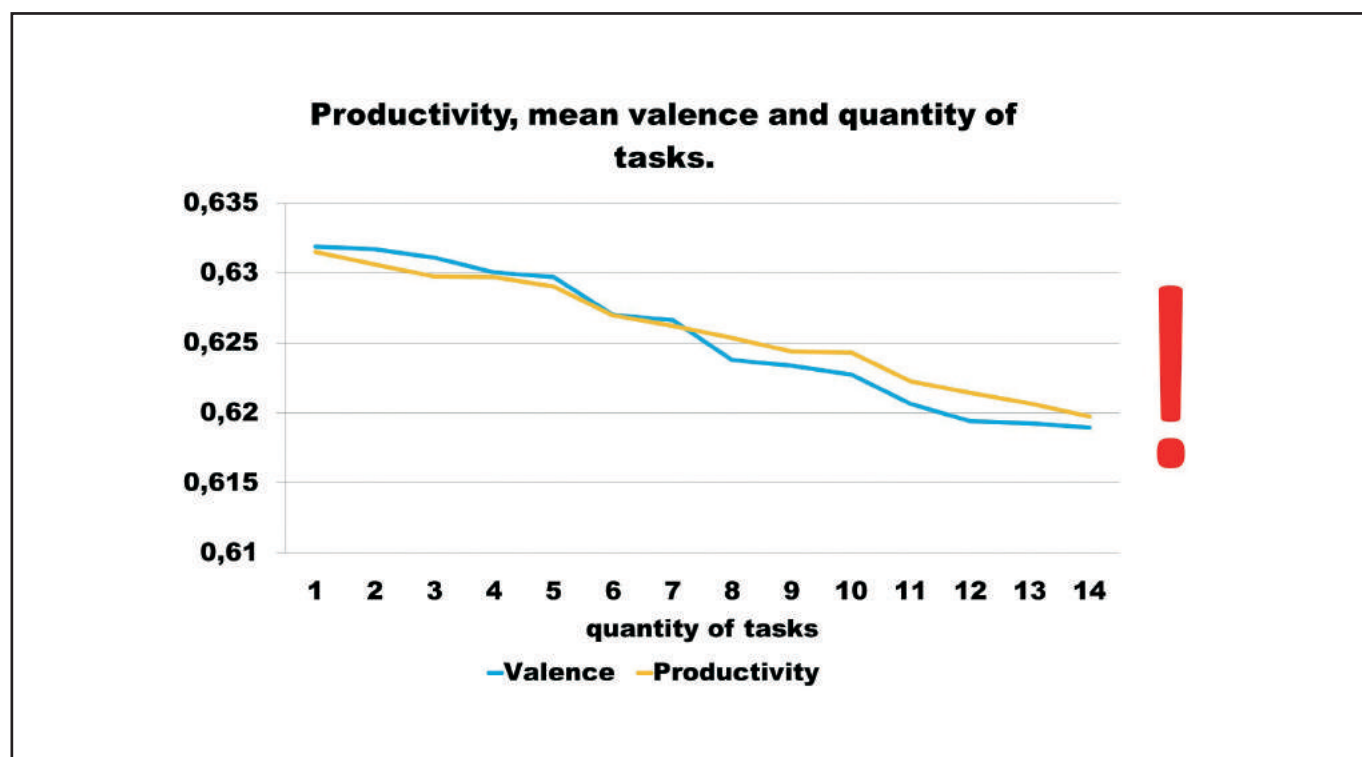
VALENCE IS THE PRESENCE OF POSITIVE OR NEGATIVE EMOTIONS.

**EXCITATION IS THE INTENSITY OF EMOTIONS.**

DOMINATION IS A SENSE OF CONTROL OVER YOURSELF AND YOUR WORK.

How do positive and negative emotions affect productivity?

An important component for quantifying performance is the percentage of problems that can be resolved in a short amount of time. There is a positive relationship between the performance of a team and the positive emotions (high valence) expressed.

When a team feels good about the work they do together, they are more productive. In the chart below, the orange line is the task; the blue line is the valence expressed in answer to the questions. The chart shows that positive emotion is closely linked to the issue of the time of the task.

Emotional intensity and productivity
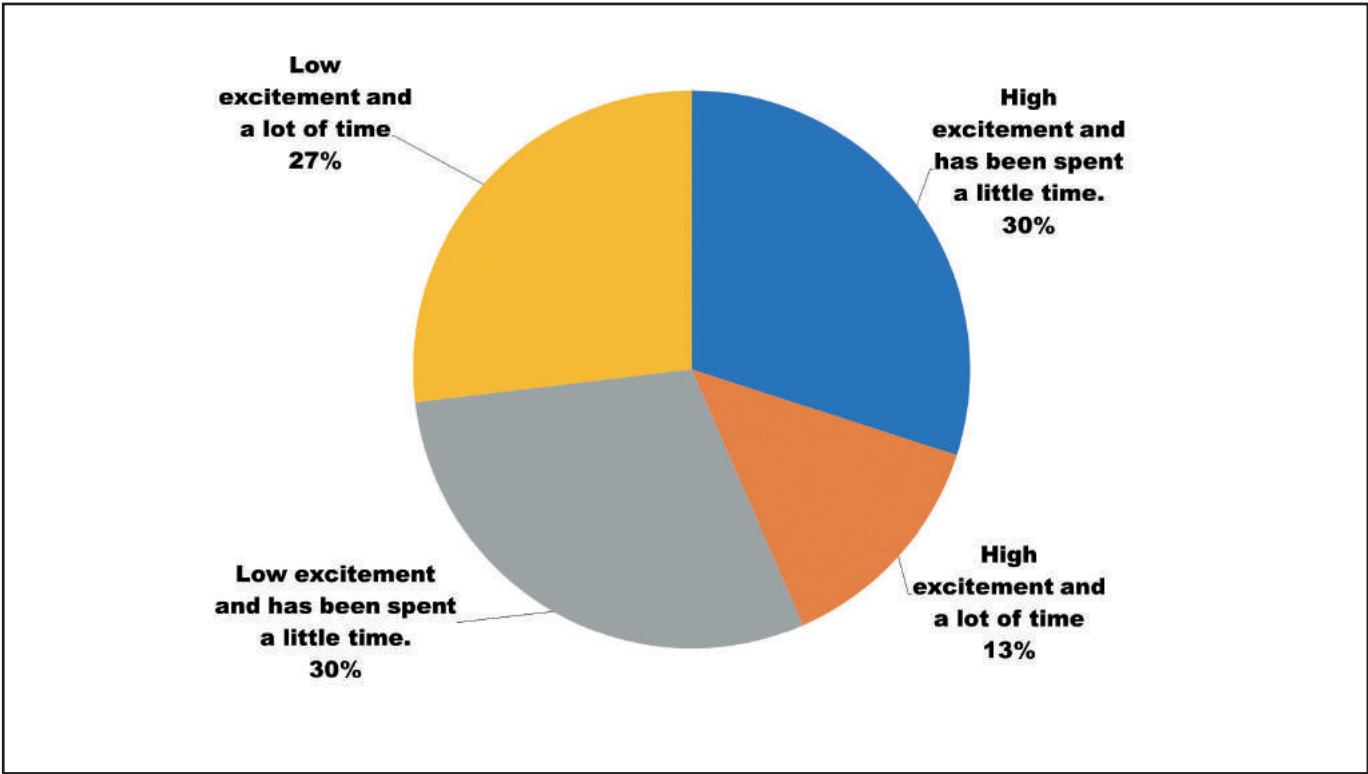
Valence reflects the presence of emotions in the employees, and excitation represents their intensity. Excitation is often expressed through anxiety. For example, if someone says: "Cool, what an interesting thing!" this will refer to the category of positive valence and high excitation. The relationship between excitation and the completion of the task can be seen in the following ways:

1. High excitement and little time spent on the task in hand.

A task that inspires, admires and excites the team is quickly carried out.

2. High excitement and a lot of time.

Negative emotions associated with work dominates the team. This causes the work to take a long time to be completed. The delay in completion may be due to a lack of proper skills, unsureness of how to approach the task or poor team organization.

3. Low excitement - little time spent on the task in hand.

There is less positive emotion and motivation surrounding the task, so it takes much longer to complete.

4. Low excitement - a lot of time spent on the task in hand.

When there is low excitement and a lot of time spent on tasks, employees feel very few emotions about them. These are usually very easy tasks that someone can do instantly.

A high level of excitement increases productivity. 30% of the tasks that were studied caused a high level of excitement and were quickly completed.

But what about the tasks that took a long time? High excitement, lengthy duration - 13%. Tasks that cause low excitement and took a long time to complete made up 30% of the study results. If the team is not enthusiastic about the work that needs to be done, the task will take a longer time to complete. A warning in relation to excitation: excitement about work is good, but there is a risk of emotional burnout. Studies have shown that when teams are too worried about a problem for a long period of time, rather than solving it instantly, productivity levels fall. This can be an indication of the stress of work. It should be avoided in order to prevent the team from burning out.

The sense of control and performance.

• The sense of control over your work (domination) is very important within a team. Research shows that when someone feels high levels of control over the work, decisions are made faster and tasks are performed better.

• Indicators of high domination: "I'll check it out!" and "I've already started working on this problem." This is why it is better to work with empowering team members as they make the task easier and are more productive.

How can you use this data?

These basic pointers of emotional health and its impact on team performance are very helpful. The emotions of employees can be used to improve the work of the whole team.

Some tips to use in your team today:

Accept that emotions are an important part of the work and strive to develop a culture of openness. This will allow your employees to better express themselves. To help your team, always remember the following:

• Keep track of when your employees are feeling angry or frightened about work and try to prevent it happening in the future

• Be cautious about making sarcastic remarks, they have a lasting impact on relationships.

• Positive emotions are very important for a team's performance. Make sure that the team is experiences these emotions, for example, celebrating a victory.

• Avoid ambiguity in the formulation of tasks and ways to achieve them. It increases anxiety and reduces team productivity.

Focus on the success of a person not just on the outcome. After all, the best asset of a team are its people!

The figures do not reflect the situation.

How to understand that customer service has become a competitive edge for businesses?

High technology - is there always a high relationship?

John Tschohl, the guru of American service in his book «Achieving Excellence Through Customer Service» takes up the position that «the majority of technological innovations and advertising subordinate to any company where customers are served by real people who have a high service culture. We recall that the competence of staff and expertise in the field are considered to be one of the important attributes of the service. The automation of processes often leads to loss of loyalty and indifference, as there is no soulfulness and flexibility in taking measures to satisfy the customer. The golden customers continue to remain «regular», when they are addressed by name, are pampered with discounts and compliments, their preferences are remembered. The majority of successful companies in Russia go from simple single-point service to the way of all customer experience monitoring, starting from acquaintance with the company and ending with long-term service, conducting cross-selling and using the retention mechanisms. Recently, the concept of multi-channeling has become popular, when the customer expects uniformity of service and the equivalence of offers across all sales channels (Internet, trading hall, phone, mobile device) in all outlets of the network. For example, having made a purchase in one store, you can exchange it at any other outlet of this brand and so on. The quality of service rules the world. Business in Russia already clearly understands the importance of service when competing for a customer. New marketing projects and strategic initiatives such as building a customer service system and increasing customer loyalty are being developed and implemented. 76% of buyers believe that service is an indicator of how much the company values them. But only a systematic approach, and not a one-time luck to impress the customer provided revenue. The choice has grown dozen of times, and the purchasing power in times of crisis has decreased several times. These two factors do not give the right to live without both standards and control the quality compliance.

Everything that is controlled can be improved.

Service is a complete system with its own rules, standards and complementary mechanisms. It is important to ensure not only the basic principles of good service, but also its further evaluation. The control allows the further service plan development and adjustment. When evaluating and monitoring the service of companies a broad variety of researches can be used, which can be divided into at least 3 groups: quantitative: exit polls/ on actual basis of deal, NPS, Mystery Shopping, Customer Satisfaction Research, call center, online survey; internal: resident experts, evaluation and certification of personnel, etc.), qualitative (external focus groups, in-depth interviews, client clubs, internal staff meetings, brainstorming, etc.) and analysis of customer feedback (complaints, claims, open sources, Internet portals) and other kind of feedback (spontaneous and structured). The quantitative research is the priority and focus of large companies with an extensive network. These are telecommunication and retail networks.

Mystery shopping with a quality mark.

Nowadays, the Mystery Shopping technology is considered as one of the most effective tools to improve the level of service in the entire world. Abroad, most often this service is provided by dozens of specialized agencies that have been united into Mystery Shopping Providers Association «Mystery Shopping» (MSPA). Today, MSPA includes 150 members and professional market participants "Mystery Shopper"

services, including agencies with representative offices in Russia, such as NEXTEP, STEP, RADIX & PARTNERS, 4Service Russia, Romir, Your People, Profpoint. Such membership is the guarantor of the conformity of projects to the quality standards and ethical principles of MSPA Europe. Today, more and more retailers in Russia use services of mystery shoppers. Every business at its development stage comes to an understanding of the importance of the program. For example, the banks of Russia realized this long time ago, while supermarkets started thinking only 2 years ago. There are segments that have not come to this yet, for example, pharmacists.

Market of "mystery shoppers" service providers.

Over the past 15 years in Russia, the demand for research on the quality of service using the technology of "mystery shopper" is constantly increasing. The management builds service strategies based on the results obtained, builds up service standards, keeps the staff up, taking into account the estimates of mystery shoppers in their motivations. In Russia there are several dozens of companies that provide «mystery shoppers» services. There are large international companies with Russian offices (4Service, TNS, InternationalServiceCheck),

Russian agencies of federal-scale (research holding «Romir», SQI Management, Nextep, «Your people», «Tajnyj-Pokupatel.ru», Profpoint), large regional companies («Analyst Center» in Tyumen, Modern Staff in Novosibirsk, Altius-Staff in Perm) and very small local players, providing services in certain cities.

What caused the era of technology?

For the last couple of years the players of a new format appeared - online services, so to speak, children of technological progress (Topmission, Millionagents, BINO). The technology consists of a set of mobile applications, Web sites, cloud-hosted databases and special servers. Their solutions for the market are mobile applications that allow you to attract people to perform simple tasks using a smartphone and get paid for this. This way of data collecting is called crowdsourcing. Basically, such a tool is suitable for simple information gathering scenarios without tough geography requirements. Mobile applications for data collection and employees management are designed to automate merchandising, field marketing, mobile commerce and trade audit. Such agencies also offer the services of mystery shoppers. The manufacturability basically consists of direct interaction of the customer with mystery shoppers that allows to minimize expenses. Mystery shoppers recruitment, training, job coordination, payment

for work and quality control are all confided in virtual auto tuning and processes. Order as much as you need in one click, the analytics is ready in a couple of days. Everything is easy and simple like a fairy tale. However, is this fairy tale about service quality evaluation, on the basis of which the client experience improves - it is a matter. The quantitative assessment tools become reliable only with sufficient number of estimates (sampling for location, geographically, by brand etc.).

Simply — always qualitatively?

Automation processes minimizes the human factor, but is it always a benefit to the business. Let's analyze all the stages. What risk or rescue does the mystery shopping automated service poses, for whom is it suitable and what can be expected at the end of this process.

Mystery Shopping is quite a complex and aggressive tool, strict standards and rules of its implementation are fundamental to its effectiveness. Based on poor-quality assessments, the companies can not draw conclusions to improve the situation for the better. This leads to distrust and refusal of the program results. In the "Mystery Shopping" technology there are two main models for which research is conducted: expert and consumer. When using the expert model, the research is conducted by regular "mystery shoppers" of the company, which workforce is usually in the range from 100 to 500 people. The problem of this model is the excessive professionalism of these employees. They evaluate the situation no longer as ordinary customers, but as experts, respectively, the study becomes ineffective. Consumer model as an additional value for the client in crisis. The consumer model is built on hundreds or even thousands of different opinions of people, corresponding to the target audience of the client on various parameters, which makes it quite flexible. For example, the projects to assess the service quality of the 4Service Group international research company are conducted in three stages: objective assessment - standard parameters; subjective assessment - the emotions arising during a visit; the measurement of pure NPS loyalty index — the readiness of the visitor to recommend the services of the company. The consumer model allows one study to cover a variety of additional ones that the client would probably be doing separately and spending a larger budget. In addition, in this model, the maximum number of assignments for one "mystery shopper" is limited in order to obtain a unique number of opinions. If the Client orders a thousand evaluations and the average rotation index is 2.5, that means in general that a person makes a two and a half visits at most per a project. And then comes a long period of rotation. Such a system of projects allows you to collect the maximum pool of opinions. For a simple understanding, for example, if you cook separately beets, carrots and potatoes, then they will be just separate vegetables, and if you mix everything, you can cook a vinaigrette. But seriously, the main purpose of a good research is to mix different categories, layers of people for homogeneity, apply different tools for evaluating the service. The analytics and hypothesis will be based on this.

Pricing policy - what is its transparency or eclipse.

The cost of the agency's services depends on the task of the project, the complexity of the scenario, the number of assessments, the profile of the mystery shopper, the geography of the location, the level of rotation. If the client does not need anything else besides the service surveying, then, accordingly, the price is not high. But if the identification of the reasons for what is happening is needed, what the customers feel, what their feedback is, then more operational processes and analytical actions are involved. This affects the cost. Flexibility in pricing is a reduction in both costs and quality. When

decreasing the number of assessments, the number of unique opinions reduction occurs, that is, rotation. This leads to a research with an inadequate representative sample, which makes it impossible to make an expert conclusions about the service of a network. Does it make sense to do it at all if you do poor-quality work. The large international agencies that have been on the market for a long time are not looking for compromises "value-cost", but they try to create a value for their customers at a lower cost. The companies that are struggling for market share can not afford this approach.

Rotation = fresh look and no recognition.

To ensure that the evaluation was done in accordance with all Mystery Shopping standards, the rotation of mystery shoppers is observed. A mystery shopper should not do visits more often than once in 3-6 months, depending on the specifics of the project and the publicity of the retail network. If there are a thousand visitors per day, then a mystery shopper can come every 3 months, and if 3 customers come to the location, then the mystery shopper should not come there within a year. Rotation provides impartiality, fresh look and unrevealing. This is important for the control. The unconscionable companies-providers sometimes use the same mystery shoppers all the time.

The mystery shopper recruitment process is a delicate matter or what are the pitfalls of the technical innovations.

The recruitment of mystery shoppers is connected with a human factor. Every business has its own target audience, so a mystery shopper must be a part of it. The compliance check is a prerequisite. The automated program can not determine whether the undercover buyer is a target audience, can not verify whether he was engaged in fraud, whether he has experience in the segment. Each shopper receives support from the coordinator at each stage, from registration to filling out the questionnaire. This positively affects their loyalty and recruiting the new ones. Some projects require the promotional code sending, without which are not feasible. The human factor plays here a key role, and the application removes this layer. The statements that all the mystery shoppers in the base are professionals should be considered in a cautious manner. To begin with, a professional is someone who has been trained and has gained a lot of experience. Online training is not a guarantee of expertise at all. We can only assume that if a company has been on the market for more than 15 years, then it has a couple of thousands of both experts and newcomers with fresh eyes. For 2-5 years, some secret buyers can make up to 1000-3000 checks in different locations. There are agencies with a major base of mystery shoppers. For example, 4Service company with a base of more than 200 000 shoppers throughout

Russia segments them by profile, specialties, gender and age categories, level of training. The coverage throughout the country, including remote parts, allows you to conduct training in any city and countryside by local project coordinators. Such employees are valuable in the recruitment of the shoppers, as they understand the mentality of the inhabitants and the specifics of the region. The Clients often invite the project coordinators to meetings and train with the specific standards of the company. The database should include different mystery shoppers with different levels of training. There are projects, for example, in banks, where the assignment can't be carried out without experienced financially sophisticated person. There are evaluations of automobile salons, where the mystery shoppers of solid appearance on a certain brand of car should come.

Mystery but honestly.

In order the evaluation takes place, the mystery shopper must remain so until the end. This is the essence of the service. There are cases when the mystery shopper can not find the location or the staff reveals him. A visit in this case may not be paid. The mystery shoppers, who can not accept this situation, begin cheating. A couple of methods are used to prevent this:

depersonalization of portals: there is no connection with the software, the provider;

a tool of «false visits» — a check-call with a question to describe what the shopper saw;

method «antivirus» — Updating the anti-fraud system several times a year; geo-tags.

Software for mystery shopping vs mobile app.

There are special professional software for conducting Mystery Shopping and integrations with complex analytics. One of the most popular software is Shopmetrics. This is a personalized service portal with an ability to implement the entire service management cycle of 5 main components: responsibility center (personal account of the manager, responsible for the service system implementation), service standards (set of action plans, indicators of implementation of standards), setting up the internal HR and PR processes (training stages in the questionnaire: each employee receives materials and tests, mailings for internal PR for the service), service evaluation and control, cyclicity (the actions are systemic and cyclical, the goals are regularly set, the results are summed up with the

team, individual work is carried out). Working on this portal, the providers can provide the Clients with on-line statistics and reporting on service metrics in one click. Such portals allow you to do a deep analysis of data and business processes mechanics, as a result - their optimization. During registration there is an algorithm of labor relations registration with the mystery shopper which is impossible in mobile applications.

questions that can warp the content, the real valida-tor will specify, compare the written response with the audio record, and the virtual one will simply can-cel it. Among the latest innovations, the validators an-alyze the comments of a mystery shopper on emo-tionality: how much I did not like or impressed with the service. Then they are processed at the Client level.

Control to the second power.

An important component of the Mystery Shopping program quality is the quality check of data provid-ed by experts. The process is called validation (proof-reading). Some questionnaires may be filled not cor-rectly. The experience of international large agencies shows that the percentage of such a spoilage is from 1 to 6-7. Validation or double validation is the most important working principle of agencies. The Client should pay attention to whether this process works. This will insure the client company from unexpect-ed and unpleasant surprises or even defective ques-tionnaires that can reach the personnel and under-mine the credibility of the program. In mobile online services, the opportunity to adjust the questionnaire is limited. When the questionnaire contains the complex

Automation by command.

The professional portals also have well-established automated processes, such as self-assigning. The system automatically checks the profile of the shop-per and immediately sends him a visit. There is also auto-validation, but the difference is that such func-tions are regulated and turned on by the employee of the company if necessary and in accordance with the terms of the project. And only those mystery shop-pers who have proven themselves, write detailed com-ments and have been working with the company for a long time have access to such automated processes.

Service Research and check – should not be confused.

 If only statistics is needed, the measurement of the service is appropriate. But if a Client wants not only to obtain dry figures of compliance with his standards, but to find out why this happens, what the cause-and-effect relationships are, then he needs an evaluation with subsequent analysis. The difference is not in what kind of data is received, but how it is analyzed and is used. Analytics, for example, in 4Service is based on expert analysis of the data. It includes a deep content analysis of comments, the relationship of standard-emotions, comparison of consumer expectations and real experience. These are hypotheses and "excavations" of data in order to remove valuable minerals for management of customer service and loyalty.

«Checking» — it's not really about the service.

The employees of the analytical department study the client's business, correlate the number of locations, employees and standards to the required number of assessments, compose a questionnaire and form the tools, laying the foundation for subsequent analytics. But if the customer has other purposes, such as to check the completion of certain standards of personnel work for calculating motivation or the level of knowledge after rebranding, then the client indicates how many checks are needs by himself. Therefore, just applications with automated functions fit perfectly to the format of service measurements or POS-audits, verification of the implementation or availability of a standard, the answers of sellers to questions, marketing initiatives, shares.

Download the game - it's nice.

Online services with mobile offers that collect applications from companies and distribute them to the mystery shoppers, remind the offer "download the game - it's nice. It is like one intelligent tool for one solution with clear task boundaries. But the sentence "go to the site and choose a game under the mood, interest, and tomorrow you will play together with friends in another" - this is a market where there is a choice depending on the needs, goals and the identified problems of the client. This is one of the most crucial differences between the new online platforms and experienced large agencies of the classical format. The latter automate their processes partially and at the stage of implementing the program "secret buyer" do not abandon the human resource. They offer a set of solutions for each request with the appropriate pricing, work on the principle 360 with complex interaction.

The dialogue is important.

 "Why do you need it" – is an important issue for the client. The Client can not always answer, for example, why he needs all mystery shoppers-experts or questions about staff satisfaction, instead of checking the applicants. And only after the launching, during the process of analysis, when time and financial resources are spent, the recklessness of such curiosity is confirmed. Live communication with the client and experience provide effective synergy in the proper launch of the project. According to the Harvard Business Review, 20% of "satisfied" customers said they intended to leave the company where they are serve; 28% of "dissatisfied" are going to stay. A satisfied customer does not mean a loyal one. The application is the same as a toy – it was played and thrown away. There is no value and connection with the construction of the service system. Do the applications give answers, how many assessments do they need for business, what other points of contact with the client remain uncontrolled, what questions in the questionnaire should be excluded, what to do with the results obtained. The main thing, according to Yevgeny Lobanov, director of 4Service Group, is to communicate with his clients and employees, so that all the efforts applied are reduced to one big result. Some global fast food restaurants refuse the Mystery Shopping program because of the recognition of mystery auditors. The request to get a receipt becomes a signal for employees to serve perfectly and serve fresh food. And only for the mystery guests the staff does everything to ensure that they leave satisfied. The main offices, without adjusting the scenario of the mystery shopper's assessments decide to find a replacement in online questionnaires for ordinary customers for a certain bonus. The access to the questionnaire can only be opened for those who had already purchased. So the control of standards remains in the care of visitors, which can not be digitized and linked to the business KPI. The staff stops being focused, the guarantees for quality of service and order disappear. The Client does not know about the standards and requirements of business. Still there is such a concept of basic standards as cleanliness and speed. They do not make the guest happy, but without them the customer will leave disappointed and angry. «If the Client allows, we will advise, give our recommendations and support at every stage to prevent mistakes and frustration from the program. It's free, as an added value. It is more difficult, of course, with the public tenders, where everything is spelled out and fixed for three years ahead, "Evgeny shares his experience. The technological approach is important for simplification of procedures, but the obsession of the service at the level of ideology and qualitative changes occurs in a live communication. When ordering a check through the application, the customer receives the service not from the company, but from a private person directly. And can control all manipulations independently, but again in automatic mode. It reassures when everything is kept under the control, but what about when you are not an expert? The agencies that did not develop services to assess and control

client experience, but developed them themselves, remain faithful to personalization. At the meeting, the expert explains the whole methodology taking into account the specifics of the customer's activities, gives comparison with competitors, shows how everything works on examples and cases. When starting, personal accounts are created for transparency of cooperation and reporting online, demo versions, test visits and periods. According to Harvard Business Review, the anticipation of customers does not increase their loyalty, but reducing their efforts, the cost of solving problems, contributes to long-term cooperation.

If the rules and quality of standards conducting are followed, Mystery Shopping in combination with other tools, for example, NPS measurement and quality research, the service can be improve by 9-15%. And this is a tangible practical result, with bonuses of customers loyalty, with decrease in the number of complaints, with increase of promotions effectiveness held in the company and the impact on the financial result in the form of an increase of the average receipt and the conversion of regular customers. The role of the integral indicator is great, it combines various evaluation tools and allows you to track service dynamics.
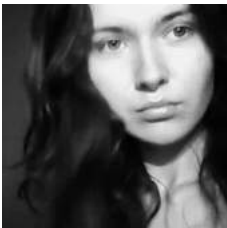
Our Team

Content-editor of Scheduling Worldwide Magazine:

Cheypesh Elena

e.cheypesh@4service-group.com

Graphic designer of Scheduling Worldwide Magazine:

Gleb Gulin

g.gulin@4service-group.com