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TOP-10 SCHEDULING ACHIEVEMENTS IN 2018

**WOW!
YOU CANNOT
EVEN IMAGINE
HOW PLEASANT IT
IS TO BE CHOOSING
MATERIALS FOR
THIS ARTICLE.
PRIMARILY,
BECAUSE IT IS AN
INDICATOR OF
OUR GROWTH
AND BUSINESS
TRANSFORMATION!
THERE IS A FAMOUS
SAYING BY MARCUS
AURELIUS: 'DARE
TO DREAM BIG
DREAMS; ONLY BIG
DREAMS HAVE THE
POWER TO MOVE
MEN'S SOULS.**

This quote perfectly describes our approach because dreams lead to changes. So today I would love to tell you, dear reader, about changes which became real achievements for us in course of 2018:

1. WE BECAME THE FIRST RESEARCH COMPANY IN THE WORLD WITH THE FULL SCOPE SCRUM IMPLEMENTATION INTO BUSINESS AND PROJECT MANAGEMENT

Considering the speed and consistency of project changes, as well as the scale and global nature of our projects already functioning in more than 55 countries and on several continents, in early 2018 we have understood that traditional project management methods, such as Waterfall, widely used by all world research companies, are simply not for us. The Waterfall model did not take into account emerging problems, delays and failures that change customer requirements and the environment.

We felt a necessity to find an alternative and change the process of work - look back regularly, analyze the work done, immediately eliminate obstacles and make important changes. Therefore, we switched to Agile flexible methodology and its derivatives.

According to the Scrum Alliance report, 70% of IT companies use Scrum. Among them you can find such giants as Google, Amazon, Salesforce.com, Microsoft, and Adobe.

Scrum is a uniquely designed flexible development methodology using a

non-standard distribution of roles in a team and a unique organization of iterations. Scrum, like other Agile project management techniques, professes a team approach, short iterations and continuous improvement in the process. These principles are implemented through a set of special roles, rules, processes and tools making teams produce products twice as fast.

Scrum is an excellent methodology: highly efficient, transparent, motivating. This is a win-win approach bringing benefits both for the team and for the client.

Transparency.

All team members can easily exchange information, knowledge and problems. This brings the sense of involvement into activity with a common goal. The client is always up to date on the progress of work, has the opportunity to make changes in the process, and always receives reliable information about the deadlines.

Team autonomy.

Freedom of action and responsibility are powerful motivating factors so team members decide how to work on a project by themselves. The client sends his/her requirements directly to the team, avoiding a long chain of communication.

Motivation by a result.

Scrum concept allows each member of the group to monitor both individual and group achievements on daily basis. Consequently, the customer gets a functionality increase with each iteration.

Market risk minimization.

The team quickly responds to changing project requirements, not doing any unnecessary work. The customer gets the desired result which is in demand in the market.

Financial risk minimization.

Little time and money are spent on eliminating mistakes and meeting additional customer requirements; everything is invested into the budget.

Of course, such changes not only lead to reaching a new systemic level in our project management, increasing efficiency and productivity in achieving results by 30% -50%. The introduction of these integrated methodologies has lead to the reduction of Global Budgets, depending on the level, by 10-40 %.

It is worth emphasizing that at the same time, we are observing an increase in our partners' overall satisfaction.

In the soonest possible time, we will present our brand new project portal to all of our partners. It will provide new opportunities for project management and will make use even closer to the client, more transparent and technological. This is our huge victory.

2. WE CARRIED OUT A REVOLUTION IN HR MANAGEMENT

As you may know, our unique business model provides for 95% of remote communications.

With 200 employees in our operations hub in Kyiv, Ukraine, the remaining 2000+

colleagues and more than 500,000 Mystery Shoppers interact remotely.

Consequently, such way implies not only the availability of full-fledged and effective communications, but also a consolidated system of financial and non-financial motivation.

Please have a look at our on-going year achievements:

1. We have launched a Workplace-based corporate social network that allowed employees to share news, digests and knowledge. As a result, a few months after the launch we reached 75% coverage by staff, made more than 300 publications for which almost 2000 reactions and interactions were received. Indisputably, this is a great victory and something to be proud of.

2. We created the Employees complex system of financial and non-financial motivation for our staff. Indicators of engagement and satisfaction have increased by several times, as a result the NPS of employees is growing.

The undoubted growth is also demonstrated by the involvement index:

Employees working for more than 12 months now constitute more than 55% of the team.

Of course, at the same time, we realize that it became possible due to an increase in investment in staff by 56-60%, which included both general educational programs like learning for-

eign languages, and highly specialized knowledge - qualitative and quantitative research, negotiation skills, etc.

I would also like to emphasize upon the decrease in the level of staff turnover by 4% at the end of 2018, which is 3 times less than the previous year.

At the same time, the growth of new employees by 80% is achieved owing to our own trained personnel, which is truly impressive.

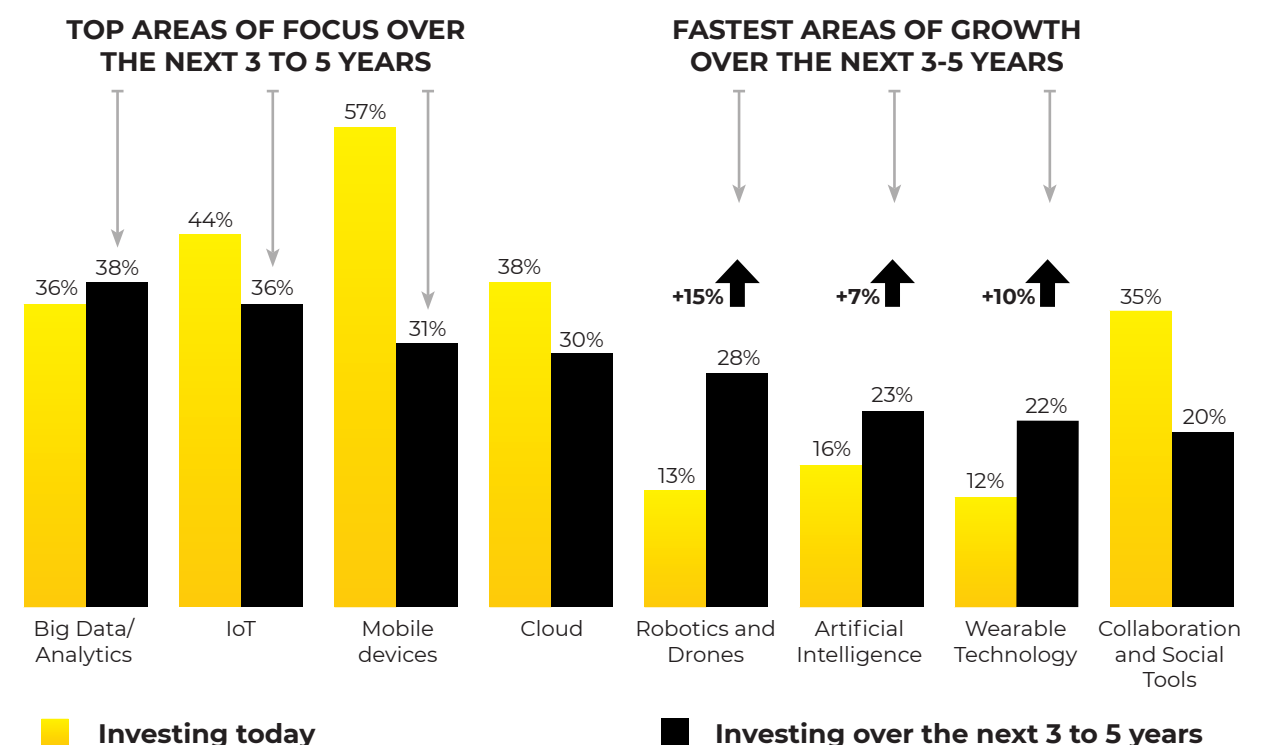
3. WE HAVE LAID A FOUNDATION FOR USING BIG DATA AS WELL AS ROBOTIZATION AND AUTOMATION BOTH FOR CUSTOMERS AND FOR IMPROVING INTERNAL PROCESSES

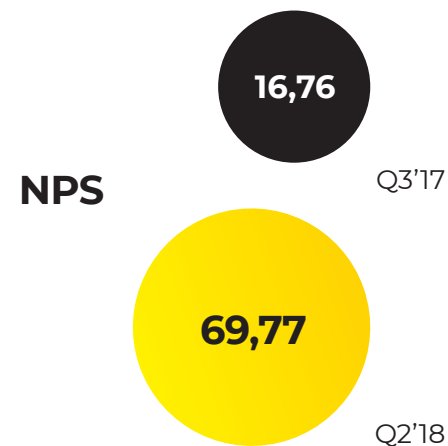
Judging from the way people talk about big data, it could be compared to first sex - widely discussed but you do not know what to do. Of course, this is a joke, because companies around the world start including big data principles into their strategies and developments, and we are no exception.

Let's look at statistics first:

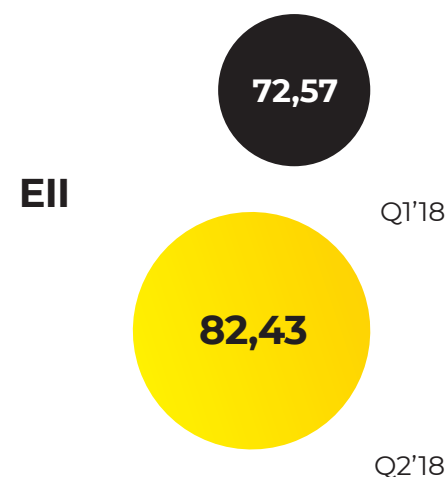
I emphasize that within the next 10 years the amount of data will increase 10 times - from 16ZB to 163ZB, and in 2020 the number of gadgets will reach 200 billion, an average of 26 pieces per person. Impressive numbers!

We also keep up with the times and introduce modern methods of data analysis based on Python and the Algorithm R.





The engagement rate demonstrates a clear increase



THE MAIN ELEMENTS THAT WE HAVE LAUNCHED ARE AS FOLLOWS:

1. Development of an anti-fraud model that will allow us, in more than 50 parameters, to deal with the human factor influencing the data quality of our researches;

2. A new mechanism for checking the logic of Python-based questionnaires has been developed, which made it possible to reduce the number of logical mistakes in validation by 3 times and practically narrow them down to 0.

3. Internal tools and reporting were optimized and automated, which reduced the time for issuing final data 5 times.

4. An internal chatbot for customers was developed; it can instantly provide real-time data on the implementation of any project.

Purchasing power

Unemployment

BY 2025

33% OF PROFESSIONS = ROBOTS, PROGRAMS, MACHINES

UNDER THESE CIRCUMSTANCES, THE SHARE OF TEMPORARY STAFF WILL INCREASE BY FROM 20% TO 30%.

Dmitriy Pavlenko
Managing Director

4. MANAGING THE MYSTERY SHOPPERS PANEL AND NEW PROJECT FORMATS

It is obvious that our main asset is the half-million army of Mystery Shoppers, which we managed to multiply over the last 2 years.

At the same time simply multiplying is not enough, because you need to do it with the highest possible quality and be able to manage it properly.

This year we have completely changed the grading of Mystery Shoppers. It was systematized and refined, taking into

account the balance of bonuses and penalties, as well as the Global Survey of Mystery Shoppers. The goal of this revision was to significantly reduce mistakes from the shoppers' side, accelerate the filling of questionnaires by shoppers as well as to achieve a better product for further validation.

As of today, the average time for filling questionnaires by mystery shoppers has been reduced from 12 to 9 hours, and the average number of mistakes has been reduced by 35%.

We would also like to note the 15% growth of mystery shoppers' NPS. The undoubted trend of the future is its digitalization and a significant increase in investment in this area. This means that people will be using more and more technology for communication, products and services.

This year we have launched about 10 projects opening absolute and innovative possibilities for using the Mystery Shopper panel for mass testing of:

- Applications
- Website
- Payment systems
- Bots and other customer interaction channels

It is noteworthy that, apart from the mass character of this approach, our clients have achieved a 50% cost reduction in launching such projects, and the quality of the finished project increased, according to our data, by 15-40% due to proportional reduction of the number of errors and bugs in the final product.

5. OUR FUTURE AND MEGAPROJECTS

Instead of just laying all cards on the table, I will present you the most important figures in the infographics on our work done, which will bring us absolutely revolutionary results next year:



TOP 5 RETAIL TRENDS AND 2 LITTLE KNOWN FEATURES

PURCHASING EXPERIENCE HAS BECOME EXTREMELY IMPORTANT

Customer experience (customer journey) is taking the first position by importance, because in the face of fierce market competition each retailer tries to present itself in the best light and differ from its competitors. Therefore, a new indicator will be used as a measure of success – we are talking about consumer experience per unit of area.

Joe Mach, the President of North America at Verifone predicts that consumers will visit physical stores as long as there are new and interesting reasons to go there. Leading retailers are trying to use the occupied space so as to achieve the maximum level of consumer experience per unit area and ensure the most effective interaction with customers.

Customers will shop only where they enjoy their buying experience, and it does not matter whether they do it in one particular store or in several different ones.

Nike has shown a great understanding of how important shopping experience is. The company opened a five-floor store in New York, which has a mini basketball court, a treadmill, running simulator, a small football field and a store where buyers can find the whole range of Nike Air Force shoes and get a qualified piece of advice from the shop assistants to choose the most suitable sneakers.

This is an excellent example of how traditional retail is changing with the advent of online commerce. Nike created both - a playground and a place to shop. It was done in order to provide their clients with the best customer experience and ensure wonderful emotions after visiting the store.



THE INFLUENCE OF ARTIFICIAL INTELLIGENCE WILL INCREASE

The influence of artificial intelligence will be increasing: according to some managers about 85% of all transactions will be made using the capabilities of artificial intelligence by 2020. And it is in 2018 that a large-scale practical use of these opportunities will begin.

Chatbots will be widely introduced to manage customer inquiries and make recommendations on purchases, taking into account the complex wishes of customers.

The use of voice assistants and interactive interfaces based on artificial intelligence will also go up.

Due to the possibility to make purchases with the help of chatbots and voice commerce, retailers will be able to use this technology to answer standard questions, and thereby reduce human workload in the customer support service.

For example, Amazon has gone far ahead. They not only use artificial intelligence, but also sell it. The company quite successfully entered the mass market with Alexa and Echo devices, which proved to be very popular.

The Alexa Service Assistant combines chatbot and voice recognition, and the goal of Echo is to ensure the impeccable quality of users' interaction anywhere in their home. Using Alexa, you can order food delivery, listen to music, plan your calendar, make phone calls and much more. The list is endless, and all you need to do is talk to Alexa.

The number of responsible buyers, who take into account more factors than just the price of goods, is increasing.

This new buyer generation, whose tactics is determined by the generation of millennials, has a huge impact on retailers and forces them to respond to the newest developments.

Today, companies that want to attract customers should have clearly defined principles of work, including ethical ones.

The movement of responsible buyers is on the rise. According to the survey conducted in the UK, a third of buyers consider the origin of the goods they buy to be of great importance.

The YouGov and Global Poverty Project survey showed that 74% of respondents are willing to pay more for clothes if they are sure that factory employees have safe work conditions and receive fair remuneration.

The Gucci brand has refused to use natural fur in their collections, and the

Spring-Summer 2018 collection became fur-free, in accordance with their new concept. The company has joined the organization for the protection of animal rights and against killing them for fur (Fur Free Alliance). Such brands as Calvin Klein, Ralph Lauren, Armani and Tommy Hilfiger have taken the same path.

But the goal of this decision was not only to adapt to new trends and consumer preferences. Marco Bizzarri, the president of Gucci, said, 'I was forced to do that, because otherwise, the best of the best would refuse to work for Gucci.'

THE SO WIDELY DISCUSSED NEW RETAIL REALITY IS ALREADY HERE

The new reality in the retail sector, so much has been said about, is here. It has already changed the customers' attitude and approaches to making purchases, and in the future its influence will become determinative. But the question whether the existing technical capabilities correspond to the increased consumer expectations arises.

Many retailers did not meet new customers' needs in time and, thus, got out of the game. According to Forrester Research Company, new conditions are not easy and 'will set for companies the new and non-standard tasks requiring a change in the accepted development order, supply and selling goods/service provision.'

Thanks to new technologies, now consumers are in control of the situation, and they have all the possibilities for this.

Such applications as Snapchat, WhatsApp and WeChat confirm that the world is rapidly moving towards a reality in which all events occur in real time. People expect instant results, and it clearly determines the customer expectations.

The **Salesforce.com** report showed that 64% of customers expect instant response from companies, while with the development and improvement of technology, the desire for speed is only exacerbated.

The **Target Company** has announced that starting from February it will begin to deliver goods 'day to day' to certain regions of the country, and this option will become possible for the entire US territory within a year.

This company will try to compete with other online shopping sites, such as Amazon, which covers 38% of all online purchases and offers minimal delivery time, low prices and maximum comfort.

According to Darren Seifer, food and beverage market analyst of the NPD Research Company, Target is trying to predict the future. But still, if the company wants to remain competitive and play

such giants as Walmart, Jet and Amazon even, it will have to raise the stakes in the game called who will be the most convenient for the buyer.

WEST AND EAST: THE CONFRONTATION CONTINUES

How do platform players and non-traditional retailers expand their presence and range of services offered in the West and the East? Competition between the West and the East will determine the situation in the retail sector, and in many cases the East will be ahead of the West.

In contrast with the record number of closed retail stores in the West, the Chinese conglomerate Alibaba Group reformatted not only the retail world, but also its own business in a fast-growing economy, achieving very impressive results. Taobao, the electronic trading platform of Alibaba, is actively used by 580 million people per month - mainly in China - which indicates the fantastic growth rate of the retail market in the East.

According to the forecasts, between 800 million and one billion new members of the Chinese middle class will be among buyers in China by 2030; more than 200 cities in the country will have more than 1 million inhabitants. For comparison: according to the OECD forecasts, the number of buyers in Europe will increase by 16 million by 2030; today, there are only 35 cities in Europe with a population of over one million.

With the growth of the middle class in China (from 12% predicted for 2009, to 73% of the total population of the country, predicted for 2030) it is expected that consumption in China will be 2.5 times higher than in the USA. The number of Chinese customers using mobile phones to access the Internet is already more than in the USA, Brazil and Indonesia combined. Almost 50% of online purchases in China are made via mobile devices (for comparison: the same indicator in the USA barely reaches 33%).

Over 80% of all online shopping in China is done through Alibaba. And given that the Internet covers only 53% of the country's territory, the growth potential is huge.

CHANGE OF FOCUS FROM GENERATION Y TO GENERATION Z. THEY HAVE GROWN UP!

In 2018, the generation Z has exceeded the generation X.

There are only 8-10 years left before the centennials will reach adulthood, and the era of large-scale changes will come.

2 LITTLE KNOWN FEATURES

The core values of the generation are open opportunities, tolerance, speed of communication, creation and entrepreneurship.

The centennials greatly differ from everyone else. The key determining factor lies in the fact that this generation will have to live in the space of huge databases that are constantly changing, expanding or absorbing other ones. That is why their mental abilities are already significantly higher than those of earlier generations.

Centennials are in fact a 'digital' generation for living in the Internet and with the Internet. Their peculiarity is 'an enlarged thumb' because 80% of communication is done by typing texts in a smartphone chat. Their brain is a powerful computer, it is no longer a transitional model, like that of the early millennials; they are a completely developed form of the new Homo sapiens, but on the Internet. Their speed of chatting exceeds the speed of our conversation. Multitasking is the foundation of their lives. Normal centennial reads a 600 page book in a few hours.

The picture goes to the brain, where it is instantly processed and saved in the desired file.

POSITIVE BRAND STRATEGIES, AUTHENTICITY, INTEGRITY AND COLLABORATION

***According to Microsoft
Global Research, Intel
AZURE IoT Connect
2017***

***50% The CEO of the
leading companies in
the markets expect
their business model to
stop existing
in 5 years***

SO?

Brands choose socially important, motivating topics in their positioning strategies and missions: personal development, new opportunities for all people, overcoming borders, conquering new horizons and not giving up. Ecology and healthy lifestyle remain in the mainstream. Gender neutrality is a new trend in accordance with the values of generation Z.

Brands build communications considering the cultural aspects of society. Brands seek to enter into cooperation with technology companies - database aggregators, search engines, trading platforms.

Big data is a new "fuel" for the development and implementation of brand ideas.

Here we are talking about a mixture of traditional industries. Imagine grocery retail in format of a restaurant or with the entertainment component, bank office with affordable services for daily needs (transport tickets, Internet and television payments, insurance) or a clothing store with coworking space.

Gas stations with restaurants and household services are already a reality.

Brands create an analog-digital environment for consumers and expand their presence in the customer's life. Support of all formats in brand communications (both technical and cognitive - tactile sensations, smells, tastes ...)

**It is something to think about,
is not it?**

KIDULTING

Kidulting is a mix of two worlds: adults and children. Brands are moving towards positioning changes, suggesting meanings that combine these worlds. The bright examples are the cartoon character trend in adult clothing/shoes collections and gamification in loyalty programs. According to a Nielsen Media research, the Cartoon Network is more popular than CNN among people between the ages of 18 and 49. The average age of a video game fans in 2007 is 29, which is 11 years more than in 1990. 40% of Harry Potter readers are

adults. The average age of a European who buys his first home has increased from 27 in 1977 to 34 in 2007. More than half of Americans who were once inclined toward independence returned to their parental home after college. Kidulting not only forms businesses, but also rejuvenates famous brands (Louis Vuitton, Christian Dior, Volkswagen) or, on the contrary, brings maturity to originally children's brands (Walt Disney, Nintendo). Do you want to sell something not very practical and very expensive? Sell this to a child in a guise of an adult. So first of all, manufacturers of toys, video games and films, luxury accessories and cars are able to show the buyer a vivid image have this way of thinking. Dolls grow up (Mooqla), cars start to resemble small children cars (New Beetle), ties are decorated with bugs and cartoon images (Hermes).

Dmitriy Pavlenko
Managing Director

SCHEDULING WORLDWIDE 2018: MAP OF COVERAGE, SERVICES, INDUSTRIES



Scheduling Worldwide is a company that has been improving service around the world for 17 years!

Over these 17 years, we have helped more than 500+ companies to achieve their goals and set the new ones! Now 4 Service is working on projects in 264 countries.

What makes us different from other agencies around the world?

We have conducted a study and found out that we are the only company in Europe that operates in 55 countries without any partner help! We can proudly say that we are a unique company that goes beyond the limits of its continent, but you will get the details next year ;)

Over the entire history of Scheduling Worldwide, we have learned how to work with different projects, in different industries and in different parts of the world. We are your personal Mystery Shopping Wikipedia!

Mystery Shopping is just one of many services that we have been successfully providing for 17 years. We would like to lift the veil on TOP 2 services of 2018 for you:

1. USER FRIENDLINESS & TESTING OF THE APPLICATION

We live in the Digital era, when the smartphone has become an indispensable attribute of our life. We check the user friendliness of the application and monitor all possible software bugs. With the help of our Mystery Shopper database, your application will generate positive user feedback and increase your income.

2. PHOTO MONITORING

We know how important it is to quickly receive information about incorrect display of goods or receive POS material analysis.

'Does this photo really belong to this location? Was it really taken on the appointed day?'

Have you ever had such questions? We have found a way to solve this problem and developed a mobile application that simplified the monitoring of products in retail outlets as well as conducting audits. It is attractive because:

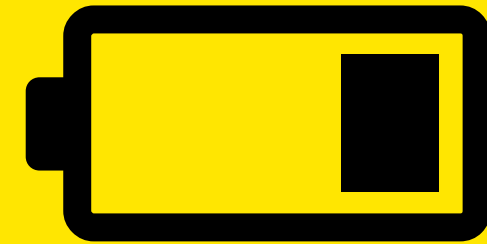
- This is a mobile app! We do not lose time to fill out forms from a computer, upload photos. You can do everything using your smartphone right in the location!
- There is a link to geolocation. You know for sure that the photos were uploaded in the location that you need. If the employee is elsewhere, the application will let him know that to make a visit he needs to visit the corresponding address!
- The only option is to take photos and attach them immediately in the app! There is even no possibility to upload photos from the photo gallery.
- Using this application is much cheaper than using the classic Mystery Shopping for audits.
- You get the result faster than in the process of classical audit/monitoring.

**Would you like to know more?
Contact us!**

We are ready to share our experience to achieve all your goals! We give you the result, save your time and become a part of your success!



Anastasiia Vladovych
Business Development Director



CHARGE YOUR BUSINESS FOR NEW ACHIEVEMENTS WITH US!

THE NPS

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



CUSTOMER LOYALTY VS REVENUE

July-August-September 2017-2018

If you have by any chance forgotten what Net Promoter Score Index is or did not have a chance to use it in work, we are here to remind you. NPS is one of the management tools used to measure consumer loyalty. Almost a decade ago, it was proposed as an alternative to more traditional ways to measure consumer satisfaction. By asking your customers only one question - 'How likely is it that you would recommend our company/product/service to a friend or colleague?' you can not only measure customer experience, but also predict business growth, as well as its stagnation.

Together with our quarter NPS by industry, we have prepared an illustrative example demonstrating how your NPS rate influences the multiplication of your revenue or leads to material losses.

Below you could see 3 cases, having 3 different NPS indices and 3 numbers based on average spending per customer/per visit. You can follow, how, based on these indicators, your enterprise will benefit or impair.

And after, please take a look at the average NPS across the industry. It is up to you to draw conclusions.

NPS 0

334 470 335
  

Average check:
100 euro

Increased revenue:
665 euro

NPS 49

102 25 323
  

Average check:
500 euro

Increased revenue:
110500 euro

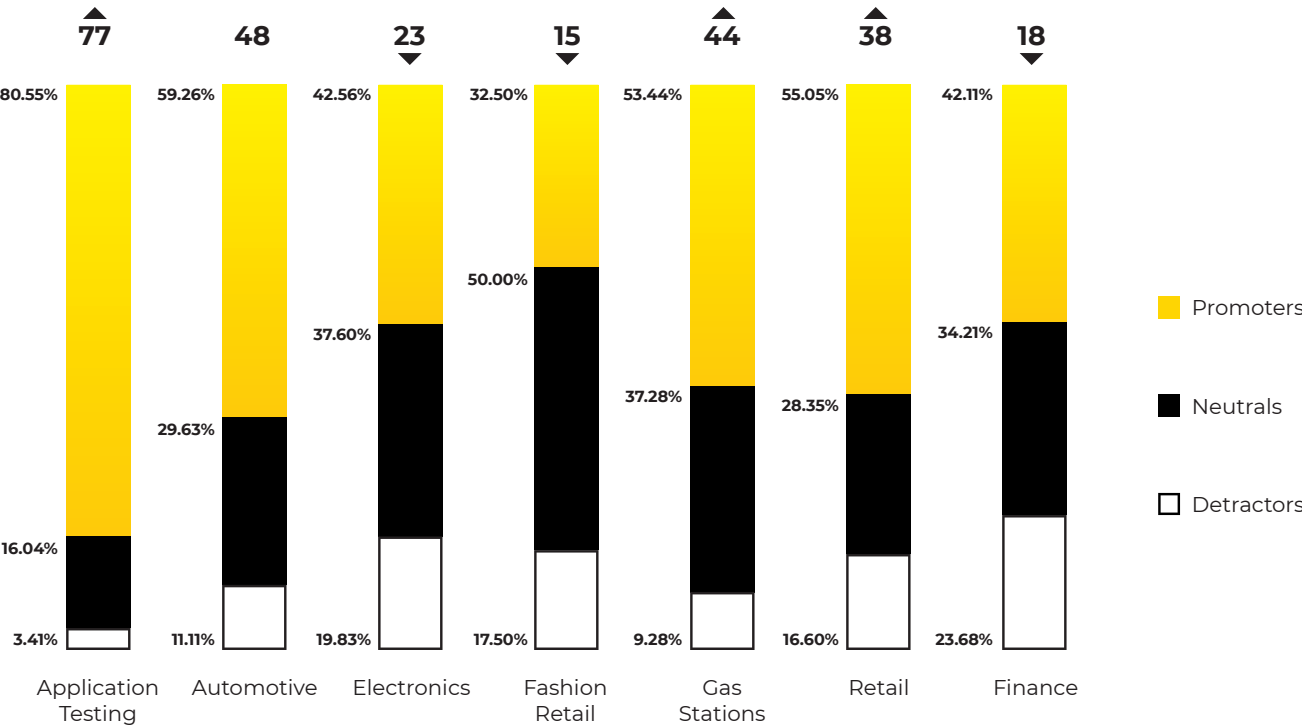
NPS -32

1593 1034 570
  

Average check:
15 euro

Increased revenue:
-93825 euro

NPS by Industry, Q2-Q3 dynamics.





Dmitriy

has 6 years of experience in one of the most sensitive areas of the customer service - HoReCa (middle and luxury segment) and has launched more than 10 successful projects in this area.

Core competencies: customer loyalty, predictive analytics, e-commerce and marketing. Speaker of the E-commerce and Hospitality

Industry Forum, Retail Community, Customer Experience Forum.

In charge of launch of affiliate programs: MasterCard Selective, Mercedes, Malibu, Wrigley, Regatta "Lexus Cup", Jameson. Earlier, Dmitry's projects received a "TRAVELLERS CHOICE" independent recognition of the world-famous travel portal TripAdvisor Global 2 years in a row.



Alex

started his career in a HQ of TUI Ukraine and after a year was promoted to a Marketing department, at the same time he became responsible specialist for the partnership network in 6 biggest cities of Ukraine.

After 3 years in tourism Alex moved to Poland and later to France where got his MBA in Business

Tourism and Events organization. There he also demonstrated his talent for football, becoming the captain of a business school team.

After graduating Alex continued his career at Qatar Airways where set up a record with highest productivity in European Contact Centre which is not cracked till this time.

WHY DO WE KNOW MORE THAN OTHERS?



Anastasia

started her career at the age of 17 as a waiter and was playing in comedy shows for 4 years.

She was so attracted to the service that she could not stop and very quickly moved up the career ladder.

She has Master's Degree in the hotel and restaurant industry, which helped her to receive the job in the best hotel resort in Greece.

When she moved to Ukraine she continued her career in an international hotel company, where she became a General Manager of the Hotel.

Anastasia has experience in opening hotels and restaurants, and knows how everything looks from the inside.

Such impressive professional experience gave a chance to help clients to understand what is important for customers or staff as well as to give an answer to the question of increasing sales.

If you still cannot decide what to do with your business, contact Anastasia.

SCHEDULING WORLDWIDE - PART OF MSPA MSPA ELITE MEMBER 2018 AWARD

NOT A GAME OF CHANCE...

What happens to people when a reward is more than just a word, while MSPA is more than an organization?

I would like to begin with one working life long story.

Why so? Everything is very simple: I believe that participation in this conference and the award constitute the acknowledgment that all the work done and the efforts made were noticed and evaluated, while the results can be described with the following words: Success, Trust and Predisposition.

I think it would be indicative and important to mention that out of 298 MSPA members only 31 were awarded with the Elite member title, 5 of which, in turn, represent different profit centers of our company. So, last year I was honored to participate in the annual MSPA conference as a part of my 4 Service and, of course, my favorite Scheduling Worldwide teams.

The 19th annual conference brought together all the most significant players in the Mystery Shopping market in one place. This wonderful event was organized in the amazingly beautiful Portugal, but neither nature nor the ocean could divert the participants, who were

fortunate enough to be in the epicenter of business life of our segment, from the flow of new products and case studies.

This event is considered to be the most important in the world of the mystery shopping and gives a unique opportunity not only to meet firsthand with all long-term business partners, but also to return home with a baggage of new knowledge, ideas and cases presented by partner companies and competitors. Simply put, this is exactly the place where *great things happen*



So, now about the reward itself, its value and uniqueness from my personal perception.

This award is a confirmation, title and opportunity in one. Because, holding this award in your hands, you actually analyze everything that has been done during 12 years; and by receiving this award you realize for the second time that you are on the right track and everything that has been done and worked out is of value to your partners.

The meaning of this award to our team could be described in a few simple and very important words: Trust, Acceptance and Landmark. Yes, yes, exactly

a landmark, because this award makes you a landmark for many colleagues working in the same segment, and after receiving it, you definitely stop being just an ordinary company, you go to a new flagship level, confirming your ability to set trends and lead the others.

Our company has delivered 2 successful presentations on exciting topics and an huge number of seminars, workshops and publications that not only popularize mystery shopping as a business for shoppers, but also raise this culture to a new level, enabling partners to draw ideas and inspiration for their development, thereby showing that there is no limit to perfection, we continue carrying the title of the first.

Being ahead is not a matter of chance, and people recognize only those who are beneficial for them.



Elena Zhukova
Project manager





TASTE OUR INCREDIBLE SERVICE!

HONEY FOR QUALITY SERVICE

DEAR FRIENDS AND PARTNERS!

Today Scheduling Worldwide by 4Service would like to share the new idea of a present. It is honey. It has its own symbolism and meaning. First of all, from the spiritual point of view, honey is a symbol of immortality and rebirth. Using honey as a part of gift baskets means wishing the recipient wealth and prosperity.

The cultural importance of honey is based, in large part, on its sweet flavor. While some symbolic meanings of this product are easy to understand, others may appear surprising for you.

For many of the world's early civilizations, honey occupied a unique position, both as a culinary staple and as a cultural symbol. The only major source

of sweetness available, honey was used to flavor drinks (mead is a prime example), pastries, and so many other kinds of food. This sweetness also had symbolic connotations, and honey was associated with heavenly bliss and the divine: The Greeks made offerings of cakes, wine, and honey to their deities, and the Promised Land of the ancient Hebrews was described as 'flowing with milk and honey'. During the Jewish festival of Rosh Hashanah, held to celebrate the New Year, it is customary to eat fruit that has been dipped in honey to ensure blessings for a 'sweet' year.

Associating honey with the divine also made it a symbol of immortality. One reason behind this particular symbolism may not be immediately obvious, but it has strong roots; honey acts as a natural preservative and possesses strong antiseptic qualities. It's even been discovered that honey found in jars dating back thousands of

years (they were placed in the tombs of ancient Egyptian rulers) is still safe enough to be consumed today (though it would probably be wise to be cautious in such attempts).

Although such lofty notions as heaven and immortality may no longer be so closely connected with honey, the sweetness of this foodstuff is still acknowledged, both consciously and unconsciously. Someone may be told that they speak in 'honeyed tones' or use 'honeyed words', meaning they are very flattering and eloquent. It is also common for people to affectionately refer to their loved ones as 'hon' or 'honey' as part of the common language.

That is why honey was the choice of Scheduling as the present as we want our Partners to be wealthy and their business to prosper from year to year.





INTERVIEW WITH ALEXEY TSYSAR

– OWNER, 4SERVICE GROUP

quering Russian and Kazakhstan markets would be the final destination, good enough to remember dying in one's bed. So, we grow along with our work, with what we are doing. Now it seems, covering the globe with a range of services, establishing presence across continents is good, but not enough. Time will show.

What difficulties have you encountered in the early years of your activity? What was the hardest part on the way to success?

The hardest was to sort out the financial management. Somehow that was lacking for a long time. From the very start we've been creative in the product realm, good at sales and service, were slowly getting better at operations (though that had to be built from scratch in each new area), but money management was a real flaw the significance of which we underestimated. So that had to be learned through a lot of pain. We manage the financial side way better now, thanks to people and systems we have, and it still needs improvement.

Second, I'd say, it's been always hard to expand. That is one skill we are still acquiring, i.e. the expansion ability. I think it comes down to having the right information, the right product, the right strategy but foremost, being flexible, adaptable. Approaching new market with the right cocktail of these competences is the skill that is still being formed at 4Service, I think. You need to know the local situation very well even before the expansion decision. Hard to overcome cultural barriers and win the trust of local clientele. The hardest part in expansion, in my view, is finding the right person to develop our business in that country. Given the cultural barrier and the inevitable lack of local expertise at the earlier expansion stage, we have faced challenges having the right people locally. And this will stay the hardest part. People are everything, and every market is so different, the world is so different.

How did the idea to create Scheduling come into being?

The idea stems from realizing back in 2013 that the operational side of business in this industry is always a hard work, and it is hard for everyone, not just 4Service. Everyone in the game has to do operation, whether they like it or not, and we knew pretty much no one liked it. Few operators want to do it. But you just have no choice, if you are a wine producer, you have to grow grapes. If an agency received a Europe wide project, it had to be done through a number of local partners, all different, with varying costs and quality, which was hard again. So I thought, 4Service being both creative and hardworking, operation is something we can do for everyone - better than anyone. Some inspiration came from the US, as we had seen scheduling companies operating there already, although on a very different model. And the example of the Chinese Foxconn, that produces most of the world's iPhones, and many other devices for other brands, a huge company focused on production only. This case also played a role in the thinking.

On the whole it was evident that the value chain in this industry would sooner or later need to be divided up among specialist providers, because the end client expected efficiency will continue rising, and focusing on a particular skill gives you as a provider a better chance of becoming the best. We now know of companies focused exclusively on the validation function, which further confirms there is the trend towards specialization. So we tried the scheduling idea, and it worked!

How did you get your idea for the business? Why Mystery shopping?

Back in 2001 I had just graduated from a university in Kyiv with a degree in marketing, already having a little experience in the marketing research industry. At that time I felt a deep interest and enthusiasm towards marketing research, and was looking around for something within the research realm that could be shaped into a new and independent project, one that local businesses would really need. That was tricky, for the research market in Ukraine was flourishing and strong players were already there. The market would have wanted something new and real, with tangible and evident value. I felt very disinclined to sell the air on the moon as was often the case with our research agencies. So one day, self-reliant as I was, I stumbled over a term totally unfamiliar - mystery shopping. That was humiliating, I thought I had a notion of all research techniques out there... After some digging it became clear that this is it, the product Eastern Europe needed: understandable, practical, affordable, with results that could be directly translated into sales and other KPI's of the client company. Something easily connected to the ethical dimension of what we are doing, in this case improving the quality of people's lives, by helping businesses deliver better customer experience to everyone who walks in...

Then I worked, we worked... luck was there too, as I often happened to get really good people on the team, and also had a couple of friends among the first clients, who agreed to cooperate, not least because they had worked in the West and had an idea of what mystery shopping is and how their business will benefit from it...

What goals have you set for yourself?

I wanted, we wanted to be number one, always. That was self-evident, accepted by default in the team and never discussed. If the leader on a market is not us, we thought it odd and temporal, as something needing correction. But as we expanded, we also saw how difficult it may be to become number one - difficult, and doable.

Funnily, the ambitions grew along with the business. I remember a moment 12 years ago when it seemed that con-

INTERVIEW WITH OUR CLIENTS



**Alexander Theurer
Kärcher Center Development
Manager, Channel Management,
Sales Professional**

October 2018

Please introduce yourself and briefly tell us about your company.

My name is Alexander Theurer. I am 38 years old, and I have been with Kärcher for almost 8 years. I started as a roll-out specialist for the Kärcher Center concept, which is our exclusive store concept. Kärcher itself is a developing market leader in the cleaning industry, and we are active around the world in more than ninety countries. We have 2 divisions, the so-called Home & Garden Program for domestic customers as well as the Professional Division for commercial customers. We have a broad product range, from vacuum cleaners, high-pressure cleaners, and municipality machines up to ice blaster and engineered solutions. The company is 83 years old now. Our first product was the high-pressure cleaner, and this is the product we are very well known for. At the moment we have around 12,300 employees and an annual turnover of 2.7 billion Euros.

Do you agree that customer service quality control in all sales channels is a necessity nowadays?

For sure, and this is a big potential for us in order to increase sales, become customer-centric and to drive people into our Kärcher centers.

What was the trigger to get you started with the mystery shopping program? What were your first steps?

We started out with an open audit concept. But this concept did not reflect our real goals. In other words, the customer's point of view was missing from the equation. And then we decided, after receiving the first results from our Russian colleagues, to start afresh with mystery shopping as a new tool to improve our sales performance.

What was the most difficult thing for you when you started the program?

The biggest difficulty was generating acceptance in the various countries globally and also to find the right partner. Then, we found 4Service, and are quite pleased with your performance and quality. Since we operate globally, we need a single partner who can really integrate and cover the entire world with this program.

Have you already noticed improvements in your company's customer service since starting this program?

Well, we embarked on this only recently, and we are now in the middle of the 3rd wave. This is still the pilot process, but we have already gained some really valuable information. The next step is to define tendencies and trends in performance issues. Then we need to define and implement new training programs in order to train front-end employees and thus improve sales.

How do you maintain a high level of customer service and motivate your front-end employees to improve their customer service on a daily basis?

It depends. Due to the fact that the concept can be driven either by a dealer or by Kärcher ourselves, we do not have so much influence on the dealer side because dealers are responsible for motivating their own sales staff. What we do offer, however, is training on a regular basis: sales training, product training and so on. And we also invite dealers to our headquarters. We have a lot of country representatives from all over the world every year. As an incentive, we invite our best representatives to annual meetings.

How do you increase NPS and inspire employees to provide memorable outstanding customer service?

That's the challenge. That's why we decided to implement the mystery shopping program. Our first step is to evaluate the NPS together with customer perception, and the next step is to improve the NPS, provide training and to show people their potential to develop.

Do you predict any change in customer expectations in 2019?

As of today, the online channel is challenging the entire retail world, but I am convinced that more and more people will go back to basics and choose to talk to humans rather than to computers, because the contact aspects are important for customers. So, I believe that change back from online to offline will happen sooner or later. We need to offer an outstanding service in our Kärcher Centers, and we need to transfer these benefits to our customers.

What is your big dream (business direction)?

Let's call it goals rather than dreams. My goal for 2020 is to have a global network of one thousand Kärcher Centers and Stores around the world, providing an extraordinary service to our customers.



**Irina Sheremetieva
Head of Client Services**



DANIEL LINCOLN

GENERAL MANAGER, PROGRAM DESIGN & GLOBAL PROGRAM DIRECTOR, GBW

ger possible to gain sufficient insight from a single measurement approach. CX research has achieved a lot more prominence in recent years as a tool for gaining more immediate insight into the customer's voice. Having the ability to instantly understand how your customers feel, what they're saying, and to gauge their current level of brand loyalty is becoming a more essential tool for performance management, especially at the frontline. Technology allows this feedback to be like a 'live feed' for staff, providing the ability to address issues immediately and to swiftly close the gap on their customer experience opportunities, building stronger brand loyalty.

Do you think mystery shopping has become less popular among Clients over the last few years? If yes, what tools are replacing it?

I don't think mystery shopping has necessarily lost popularity as a measurement tool. Rather, companies are branching out and looking for a wider set of complementary tools to provide 360-degree insights to their business. It's no longer a single solution that businesses need. The commercial reality is that sometimes this can create competition for budget allocation between different measurement streams. Of course, there are brands out there that have made a strategic decision to completely replace mystery shopping with CX feedback. For these brands, GBW has also witnessed that it doesn't take long for them to realize what they're missing. We've seen brands coming back to a new, more focused model of mystery shopping, as a valuable quantitative tool, to complement the qualitative insights garnered from CX feedback.

Do you think excellent client service relates to the revenue level of the company?

Without a doubt! Excellence in customer service is a key driver for a successful and profitable business. Through our years of research, GBW has been able to establish a tangible link between high performance in customer service and satisfaction and higher levels of sales growth. It's a fairly simple equation:

good customer service = happy customers = brand advocacy & loyalty = positive bottom line

At the end of the day, happy customers become loyal to your brand, revisit over time, and promote you through recommendation – all of which help to provide a positive impact on your bottom line. Keeping a clear perspective on this is critical for a long term. After all, the children of your loyal customers today are your brand advocates of tomorrow. It's not just about the revenue this month or this year. Strong brand loyalty, fostered through customer service excellence, helps to shore up financial success well into the future. And that is why customer experience measurement is such a critical business management tool.

Please give your advice to a company that just started its journey of improving the customer service level at its frontline.

My first piece of advice would be to understand your customer brand promise, and make sure all of your staff understand this and foster a culture where this becomes second-nature to everyone. You can't deliver a customer brand promise if you're not clear on what it is and if everyone is not on board to bring it to life for every customer, every day, every time. To understand how successfully you're delivering on this, you need to measure it – knowledge is power. When you have this insight to hand, focus on the top 3 areas where there are opportunities to improve, but always remember to celebrate success. There's no greater motivator than positive reinforcement. After all, happy staff will deliver better service, which results in more positive customer experience, stronger long-term brand loyalty, and, ultimately, better financial stability for your brand.

What is your big dream?

Wouldn't it be nice to live in a world where, without fail, every customer experience delivered a 5-star satisfaction and 10-point net promoter score rating?!

Irina Sheremetieva
Head of Client Services

INTERVIEW WITH THE EXECUTIVE DIRECTOR OF JYSK, YEVHEN IVANYTSIA

You have, probably, already been told that we are collecting information for our magazine. The magazine is issued for our clients and partners. It is international; we send it to all countries of Europe. We consider the cooperation experience of large international companies with a Mystery Shopping project to be of a high importance. For Ukrainian companies this is a very bold step, if we compare it with the European countries, which have much longer experience in service evaluation.

Tell me, please, what triggered the decision to cooperate and start applying service evaluation in your company?

If we are talking about Jysk-Ukraine – it happened at a stage when Jysk-Ukraine worked in the country as a franchise. I cannot remember the exact dates, maybe you know better according to the contract when it happened. I would say that the company was more than 10 years old at that time. This is also our experience of working with 4Service. What was the trigger? Indeed, for Jysk Company, regardless of whether it is a franchise or a parent organization, a high-quality service for customers is critical. The introduction of any tool or any process involves an intermediate control. It is not possible to launch an initiative without proper means of control. One of the classic ways to control the quality of service is the Mystery Shopping. This practice is sustainable for many countries where the Jysk Company is present. So it happened naturally, there was nothing so special about the decision.

Did you ever face any difficulties when dealing with Mystery Shoppers?

There was nothing complicated. It's simple enough and logical. We see it as one of the tools helping to implement a high-quality service in the company. We took the questionnaire, which was offered to us by 4Service, compared it to a questionnaire existing in Jysk Nordic. It was important because we wanted to check the results provided by mystery shoppers not only in Ukraine, but also to compare ourselves with other countries where Jysk is present. We ensured that this questionnaire complied with Jysk Nordic standards and implemented it in Ukraine. We invited representatives of



4Service, and they described in detail how the tool worked. At that time, we had the motivation system, but it did not include Mystery Shopper component. This was a new parameter for them.

Of course, it was a new tool, and some of our directors were very skeptical and treated it with caution. Representatives of 4Service recommended that we do not include it into the motivation system at once. Moreover, they advised not to pay excessive attention to this parameter. We followed the advice by 4 Service representatives at that stage. What have we done? Our team, in comparison with standard practices, has increased the number of evaluations. We had and we have now more than four evaluations, and from time to time we organize additional ones. The increase in the number of evaluations balanced the non-standard level of service in stores and proportionally removed some of the prejudices of our employees.

Everything went quite easily, I do not see any opposition in the implementation of this initiative. Perhaps this is also due to the fact that not only a formal evaluation was important for us. The team always took much more from the mystery shopper's questionnaire. Their profiles allow you to see not only the results of the service level in the store, but also all business processes occurring in the store. If you read the answers carefully, you will see what these processes look like in the shop in the eyes of the consumer, and not how we look at them. This is quite important for the company.

Well, the most interesting, in my opinion, is the following question: what dynamics in service quality have you observed due to this collaboration?

A very interesting question. First of all, to compare dynamics you need to compare something that was before and will be after, so you need to have results in advance. We had no results. Therefore, we can talk about the dynamics since we launched this questionnaire. Of course, there is no need to go aside and talk about what we mean by a high-quality service in Jysk. What is a high-quality service for you as the consumer?

First of all, it is an unobtrusive and non-visible service, when you do not feel any difficulty in interacting with the brand. For me, service is something that creates comfort. You start seeing service only when it is inadequate, when there is discomfort in the interaction with the company. Good service is when I am led, step by step, from the moment I see the product to the point of buying it, when I do not even notice this service. Of course, it is just my personal vision.

It is pretty typical. I would say that each consumer considers the professionalism of the employee to be the knowledge of the product and the market where he works. It is of importance. We are definitely not specialized in every product that we use throughout our lives and do not understand peculiarities of the whole range of goods we use. We trust the seller in making some decisions for us. Most consumers value professional knowledge of the product, friendliness, speed. Jysk also takes these factors into account. For us, service is when seller understands that consumers are different, and drivers determining the behavior of the consumer in many situations are also different.

For some consumers, the product price is a top priority while everything else is less important. We call this type of consumers ‘value hunters’. For others the quality of the product is the determining factor, those people are looking for something specific. If you remember a famous USSR movie called Diamond Hand, where the main character was looking for pearl buttons, he needed exactly that one type of buttons. Such consumers really exist. There are also easy shoppers - speed is of utmost importance for them. It is fair to assume that for a part of these consumers any purchase process is stressful, and the customer needs to get rid of this process as quickly as possible. The seller's understanding that consumers are different and the ability to identify their type is essential since it affects the cooperation scenario.

If you cooperate with easy shoppers in the same manner as with value hunters and vice versa, you do not provide a good

service. Jysk also understands quality service and team play. Since we practice multitasking a lot in the modern world, you must provide high-quality service to the consumer and carry out a large number of business processes at the proper level, as it also has an impact on the consumer. All these factors require a team play. It has to be a complex process. The first quality issue we noticed appeared at the greeting stage. Unfortunately, Ukrainian consumers are not spoilt in this regard, they do not expect a proper greeting, smile or a phrase ‘have a good day’ after the purchase. We started greeting our customers, smiling and noticed a considerable change. At first stages there was a huge difference in working with additional products, arguments. We had seen these changes and tracked them in time, but this is a permanent process, and when working with this tool, it is impossible to reach the level of nirvana and just stop. The improvement process is permanent, and it never stops.

Could you share any secrets and tips for service quality improvement in your company?

Speaking about tips, by the way, if we are talking about service quality system in our stores, Jysk has the concept of promises to buyers. There is a number of things that we promise to our customers, and a high-quality service is among them.

Motivation system. We have a bonus program and a salary. One of the parameters, as I have already mentioned, is the Mystery Shopper. In addition, we have competitions for employees, for example, all the employees of a store went to Vienna and Italy. We have annual competitions, where Mystery Shopper is one of the parameters.

We also hold personal competitions to define the best seller of the month and quarter, and again this gives an extra reward for an employee. This concept should not be spoken too much about, it should be implemented on regular basis.

Simply creating a system of motivation is not enough. The management of the company should show by their own example what they mean by a high-quality service. You have a choice: either you talk a lot, or you just show your own example. When some of our big activities take place (Green Days, Black Friday), the entire company management goes to the counter and sells - this is what I call an example. We go there and work. The Mystery Shopping tool does not have to be formal, that is, an estimate of 100 points means you've got bonuses. But we are not talking about it. We are talking about the fact that the mystery shopping evaluation is a gift for the manager who wants to improve the service at his store.

Tell me, please, what trends, in your opinion, will affect the service in the following years? How do you see the development, namely, in the direction of customer service in your company and world trends in general?

Good question. I would say there are things that change, and there are things that do not change over time. We are observing an accelerated pace today. The client has always wanted everything at once, but now I have an impression that this impatience is growing. This applies to both offline and online customers. These are the visible changes. But there are basic things that are not changing anywhere. The buyer feels how he or she is treated, respected, and those factors have always been important. Even if it is said that the consumer in Ukraine does not like excessive attention, the attitude is read in the eyes, movement, language and seen from non-verbal means of communication. And the provision of the service, where this relationship is sincere in terms of employees towards the buyer, will help to win the customer loyalty not only in Ukraine but throughout the world.



And my final question. What are your dreams of business development in Ukraine and in the world?

If we are talking about Ukraine, I would like Jysk to be the largest network of products for home and sleep; to be the most successful, the most beloved for its consumers, the most profitable and the most efficient company. I would like Jysk to be the best, not only for buyers, but also in the labor market – to be a company where young people dream to build a career. I want ambitious youth to work here because it is an international company where you are given an opportunity to fulfill your potential. Multitasking and dynamics are at such a level that you will never get bored.

I am not talking only about young people, but also middle-aged and elderly people interested in a reliable European salary in Ukraine that would guarantee them adequate income. People who would like to work part-time would also have a dream to work at Jysk. I see Jysk as global, big, the largest and the most successful company.

We sincerely wish you to fulfill your dreams. You say that you tell staff that this is not just an evaluation, it's a bit more, and you need to have a different attitude in this regard. How do you succeed, because we know many companies that face difficulties overcoming this barrier? How do you deal with such factors?

Very nice question. We are talking about a set of factors here, so the answer is you need to find a healthy balance and understand why you are doing it.

The franchising network and the evaluation of the franchisor's work are also carried out using the work of mystery Shopper. It also affects the franchisee's incentive system because the level of discounts provided varies depending on whether the MS survey indicates that the service level is inappropriate and does not meet the standards. Still there is little ‘but’ - the devil is in the detail. The same is here: evaluation is conducted once in a quarter and based on it a decision on which motivation system to use is taken. This is an inappropriate and negative example of using this tool.

By the way, in Ukraine and in the world directors have the right to appeal the results if they believe that something was wrong, they have the right to raise this issue and cancel the

evaluation. There must be a common sense. Of course, we organize a lot of trainings. Mystery shopping is the subject of discussion during monthly, quarterly, annual meetings, where the regional manager pays attention to the mystery shoppers' questionnaires.

I recall the practice of one sales person. I will tell you about an excellent seller, Iren - very customer-oriented, providing incredibly good customer service. Her evaluation was unsatisfactory, because she did not offer an additional product when the buyer needed it. She did not do this. Everything else was done very well, but this product was not offered. Iren took this very emotionally. But such experience exists to be used in the future to improve the service quality. There are basically no cases when there were punishments for poor results. The more we use it as a carrot, not as a stick, the more it has a positive impact upon the implementation of this aspect.

Have you ever compared the results of MS with your profits? Does it correlate with the increased level of service, can you see the results?

With all due respect to the mystery shopping service, this is one of many factors that affect the level of profitability of the company. To put it bluntly, I did not follow this correlation, because there is an incredible number of factors. We did not build a model like that.

You say that Mystery Shopping is one of the tools by which you measure the level of service and try to increase it. Would you be so kind to share if you use any other tools?

There is such a tool as exit shopping. We have a customer service department that is responsible for monitoring. We also have polls conducted not only in Ukraine but also around the world. These polls take place with a certain frequency in order to keep track in time; the procedure has been done for decades. We conduct them once in half a year, measure brand knowledge, brand attitude, consumer perception of price level, quality level compared to specific competitors as well as how our consumers perceive the level of service in the store, that is, we evaluate all the factors. It can be either an online survey or a telephone survey. Also, when you come to the store and stop, you look with your own eyes how the seller responds to the buyer's needs. There are also other KPIs, the number of stock numbers on the check, the average check, and so on.



Marta Gurina
Business development specialist

INTERVIEW WITH OUR MYSTERY SHOPPER MARINA

Where are you from?

I'm originally from Ukraine, currently live in Belgium.

How long have you been working as a mystery shopper?

About 4 years.

Do you like working in this sphere?

I started working with mystery shopping to practice Flemish and French and then it became a full-time job for me, because it gives an opportunity to manage my time easier while I earn the same or sometimes more than at a regular office job (if you are a single mother it is very important to have flexible working schedule).

Have you ever noticed any improvements in the customer service of the establishments after your first visit?

I stop at some shops as a regular client after I have made a check there as a mystery shopper and indeed I'm noticing the difference. I do not have precise statistics, because the results depend a lot on a human factor, but I could say that I have noticed about 30-40 % service improvement after the mystery shopping visit.

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

Most important is to like the job that you do. If you do not like it, better change it, otherwise everything will go wrong at some point.

How would you describe your work style during the visits?

I have certain criteria and instructions in my head as well as I have a plan of the visits I am going to do and good understanding of the plan of the city/country (sometimes I travel for a week through Germany, France, Netherlands, or stay for few days or even weeks in Paris/Amsterdam/etc., if I have a big project, because I must know well what I am going to do). I'm very active, efficient and sporty, because sometimes I have to run between shops due to high traffic in the cities and it requires good physical shape.



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

I had a lot of interesting situations, both good and bad. The funny situation was when I was doing a big project for a card company in Amsterdam and I had a list of 200 locations to visit and buy something in each shop. While I was doing the task I found out that some of these places were local coffee-shops and sex shops, so I had to visit them as well and buy something there, which was not easy to do with the credit card. That would never happen to me in a normal life because those shops are out of my interest, but now I could even advice tourists which coffee-shops are the best there.

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

Try to do service checks at least few times per year. It really gives results in the long term, especially if you use it on a regular basis.

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

My favorite places to visit are luxury hotels and top restaurants. I also like Spa salons, make-up visits and hairdressing salons. I'd like to test a cruise ship trip.

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

Be yourself, enjoy the moment and have fun while doing your job.

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

I hope you can get more clients in Europe in interesting areas.

In your opinion, what are the perspectives of the development of the mystery shopping niche?

I see good perspectives for this occupation as suggestion of products on the market increases and competition is getting tougher. Apart from beating the competitor with the price, companies look more and more at the quality of service and something additional that they could give to the customers. The opinion of a regular customer and his satisfaction become more important as the competition increases.



Nastia, tell me, please, how your way in the 4service company started.

In 2015 I was offered to work as a validation coordinator at the Russia Profit Center, being told that it was a perfect remote job. Six months later I got to the Scheduling Worldwide due to the knowledge of the English language and then I realized that this work could be not just a passion but my real full-time job. So it happened like that: six months later I became an assistant manager, and after a year and a half - a manager.

What were the first steps? What was the most difficult thing for you at the beginning?

My first steps were to validate the questionnaires. But the most difficult thing was mastering the art of Shopmetrics, which seemed so confusing and complex that it took me several hours to remove one questionnaire.

What are the pros and cons of your job, especially in the field of project management?

This is a perfect remote job, a lot of cool acquaintances, communication with foreign shoppers, a wonderful team. My job takes a part of my free time and weekends, my friends say that I'm crazy about it, but I'm happy because I'm doing my favorite thing.

How do you like to spend your free time?

I do my best to have an active lifestyle: I ride a bike, play basketball and swim.

INTERVIEW WITH OUR PROJECT-MANAGER ANASTASIIA PISAREVA

Since the work of the project manager is quite intensive, it requires significant emotional and energy power, how do you fight stress and have rest?

After work I spend free time with my son who helps to forget about everything, inspires and gives me power to move on.

Describe your greatest achievement and the most spectacular failure.

I started working at the company when my child was 4 months old. This is my greatest achievement, since it's difficult to remain a mother and work at the same time. My failure was my 'evil' letter, which was addressed to the regional manager due to poor closure of the field, but mistakenly, I cc'ed the client's recipient. It's funny but it's sad at the same time.

What do you dream about?

The USA is my dream, my perfect country, my parallel world, where I want to come back over and over again.

What recommendations could you give to those who are just beginning to make their first steps in Scheduling?

Never give up! It's hard, but it's worth it!

SUCCESS STORY INTERVIEW WITH SCHEDULING WORLDWIDE PROJECT COORDINATOR ALISA ZHEBKO



How long have you been working for Scheduling Worldwide?

Since 2010

Where did you work before getting this job?

Starting from my university years I worked as a bartender, administrator of a cafe, a pizzeria, a machine knitter, a promoter, at election headquarters, then as an accountant in a chain of fishing stores, a chief accountant, but it was boring for me. Later I became a Financial Director, then a consultant for implementing accounting software programs, holding seminars at the Tax Inspectorates as a sales manager for accounting software and official software products (Ic, Ispro, Best-Zvit (now Medoc), EDS, Liga-Zakon), then I became a head of the sales department, then of the branch. But I wanted to work in a bank, and in some time I was invited to a bank as a client manager with a segment of over 1 million, but it also was boring.

In fact, my dream came true, but I imagined everything differently. So some time later I was invited to a computer firm for sales and implementation of construction software products - Smeta, SMeta PIR, to the tax inspection.

When I got pregnant, I did not lose my time and got a third higher education

– in the sphere of finance, before that I had a first degree in management, the second in analysis of computer systems.

I became a business coach and till this day I have been conducting trainings in the fields of sales management, HR management, efficient staffing.

And already being pregnant I became a Mystery shopper, then a coordinator-coordinator, and an assistant manager afterwards.



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

As the first step I learned the technique of searching for Mystery Shoppers on the website and conducting the visit appointment, which is the most interesting, everything was simple and easy for me. I would not say at all that something was difficult at the beginning. Except perhaps during the first month when I had to plan and adapt to work at home, since I already had a baby.

What is the main objective of your role?

It is to find the right person, so that the staff does not understand that this is a mystery shopper, and that you can have an unbiased evaluation of the service quality in a specified time.

What are the positive and negative aspects of your job?

Positive: new acquaintances, the grip of new regions, new projects, self-improvement on the horizontal ladder. Negative: constantly in front of my PC, eye sight is getting worse.

What recommendations would you give to an employee at the very beginning of his/her career?

The most important thing is to love people, to help every mystery shopper as if you are a MS for the first time, and this is the first time you see a PC in front of you. In any case, remain human in any situation.

What is the key advantage of Scheduling Worldwide?

To sell the opportunity to improve both the service and the environment. In your opinion, what is Scheduling Worldwide's favored quality and why? Honesty, justice. What do you consider to be the main mission of the mystery shopping sector? Impartiality of the evaluation. No corruption and bribery.



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

When the customer is in doubt and the seller goes deep into his feelings and fears, helping to choose the desired product/service and at the same time not being nervous. Individual approach.

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

- Dislike of people and communication;
- Being busy;
- Careless behavior;
- Lack of responsibility.

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

The very first one is the person's fears, why the customer wants to buy one or another product, and what he wants to avoid or acquire. Those are the customers' values, they are different for everyone, and therefore, it is necessary to learn and understand them first.

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

It's very hard to do it in one word, but most likely 'responsible' because it includes everything.

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

No, I have finally found a balance in my heart and I understand what I want to do.

There is such a great exercise: imagine you have 100 million dollars and answer the following questions only to yourself:

- What would I continue doing every day?
- What would I start doing at last?
- What else would I do if I already had enough money for next 3 generations?

What is your biggest ambition in life?

I would really like to speak and be heard.

What do you like to do in your free time?

I have a hobby - <http://alisdsgn.com.ua/>

This hobby has grown into a small business and is steadily gathering pace, but I temporarily stop it when I understand



that it already crosses the boundaries, since I want to fill up, not to be exhausted. When I create pleasant details with my own hands, my soul is being filled with happiness and a good mood. I really enjoy when people admire my creations. There are also the situations when I accidentally happen to be in somebody's house and I see that there is a wedding card made by me on the shelf. At such moments I also have wonderful feelings that a tiny part of my soul is in cozy houses across the whole Europe.

I also participate and act as a partner in the charity events of the city. The previous one was in September when a movie screening (100 Years of Creation of the Design) was organized. We gathered many people and all the income went to the SMA Fund. It is connected with spinal-muscular atrophy in children who live in Ukraine and cannot even get a specialized consultation, they need

drugs for respiration and these children's life expectancy is predicted to be not longer than 5 years. I also take part in the Austrian Caritas-Otradnoe fund, which gives the low-income families an opportunity to provide hobby groups for children for free.

I believe that children need to be given an opportunity to develop in all directions so that they can discover their talents, what they love and just be happy but it is necessary to provide a proper education for them.

I like to spend free time with my family, and Scheduling gives me the opportunity to be with them a lot, which I'm crazily happy about.

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

The greatest achievement. It is difficult to pick one at once, there were so many of them due to the correct decision making. As one military general said it is better to make a wrong decision today than a right decision tomorrow.

1 I saved my mother's life twice in the last 3 years.

2 I have finally found the balance in my heart.

What are your ambitions for the future?

At the moment, I want to master 2 languages to grow horizontally and to buy apartments, both in Ukraine and abroad. I want to give my son the best, and the opportunity to go abroad.





GET RID OF THE CLOUDS FROM YOUR SERVICE!

Make the relationship with your client sunny and clear!



CUSTOMER EXPERIENCE TRENDS 2020

Automation is everywhere these days enabling users to accomplish a wide range of tasks – from booking a taxi ride, checking luggage at the airport, booking a hotel room right through to booking a doctor's appointment. It becomes the main trend for not only customer focused companies but for all existing businesses to provide excellent self-service conditions for customers enabling them to avoid simple cases solving and focus on more complex tasks.

AI-powered, automated customer service solutions constitute the trend not only for upcoming 2019-2020 but also the future of forward-thinking businesses.

1 Advancements in technology continue to transform customer service interactions. By 2020, experts predict that more than 85% of all customer interactions will be handled without the need for a human agent. Customers require speedy simple solutions. One of the first steps to it was made many years ago by reducing the number of cash transactions in the world.

2 The rise of messaging applications became obvious in 2018 and continues to grow. The number of people using messaging apps has already overtaken social media messaging. Beyond communicating with friends and colleagues, individuals are increasingly using messaging apps to interact with brands. Messaging services are a brand new space for organizations to connect with existing and future customers. Businesses now have the opportunity to create new revenue streams using real-time, customized custom

er service bots within messaging applications. More than 34,000 chatbots on Facebook Messenger alone is a reflection of this opportunity. The airline, clothing, and tourism industries are already leveraging this space. Consumers are connecting with brands through messaging apps to purchase airline tickets, book hotel accommodations and receive fashion advice. It's only a matter of time before the other industries catch up.

3 By 2020 millennials will form 50% of the global workforce. New and unpredictable technology will change global competition because of the increasing use of smartphones, tablets and other web-enabled devices. This generation loves speedy communication, new solutions, innovation and non-standard approaches. Due to their powerful effect on trends, tech innovation and even the way we communicate, companies should adapt to attract and retain the attention of the new generation.

4 Home shopping reaches its peak. Customers can literally walk through the virtual store from the comfort of their couches. Retailers will enjoy the traditional advantages of brick-and-mortar stores in an online setting: the element of surprise, the ability to steer buying impulse and a strategic product placement. Online shopping is gaining traction and it will increase more and more in 2019-2020.

Irina Sheremetieva
Head of Client Services



DIGITAL TRENDS

2018 year passed under the sign of perfection and development. Throughout the year, we could observe the growth of the impact of various social trends, such as video content, augmented reality and influential marketing. But now we are on the verge of a new digital year.

What is waiting for us ahead and what should we pay attention to in 2019?

THE INTERNET IS SMOOTHLY REPLACING TV

According to the various forecasts, the Internet use will catch up with TV watching hours. Forecasts say that a person will spend 2.6 hours per day on the Internet and 2.7 hours on television. And 45 minutes a day a person will spend on watching a mobile video on the Internet. Consequently, in 2019 companies should spend more time and money not on television ads, but on web video, social media and web ads. So are you ready to switch your gaze and direct it to the mobile video space?

LIVE STREAMS WILL GROW

Live streams on YouTube, Facebook and Instagram have entered our lives. Over the past 3 years, they have gained incredible popularity. In 2016 more than 80% of users watched more live broadcasts than a year ago. Many brands have added live broadcasts in social networks to their work processes on a permanent basis. If you have not implemented this tool in your business in 2018 yet, do not miss this trend in 2019, as 67% of viewers say they are more likely to buy a product or brand service if they see and learn about it in a live broadcast. So do not miss the meeting with your customers on air.

THE VIDEO CONTENT WILL GAIN MOMENTUM

Like the live video, the traditional video content will grow as well. It is expected that in 2019 the video will gain 85% of the total Internet traffic.

As of today, 54% of Internet users regularly watch video on social networking

platforms and in the coming years this number will only increase. Along with this, the popularity of video ads is also growing. On Instagram 65% of the ads included video content and this number will be getting higher. Therefore, do not miss this trend! It is worth to consider the introduction of a 2019 SMM strategy.

You can implement it in a variety of ways, depending on your goals, for example, launch a video ad on YouTube and Instagram, create your own video content or collaborate with an influential person for paid advertising and post information about yourself and your services in their videos.

USING CHATBOTS WILL BECOME A HABITUAL THING

In 2019 even larger increase in the use of chatbots is expected, and this phenomenon will become absolutely normal for consumers. In connection with this, the introduction of chatbots will not become novelty, but even more spread and more convenient tool for the customers.

In fact, chatbots have been used by many companies for several years, and this is not surprising as they give a great opportunity to provide customer convenience and save time. In 2019 they will be even more spread, especially for service companies. To order a pizza, book a hotel room, order a home service - all these and much more will be in power of the chatbot.

Save time and minimize troubles for your customers. Surveys show that most consumers are positive about chatbot tool. According to the *LivePerson research*, only 19% of the 5,000 interviewed consumers had a negative attitude to chatbots, 33% had positive experience, and 48% of the respondents were indifferent to this tool until their problems were resolved.

Try to introduce the chatbot into your workflow not to stay behind competitors. The development of chatbot is easier than many people think, and its advantages are incredible. They can help to close sales, reduce the risk of losing customers due to the long

waiting time, as well as simplify the lives of customers who are accustomed to getting what they want quickly and without superfluous complexity.

PEOPLE PREFER RECOMMENDATIONS RATHER THAN ADVERTISING.

This trend was and remains one of the most important to focus on. People trust recommendations given by those they know, not the advertising.

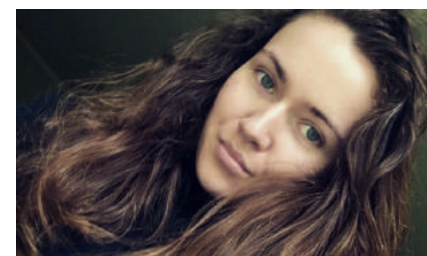
The decline in the popularity of advertising among consumers began a few years ago. In 2015, a study showed that people trust things they know - the official brand websites, reviews and editorials. Advertisements are at the bottom of this list, and this trend has not changed yet.

It is expected that around 30% of Internet users will use add blocks, that is, advertising will be largely ignored by consumers.

But this does not mean that marketers need to abandon advertising completely.

For advertisements, there is still a place in the promotion strategy, but it should be transformed into a more relevant and valuable consumer view.

Therefore, brands should invest more effort and money in content marketing, influential marketing, various partnerships and everything that is capable of providing real value for the consumer. Now advertising should not be just a promotion but become as valuable as possible for the audience.



Elena Cheypesh
SMM/Content-manager

10 INTERNET MARKETING TRENDS IMPORTANT TO IMPLEMENT

MOBILE FIRST INDEX

The importance of displaying your website on users' mobile devices is one of the key factors. More and more regions, business niches and websites have received this search engine update. The purpose of the update is to show in TOP only those websites that have a good mobile version besides the desktop one.

If you are a business owner, be sure to check how your website looks from a mobile device after CMS updates, redesign, rebranding and so on. Otherwise, you risk leaving the TOP-10, or even the TOP-30.

Note that if the proposed content in the mobile version is different from the desktop one, the search engine will select and show the desktop version to users as a priority.

You should always remember about the page loading speed and the mobile-friendly level. It is possible to find out the current results with the Page-Speed Tools, or rather its Insights section in the first case and the mobile friendly test in the second case.



ACCELERATING THE DYNAMICS OF NEW REQUESTS

If you created a semantic core for your website in 2014-2015, we want to 'congratulate' you - most likely it is no longer relevant. The reason for this is not only in the growth of new requests, trends, but also the geometrically inflated rates of the dynamics. The world is accelerating its change. Absolutely the same process occurs in the Internet trends. All you have to do is choose to keep up with this pace, and either be on the crest of a wave or fall behind unsuccessfully. We advise you to stick to the first option.

CONTENT REMAINS A BASIS OF EVERYTHING

Everything is simple. In this direction, the structure has not changed. If your website really owns content that most comprehensively satisfies informational or commerce needs of customers - this is an excellent sign.

And vice versa - if people do not spend on the website a niche average amount of time, while the percentage of failures reaches 60-70 percent - this is a bad sign. Redo pages right now! If your website is not informational, but commercial, first of all, pay attention to the following pages: assortment, reviews, delivery page, contacts. They brightly represent the website compliance with the commercial segment.

LINKS ARE STILL IMPORTANT

Although several years have passed since Google announced that links, as a search ranking factor, are losing their key role and fading pale into insignificance, niche experts say the opposite - links are still important, and can help to overcome competitors very effectively, for example, from the TOP-15 level to the TOP-3 level.

FUTURE OF ONLINE SALES IS IN MARKETPLACES

One of the recent trends confirms that the importance of marketplaces of general or niche type will only strengthen.

It is hard for the ordinary websites to push out others that have billions of

pages and links. Accordingly, you need to adapt and try to go as far as possible in cooperation with the websites of this type. AliExpress, eBay, Amazon - yes, everything is sold there. Just make sure.

VIDEO BLOGGING/VIDEO PRODUCTION

It perfectly manifests itself in the promotion of goods or services. The promotion algorithm is approximately the following: find 10 popular video bloggers close to your niche and offer them to cooperate in promoting your product/service. Most likely 3-4 of them will agree. Thanks to UTM link tags and properly set Google Tag Manager, you can easily understand the number of users coming from these channels and those performing conversion actions.

After analyzing the success rate, you will clearly understand which video blogger is the best for you.

WEBSITE SECURITY

It should remain the focus of the team. About 50,000 websites are hacked every day on the World Wide Web. Just





GRAPHIC DESIGN TRENDS 2019

remember this number. Of course, ideally, there should be an employee in your staff who can:

- Protect the website from phishing attacks;
- Provide Two-Step Authentication (2SV);
- Perform timely Software Updates – CMS;
- Implement Https;
- Conduct Google search console verification;
- Be responsible for backups;
- Provide corresponding training for employees.

We advise it as a mandatory step.

PERMANENT INCREASE IN PRICES FOR CLICKS FROM CONTEXT, REMUNERATION, LINKS, ETC.

Another already established trend is a constant growth of constituent parts of the digital strategy: click in Google AdWords, the cost of 1 link, the cost of the post, the cost of creating a website design.

Therefore, it is better not to postpone the strategy for creating a digital product of the company, but to do it as early as possible in order not to spend huge money in the future.

USER IS BECOMING EVEN MORE DEMANDING

The penultimate trend of our TOP is that every Internet user is becoming more and more demanding of web resources every year. This happens primarily because of abundance of offers on the market. For example, in 2008 there were 5-7 major market players who owned the websites in each niche, now there are 50-70 of them, if not more, consequently, the user can compare and ask about other offers. Web analysts' observations show that the number of customers' web-contacts with the brand on the Internet has also increased. If earlier a person was ready to make an order after 2-3 contact with

the brand, now the number of contacts that a person needs to take a decision sometimes reaches 10-12 visits.



WEBSITES FOR PEOPLE WITH DISABILITIES

It is a great trend. Its sense lies in the fact that there are special versions of the websites created for visually impaired people. Such versions must meet the following criteria:

1. Perceptibility
2. Operability
3. Clarity
4. Reliability

All the functions presented on these websites must be accessible from the keyboard.

The user must have enough time to become familiar with the content. Do not use flashing pages and blocks, as well as sharp sounds. Website pages should be easy to navigate and the user should be able to understand where he is.

Bonus! Magic pill: How to get quickly to the first place of Google issue in 1 month!

No way :) Many people wonder, 'How to get quickly to the first place of Google issue in a highly competitive niche?' For example, let us take the niche of banking services as an example. The recipe for the first place is very simple - you just need to become the most discussed, the loudest player in the niche. That very day, with high probability, you will find your website in the TOP-1 of the most competitive search requests of your niche, or at least in the TOP-3.



Andrew Maliei
Internet marketing
Specialist

I WOULD LIKE TO TELL YOU ABOUT DESIGN TRENDS 2019, WHICH I SINGLED OUT FOR MYSELF AND FOR OUR COMPANY.

I believe that the most important trend every year is the relevance of trends in real projects. Not always design trends can be applied to different businesses and to businesses in general. As a graphic designer, I always want to implement all the trends in all areas of my business, but this is not always relevant, though I really want it :)

'Less is more' principle is very appropriate in this case. Now I will explain why.

From the experience of my work, first of all I want to highlight the functional design. There is too much information nowadays while we do not have so much time for its perception, and this should be taken into account. Time is money, especially now.

In order to let the user/reader/viewer to quickly, and most importantly, correctly perceive the information, you need to get rid of unnecessary details, decorations and everything that interferes with clear perception. This is especially applicable for presentations, because they should not contain information in such volume as an article or book. This is your crib sheet or an accompanying and supporting tool, not more. Therefore, when I am given a TO (Technical Order) and the content on the presentation, I always ask future speakers to reduce information, minimizing it. The reason for that is viewers want to listen to you as a speaker, and not read your folios from a slide. Nobody pays attention to long texts only if it is not an article or a book.

One can talk a lot about the trends going deep into the technique and performance but I would like to underline the digital products topic in this article.

Let's go through the main trends.

If you want to be in trend, here is my first advice for you: stay ahead of the game, be there earlier than the others. This means rejection of stereotypes and work on non-trivial solutions. But it is important to be alert, since such 'risk' must be justified and appropriate. You need to understand the main objectives of your product and business as a whole, not being afraid to introduce new, unexplored ideas - maybe you will create a trend, maybe your client is looking for an exclusive and original solution, or maybe not. You need to try and not to be afraid of failures.

Leading experts believe that in the near future, a non-standard elaboration of navigation for applications and websites will be in trend. It could be a non-standard horizontal header or, for example, the integration of navigation into a background picture, which is more like a story than just a header or an interactive feature.

Your favorite tiles remain in trend, both in the application interface, and on the websites. We associate them with pages in a magazine or cards that can be turned over and selected.

Additionally, dividing layouts into several poles will be in trend, I mean the so-called split layouts. The main advantage is that this option allows us to convey double information.

Correctly selected fonts, in particular HUGE headings, will help to drive the nail to the head. Their main task is to build a clear hierarchy of text and highlight the most important message, the most significant thought.

And of course, bright colors will undoubtedly be in trend in 2019. All your favorite gradients and bright, contrasting combinations of colors remain. This is a universal move that can be widely used in design.

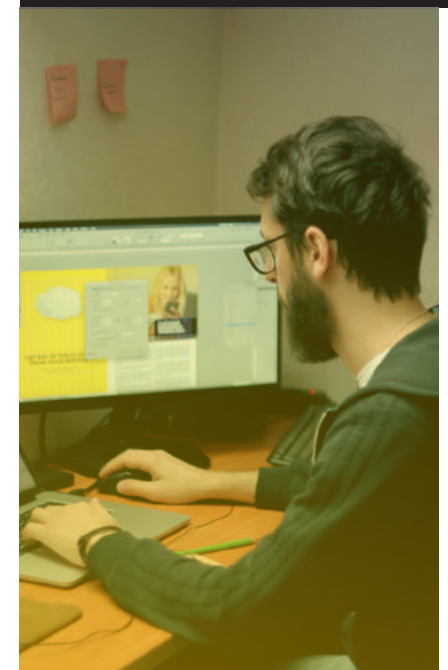
I really like when designers add a bit of texture to their 'flat' layouts. Let us say it is something similar to Google material-design. Each element should have such a texture as if you touch it through the screen being able to feel what material it is made of.

The space effect in the photos, that we apply in our identity, will still remain popular. What does it mean? Let us imagine that an object figure fits into a photo not just on top of all layers, but is harmoniously mounted into a photo as an object adding a sense of depth and materiality to this figure itself.

Well, in conclusion, I can say that a search for new solutions always remains a tendency.

Train your imagination, become a trend, let the others look up to you!

Gleb Gulin
Graphic Designer



HR TRENDS

'This year things are changing as fast as never before,' says Josh Bersin, Deloitte HR analyst with 20 years of experience. People have taken the central position in modern business. After all, they are changing very much; changes are accelerating while people are no longer the same as they used to be some 5-10 years ago. Their attitude to work and to the employer, and hence to the business, is changing.

To be successful, you need to march in step with the change. We would like to present you 10 main trends in HR in 2019:

The transition from automation to productivity. For many years, companies have automated such HR processes as payroll, personnel accounting, training management, staff recruitment and job evaluation. They are still very important, but no more a surprise for anyone. Today companies need to focus on the productivity of their employees. Every day we face a large number of problems, such as: burnout, defocusing, exchange of messages between different systems and many communication tools that suppress most of us. Can we create the HR software that really improves productivity and helps the teams to build internal communication? This is our today's challenge.

Cloud services. So far, only about 40% of companies use 'cloud solutions' and a 'migration' process often takes 2-3 years or longer. Companies need systems that will help to manage the team in a comprehensive way - from finding new employees to adapting and evaluation processes.

Continuous performance management. The process of setting goals, coaching, evaluating and providing feedback should be continuous. Now it

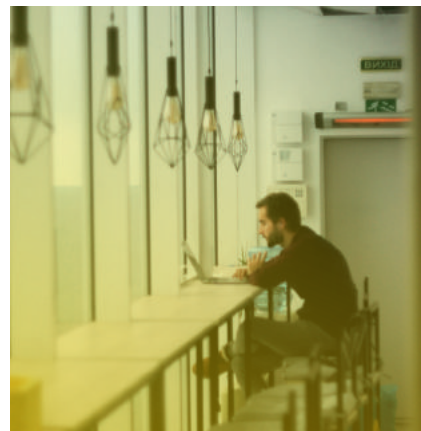
is more effective to set goals for a quarter or even a month, because it allows us to quickly respond to a situation and help a person achieve the set goals.

Feedback, engagement, analytics. Open feedback forms are developing dynamically, so we can ask employees and receive answers in real time. You can set up an automated system that will keep track of situations that are of interest for you, receive corresponding feedback and recommendations on the necessary improvements.

Corporate training. The time for interactive platforms, micro-learning, modernized learning management systems (LMS) based on artificial intelligence and virtual reality is coming. In our company, knowledge carriers are not training managers, but employees themselves. We exchange educational content (general education courses in graphic design, data, Internet marketing, etc.) through a common corporate network in the form of webinars and have the opportunity to engage in self-development at any time.

Innovations in recruiting. Companies spend billions a year on recruiting, fighting for their brand and the best candidates. The concept of job responsibilities has disappeared because they can change quickly, so positions become hybrid. Highly specialized knowledge or basic skills are not enough. We need tools that help us to find people who can learn fast and adapt easily. Large amounts of recruiting, in our case of Mystery Shoppers, are carried out through massive advertising campaigns on Facebook.

Alina Golovata
HR manager



SAVING COMPANY COSTS DUE TO MYSTERY SHOPPING?

Mystery shopping has long been one of the most popular and effective ways to improve customer service and research customer experience in many business sectors (retail, automotive, electronics, banking, etc.)

HOW CAN A COMPANY SAVE COSTS BY USING THE MYSTERY SHOPPING TOOL FOR ITS NEEDS?

At first it may seem, at least, strange and untruthful. After all, ordering the mystery shopping services from a research agency, the company pays for its services and the Mystery shopping project is an expense by itself, it cannot be free. This is only true on the surface. Upon the condition of creating high-quality tools for the Mystery Shopping project (a good questionnaire and a natural scenario) the company can receive a lot of hidden benefits, which ultimately lead to additional profits higher than the cost of the project itself.

Mystery shoppers are primarily buyers. When using a purchase scenario, the Mystery Shopper usually spends on average 30% more than the required minimum purchase according to the visit scenario. This is a direct profit for the company or can be considered as a reduction in the cost of the project due to additional sales.

Mystery shoppers, who were provided with excellent service during the visit, become regular customers of the brand and recommend it to friends and colleagues. In fact, mystery shopping is a resource for attracting new customers, which does not involve additional costs.

With the help of Mystery Shopping, you can check the process of completing a purchase process and offering addi-

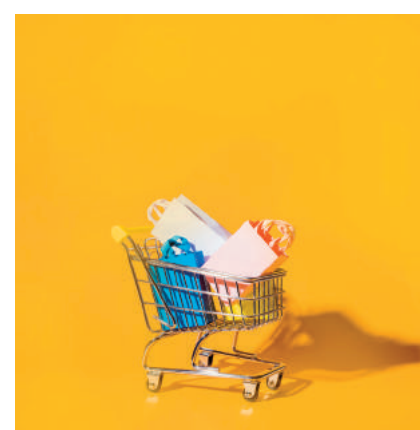
tional products to customers. When organizing the correct work with the program and systematic feedback for the staff, the blocks for completing the purchase process and additional sales will be the main topics for consideration by the management of the store with the staff. This leads to direct savings on sales training and motivation.

Online ratings based on the completion of each wave of the Mystery Shopping project constitute a free feature that comes with the program. It helps to save on the creation of CRM-systems for control and training of personnel.

These are several factors due to which the company saves a lot. The main thing is that Mystery Shopping allows you to work on improving the service, which in its turn leads to an increase in customer loyalty and decreases the level of customers leaving, and as a result – to saving on attracting new customers.

Scheduling Worldwide wishes your company to have loyal customers and their average purchase multiplied.

Irina Sheremetieva
Head of Client Services





5 INFECTIOUS SERVICE MANAGEMENT MISTAKES AND HOW TO DEAL WITH THEM

Do not fall into the pit of service because of your good intentions

The service has become a stumbling rock for all market participants, however, such terms as 'customer focus', 'brand advocates', and 'NPS' are important, but little understood. In order to fix this, let us examine the situation using the example of the main mistakes faced by the experts of the 4Service Group international research company.

MISTAKE NO. 1: WE DID - WE FORGOT

Loss of interest. This happens more often than we would like it to happen. The CEO comes and says, 'Friends, starting from tomorrow we are a service-oriented company.' Of course, he does it without explaining the reasons, ways and other 'tiny details.' The search for contractors in the Call Center and on Mystery Shopping begins. Everything is developing in the best way: feedback channels are being quickly established, customers are satisfied and service is at the proper level. The managers report, the director gives a pat on the back, praises, gives bonuses. And right after it he gives the specialists other tasks, being fully confident that their service will grow by itself. However, only weeds grow by themselves, and service is a tender houseplant, which needs proper care.

And this is where the story ends, the entire customer focus is forgotten and again sales, sales and nothing more than sales are in priority; a door is shut on the service.

This is a very big problem - interest to it as a system is lost. Companies should regularly invest money in the service, rebuild internal PR and HR processes, analyze and verify the data obtained.

MISTAKE NO. 2: LET US DO IT ANYHOW IF ONLY THEY LEAVE US ALONE

Lack of employee motivation. Managers receive data, not knowing what to do with it; they believe that by launching a Mystery Shopping project they already receive high-quality service. Mystery Shopping is a tool for assessing standards and obtaining data, but not a panacea. Besides, the tool is very aggressive - there are not many sellers or waiters who will be very happy waiting for a check. It will not force people work better in perspective.

The staff is motivated by the work evaluation, both financial and emotional. Internal PR and the mythology of the service help a lot. It is necessary to show that employees do their work very well, perform their duties and carry out their tasks effectively on a regular basis. It does not have to be 'Wow!' but this is

not the case; often 'Wow!' happens absolutely accidentally, and the everyday high-quality work brings much more positive reputation points. Of course, the highest level of service (even separate cases) cannot be ignored, but at the same time a very good work level should be taken as the norm.

Internal PR emotionally charges and relaxes, giving room for full-fledged work. The requirement to do something without explaining the reasons and the way how to achieve success causes resistance, stress and a decrease in the efficiency of the staff. If, apart from the order to create good service, there is a clear strategy, the participation of the workers themselves in its creation, positive and objective requirements - everything will develop in the best possible way.

MISTAKE NO. 3: I'M THE BOSS - I KNOW IT BETTER THAN YOU

A thought that the central office always knows better. Consciousness of the head office is based on the confidence that the leadership, who grew up 'from the bottom', has more information and experience than local workers who communicate with customers every day. However, by asking the top 10 sellers you can get an objective picture of which tools and initiatives are really effective and which ones do not work but

only interfere. Even a year spent in an office is a very long time period, during which the trends, needs, and consumer generations change. You need to engage your employees into the process, conduct regular online surveys. Only this way the 'head' knows what the 'hands' are doing.

MISTAKE NO. 4: I WANT GOOD SERVICE - AT ONCE

Using only a tool without a system. Mystery shopping is an effective service assessment tool. But if it is used irregularly and unsystematically, the data is not only incomplete, but also incorrect. Yes, two visitors were addressed in a rude way, but it does not mean that this happens at least with every hundredth client. Of course, the problem arises, but its scale remains behind the scenes and this has an extremely negative impact on the overall level of staff performance.

Other channels should be connected: monitoring reviews on the Internet, checking a complaint book, opening a hot line, gathering a focus group, etc. Mystery shopper may be the main tool, but should not be the only one. Only

then you can get an objective assessment of the service quality. After all, use social networks not only to promote stocks and products. Social media is an excellent source for creating a community, live communication with customers, and receiving feedback. But, unfortunately, the experts miss this wonderful and, equally important, free opportunity to see the needs of their clients.

MISTAKE NO. 5: DO LIKE THAT - AND NO OTHER WAY

Using templates or 'robotization' with your own hands. Sellers and field workers are required to say the same thing to each customer. Do you really think it makes them happy? Not at all. The employee must have a choice, be involved into building communication with the client. Only in such case we can talk about the high-quality service.

In large banks, employees and management complain of robotization. But how can it be different if there is a requirement to 'feed' a customer with a particular service or product in order to fulfill a sales plan?

We can give a good example: one client, an employee of a large bank, went to the same cafe every morning, ordered a cup of sugar-free espresso and nothing more. He regularly went there and the staff regularly offered him some cake to coffee, despite the fact that they knew him as a regular customer. He refused once and then twice, calmly refused for quite a long time. One day his patience came to an end, and the client simply stopped visiting this place. Why? Simply because the idea of mandatory additional sales was drilled into their minds.

Mistakes cannot be avoided, they form the experience. It is important that the company has a person who wants positive changes, ready to take responsibility. Only then everything will work out. Without initiative and desire to listen to others the service is doomed to failure. It is not so difficult, is it?

17 years of working with Mystery Shoppers entitles 4Service experts to advise owners on how to monitor their business in the best way: to set standards as soon as possible, warn employees about existing problems and checks and motivate rather than punish. Here you will find these and other interesting recommendations about Mystery Shoppers

Competition provokes companies to constantly engage in improving the quality of their services. One of the popular tools for achieving these goals is Mystery Shopping.

If we formulate the essence in a nutshell, companies invite specially trained people, under the guise of clients, who record how their business really works from the inside.

We, at 4Service, have been developing the Mystery Shopping service for 17 years. Based on this experience, we decided to list the main owners' mistakes when using this tool to monitor the life of their business.

MISTAKE NO. 1: 'FIRST YOU IMPLEMENT IT AND THEN WE WILL DEVELOP STANDARDS'

The company has not developed service standards yet, but already wants to improve something. How to meet the client, what and how to offer, how to smile and how to stand when serving the coffee are the service standards of the company. Service standards must be developed, recorded and approved, while staff - informed and trained. Only then it is possible to carry out checks on compliance with all the rules and invite the Mystery Shopper.

MISTAKE NO. 2: 'WE WILL HAVE A SECRET CHECK AND CATCH THEM RED-HANDED'

Staff is not informed about the problems existing in the company and the planned quality control. The Mystery Shopper tool is launched without prior instructions to the staff and an explanation of the program objectives.

Employees sooner or later will find out that a Mystery Shopper may come to them. But, if you do not organize a preliminary briefing, this will lead to de-motivation and a decrease in the efficiency of this verification tool.

MISTAKE NO. 3 OR 'I SYN-DROME': 'I WILL BE THE ONLY ONE TO KNOW RESULTS OF THE EVALUATION, I WILL NOT TELL ANYONE AND DECIDE BY MYSELF WHAT TO DO'

The customer of the Mystery Shopping service does not inform the retail of

HOW NOT TO 'BURN' THE MYSTERY SHOPPER. 7 MISTAKES MADE BY CUSTOMER COMPANIES

the check. The research results remain inside of the head office. At the same time, the customer loses the main benefits of the Mystery Shopping program, namely - improving the service quality.

MISTAKE NO. 4: 'SO, I AM DETERMINED TO PUNISH EVERYONE'

This mistake is usually made in tandem with the second one. Such behavior is typical for companies that do not pay enough attention to a positive approach to work. We, at 4Service, strongly recommend using the results of the Mystery Shopping program as a reward, not a punishment. Dismissal, disgrace, public reprimand - all these factors lead to the reduction of staff motivation and provoke staff turnover. The correct alternative to this behavior is to emphasize on the positive aspects of the Mystery Shopping tool for all interested parties. It is great to give sellers the opportunity to see themselves through others' eyes.

MISTAKE NO. 5: 'WE LAUNCH THE MYSTERY SHOPPING TOOL AND EVERYTHING WILL BECOME PERFECT AT ONCE'

This mistake is made by clients with high expectations. The thought that the Mystery Shopping solves all the communication and financial problems of the company is wrong. This leads to the fact that companies, too much reliant on the Mystery Shopping, forget about other equally important tools.

Our standard package of work with a Mystery Shopper includes, in addition to actual results and analytics, the recommendations. But further action is the responsibility of the company. Mystery shopping is a very strong, but not the only tool. Mystery Shopping, a staff training program, service standards, a staff motivation program, the formation of a corporate culture are the factors leading to success when combined and properly integrated.

MISTAKE NO. 6: 'IT IS ENOUGH TO CHECK IT ONCE...'

One single wave of Mystery Shopping is the mistake made by many customers. Regularity is the key to success in everything. This is primarily connected

with marketing research and quality checks.

Mystery Shopping tool is designed to provide a permanent monitoring and control mode for retail companies. Long pauses are destructive to the service quality. Sellers perceive them as a signal to reduce the efforts once the evaluation process is over.

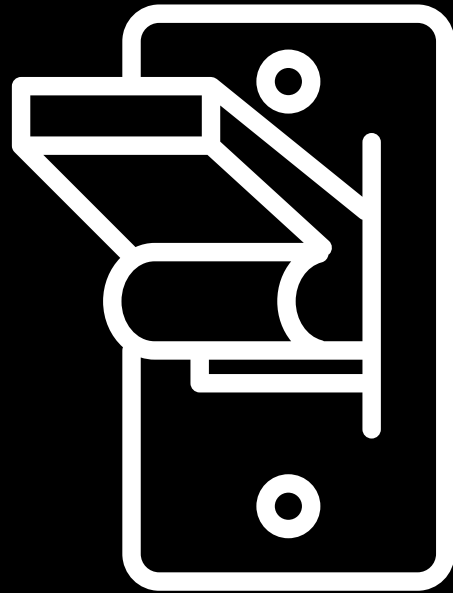
MISTAKE NO. 7: 'LET'S DO EVERYTHING IN ONE DAY! LET'S GO THE LIMIT!'

Organizations throw all their locations to mystery shoppers, so that evaluations are made once or more per week. Our client thinks the more evaluations are made, the greater chance of improving service. However, this is not the case.

The manager will not have time to review the new questionnaire weekly and provide feedback to the employee. Questionnaires are accumulated at the client's office and they are not even looked through, which is a pure waste of money. The solution to this problem is in the optimal sampling. Two or three evaluations per month are the best option.

The last and main advice - do not try to invent a mystery shopper. It is expensive, inefficient and very time consuming. Trust the experts. No company in the West introduces it on its own. Many of our clients tried to copy the process at the very beginning, but sooner or later they made a choice in favor of professionals in this area.





SWITCH ON THE SERVICE – GET BACK LOST CUSTOMERS

HOW TO BUILD A GOOD SERVICE IN THE COMPANY?

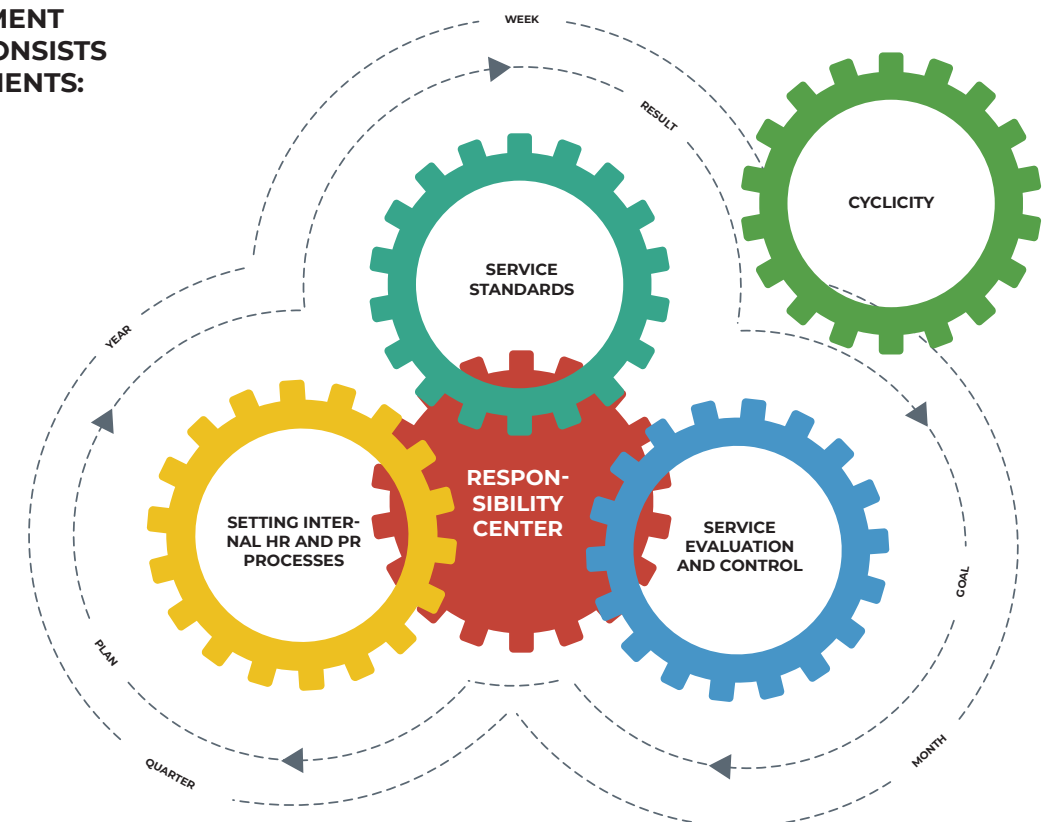
High-quality service is not just a good customer service at the shop. High-quality service is like a building that has a foundation, walls and utilities. And if it is not constructed properly, the first wind will destroy it like in a children's fairy tale. What is a responsibility center and what kinds of service models exist?

76% of customers believe that service is an indicator of how much the company values them. But it is difficult to impress a customer: to do this, it is not enough to provide good service once. Being engaged in service from time to time, providing services depending on the mood, the company will not receive loyal customers, will not find sup-

porters who will be loyal and 'vote with their wallet'.

Only a reliable system service management is converted into financial, marketing and HR benefits for the company. The service system is simple: there are the basic components that need to be built and retained. Always.

SERVICE MANAGEMENT MODEL CONSISTS OF 5 ELEMENTS:



Who is responsible for the service? - Service responsibility center in the organization.

- What is service and what does it consist of? Standards of service.
- How to evaluate the result? Methods of service control and evaluation.
- Employees and their role in the service: how to select, train, motivate and inform. Service filter in

HR and PR processes of the organization.

- How to make a system out of service: service cyclicity. Regular and consistent goal setting.

SERVICE IS IMPOSSIBLE WITHOUT IT

Each company develops a service quality system in its own way. Someone focuses on studying the customer's opinion, trying to satisfy the obvious and secret desires of customers. Other

companies are concentrated on service control. The third category focuses on staff training and sales or on the visual design of locations, smell, taste, color, quality of goods and so on.

All aspects of service are important. But in any construction it is necessary to begin with a foundation that guarantees stability. The main step, without which the service will not take place as a system in the company, is the creation of a responsibility center (hereinafter referred to as RC). This is a start, without it the service in the company is random and short-lived.



PERFECT RESPONSIBILITY CENTER

RC can be compared to the Indian god Shiva by the principle of many arms and faces. The responsibility center consists of several levels.

The first level of the RC is the head of the company (top manager, board member or owner). It is a person who has the right to set goals and monitor the results. The leader's role is to motivate employees to provide service, to explain that service is the value of a company. So the value of the service quality is translated into the corporate culture of the company.

The second task of the manager is to ensure regular service control.

For example, at the beginning of the year a manager reports that service is one of the most important KPIs, along with sales and product quality. This happens at a corporate event or at a strategic session. He initiates constant motivation and control, holds quarterly meetings, evaluates results, awards the best employees. After that, he delegates part of his responsibility down: either to departments or local managers.

The second level of the RC is a local manager, a mini-copy in the field. He has exactly the same task - to motivate and control.

CASE EXAMPLE:

In one retail company, service standards and control programs were implemented. The company employed only women (the company was selling perfumes and other cosmetic products). The head was a man, and throughout the first year every quarter he carefully looked at the results of the service and personally came to the three best locations, shook hands and gave flowers to their directors. Motivation in the form of flowers and attention was in the highest demand in his women's team. He exercised the function of control and gave feedback at the same time.

THREE SIDES OF RC

In different companies, the responsibility center is represented by different departments and, accordingly, the service acquires its own face. The service will not go far without three main whales:

human resources (HR), marketing and operations departments. Ideally, all three departments should be included in the implementation of the service strategy, but in practice, one person is often responsible for the service.

'SERVICE IS EMPLOYEES'

When the Responsibility Center is a personnel department, the emphasis in servicing is always on employees (typical for retail businesses).

Obvious advantages of the model: standards of service or training programs and a system of competency assessment are developed for employees. There is a selection and training of service-oriented personnel, their motivation; there is a high quality of communication in the service. In this case, the staff is well trained and provides good service. This is a positive investment in employees, but it does not give a 100% result.

Significant minus of the model: lack of direct communication with the consumer. HR rarely conducts research, cannot always assess the financial benefits of service and do not have direct power over retail. The role of HR is the provision of resources and staff development.

'SERVICE IS A CUSTOMER'

When the RC is a marketing department, the emphasis in service is always on consumers, customers (typical of banks and telecommunications companies). In this model, the customer is the King.

Obvious advantages of the model: the customer is studied from different angles, focus groups are conducted, surveys, and the customers' opinions about the service are extremely important. In addition, there are clear digital indicators of how the service is qualitatively measured. Customer satisfaction research programs, Mystery Shopping, Net Promoter Score, and service competitor evaluation are conducted. The company clearly understands who its target audience is and how to interact with it.

Significant minus of the model: studies are rarely converted into specific plans and actions for staff. The role of marketing is to offer solutions and customers' opinions and communicate with customers but marketing cannot be fully responsible for service, because has no direct impact on operational processes and personnel

'SERVICE IS MONEY'

Or when the central office is an operations department.

Operations department (business) is the most popular type of central office.

Obvious advantages of the model: the operations department has the full power to set goals and control decisions, directly contacting consumers and employees. It can organize a consumer survey at the exit from the location, immediately test ideas for improving the service and analyze the relationship between service and sales.

Significant disadvantages of the model: the operating department, above all, takes care of the financial result, which can lead to aggressive sales. Operations department can also cancel important service activities (staff training or marketing research), because they believe that 'it does not work.' If only this department is responsible for the service, it may demand too much and the employees will have a chronic resistance to service innovations.

PERFECT SOLUTION

During last 5-7 years the tendency of opening separate departments for service quality control was observed. It has to be under supervision of a top manager, and include local competent leaders in the field.

It is very important that the service department specialist works closely with the three key departments: HR, marketing and operations. Each of the three has unique possibilities to provide service. Only on conditions that they cooperate, taking into account the interests and possibilities of each department, we can build a reliable service management system that will provide significant long-term benefits to the organization.



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