



## Keeping Your Customers Happy

*Excerpt from CRM program by Chris Nelson, Project Manager  
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Everyone knows that a great customer experience is critical for business success. When our customers are treated well – and when they believe that the employees they deal with are competent and genuinely concerned with their satisfaction – they will remain loyal, even as others may vie for their business. They will also tend to make more visits over time and generate more word-of-mouth advertising for your facility. Great user experiences are of extraordinary value – keeping users happy will tend to keep your users coming back. These organizations are also better able to overcome the challenges and problems that inevitably occur in the day-to-day facility operations; as studies show that customers often become even more loyal to organizations that can effectively recover from these challenges.

But what constitutes a great customer experience? What differentiates a great experience from a mediocre one? And, more importantly, what steps can you take to ensure that every interaction with your customers is as good as they can possibly be?

A major key to great customer experiences is Knowledge At the Point of Action (KAPA). This process focuses on ensuring the knowledge your users require is immediately available. This knowledge may be about facility availability, fees and charges, cancellation policy, programs or other facility-related items. The point of action may be contact with a facility employee, a phone call, an email or a visit to your community's website. If positive KAPA happens, the experience will be a good one. If it doesn't, it won't.

KAPA is more than Customer Relationship Management (CRM). CRM is the user (customer) data utilized to determine our annual budgets and long term financial projections regarding our facilities. KAPA on the other hand leverages a much broader range of information across a much broader range of user interactions, many of which are face-to-face between the user and the front line facility employee. One objective of KAPA is to improve, or maintain, our user revenue core, but more so it is to create stronger and more profitable relationship with current and potential facility users over the long term.

Organizations that get Knowledge At the Point of Action right will always have more loyal users, stronger branding and fewer fires to put out along the way than those that don't. You won't have to rely on price or special features alone to differentiate yourself. And, your facility users will become your most passionate salespeople.