

# Optimizing the Customer Experience for Potential Camp Families



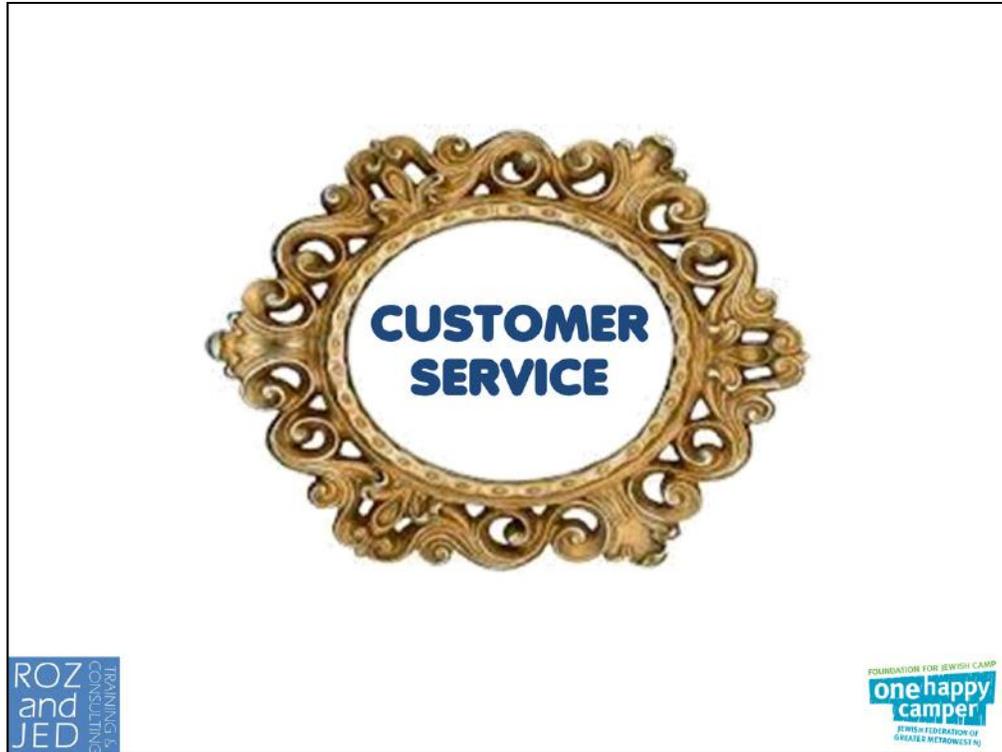
Roz and Jed Buck  
Roz and Jed Training & Consulting  
Jewish Camp Marketing & Recruiting Academy  
November 29, 2017



## **JED**

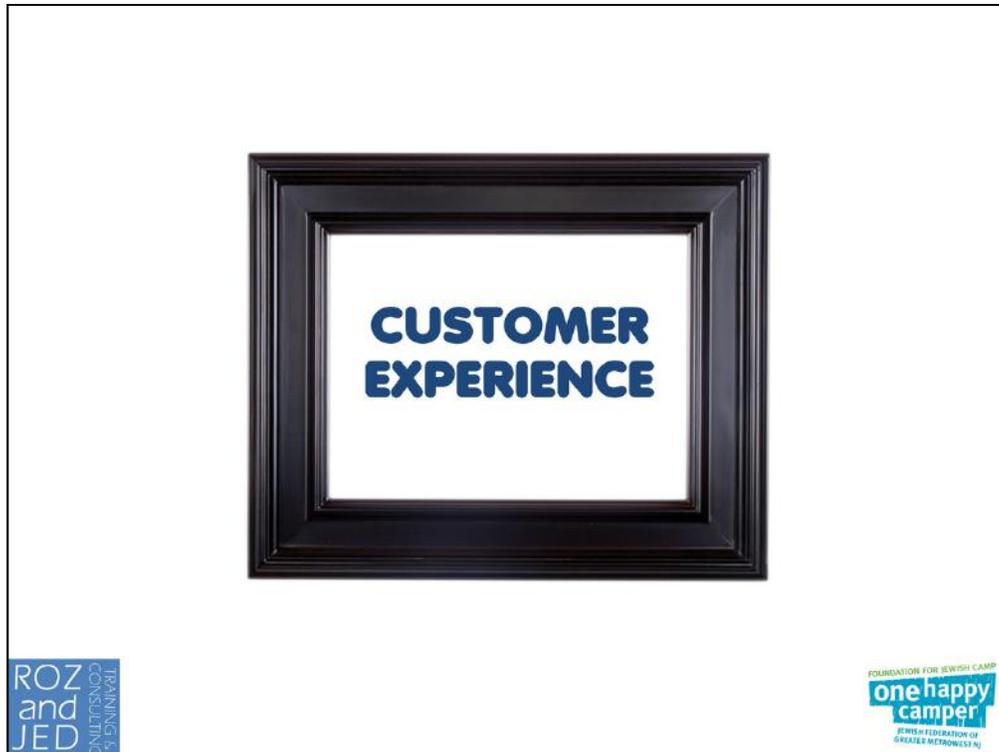
Start at beginning with NICE TO MEET YOU! Icebreaker

**All times based on 1pm Start**



This topic is commonly referred as CUSTOMER SERVICE

We like to reframe it...



as customer EXPERIENCE.

Every “touchpoint” creates the experience.

Potential families will evaluate if that experience reflects what they want their camp experience to be.

According to McKinsey, 70% of buying experiences are based on how the customer feels they are being treated.

Another perspective: Isaac shared “what to do” now we will discuss “how to do it.”





P&G –Called Customers consumers, primary consumer insight company in the world!

ABC & JMAI – Media sales business. In sales, all about serving customers and interest grew. Lots of customers at JMAI.

MCDC – Customer Service Maniac. In first 4 years, increased campers 50% (1.5x start) and in first 5 years, doubled camp revenue

One of key things we did was put a huge focus on all aspects of CUSTOMER EXPERIENCE.

As consultant, have more time to read, research and study customer service within camps and across multiple industries.

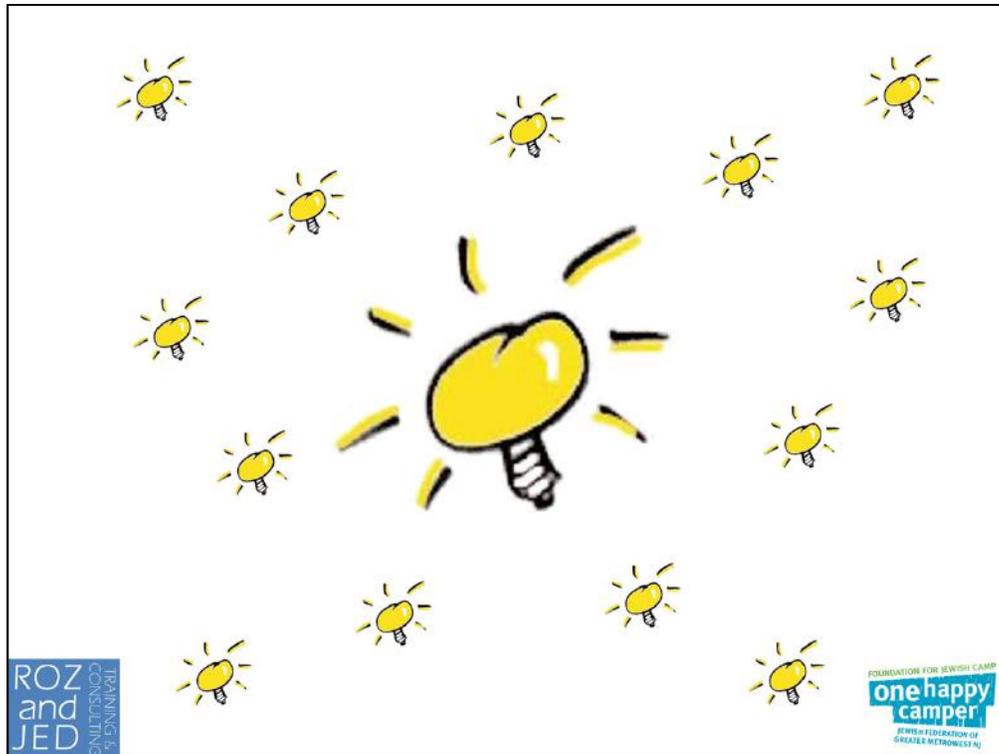
Allows us unique perspective of combining real world, camp experience without current day-to-day demands so can research and get wide view from multiple camps and still make a difference in the lives of so many!



## ROZ

Share my background briefly . . .

- You already know about my training & consulting and Meadowbrook history with Jed
- Prior to that, I was an Assistant Director at Jeff Lake Camp - - which happens to be where Jed & I met in high school
- I also worked in the Early Childhood Department at JCC Metrowest in West Orange
- Because of my strong camp and pre-school background, my customer service perspective is more of the warm & fuzzy approach.
- I have adopted the “Hug Your Customers” philosophy of customer service
- One of the best customer service books I’ve ever read - - by Jack Mitchell
- For me, customer service is all about hugging our customers figuratively
- It’s about the personal connections we make with our customers and how we make them feel from the very first time we speak to them or meet them.



- Just like we work to continuously improve our camps, we need to work on continuously improving the customer experience for our prospective families. We never want to stop evolving.
- We will share lot of ideas that can help to create extraordinary customer experience for prospects.
- We also recommend looking everywhere for new ideas. Learn from other camps and also from other businesses outside of camp industry.
- Creative ideas can be found everywhere!

Hopefully get at least 1 big idea and lots of little ideas

By the way....



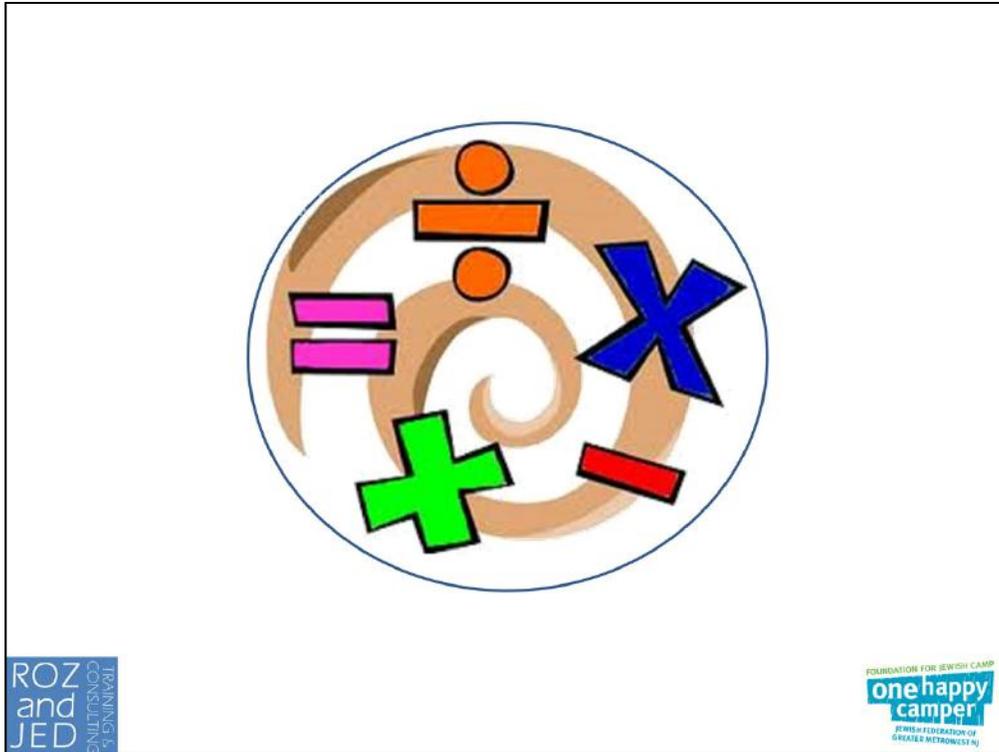
....lots of little ideas can combine to make one giant idea

Going to build in discussion and reflection time?

Happy to discuss personal situations at end.

Much of what we discuss will likely serve as a reminder

Don't take for granted that everyone in organization doing it, especially seasonal staff



What is  $2+2$ ;  $4+5$

Not math

Variety of Right Answers and approaches when creating customer experience

Not everything will work for every camp

Important to have differentiation for families.

Figure out what works best for you and your unique camp.



## JED

Overall goal is to add extra to turn ordinary experience into an extraordinary experience.

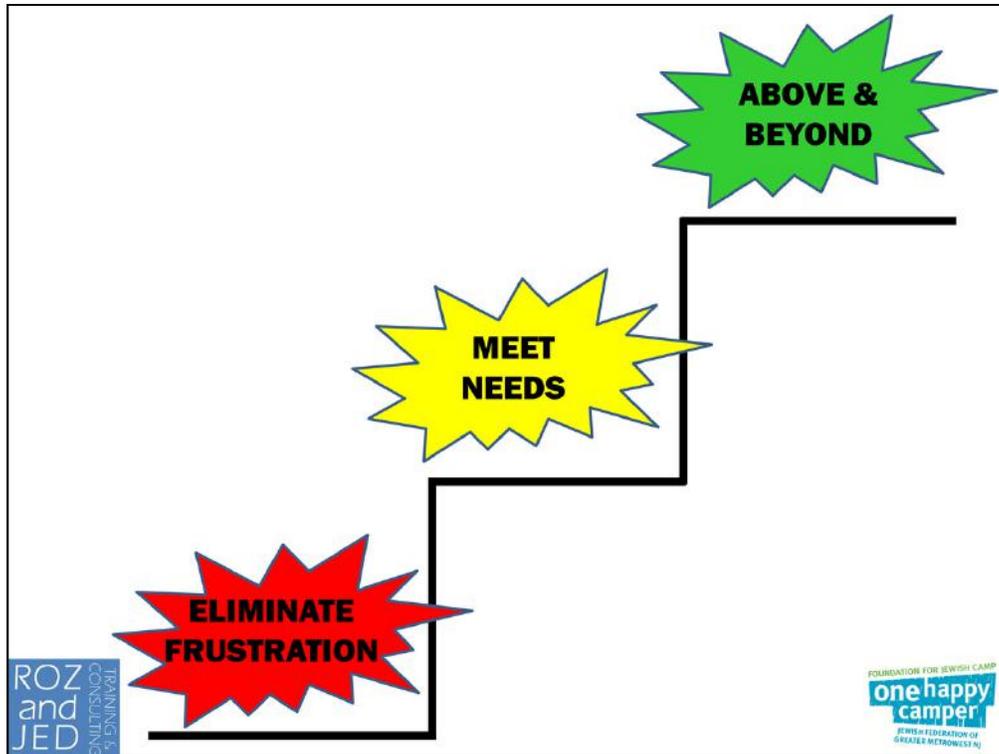
Consistency is more important than random extraordinary

Better to be consistently good then wow sometimes and disappoint others.

Restaurant. Great meal. Next time lousy. 3<sup>rd</sup>? Maybe. If not good, no 4<sup>th</sup>.

Vs. not great, but good every time.

Get consistent and then continuously bring it up!



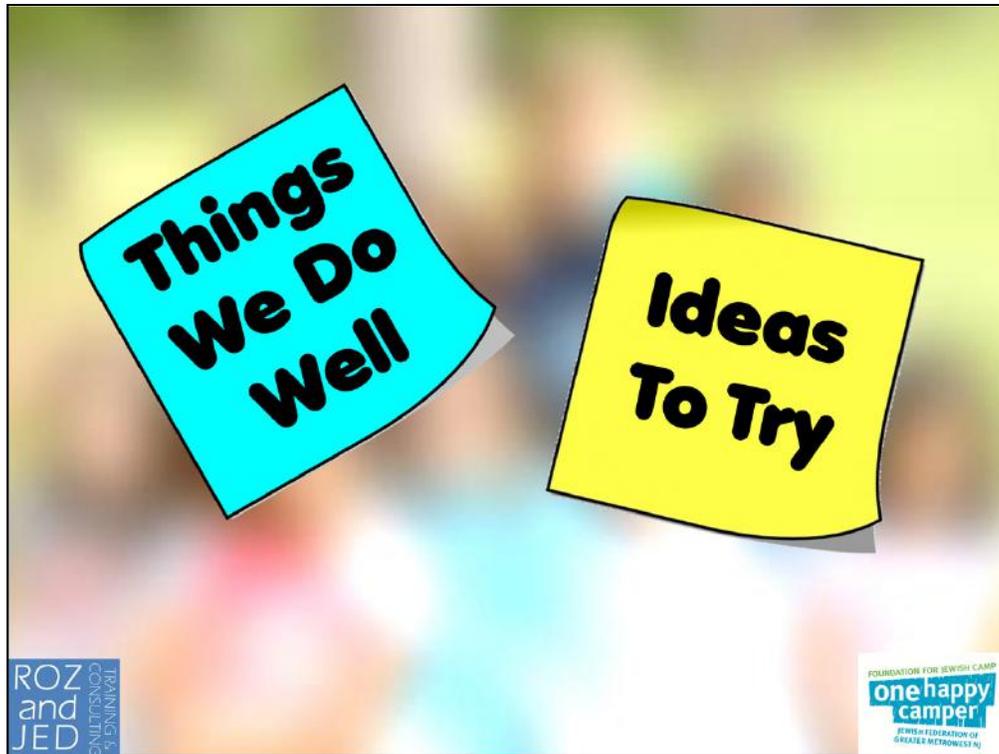
1. Eliminate Frustration (Think of recent bad recent customer service experience). Think about that on phone customer service these days.
2. Meet Needs. Expressed and anticipated. Answer question behind what's being asked.

NEED TO MAKE IT EASY TO DO BUSINESS WITH YOU!

3. Exceed Expectations.....Go Above & Beyond!



Ultimately want to create the wow for prospects that converts them to camp families.



## ROZ

Have sticky notes for everyone.

When have idea of what want to do or already do, put on sticky note with your name.

Use different colors for do vs. want to do?

At reflection times, can post on wall.

Will share at end with contacts to learn more.

All camp professionals. In addition to hearing new ideas from us, would be great for you to get a chance to share your great ideas with each other.



## JED

Intro. 6 areas of customer experience:

Overall

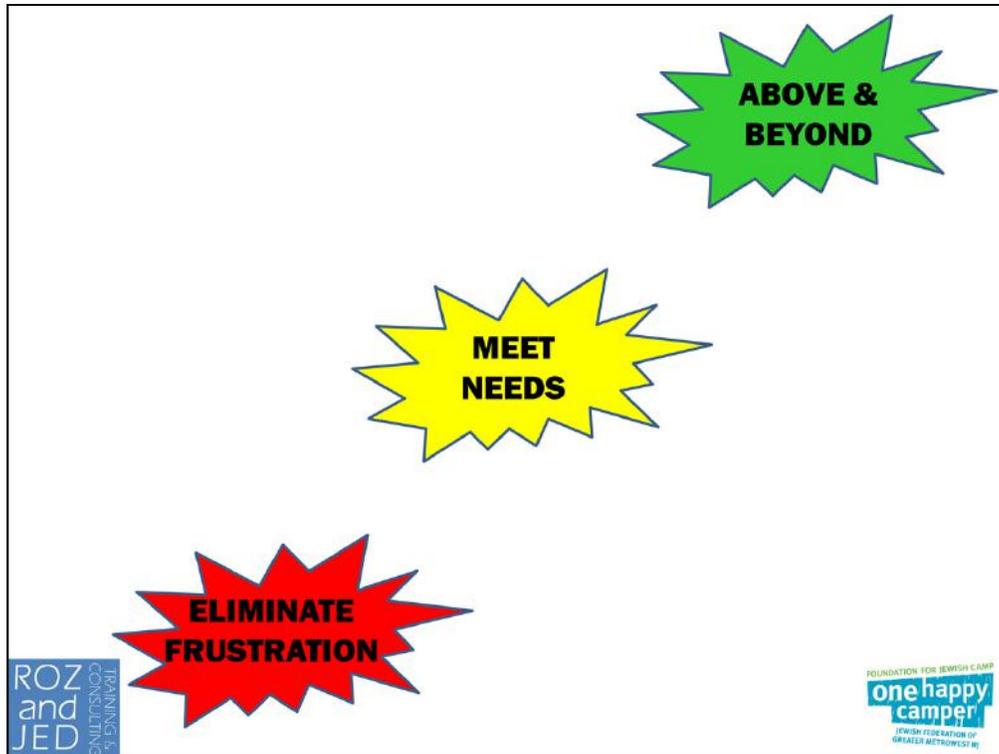
Email

Phone

Online

In Person

At Camp



In each, try and address:

- Eliminating Frustration
- Meeting Needs
- Going Above and Beyond

You will see the appropriate starburst in the top left corner.

Let's get started....

**Get here at 1:12**



OVERALL - Things that are part of multiple/virtually all categories

**START AT 1:12**



START HERE BECAUSE OF IMPORTANCE AND CROSSES ALL 3 –

MISTAKES CREATE FRUSTRATION. (Wrong times or dates). Proof everything twice. Avoid typos and thinkos.



ATTENTION MEETS NEEDS (Clear communication. Answer question before ask).  
Give all information needed, timely and accurate.



UBER ATTENTION TAKES YOU ABOVE AND BEYOND – NOTICE AND REACT BEFORE A PROBLEM. (Pro-active instead of re-active.) Example – Send special directions in fall to avoid farm traffic.

Attention to detail: Some families don't care. Many do.

If can't take care of the little things, how can I trust you to take care of my child!



## ELIMINATE FRUSTRATION

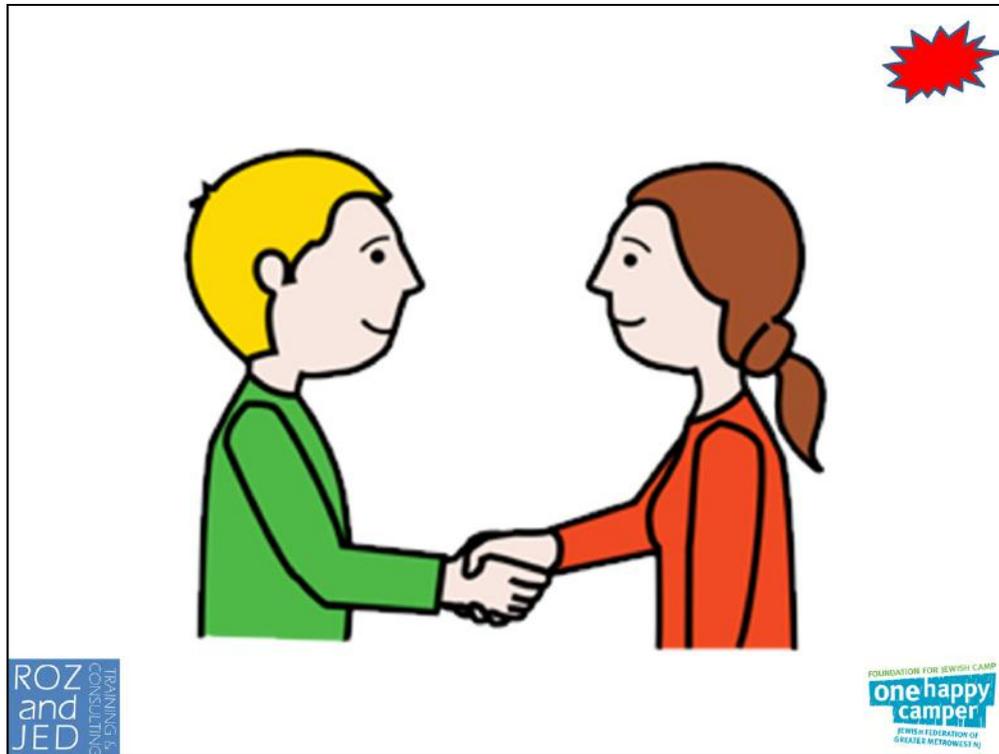
Also across all categories:

Email, Phone, online, and in person

Huge frustration: Avoid Jargon, Acronyms, abbreviations etc. Someone on outside doesn't know or understand

Programs (LIT,CIT)

Locations at Camp (Field of Dreams)



Don't "introduce" yourself to people you already know

This is both literal and figurative

Know your prospects!

If sending out a marketing piece to come see camp, don't send it to families who have already toured.

When the person answering the phone takes information and has a conversation with inquiry, very frustrating to prospective family if call gets passed to someone else (Director) and they have to start again. Share info with next person before they pick up the phone.



## ROZ

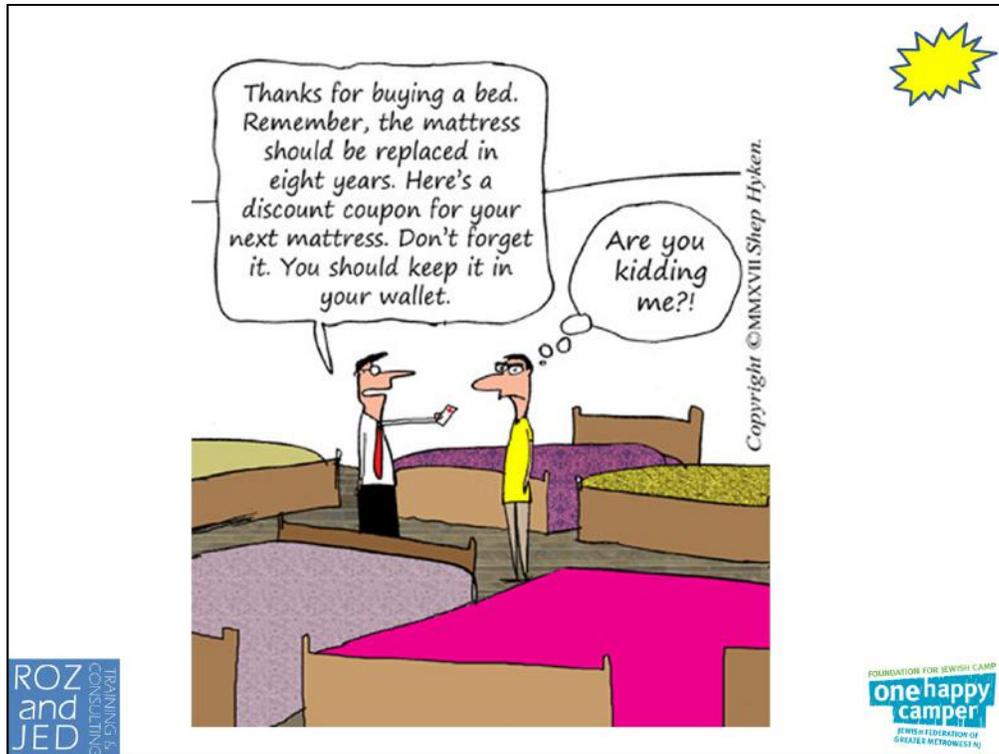
MEET NEEDS:

“Don’t make customer do the work”

You serve the customer, they don’t serve you

Happens all the time in all venues.

“Call me” , “email me”, “Remind me”



Here is one Example.

A camp example: At synagogue event, someone has a question you can't answer on the spot. That's OK.

You need information you don't have with you.

Don't ask them to email or call you when back in the office.

You make the note and contact them!



Don't require to provide the same information multiple times

Example: If family submitted online inquiry form, when they come to an event, don't ask them to complete a registration form. Have pre-completed form ready to go. Can have them check for completeness, accuracy, changes, anything to add. Makes them feel special (hugs)



Next - - Meeting Needs Through Communication Style

Power of Positive Language

Camp People - - know & understand importance of positivity in staff during summer

Area where need to remind ourselves all year long

Easy to forget & get stuck in subconscious rote responses

We & team need to consciously radiate positivity - - phone, in-person, e-mail

Little bit of mindfulness - - want to be self-aware of what we're projecting & consciously choose positivity

Friendly, welcoming

Word Choice & Tone

Camp Leaders - - PASSIONATE about camp & difference it makes in lives

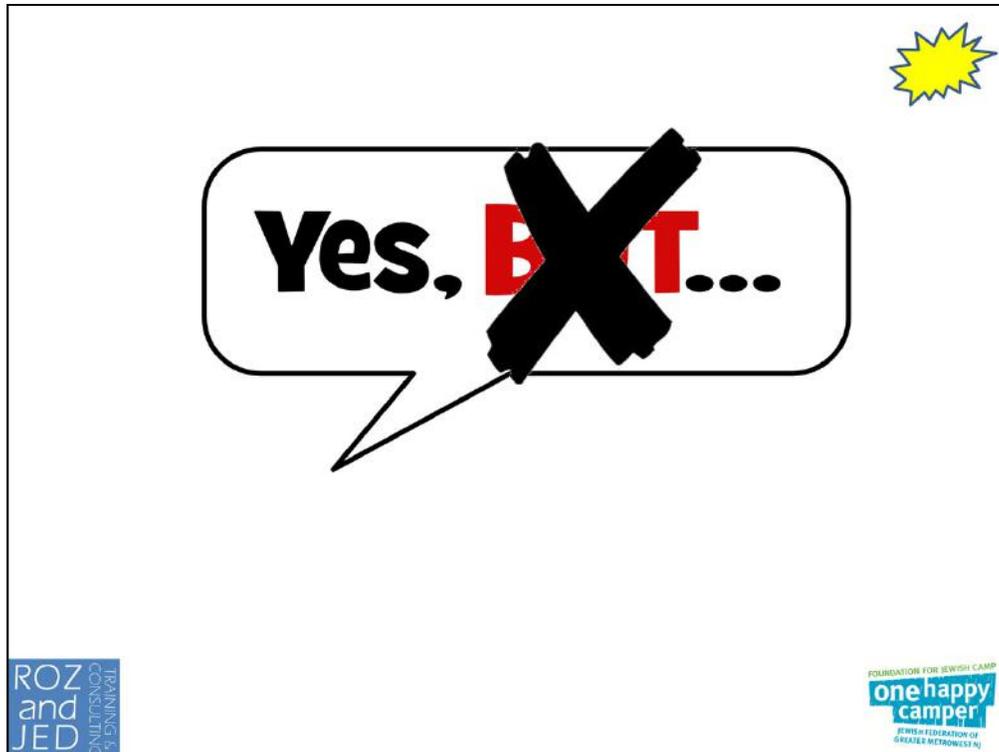
Remember to harness passion & attitude interacting w/prospective customers

Makes them feel good about choosing your camp.

As leaders, our goal - - inspire that passion in our team



Language of Appreciation also important meeting needs  
Everyone wants to be appreciated - - feels good / basic need  
Work on overusing these words:  
Please (join us OH)  
Thank You (taking time to learn about us)  
I'm Sorry (weather didn't cooperate)  
Using Lang. of App. shows you care  
Little thing that means a lot & "hugs" your customers.



Specific Communication example we all face again & again

Phone, in-person, email

People ask us lots of questions

Can't always say yes & when we can say yes, 1 word shifts what naturally comes out of mouths from negative to positive message

Want to answer with "Yes, AND . . ." NOT "Yes, BUT . . ."

"Yes, BUT" negates the impact of the nice thing you're doing for this customer

Example Scenario:

- Mom of prospective camper calls on last day of your early enrollment rate...



-Question: Can I get Early enrollment rate for Jacob?

-Response: Yes, BUT today is the last day of early enrollment, so we need the payment today in order to honor the lower rate for Jacob.

-Response: Yes, AND I'm so glad you called today because our early enrollment rate is ending today. If it makes it easier for you, I can take your information and credit card by phone or I'm happy to email you the link so you can go online today to enroll Jacob.

-Can you hear the difference?

Let's try a few scenarios with a partner. Please turn to someone on your left or right to do this exercise.

**Mom of prospective camper asks about bunk requests and you already know that there are 3 weeks when that bunk is full.**

**Can Sarah be in the same bunk as her friend, Samantha?**



Let's try a few scenarios with a partner. Please turn to someone on your left or right to do this exercise.

Scenario #1:

-Mom of prospective camper asks about bunk requests and you already know that there are 3 weeks when that bunk is full.

-Question: Can Sarah be in the same bunk as her friend, Samantha?

-With partner, discuss what the natural "Yes, BUT" answer might be, then work together to come up with your "Yes, AND" answer to the question.

**Dad of prospective camper calls to ask if he can drop-off his son at camp on the first day of his session instead of taking the bus. You allow this at your camp as long as the camper arrives by 1pm, before the buses arrive.**



**It's our first summer and we're a little uneasy about the bus , so can I drop-off Zach on the first day of camp instead of having him ride the bus?**



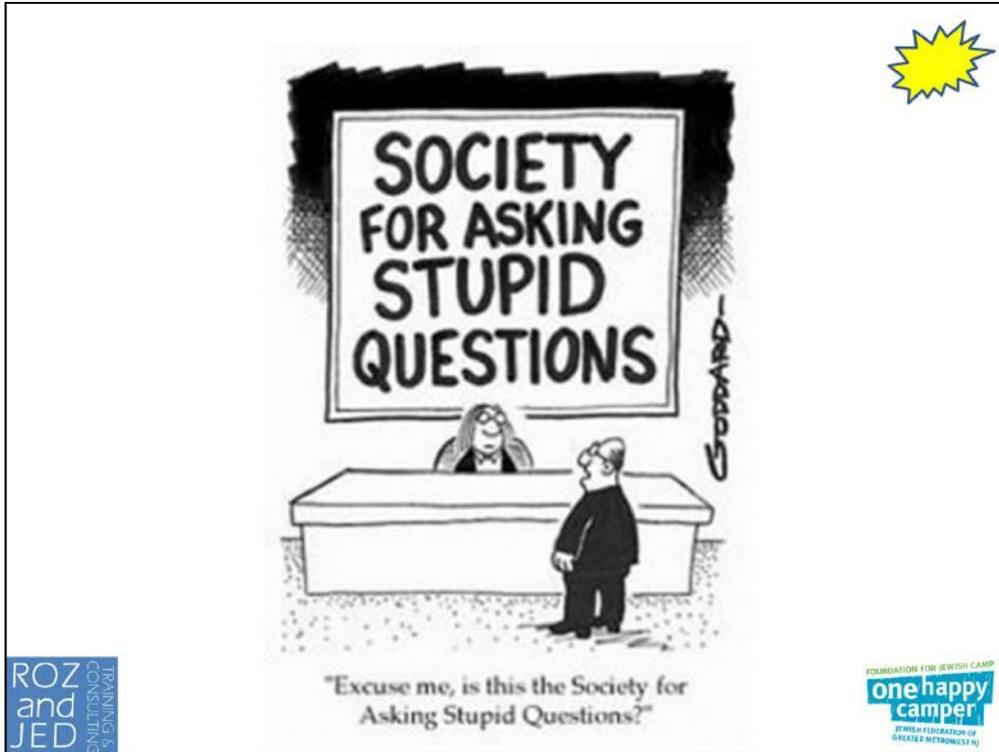
Scenario #2:

-Dad of prospective camper calls to ask if he can drop-off his son at camp on the first day of his session instead of taking the bus. You allow this at your camp as long as the camper arrives by 1pm, before the buses arrive.

-Question: It's our first summer and we're a little uneasy about the bus , so can I drop-off Zach on the first day of camp instead of having him ride the bus?

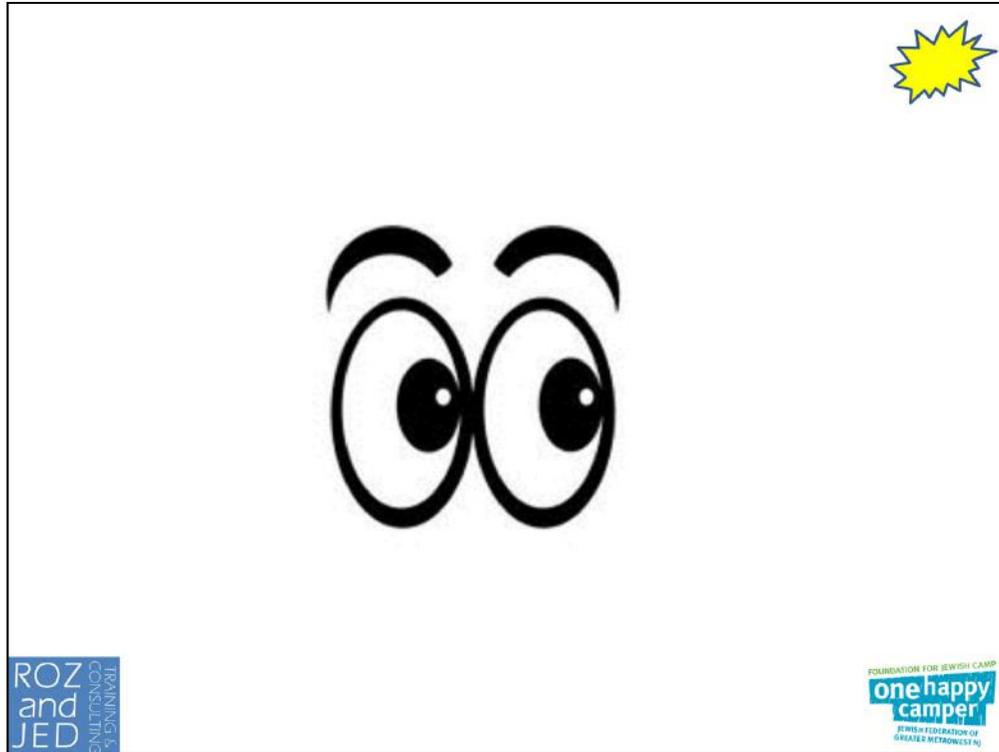
-With partner, discuss what the natural "Yes, BUT" answer might be, then work together to come up with your "Yes, AND" answer to the question.

Great exercise to practice with your team so that everyone has the positive mindset of answering with the "Yes, AND" response. It takes practice to turn it into a habit.



**JED**

PLEASE DON'T MAKE THEM FEEL STUPID ABOUT THE QUESTION



This is why we say needs, both stated and Unstated

Answer the question behind the question, understand the need

Always, especially when answering questions, look at everything through the eyes of the customer.

Train yourself and staff to think about why they are asking the question.

Dennis Snow: What time is the 3 o'clock parade?

“Is Ryan Here Today” story (If a time)



## ABOVE AND BEYOND

Make Personal Connections and feel really, really special to go above and beyond.....

When you have initial conversations or meetings, ask if there is anything specific they want to share about family or child or anything in particular that is an important focus for them to learn about camp.

Also, capture other personal information:

- Their camp experience
- Grew Up
- College
- Occupation
- Employer
- Personal Milestones (baby, birthday, etc.)

Use that information to Find things you have in common and make that personal

connection



Then Share things.

Mentioned in an article, cut and send or email with link

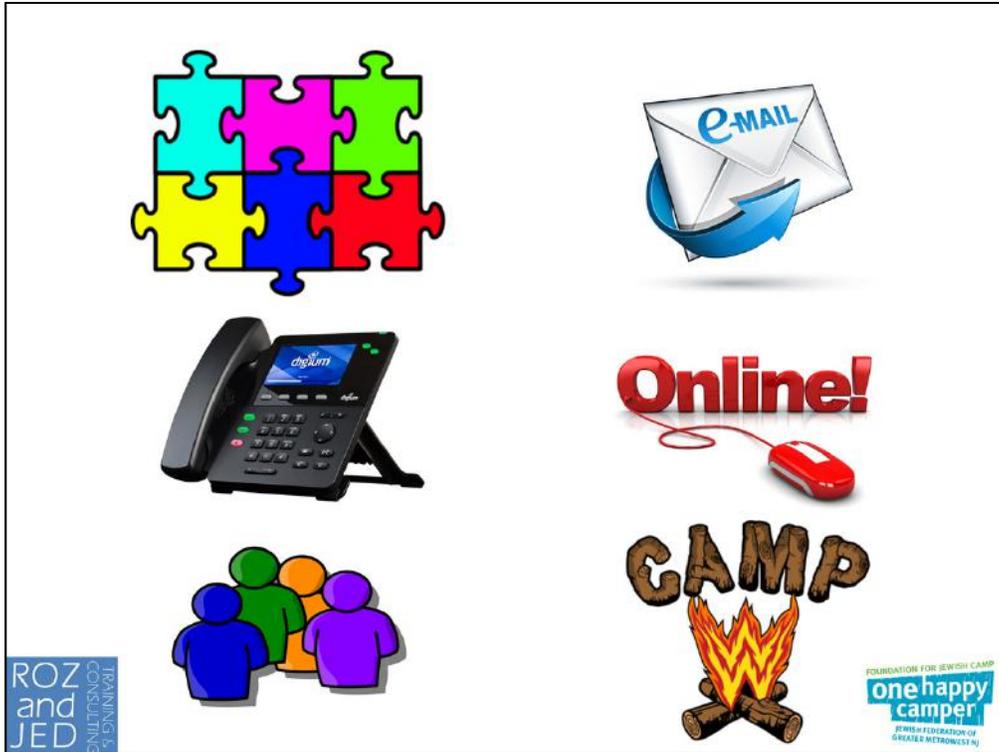
Articles that is relevant, sent it out. Great way to stay in touch.

Send/give a relevant book.

Bibs for Baby (Bib from Cattle Raising Trading Company)

Camp or non camp.

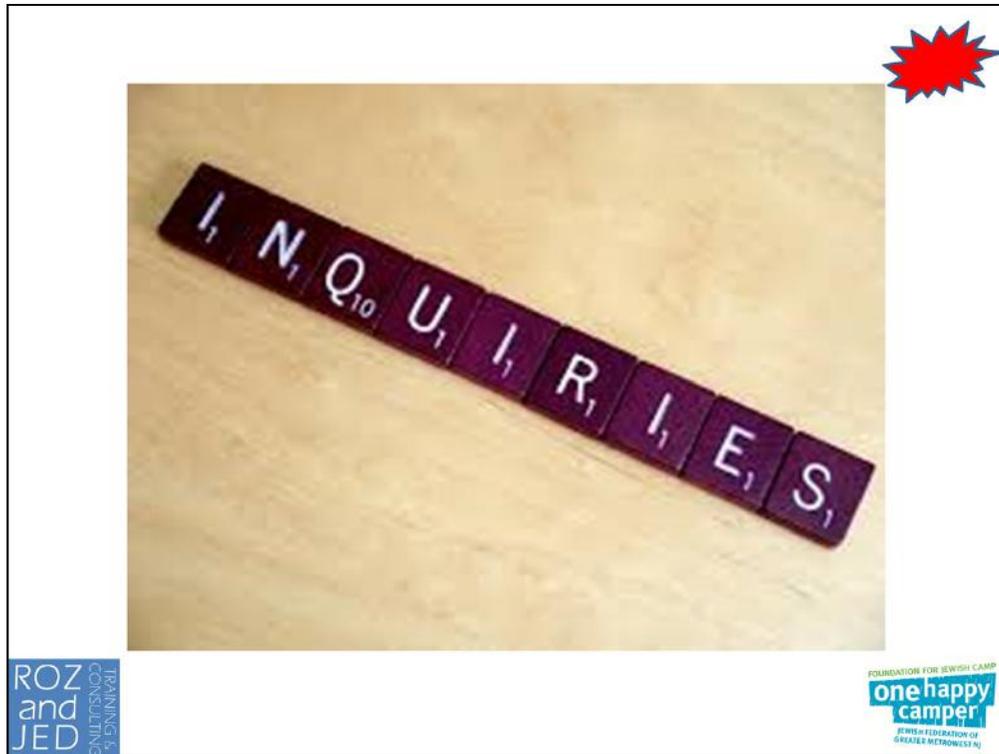
Where important to have good notes in your System.



**JED**

EMAIL (and Text Messages)

**START HERE AT 1:25**



## JED

### ELIMINATE FRUSTRATION:

Still hear often that inquiries don't hear from a camp. Not specific to day/resident; FP and NFP. Universally surprising!

Email or website is becoming most popular first point of contact with today's parents. Not as much phone.

What causes missed emails?



Check Various Spam Boxes Regularly  
Spam, Promotion, Low Priority

Manage spam filters

- Example: Clients who email from accounts that end up in spam....  
Shepherd to Spam b/c combination vendor and camp family.



**Jed Buck**

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**From:**  
**Sent:** Thursday, November 16, 2017 1:32 PM  
**To:** Jed Buck  
**Subject:** Follow Up

Jed -

First, I need to apologize for not getting back to you sooner! I had this crazy thing appear on my computer called Boxbe and for some reason some of my emails have been going into a Boxbe folder!! So I just discovered your email (and many others!)! 😊



Here's a new one.

All kinds of things download



The virtues of keeping a clean inbox so things don't "get lost"

Also make sure it doesn't get automatically filed with from an email rule.

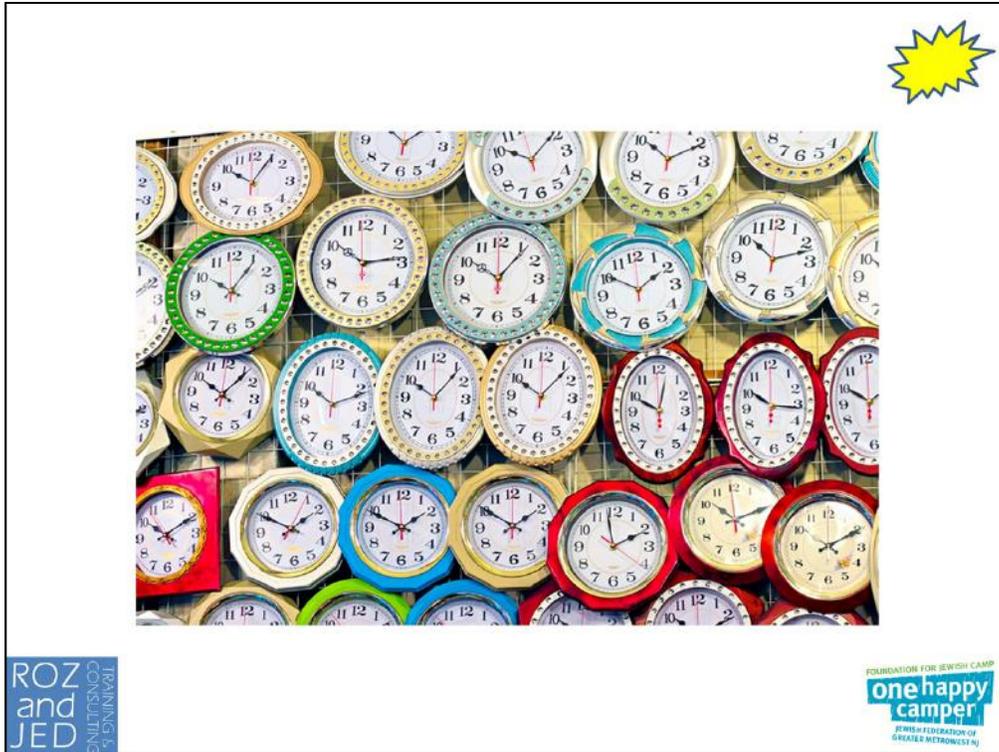
Popular when responding to unrelated email chain about a new topic.



## Another FRUSTRATION

People don't answer questions asked in email. Either a generic response. Or, often only answer first or last question. Very frustrating for potential camp families.

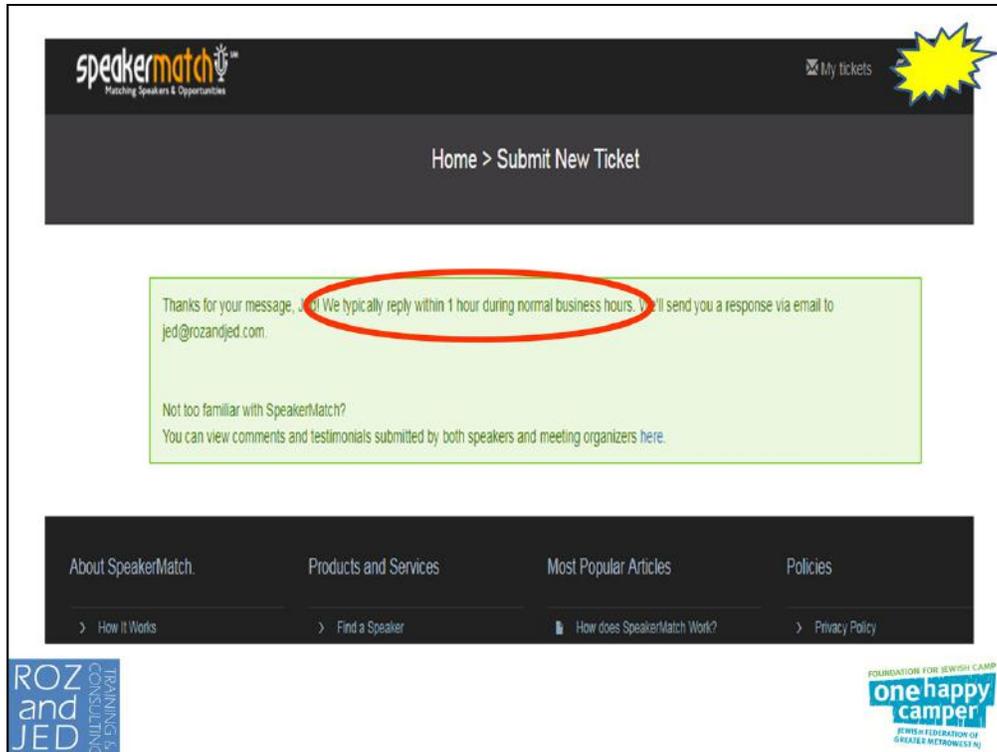
Make sure to answer ALL questions when responding to email.



**MEET NEEDS:**

Respond timely and in-line with established expectations.

Applies to both Direct Email and email from Website



Manage expectations

Use auto management system. Personalized? Autopilot.

Google tool from Isaac

Update regular out of office

Personalized but generic

Clear

Deliver on promise

Decide what works



## ABOVE AND BEYOND

Extremely Quick responses

Off Hours Responses

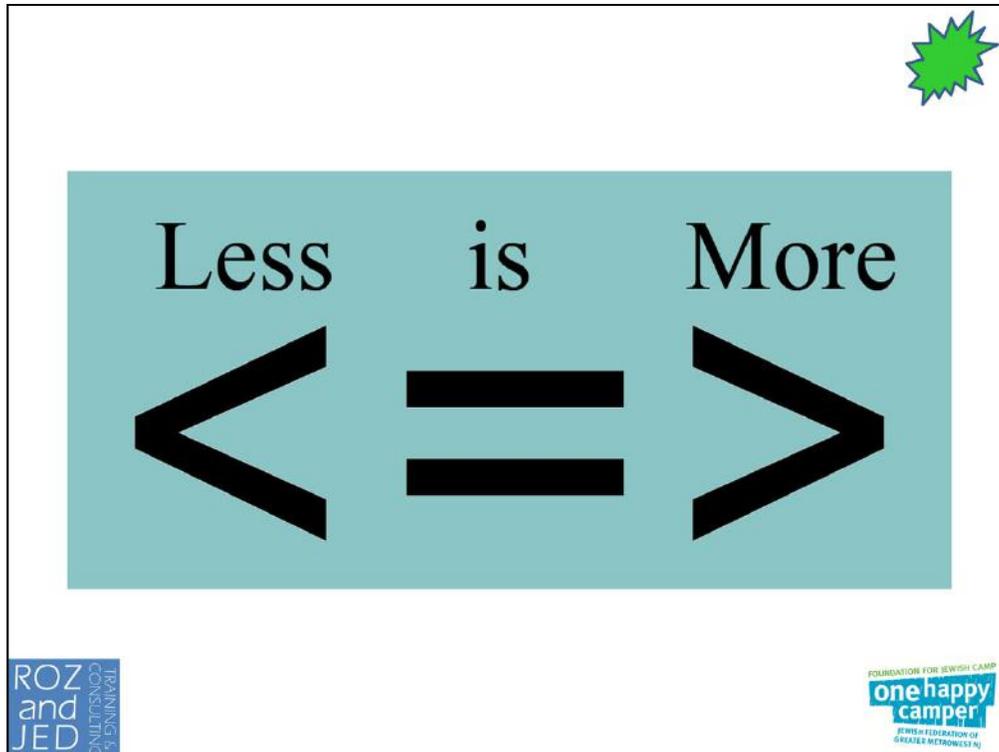
Customized, personal connections. Not just generic responses

Instant Gratification Generation:

- No Plans
- Short attention span
- Immediate, Consistent communication
  - Instant Messaging
  - Text
- Google immediately
  - Alexa, don't even need to type, just speak
- Strike when hot before loses interest, moves on
- Run risk that they will lose interest.

- VERY IMPORTANT TO REMEMBER: Enrolling at camp is the most important thing to us, but not our current/potential families

Key reason need to worry about work/life balance. Not an issue 20 years ago



Keep email responses short whenever possible.

Still need to be thorough, but try not to overdo....

Meet attention span.

Also remember, many read on small screens and don't have time to process long emails.

**END HERE AT 1:34**



**ROZ**  
PHONE



## ROZ

### ELIMINATE FRUSTRATION

A recent Consumer Reports Survey said in last year, 67% of customers have hung up the phone out of frustration they could not talk to a real person.



Ideal: Have a live person answer every time.  
 Know not always in your control or possible.

Other tools....Outsource service. Many Exist to answer your phone with your camp name.

Make phone Tree & messages as easy and short as possible, even if live during business hours and message during off hours.

Used to have every person for message, leave address, etc. Made simple and fun, then we move the message.

Customized message by day or time of year....but keep it up to date! (oct. at camp message)

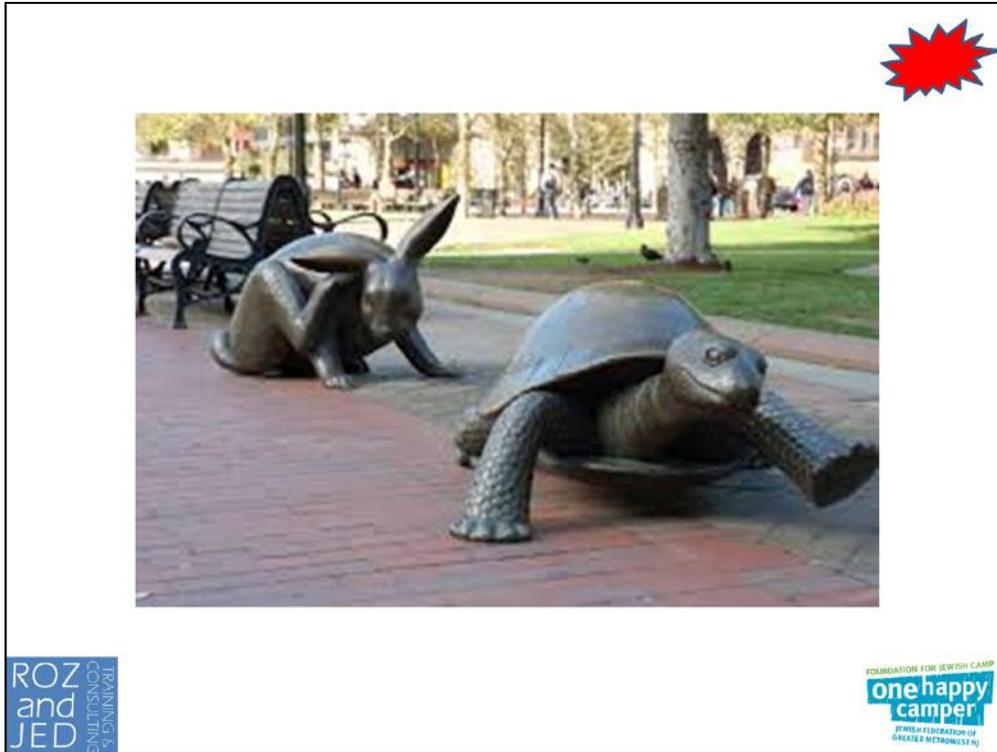


Ask if OK to be put on hold AND explain why....

THEN Always have Something on hold so don't think cut off (Like music)

Added benefit – use as sales opportunity

- Audio Track to Meadowbrook Promo Video
- Director Interviewing Campers
- Campers singing camp songs



Other big frustrations on the phone:

- they can't understand someone
- Feel rushed

Why Pacing is important, not too slow or fast

Give them your time

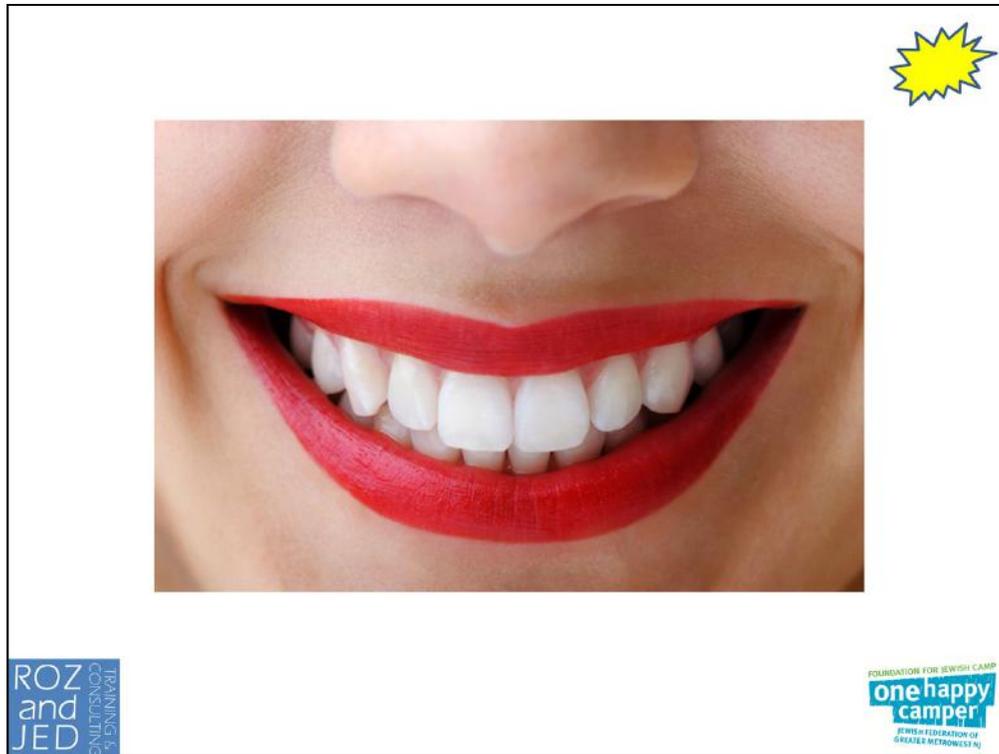
Don't want to feel rushed



Avoid sticking to scripts. Ok to have, but OK deviate

Think about all those calls that end with: “Is there anything else I can help you with today?” Or “Have I resolved your issue today?” when it is clear from the conversation that your issues is totally not resolved!

They are just sticking to a script which creates even more frustration!



Meet Needs:

Everyone, including potential customers, likes to talk to nice people:

ALWAYS PUT A SMILE IN YOUR VOICE (Like Isaac said)

If have a cell phone with you, take it out, and open camera and put on selfie mode.

Frown, say yes

Smile, say yes

Can you hear the difference?

Try "Thank you for calling (insert name of camp)" frowning and smiling

Important in ALL, but mostly on phone because voice is all customer has to go with when on phone.



Some people/companies actually mount mirrors on computer screens/walls by phone.

You can actually buy this mirror!



Related: INFLECTION or TONALITY in voice

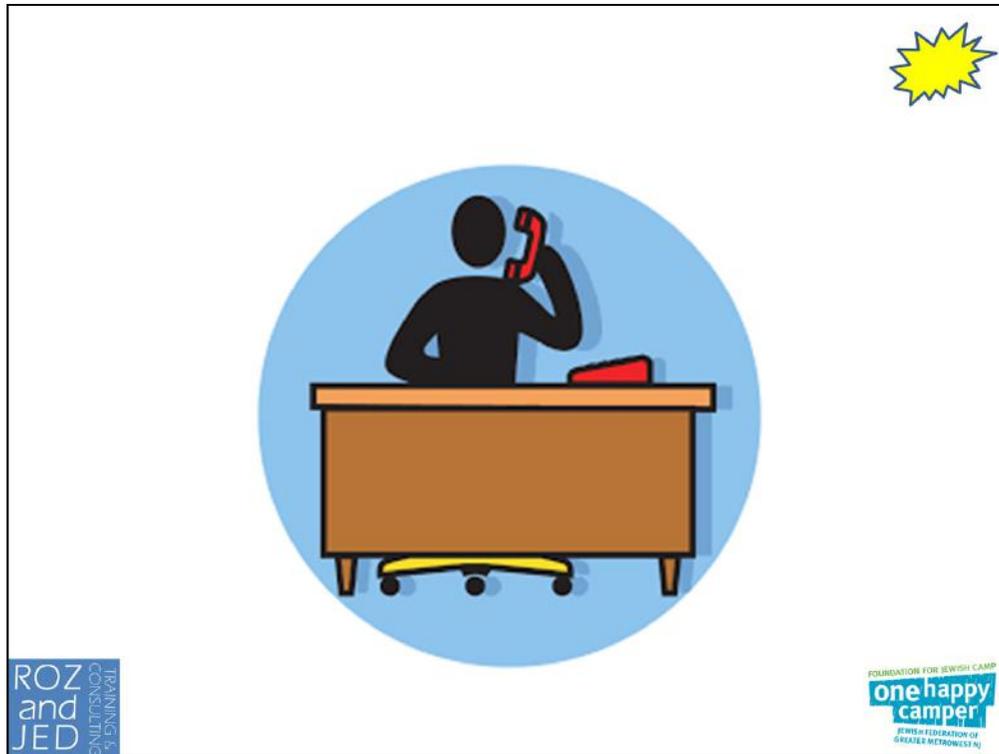


INFLECTION in voice

Difference when end up vs. down. Show up and down with "Welcome to the JCC"

End up like a question

Practice as group up and down with "Hello and welcome to the JCC" once down, then up.

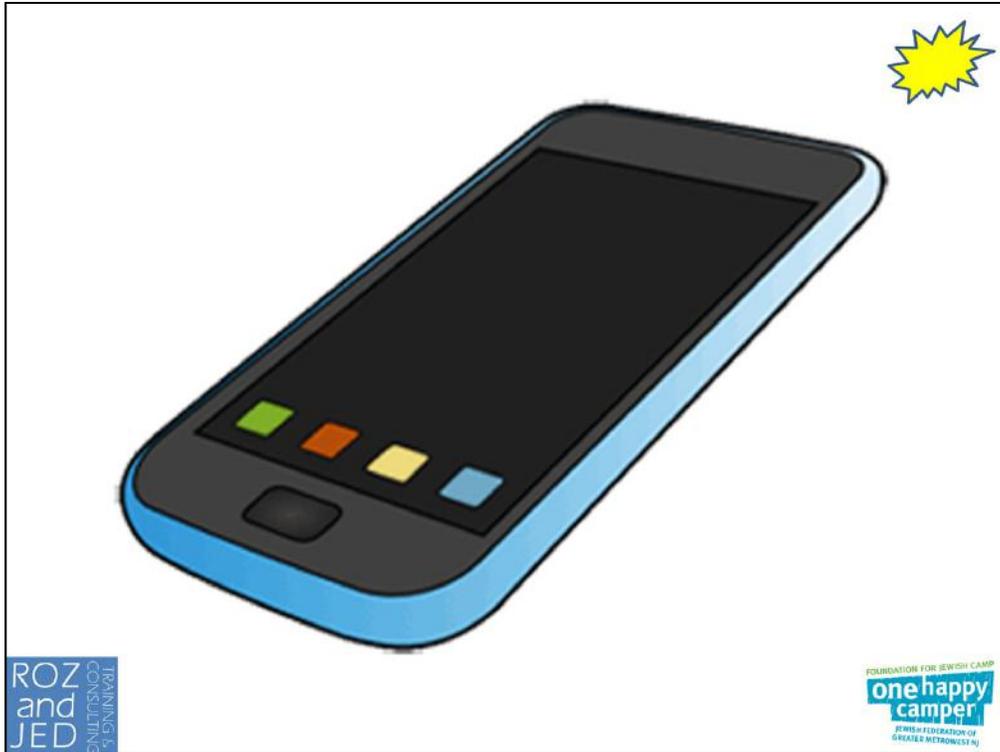


Meeting Needs on the phone...This is where you really need to train all staff, especially summer staff.

They interact a lot with prospects: Answering questions, booking tours, giving directions. And unlike us, they do not do it all year long!

Make sure they are up to speed on all of your phone policies and procedures.

Have frequently asked questions for staff that all should know, posted in many easy to access places.



Repeat for clarity, especially when calling from cell phones

Spelling

Phone numbers

Accuracy is important!



## ABOVE AND BEYOND:

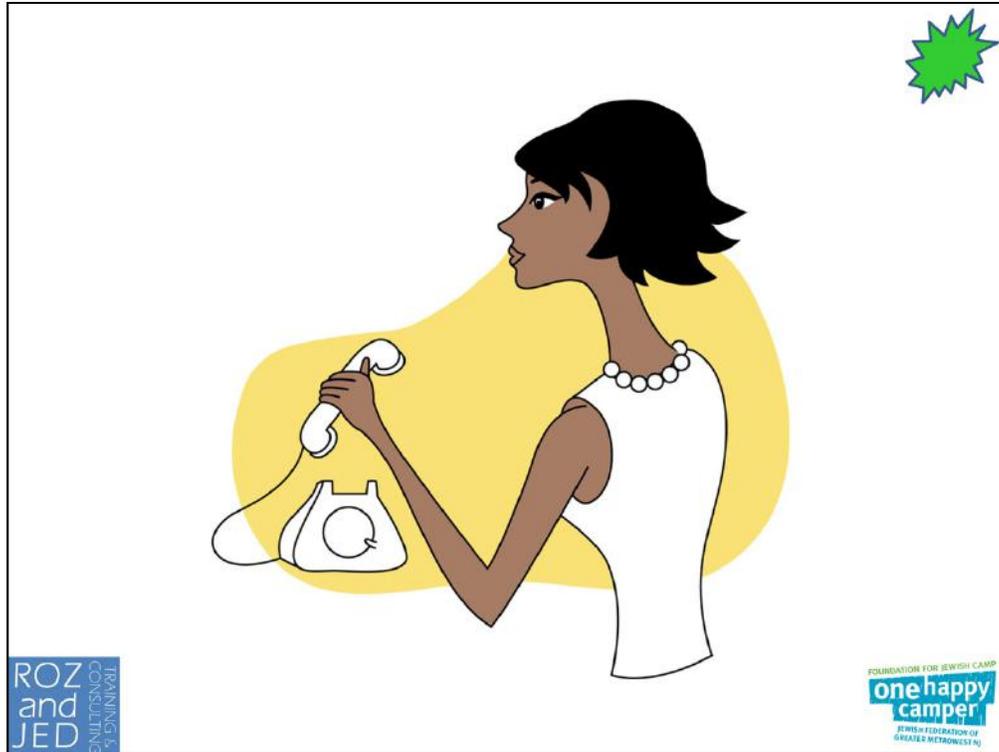
Customize voice mail. Take advantage of what system has to offer.

Different message for: Closed vs. No Answer vs. All Lines Busy (everyone On Phone) vs. Back Up System

Emergency number on machine all year. Inspires confidence.

Products like Google Phone

- Forward to different numbers when out of office and even can change them to rotate who handles those calls
- VM messages to text



1 – Recap commitments and do what say you will

2 - If speaking with customer, Always hang up last!

- In case have another question
- Don't want to think hung up on them
- Don't hear what happens on hang up

**GET HERE AT 1:56**

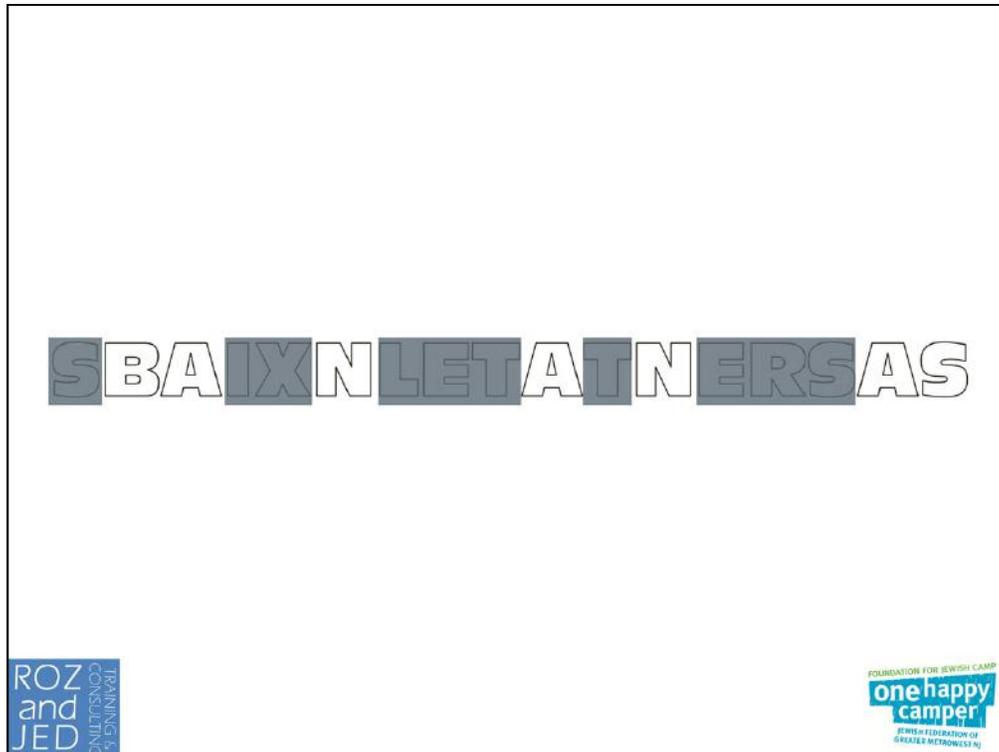


**START AT 2:08PM. SKIP THIS IF BEHIND FROM BREAK?**

**ROZ**

Six letters Exercise

Cross out six letters so that the remaining letters, without changing their sequence, spell a word that we are all familiar with.



## DEBRIEF

### Perception

Everyone has their own personal way that they perceive what they hear.

Important to recognize this when we speak with potential camp families.

Need to be sensitive to how others may perceive what we say.

Perception is reality

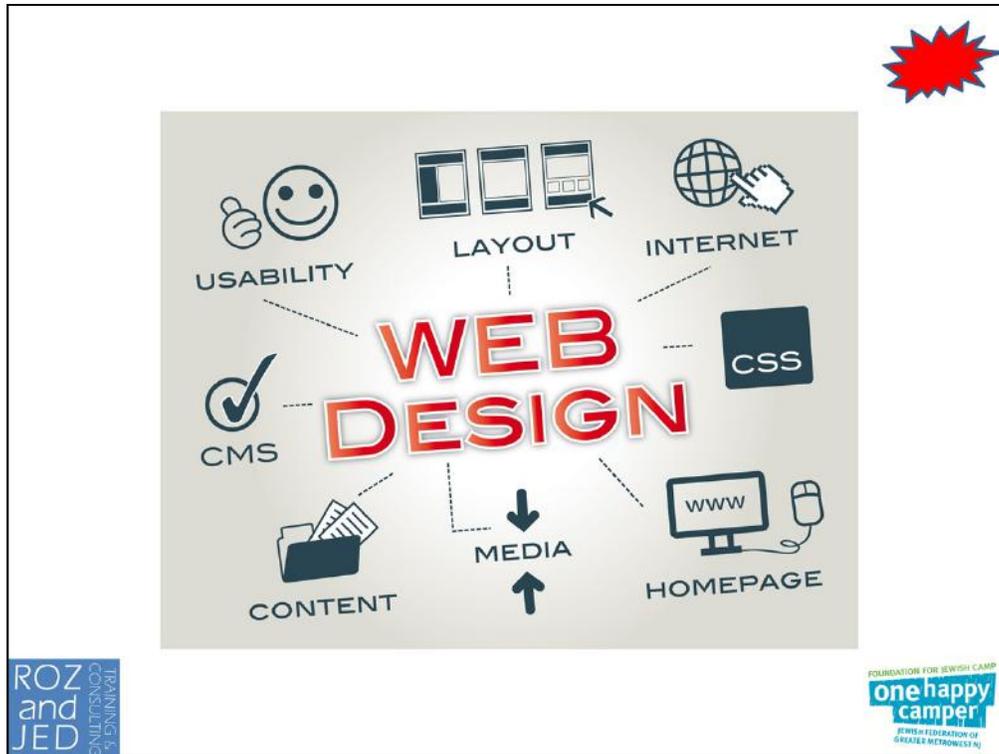
**FINISH AT 2:13**



**JED**

**ONLINE**

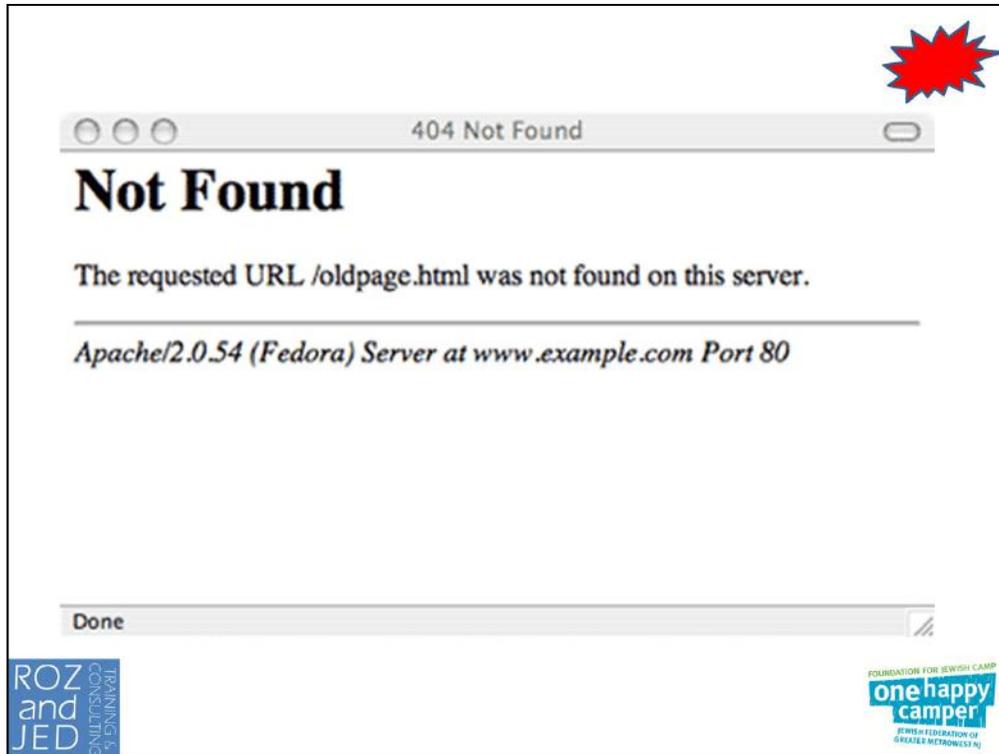
**Start here at 2:13**



ELIMINATE FRUSTRATION

Website easy to Find, Navigate and Read

Clear fonts, colors



Look at it. Broken links. Old data. Typos.

ROZ and JED TRAINING & CONSULTING

FOUNDATION FOR JEWISH CAMP  
one happy camper  
JEWISH FEDERATION OF GREATER METROPHISIA

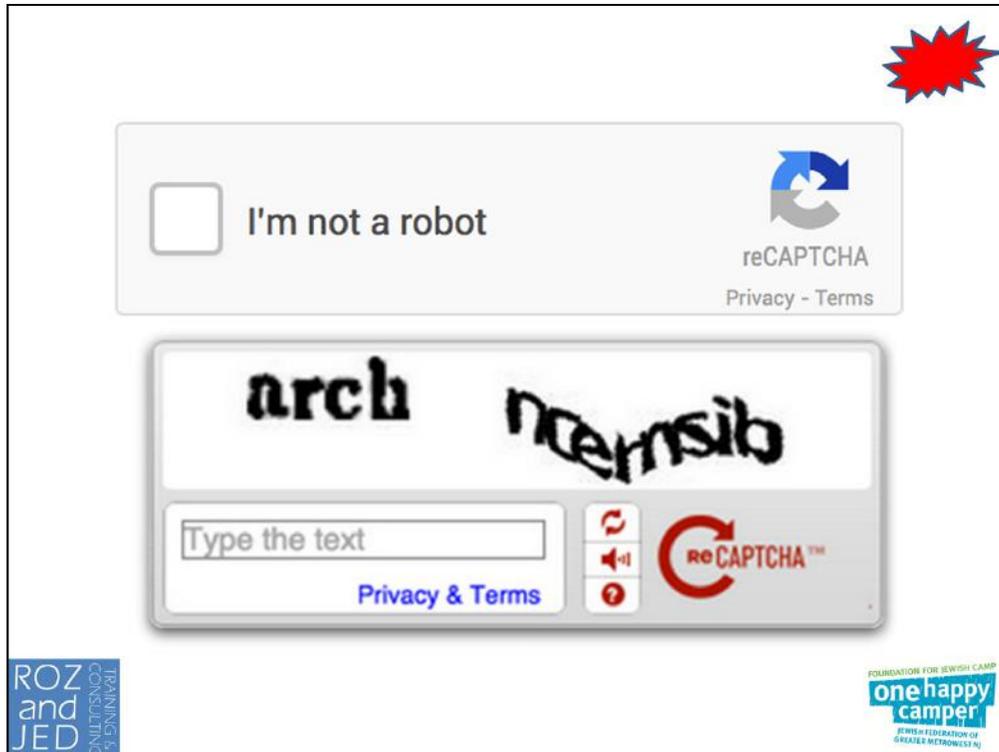
Review Contact form on website

Keep it simple

make sure doesn't ask for too much information

Eliminate barriers. Don't have potential leads get frustrated

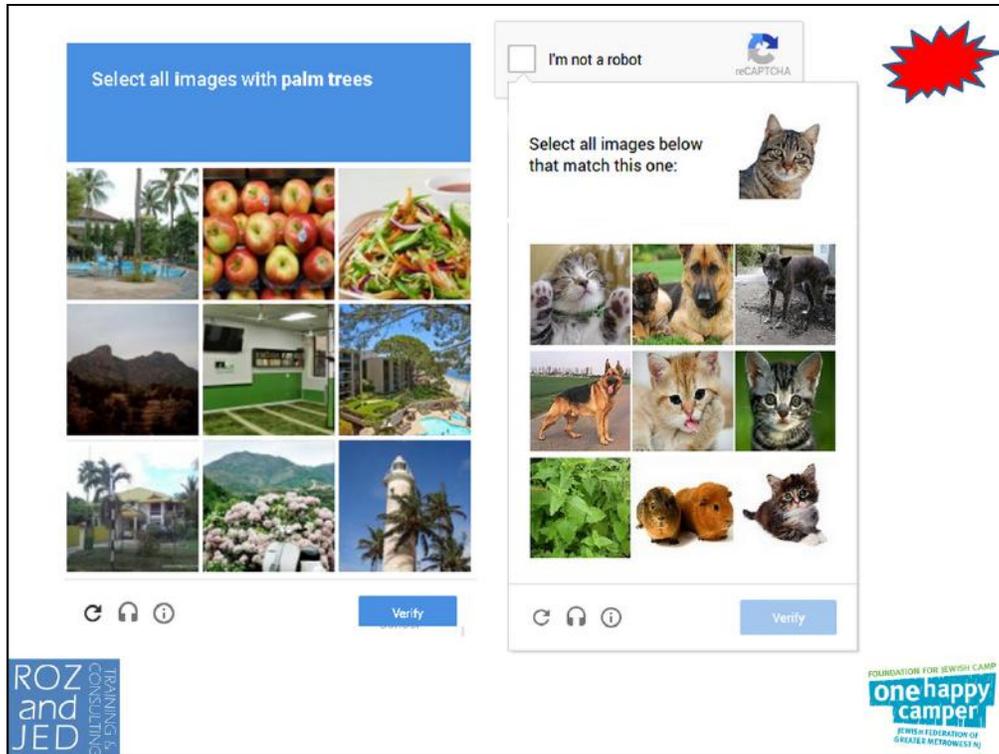
Can always collect more information later once you have established trust



avoid hard to use captcha technology.

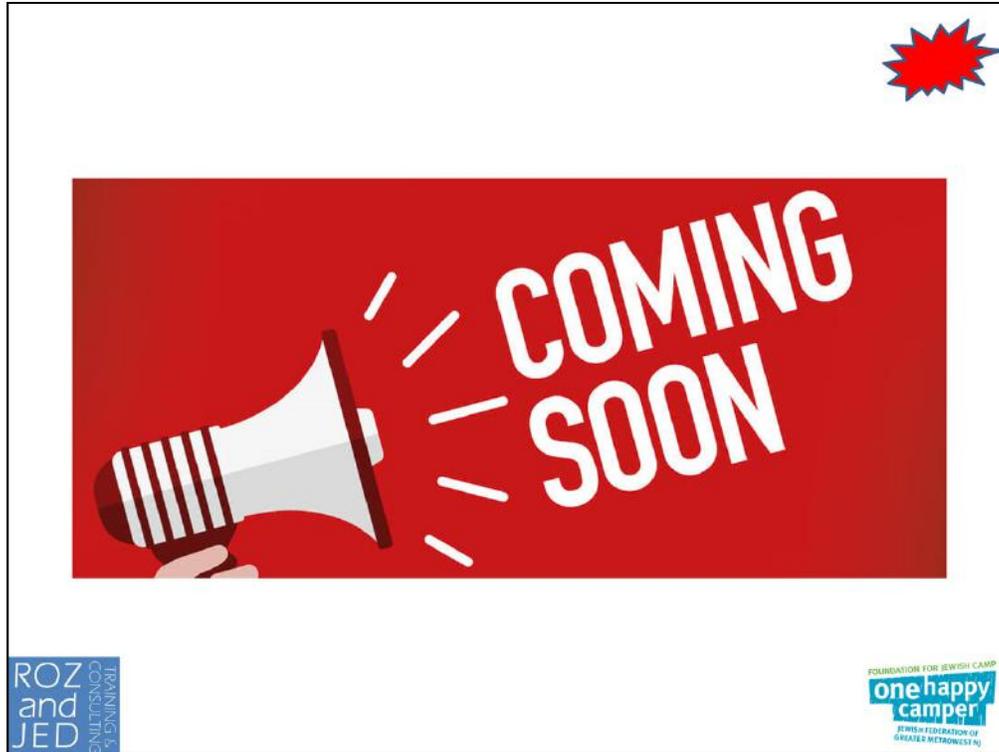
I'm not a robot is the MOST you should use

Not hard words like this...



And certainly not these....

Eliminate as many barriers as possible



Website not up to date.

Coming soon when should have already happened.

- Current summer forms or calendar
- Next summer rates or tour information



**Staff Recognition**

**What is an appropriate way to thank the staff that took care of my child this summer?**

While tipping is certainly not required, we do suggest that tips are an appropriate way to recognize those staff members who have contributed toward the success of your child's summer experience. Below is a guide that may be helpful.

- Sr. Counselor: \$25 – \$40
- Bus Driver: \$10 – \$15
- Counselor Assistant: \$10 – \$20
- Bus Counselor: \$10 – \$20
- Jr. Counselor: \$15 – \$25
- LIT: \$10 – \$15
- Asst. Sr. Counselor: \$20 – \$30

You may also wish to consider your child's Swim Instructor and Daycare Staff.




## MEET NEEDS

Use FAQ –

answer very common question before asked

AND those not thought of, especially new families (like tipping guide).

**Want More Information?** [Click Here](#)

Enroll Now

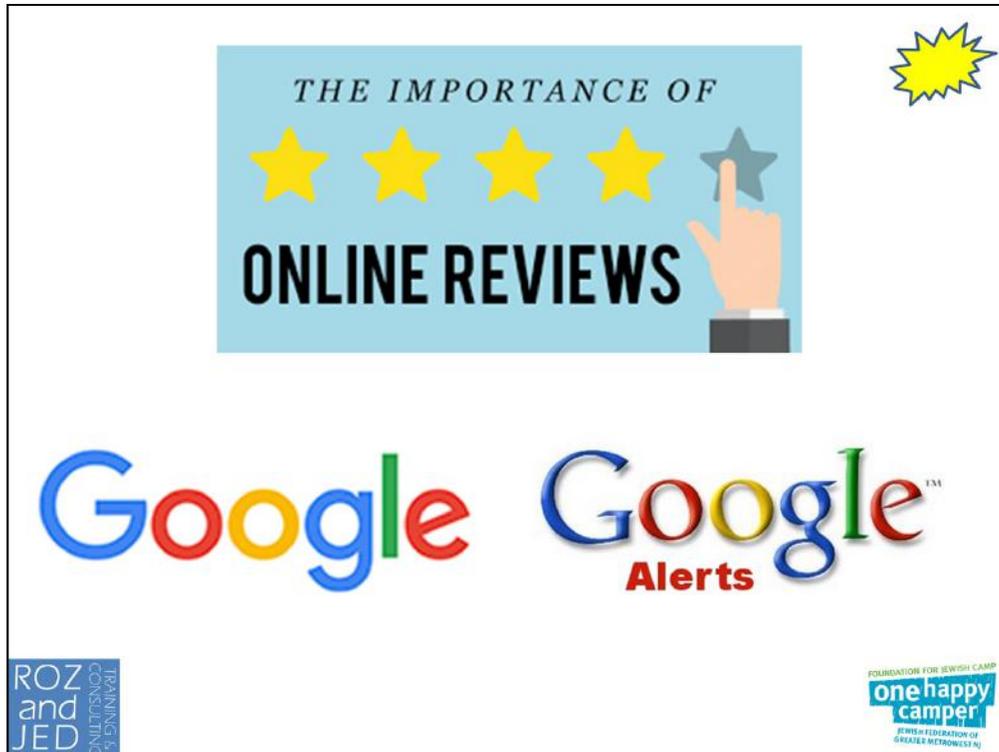
ROZ and JED TRAINING & CONSULTING

one happy camper  
FOUNDATION FOR JEWISH CAMP  
JEWISH FEDERATION OF GREATER METROPLEX NJ

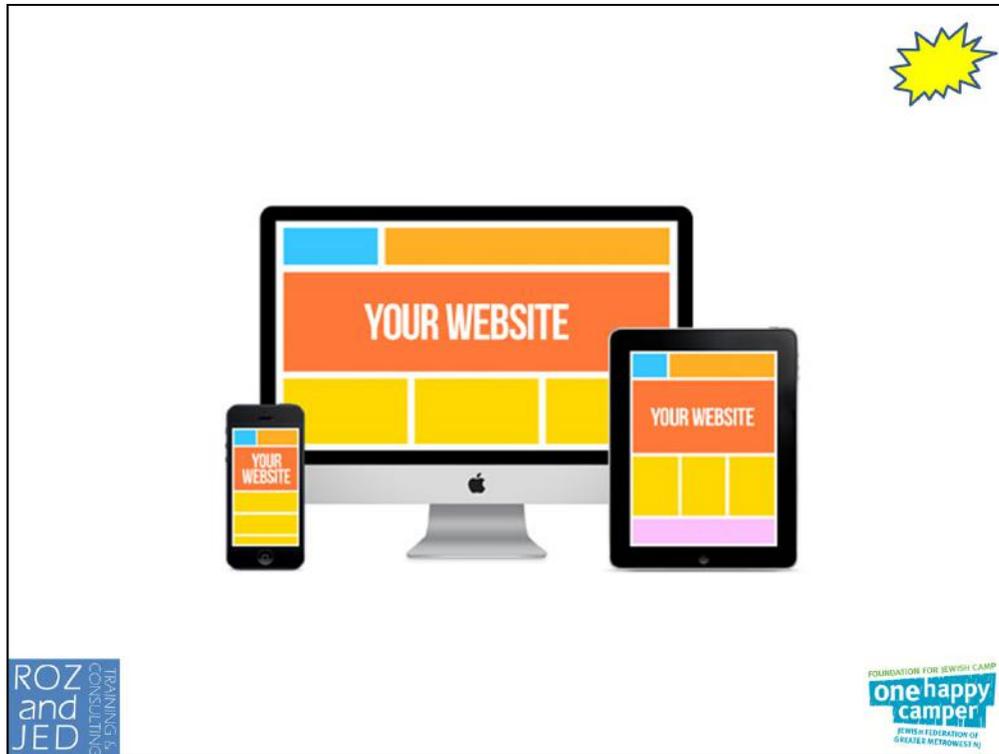
Also....Contact information or link on every page  
As well as enroll now



Don't use red for what want customers to do. Red means stop.  
Green means go!

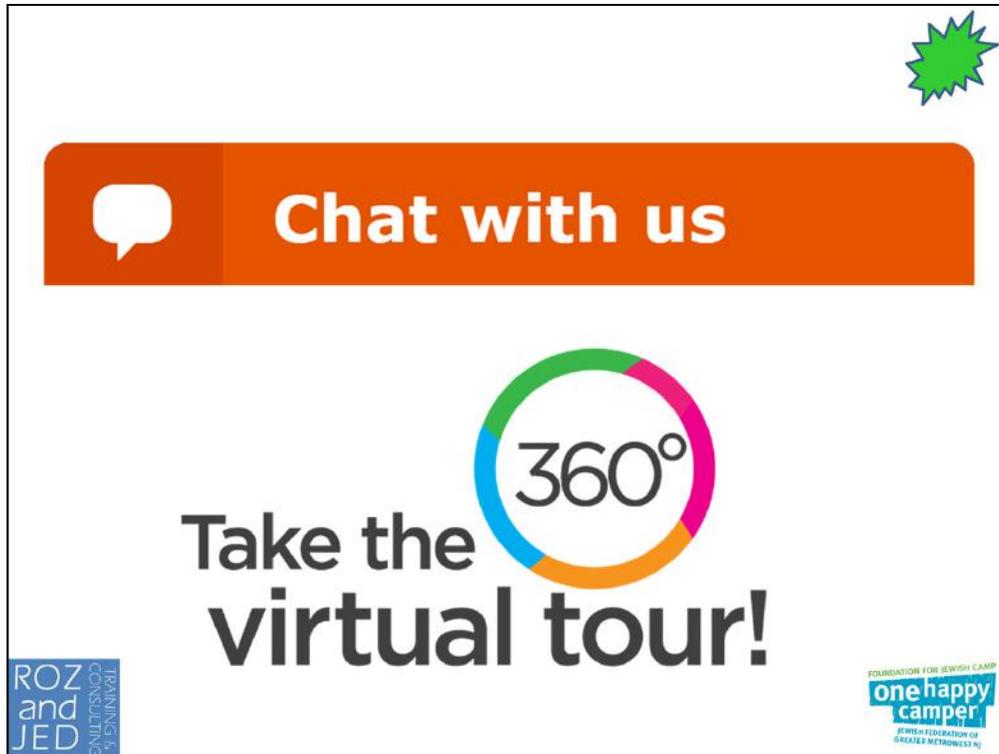


Online Reviews. Check and secure  
Google Camp and yourself  
Set up Google Alerts



Make sure website is mobile friendly.

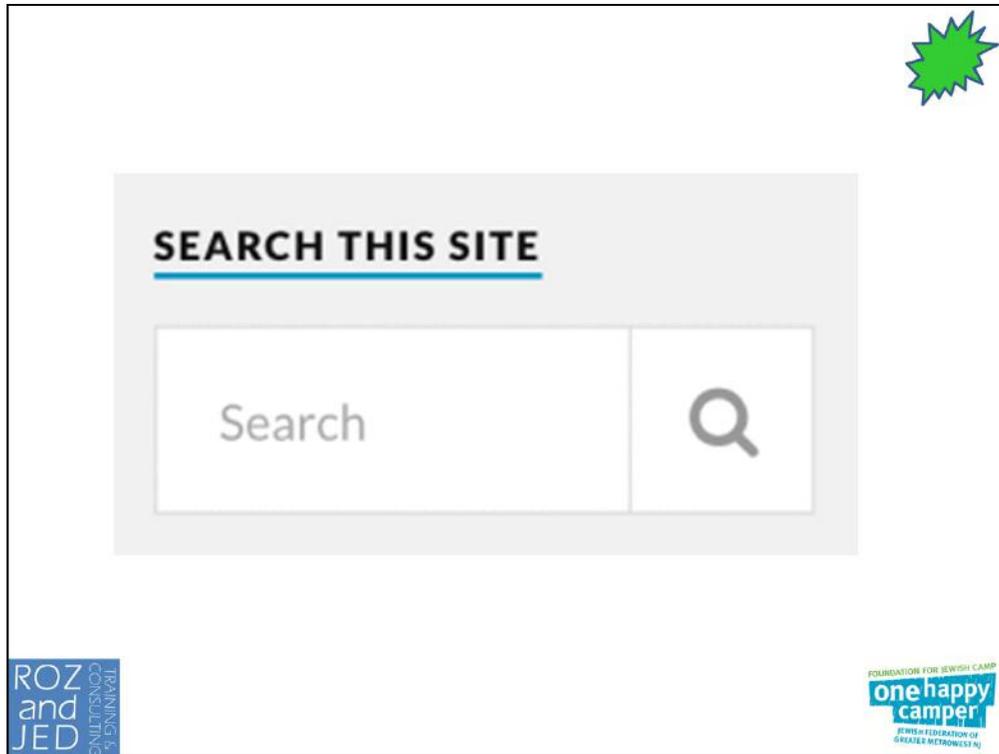
Probably not a problem if new, but older sites might not work very well



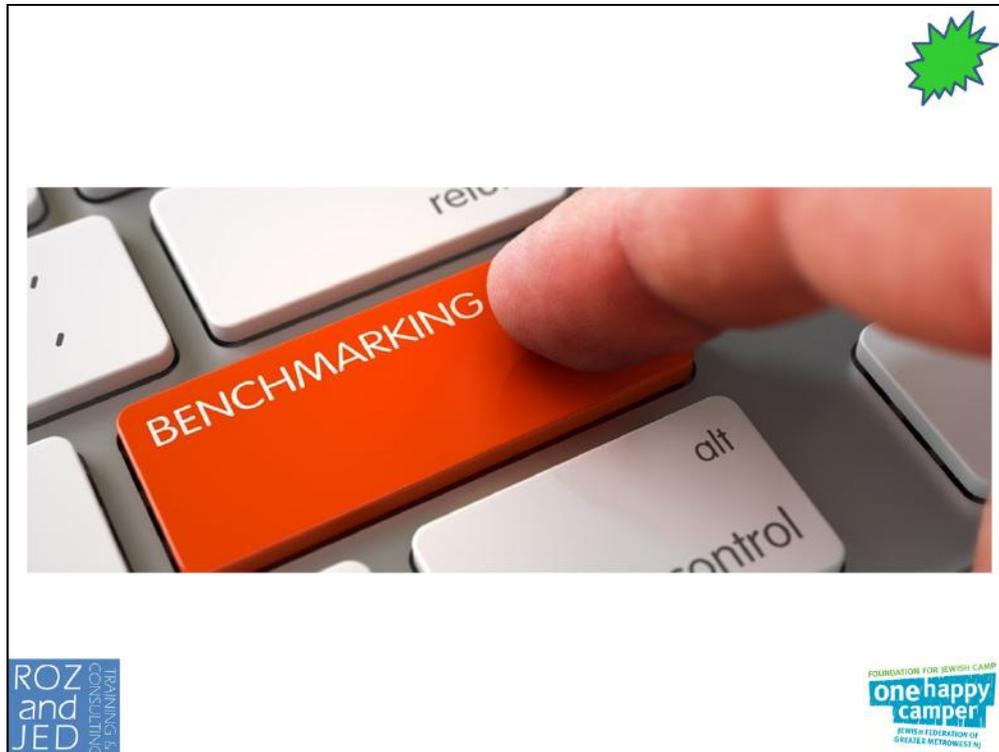
## ABOVE AND BEYOND

Live chat box

Virtual tour for those who can't visit



If you have a very large site, include a search box to help find information.



### Benchmark against the best

- Look at websites for other camps
- ALSO look at the best websites overall, regardless of category!



Support brand everywhere online.  
Comprehensive strategy  
(Racing golf carts example)

**END THIS AT 2:24**



## ROZ

### IN PERSON

Covers both IN CAMP and IN GENERAL



Eliminate frustration:

Don't ignore customers! (closed lines)

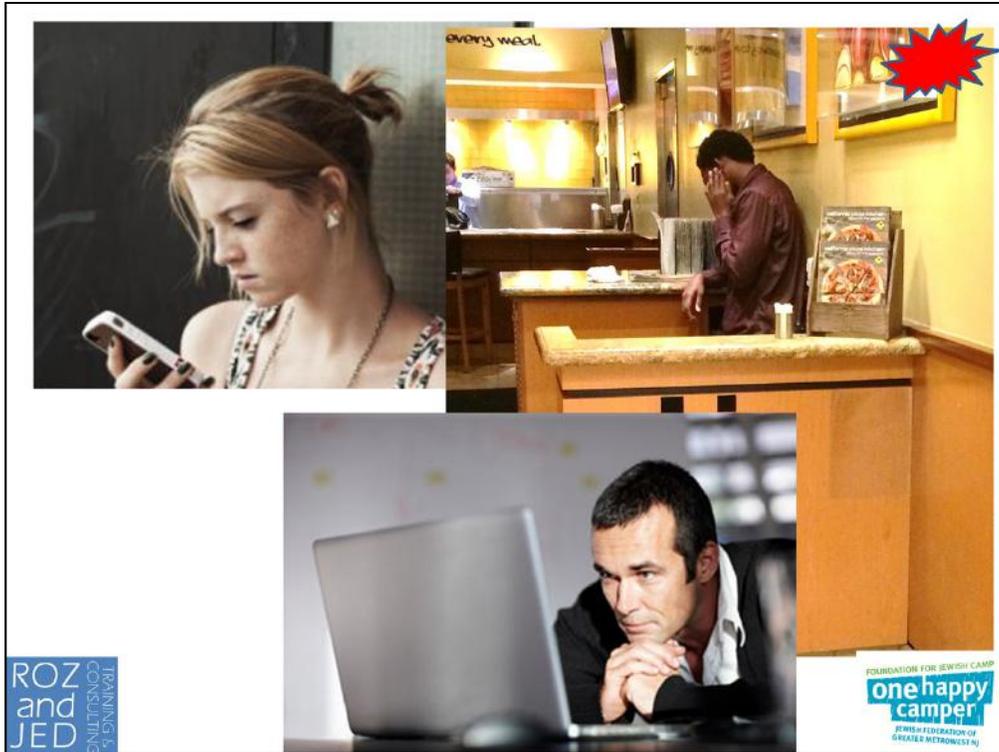
Stores/banks/airports

Ex – When a family arrives at an event, whether out of camp like a camp fair, synagogue event or community event OR at camp, staff should greet them immediately.

Staff should not be chatting amongst themselves and ignoring prospective families.



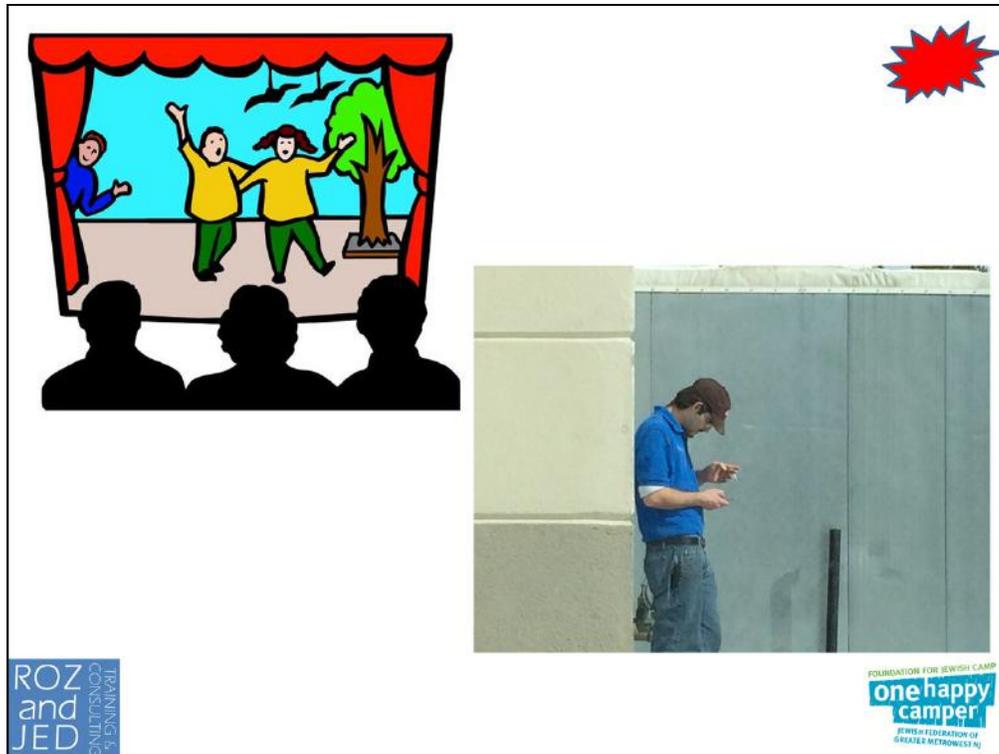
All of our staff should be welcoming at every single event!



Lose cell phones and computer screens when staff should be welcoming prospects.

So many stores and restaurants lately where staff so engaged with screen don't know there!

Look up, approach, engage immediately



In all venues, separate on-stage from back stage (Dennis and Disney).

- Examples:
- Cell Phones
- Smoking
- Gossip
- Complaints



## MEET NEEDS:

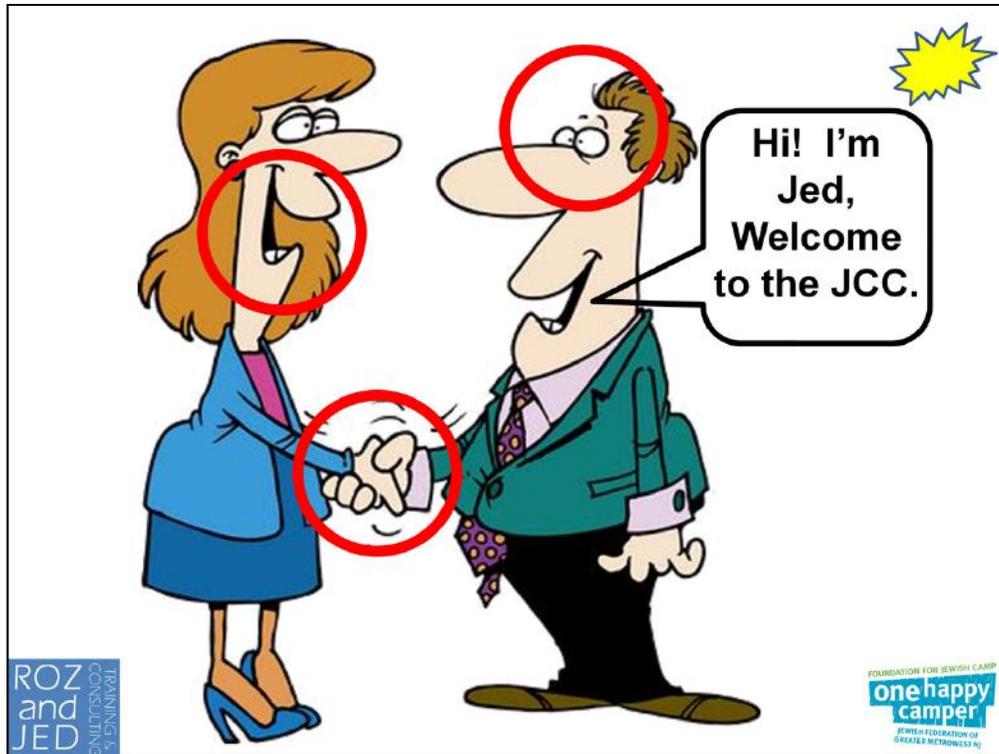
Body Language...>BE OPEN & APPROACHABLE

Avoid:

Arms crossed – I am closed

Be open with arms!

Not just about facial expression. Body expression is important too.



Other Non-Verbal Cues:

Firm Handshake

Eye contact

Smile

You and your staff who are meeting families for 1<sup>st</sup> time at a camp fair, synagogue event, or tour are ambassadors of your camp. Creating first impression. It lasts and it's how families will perceive all of our staff to be.

**May I Help You?** 



**Is There Something  
Specific You Are Looking  
For (or Interested In)?**

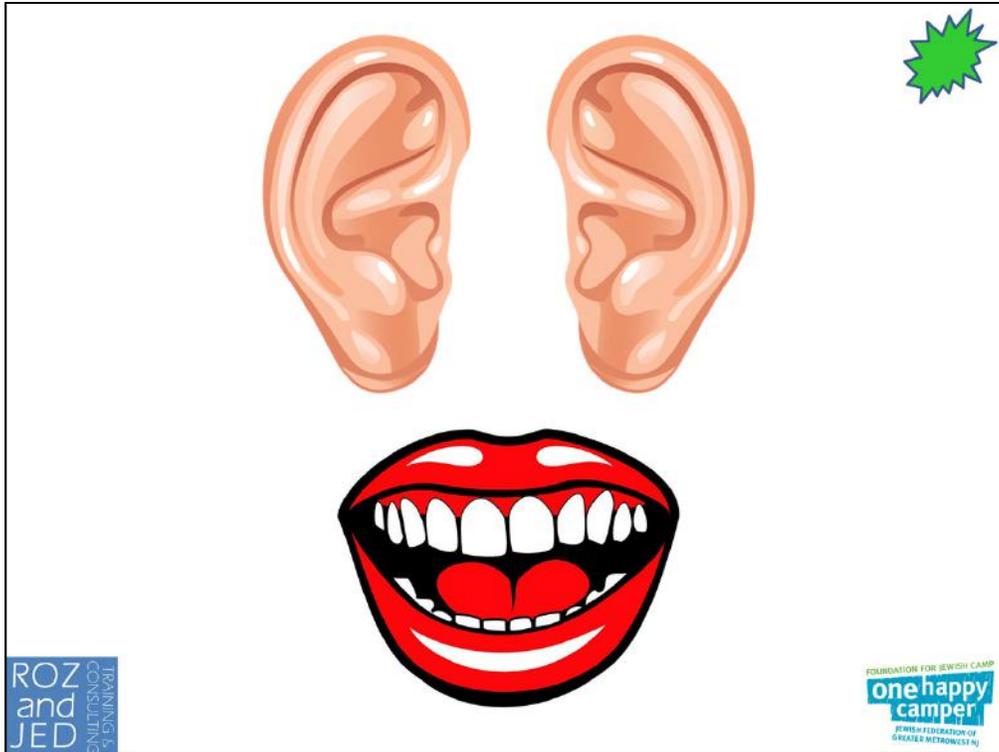
The importance of probing questions

When someone looking at a display, video, or your materials, DON'T just say: May I help you?

It is too easy to say no and don't get any information.

Rather try and start a conversation.

Learn about interests....



## ABOVE AND BEYOND

G- d gave us 2 ears and 1 mouth  
Use them in that proportion

Extraordinary listening  
Less is more when speaking



Have staff to engage kids (including younger siblings) in fun activities so parents can focus on learning about your camp and kids have their own fun to positively influence their decision.

At open houses and community events.

**FINISH AT 2:37**



## JED

AT CAMP (This is a subset of in person. Everything we talked about PLUS a few more that are unique to our camp setting....)



## ELIMINATE FRUSTRATION

Signs. Most signs tell us what not to do

Red

Shouting at us all the things we can't do

Creates FRUSTRATION



Nice sign that says what TO DO instead of NOT to do



MEET NEEDS

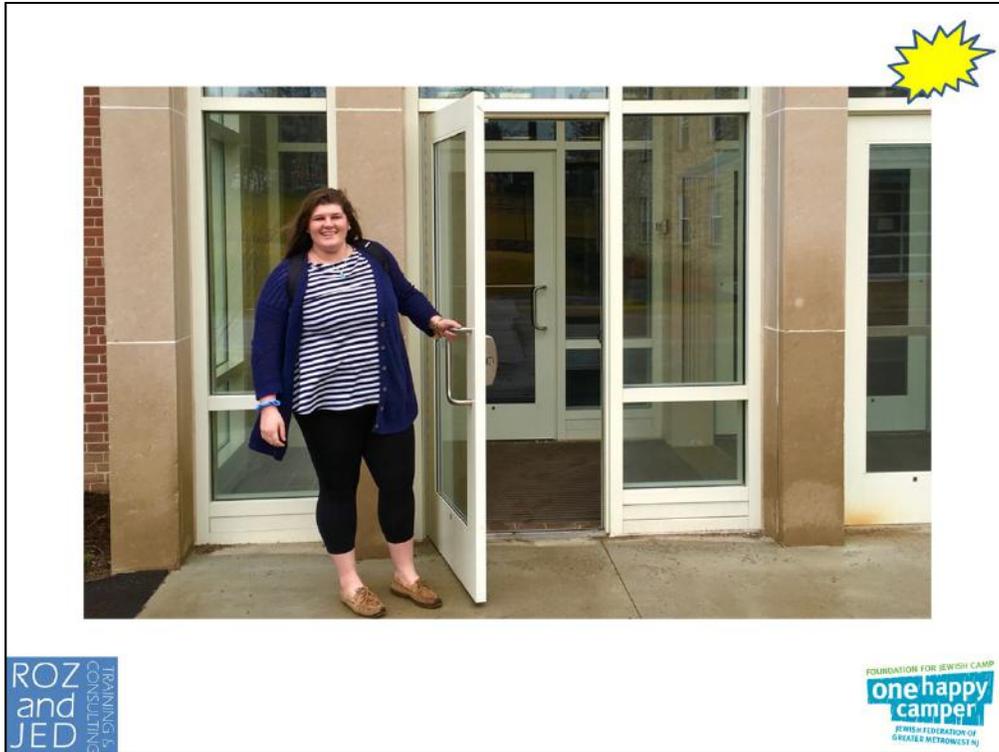
Instead of shouting why not...make it fun!



Explain why can't...make it friendly!



Include the why!



## MEET NEEDS

Be Welcoming. Treat like want others to treat you....



Know how you want sign to make people feel

Welcome Home



**ABOVE AND BEYOND:**

Early arrivers to open house or event, be ready for them. Have fun, engaging activities or crafts. They shouldn't have to wait for your team to be ready.



Don't point, Walk

Example. Remember, you know, Customer doesn't.

# LET ME SHOW YOU...



ROZ  
and  
JED  
TRAINING &  
CONSULTING

FOUNDATION FOR JEWISH CAMP  
**one happy  
camper**  
JEWISH FEDERATION OF  
GREATER METROPLEX NJ

Don't point, Walk

Show the way = Big Hug

Made feel special....most important customer

Personal Connection Opportunity



Maximize the Impact of your Tours!

Once have prospective family at camp, increase likelihood of enrollment

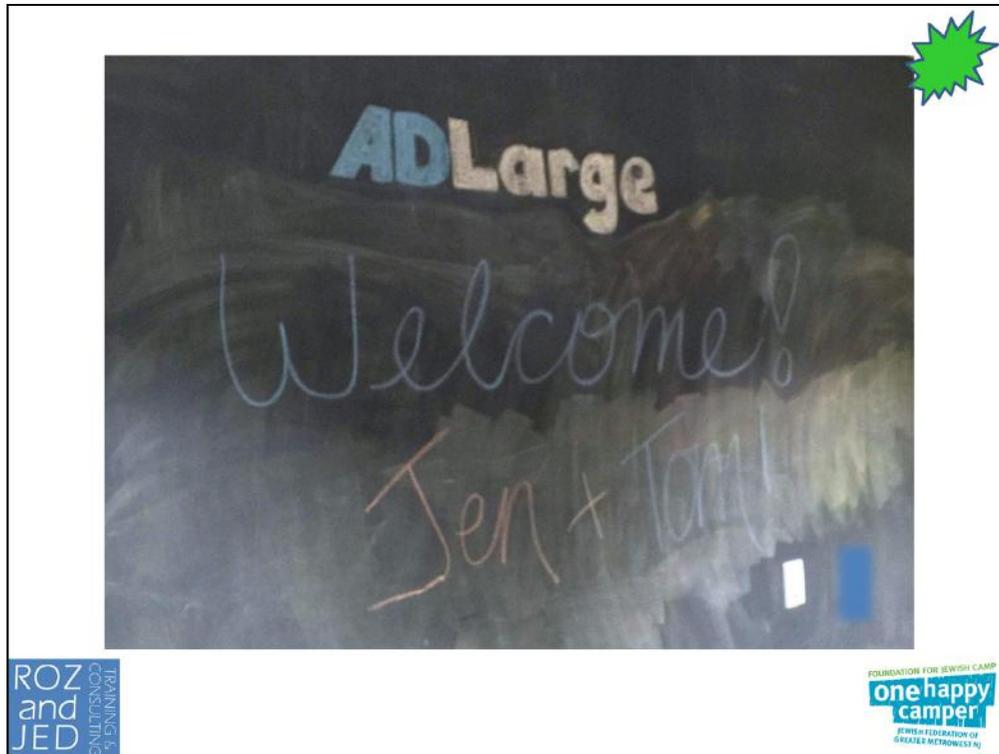
Flexibility on times

Customized to family based on needs.

Split kids from parents?

Group tours or completely individual?

Who gives tour is most important aspect!



Above and beyond signs.....

As soon as walk in, feel welcome!



Potential families

Put at Ease/Make feel welcome

**FINISH THIS SECTION AT 2:50**



## JED

A few final thoughts....

Make sure everyone knows....

Use WE and US, not THEY or THEM. ALL Staff need to understand this. A big part of training is they need to understand culture and become part of it. What to do Customer Service in situations. Not complain, proper language, etc.



Believe Readers are Leaders

If want to learn more....

Currently 2 Favorite Customer service books

Hug

Snow



Our 4 favorite blogs that discuss customer service, from occasionally to exclusively:

Shep Hyken

Help Scout

Insperity

Seth Godin



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Thanks. Will stay around for questions, can always email

**FINISH 3PM**