



SCOUTS[®]
Creating a Better World

World Organization of the Scout Movement
Organisation Mondiale du Mouvement Scout
Всемирная Организация Скаутского Движения
Organización Mundial del Movimiento Scout
المنظمة العالمية للحركة الكشفية

World Scout Bureau, Asia-Pacific Regional Office
Bureau Mondial du Scoutisme, Bureau Régional Asie-Pacifique

P.O. Box 4050
MCPO 1280
Makati City
Metro Manila
PHILIPPINES

4/F ODC International Plaza Building
219 Salcedo Street
Legaspi Village, Makati City
Metro Manila
PHILIPPINES

Phone (+63 2) 818 09 84
(+63 2) 817 16 75
Fax (+63 2) 819 00 93
Email asia-pacific@scout.org
Web scout.org

Circular No. 14 series of 2012

To: Chief Commissioners
International Commissioners
Chief Scout Executives

02 April 2012

Subject: Concept Paper on Services from the NSOs

Dear Colleagues,

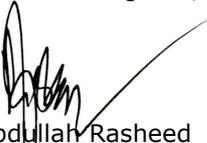
Greetings from Manila!

We are pleased to share the concept paper on "**Services from the National Scout Organizations**". This paper is developed by the APR Management Sub- Committee in compliance with the APR Plan Vision 2013, that was endorsed and adapted by the 23rd APR Scout Conference in 2009 in Malaysia.

This paper highlights the role of a national Scout organization in providing services to its members in today's customer oriented world.

We are hopeful that this paper will help NSOs in streamlining the services to the members and enhancing the quality of services that will lead to the members satisfaction and further growth of Scouting.

With best regards,



Abdullah Rasheed
Regional Director

ar/sps/czl
02April2012



SCOUTS[®]
Creating a Better World

Concept Paper on
**Services from
the NSOs**



World Organization of the Scout Movement
Asia-Pacific Region
4/F ODC International Plaza Building
219 Salcedo Str., Legaspi Village
Makati City, 1229
PHILIPPINES

Tel: (63 2) 817 1675 / 8180984
Fax: (63 2) 819 0093
Email: asia-pacific@scout.org
Web: www.scout.org

Reproduction is authorized to national Scout associations
which are members of the World Organization of the Scout
Movement. Others must request permission from the
publisher.

CONTENTS

1.0	INTRODUCTION	4
2.0	IDENTIFYING THE CUSTOMERS	5
2.1	Direct Customers	
2.2	Indirect Customers	
3.0	SERVICES EXPECTED BY CUSTOMERS	
3.1	Administration, Polices & Marketing Communications	
3.2	Information & Technology	
3.3	Training & Adult Resources	
3.4	International Relations	
3.5	Youth Programme	
3.6	Financial Resources	
3.7	Facilities Management	
3.8	Sales & Services	
4.0	ACTIONS BY NSOs	6
5.1	Identify the 'Customers' and Review Customer Needs	
5.2	Review existing Customer Services Provided by NSOs	
5.3	The 'Experience' at Service Channels or Customer Touch Points	
5.4	Developing Competencies, Enhancing Customer Experience	
5.5	Develop Strategies to meet future Challenges	
5.0	CONCLUSION	11
5.1	Where do we go from here?	
	ACKNOWLEDGEMENT	12

1.0 INTRODUCTION

Many attributes measure the success, efficiency and performance of an organization or a business. One key attribute is '*Customer Service*'. Be it a profitable or non-profitable organization, the daily activities of an organization often centers about 'customers' referring to an existing or potential user or buyer of a product or service.

According to Turban et al. (2002), "Customer service is a series of activities designed to enhance the level of '*Customer Satisfaction*' – that is, the feeling that a product or service has met the customer expectation."

Many organizations today spend copious amounts of marketing dollars on designing, executing and analyzing Customer Service Surveys or Customer Satisfaction Surveys to determine the level of satisfaction that consumers of service are getting what they expect.

A good satisfaction score endorses the organization's success and provides a mandate that the organization is trending in the right direction in terms of providing service, however, a poor score could either mean the expectations for customer service from consumers has gradually increased or the service provided by service providers has decreased. Of course a good score is more desirable.

Profit making and non-profit organizations are continuously restructuring, adopting policies and designing customer-centric procedures towards achieving customer satisfaction, of course within the parameters of its Mission and Values.

Today, the trend may have graduated from merely achieving of "**Customer Satisfaction**" towards achieving "**Service Excellence**" and "**Customer Experience**", adopting customer advocacy and service quality policies where the focus is on what is best for the customer.

A '*Customer Advocacy*' policy encompasses all aspects of customer contact, including products, services, sales and complaints. Some examples of a customer advocacy approach are suggesting a product even if the profit margin is less for the company, setting service call appointments based on the customer's, not the company's preferred hours, or recommending a competitor's product because it better meets the customer's needs. The 'going the extra mile' effort helps to heighten the customer's experience and emotions.

Of course, the resources available to provide the services must also be considered in tandem with the standard or process through which each NSO endeavors to achieve.

This paper is prepared with the view to have a ready reference for member Scout Organizations towards understanding their customers and strengthening their services.

2.0 IDENTIFYING OUR CUSTOMERS

NSOs need to identify 'who' these customers are. They can be broadly classified as 'Direct Customers' and 'Indirect Customers'.

2.1 Direct Customers

These refer to the primary customers that are dependent or require services directly from the National Scout Organization's Headquarters.

- a) Sub-National Scout Organizations/Branches
eg. State, Province, Area, District, Sub districts, Branches, Units, Councils, Committees
- b) Supporters of Scouting
eg. Local Government, School, Community Centers, Business, Civil Society, Media, Public, Donors, Sponsors, Well Wishers
- c) Administration
eg. World Scout Bureau, Regional Offices and Overseas NSO's, NGOs

2.2 Indirect Customers

These are the secondary beneficiaries of the service provided by the Executive Office.

- a) Youth Members
- b) Adult Volunteers
- c) Parents

3.0 SERVICES EXPECTED BY CUSTOMERS

The services expected from NSOs can be broadly classified as follows, however, the list is not exhaustive and only serves as a reference. All NSOs may have peculiar services not common to all.

3.1 Management, Policies & Marketing Communication

- o Communication & dissemination of information to stakeholders
- o Developing National Policies that would help development of Scouting at all levels
- o Brand and Marketing Strategy Development
- o Regular Research and Development to meet ongoing challenges
- o Providing Secretariat Support to Councils & Committees
- o Public & Media Relations and Enquiries
- o Membership Registration
- o Risk management

3.2 Information & Technology

- o Communication and information management
- o Maintaining Management Information and Data
- o Recruitment & Registration System

3.3 Adult Training & Management of Adults

- o Adult Leaders & Volunteers training programmes
- o Administrative & Logistical Support
- o Training Facilities & Bookings

3.4 International Relations

- o Developing International Relationships
- o Liaison with all overseas parties
- o Administrative Support for Overseas Events & Activities
- o Liaison with Governmental Agencies & Ministries

3.5 Youth Programme

- o Youth Programme Development
- o Support for all Youth Related Programmes & Events
- o Dissemination of Information
- o Scouts of the World Award
- o World Scout Environment Programme

3.6 Financial Resources

- o Financial Administration & Support
- o Fundraising Projects Administration
- o Financial Policies
- o Audit & Governance
- o Partnerships

3.7 Facilities & Properties

- o Providing advice and technical assistance
- o Maintenance & Management of Facilities & Assets
- o Use & Bookings of Facilities

3.8 Sales & Services

- o Scout Shop Operations
- o Scouting Goods, Supplies & Services

4.0 ACTIONS BY NSO

The potential range of services provided by NSOs could be immeasurable and may often require customization to meet the needs of the customers (direct or indirect).

NSOs are encouraged to constantly review the following to better serve the needs of their customers:

- Customer Needs & Services
- Customer Satisfaction & Experience
- Service Processes & Procedures
- Service Channels & Touch-Points
- Service Quality & Customer Advocacy
- Feedback Channels & Review

Below are some of suggestions and guiding questions where NSOs can act on immediately.

4.1 Identify the 'Customers' and Review Customer Needs

- o Identify 'Who' these customers are
- o Review and Classify the 'Needs', 'Level of Needs' & 'Level of Dependency' required by each group of customers.

Guide

- Customer's needs may not always be sophisticated in nature; they can be routine and may often be perceived as a 'given' or basic function of the NSO.
- What are the types of needs that the customers have? Classify them according to a matrix of 'Departments (Item 4) versus 'Level of Dependency' (Routine, Customisation Required, Unique etc) and you will be surprised that most could be simply 'bread and butter' requirements.
- Simple or routine as they may be, very often, these are also the same needs that demand the highest level of expectations from the service provider.

A Follow Through Example

- Need:
"A Sub national Unit requires Camping Facilities for a Camp..."

This is a routine request or need and the NSO would be the natural point of contact to requisition such service.

4.2 Review existing Customer Services Provided by NSOs

- o What are the Services currently provided by NSOs?
- o Classify the types and nature of services that the NSO is able to provide or is currently providing vis-a-vis the grouping of customers.
- o What are the resources available to provide the necessary services?

Guide

- Are there already procedures and processes in place to provide these services whether routine or complex?
- Where customization of service is required, are there sufficient resources and expertise available at the NSO to meet the different needs and services when approached?
- Are these services partially available, insufficient, complete or wholesome?
- Are the services provided 'Customer Centric' to achieve service excellence and quality?

A Follow Through Example

- Need:
"A Sub national requires Camping Facilities for a Camp..."

- Service expected by Members:

Routine:

The service required by the NSO may be to provide the necessary forms to book such facilities, contacts of the Camp Management / Warden, rules and regulations of the campsite, facilities availability, costs of use of such facilities etc

Customisation Required:

Availability of licensed instructors for specific activities, licensed & approved caterers, approved equipment suppliers etc

4.3 The 'Experience' at Service Channels or Customer Touch Points

- o Identify the critical or usual 'Channels' or Customer Touch-Points for Customer Service
- o Review the sufficiency, efficiency and competency of the current resources available to meet the needs of customers at every service channel or customer touch-points.
- o Identify ways to 'Delight' Customers and achieve High Customer Satisfaction & Experience.

Guide

- Are the procedures and processes readily available for self-reference or self-help? As technology advances, many customers may prefer to be able to self-help before approaching the NSO.

Eg. Is there sufficient telephone based information access or online access to the resources?

- Are the procedures and processes simple to follow, easily understood and manageable in terms of execution?
- Many service issues arise because of the lack of clarity or lack of awareness of the availability of such resources?
- Are there competent professional staff or volunteers at the NSO to meet the myriad of needs and services when approached?
- In the absence of professional assistance or advice, are there resources, network or panel of specialists available to help meet these needs?
- A good customer service delights the customers, enhances the experience and is a call for repeat service. But news of a poor service spreads manifestly faster.

A Follow Through Example

- Need:*

"A Sub national Unit requires Camping Facilities for a Camp..."

- Service expected by Members:*

Routine:

The service required by the NSO may be to provide the necessary forms to book such facilities, contacts of the Camp Management / Warden, rules and regulations of the campsite, facilities availability, costs of use of such facilities etc

Customisation Required:

Availability of licensed instructors for specific activities, licensed & approved caterers, approved equipment suppliers etc

Channel / Customer Touch-Point:

The usual channel for receiving these requests and provision of information could be through email to the facilities manager or through a general Hotline. The forms could be available via the NSO website or transmitted after the request is made.

Another common touch-point could be the receptionist / counter Service Staff for walk-in requests made at the NSO Office.

Going the Extra Mile / Customer Advocacy:

Executive at the NSO Office provides additional service to augment the service (though not requested specifically). Providing advice on Programme, Safety & Risk Management, other available resources or facilities that could be considered.

Customer Experience:

Customer is delighted by the completeness of service and 'wowed' by the additional advice and initiative to provide suggestions on un-anticipated needs.

4.4 Developing Competencies, Enhancing Customer Experience

- o Identify the staff competencies and physical resources required in providing the services
- o Identify best practices, either from within the NSO, inter-department or from other similar service providers, other NSOs
- o Is there a corporate identity, brand image, mission and basic service standards & guide in place?

Guide

Corporate image is critical.

Eg.
Look and feel of the offices / premises,
Professionalism and presence of staff members,
Design and presentation of publications/ printed materials

Are the professional staff competent?

Eg.
Language & Communication
Knowledge & Expertise
Adequately trained to handle all aspects of customer service (eg. Exceptional requests, demanding customers, complaints etc)
Presentation and Grooming
Attitude towards customers

Are there avenues to learn about good practices, advocated procedural guidelines, derive a service guideline and propagate 'Best Practices'?

What kind of 'experience' do we want our Customers to take away?

A Follow Through Example

Need:

"A Sub national Unit requires Camping Facilities for a Camp..."

Service expected by Members:

Routine:

The service required by the NSO may be to provide the necessary forms to book such facilities, contacts of the Camp Management / Warden, rules and regulations of the campsite, facilities availability, costs of use of such facilities etc

Customisation Required:

Availability of licensed instructors for specific activities, licensed & approved caterers, approved equipment suppliers etc

Channel / Customer Touch-Point:

The usual Channel for receiving these requests and provision of information could be through email to the Facilities Manager or through a general Hotline. The forms could be available via the NSO website or transmitted after the request is made.

Another common touch-point could be the Receptionist / Counter Service Staff for walk-in requests made at the NSO Office.

Going the Extra Mile / Customer Advocacy:

Executive at the NSO Office provides additional service to augment the service (though not requested for specifically). Providing advice on Programme, Safety & Risk Management, other available resources or facilities that could be considered.

Customer Experience:

Customer is delighted by the completeness of service and 'wowed' by the additional advice and initiative to provide suggestions on un-anticipated needs.

Staff Competency:

The relevant staff at each customer touch point or channel must be competent, equipped and empowered in providing the necessary help / service. The staff member in contact is also able to provide additional information, suggestion or advice beyond the request.

If the Facilities Manager or the Counter Service Staff is not available, a 'back-up' is in place to ensure that the services required to meet the need is available, seamlessly and garnering a good 'Customer Experience'.

Enhancing Experience:

The place where service was received is conducive, neat and organized. The presence, professionalism and helpfulness of service staff felt. The overall service is complete and all encompassing.

4.5 Develop strategies to meet future challenges

- o Develop a strategy to augment the current services towards achieving Customer Excellence.
- o Conduct a baseline survey / study to take a snap shot of where the NSO stands currently. Develop a plan to gather information, analyze the outcome, action plans for improvement, implement changes, obtain feedback & review the actions.
- o Identify 'gaps' where the NSO has fallen short of in terms of service and actions to fill them.
Eg. Image, Training, Service Standards
- o Identify ways to reward and promote service excellence

Guide

- A Baseline Survey would suffice at this stage, it will give some idea of where the NSO stands at the moment. The parameters and elements of the survey should be carefully defined and commensurate with the NSO's objective, mission and values.
- Staff training and cross- training requirement
- A call for action for the future

5.0 CONCLUSION

The future should look like and be one where:

- o The NSO is a Centre for Quality Service, Efficiency and Service Excellence
- o People in the organization are proactive, enjoy helping & delighting customers
- o There's an innate culture for Customer Advocacy and Improvement
- o The Brand Experience is spread by word of mouth
- o Customers become Clients, Partners & Brand Ambassadors
- o Others love to emulate

5.1 Where do we go from here?

- o Establish a Task Force led by National Scout Executive, comprising of volunteers, full time professionals and customers, to study the 'Actions By NSOs'.
- o Conduct a Baseline Survey
- o Devise a Strategy & Review Plan for the next 3 years
- o Monitor for success stories from NSOs

Acknowledgement

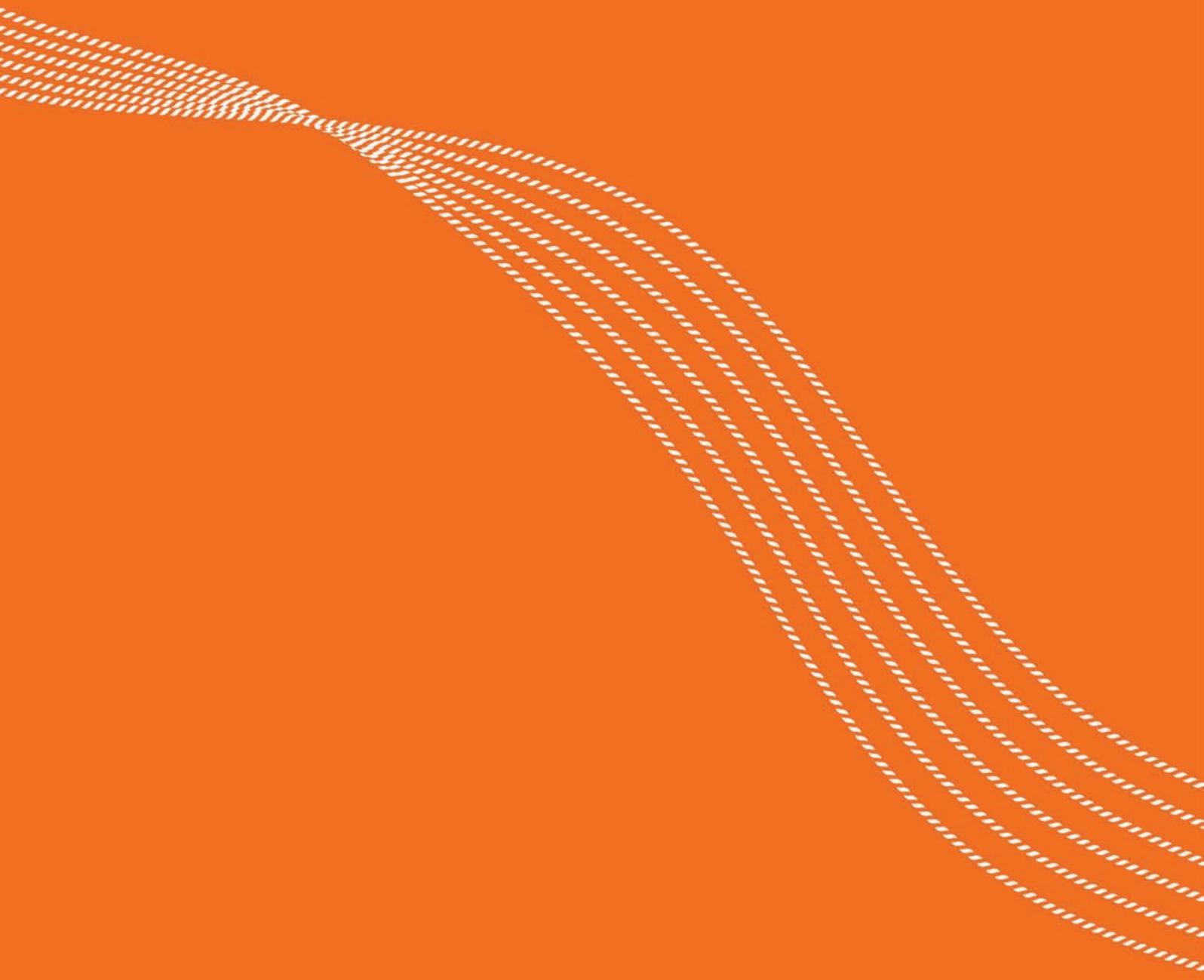
On behalf of the Asia-Pacific Regional Scout Committee, the World Scout Bureau Asia-Pacific Region, recognizes the hard work and efforts of the members of the APR Management Sub-Committee (2009-2012)

Chairman: Janaprit Fernando
Vice-Chairmen: Richard Miller
LT Col (R) M Shah Ali

Members: Chay Hong Leng
Md Mozammel Haque Khan
Shijin Lee
Yan- Man Hubert Ho
Dicky Surjadi Hidajat
Reiko Suzuki
Danny Seung- Soo Hong
Azuddin bin AB Rahman
Saeed Abdulla
Danilo Asiaten

Young Adult Member: Mohamed Hafiz bin Ariffin
Adviser: Sang- ho Shim

Special thanks to Mr. Chay Hong Leng, who developed the initial draft of the paper.



SCOUTS[®]
Creating a Better World

World Organization of the Scout Movement
Asia-Pacific Region
March 2012