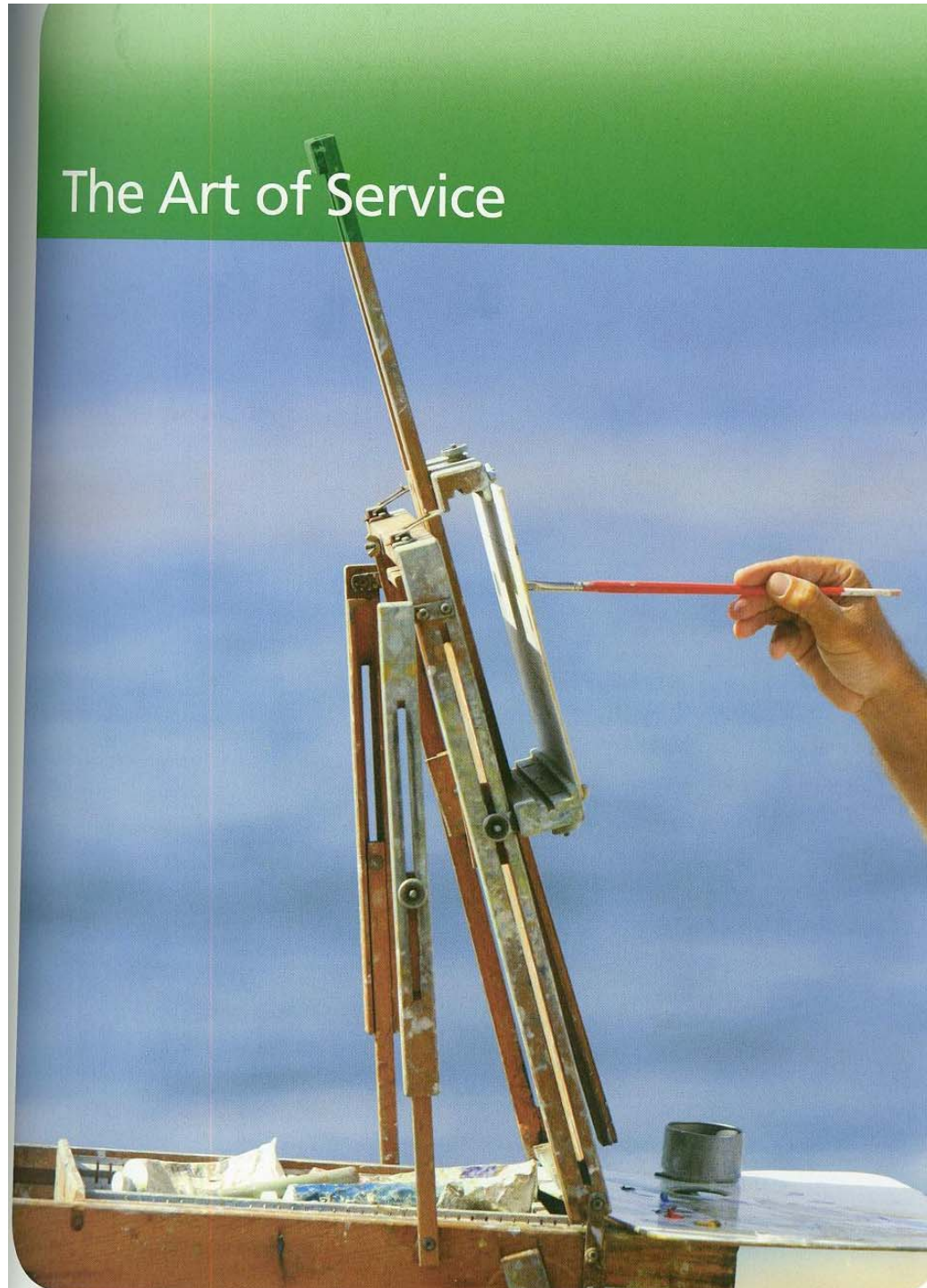
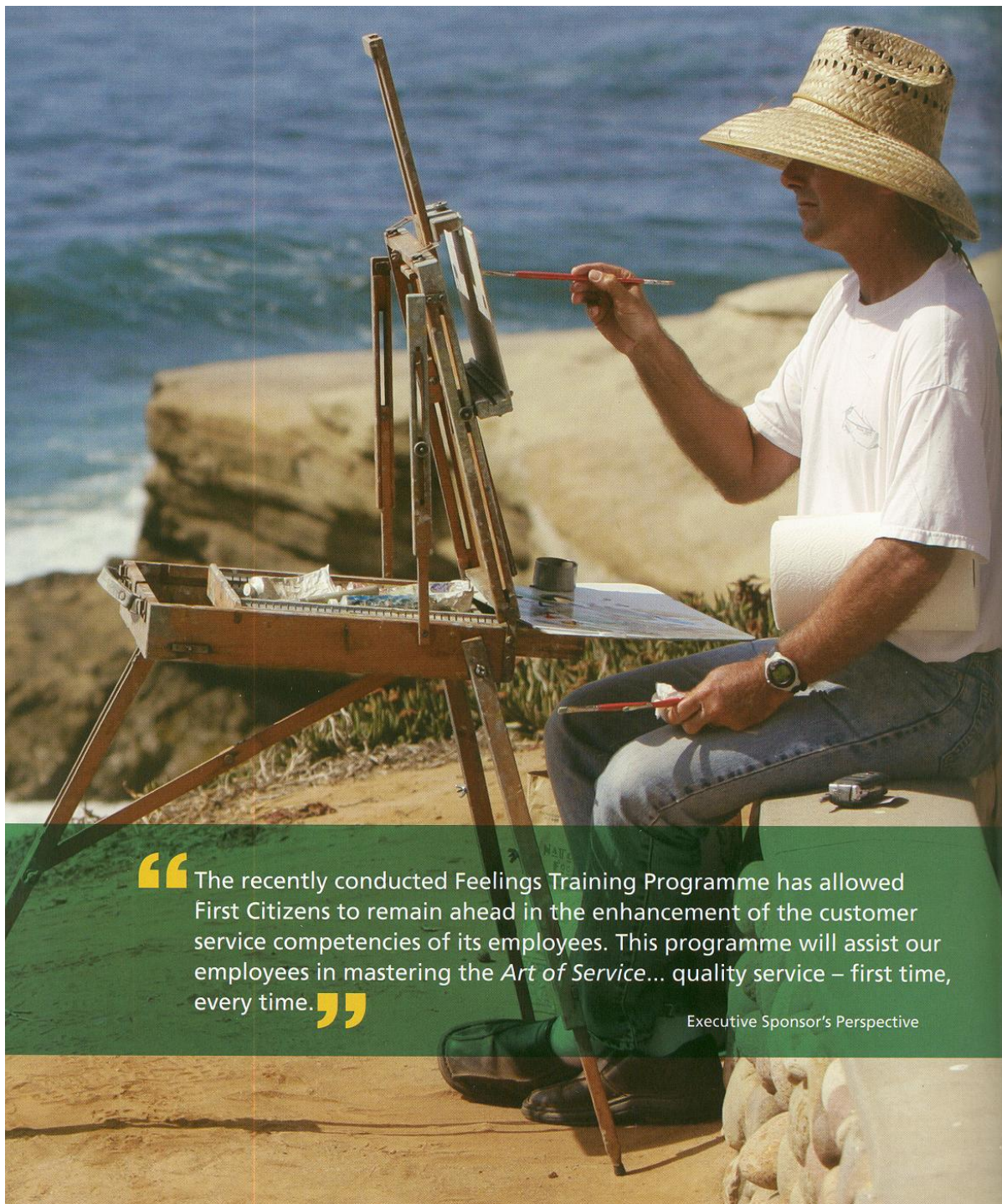


The Art of Service





“ The recently conducted Feelings Training Programme has allowed First Citizens to remain ahead in the enhancement of the customer service competencies of its employees. This programme will assist our employees in mastering the Art of Service... quality service – first time, every time.”

Executive Sponsor's Perspective

The Art of Service

A Review of Service Excellence Strategy

It was a *first* once more as the First Citizens Group under the Executive Sponsorship of the Chief Executive Officer and Deputy Chief Executive Officer, launched its key strategic initiative in customer service transformation. This move marked the pioneering of Service Quality Institute's (SQI's) three year service culture plan in the English-speaking Caribbean region.

Partnering with local representatives IBB Limited, under the leadership of SQI's John Tshohl, world renowned customer service guru and global leader in customer service for over 35 years, First Citizens embarked on a journey to Service Excellence. This step is in keeping with the First Citizens Charter and Guarantee to our Customers to provide "Best In Class" service by engaging best practices in service delivery through well trained customer-driven human resources.

As we undertook the exercise, we first listened to our customers' experiences and assessed their level of satisfaction. We conducted a customer satisfaction baseline survey using the services of internationally-experienced Customer Care Measurement & Consulting of the USA.

This service culture model then saw the entire executive, management and staff body embrace training strategies and exchanges in Leading Empowered Teams, Customer Service Leadership, Feelings... Quality Service First Time Every Time and Service Recovery... Taking The Customer From Hell to Heaven in 60 Seconds.

At the official launch, the Chief Executive Officer of the First Citizens Group, the Managing Director of IBB Limited and the Project Leader shared the

Service Excellence Vision and overall concept of the intervention with the entire management team and Customer Service Champions from branches, units and subsidiaries of the First Citizens Group.

To endorse this commitment, the Executive Sponsor of the Service Excellence Strategy, the Deputy Chief Executive Officer of First Citizens and the Managing Director of IBB Limited signed the three-year agreement at the end of the launch witnessed by the Bank's management team and Customer Service Champions.

The first year kicked off with the Leading Empowered Teams Session for all managers and supervisors. This was followed by the certification of 43 in-house facilitators who would go on to successfully train the over 1,200 First Citizens employees in the value and importance of Quality Service... First Time, Every Time. This focuses on the use of:

- Positive Communication – Appreciating the customer and oneself
- Courtesy – Valuing and respecting each customer
- Performance – Setting and maintaining standards of service
- Speed – Improving customer turnaround and waiting time

These, it was clearly established, were the principal expectations of our customers and the tenets to achieving Service Excellence with professional, caring and service-driven personalities to build loyalty and respect among customers in a highly competitive and profitable financial organization.

“Listen to a Leader was a most valuable insight and reassuring lead off to what was to be an exciting and rewarding customer service intervention. It underscored our commitment to First Citizens serving first citizens. I was enlightened on strategies available to motivate my team to deliver Quality Service to our internal customers. It was truly an empowering experience.”

At the end of what was to be First Citizens' inaugural customer service training for all 1,200 employees including executives, senior management and other staff, more than 95% of those participating in this segment positively endorsed the initiative and shared rave reviews for the Bank's foresight and vision for service in the 21st century.

Having completed this phase, the First Citizens Group was proud to see a notable increase in the compliments and commendations from several customers to staff for exceptional service. Internally stakeholders partnered to “walk the talk” as we upgrade and enhance Customer Service Policies, Performance Standards and the Employee Handbook to reflect this commitment to service excellence.

We, as internal customers, along with external customers can now look forward to a customer-driven organization motivated to serve every customer with a passion for Delightful Quality Service... First Time, Every Time.



Launch of Service Excellence Strategy, Trinidad Hilton: Corelli Lyons – Manager Customer Service & Project Leader of Service Excellence Strategy

First Citizens serving
first citizens with excellence