

**MSS SUCCESS SPACES**

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CUSTOMER SERVICE LEADERSHIP TRAINING IN THE PHILIPPINES

LEAD THE SERVICE

Practical Leadership for Building Customer-Focused Teams, Coaching Service Performance, Managing Escalations, Using Customer Insights, and Sustaining Service Excellence

TRAINING OVERVIEW

Excellent customer service does not happen simply because frontline employees attended customer service training.

It happens when leaders consistently:

- Define what excellent service means;
- translate customer expectations into observable standards;
- model the behaviors they expect;
- equip employees to serve customers effectively;
- coach customer-facing employees;
- monitor service quality;
- analyze performance data;
- listen to customer feedback;
- remove operational barriers;
- handle escalated concerns effectively;
- coordinate departments around customer outcomes;
- recognize strong service behavior;
- correct recurring service failures;
- empower employees appropriately; and
- continuously improve the customer experience.

An organization may have polite, well-trained employees yet still deliver inconsistent customer experiences when its customer service leaders:

- Focus mainly on schedules and staffing;
- measure productivity without measuring service quality;
- emphasize Average Handling Time while overlooking resolution;
- monitor numbers without coaching behaviors;
- address customer complaints only when they escalate;
- tolerate inconsistent customer-service standards;
- solve every difficult customer situation personally;
- fail to empower frontline staff;
- give feedback only when something goes wrong;
- treat customer complaints as isolated incidents;
- fail to identify root causes;

- blame employees for problems caused by systems or processes;
- fail to communicate customer insights to other departments;
- do not calibrate customer-service quality standards;
- fail to recognize service excellence;
- accept recurring service failures as normal;
- manage individual transactions but not the overall customer experience; or
- view Customer Service as the responsibility of one department rather than an organizational capability.

The result may be a customer service function that is **busy but not necessarily effective**.

Employees answer calls, respond to messages, process complaints, resolve tickets, and interact with customers every day—but leadership may still struggle to answer questions such as:

- Are customers actually satisfied?
- Are concerns being resolved the first time?
- What are customers complaining about most frequently?
- Which customer-service standards are being missed?
- Why do the same complaints keep returning?
- Which employees need coaching?
- Which processes are creating customer dissatisfaction?
- Are supervisors measuring quantity, quality, or both?
- What should employees be empowered to decide?
- What should be escalated?
- How effectively are service failures being recovered?
- What customer insights should management act on?
- Is the customer-service department contributing to retention, loyalty, reputation, and business results?

Lead the Service: Customer Service Leadership Training in the Philippines equips customer-service supervisors, team leaders, managers, department heads, customer-experience leaders, branch managers, contact-center leaders, operations managers, and other leaders responsible for customer-facing teams with the practical leadership capabilities needed to build, manage, coach, measure, and continuously improve customer service performance.

This program goes beyond teaching leaders how to personally provide good customer service.

It focuses on a more important leadership question:

How do leaders create the conditions, standards, systems, behaviors, accountability, and continuous improvement required for an entire team to deliver excellent customer service consistently?

Participants learn how to:

- Define customer-service leadership responsibilities;
- establish service direction and standards;
- translate organizational promises into frontline behaviors;
- align people, processes, policies, and measures with customer expectations;

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- identify critical customer moments;
- communicate service standards;
- coach customer-service employees;
- monitor service quality objectively;
- use scorecards and service metrics appropriately;
- conduct effective quality-calibration discussions;
- recognize excellent customer-service behavior;
- correct performance gaps;
- manage difficult customer escalations;
- lead service recovery;
- empower employees within appropriate boundaries;
- analyze complaints and customer feedback;
- identify recurring service failures;
- distinguish employee issues from process issues;
- coordinate across departments;
- convert customer insights into improvement actions;
- motivate and engage customer-facing employees;
- manage frontline pressure and service fatigue;
- build accountability;
- conduct customer-service performance reviews; and
- prepare a practical service-leadership improvement plan.

The program introduces the **MSS S.E.R.V.E. Customer Service Leadership Framework**:

- **S — Set the Service Direction, Standards, and Measures**
- **E — Equip, Engage, and Empower the Customer Service Team**
- **R — Review Performance, Feedback, and Root Causes**
- **V — Voice the Customer and Lead Service Recovery**
- **E — Elevate the Customer Experience Through Continuous Improvement**

Following MSS Corporation's **EnterTRAINment** methodology, this **Training on Customer Service Leadership** minimizes lecture-heavy instruction. Participants assess service-leadership situations, develop standards, analyze customer-service performance, practice coaching conversations, manage escalations, examine customer feedback, solve recurring service problems, and create measurable customer-service leadership action plans.

The program may be customized according to the client's:

- Industry;
- organizational structure;
- customer-service department;
- branch network;
- contact center;
- customer channels;
- customer profiles;
- service standards;

- customer journey;
- quality scorecards;
- CSAT measures;
- SLAs;
- complaint data;
- escalation procedures;
- employee competencies;
- leadership standards; and
- actual anonymized customer-service challenges.

TRAINING GOAL

To equip customer-service leaders with the mindset, leadership skills, coaching practices, service standards, performance measures, escalation techniques, customer-insight tools, and continuous-improvement disciplines needed to lead customer-facing teams toward consistently excellent customer experiences and measurable business results.

TRAINING OBJECTIVES

By the end of the program, participants should be able to:

1. **Explain** the difference between personally delivering customer service and leading an entire customer-service function;
2. **Identify** the responsibilities of customer-service supervisors, managers, department heads, and customer-experience leaders;
3. **Connect** customer-service performance with customer retention, loyalty, reputation, operational efficiency, and business performance;
4. **Apply** the MSS S.E.R.V.E. Customer Service Leadership Framework;
5. **Define** clear customer-service direction and priorities for their teams;
6. **Translate** organizational values, customer promises, and service strategies into observable frontline behaviors;
7. **Develop** practical customer-service standards;
8. **Distinguish** service standards, procedures, policies, scripts, service-level agreements, and performance indicators;
9. **Align** customer-service responsibilities across channels and roles;
10. **Communicate** customer-service expectations clearly;
11. **Equip** employees with the knowledge, tools, authority, resources, and support required to serve customers effectively;
12. **Determine** appropriate employee empowerment and escalation boundaries;
13. **Motivate and engage** customer-facing employees;
14. **Coach** employees using actual customer-service situations and performance evidence;
15. **Provide** recognition, developmental feedback, and corrective feedback;

16. **Evaluate** customer-service interactions objectively using quality criteria;
17. **Use** customer-service KPIs without allowing one metric to distort customer behavior;
18. **Interpret** measures such as CSAT, First Contact Resolution, response time, resolution time, complaints, repeat contacts, quality scores, and escalation rates;
19. **Identify** recurring customer-service performance gaps;
20. **Conduct** basic root-cause analysis of customer complaints and service failures;
21. **Distinguish** employee-performance issues from system, policy, process, product, workload, or coordination problems;
22. **Manage** difficult customer escalations professionally;
23. **Lead** appropriate service-recovery responses;
24. **Use** customer feedback as a source of operational improvement;
25. **Strengthen** cross-functional accountability for customer outcomes;
26. **Conduct** structured customer-service performance reviews;
27. **Develop** team-level customer-service improvement actions; and
28. **Prepare** a 30-, 60-, or 90-day Customer Service Leadership Action Plan.

LEARNING DOMAINS ADDRESSED

Cognitive Domain

Participants strengthen their understanding of customer-service leadership, standards, measurement, coaching, customer feedback, service recovery, root-cause analysis, employee empowerment, and continuous improvement.

Affective Domain

Participants strengthen customer orientation, leadership ownership, empathy, fairness, professionalism, accountability, consistency, employee development, and commitment to service excellence.

Psychomotor and Behavioral Domain

Participants practice defining standards, reviewing service performance, coaching employees, managing escalations, analyzing complaints, identifying root causes, conducting service reviews, and developing improvement plans.

FROM POINT A TO POINT B

Point A: Before the Training

Customer-service leaders may:

- Focus primarily on schedules and daily operations;
- assume employees already understand good service;
- rely on vague instructions such as “Be customer-oriented”;
- measure activity without measuring customer outcomes;

- emphasize handling speed excessively;
- monitor numbers without analyzing behaviors;
- coach employees inconsistently;
- give feedback only after complaints;
- correct employees without identifying causes;
- solve every escalation personally;
- avoid empowering frontline staff;
- apply different service expectations among employees;
- recognize results but ignore customer-service behavior;
- rely primarily on scripts;
- treat complaints as isolated events;
- accept repeat complaints as unavoidable;
- blame employees for process failures;
- blame other departments for customer problems;
- fail to share customer feedback internally;
- conduct service meetings without clear improvement actions;
- fail to use CSAT and quality data meaningfully;
- tolerate inconsistent service recovery;
- lack clear escalation standards;
- react to customer problems instead of preventing them;
- prioritize departmental efficiency over end-to-end customer experience; or
- have no structured customer-service improvement plan.

Point B: After the Training

Customer-service leaders should be better able to:

- Lead service strategically rather than merely administer transactions;
- establish clear customer-service priorities;
- define observable service standards;
- connect standards with customer expectations;
- equip employees appropriately;
- empower within clear boundaries;
- monitor both efficiency and effectiveness;
- use balanced customer-service measures;
- review actual interactions;
- coach employees consistently;
- recognize effective customer-service behavior;
- address performance gaps promptly;
- analyze recurring complaints;
- distinguish people issues from process issues;
- manage escalations professionally;
- lead service recovery;
- use the Voice of the Customer;

- coordinate improvements across departments;
- conduct meaningful customer-service performance reviews;
- reinforce accountability;
- improve service systems;
- strengthen employee ownership; and
- continuously improve customer experience and business results.

ORGANIZATIONAL CHALLENGES ADDRESSED

This **Customer Service Department Leadership Training in the Philippines** may help organizations address:

- Inconsistent customer-service quality across employees;
- inconsistent service across branches;
- supervisors who manage tasks but do not coach;
- employees who depend heavily on supervisors;
- unclear service standards;
- inconsistent handling of difficult customers;
- excessive escalation;
- recurring customer complaints;
- low First Contact Resolution;
- high repeat-contact volume;
- slow complaint resolution;
- low CSAT;
- declining customer loyalty;
- quality scores that do not translate into better customer experiences;
- supervisors focusing only on productivity;
- employees who know scripts but lack judgment;
- frontline staff afraid to make decisions;
- excessive escalation caused by weak empowerment;
- inconsistent customer-service coaching;
- managers lacking service-performance data;
- quality-assurance and operations teams applying different standards;
- customer complaints not reaching decision-makers;
- process problems repeatedly causing customer dissatisfaction;
- departments blaming Customer Service for issues originating elsewhere;
- employees suffering from customer-service fatigue;
- weak service recovery;
- inconsistent customer communication;
- insufficient recognition of good service;
- low employee ownership;
- unresolved cross-functional service problems; or
- an organization seeking to build a stronger customer-centric culture.

WHAT CUSTOMER SERVICE LEADERSHIP MEANS

Customer Service Leadership is the ability to create the direction, standards, employee capability, accountability, systems, measurement, and continuous improvement required for an organization or team to deliver consistently effective customer experiences.

It involves more than:

- Supervising employees;
- checking attendance;
- approving schedules;
- answering escalations; or
- reviewing daily transaction counts.

Effective customer-service leadership integrates:

- Customer understanding;
- people leadership;
- operational management;
- service standards;
- coaching;
- performance measurement;
- complaint management;
- employee empowerment;
- service recovery;
- quality assurance;
- Voice of the Customer;
- cross-functional coordination; and
- continuous improvement.

CUSTOMER SERVICE LEADERSHIP VERSUS CUSTOMER SERVICE TRAINING

Customer Service Training

Customer Service Training primarily develops the capabilities of customer-facing employees.

Participants may learn:

- Customer communication;
- empathy;
- professionalism;
- problem-solving;
- complaint handling;
- service recovery; and
- customer interaction skills.

Customer Service Leadership Training

Customer Service Leadership Training develops the people responsible for **creating and sustaining the environment in which excellent customer service happens.**

Leaders learn how to:

- Set standards;
- develop employees;
- measure service;
- coach performance;
- manage escalations;
- analyze customer feedback;
- fix recurring problems;
- create accountability; and
- continuously improve the customer experience.

Frontline training develops service behavior.

Leadership training makes that behavior sustainable.

CUSTOMER SERVICE DEPARTMENT LEADERSHIP VERSUS CUSTOMER SERVICE FUNCTION LEADERSHIP

Customer Service Department Leadership

Customer Service Department Leadership Training in the Philippines may focus on leaders managing a formal Customer Service, Contact Center, Customer Support, Customer Experience, Help Desk, or similar department.

Customer Service Function Leadership

Customer Service Function Leadership Training in the Philippines recognizes that customer service often extends beyond one organizational department.

Customer outcomes may depend on:

- Sales;
- Operations;
- Finance;
- Logistics;
- Production;
- Technical Support;
- Information Technology;
- Billing;
- Marketing;
- Branch Operations;

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- After-Sales;
- Supply Chain; and
- Management.

Customer-service leaders therefore need influence and coordination capabilities even when another department owns the underlying process.

THE ROLE OF A CUSTOMER SERVICE LEADER

A customer-service leader may function as:

Service Strategist

Clarifies what customer experience the organization intends to create.

Standards Setter

Defines observable and measurable service expectations.

People Developer

Coaches and builds frontline capability.

Performance Manager

Uses measures and evidence to improve results.

Escalation Leader

Handles difficult or high-risk concerns appropriately.

Customer Advocate

Represents recurring customer needs and frustrations internally.

Problem-Solver

Identifies root causes of recurring service failures.

Cross-Functional Coordinator

Aligns other departments around customer outcomes.

Culture Carrier

Models customer-centered values and behavior.

Improvement Leader

Turns service data, customer feedback, and operational experience into continuous improvement.

THE MSS S.E.R.V.E. CUSTOMER SERVICE LEADERSHIP FRAMEWORK

S — SET THE SERVICE DIRECTION, STANDARDS, AND MEASURES

Customer-service employees cannot consistently deliver standards that leaders have never clearly defined.

Leaders should establish:

- Who the customer is;
- what customers value;
- what the organization promises;
- what service experience is expected;
- what behaviors employees should demonstrate;
- what standards are measurable;
- what employees may decide;
- what requires escalation; and
- how success will be evaluated.

Service Direction

Customer-service leadership begins with questions such as:

- What should customers consistently experience?
- What should customers say about dealing with us?
- What behaviors demonstrate our brand promise?
- Which customer moments matter most?
- What customer problems must we prevent?

Translating Values into Behavior

A value such as:

“Customer First”

is difficult to coach unless translated into observable behavior.

Examples might include:

- Acknowledging customers promptly;
- listening before responding;
- taking ownership;
- avoiding unnecessary handoffs;
- giving accurate information;
- updating customers proactively;
- confirming resolution; and
- following through on commitments.

DEVELOPING CUSTOMER SERVICE STANDARDS

Standards may cover:

Responsiveness

- First response;
- waiting time;
- callbacks;
- email response;
- chat response;
- acknowledgement.

Communication

- Greeting;
- listening;
- clarity;
- tone;
- empathy;
- professionalism;
- explanation;
- closing.

Ownership

- Problem resolution;
- follow-through;
- coordination;
- escalation;
- customer updates.

Accuracy

- Product information;
- policies;
- transactions;
- commitments;
- documentation.

Service Recovery

- Acknowledgment;
- apology when appropriate;
- corrective action;
- alternatives;
- escalation;

- follow-up.

Customer Closure

- Resolution summary;
- next steps;
- timelines;
- confirmation;
- final assistance.

Standards should be:

- Clear;
- observable;
- achievable;
- relevant;
- measurable where appropriate;
- coachable; and
- aligned with operational reality.

CUSTOMER SERVICE STANDARDS VERSUS PROCEDURES

A **service standard** defines the expected customer experience or behavior.

A **procedure** defines how a process should be completed.

Example:

Standard:

Customers waiting for verification should receive regular updates.

Procedure:

The employee checks the CRM, validates two customer identifiers, and submits the request through the verification workflow.

Both matter.

A technically correct process can still produce a poor customer experience if the customer is ignored throughout the process.

E — EQUIP, ENGAGE, AND EMPOWER THE CUSTOMER SERVICE TEAM

Leaders should ensure employees have:

- Knowledge;

- skills;
- systems;
- information;
- tools;
- processes;
- authority;
- confidence;
- coaching;
- managerial support; and
- appropriate resources.

Equip

Employees cannot consistently provide excellent service when they lack:

- Updated information;
- access to customer records;
- clear policies;
- current FAQs;
- product knowledge;
- system proficiency; or
- escalation routes.

A leadership response should therefore distinguish between:

“The employee did not perform.”

and:

“The environment did not enable the employee to perform.”

CUSTOMER SERVICE EMPLOYEE EMPOWERMENT

Empowerment does not mean:

“Do whatever makes the customer happy.”

Effective empowerment defines:

- What employees may decide independently;
- financial or operational limits;
- available service-recovery options;
- exceptions they may approve;
- decisions requiring supervisor approval;
- cases requiring escalation; and
- documentation requirements.

Effective empowerment helps reduce:

- Unnecessary escalations;
- customer waiting;
- repeated transfers;
- supervisor dependency; and
- employee hesitation.

ENGAGING CUSTOMER SERVICE EMPLOYEES

Customer-facing work can be demanding.

Employees may experience:

- Repetitive concerns;
- difficult customers;
- emotional interactions;
- performance pressure;
- workload peaks;
- conflicting metrics;
- little recognition;
- limited control over underlying problems; and
- responsibility for failures they did not create.

Leaders can strengthen engagement through:

- Clear purpose;
- recognition;
- development;
- psychological safety;
- fairness;
- appropriate autonomy;
- manageable support;
- involvement in improvement;
- coaching; and
- visible leadership.

RECOGNIZING EXCELLENT SERVICE

Recognition should identify specific behavior.

Instead of:

“Great customer service.”

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Consider:

“You noticed that the customer had already contacted us twice, summarized the history before responding, coordinated directly with Billing, and stayed accountable until the issue was resolved. That prevented another repeat contact.”

Specific recognition reinforces repeatable behavior.

COACHING CUSTOMER SERVICE EMPLOYEES

Coaching should be based on evidence such as:

- Calls;
- chats;
- emails;
- tickets;
- complaints;
- customer feedback;
- quality scores;
- performance data;
- observation; or
- documented service situations.

A practical coaching conversation may involve:

1. Identify the interaction or performance result;
2. ask the employee to evaluate it;
3. identify what worked;
4. identify what could improve;
5. explore the cause;
6. agree on the behavior to change;
7. identify support;
8. set the next observation point; and
9. follow through.

R — REVIEW PERFORMANCE, FEEDBACK, AND ROOT CAUSES

Effective customer-service leaders do not manage through impressions alone.

They use relevant data while avoiding overdependence on any one metric.

Possible measures include:

- Customer Satisfaction Score;

- First Contact Resolution;
- response time;
- resolution time;
- Average Handling Time;
- quality score;
- repeat-contact rate;
- transfer rate;
- escalation rate;
- complaint rate;
- abandonment rate;
- callback completion;
- documentation accuracy;
- service recovery outcomes;
- retention;
- customer effort; and
- employee performance.

BALANCING CUSTOMER SERVICE KPIs

Metrics can create unintended behavior when used poorly.

Example: Average Handling Time

A lower AHT may appear positive.

But if employees shorten interactions by:

- Rushing customers;
- giving incomplete answers;
- transferring unnecessarily;
- failing to verify resolution; or
- avoiding complex cases,

then handling time improves while customer service deteriorates.

Example: Customer Satisfaction

High CSAT is useful, but leaders should also examine:

- Sample size;
- survey response bias;
- type of transaction;
- issue complexity;
- channel;
- employee behavior; and
- actual resolution.

Effective customer-service leadership examines **multiple indicators together**.

CUSTOMER SERVICE QUALITY REVIEWS

Quality reviews may assess:

- Greeting;
- verification;
- listening;
- questioning;
- empathy;
- accuracy;
- ownership;
- process compliance;
- resolution;
- expectation management;
- escalation;
- documentation; and
- closing.

Quality evaluation should be:

- Evidence-based;
- consistently interpreted;
- behavior-focused;
- coachable; and
- connected with customer outcomes.

QUALITY CALIBRATION

Different supervisors may interpret the same interaction differently.

One may score:

90%

while another scores:

72%

Quality calibration helps leaders establish a common understanding of:

- Standards;
- scoring;
- acceptable variations;

- critical failures;
- coaching priorities; and
- evidence.

This strengthens fairness and consistency.

ROOT-CAUSE ANALYSIS OF CUSTOMER SERVICE PROBLEMS

When a customer complains, the immediate issue may be only a symptom.

Possible causes include:

People

- Knowledge gap;
- skill gap;
- poor judgment;
- attitude;
- weak communication;
- insufficient coaching.

Process

- Excessive steps;
- unclear ownership;
- unnecessary approvals;
- poor handoffs;
- inefficient workflow.

Policy

- Confusing rule;
- unrealistic requirement;
- inconsistent application.

Technology

- Slow system;
- missing integration;
- inaccurate data;
- downtime;
- limited employee access.

Product or Service

- Defect;
- misleading information;

- unreliable delivery;
- missing feature.

Capacity

- Insufficient staffing;
- workload peaks;
- excessive volume.

Coordination

- Departments not sharing information;
- unclear responsibilities;
- delayed endorsements.

Leadership should avoid automatically blaming the frontline employee for every customer complaint.

V — VOICE THE CUSTOMER AND LEAD SERVICE RECOVERY

Customer complaints contain operational information.

Effective leaders ask:

- What are customers repeatedly telling us?
- Which complaints are increasing?
- Which issues generate repeat contact?
- Where in the customer journey are failures occurring?
- What do customers find difficult?
- Which expectations are not being met?
- What should management change?

VOICE OF THE CUSTOMER

Possible customer-feedback sources include:

- Surveys;
- complaints;
- compliments;
- reviews;
- social media;
- customer interviews;
- chat transcripts;
- call recordings;
- support tickets;
- escalation logs;

- account-management feedback;
- cancellations;
- refund reasons;
- lost customers; and
- frontline employee observations.

Customer feedback becomes valuable when leaders move from:

Listen

to:

Analyze

to:

Act

to:

Verify Improvement.

LEADING CUSTOMER SERVICE ESCALATIONS

Leaders may become involved when:

- Frontline authority is insufficient;
- the customer remains dissatisfied;
- there is significant financial impact;
- the issue involves an exception;
- reputational risk exists;
- there is a safety or security concern;
- regulatory or legal issues may arise;
- the customer's relationship is strategically important; or
- the organization requires supervisor intervention.

A customer-service leader should:

1. Understand the situation before responding;
2. avoid making the customer repeat everything unnecessarily;
3. acknowledge the concern;
4. establish what has already been attempted;
5. clarify available options;
6. avoid blaming employees or departments;
7. set realistic expectations;
8. make or coordinate the appropriate decision;
9. confirm next steps; and
10. ensure follow-through.

SERVICE RECOVERY LEADERSHIP

Service recovery may involve:

- Acknowledgment;
- appropriate apology;
- corrective action;
- replacement;
- rework;
- refund;
- credit;
- alternative;
- escalation;
- expedited action;
- explanation; or
- follow-through.

The leader should consider:

- What happened?
- How serious was the failure?
- What does the customer need?
- What is within organizational policy?
- What action restores confidence?
- What should be prevented from recurring?

Recovery should address both:

the customer's immediate problem

and

the organizational cause behind the problem.

E — ELEVATE THE CUSTOMER EXPERIENCE THROUGH CONTINUOUS IMPROVEMENT

Excellent service leadership is not primarily about repeatedly fixing the same problems.

It is about reducing the likelihood that those problems occur again.

Leaders should regularly ask:

- What should we stop doing?
- What should we simplify?
- What should we standardize?
- What should employees be empowered to resolve?

- Which policy creates unnecessary customer effort?
- What recurring complaint needs management attention?
- What capability does the team need?
- What system change would improve service?
- What should another department own?
- What customer expectation is changing?

CUSTOMER SERVICE CONTINUOUS-IMPROVEMENT CYCLE

A practical cycle may involve:

1. **Observe** customer-service performance;
2. **Measure** the current result;
3. **Listen** to customers and employees;
4. **Identify** the gap;
5. **Analyze** the root cause;
6. **Design** an improvement;
7. **Assign** ownership;
8. **Implement** the change;
9. **Measure** the result; and
10. **Standardize or adjust.**

BUILDING A CUSTOMER-CENTRIC TEAM CULTURE

A customer-centric culture is strengthened when:

- Leaders model the standard;
- customer impact is discussed regularly;
- employees understand why the work matters;
- complaints are used for learning;
- good service is recognized;
- poor service is addressed;
- employees are empowered appropriately;
- customer feedback reaches decision-makers;
- departments collaborate;
- metrics support rather than distort service;
- improvement is continuous; and
- customer experience is treated as an organizational responsibility.

Culture is not created by posters stating:
“The Customer Is Our Priority.”

It is created by what leaders repeatedly:

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- Expect;
- model;
- measure;
- coach;
- recognize;
- correct;
- resource; and
- improve.

CROSS-FUNCTIONAL CUSTOMER SERVICE LEADERSHIP

Many customer complaints originate outside Customer Service.

Examples:

Customer Service receives a delivery complaint.

Root cause: Logistics.

Customer Service receives a billing complaint.

Root cause: Finance.

Customer Service receives a defective-product complaint.

Root cause: Production or supplier quality.

Customer Service receives inaccurate-promotional-information complaints.

Root cause: Marketing.

Customer Service receives system-access complaints.

Root cause: IT.

Customer Service may own the interaction.

It does not always own the root cause.

Customer-service leaders therefore need to convert customer issues into cross-functional improvement discussions rather than merely repeatedly apologizing to customers.

LEADING CUSTOMER SERVICE MEETINGS

A useful Customer Service Performance Review may examine:

What Happened?

- Service volumes;
- performance results;
- complaints;
- quality scores;
- escalations;
- customer feedback.

Why Did It Happen?

- Behavioral causes;
- process causes;
- system causes;
- policy causes;
- workload causes.

What Must Improve?

- Employee capability;
- service standards;
- processes;
- systems;
- coordination;
- empowerment.

Who Will Own the Action?

Each improvement should have:

- Owner;
- action;
- deadline;
- success measure; and
- follow-up date.

ONE-DAY CUSTOMER SERVICE LEADERSHIP TRAINING OUTLINE

Time	Modules and Essential Topics	Major Activity and Participant Output
8:00 AM–10:00 AM	MODULE 1: SET THE STANDARD—LEADING THE CUSTOMER SERVICE DIRECTION 1. From Providing Service to Leading Service - Individual service excellence versus organizational service leadership - Responsibilities of customer-service supervisors and managers 2. Understanding the Customer Experience - Customer needs, expectations, critical moments, and service promises - Connecting customer experience with retention, loyalty, reputation, and business performance 3. Introducing the MSS S.E.R.V.E. Framework - Set, Equip, Review, Voice, and Elevate - Building a complete customer-service leadership system 4. Translating Customer Promises into Service Standards - Observable frontline behaviors - Responsiveness, communication, ownership, accuracy, recovery, and closing 5. Establishing Balanced Customer Service Measures - Quality, productivity, resolution, satisfaction, and customer effort	Major Activity: Customer Service Leadership Standards Lab — Participants analyze customer moments and translate broad organizational values or service promises into observable, coachable, and measurable customer-service standards. Major Output: Customer Service Leadership Standards and Measures Scorecard

Time	Modules and Essential Topics	Major Activity and Participant Output
	Avoiding metric-driven behaviors that damage the customer experience	
10:00 AM–10:15 AM	MORNING BREAK	
10:15 AM–12:00 NN	MODULE 2: DEVELOP THE TEAM—EQUIPPING, EMPOWERING, COACHING, AND ENGAGING CUSTOMER SERVICE EMPLOYEES 1. Diagnosing What Employees Need to Perform - Knowledge, skills, tools, information, systems, authority, and support - Separating employee issues from organizational barriers 2. Empowering Customer-Facing Employees - Decision authority, service-recovery options, boundaries, and escalation - Reducing unnecessary supervisor dependency 3. Coaching Customer Service Performance - Using calls, chats, emails, complaints, observations, and scorecards as evidence - Coaching questions, behavioral feedback, and improvement commitments 4. Recognition and Corrective Feedback - Reinforcing service excellence - Addressing recurring service gaps fairly and promptly 5. Engaging Customer-Facing Teams - Purpose, recognition, participation, development, fairness, and support - Managing emotional demands and customer-service fatigue	Major Activity: Customer Service Coaching Simulation — Participants review an employee service interaction, diagnose the performance gap, conduct a coaching conversation, establish an improvement commitment, and provide follow-through expectations. Major Output: Customer Service Employee Coaching and Empowerment Plan
12:00 NN–1:00 PM	LUNCH BREAK	

Time	Modules and Essential Topics	Major Activity and Participant Output
1:00 PM–3:00 PM	MODULE 3: MANAGE THE EXPERIENCE—PERFORMANCE REVIEWS, CUSTOMER ESCALATIONS, AND SERVICE RECOVERY 1. Reading Customer Service Performance Correctly • CSAT, FCR, quality, response time, handling time, complaints, transfers, and repeat contacts • Interpreting multiple measures together 2. Conducting Quality Reviews and Calibration • Observable behaviors, scoring consistency, critical failures, and coaching priorities • Building fair and consistent service expectations 3. Managing Escalated Customer Concerns • Understanding history, acknowledging impact, clarifying options, making decisions, and following through • Avoiding blame, overpromising, and unnecessary customer repetition 4. Leading Service Recovery • Recovery options, customer confidence, proportionality, and boundaries • Immediate resolution versus prevention of recurrence 5. Maintaining Employee Accountability • Commitments, ownership, deadlines, monitoring, and follow-up • Addressing recurring service-performance problems	Major Activity: Customer Escalation and Service Recovery Leadership Simulation — Participants manage a complex escalation, decide on an appropriate recovery response, coach the employee involved, and determine the required organizational follow-through. Major Output: Customer Escalation, Service Recovery, and Accountability Playbook
3:00 PM–3:15 PM	AFTERNOON BREAK	

Time	Modules and Essential Topics	Major Activity and Participant Output
3:15 PM–5:00 PM	MODULE 4: IMPROVE THE SYSTEM—VOICE OF THE CUSTOMER, ROOT-CAUSE ANALYSIS, AND CONTINUOUS IMPROVEMENT 1. Turning Customer Feedback into Management Information • Complaints, surveys, reviews, contact reasons, compliments, and frontline observations • Moving from collection to action 2. Identifying Recurring Service Failures • Trends, repeat contacts, high-effort processes, recurring complaints, and escalations • Identifying high-impact improvement priorities 3. Root-Cause Analysis • People, process, policy, technology, product, capacity, and coordination causes • Treating the cause instead of repeatedly managing the symptom 4. Leading Cross-Functional Customer Improvements • Translating customer concerns into management actions • Influencing departments that own underlying causes 5. Sustaining Service Excellence • Performance reviews, improvement cycles, leadership routines, and culture reinforcement • 30-, 60-, or 90-day Customer Service Leadership Plan	Major Activity: S.E.R.V.E. Customer Experience Improvement Challenge — Participants analyze customer feedback and service-performance data, identify a recurring problem, determine its root cause, design a cross-functional improvement, and establish measurable success indicators. Major Output: Customer Service Improvement Project and 30-, 60-, or 90-Day S.E.R.V.E. Leadership Plan

**MSS SUCCESS SPACES**

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Time	Modules and Essential Topics	Major Activity and Participant Output
5:00 PM	PROGRAM CLOSING	Learning synthesis, leadership commitments, evaluation, and recommended next steps

MAJOR PARTICIPANT OUTPUTS

Participants are expected to complete:

1. **Customer Service Leadership Standards and Measures Scorecard**
2. **Customer Service Employee Coaching and Empowerment Plan**
3. **Customer Escalation, Service Recovery, and Accountability Playbook**
4. **Customer Service Improvement Project and 30-, 60-, or 90-Day S.E.R.V.E. Leadership Plan**

SAMPLE CUSTOMER SERVICE LEADERSHIP SITUATIONS

Activities may be customized around scenarios such as:

- CSAT declining despite faster response times;
- employees escalating routine concerns unnecessarily;
- customers repeatedly contacting the organization for the same issue;
- inconsistent customer-service quality among branches;
- supervisors applying different standards;
- an experienced employee resisting coaching;
- a high-performing employee with poor customer tone;
- excessive customer transfers;
- customer-service agents overpromising;
- quality scores not improving;
- unresolved customer complaints;
- difficult VIP or strategic-account escalation;
- customers posting complaints publicly;
- a service failure caused by another department;
- employees blaming policies;
- frontline employees lacking decision authority;
- repeated billing complaints;
- recurring delivery failures;
- inaccurate product information;
- low First Contact Resolution;
- poor handoffs;
- customer complaints caused by system downtime;
- high customer-service employee fatigue;
- agents rushing interactions to achieve AHT;
- inconsistent service recovery;

- unclear escalation rules;
- Customer Service and Quality Assurance disagreeing on standards;
- Customer Service and Operations blaming one another;
- customer feedback collected but never acted upon; or
- management requesting a measurable customer-service improvement plan.

TRAINING METHODS

The program follows MSS Corporation's **EnterTRAINment** training-design standard:

- Approximately **30% concise trainer input, demonstration, facilitated discussion, and synthesis**
- Approximately **70% practical analysis, leadership simulations, customer-service coaching, escalation exercises, KPI interpretation, root-cause analysis, improvement planning, and workplace application**

Methods may include:

- Customer-service leadership self-assessment;
- standards-development workshop;
- customer-moment analysis;
- service-scorecard exercise;
- coaching simulations;
- employee-empowerment cases;
- quality calibration;
- customer escalation role plays;
- service-recovery decision cases;
- Voice of the Customer analysis;
- complaint trend analysis;
- root-cause exercises;
- cross-functional improvement challenges;
- customer-service performance review simulations; and
- leadership action planning.

TARGET PARTICIPANTS

This **Customer Service Leadership Training in the Philippines** is recommended for:

- Customer Service Supervisors;
- Customer Service Team Leaders;
- Customer Service Managers;
- Customer Service Department Heads;
- Customer Experience Managers;
- Customer Experience Leaders;
- Contact Center Supervisors;

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- Contact Center Managers;
- BPO Team Leaders;
- BPO Operations Managers;
- Branch Managers;
- Retail Managers;
- Frontline Supervisors;
- Operations Managers;
- Customer Support Managers;
- Help Desk Managers;
- Customer Success Managers;
- Service Delivery Managers;
- Quality Assurance Leaders;
- After-Sales Managers;
- Service Center Managers;
- Hospitality Managers;
- Account Service Leaders;
- department heads managing customer-facing employees; and
- leaders responsible for customer-service performance.

RECOMMENDED NUMBER OF PARTICIPANTS

Approximately **12 to 20 participants** is recommended for meaningful leadership discussion, coaching practice, performance-analysis exercises, escalation simulations, and individualized feedback.

Groups of up to approximately 25 participants may be accommodated through:

- Small-group exercises;
- triads;
- observer roles;
- case teams;
- breakout groups; or
- additional facilitators.

DELIVERY OPTIONS

The program may be delivered through:

- Face-to-face in-house training;
- live virtual instructor-led training;
- hybrid training;
- public training;
- customer-service leadership academy;
- management-development program;

- contact-center leadership program;
- branch-leadership development;
- customer-experience transformation;
- service-quality improvement intervention; or
- customized training-and-consultancy engagement.

AVAILABLE PROGRAM FORMATS

Half-Day Customer Service Leadership Fundamentals

Recommended for:

- Customer-service leadership roles;
- service standards;
- employee coaching;
- empowerment;
- customer-service KPIs; and
- basic service improvement.

The half-day version contains exactly two modules.

One-Day Customer Service Leadership Training

Recommended for the complete MSS S.E.R.V.E. Framework covering standards, people leadership, performance management, escalations, customer feedback, root-cause analysis, and continuous improvement.

Two-Day Advanced Customer Service Leadership Workshop

Recommended when the organization requires:

- Intensive coaching practice;
- detailed KPI analysis;
- customer journey review;
- quality calibration;
- escalation simulations;
- service-recovery decision-making;
- complaint analysis;
- root-cause workshops;
- cross-functional service improvement; and
- individualized leadership coaching.

Modular Customer Service Leadership Development Program

Possible modules include:

1. Customer Service Leadership Fundamentals;
2. Service Standards and Customer Experience;
3. Coaching Customer-Facing Employees;
4. Customer Service Performance Management;

5. Customer Escalation and Service Recovery;
6. Voice of the Customer;
7. Root-Cause Analysis;
8. Cross-Functional Customer Experience Improvement.

Customer Service Leadership Learning Journey

May include:

- Pre-training leadership assessment;
- customer-service diagnostic;
- leadership workshop;
- workplace improvement project;
- customer-service coaching;
- service-quality calibration;
- customer feedback review;
- manager case clinics;
- follow-through sessions;
- post-training assessment; and
- organizational recommendations.

CUSTOMIZATION OPTIONS

This **Training on Customer Service Department Leadership** may be customized using the client's:

- Organizational values;
- brand promise;
- customer-service philosophy;
- leadership competencies;
- service standards;
- customer journey;
- quality scorecards;
- service-level agreements;
- CSAT data;
- complaint data;
- customer feedback;
- escalation procedures;
- employee scorecards;
- customer-service scripts;
- contact-center measures;
- branch operations;
- customer profiles;
- actual anonymized escalations;
- organizational policies;

- employee-empowerment limits; and
- improvement priorities.

POSSIBLE CUSTOMER SERVICE LEADERSHIP PERFORMANCE MEASURES

Post-training indicators may include:

- Customer Satisfaction Score;
- First Contact Resolution;
- complaint rate;
- repeat-contact rate;
- escalation rate;
- transfer rate;
- quality score;
- response time;
- resolution time;
- abandonment rate;
- customer effort;
- service-recovery effectiveness;
- coaching completion;
- employee improvement rate;
- quality-calibration consistency;
- customer-service standard compliance;
- customer-retention indicators;
- employee engagement;
- cross-functional action completion;
- recurring complaint reduction; and
- completion of Customer Service Improvement Projects.

These indicators should be interpreted together rather than independently.

PROFESSIONAL AND OPERATIONAL BOUNDARIES

This program develops leadership capability in customer service. It does not replace the organization's formal:

- Legal procedures;
- regulatory requirements;
- privacy and security controls;
- employee-disciplinary procedures;
- financial authority;

- customer-compensation policies;
- formal quality certification;
- complaint investigation procedures;
- cybersecurity requirements; or
- executive approval processes.

Leaders must follow organization-specific policies concerning:

- Refunds;
- credits;
- replacements;
- compensation;
- customer information;
- regulatory complaints;
- fraud;
- harassment;
- threats;
- customer safety;
- public complaints;
- escalation; and
- legal or executive involvement.

FREQUENTLY ASKED QUESTIONS

What is Customer Service Leadership Training in the Philippines?

Customer Service Leadership Training in the Philippines is a management-development program designed for supervisors, managers, department heads, and other leaders responsible for building, coaching, measuring, and continuously improving customer-service teams.

What is Training on Customer Service Leadership?

Training on Customer Service Leadership equips leaders to set service standards, develop employees, monitor customer-service performance, manage escalations, use customer feedback, and improve customer experiences.

What is Customer Service Department Leadership Training in the Philippines?

Customer Service Department Leadership Training in the Philippines is designed specifically for managers and supervisors responsible for Customer Service, Customer Support, Contact Center, Customer Experience, Help Desk, After-Sales, or similar customer-facing departments.

What is Training on Customer Service Department Leadership?

Training on Customer Service Department Leadership teaches leaders how to manage the people, standards, performance, escalations, customer feedback, and improvement responsibilities of a customer-service department.

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What is Customer Service Function Leadership Training in the Philippines?

Customer Service Function Leadership Training in the Philippines develops leaders responsible for the broader customer-service function, including cross-departmental coordination required to deliver consistent customer outcomes.

What is Training on Customer Service Function Leadership in the Philippines?

Training on Customer Service Function Leadership in the Philippines helps leaders influence not only customer-facing employees but also processes and departments that affect customer experience.

What is Leading Customer Service Training in the Philippines?

Leading Customer Service Training in the Philippines develops the leadership capabilities needed to build customer-focused teams, coach service performance, manage escalations, and continuously improve service.

What is Training on Leading Customer Service in the Philippines?

Training on Leading Customer Service in the Philippines prepares supervisors and managers to establish service direction, empower employees, manage performance, and turn customer feedback into improvement.

What is Leadership in Customer Service Training in the Philippines?

Leadership in Customer Service Training in the Philippines focuses on the leadership behaviors and management systems needed to sustain excellent customer service throughout a team or organization.

What is Training on Leadership in Customer Service?

Training on Leadership in Customer Service equips leaders to create the standards, coaching, accountability, measurement, and continuous improvement needed for customer-service excellence.

Is this the same as Customer Service Excellence Training?

No.

Customer Service Excellence Training primarily develops frontline service skills.

Customer Service Leadership Training develops the leaders responsible for **sustaining, coaching, measuring, and improving those skills across an entire team or function.**

Is this suitable for Customer Service Supervisors?

Yes.

Supervisors are among the primary target participants because they directly influence frontline service behavior.

Is this suitable for Contact Center Team Leaders?

Yes.

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The program may be customized around contact-center KPIs, call quality, chat quality, escalation, AHT, FCR, CSAT, coaching, and quality calibration.

Does the training cover customer-service coaching?

Yes.

Participants practice evidence-based coaching using actual or simulated customer-service interactions.

Does the training cover employee empowerment?

Yes.

Leaders learn how to define decision boundaries so employees can resolve appropriate customer concerns without unnecessary escalation.

Does it include customer-service KPIs?

Yes.

Possible measures include CSAT, FCR, quality scores, handling time, response time, resolution time, complaints, escalations, transfers, recontacts, and customer effort.

Does the program cover difficult customer escalations?

Yes.

Participants practice managing escalated customer situations professionally while protecting organizational standards and customer relationships.

Does the program cover service recovery?

Yes.

Leaders learn how to determine appropriate recovery actions and how to prevent recurring service failures.

Does it include customer feedback management?

Yes.

Participants learn how to use complaints, surveys, reviews, contact reasons, and frontline observations as management information.

Does the program include root-cause analysis?

Yes.

Participants distinguish employee-performance issues from process, policy, product, system, workload, and coordination causes.

Can actual customer-service data be used?

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Yes.

Anonymized and appropriately authorized data such as customer complaints, CSAT results, quality findings, escalation cases, and recurring contact reasons may be incorporated.

Is the program suitable for non-contact-center environments?

Yes.

It can be customized for:

- Retail;
- hospitality;
- healthcare;
- banking;
- insurance;
- logistics;
- manufacturing;
- utilities;
- government;
- education;
- professional services;
- real estate;
- e-commerce;
- technology;
- automotive;
- food service;
- branch operations; and
- other customer-facing organizations.

Can the program be delivered virtually?

Yes.

Virtual delivery may use breakout-room coaching simulations, digital scorecards, escalation role plays, customer-feedback analysis, and collaborative improvement planning.

Is one day enough?

One day is sufficient for learning and practicing the complete foundational MSS S.E.R.V.E. Customer Service Leadership Framework.

A two-day workshop, modular program, or learning journey is recommended when the organization requires deeper customer-service diagnostics, coaching practice, quality calibration, customer journey analysis, cross-functional improvement, or post-training implementation support.

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RELATED MSS CORPORATION TRAINING PROGRAMS

Organizations considering this program may also explore:

- Customer Service Excellence Training;
- Chat Customer Service Training;
- Email Customer Service Training;
- Telephone Etiquette Training;
- Handling Difficult Customers Training;
- Customer De-Escalation Training;
- Complaint Handling Training;
- Service Recovery Training;
- Customer Service Standards Training;
- Customer Feedback Management Training;
- Customer Satisfaction Measurement Training;
- Emotional Intelligence for Customer Service;
- Coaching and Mentoring Skills;
- Performance Management Training;
- Employee Accountability Training;
- Employee Engagement Training;
- Supervisory Development Training;
- Managing Difficult Employees Training; and
- Customer Experience Training.

WHY CHOOSE MSS CORPORATION FOR CUSTOMER SERVICE LEADERSHIP TRAINING IN THE PHILIPPINES?

Designed for Leaders, Not Merely Frontline Employees

The program focuses on what supervisors and managers must do to create and sustain customer-service excellence.

Practical MSS S.E.R.V.E. Framework

Leaders gain a repeatable structure for setting standards, developing teams, reviewing performance, representing customer insights, and continuously improving service.

People and Process Perspective

The training does not automatically assume every customer complaint is an employee problem.

Participants examine:

- People;
- process;

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- policy;
- product;
- technology;
- capacity; and
- coordination causes.

Strong Coaching Focus

Leaders practice turning customer interactions and performance evidence into constructive employee-development conversations.

Balanced Measurement

Participants learn to balance:

- Customer satisfaction;
- resolution;
- quality;
- productivity;
- response;
- efficiency; and
- business outcomes.

Customer Escalation and Service Recovery

Leaders practice managing complex customer situations and restoring confidence without overpromising.

Voice of the Customer

The program helps leaders convert customer feedback into practical management information and improvement actions.

Cross-Functional Leadership

Participants learn to influence departments responsible for the underlying causes of customer problems.

Continuous Improvement

The goal is not simply to manage complaints more effectively.

It is to **reduce the reasons customers need to complain in the first place.**

Tangible Leadership Outputs

Every module produces an actionable customer-service leadership tool.

EnterTRAINment Methodology

Participants assess, analyze, coach, decide, solve, simulate, review, and improve rather than merely listen.

Highly Customizable

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MSS Corporation may integrate the client's:

- Customer-service standards;
- customer-service scorecards;
- KPIs;
- complaints;
- customer feedback;
- escalation procedures;
- actual customer situations; and
- leadership expectations.

CALL TO ACTION

Don't Just Train Customer Service Employees. Develop the Leaders Who Sustain Customer Service Excellence.

Equip your customer-service supervisors and managers to establish clear standards, coach employees, empower frontline teams, manage performance, handle escalations, use customer feedback, solve recurring problems, and continuously improve the customer experience.

Partner with MSS Corporation for a customized:

- **Customer Service Leadership Training in the Philippines**
- **Training on Customer Service Leadership**
- **Customer Service Department Leadership Training in the Philippines**
- **Training on Customer Service Department Leadership**
- **Customer Service Function Leadership Training in the Philippines**
- **Training on Customer Service Function Leadership in the Philippines**
- **Leading Customer Service Training in the Philippines**
- **Training on Leading Customer Service in the Philippines**
- **Leadership in Customer Service Training in the Philippines**
- **Training on Leadership in Customer Service**

designed around your leaders, customer-service teams, customer expectations, performance measures, complaint data, operating processes, service standards, and organizational goals.

With MSS, We Make Strong Success.