

My way,
right away,
why pay?

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Meet Generation Y

How changing expectations are shaping
the way we think about customer service





My way, right away, why pay?

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My way, right away, why pay? Meet Generation Y

How changing expectations are shaping the way we think about customer service.

The Great Recession was an event masquerading as a trend. Hidden in the unemployment and foreclosures statistics was a fundamental change in the way our economy operates. If we had been watching closely, we might have recognized the vanguard of the digital consumer.

The agency of record for the digital consumer is Generation Y, aka the Millennials. While we have elected to feature the Gen Ys, they are not the only players by a long shot.

The mantra of Gen Y is “My way, right away, why pay?” which is also a bare bones strategy for anyone who wants to attract today’s consumer. Gen Ys expect unlimited choices if not customized product. They have grown up in a fax-it or FedEx-it, why-wait-world and they don’t expect to wait nor will they wait without reason or compensation. They are quick to research offers and they are fast learning to negotiate.

While Gen Ys will pay for service, you must be prepared to earn your fee. They are big on “deliverables.”

Gen Ys are often credited with pioneering social media. Even if this is true, it does not matter because Gen X and the Boomers are catching up. Social media can accelerate you to the Holy Grail of marketing.... positive, compelling word of mouth. Be careful. The reverse is also true!

Executive Summary

Two significant trends are unfolding as we write. Service is being unbundled and bought as an adjunct to the purchased product. The second trend is the personalization of both the product and the service that goes with it. Both must be seen in the light of Gen Y, the Millennial Generation, and social media, a trend we as a society have yet to get our arms completely around.

To benefit from these trends you must:

- Provide a service/product that can survive unbundling. (Service that is “worth it.”)
- Be willing to personalize and customize like never before.
- Market where your customers are.
- Be proficient at recruiting, training, and leading a team of Gen Ys.
- Do all of the above better and more efficiently than your competition.



Part 1: About Generations

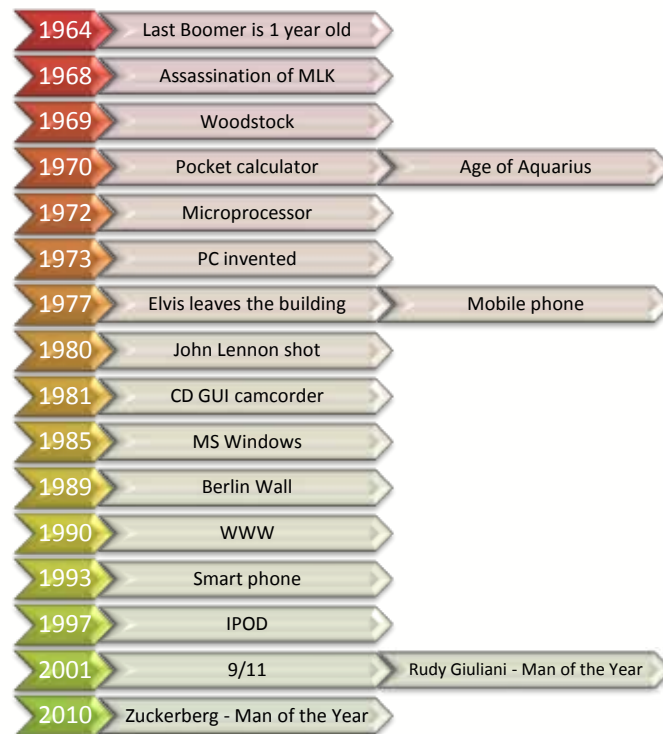
“Think how music played a role in shopping or at least reflecting who you are today.”

Not what they used to be.

A generation used to be a matter of time... 25 years to be exact. Today a generation is determined by the values and experiences that shaped your coming of age. For me that was the '60's. In this report, Gen Y is represented as those born between 1980 through 2000. And there's one other, perhaps surprising influence: music. Think how music played a role in shaping or at least reflecting who you are today.

How Long?

If values, experiences, and music do indeed define your generational cohort, it follows that when the world changes fast, generations must get shorter. Take a look at the timeline and see if you can detect enough commonalities to identify generations.



Part 1:

About Generations

Paint with a Smaller Brush

Gen Y runs generally from the early eighties to present. The Digital Age was well underway when the first Millennial made an appearance. Gen X was just coming of age and, if you don't mind me saying, we Boomers weren't what you would call over the hill. The point? In spite of a wide range in age, more than one generation has shared in the growth of our digital lifestyle. For the purpose of this report, we will address Gen Y.

The Gen Y you think you know is well educated, highly social and a multi-tasker. Throw in any other descriptors, real or imagined, and you are still wrong. You are wrong because Gen Ys come in a rainbow of flavors that is too broad to fall for multiple modifiers.

We connect and we group, based on shared values and shared experiences. Looking at the timeline, what experience do Gen Ys in Egypt have in common with Gen Ys in Tennessee?

Technology. Digital technology.

This leaves the corporate world with two burning questions:

- How has digital technology influenced the way our customers want to be sold and served?
- What do we do about it?

The Dinosaur Complication

A giant meteor may have hit the Earth, blocking out the sun with its dust cloud, which likely caused the early extinction of the dinosaurs. The Boomers aren't dinosaurs; we are still around! You would be nuts to focus strictly on the coming hoards of Gen Y while neglecting the Boomers.

Each generation is different and demands a slightly different approach in customer service. The gap is closing...quickly. That is because the Xers and Boomers seem to have retained some of the adventurous spirit of their youth. And, even though they frustrate Gen Ys with their apparent clumsiness, when it comes to making technology work for them, they are at least trying and perhaps even catching up!

As one Gen Y told us, "My dad doesn't really understand how a computer works but he still spends hours every day on Facebook and eBay. He probably has 2,000 friends online."

Part 1: About Generations

| | Gen Y | Gen X | Boomer | All |
|--|-------|-------|--------|-------|
| Blogging | 15.5% | 7.4% | 2.3% | 6.3% |
| Cell Phone | 54.5% | 42.0% | 31.4% | 36.8% |
| Email | 44.6% | 54.1% | 54.8% | 52.4% |
| Face-to-Face | 62.9% | 69.5% | 68.0% | 65.7% |
| Instant Messaging | 37.7% | 19.2% | 8.4% | 16.8% |
| Online Communities/ Social Media (e.g. Facebook, Twitter, etc.) | 38.1% | 24.7% | 11.2% | 19.6% |
| Telephone (Landline) | 21.9% | 27.5% | 37.1% | 32.2% |
| Text Messaging | 44.0% | 31.7% | 15.4% | 24.3% |
| Other (please specify) | 0.9% | 1.2% | 2.3% | 2.2% |

*The sum of the % totals may be greater than 100% because the respondents can select more than one answer.

BIGresearch @Simultaneous Media Survey (SIMM17) Dec.2010



Part 2: A Gen Y Digital Snapshot

What a Gen Y would look like.

“Gen Y wants the world their way and they want it now.”

My way, right away, why pay?

If a generation had a slogan, this would fit Gen Y perfectly. Gen Y believes that all things are possible. They want to be gratified instantly.

The stereotypical Gen Y thinks all things are customizable and instantly available.

Gen Y wants the world their way and they want it now. And, did I mention that they see no need to pay for the additional work their request might entail? As far as they are concerned, you should be paying them for helping to make your product better.

So what do they do when things do not go their way?

“I speak to the manager. I had a problem last week and asked for the manager. She apologized, comped everything, and was very nice. I’ll go back but I will remember. I told my friends about it...by text. Yes, I did. I told them because I wanted them to know...whether you have a good experience or a bad experience. I wanted them to know.”

Tough Consumers

These surprising comments about customer service were from a focus group we held to verify what the research had already told us.

On-line or in person?

“You get better deals in the store.”

“Yeah, because you can negotiate.”

Regarding restaurant servers:

“If you know this is your job, this is how you make your money, then you need to work it.”

“If you don’t give me good service, you aren’t going to get a tip.”

Regarding computers:

“I paid all this money so I just call and let them fix it. If it didn’t get resolved, I would look for another option.”

Bargain?

“I bargain everywhere. I go to customer service and ask for at least 10% off.”

“I love it when they screw up. I’m always getting free stuff! I never leave unhappy.”

My way, right away, why pay?

Part 2:

A Gen Y Digital Snapshot

“Gen Ys live online or, more accurately, on text. Texting seems to be the preferred method of communication.”

We don't know where they learned this but Gen Y seems to be willing to negotiate almost anything. They know that products rarely stand alone. They come with warranties and sometimes training. They know the cost of a Help Desk is buried somewhere in the price. And they know plenty about manipulating the system for freebies and other concessions. You could take the old-fashioned, all-or-nothing-at-all approach or, you could get with the program and sell your customer service options and customization as accessories.

Social Animals

Gen Ys live online or, more accurately, on text. Texting seems to be the preferred method of communication.

In the 70's, John Naisbitt wrote in MegaTrends that the new high-tech society would need to be balanced by high-touch. At the time, he was right. But he is right no longer. Gen Ys have since re-defined high-tech to be high-touch.

Regarding texting, impersonal or personal?

“My husband doesn't like to talk. (He'll text) 'Have a great day at work... I love you, babe.' In some cases, it's more personal. He knows I am thinking about him. We can't really communicate by phone because we are both very busy.”

(Do your parents text?) “OMG, yes... like stupid stuff, like forwarding e-mails. I hate forwarding stuff!”

One evening when our kids had walked the six doors down our street to join us for dinner, the post-dinner conversation got suddenly quiet. Our grandson sat curled in a chair with his cell phone held in the familiar two-thumbed position. Not ten feet away, her feet tucked under her, was my granddaughter. She too was in the send mode.

“You guys are awfully quiet. Who are you texting?” Can you guess? They were texting each other!

Why they use Facebook:

“I get to see all my friends from high school, college, work... people that I haven't seen forever, people that I saw last weekend. Just catching up on everything... like engagements, weddings, babies, new jobs...”

Part 2:

A Gen Y Digital Snapshot

“Gen Y is replacing control with freedom and enablement.”

Gen Ys don't date...they flock. As an employer, that's good. Catch one and you may catch a whole flock. But be careful...lose one and they're taking their peeps with them.

While high-tech has in some contexts become high-touch, there is still a need to appeal to the senses.

“When we shop, I am just like my mother. We're in competition to see who can find the biggest deal. We call each other every day and talk about the deals we found. We like to go out and go shopping... we like to touch things, try them on.

“I spend all day at work on a computer and shopping online is the last thing I want to do when I am at home. I want to go out and feel it. I don't want to say, ‘that might look cute.’”

Hurry Everywhere But Out

It may be economics or it could just as easily be something in the water, but Gen Ys are in no hurry to leave home, marry, raise a family or mow the lawn. One in three (38%) still lives with parents and half of today's college graduates move back home. Whatever the reason, the Boomer generation sees Gen Y as being socially lazy. Maybe they are, but for certain they are late leaving the security of home.

Anecdotally we can say there may be a Gen Y/parent bond that we didn't see with the Boomers or Gen X. From our conversations the Gen Ys actually like their parents and look forward to spending time with them.

“We actually hang out together. Sunday through Thursday I go to her place to eat or she comes to my place. Then Friday and Saturday I go out with my friends. We go to a local bar and kinda chill out and she goes out with her friends or stays at home. I stay out later though. She comes home around 11 and I come home around... not 11!”

Freedom's Just Another Word...

If you completed the sentence above, without thinking, we can be pretty sure you are not a Gen Y. And... if you can hum a melody to this lyric, “Let me entertain you,” you probably aren't even a Gen X. In either case you have a problem because any anthem for Gen Y has to pay tribute to the Gods of Gen Y—the God of Freedom and the God of Entertainment.

Part 2:

A Gen Y Digital Snapshot

“Gen Y is more likely to access the Internet wirelessly via a Smart phone or iPad.”

Gen Y is replacing control with freedom and enablement. While that may manifest itself today as being spoiled and coddled, we’re betting it will morph into a sense of responsibility.

Doing Their Homework

Gen Ys are more likely than their Boomer parents to search online before making a purchase decision. While the spread is not great, the difference may be more habit and lifestyle than a matter of preference.

One difference is in the equipment each generation uses to surf. Gen Y is more likely to access the Internet wirelessly via a Smart phone or iPad.

Over the last 90 days, which types of products did you research online before buying them in person?*

| | Gen Y | All |
|--------------------------------|-------|-------|
| Apparel | 22.9% | 21.3% |
| Appliances | 24.1% | 19.1% |
| Beauty Care/Cosmetics | 14.7% | 13.9% |
| Car/Truck | 13.1% | 11.0% |
| Electronics | 44.9% | 40.6% |
| Food/Groceries | 13.9% | 13.6% |
| Furniture | 13.0% | 11.1% |
| Home Decor | 15.0% | 12.1% |
| Home Improvement Items | 19.4% | 14.8% |
| House/Land | 3.8% | 3.1% |
| Jewelry/Watches | 10.0% | 8.9% |
| Medicines/Vitamins/Supplements | 16.1% | 14.2% |
| Shoes | 19.5% | 17.9% |
| Tires/Batteries/Auto Parts | 12.3% | 10.3% |
| Other: | 8.4% | 9.1% |

Part 2: A Gen Y Digital Snapshot

“When everything is an influence, then maybe nothing is a true influence.”

Which of the following online activities do you regularly do for fun and entertainment?*

| | Gen Y | All | Boomer |
|----------------------|-------|-------|--------|
| Video games | 49.6% | 27.0% | 16.4% |
| IM/Chat | 44.7 | 31.3 | 10.2 |
| Download music/video | 43.7 | 32.6 | 16.5 |
| Shopping | 38.9 | 44.4 | 41.5 |
| Facebook, et al | 37.1 | 34.9 | 23.4 |
| Watch TV shows | 37.5 | 25.9 | 18.3 |

* BIGresearch ©Simultaneous Media Survey (SIMM17)

Mighty Media

If you ask a Gen Y which media has influence over their purchase decisions, in almost every category from radio to TV, blogs to billboards, Gen Y claims they are more influenced than Gen X or Boomers.

When everything is an influence, then maybe nothing is a true influence. The numbers below lead us to a few standouts:

- Social media does not seem to have a great impact but that impact seems greatest with Gen Y.
- Newspaper has more impact than social media for commodity purchases such as groceries.
- When it comes to influencing purchases, social media is important but still not what could be called a killer app.

Part 2: A Gen Y Digital Snapshot

Which media influence your purchase decision when buying....

Electronics

| | Gen Y | Gen X | Boomer |
|----------------------|-------|-------|--------|
| Word of mouth | 44.3 | 45.1 | 41.9 |
| In-store promotion | 46.9 | 39.3 | 32.6 |
| Internet advertising | 39.8 | 27.6 | 22.6 |
| Social media | 28.7 | 14.3 | 8.0 |

Apparel/clothing

| | Gen Y | Gen X | Boomer |
|----------------------|-------|-------|--------|
| Word of mouth | 36.4 | 37.5 | 32.3 |
| In-store promotion | 39.5 | 43.0 | 39.6 |
| Internet advertising | 27.9 | 22.6 | 16.9 |
| Social media | 20.0 | 12.0 | 5.3 |

Grocery

| | Gen Y | Gen X | Boomer |
|----------------------|-------|-------|--------|
| Word of mouth | 34.8 | 39.7 | 38.0 |
| In-store promotion | 36.8 | 51.2 | 58.3 |
| Internet advertising | 17.3 | 15.4 | 12.6 |
| Social media | 14.8 | 10.8 | 5.5 |

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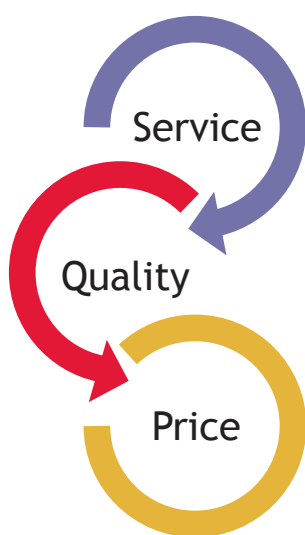
Geek is GOOD!

Gen Y grew up digital. They are not intimidated by technology. They expect to use technology to make work and life more interesting and productive. And they show little patience to those who shy away from using technology to its full advantage. As Don Tapscott says in *Grown Up Digital*, "It's only technology if it was invented after you were born."





Part 3: Environmental Influences



*“They want it all:
Service. Quality. Price.
What do you do?”*

Big, Fat Trends!

Not many years ago, customers were essentially offered a choice: Service. Quality. Price. Pick any two. Today the offer remains the same but the response is altogether different. Yes, we still offer the choices of service, quality, and price, but now the customer expects all three!

There is but one key to admission into the largest subset of the Gen Y cohort—technology, specifically, digital technology.

Don Tapscott, author of *Grown Up Digital*, has given Gen Y a more accurate, although not as interesting, name: The Net Gen.

Tapscott is right on the money. Refer back to the timeline and you will begin to see that it is technology that defines this newest generation.

“It’s the technology... it’s second nature to me.”

“My mom has a new iPhone and asks, ‘How do you know how to do this?’ And I’m thinking, ‘How do you not know how to do this?’ We’ve grown up with it. I’ve done computers since I was 4!”

“I just start pushing buttons...we can figure things out.”

Technology does more than define the generation; it shapes their expectations.

So What?

Here we sit, about to be hit by a tidal wave of consumers who have a slightly different take on how to relate to a company, its products, its people, and its other customers. At the same time the larger market, perhaps aided and abetted by the Gen Ys, is becoming increasingly more demanding. They want it all: Service. Quality. Price. What do you do?

In addition to the net savvy Gen Y and increasingly rising expectations market wide, there is yet another trend taking hold. More retailers are unbundling service from the mix. Stores like Sam’s Club and Costco never really had service factored into their costs in the first place. They have taught customers that there are many products for which there is no useful service component.

Our research indicates that the digital consumer is a smart consumer, smart enough to recognize the value of information and they are willing to pay for it... IF they are aware of it.

My way, right away, why pay?

Part 3:

Environmental Influences

Companies must get good at pointing out the things they do that would add to the customer's perception of value, if only they were aware of them.



Many products have a knowledge component, like the television set that guides the purchaser through the set-up procedure, or the cell phone that can provide turn-by-turn directions to the nearest bagel shop. Keep in mind if the customer isn't aware of those features, adding them to the product adds to the cost but does not contribute to the value. Also keep in mind that great customer service, if it is marketed properly, is what can keep look-alike products from becoming a commodity.

This is the first step in creating service that is good enough to sell at a profit.

Customer service is a product that is manufactured one customer at a time in the presence of the buyer and, if you get it wrong, it is nearly impossible to take it back. You really cannot serve great customer service from a script... it's a one-of-a-kind product. Gen Y does not like to be treated as a number and increasingly, they want their purchases to be just as customized.



Part 4: Do This Now

“If you do something for a customer and the customer does not know you did it, did you do it, did you do it?”

The Un-Bundle

If you are going to un-bundle product from your customer service, you had better get good at tangibilizing. (If tangibilizing is not a word, it should be.) Here is the meaning: If you do something for a customer and the customer does not know you did it, did you do it? NO! You added to the cost but failed to add to the value. So start tangibilizing!

While we have you talking to yourself, you might want to ask, “Am I adding value that my customers will pay for?”

Here is how the idea might work in healthcare.

The smart folks at BIGresearch polled more than 8,000 healthcare consumers and asked if they would drive further to get better care. The average response was an amazing 31.0 minutes! We asked if they would be willing to pay more for an office visit in exchange for guaranteed good service. The average response was an additional \$12.65. That’s a big increase but, watch this: Gen Y patients were willing to pay an additional \$26.45 per visit. That is HUGE!

Gen Y as a cohort are not happy with their medical professionals. Plotted on Reichheld’s Net Promoter Score, the average patient (all ages) rates their family dentist with a Net Promoter Score of -18.7%. Gen Ys rate their dentists at -29.9%! Family physicians fare even worse with Gen Y. While the average Net Promoter Score is a -4.3% for all ages, the Gen Y verdict is a dismal -30.5%!

In another example, a dentist could un-bundle standard service by offering run-of-schedule teeth cleaning. Sign up to be an ROS patient and if someone cancels their appointment, you get a discount for filling in. (Get it?) The dentist avoids an empty, non-revenue producing chair and you get rewarded for being flexible.)

Pay attention here. Un-bundling only works if,

- a. Your service is worth the premium, and
- b. The customer is fully aware of the process and the reasoning behind it.

Do customers understand un-bundling? According to JD Power & Associates, they do. They note that as dissatisfaction with banking fees is decreasing, overall satisfaction is finally moving in the right direction.

“Customers who completely understand their bank’s fee structure and value the products and services they receive tend to have higher overall satisfaction, despite paying fees,” says Michael Baird, JD Power & Associates.

My way, right away, why pay?

Part 4: Do This Now

“All of your customers are not looking for an online encounter with your company.”

Social Media Conversations are going to happen with or without you!

Social media is cool. However, cool does not count. The only thing that counts is that social media is now key to efficiently delivering great customer service.

All of your customers are not looking for an online encounter with your company. The numbers show that by far more customers call you via phone or contact you via e-mail. The mix depends, in part, on the type of product you sell as well as the preferences of your customers.

For example, one Gen Y we talked to said he never calls for tech support either by phone, chat, or email. Instead, he heads to an Internet forum where he usually finds another product user who is willing and able to solve his problem.

Social media is a gift to capitalists because it helps lower the cost of customer service by re-focusing customer contacts making you more efficient, more profitable, and therefore more competitive. (And that's important when dealing with the bargain hunting Gen Ys.)

Social media replaces the old-fashioned water cooler as the place where word of mouth is shared and amplified. By monitoring online conversations, call center web watchers can join an online conversation that is not going well, and quite literally save the day— and the customer!

Online interceptions, handled properly, are a great marketing opportunity with vast potential for improving the efficiency of delivering great customer service.

But be careful! If your only use of social media is to keep the cost of after-the-sale customer service as low as possible, you may be missing an even bigger opportunity.

Part 4:

Do This Now

Action Steps

If you are dealing with Gen Y, do this:

Customize

- They want it their way. Customize product and service.

Personalize

- It builds loyalty to the product.

Socialize

- It builds loyalty to other customers.
- Bring fun and a sense of play into your service offering and marketing campaigns.

Organize

- Gen Ys are natural born team players. Put everyone on a team, even your customers! Start by offering your team members something special even if it is only the opportunity to be "in the know"

Tangibilize

- If you do something that adds value, tell them.

Deflect and intercept

- Be where they are, when they are there, with the help they need.

Listen

- Customers won't share the important things until they believe you are listening.

Don't do this:

Don't approach them with a canned sales patter.

- Gen Ys don't like to be treated like a number.

Don't worry about engaging them with non-native speakers.

- Gen Ys value diversity as long as it comes with competence.

Don't worry about making them wait.

- Make the wait part of the service.
- Make it an interesting and valuable use of their time.

Part 4:

Do This Now

That's the Gen Y list. (Do you see anything there that wouldn't apply equally to your Boomer customers?)

Now here's the Boomer list. Let's see how much of it relates to Gen Y. We asked 10,000 online consumers to tell us what they want from a service transaction. We did this every month for four years and used cluster technology (artificial intelligence) to summarize over twelve-million individual responses.

In Letterman-style we'll list the top five most important elements of a service transaction, starting with number five.

5. A Fast Finish

- Once customers are no longer in the buying mood, they quickly shift to the leaving mood. Hold them up at the end of the transaction and you will lose their business as quickly as you lose their attention. (This goes double for multi-tasking Gen Ys.) Americans are among the hardest working people in the world. We work, on average, 1,979 hours per year, up 36 hours since 1990. If you fail to respect my time, you fail to respect me!

4. Easy and convenient to do business with

- Chili's nailed it with "Get in. Get out. Get on with your life." This mantra fits the broad spectrum of today's busy consumer, especially Gen Ys.

3. Price that represents a value

- Notice that our survey participants did not ask for a low price. They asked for a price that represents a value. If you sell features without citing the benefits, you are going to lose your market. (Gen Ys are experts at pre-purchase research.)

2. Friendly, likeable staff

- People like to do business with people they like...duh! In the best of all circumstances, your customers prefer to do business with people who share their core values. At the very least, they want to do business with people who value the customer over the sale.

1. Knowledgeable/available staff

- The number one most important element of a successful service transaction is staff that is knowledgeable and available when YOU want them. Our respondents told us they want help on their terms, and that includes nohaving staff "hovering when you don't need them."

Part 4:

Do This Now

“We like to feel good and we avoid things that make us feel bad.”

A Look into the Crystal Ball

Human nature is not likely to change in the foreseeable future. The context in which we express our humanness may change but not our nature. What do we know for absolute certain about human beings?

We know we like to be right. We know we like to be part of something greater than ourselves. We like to feel good and we avoid things that make us feel bad.

Increasingly we will see the boss as parent, as the disheartening disintegration of the traditional family makes it more difficult to find employees with the training they need to maintain a solid work ethic.

Social media will become more diverse, making maintaining a presence more challenging. For example, LinkedIn has become the leading site for professionals, over Facebook.

The potential exists for our rising national debt to swallow huge amounts of discretionary income, making customer service an even bigger competitive issue.

Competition for those folks we call Service Naturals may lead to something that resembles certification of the best of the best.

More and more products will include high knowledge content reducing the pressure for customer service. Complex equipment will self-diagnose and, in many cases, automatically call for a technician. Voice recognition will continue to improve until a conversation with tech support may be man-to-computer or perhaps computer-to-computer.

Part 4: Do This Now

“Social Media can help you turn “Why Pay?” into “Will Pay!”

What if you used social media to provide a service that was so good that customers would pay for it?

The operating word for social media is... more.

Social Media can help you turn “Why Pay?” into “Will Pay!” For social media to work in your favor, you have to be committed; otherwise it can bite you.

For example, one in eight banking customers report attempting to use social media to contact their bank. But, of that group, only 20% reported getting an answer! And 47% of those who use social media to contact their bank expect to continue to use the bank. But, of customers who attempt contact and get no reply, only 27% indicate they will remain with the bank.

Commit! All the way in or all the way out.

Social Media could be described as a virtual meeting space where you can hang out with your customers. Your virtual address should be a place where customers can come to play, learn, and share... when they want to.

A better use of social media is as a virtual space where your customers can hang out with you.



The future belongs to those who will be able to efficiently provide what I have always called Positively Outrageous Service. P.O.S., as we usually refer to it, is an unexpected Wow that creates positive, compelling word of mouth. Do this right and your customers will be happy to serve as your highly effective yet totally unpaid marketing department.

Un-bundle, personalize and customize, and do it more efficiently than the competition. And when you get that down to a science, give me a call because here comes Generation O!

About the Author

About the Author:



T. Scott Gross is best known as the author of *Positively Outrageous Service*, his first of more than a dozen books on customer service and management. Scott built the brand P.O.S. from personal experience as a restaurateur, wrote about it, and now companies like Southwest Airlines have even made it into a verb. (POSeD - an action taken to delight and surprise a customer into saying WOW!)

Also known as a storytelling humorist, Scott's keynotes and seminars are packed with practical ideas. Scott believes when audiences are laughing, someone is listening.

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About the Research:

Except where otherwise noted, the research used to prepare this report is compliments of BIGresearch of Dublin, Ohio and the world. As leading experts in predictive surveying, they literally look into the future— and are scary-accurate. If you need to look into your future for a sneak preview of what your customers are going to buy, when they are going to buy it, and how they intend to pay... call BIGresearch! (www.BIGresearch.com)

Special thanks to the management and staff at the San Juan II Apartment Homes, a NRP community in San Antonio, TX for assisting with our focus groups.

About the Sponsor:

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