



Question 1

Briefly describe your customer care policy.

At Raymond Lee we take customer care very seriously.

Raymond Lee Hairdesigners was established in 1993.

As a hair salon, we are primarily, a service led business. It follows, therefore, that our ability to win and keep customers is inextricably linked to the quality of our customer care. In fact, we consider it to be an important element in gaining and maintaining a competitive advantage.

The cornerstone of our customer care policy is an appreciation, and deeply held belief, that in order to meet the needs and expectations of our customers, we must know them as individuals. This means consistently collecting their input, removing barriers to communicate with them, and taking steps to foster a long-term relationship with them, rather than just a limited transactional one.

In deferring to our customers, we make them our ultimate judges. Rather than relying on our own hunches, biases, and interpretations, we instead utilise the unfiltered feedback and knowledge that our customers provide. By providing more of what they want, rather than more of what we think they want, we are able to add value to the quality of our customer care relationships, further differentiate ourselves from competitors, and foster a more loyal clientele.

Question 2

How is the policy implemented?

(please supply evidence applicable to the answer)

Implementation of our customer care policy takes place as follows:

- 1). The customer care policy is put in writing. By enshrining our principles in writing, we ensure that all employees know what the rules are, and are ready to live up to them.
- 2). Training is provided to all employees which gives clear instruction for implementing and maintaining a high standard of customer care. Employees understand that they are rewarded best, when they best look after their customers. The objective is to use customer care to gain a competitive advantage, and anticipate problems before they arise.
- 3). A passion for customer care is fostered and encouraged throughout all areas of the business. Employees are educated to understand how good service relates to profits, and to their futures within the business.
- 4). Customers are encouraged to provide feedback on the quality of our service, directly, by way of customer feedback forms, and customer complaint forms, and, indirectly, by management talking regularly with employees and soliciting ideas from them, since it is the staff who deal with customers the most.
- 5). Prompt action is taken on the information provided in 4). above, in order to implement changes and improvements to our customer care policy.

*Shown on page 4, various forms in use at Raymond Lee - top form shows **Client 5 Step Procedure** - this is displayed prominently in the staff area.*

Question 3

What methods or ideas do you use to ensure your customer care policy meets your customers' needs? (include evidence)

1. CLIENT 5 STEP PROCEDURE

This is the most important method we use at Raymond Lee to ensure our customer care policy meets our customers' needs. It is, in effect, a blueprint for how to deal with a customer from the moment they first walk through the salon door, to the time they leave.

*Shown on pages 6 and 7 - **Client 5 Step Procedure** - depicted as a flow chart.*

A detailed flow chart of how the procedure works, is provided on pages 6 and 7 of this brochure. All employees are trained using this approach, and are expected to apply it consistently. It is in effect, our measure of how to provide excellence in customer care.

2. STAFF RECRUITMENT

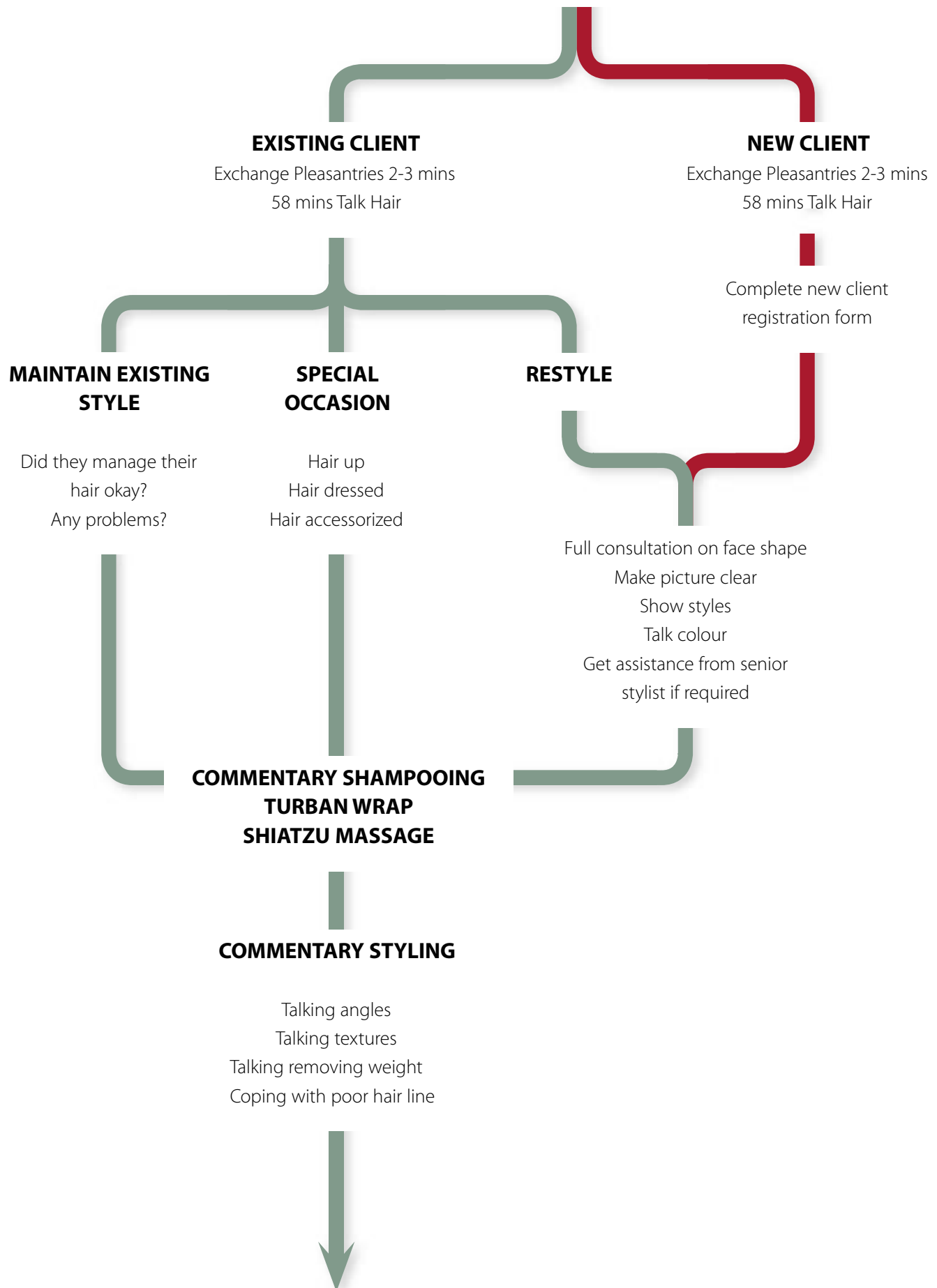
The ability to recruit and train the right staff, forms an important part of our approach to customer care. At Raymond Lee, we are fortunate to have a waiting list of potential employees. Approximately 80% of our stylists are in-salon trained, and we add at least three juniors every year (of which two will generally make the grade).

Unlike some salons, we guarantee salaries for twelve months, and apply corresponding sales targets. We do not pay commission either for hair or retail sales. If a stylist exceeds their yearly target, then he/she will be promoted to the next salary level for the following twelve months. Those stylists who just hit their yearly targets (or get within 10% of target), remain on the same salary level for the next twelve months. If a stylist misses their target by a long way, then their salary will drop a level, however, this has only happened once, and the stylist concerned is still employed by us.

A new stylist can pick their own starting salary, provided they feel comfortable about the target they have set themselves.

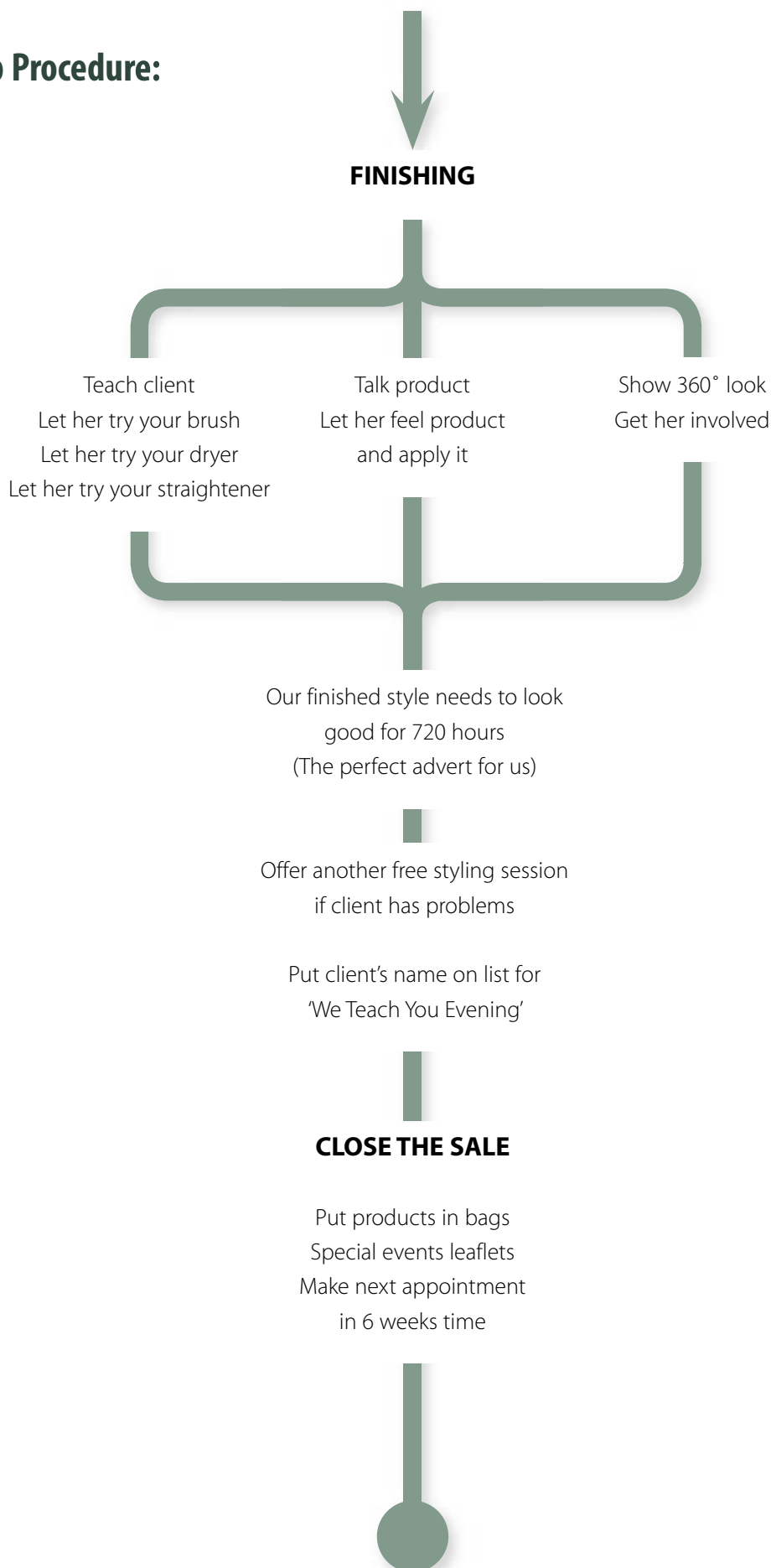
Client 5 Step Procedure:

**WELCOME / SMILE
SHAKE HAND / TOUCH**



Continued on page 7

Client 5 Step Procedure:



3. STAFF TRAINING

At Raymond Lee we use the following staff training methods:

- a). All team members joining us from school are tried for three months before we log them in to the Official NVQ 1 and 2 Levels, where they can achieve the certificates necessary to progress to our salon floor as stylists. We release them one day per week. After completion they are encouraged to complete NVQ Level 3 at their pace, and in their own time. Raymond Lee standards tend to be higher than NVQ entry level, so when they start college, they are already a couple of rungs up the ladder compared to other students.
- b). The most precarious step a young hairdresser can take is recognised at Raymond Lee; the step between finishing training, and working a column on the salon floor. We make every effort to gradually build confidence, with Dual Hair Cut consultations, Free Wash Cut and Finish Models. We encourage staff to ask for assistance if they are unsure about something, even during a haircut.
- c). We also use the annual calendar of technical cutting and colouring courses provided by Clynol (a manufacturer), against the purchase of stock from them. These are very good courses, with experts from all over the country demonstrating and teaching.
- d). We already have GHD salon advocates fully trained in the salon, and in July 2007, one member of staff is going back to school to become a Clynol advocate.
- e). Guest stylists are invited to demonstrate up to date cutting techniques, usually on a Sunday maybe two or three times a year.
- f). "Salon Ideas Swop." A member of our team will swop positions with a stylist from another salon for up to one week. This is a great way of bringing new ideas into the salon. We have successfully completed such a "Swop" with The Keith Lawrence Salon in Folkestone.
- g). DVDs demonstrating the latest techniques are available in the salon. After the team has watched them we play them to clients, usually in the waiting area.
- h). In addition to the above, we train staff on the retail side of the business using what we describe as our 'Retail Therapy Days', which occur twice a year on Monday evenings. During such a session the following topics will be covered: learning the product, learning its benefits, learning how to use it, how to sell it, how much it costs, and how to promote it.

4. LOCAL COMMUNITY

The salon has for a number of years, raised money on behalf of the local Hospice. Our Standby Hairdressing provides a standard donation per cut, in addition to which we run special themed days, and offer items for charitable auction.

*Please refer to the answer to **Question 5** for further information on this subject .*

5. MISCELLANEOUS ITEMS

We are continually looking for ways to improve our customer service. Listed below are various ideas that have been implemented over the years, and which continue to be used:

- a). DUAL COLOUR CONSULTATIONS: Any consultation with a client concerning choice of hair colour involves two employees. Also, before a colour is finally chosen, it will be checked under a number of artificial lighting systems, as well as natural daylight. The objective is to ensure the client is entirely happy with the colour selection, before it is applied.
- b). ESTIMATE FORM: All clients, whether existing or new, are provided with a written estimate of the work to be undertaken, before it commences. Estimates are provided on a no obligation basis.
- c). LOYALTY CARD: Clients who have nine wash and cuts in an eighteen month period, are entitled to their tenth wash and cut free.
- d). APPOINTMENT CARD: Provided to clients as a convenient reminder of when their next appointment is due.
- e). GIFT VOUCHERS: We produce our own range of Gift Vouchers in £5, £10 and £20 denominations.
- f). REFRESHMENTS MENU: Tea, coffee and biscuits are complimentary; other light refreshments are also available from our menu.
- g). SELF-ORDERING OF RETAIL PRODUCTS: Our computerised ordering system ensures that we do not run out of everyday stock items.
- h). STANDBY HAIRDRESSING: At Raymond Lee we try and cater for a wide variety of customer needs. Our Standby service requires no appointment and offers clients a fixed price for a wash, cut and finish. A 50% Off Colour Voucher is presented to clients who use the Standby Hairdressing service.

*An example of a **Loyalty Card** is shown on page 10.*

*Examples of **Raymond Lee Gift Vouchers** are shown on page 10.*

*An example of a **Standby Hairdressing Voucher** can be found on page 16.*



Client Loyalty Card: Clients who use the salon nine times in an eighteen month period, receive their tenth wash and cut free.

Raymond Lee Gift Vouchers: Popular with clients as last minute presents. May also be used as part of an in-salon promotion. Come complete with accompanying card.

Vouchers are numbered for internal records, and in case a client loses them (which has happened).

Question 4

How do you evaluate these methods or ideas? (include evidence of your evaluation methods)

1. CUSTOMER EVALUATION

At Raymond Lee we use the following customer evaluation methods:

- a). CLIENT FEEDBACK FORM: This is used on a daily basis to assess the quality of delivery of our customer care. Every client is encouraged to complete the questionnaire at the end of their visit to the salon. The collated results are used in staff appraisals, and management meetings.
- b). CLIENT COMPLAINT FORM: The purpose of this form is two fold; first to accurately log a complaint, and second to log the outcome of a complaint. At Raymond Lee we recognise that when a complaint is made, it also provides us with an opportunity to improve our customer service. It is not, therefore, considered sufficient simply to log the complaint, the main point of the exercise is to try and make good on the shortfall in our service by ensuring that the client leaves the salon satisfied with the outcome of the process.
- c). MYSTERY GUEST FORM: from time to time, complimentary visits to the salon will be offered to individuals to test the quality of our customer care. Such a person is known as a 'Mystery Guest', and at the end of their visit they will complete a detailed five page questionnaire, which will be read and acted upon by management. An example of a completed Mystery Guest Form can be found in the supporting evidence in the accompanying folder.

*An example of a **Client Feedback Form** can be found on page 13.*

*Shown on page 12 - Example of a **Client Complaint Form**.*

2. STAFF EVALUATION

Staff are formally evaluated on their performance once a quarter. To do this we use the 'Employee Appraisal Form' which summarises the key areas of staff performance, including the delivery of customer care. Where an individual employee's performance requires more immediate action, a meeting with their line manager will be arranged to deal with the matter.

*An example of an **Employee Appraisal Form** can be found on page 14.*

Client Complaint Form: The form is first of all used to accurately record the nature of a complaint.



CLIENT COMPLAINT FORM

SECTION 1

Name: _____ Details of Complaint: _____

Address: _____

_____ Post Code: _____

Telephone Number: _____

Date of Incident: ____ / ____ / ____ Raymond Lee
Employee Signature: _____

Time of Incident: _____

Stylist Involved: _____ Client's Signature: _____

Assistant Involved: _____ Date: ____ / ____ / ____

SECTION 2

Action Taken/Offered: _____ Evidence of Complaint: _____

Time Limit of Action Offered: _____ Raymond Lee
Employee Signature: _____

Client's Signature: _____

Resolution Accepted by Client: YES ☐ NO ☐ Date: ____ / ____ / ____

Section 1: To be completed by a Raymond Lee employee with the client at the time when the complaint is made.
Section 2: May be completed at the same time as Section 1, if the Client accepts the action taken/offered. If not, it is to be completed by the Manager/
Owner when final action offered to client.
Evidence of complaint to include comments of Stylist/Assistant involved

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Client Complaint Form: The bottom part of the form is used to record the outcome, including any remedy to the customer.

3. MANAGEMENT MEETINGS

Management meetings are held every Tuesday. During these meetings a wide variety of topics will be covered, including the following:

Management meetings are minuted.

- a). Weekly performance against targets
- b). Monthly performance against targets
- c). Year on year comparison of performance against targets
- d). Current promotions, including retail promotions
- e). Future promotions
- f). Staff performance: weekly / monthly / year on year
- g). Client complaints
- h). Staff training requirements
- i). Decor of salon / interior and exterior
- j). Suggestions for improvements to customer care

Client Feedback Form: Clients are asked to complete the questionnaire, which covers key aspects of the delivery of our customer care, in particular **The Client 5 Step Procedure**.

CLIENT FEEDBACK FORM

Raymond Lee
HAIR DESIGNERS

WHO WAS YOUR:

1. Hairstylist? _____

2. Assistant/Shampooist? _____

3. How did you rate the following?

	Excellent	Good	Fair	Poor
Greeting at reception	☐	☐	☐	☐
Stylist's consultation	☐	☐	☐	☐
Your hair wash	☐	☐	☐	☐
The finished style	☐	☐	☐	☐
Cleanliness of salon	☐	☐	☐	☐
Value for money	☐	☐	☐	☐

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4. Did the assistant explain to you what products were used at the backwash? Yes ☐ No ☐

5. Did your stylist describe any cutting techniques to you? ☐ ☐

6. Did your stylist offer advice on styling your hair at home? ☐ ☐

7. Did your stylist explain the products used to style your hair? ☐ ☐

8. Did you receive prompt and efficient service at the till? ☐ ☐

Please complete the above short questionnaire. We value your comments, and are constantly striving to improve the quality of our customer service. The answers you provide will, therefore, help us to offer a better service in future.

STYLIST: _____

6 MONTHS:

1. Results To Be Discussed: ☐ Takings ☐ Clients ☐ Retail ☐

Clients

9

☐ Retail

2. Compare Results To Targets:

3. Give Your Opinion Of Your Last 6 Month's Results _____

4. In What Way Do You Intend To Improve On These? _____

5. Do You Have Any Problems At Work? _____

6. What Training Do You Believe Would Benefit Both Yourself And The Salon?

TARGET YOURSELF:

Perms

Colours

Foils

Hi Lites

"WORK WISE NOT HARD"

2011/11/02

Question 5

What specific areas of your customer care policy have most contributed to your success in business?

1). CUSTOMER 5 STEP PROCEDURE

This represents our blueprint on how to deliver excellence in customer care. It has developed and evolved over time as we continue to listen to our clients, and respond to their requirements. The Client 5 Step Procedure also helps to ensure, that customer care at Raymond Lee is of a consistently high standard. All staff are taught how to use it and apply it. It also represents an important Time Management tool. Followed correctly it allows a stylist to work in a highly professional and efficient way.

*A detailed flow chart of the **Client 5 Step Procedure** can be found on pages 6 and 7.*

2). STAFF RETENTION AND TRAINING

Staff turnover at Raymond Lee is low. By offering employees good terms and conditions, including good basic salaries, and addressing their professional development needs, we believe we provide them with a stimulating and dynamic learning work environment. This in turn helps to foster the creation of a strong team, and it is our experience that well motivated staff are naturally more inclined to provide a higher level of customer care. Raymond Lee also provides, free Private Health Insurance to staff who have worked at the salon for more than six months.

*Further information on **Staff Retention** and **Staff Training** can be found on pages 5 and 8.*

3). CUSTOMER FEEDBACK

Our customers are our ultimate judges. In order to provide more of what they want, we must listen to them. The feedback we get from customers enables us to improve our customer care policy, and adds value to the service we provide. Satisfied customers provide the loyal client base on which we can build the business.

*Information relating to **Customer Feedback** can be found in the answer to Question 4 on pages 11 to 14.*

4). LOCAL COMMUNITY

As well as providing employment to local people, at Raymond Lee we have found our involvement with the local Hospice, and the money we have raised, not only very satisfying for us to do, but also something that has been particularly well received by the local community.

Standby Hairdressing Voucher:

A fixed price service with no appointment necessary

Standby

H A I R D R E S S I N G

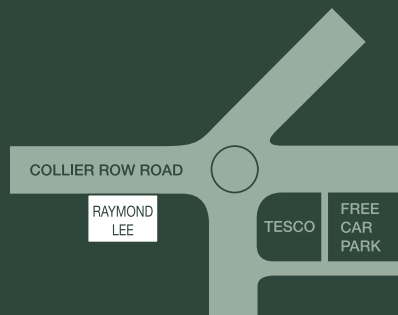
Haircutting at your convenience
No Appointment Necessary
Just Walk In

ONLY
£16.50

For Wash, Cut & Finish

Opening Times
Mon-Fri: 8am-8pm Sat: 8am-5pm

Tel: 01708 737611/766371



Price Includes £1.50 donation
to Saint Francis Hospice
Charity Number 275913

Raymond Lee
HAIR DESIGNERS
3 Collier Row Road, Romford

We make a donation to the local Hospice,
for every client who uses the Standby
Hairdressing Service.

Question 6

**What percentage of your clients return to the salon?
(please provide evidence)**

At Raymond Lee, the percentage of clients who return to the salon exceeds 70%.

