



TRAINING CALL

transcript



STUDENT ATTRACTION INTENSIVE

THE CUSTOMER EXPERIENCE

Week Seven

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THE CUSTOMER EXPERIENCE

Week Eleven

Clint Salter:

Hey there, studio owners welcome it is Clint. Welcome to week number 11 inside of the Student Attraction Intensive so great to have everyone here with us today as we dive into today's lesson.

Great to see you all, thanks for joining us and I am going to jump in, share my screen so we can get started for today's lesson.

So today is all about The Customer Experience. Now a theme that you wouldn't be noticing as you've been joining us throughout the last 11 weeks inside the Student Attraction Intensive is how much we really focus on the customer experience. Yes, we've talked about attracting new students, yes we've talked about retaining students, we've talked about our enrollment process, our onboarding process, our re-enrollment process, but what is really the foundation?

And everything we've been speaking about over the last 11 weeks is the customer experience. And as we step into an age, a time where the customer experience is crucial we need to make sure we're having more conversations around it. We have a whole lesson plan here for you based around this customer experience.

When I think about customer experience and this is I pay a lot of attention to when I'm at hotels, when I'm eating at a restaurant, when I order something online I consistently focused on the experience. And experience means a lot of different things to different people. It's how I'm treated, it's how I'm spoken to, and that can be in

person or via email or through a phone call. It's the packaging that I might receive my product from Amazon in. It's the way I'm presented my food when I'm at a restaurant. It's my check-in experience at a hotel it's my first impressions when I walk into a room at a hotel. How do I feel?

All of these things are experience-based. So when we think about your dance studio. We've done a little bit of work on this in week number one with the customer journey. You know every single experience that they have with us is a touch point from the email response that they get when they email us or the response to the phone call or the response to their Facebook message or the Instagram DM. All of these things are experiences and huge, huge opportunities for you to stand out and really deliver an amazing experience to your people or potential people. Maybe they're not even your customers yet.

So that's at the beginning and then we have to service them, we have to deliver the product, which is the dance classes, that we are promising them but they're also paying attention to how is the teacher greeting the child, how is the parent being greeted when they walk into the studio. How do you inform them and communicate when it comes to recital or summer camp or their fees are due. Every single thing we do inside our studio should create an experience and it does create an experience it creates a positive, a neutral, or a negative experience for our customers.

Awhile ago, I would say maybe five years ago which is awhile ago. The customer experience wasn't as



important as it is now. It is more important today than ever before and my belief is it is just going to need to be a stronger department inside of your business. Better, faster, more relevant customer service, delivering an amazing experience for every single child and parent that comes through the door. So why it's going to be a little more challenging hopefully the lessons that we provided you with in the Intensive have helped you through this if you've been joining us on this journey. But it is so much more rewarding. It is so much more rewarding when you as a business owner are providing a solid customer experience for all of those people that are spending their hard-earned cash with you and they're really trusting you with the life of their child as well or themselves if they're an adult that's coming to class with you.

We have the big responsibility as dance studio owners, but it is so incredible to be able to design a customer experience that makes the people that are part of your dance family feel alive, feel joyful, feel fulfilled because that is gonna come back tenfold to you.

So let's jump into today's lesson. As I said, we're talking all about the customer experience and again we put so much time and energy into this week's guys so please make sure that you take time to read through this, go through it a couple of times and take plenty of notes. So I wanted to give you some tips when it comes to really providing a stand-out customer experience.

Now the first one is to build rapport. And this gets a little tricky as we grow our studio. I was talking to one of our inner circle members on a call earlier today and she's like, Clint, you know we started with 14 students five years ago we now have 1600 it's a little different and we were talking a lot about the customer experience and how you can scale customer experience because the thing is when you had 14 students you could talk to all of them. You could know all of them, you could know everyone's name, you could know everyone's children's names. When their wedding anniversaries are, when everyone's birthdays are. It's very different at 600 and that's why building in systems is important.

Systems and automation aside though we need to make sure we are building a human connection with our customers. And it's going to be us building a human connection, it's also gonna be ensuring that all of our staff are building connection. A really easy example is when your teachers are walking into

the studio and they're like head down, headphones in, with their dance bag like walking straight into the studio. Not acknowledging any parents, any students, any other team members and then they're starting their class, right. That's an example of what I would call as a parent if I saw that I would say well that's a negative experience for me. A team member has walked pass me, headphones, distracted, maybe looked or glared at a person but there was no interaction there. That's a negative experience. Versus a teacher that before they step in the door, they're out of the car, they take out their earpods, they're like ready, they're in a state of like welcoming, excitement, they walk into the studio and they smile and they look around they go, "Hey, good afternoon. Hey, good to see you. Great to see you. Good afternoon. Good afternoon."

I remember this because this was me. It was really important to me when I was teaching and also when I ran my studio. Wave in the office, high-five the office manager one of the studios I was teaching at this was in my late 20s when I was teaching.

And I would start my day. You know but I was on. I provided a very different customer experience than someone who walks in with their headphones on, head down, I don't want to talk to anyone, right.

So building rapport with your customers start there. It's your office manager sitting at the desk when someone approaches the desk is your office manager or your DOFI, your Director of First Impressions, are they smiling, is their head up, are they like hey great to be here, great to see you. How can I help you today?

Or is their head down, and they're working away and they're like, hang on, hang on in a minute, hang on, hang on. Yeah, what do you want? Different experience, right, a very different experience and these like I said are all touched points in your business and you need to make sure that you're training your team members on the customer experience, right.

You, yourself what are you doing as well. When you are walking into the studio and sure you're busy, everyone's busy, guys but how are you reacting, how are you greeting the customers. What energy, what vibe are you bringing to the space? Really, really important.

And so that is about building rapport. The second thing that is so important that sometimes get



neglected is to be present peace in your life. Not just in your studio, I'm just gonna say be present in your life. There's a great saying, you can have it all just not at the same time. Right, I want you to write that down. You can have it all, just not at the same time. And I'm sure this is so relevant for those of you that are parents and are running your studio as well is when you're with your kids, I know for me when I'm with my partner, I'm like with my partner. When I'm on the couch watching Netflix with my partner, like that's what we're doing. Right, when we're out to dinner together, we have a no phones-out rule. No one brings their phone out during dinner and we talk to each other and communicate and enjoy the environment. Right, we are present in each of those moments.

When I'm working, when I'm here, when I'm presenting to you today, on this lesson. My phone is not on this table, there's like nothing on this table aside from my notebook and my laptop and my [inaudible 00:09:42]. That is it that is all that's on this table. And I'm here, I'm present with you, delivering giving you everything I have during the time that we have together. I want you to think for a second and ask are you truly present in each area of your life? And when we think of the studio, when you are at the studio, when you're sitting maybe you're working with your office manager or working on music or customs with one of your teachers, are you present in that moment or are you on your phone and talking to them and doing a million other things. It's the same with your customer.

When you're speaking and having a conversation with a customer, I want you to be with that customer and be really, really present. I also want this, all these principles that I'm teaching you today also applies to all of your team members. Right, your team members, your teachers, are they present or are they focused on, "Hey guys grab a drink" Or all of them got their phone on Instagram or responding to a text message. That's not being present. They're in a class for 45, 60, 90 minutes, 30 minutes delivering a class, hey they'll have a break after to respond to text messages or go on Instagram. They need to be present, kids know. Kids know that, if they see a teacher on their phone they're going to on their phone. And then teachers are gonna say, you shouldn't be on your phone. They're gonna turn around and say, well, you are.

Right, so in every area of running a business you need to make sure that there is presence. People notice this more than ever and I know when I'm

out to dinner, or I'm walking on the street or wherever it might be, I'm almost kinda looking at how present people are. And often, if you see me walking on the street I am the person with the headphones I'm listening to a podcast. I mean for me that is learning time and occasionally if my brain is overloading I'll take them out and I'll look around and be present in that moment, but when I am with people I am present. I would say 90% of the time. I don't get it right all the time but it's a very huge focus for me is that I am in this moment because this is the only moment that is true. It is the only moment that is happening. And so, to give your 100% to that moment is really, really important.

When we talk about being present, right, when we're with our kids right, like there needs to be, the phone needs to go away. The phone needs to go away when we're having dinner, or sitting with each other and we're watching a television show together or we're having conversation together, we're saying about our day together. And no one's like sitting on their phone 'cause this is the only moment that we have. And I'm really big on that. So I want you to take this into your studio, but I also really want you to take it into your life. Number three is treat every customer with the same level of service.

Again, really, really important. Now the only time that this may change is let's say your, you have a competitive group that does require a lot of time, a lot more handholding there, they're paying you more money for that privilege. Well then they may get a different level of service, maybe, but most of the time you should be delivering the same level of service to everyone. Consistency is so so important. So important. And so what I want to make sure is that you are treating everyone the same, treating all of your customers the same. You're not having private conversations with one customer that another customer can't you know doesn't have access to you or can't have conversations with you. You're not giving this person that, and this person this, it is so important that you deliver this same high-quality customer service to everyone.

Because this is when customers get a little angry. If someone's getting special treatment, more benefits than someone else and they're not paying for that. Right, it's different when someone's paying for more access for instance, that's different. But you want to make sure that you're delivering a consistent level of customer service to everyone.

Number four, one of my favorites is pay very close



attention to feedback. You know something that I've talked about in the Intensive, is ensuring that you are doing, you know two to four surveys every year. And the surveys, the deep surveys that you're going to be sending out you know are going to gather very, very useful information. I remember last year I was having a conversation with someone and it was at one of our live events. The said to me, Clint I just finish talking about customer experience and I talked about surveys. And they came up to me during the break and they're like, Clint I'm so I never send out a survey and I know I should but I'm so scared about the feedback that's gonna come out.

And I was like, oh my goodness, you need to change this story that you're telling yourself that feedback is bad and it's gonna be all about the things that I'm doing wrong. Feedback is for me I know with our business, especially, feedback is a huge piece of the feedback that we are given by our members makes us so much more successful at what we do. Because when you give the opportunity to your dance parents and families to provide you with honest and open feedback, you are going to get so much gold. You're going to find out the things that could be improved that you're not doing really really well that could be better. And you'll see patterns and they're amazing 'cause you can fix them.

Right, so often we're blind in our business. We're running our business, we kind of think we're doing a great job but we can't see everything, right. We're so in the day-to-day it's like us, I can't see everything that we can be improving on, right, so we reach out to our members we do this a lot within a circle and we get feedback at least four times a year, generally, six. And we're getting constant feedback around the experience because they're coming up with things that I just can't see. And these things are amazing, things that we can generally fix quite quickly to make the experience better.

On the flip side, we get the best ideas from our members as well. And you will too from your dance families. You'll get great great feedback that you think, oh my goodness, that's the best idea ever. And you'll see a pattern of like five people say the same thing and you're like oh my goodness, this is like, this is incredible. And then you can implement it, and you can get your team excited about it. So, I'm a huge fan of feedback and not feedback like, "did you like this teacher? Yes or no?" But asking like, "Why?" On a scale of 1 to 10, how would you rate our customer service? Seven.

Why did you write us the score above? The "why's" are where you get all of the really fantastic detail. I love that. The scoring is fine, it just gives people a number, but what we really focus on is that "why," where they get to actually type in their response. That's where the gold lies. So it's so important.

Number five, hire staff we need excellent people skills. All of your teams in a service-based business like a dance studio all of your team have to have excellent people skills. Unless someone is locked away in a dungeon some where and is crunching your numbers and is your bookkeeper and doesn't have to talk to anyone aside from you, everyone should have really good people skills. You want teachers that can communicate, that can laugh, that can smile, that can say hello, they can say, great to see you here. Great to have you back. They can communicate in class obviously. Really good people skills. Your admin team, you want them to have it really great people skills as well 'cause you are in a people business. If you do not like people you have chosen the wrong business to be in because it is all about customer service. At the end of the day, you're a dance studio but really you're a customer-service business. That's exactly what you are.

Number six, be a pro at problem solving. There's nothing worse when a problem or a challenge is it just keeps coming up and up, and up, and up and over, and over again. And you're getting the same feedback from all your dance families and parents, right. I want to make sure you are a pro at problem solving. And so you can approach things very quickly if there's an issue with a parent, with a team member if something's going on that doesn't feel right. You know sometimes we get like that random anxiety that sits with us as business owners and we're like, why do I have that anxiety. What is going on here? Why do I feel so anxious? And generally there's some kind of problem. Or something we've got to solve and so making sure that we get that out quickly and address it is so important. Unfortunately, I've seen with a lot of studio owners they let problems continue, continue, continue because they say to me, but Clint I don't like confrontation. I don't like having confrontational conversations with my team or parents and my answer to that is you either need to get over it or you need to sale your business.

Because being a business owner is around having tough conversations if not daily, definitely, weekly. I would say I have I don't know three of them at least a week and these can be conversations with our



team members, these could be conversations with our customers who are not performing at the level that they need to be to be for instance part of that inner circle program. These are tough conversations that I have to have that here's the thing, I am so obsessed with our mission at DSOA, in our company that if I don't have those tough conversations with people how do I think that we could continue growing, delivering and innovating on our business on what we offer our customers like you guys.

It wouldn't be the best, right, so I'm doing it to service our business, to our customers, to our team members. If I am not having those tough conversations. So if you're sitting there going, oh my goodness I know I have to have some tough conversations in my business maybe with my team, maybe with some parents. I want you to work on that and practice in this case practice does not make perfect and I can tell you that practicing is so important. It never really gets easier, you get a little less anxiety around it but still every time I have to have a tough conversation there's like a little bit of sickness that I feel in my stomach before I have to have that conversation. So I want you to know that it's completely normal but you're really doing a disservice to your customers and to your people if you are not having those conversations.

Don't make fake promises or guarantees. Another way of saying this is don't over promise and under deliver. I've seen this with many studio owners who have the pleasing gene. And the pleasing gene is really about you say "yes" to everything. If somebody asks you something, you say, "yes," you're like I just want everyone to like me. I want to be everyone's friend. I don't want anybody to say anything bad about me. And so you promise all of these things and then you can't because you promise all of these things you can't deliver on all of your promises.

And Oprah says it, so many people say this but "no" is a complete sentence. No is a complete sentence. And it is totally, it is more than okay for you to say "no." Unfortunately, I can't help you with that but here is a great place to go to get that information. Right, so I was with a studio owner it was yesterday. We were having a conversation and she was saying, Clint I'm helping the parents all the time, like I'm answering all these questions, blah, blah, blah, blah, blah. And I was like, you know what, you need to learn to say, "I'm sorry, I'm not the best person to answer this question. Please go and talk to Shelley she is much better at helping you with

these things and that's her domain in the studio."

I say it often, well I don't say it but my email auto-responder says it. "Hey, I'm on deadline and I can't help you." Essentially, if you've never emailed me you'll get a response that says, "I can't help you but my team are here and willing to help you with anything that you need. Please send your emails to hello@dsoac.com and the team will help you. I am not great at answering customer service emails. Mostly because like I don't know how to help someone find their lost password, I don't know how to help them with their changing their credit card. I don't know how to help them to find all of their resources in my membership site. Right, my team is fantastic at that, but that's not a me thing. So to alleviate anyone asking me those questions, I've set the boundaries I tell our members what I can help with you and what I can't help with and so you educate them and you set the expectation.

So, no one is expecting to hear get a personal email from me. And that's important that you set that expectation because why well my time is better used doing things like this, running trainings, creating content, being on coaching calls with our members, right that's my secret source, that's where I perform the best. That's where I get the best results from members it's not being in customer service. It's not planning out you know being the event planner, running the logistics for our retreats. That's not where I'm best spent. So I want you to think a little bit about are you potentially maybe over promising to your customers; therefore, under delivering to your customers? And they're getting angry. 'Cause that's what happens.

If you don't set the expectation and clearly articulate how you're going to move forward, what you're doing. They're gonna get disappointed when you don't show up for something that you've actually promised them. So really really important, don't make fake promises or guarantees.

Focus on retention. You would know this by now that this is one of the biggest loves in my life is retention. And if you are not looking at your retention numbers, month on month, week on week, quarter on quarter, year on year. It's time that you look at them. It's really time that you look at them. It's very easy in a large studio of oh well even 400, 600, up to 1200. Students we have in our circle members it's like easy to lose like 20 kids and you don't even know. 20 kids though is very impactful. Five kids, losing five kids in a



week very impactful no matter what size you're at. Losing one child, it's still really impactful. We need to be looking at these numbers.

So, I wanna make sure when I say focus on retention you're not only focusing on the activity of customer service and customer experience. You're also extremely focused on the numbers around retention. How many new students came into your studio this week? How many existing students left you this week? What does this look like compared to the same time last year? This time last year, during this week we had x amount of new students, this amount of new student or existing students that left us. Okay, it's the end of the month you do the same thing. How many new students joined us this month? How many existing students left us this month? What does this look like compared to this time last year. This time the last two years. And if you've never tracked that before, it's cool you can start tracking it now so next year you'll be able to do a year on year comparison.

Tracking your retention, tracking your numbers in general they're like two really basic numbers you can track but are gonna make the world of a difference because if you're not looking at these numbers and you're just looking like at the end of the season, oh wow we didn't have as many students or worse you never track it. And I know studios that will say to me, I'll have a conversation with them and they'd be like how many students you have and they'd be like, 300. And I'll be like, okay cool. How many did you have last year at your peak? And they'll say, 300. I'm like so how many students did you lose last year? And how many new students did you gain? And they can't answer that question, right. They're like yeah we just stayed at 300 the last three years, we haven't just stayed at 300 you've lost and gained students, right. And so you haven't kept those 300 students for three years.

So numbers will change around the new people you've brought it and the existing people that you've kept. They're the numbers that are important to focus on because if you're not putting your focus on that I hate to say it but your business is maybe not in trouble but it will eventually be in trouble because these are the numbers that you need to be looking at that will determine your success and determine the trajectory of your business. Because people say, Clint I've flat lined, I just stayed here. I was like you grow or you die. Like that's it in business, you don't stay the same. Any time someone says, yeah we stayed the same, I'm like

lies, all lies. They don't know any difference so that's okay. I like to educate them. When I say, no, if you're like this I'm assuming that your business is dying. It is not growing and we can fix these things, right.

And so I just want to mention that when I say focus on retention, yes it's the activity, what you're doing to build community and increase that customer experience, equally as important please know your numbers around retention.

Treat your team the way you want to treat your customers them to treat your customers. Hey, there's that great saying, the fish rots from the head down. It is the same in a dance studio. Right, if you've got toxic culture, if your team are not working together the way that you want them to be here's a newspaper article for you, the headline, you are the common denominator.

Anytime that I get off a team call with my team and I am frustrated and I'm like, you know everyone is stupid, no one understands me today. What is going on with everyone? I take a breath and go, Clint, you are the common denominator here. If everyone is annoying you it is you, it is not them. And this happens frequently, I frequently have to reflect on how I'm feeling because it is often not them it is often me and it has been a lack of sleep, it is been my 35-hour flight to get home from Sydney. It has been any one of these things, a conversation that I've had with a family member or a friend that hasn't gone well and so I'm frustrated and maybe a little sad or disappointed.

All of these things impact how we show up as leaders and CEOs in our business and we have to be very very careful that we are treating our team the way that we want them to treat our customers, right. So if you have that culture of like headphones on, head down, walking into the studio, not talking to everyone, think. Well, how do I walk into the studio? And have I brought any awareness around to very simple thing, right? And you might think that's common sense it's actually not very common especially if you've got millennials working for you in your studio. This is not a bad thing or a good thing that's just kind of not how they roll anymore. They're headphones are in, they're like in their own little zone, in their own little world and they walk into class and they start their class and they're on, right.

So they may need education around there but treat your team members well and I know that it is tricky.



It is hard being a leader. I am definitely not a natural leader of team members. I'm a leader in other areas of life in our business, leading our members but and I can be really honest with you guys you're in the Intensive it's that I don't wake up with an obsession to lead a huge group of staff members. That has to happen for me to live out my mission to impact you guys, our studio owners to create the most amazing life and business that they've always dreamt of like that's what drives me. Like working with you is what drives me not waking up and managing a team of people and so I had to build my leadership skills. I've had to bring in operations director to run our team as the team has grown larger. And so there are things that you can put in place, but I am still the leader of this team and I still show up, and I still treat them with respect and I invest my time and energy into making sure they're okay. Into making sure that they're on board with what we're working towards. To ensure that I am here to listen to them, to their idea. I mean they come up with the best ideas. I'm here to listen to their ideas.

And so if you're a bit like me and I'm like I'm not a leader. I'm not a leader of a team you are and you can grow into this role. I've definitely grown into this role and I enjoy it a lot more than I use to enjoy it but I also have a lot of great supporting team members around me that manage our other team members as well. A great example, we had a team meeting yesterday and one of my team members, I noticed was not their usual self on our call. There was just something off you know we generally like cracking jokes and playing each other out, having a great time in our team meetings and they were not themselves and so after our team meeting I waited an hour and I just sent them this message.

I was like hey I'm checking in with you I noticed that you were a little low energy, maybe a little distracted on our call today and I want to make sure everything is okay with you. And they wrote back and said, thank you, I so deeply appreciate you checking in with me it means the world to me. I'm a little overwhelmed with x, y, z at the moment and I can help them through that process. But I am treating my team the way that I want them talking to you guys to our amazing customers, to our dance studio owners. So make sure you are reflecting on that and if your team aren't responding or reacting to your customers in the way that you want them too, first check in with yourself. Is it you? And be really honest sometimes it's hard to have these conversations, with yourself. Is it you? Or maybe there needs to be

some more education or maybe it's a bit of both.

Maybe it's a bit of you and you also need to provide some more training or education for them around what they do impacts the customer. Because I can tell you now that teacher walking in with their headphones on, walking in the class would probably have no idea that they're negatively impacting the customer experience for your dance families. Would have no idea and probably neither should they unless you brought it to their awareness and you've said, hey one thing that we're really working on this month is the customer experience and something that I've noticed not just with you but with all of our teachers and even with me I'm ashamed to say is that we all kind of walk into the studio with our headphones in, or on a phone call and we walk into class and then you know then we start the performance, right. Then the performance starts and we start teaching our class. And so what I want us to work on as a team and let me know if you've got any further thought around this is I would really love everyone to like have headphones out when they leave the car, they walk into the studio, their head is up they're smiling and they are greeting any customer that they make eye-contact with. And it's a good afternoon or a good morning or hey, great to see you here hope you're having a great week.

Do you think that is something that we could work on? And they will say, yes. And then I would ask. And what impact do you think that this would have on our customers? Get them to tell you. It's really important anytime we're introducing something to our team that we get them to tell us the answers rather than us give them the answers because then it comes across and it is their ideas but it comes across as their idea and the level of buy-in to something new is a lot higher.

And so, yeah a couple of these things are not in the guide. I'm sharing with you everything I can today and I hope you're getting value out of this.

So the keys to your customers heart, right, you might say Clint this is deep. The keys to your customers' heart and what we're really talking about here is communication. No longer are we in a world where we can say and if you ask me two years ago my answer was very different to this. I use to say to you, teach your customers to email you, only email you, you won't respond to messages any other way, just email.

My tune has changed a lot especially over the last



12 months working with our inner circle members in very deeply in the customer experience. And so what I want to share with you is it is now our job as the CEO of your studio to set how we are going to communicate with our customers and I'm here to tell you that we need to communicate with our customers anyway that they like. Anyway that they like, that is the way that we need to rock n' roll with our customers. Right, and that's the keys to our customers' heart. So email, email is a great way for you to communicate with your customers. Right, it's just one way that you can communicate with your customers. I've given you a whole bunch of details around this that I want you to kind of check back and look over.

SMS is becoming very efficient way to communicate with our customers, email is like do you remember back in the day when you had a letter box and you like would just so over checking letter box that you wouldn't like check it for a week? Would be like overflowing and then you end up just throwing everything in the bin. Email is a little bit like that and mail is a little more exciting. I know for us, we check the mail probably twice or three times a week and like I get a little excited if I've got some mail now. Right, I'm not very excited when I get a bunch of email.

So the table has kind of turn and mail is really a great way to get information to people, but email the point I'm making is that email isn't as effective it is still a very effective medium to communicate with our customers. It isn't as effective so SMS super cool. I love SMS a lot of the dance studio softwares can do SMS there's things on SMS Global, there's a bunch of different places that you can use to send SMS if your software can't do it maybe your email software might be able to do it.

And we're opening SMS, right I don't know about you I'm checking SMS during my breaks, during the day, I don't leave my SMS for days and don't respond to them. Some of my friends do though and that's a different conversation but majority of people are checking their SMS multiple times during the day. So this is a great way to get information and I've given you a couple of ideas here on how to use SMS.

Telephone, a lot of people say to me, Clint people are not answering their telephone. It's true but a lot of the time they are answering their telephone as well. We seem to have an aversion to making calls anymore to people and we think

that sending a hundred emails is the way to do it. Well, I'm here to sharing with you that it is not the way to do it You need to make telephone calls to people if their fees are overdue. If you're doing 90-day calls and checking in with people. Telephone calls are very very impactful and they work. And again some more tips, here around telephone, different numbers, different ways of doing it and a big point here you can see is make sure your phone is always [EDCID 00:38:30].

There are great tools one of them is called dial pad that you could use, where you can actually like take calls from your computer or from the app on your phone and it is important that people are answering your phone. I know that I still call I am either if I need something quickly, I need a calling, or I'm sending a company a Facebook message. I found that Facebook messaging companies I get a really quick response especially like Telco and internet providers are generally pretty quick at getting back to you, but it's still a way if I want information quickly I'm going to call. I want to book breakfast last Saturday with some friends who are in town and their website is like so outdated so I just called them and said, hey are you open tomorrow for breakfast? They're like yeah we are and is the menu the one that's on the website? Oh we don't know. I mean they were pretty useless at giving me information I need, but I called to get an answer.

So please please make sure that your phone is being answered during the day because you're going to be missing opportunities to not only provide a great service to your existing customers to answer questions, but also to those people that are approaching you about coming and joining your dance studio.

Facebook messenger I talked about a little bit in the Intensive already. This is a really fantastic way to get in touch with people and talk to people. And you've got to decide whether you're comfortable messaging people from your own Facebook profile. I know for me with my Facebook profile I'm not an overly I don't share on social media really at all everything that's going on in my life once a month, twice a month I'll post here I am like with my partner. Going to see Celine Dion or Lady Gaga, generally at concerts. I just love going to concerts or here we are in a trip or here I am at the Inner Circle Retreat in Sydney. But I don't post kind of like here's what I'm eating, here's what I'm doing everyday 'cause I don't find that very interesting and my filter for social media will this deliver



value to the people that are following me, that are investing time in me, will this make someone smile or make them feel joyful, right. Or will it get someone, will it allow someone to get to know me a little bit better. Because I know I'm a pretty private person in my private life but I do like to share the things that make me happy with all of you and with the people I'm friends with on Facebook but I use my Facebook profile predominantly for business.

So, I'm messaging you would've heard from me a couple of times during the Intensive I'm messaging you guys because I care and I want to make sure you're on track and you're moving forward and so for me like I'm super comfortable using Facebook, my own Facebook messenger. I do it all the time with our Inner Circle members and that works for me so you gotta feel and know kind of like what feels comfortable for you when it comes to Facebook messenger. You can use we use Facebook messenger from our page as well DSOA Facebook page and people message us there constantly, the customer service team are monitoring that and responding to people but people are definitely using and opening their Facebook messenger often and so we're often sending a lot of stuff there as well as email, as well as sometimes SMS. So it's really about utilizing all the different things, voicemail messages also are important if you're leaving messages for people. Leave your voicemail get them to call you back or say hey text me back [inaudible 00:42:17]. We have great response when we're Inner Circle members, I taught this late last year where I was like if you're leaving a voicemail message for someone, I want you to say call us back at this number or just simply send me text message. By the way this is not your personal cell phone, this is like your studio cell.

So you should have a number, a studio cell number for your studio that's not your personal. I'm not a believer in giving like your personal cell phone number out to your customers. I don't do that you know my personal cell is my personal cell there are plenty of other ways that people can get in touch with us so I want to encourage you if you don't have a studio cell setup that you get that set up straight away and you stop or change your number or let people know that number is no longer in use and here is the studio cell to use.

Lets talk a little bit about creating raving fans that refer and never leave. One think I love about retention, right, customer experience. When you are fully focus on the customer experience

and what you're providing your amazing dance families a bonus so yeah they stay for longer. Hopefully, they will stay from the time they're three tilt they're 18 maybe longer if you have adult classes. But what really is awesome which I love is referrals happen. It's really important but referrals happen and this is so exciting. So incredibly exciting that you can get referrals just by doing the most amazing job because when you deliver an amazing job that when awesome stuff happens. That's when you get referrals that's when people do more classes with you.

And so when it comes to referrals this question came up a couple of weeks ago. Oh you know I've done the referral card system and we've got this referral program that we're running but no one's referring people and I was like the best way to get referrals and I've given you some tactical advice around referrals here but I've seen people like focus on the referral cards and doing all these things and putting the posters up and that stuff is great I teach you all of this in this guide, but what I said to this person was, it doesn't matter that you're doing these cards and you're telling everyone about your referral program, it's great 'cause it's going to bring awareness to it that is really important, right, that is really important.

But people are gonna refer because they are really happy with what you're doing. They will refer because they are ecstatic at the service that you are providing. And that's key so I could scrape these last few pages of the guide and just say to you do an amazing job and you will get referral. The studio that I was talking about before that hit 600 students who is fresh in my mind because we chatted with each other is they're like what a mouth, they do a lot of Facebook advertising as well, but she's like what a mouth has been so strong and she was like 'cause we focused as we're doing Inner Circle and the customer experience, we're just doing all the stuff that you're teaching us about customer experience and so I'm like amazing and this is very inline with what I'm telling you.

Do an amazing job people will refer their friends and family. The referral program is like 10% of the pie [inaudible 00:45:42] needed, it's helpful, and I can give you a whole bunch of tips. And here which you will see around what to put in your referral cards, how to ask for a referrals, where to promote your referrals as well, all that fun stuff.

In this next section is like around retention and



when it comes to retention there are a lot of parts to retention inside of your studio from your teachers being amazing in the classroom I'm sure a lot of you here have invested in teaching training. I am a huge huge fan of investing in the development of your teachers and that's just not sending them to a bunch of conventions so they can go take dance class, right. Dance class for them should be important I would be expecting my teachers to be putting themselves through dance class. I'm never like for me, it was never and I made this very clear to our teachers, it's not my job to pay for you to go to dance class. It would be like me owning a gym and saying to my personal trainees in that gym I'm going to pay for you to have a personal trainer or I'm going to pay for all of your gym memberships with all the gyms that you want to go to. My responsibility as a teacher is that I am going to dance class and I'm practicing my craft. It's like if you look at accountants, if you look at lawyers they've got to do certain training every year for them to keep their licenses and so it's the same with our dance teachers.

I want to provide them with an environment of education and inspiration but you should be going to dance class every week that's what you should be doing. That's what I'm paying you for. Is teach an amazing class but also to up-skill yourself. What I'm going to pay for is their personal and professional development. I'm gonna maybe I know with one of our teachers they went to a time management course their time management are atrocious. I remember saying to them and they would never respond to emails it was a nightmare to get anything from them and I said hey I noticed that we send you an email or I send you a text message or I leave you a voicemail and you rarely respond and you are so amazing in the classroom and I love having you part of our family but I need you to really be part of our family and I need these things from you.

I remember saying to her so what is the challenge for you? And she was like Clint, I'm like doing a hundred things I'm really busy you know I teach 15 hours a week for you but I'm doing this and this and this and this. And like my time management is so bad and she was really honest about it. And I was like, I'm like a king at time management and I was like I can help you but why don't we get you a ticket to go to a course, something around time management and she was like oh my goodness that would be amazing. Like so, I didn't come out as like you're really bad at time management you

never come back to me on things I'm sending you or calls. Again you need to get their buy-in.

And so, there're the types of things that I'm providing as a studio owner to our teachers, to our admin staff, to our admin staff that might be like an online course on how to use a sonar. It could be teachers maybe send them to some kind of longer term workshop that we want to go to or get them certified in their particular program or curriculum the other stuff I was either paying for or half paying for. You know we met in the middle, sometimes I pay for everything, sometimes I pay for their ticket and they pay for accommodation and like flights and travel. But you need to make sure you have a budget for staff professional and personal development. We would run team retreat once or twice a year. We'll get everyone together go through our core values, our mission, what are we focusing on this year. Getting everyone on the same page. That then filters onto all of the amazing kids that their teaching.

Right, what I said people the fish rots from the head down. And the opposite is so true as well. If you're investing in yourself which you are by being in the Intensive and being part of our DSOA family everything that you're learning and getting whether you know it or not this is all filtering down into your team, down into your students. I recently wrote a piece for our Inner Circle members and I was talking about this thing that drives me is that I truly believe I was put on the planet to help studio owners to grow their businesses and live amazing lives. The bonus of that which I love is that the impact that we make on our studio owners goes down to their teachers, goes down to their students, goes down to the students families and they keep passing it on. Right it's the gift that keeps on giving and that's the power that you have as a studio owner.

And so important that you're investing in your teachers. I'm not going to read through all of this because it's very self explanatory where I talk about communication with your team members and there's a couple of things here on referral, royalties, retention, acquisition, reputation, motivation and so I'm not going to cover, I'm not going to cover all of this here. I will touch a little bit on managing complaints and dissatisfaction. My dance mentor when I was running my studio, my mentor said to me she was like Clint customer service and I feel like she was probably one of the people that really made me focus on customer service. And around me being 16, 21 running my studio with



my friend Kelly Lee, and dealing with at 16 like it's really tricky for me to deal with like a 40-year-old customer and it was she was so helpful, older mentor and was able to help me. And she said Clint sometimes they're problem parents, and sometimes they're parents with real problems.

You need to make sure you can distinguish these two, but always be listening, right. So what she taught me when anyone sometimes when someone comes to me and has feedback or wants to share something with me do not get defensive. Do not prepare in my head what I'm going to say to them. Do not ... just do not be like, I want to punch you in the head.

We don't need to do that we just need to listen and hear them so often people just want to be heard that's it and I love listening we learn so much by listening and sometimes it is painful and it hard. If you have a parent that is really kind of putting the knife in and like twisting it is tricky, right. That can be really hard to just stand and listen but I'm telling you it's the most worthwhile thing that you can do as a business owner is to listen and hear them and say I hear you thank you for sharing this with me and also know that you don't need to respond in that moment.

There have been times when we received a feedback from a customer whether it's at an event whether it's on a phone call and I've been disappointed in myself or in our team because the customer is unhappy and like I told you I'm like obsessed with feedback and so I'm disappointed but I'm listening to them and saying I hear you, thank you so much for this feedback. I want to let you know that this feedback is really valuable for me and the team and our number one mission is at DSOA is to provide you with an experience that helps you to grow your business and just live an amazing life and I'm sorry we haven't lived up to that expectation and for you we have gone off the rails a little bit. So what I can promise you is I'm gonna take your feedback back to our team and we are gonna discuss it and then I will also promise you that I'm gonna come back to you within the next week and share with you our thoughts around your feedback and what we're gonna do, what next steps we're gonna take. So that we can deliver the experience that you were promised.

This conversation is not me saying we've done anything wrong. It's not me saying well we've done this and this and this for you and how come

you're so ungrateful it's not me doing that either. It's a very mutual response. I hear you, I'm taking this back to my team, rarely will I ever give anyone instinct feedback on feedback that they've given me because generally it's gonna come from a very emotional place where I'm either sticking up for what we do or our team members and I never want to be caught I try not anyway be caught in that emotional state. I like to process, gain clarification myself, take it to the team, get their feedback and thoughts as objectively as possible then go back to the customer.

And generally when you approach if someone's firey I mean we haven't had any firey customers. We have amazing customers but I do remember in our dance studio we had a firey customers and I didn't really learn this lesson until a little later on in my studio journey but if you approach it from this aspect as well it will generally defuse anger, right. If you were to replay that response that I just gave you and you practice it not word for word right but something similar with a firey parent you will have a great you will have the ability to defuse any situation.

When situations get heated or when both people are firey, right. It doesn't serve you to ever be firey in the moment when a customer is giving you feedback. So that's important and that takes so much practice. So much practice. But the more you practice this one definitely the better that you get.

A lot of these are removing emotion, be professional, learn to love feedback. I've already talked about. Have a wisdom circle, have that great group of people that can support you whether it's me, our team of coaches in the Inner Circle, whether it's your community inside of DSOA. Make sure you've got a community that understands you, right. Generally, your partner if they're not involved or your husband, your wife if they're not involved in the business it's generally not a great idea to go to them with things about the business and sometimes they can provide a unique or refreshing perspective but they don't get the ins and outs of what you do so don't expect them, expect them to but you gotta find that great group of people.

I wrote an article at the beginning of this year around my core four. You know I have four best friends, four best friends. That's it that's all you need, I believe anyway. Four best friends, each of them I have a different relationship with each of them and they all fulfill me, bring me joy in different ways and I also go to each of them about



different things. One friend I don't really talk about relationships with, that friend I talk a lot of business to. One friend I do talk a lot about relationships to they don't really understand my business. One is kind of a good hybrid friend and the other friend makes me laugh we have a great time. They're not overly ambitious in their career but that's okay I get that from my other friends. And then I have the three mastermind groups that I'm a part of who feed me constantly around my business and growth and support around my business. So make sure you have your wisdom circle.

Okay, I think this week like I said there is a huge guide for you here to go through and it is my

team and I have worked extremely hard on this week. Week number 11 was a big week for us to pull and create for you and I want to encourage you to please send a time going through it. There are so much value in here just piece by piece start implementing it into your studio.

So great to have you on today's call. I want to thank you again for your time for joining me on this training week number 11 in the Customer Experience and any questions jump on into the group and ask, we're there to support you and I look forward to seeing you next time. Take care and have a fantastic day. Bye for now.