



The Customer's World

© Intelligent Dialogue Ltd

The purchase of this package entitles the purchasing organisation to reproduce the material in the package in unlimited quantity for training staff within its own organisation.

All other reproduction rights are reserved.

Please respect our intellectual property, it's how we make our living. In Tune® is a registered trade mark.

Index

Icons	3
Key Messages	4
Trainer's Guide	5
Running your In Tune Session	6
Session Plan	11
Detailed Notes	17
Adapting the course for you	29
Handouts.....	30
Action Plan	37



Icons



Trainer Input



Individual Exercise



Paired Exercise



Group Exercise



Timings



Flip Chart



PowerPoint Slide



Handout



Discuss & Do



Music



Key Messages

Seeing things from the customer's perspective **helps** the transaction and the relationship.

By understanding our customer's point of view (their world) we can get **closer** to them.

By getting closer to them, we have more opportunities to deliver a **great** customer experience.

By delivering a great customer experience, people **feel good** doing business with us which:

- **Retains** business
- **Strengthens** our reputation
- **Strengthens** our brand
- Gets **more** business from new and existing customers
- Makes our jobs **easier**

It **feels good** helping people.

Suitable for:

All skill levels and experience of delivering training including:

Managers / Team leaders to run in team meetings to focus team members on customer service skills and behaviours.

Induction Training – these modules are designed to work flexibly. You can include them in your induction or orientation training to focus new starters on the importance of customer service.

Internal Training Sessions – short sharp sessions which can be run as required to develop key customer facing skills and attitudes within your business.

Trainer's Guide

What's included in the trainer's guide?

1. High level session plan in table format which helps you understand:
 - the course timings
 - what you are aiming to achieve in the session and
 - how to go about it
2. Detailed trainer's guide which explains how to run the training session.
3. Advanced options for more experienced facilitators.

You will also find in your In Tune Pack:

- **PowerPoint Slide Pack**; great as it is, but you can customise to your organisation. Sessions can be delivered without using PowerPoint if you don't have the facilities, or prefer not to use them
- **Workbook**; all the PowerPoint slides in this handy workbook. Ample space for participants to make notes as a useful reminder of their session
- **Handouts**; additional supporting handouts of key messages and exercises

A note on apostrophes

For those of you who like to get the grammar right.

Customer's world refers to an individual customer.

Customers' world refers to the plural i.e. customers.

Running your In Tune session

The **In Tune** programme is a series of modules which aim to help participants **tune in to** the needs of each other, their customers and the business as a whole.

They are designed to inspire, motivate and educate individuals, team members and employees to think about their behaviour and the impact they have on those around them.

In Tune has been designed to reduce the cost of training, cut development time and add value to your organisation. You can run each session alone or link sessions together to make a programme of activity.

In Tune Modules are designed so that line managers or trainers can run short but effective training sessions keeping costs and disruption to the working day to a minimum.

Designed to be delivered in **one hour**, there is also the flexibility to extend the sessions and look at each of the content areas in more depth.

The comprehensive pack means that managers can use them in their team meetings to keep key customer service messages alive.



There's a focus on putting things into practice and you will see the "Discuss and Do" icon as a reminder to everyone that they need to commit to action as a result of the session.

How to get the most from this guide

Experienced Trainers

You'll find a session plan which summarises each stage of the session at high level – it's designed to be a "see at a glance" guide to running the session for more experienced trainers, or bigger picture thinkers.

New to Training?

You'll find a step by step guide which is useful to read through if you are new to this type of training.



Delivering Good Training

We think good training is:

- **Participative** - so we're encouraging you to ask questions, and get people involved in the session (it's more useful for them, and it takes the pressure off you).
- **Real** – the more you are able to relate the content to the participants the more interest you'll generate. Don't worry about remembering the content word for word, focus on promoting a discussion which is relevant to your people and your organisation. Keep it Real.
- **Action focused** – people have to do something with their learning to benefit from the training, so there is a focus on "Discuss and Do" within the sessions. You can reinforce this with phrases such as "say it and do it" or "make a promise, keep a promise".

As the trainer running the session it's important that you flex the material to make it relevant to the people you are working with, so this is put together as a guide not a script.

Types of exercises you'll find in In Tune



Individual exercise

Helps involve each participant, and gets them to think something through for themselves. Working alone provides time for thinking and reflection which we don't always have time for in our everyday activity.



Paired exercise

A low risk way of getting people to participate, and share their ideas – some people hate speaking in front of a group and this is a good way to get their involvement especially early on in a training session. Choose the pairs carefully to help ensure everyone's involvement, stretch participants or manage louder or more disruptive members of the group.



Group exercise

The larger the group of people taking part in an exercise the greater the risk that someone will feel excluded or may hide in the group. Check to make sure that everyone is involved, and encourage quieter members to give their input.



Flipchart

Get the group to make suggestions and capture them on a flipchart. This is a great way of encouraging participation. If you have a capable, confident team encourage one of them to do the writing, that way you can concentrate on what is being said and by whom.

The flipcharts can then become posters that you can take back into the workplace (if it's not on public view) as a reminder of the training session.

While a PowerPoint slidepack is included, you can run the whole session by just using a flipchart if you choose to.



Tips for timing



The timings for each component of the session are shown in the left hand column of the Session Plan.

The timings have been thoroughly tested by new and experienced trainers. Part of your role is to ensure that you achieve all your **outcomes** within the session.

Sessions are participative and interactive. They have been designed for 6 – 8 people, but can be run with smaller or larger numbers. Please bear in mind that larger groups may have more discussion, or take more time to feedback from exercises so the 60 minute session may need to be extended.

It's useful to run through the session plan and check the timings for each part of the session. That way you can flex the session to meet the needs of the group you are working with.

You may for example choose to run the timings as is, or you may choose to run over two sessions, splitting out some of the exercises for pairs to work on between meetings.

Here are some tips for keeping to time:

Give very clear instructions

If you aren't clear in your instructions, or people start an activity without listening properly you will either have to repeat your instructions, or intervene in an exercise which takes time.

Remember that if people are confused then energy levels drop, so clear instructions keeps people interested and energised throughout the session.

Include the time allotted

If you are allocating 10 minutes for a discussion, state clearly that the discussion will last 10 minutes. Keep your eye on the time and let them know when they have 2 minutes left.

Managing a useful conversation

If you are working with a group and the conversation is useful to them, but is taking you away from your timetable, make a decision as to whether to allow the conversation to continue or ask the group what they would like to do.

It can be more important to have a useful conversation than stick to your timetable, this is one of the judgments you have to make. What you want to avoid is your session being hi-jacked by unproductive conversations.

Managing a conversation that is going off topic

If the conversation is going off topic and is not useful e.g. participants are complaining about something which is not related to the session or the conversation is becoming counterproductive, then intervene by gently nudging them in the right direction.

Take a time out, point out that you are not sure that this is a good use of their collective time (a 10 minute moan between 6 people is a 60 minute moan!).

Make an observation that they are going off course but route them back to where you want them to go.

- Steer them back on topic
"we need to focus on....."
- Point out that they have gone off topic
"I think we've strayed from the point of this exercise"
"I'm not sure that we have time for this"
"I'm not sure that this is a good use of our time"
- Ask the group as a whole whether the conversation is useful

Go through the timings in your head

Do they make sense? Do they feel right to you given the group you will be working with? Do they have the right balance for the issues that you would like to address in the training?

Run through a session plan before hand and make sure there is enough time allocated to each exercise, discussion or activity for the people you will be working with.

What are the critical pieces of the session you cannot leave out? For example, action planning; the call to action at the end of a session or a course. Or could you ask everyone to email you their action plan after the session.

Session Plan

This shows in table form:

- The likely timings of each part of the session
- The PowerPoint slide you will need to refer to
- The key messages or learning points for each part of the session
- What you will need to do at a high level i.e. a flipchart exercise, an input, a facilitation, paired exercises, group exercise, individual exercise

Timings	PowerPoint Slide / Flip Chart	Session Objective & Key learning Points	Training Activity
	 In Tune with the Customer's World PPT Presentation	 Music – Respect Aretha Franklin – Subject to the appropriate Licences.  Handouts – if you choose to use them.  Flipcharts & pens that work Blu Tack for posters / flipcharts Projector and computer for PowerPoint presentation (speakers if playing music). Preparation: trainer you need to think through the customer types for your organisation and their requirements of the people you will be training – see Page 30. Consider the pairings or small groups you will split people into for the exercises.	
Set Up	 In Tune with the Customer's World PPT Presentation	Activity you must do to set up Test PowerPoint presentation. Play the music as the delegates enter the room.	



<p>0.00 – 0.03</p>	 <p>Why are we here?</p>	<p>Welcome & get people to focus on the session To be clear on the purpose of the session & demonstrate to participants it will be of benefit to them.</p> <p>Purpose of this session At the end of this session, participants will know: Customers are important to the organisation Handling customers well will make their lives and ours easier.</p>	 <p>Welcome</p> <p>Trainer gives short positive introduction.</p>
<p>0.03 – 0.05</p>	 <p>Discuss & Do</p>	<p>Discuss and Do During the training we will discuss lots of points, but it is what we do with that afterwards which is important</p>	 <p>Trainer emphasises the importance of action after the training – Discuss and Do.</p>
<p>0.05 – 0.10</p>	 <p>What are the benefits of a great customer experience?</p>	<p>What are the benefits of a great customer experience? A good customer experience benefits customers and employees.</p>	 <p>Ask the group what they see as the benefits of delivering a great customer experience. Discuss and capture on a flipchart; refer to summary slide.</p>



<p>0.10 – 0.15</p>	<p> Who are our customers?</p>	<p>To get participants to see things from the customer's perspective.</p> <p>Understanding customers' needs Trainer needs to be clear on all the different types of customers and what's important to them - see preparation / handout Page 30.</p>	<p> Trainer asks the group who are your types of customer.</p> <p> Trainer to write on the flipchart some customer types.</p>
<p>0.15 – 0.30</p>	<p> What do we know about our customers?</p>	<p>To help people to see what customers are looking for.</p> <p>To explore types of customers and what is important to them when they are doing business with us.</p>	<p>Trainer chooses some key customer types to focus on</p> <p> Split delegates into groups with allocated type of customers to each group or pair.</p> <p> Trainer asks: what problems do they face on a day to day basis? What is important to this customer?</p> <p> Each group lists on flip chart what is important to their customer type.</p> <p>Participants can write or draw their answers on a sheet of flipchart paper.</p> <p>Make sure the flipchart paper is headed up clearly. Spokesperson presents findings back to the group.</p>



	Feeding exercise back to the group		 <p>Each pair feeds back to the group the problems that their customer type faces, and what is important to them.</p> <p>Keep this pacey and lively.</p> <p>Be aware of your timing but this is a crucial discussion.</p>
0.30 – 0.35	How can we help our customers?	To help people see the ways they can help customers	 <p>Trainer asks: What can we do to help our customers? (what can they commit to as individuals to help improve the customer experience).</p>  <p>Go back into groups and give them 5 minutes to suggest at least 3 things that they can do to help customers.</p> <p>The focus of this exercise should be things that they can do e.g. listen carefully so that we understand what the customer needs, explain clearly how we can help them etc.</p>



0.35 – 0.50		Group Feedback	Get each spokesperson to feedback to the group.
0.50 – 0.59	 Discuss and Do	Action Plan What action will you take from this session? How do you think this will help you, your customers or your organisation?	 Individual activity where each individual commits to an action plan to help develop good habits that delivers great customer service. See handout on Page 37 Trainer: The onus is on the delegates to look for ways they can go that extra mile. Delegates turn to a partner and discuss
0.59 – 1.00		Play music as they are leaving	 Trainer: Consider asking each person to email their action plan to their line manager.



Detailed notes

You will need

Music – Respect – Aretha Franklin

Handouts – if you choose to use them (the session may take longer if you do)

Computer, projector and PowerPoint slides if you choose to run them

Blu Tack for posters / flipcharts

Flipchart paper and flipchart pens

Preparation:

You need to think through the customer types for your organisation and their requirements of the people you will be training.

It is useful for you to have looked at the different types of customers that you do business with, have considered the problems they have and what they look for when doing business with your organisation or department.

This exercise is a simple customer segmentation exercise, which you can prepare for – see page 30.

DO NOT try to run this session without having carried out this preparation unless you are a very experienced customer service trainer or facilitator.

Before you run the session think through the number of groups / pairs you will split down into for the exercises. It can be useful to think through the pairings. Will you for example put a more experienced person with a less experienced person? Will you put someone strong and positive with someone who is more negative to help balance their views?

Having an idea of who you will pair together into groups will help the session run to time.

Set Up

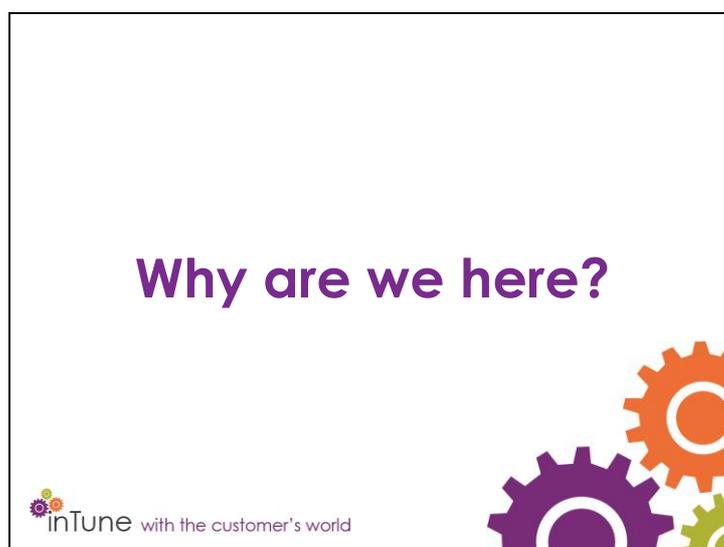
Set up the projector and check that the PowerPoint is clear and in focus.

Check you have everything you will need.

Play the music as the participants enter the room.

You must have the necessary licences and permissions to play music in public according to the country you are based in.

For In Tune with the Customer's World we suggest Respect by Aretha Franklin.



Session Why are we here?



3 minutes

Objective Welcome & focus on the reasons for the session.

To convince people that this session will be of benefit to them.



Key Learning Points

At the end of this session, participants will know that:

Customers are important to the organisation.

Handling customers well and with respect will make their lives and ours easier.

Seeing things from the customer's perspective helps both the transaction and the relationship (eases the transaction with the customer and develops repeat business).

By understanding our customer's point of view (their world) we can get **closer** to them.

By getting **closer** to them, we have **more** opportunities to deliver a **great** customer experience.

Participants will be able to understand what customers want from your organisation by **understanding** the customer and then making sure they **help** the customer.

This is about developing empathy for the customer.

Training Activity

A short, positive introduction to help participants understand why the session is being run.



This will focus on the purpose of the session, but will stress that by stepping into the customer's world and seeing things from their perspective, it will actually make the participants' jobs easier, as they are getting alongside the customer.

Why are we here?

- Seeing things from the customer's perspective **helps** the transaction and the relationship
- By understanding our customer's point of view (their world) we can get **closer** to them
- By getting closer to them, we have more opportunities to deliver a **great** customer experience.



Session

Discuss & Do



2 minutes (3 minutes to 5 minutes)

Objective

To help participants see the importance of action following the training session.

During the training we will discuss lots of points, but it is what we do with that afterwards that is important.

Training Activity

Trainer to give a short input on the importance of action after the training session – discuss and do.





Session What are the benefits of a great customer experience?



5 minutes (5 minutes to 10 minutes)

Objective To get buy-in to the fact that delivering a great customer experience benefits the customer, the company or brand and the people coming into contact with customers.

Training Activity



Trainer asks the question – **what are the benefits of a great customer experience?**



Write their answers on a flipchart or allow the ideas to flow for 2 minutes.



Summarise the key points or refer to the next PowerPoint slide. Make the point that helping customers makes our jobs easier.

What are the benefits of a great customer experience?

- People say nice things
- Strengthens our reputation
- Strengthens our brand
- Gets more business from new and existing customers
- We feel good helping people
- Fewer angry or unhappy customers to deal with

First step to delivering a great Customer Experience is to understand our customers

Who are our customers?

Session **Who are our customers?**



5 minutes (10 minutes to 15 minutes)

Objective To explore types of customer, the problems they have and what is important to them when they are doing business with our company.

Training Activity



Trainer asks the question :

Who are our customers?



Write their answers on a flipchart.

If you are working with new personnel in an induction session, you may choose to write the different customer types on a flipchart.



Trainer chooses some key customer types to focus on from the list the participants have provided.

Split the group into smaller groups.

The number of groups will depend on the number of customer types that you have, and the numbers in the room.



What do we know about our customers?

- What problems do they face?
- List on a flipchart what is important to each customer type

Note –For the training to run to time you should be clear on all the different types of customers and what is important to them. Use the preparation worksheets from page 30.

Session

What do we know about our customers?



15 minutes (15 minutes to 30 minutes)

Objective

To help people to see things from the customer's perspective and what doing business with them is like from the customer's point of view.

To help them see what customers are looking for.

To explore types of customer, the problems they have and what is important to them when they are doing business with us.

Training Activity



Split the group into smaller groups or pairs or even individuals depending on the number of people in the team, and the number of customer types you deal with.

If you have lots of customer types then you have several choices.

1. Focus on the key customer types.
2. Run this training session over 2 team meetings or 2 sessions.
3. Ask people to work on this exercise between sessions.
4. Get them to prepare for the session by giving them the customer types and getting them to consider the problems they face and what is important to each customer type.

Assuming you have split the groups into pairs:

Give each pair a sheet of flipchart paper, make sure the flipchart is headed up clearly with the customer type.

Give them 5 minutes to write or draw their answers to the questions.

What problems do they face?

What is important to this customer?

Let them know that a spokesperson for the group will present their thoughts back to the group.

This will leave you with 10 minutes for feedback into the group.



How can we help our customers?

- What can we do to help our customers?
- In same pairs, write three things which we can do to help them

 inTune with the customer's world

Session



How can we help our customers?

20 mins (30 – 50 mins)

Objective

To help people to see the ways they can help customers.

Training Activity



Trainer asks them in their groups to consider:

- **What can we do to help our customers?**

i.e. What can they commit to as individuals to help improve the customer experience.

Each group or pair will list their ideas on a sheet of flipchart paper or continue on the previous sheet (5 minutes).

They should suggest at least 3 things that they can do to help customers.

Remember to focus the session on the things they **can** do – rather than what someone else should do. E.g. Listen carefully so that we understand what they customer wants, give clear instructions not using jargon, smile and welcome, be more cheerful.

Get the pair / group to agree a spokesperson to present their findings back to the main group. Allow 15 minutes for this discussion.

Action

- What action will you take from this session?
- How do you think this will help you, your customers and your organisation?

 iTune with the customer's world

Session



Objective

Training Activity

How can we help customers?

10 minutes 50 – 60 minutes

To get everyone to commit to action which they will put into practice when they get back to work.

In order to introduce the Action Plan, refer back to "Discuss & Do" – this is now the "Do" part.



Participants will focus on their action plan to transfer their learning into the real world.

The Trainer will ask each participant to complete an Action Plan (Page 37) which asks them to consider:

What action will you take from this session? How do you think this will help you, your customer, and your organisation?

The onus is on the delegates to look for ways that they can go that extra mile, to demonstrate to the customer that they understand and have empathy with the customer's point of view and not only that, but how they can WOW the customer by going that extra mile.

Delegates discuss their Action Plans with a partner;
OR Delegates make their commitment publicly to the group in a closing round.

Play music as they are leaving.

Tip

If you are short of time, or you really want to focus on action, ask each individual participant to email their line manager with the areas they will focus on after the training. For those who do not have access to email, get them to copy their action plan to discuss with their line manager.

If you have enough time, getting each participant to pledge to the group what they will do differently is very powerful.



Adapting the Course to YOU

These modules are generic and designed to be run quickly and easily. However, there are ideas to help you tailor the material so that it is more relevant to your organisation, your customers and your people, or to make a longer more in-depth training session.

Advanced Options

Customer Segmentation

We've included a help sheet (Pages 30 – 36) around customer segmentation which will help you with your preparation (so that you are one step ahead) and which you may choose to introduce into the session if you feel it is appropriate.

This session is designed to have a high level view of your customer types. It can be a useful project for teams to look at in detail, to help people understand their offering to customers in depth – particularly useful for sales and telesales teams. (Half a day of facilitated discussion)

Customer Charter (30 minutes)

After the "How can we help our customers section?"

Ask the group to agree to a customer charter for their team. Look at the list of things they've discussed that they could do to help customers, and ask them to agree which ones they will all focus on after this session and which you will revisit in a month's time to see how they are progressing.

When they have agreed, write their action on a flipchart headed Customer Charter (for the x team) and get them all to sign it.

Session Review

Review the session at a follow up meeting to:

- Remind participants of the key messages – keeping them to the front of their mind
- Discuss what is working for them and what they are struggling to put into practice
- Revisit their collective action plan, celebrate their successes and encourage them to continue to put their learning into practice

Customer Segmentation

What is customer segmentation and how can it help your customer service?

Put simply it is the division of your customer base into types of customers who share similar characteristics in their buying or using behaviour.

Done wisely it can help target your sales and marketing activity with relevant products and services. And it can help your organisation understand its customer base, and get closer to customers.

Example:

A hotel at an airport may have three kinds of guests:-

- Business travellers
- Families going on or coming back from a holiday
- Airline personnel who stay overnight

If we look at their buying behaviours they might be very different, with Airline and Business Travellers at the mercy of their company's preferred supplier agreements, while people on holiday may have bought on price or convenience. If you think about their needs the three groups will each require very different things.

A business traveller (especially if they travel often) would list a good night's sleep as essential, but business travel is lonely, and a kind word at check in, a waiter who has a conversation about the weather or why they are here can go a long way.

A family staying overnight may want other things, baby sitting facilities, good room service, child friendly meals, and reassuring advice on how to get to the airport.

How can customer segmentation help your customer service?

Simple, right at the heart of good segmentation will be what it is like in the customers' shoes. The more we deliver great customer service by understanding our customers the more we create advocates.

Use customer profiling to understand what it is like for your customers, to walk in their shoes, and watch customer service improve.

Sounds complicated. It's not.

Remember, customers are people. That's at the heart of good customer service.

Let me give you another example to help, this time in a business to business setting.

Let's imagine you sell stationery. Who are your customers?

Businesses that buy in bulk through central purchasing departments	Businesses that buy as and when they need it with decisions being made at departmental level	Businesses that work from home
--	--	--------------------------------

Can you think of a name for each type of business?

What is important to each of them?

Use the table on page 32 to write your answers down.



Now think through what is important to each type of business?

Businesses that buy in bulk through central purchasing departments	Businesses that buy as and when they need it with decisions being made at departmental level	Businesses that work from home
Centralised buyers	Local Buyers	Home Office



Stationery buying types and what is important to them

Centralised buyers	Local Buyers	Home Office
<p>Buy in bulk so price is very important</p> <p>Buyers are targeted on price and cost savings and like to look good to their boss</p> <p>Want high level of service at low cost</p>	<p>Order smaller amounts as and when the stationery cupboard runs out</p> <p>Price is important but service is vital as they may need something urgently.</p> <p>Will shop around on price as they have a budget depending on how busy they are</p>	<p>Order smaller amounts as storage space is at a premium</p> <p>Like things to look good – style in the home rather than function at work</p> <p>May shop around on price if they have the time, depending how busy they are</p>



Based on their needs, describe what suppliers would need to offer when dealing with these types of customers:

Centralised buyers	Local Buyers	Home Office



Centralised buyers will want	Local Buyers will want	Home Office will want
<p>Low prices for volume</p> <p>Quick, efficient ordering system</p> <p>Helpful people when things go wrong</p> <p>Next day / same day delivery service across the country</p> <p>Reliable service with offices getting the right items at the right time</p>	<p>Good prices</p> <p>Helpful people when ordering</p> <p>Details of special offers</p> <p>Next day service</p> <p>Same day service is likely in some cases where stock levels haven't been managed correctly</p>	<p>Good prices</p> <p>Easy ordering</p> <p>Next day delivery</p> <p>Pay by credit card</p> <p>Details of special offers of things they order regularly</p> <p>Someone to sort out any problems</p> <p>Be able to deal with invoice queries out of office hours when they (as small businesses) may do their financial administration</p>



Profile your own customers

Customer Types	Describe these customers and the challenges they face	What do they want from you in terms of customer service?



Action Plan



What action will you take from this session?

How do you think this will help you, your customers or your organisation?



Ten staff training modules that you can deliver

Being your best	Being in Tune ® with your best is about striving for excellence in everything you do. Show your team how they can make a real difference to customers and colleagues and feel good about their own role.
Understanding the bigger picture	How to focus attention on the value of the work you do and the difference you and your team make to your organisation.
Listening to understand	Being listened to matters to the customer. Discover the art of listening and reap the benefits — getting things right first time and improving customer satisfaction.
The customer's world	Putting yourselves in your customers' shoes makes things run smoothly and transforms the customer relationship. Learn about key customer types, identify their needs and find out how to help them.
Language and pace	It's not only what you say, it's the way that you say it. Find out how to build a better rapport with customers through language — especially if you deal with customers over the telephone.
Being in tune with each other	How effective is your team? Discover how to be in Tune ® with each other so that your team delivers better results.
Choosing your attitude	Help your staff to understand the choices they make around attitude. Being positive feels good and it has real customer service benefits.
Motivation	When we understand what motivates us and those around us we can become more influential. This module allows team leaders to discover what motivates their team
Being extraordinary	This session will show your staff that they have a choice — they can be ordinary or they can go the extra mile. The difference in customer satisfaction is huge.
Recognition	Discover the power of feedback, positive strokes and recognition. This powerful team-building session allows participants to recognise their own strengths and the strengths of the team.

An **in Tune**® video is available to promote the core customer service message - connect, understand, help – in a powerful way. You can buy the video and other **In Tune**® modules at:

www.intelligentdialogue.com/training-materials

For more **information**, call Intelligent Dialogue on +44 (0) 845 450 0988

or visit

www.intelligentdialogue.com