



Front Line Consistency

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INTRODUCTION

Hiring – select the strongest
Empowerment – everyone will want to follow
Build loyalty – empowered team members are loyal
Reduced expenses (lower turnover) – engaged team performs better

Examples of how different types of service industries succeed at exceptional service and front line consistency

CUSTOMER SERVICE

It should be the most natural part of any business. You create a product or service that people want ... and you do your best to keep them happy so that they become lifetime customers.

#1

TRADER JOES

Trader Joe's doesn't carry the biggest selection, but it earns a spot on this list thanks to its drive to:

- Listen - Stock stores with products requested by the local community.
- Lead - Value staying ahead of the curve by taking steps like using allergy labels before they were required and stocking shelves with local goods before they reach a national market.



#2

SOUTHWEST AIRLINES (LUV)

- Driven by culture -Happy employees = happy customers
While 90% of its employees are unionized, labor relations have been remarkably positive, especially by industry standards. Management decision making is led by top managers who actively solicit and respond to employee views - they have taken the lead on developing and maintaining this culture.
- Innovative - Ding!, a free program that sends audible electronic notices to a consumer's desktop to send fare alerts.



#3

L.L. BEAN

- Dependable - Lifetime guarantee on all its goods
- Accessible - ALWAYS a human voice at the end of an 800-number (friendly female voice)
- Convenient - 24/7 operations



#4

RACKSPACE

(Managed hosting and cloud computing company)

With premium pricing, they must excel at service.

- Creative
- Focused on the relationship

Take away: When things are going wrong, don't be afraid to get creative, a huge majority of people are willing to give brands a second chance if they provide great service.



#5

RITZ CARLTON

With premium pricing, they must excel at service.

- Creative
- Personalized attention

"The goal is to develop such a strong emotional engagement between the hotels' staff and their guests that a guest will not consider staying anywhere else, even if they have an option". *Ritz COO, Simon Cooper*

Take away: Give employees incentive and control to deliver an amazing customer experience, and place their priority with customers rather than regulations.



#6

COSTCO

And they make you pay for the privilege of shopping there.

- Loyalty
- Efficiency
- Transparency



Creating a Winning Organization and Culture (The Costco Model)



YOU MUST BE SURE

- You have the right team in place
- They have been properly trained
- They understand the expectations
- If serving the customer is the end goal, they will not be reprimanded for creativity



#1 - Know Who You Are

One way to guarantee failure is to present so many points in your message that none will penetrate. Think for a moment of the Fakirs in India. They can rest comfortably on a bed of nails with many points. They can even fall asleep. Load your message with many points and your audience will fall asleep. But try making just one point in an advertising message, and watch it penetrate.

Stavros Cosmopoulos



#2

KNOW YOUR COMPETITION AND HOW YOU COMPARE

- Who is your competition?
- What do they do better, worse, or differently than you?
- Do they perceive you as a threat? Do they even know you exist?
- If many general practices in your area are similar in nature, how have you differentiated yourself from them?
- Have you explored difference between the **Cost** and the **Value** of your services?



#3

KNOW WHO YOUR IDEAL EMPLOYEE IS AND WHERE THEY CAN BE FOUND

- Create a personal profile
 - Characteristics (core values)
 - Skills (assets)
 - Presentation (intangibles)



#4

SET HIRING GOALS THAT ARE SMART

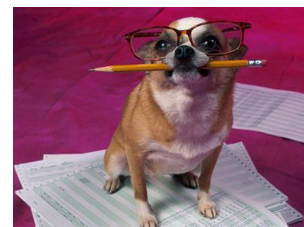
- You know who you are, how you differentiate yourself from your competition, and who you would like to target....now, we need to set hiring goals that are SMART:
- Specific
- Measurable
- Achievable
- Realistic
- Time-Limited



#5

INCENTIVIZE THE TEAM

- Referral bonus program
- Engage the team in the process
- Reward participation and investment in teaching new team members



#6 UNDERSTAND THE IMPORTANCE OF VISUAL PERCEPTION

What's your look? How well do your people and materials express your culture and service?

- Do they reflect the practice accurately?
- Are they consistent in messaging, colors, fonts, photo quality, print quality, etc.

Think about:

Uniforms – colors, textures

Facility - reading materials, artwork, paint color,
furnishings, handouts, flooring,
clutter/cleanliness



GET THE ENTIRE TEAM ON BOARD

- Sing the same song – hire those who sing in harmony
- Pay attention to what you look like



The Human Billboard

The Brand Ambassador advantage over employees:

- 1) They are better able to deliver the brand which results in more consistent messaging and positive experiences for your clients
- 2) They build your brand inside and outside your work environment.



**YOUR PRACTICE PROVIDES
AN EXPERIENCE TO A PET OWNER and rDVM**

Your team largely delivers that
experience.



Top five reasons practices should embrace the concept of Treating their greatest asset like gold:

1. Employees have increased company loyalty and job longevity – the brand family
2. Employees are better able to serve clients because they understand the brand promise
3. Employees who believe in the brand work harder and are more productive
4. When employees are brand champions, they create brand differentiation for your clients – something hard for your competition to replicate
5. You achieve employer of choice status – people want to work for you

Employees must be brand champions.



The 5th and 6th 'P'

The 4 P's – Product, Price, Promotion and Placement are all replicable by competitors.

The only thing **not** replicable is the 5th P - the Personality of the practice, and the 6th P - the People.



Survey Says:

The most important factors in staying loyal to a particular brand are:

- 1) Consistent quality
- 2) Customer service
- 3) Price

Other research shows that approximately 70% of the purchase decision is made for emotional, not economic reasons, especially when buying services.

Quality and Service

The keys to developing a brand relationship with customers.

Quality and Service are controlled by your staff – the brand ambassadors.

The Financial Edge

“Companies that excel at creating and maintaining loyal customers can command prices that are 4-7% higher than weaker competitors and that they can generate 3 times more profit”.

Taken from an article by Jeff Resnick

The Dollars and Cents of Excellent Customer Service

Credibility, Reputation = Value/Goodwill

Retain customers with loyalty = Less expensive to keep a customer than attract a new one

Low staff turnover = Recruiting, hiring, training costs are reduced



It's All About Culture

Employee satisfaction, customer loyalty and profitability are all interconnected.

When one link in the chain breaks or falters, it can and will affect the entire chain of never-ending daily activity.



Fixing the Corporate Culture

Transparency and Communication

The more informed they are, the less anxiety and greater sense of comfort they experience.

How am I doing? Where are we going?

Shawn McVey

No amount of superficial remedies can correct a poor corporate culture.



THE FUTURE OF CUSTOMER SERVICE

We don't communicate with companies like we used to.

- Self-check out
- Automated answering
- Online purchasing

With fewer conversations, each interaction is that much more important. The better these interactions, the more loyal we become – and every client matters.

THESE COMPANIES ARE GETTING IT RIGHT

- Zappos
- Panera
- Nordstrom
- Lego
- L.L. Bean, Southwest, Ritz Carlton

Communication is the Key

Begin before they are hired.

- Sourcing the right type of candidate
- The interview
- Orientation
- Training
- Staff internal communication
- Cross department training and interaction



Rewards and Appreciation

Rewarding positive behavior shows employees they are valued and honored and contributes to YOUR bottom line.



The Dangers of Not Paying Attention to the Inside

According to Gallup, there are three types of employees:

1. Engaged 2. Not Engaged 3. Actively Disengaged

#1 move your business forward

#2 are essentially checked out or sleepwalking throughout the day

#3 act out their unhappiness and undermine what their engaged teammates accomplish

The Inside Out Approach to Success

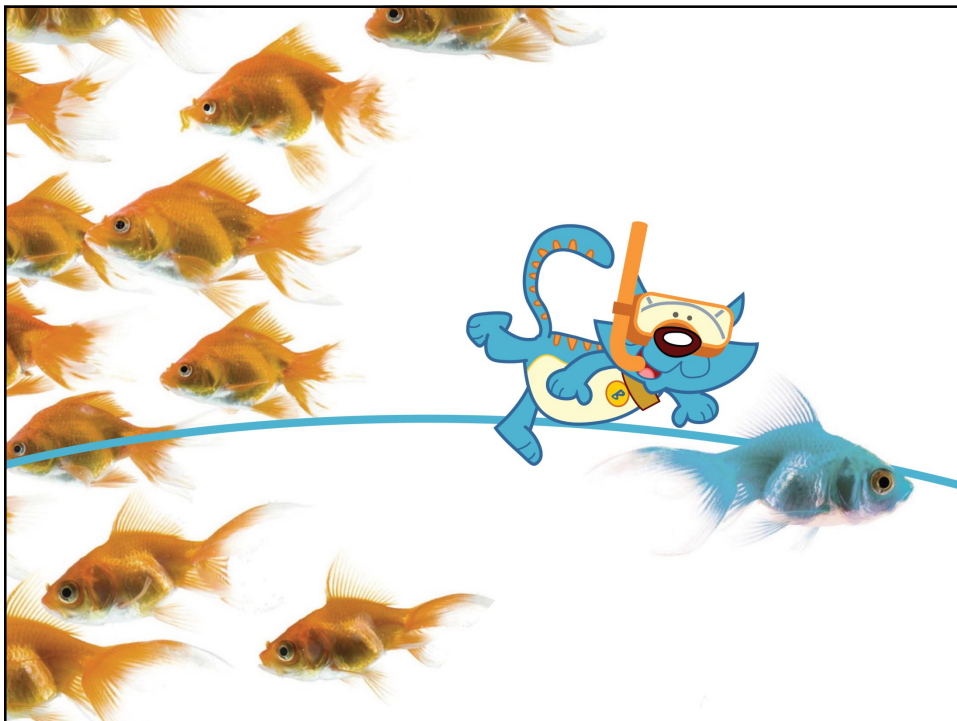
>Focus on your team

Internal Marketing is a Low Risk, High Reward method of operating your practice.

Take a look in the mirror to determine where you need to start.



Don't be afraid to look at your business
through a new pair of glasses.



QUESTIONS?

