



# "How to make your employees feel engaged... and your customers know you care"

## The Business Case for Enterprise MENTOR™

**B**usiness should be simple! You have customers, employees, products and services.

Put them all together, and you have a successful business. Right?

Well sort of... it's never quite that easy!

When you're dealing with *customers* and *employees*, you're dealing with human beings, emotions, personalities and attitudes. You're dealing with the complex, unpredictable, and often inconsistent variable, which is **people**.

All your customers and employees have their own different way of thinking. Their '*unique map of the world*' has been developed throughout their own varied lifetimes.

Your customers' and employees' *individual mental maps* influence their actions and decisions as they continually seek out what they 'want'. Whether you're a CEO, VP of Sales, HR Director or any other executive

responsible for business growth, finding ways to give both sets of people what they 'want' is a constant challenge.

That said, dealing with this variability in *customers* is actually easier because you already know what they want.

Whatever your company or industry, whatever your product or service and wherever you are in the world, customers principally want the same — they want to be *wowed*, *dazzled* and *thrilled*. They want to know you *care* — they want *excellence* at all levels. Only when they receive this highest level of attention and service will they:

1. Buy from you,
2. Come back and buy from you time-and-time again,
3. Recommend you to their friends, family and business associates, and do your marketing for you at zero cost.

**Your employees are the more challenging group of people to deal with.**

It's your employees who are responsible for giving your customers the excellent experience they expect, and for your employees to consistently deliver this level of excellence, they need to be led, motivated, educated and directed. They need (and want) to be inspired.

And there in lies your challenge!

Getting the best from your *employees*, so they can give their best to your *customers* is the key to making your company ultra successful and profitable.

Only when your employees are fully *engaged* with your company, are *involved* in it, *understand* it and *believe* in it, will they be prepared to fully take ownership and responsibility for your customers, and do what is needed to make your company an ongoing success.

This doesn't happen by accident, it happens by design. It happens by finding ways to create an unbreakable link between your *employees* and *customers*.

The most successful companies in the world recognize this link and take decisive action to **involve** their employees in their business.

Specifically they do this by getting their line-managers to become mentors to their employees.

**Let's start by looking at the critical area which your line-managers should first mentor your employees in (and it's an area which is all too often overlooked): Customers!**

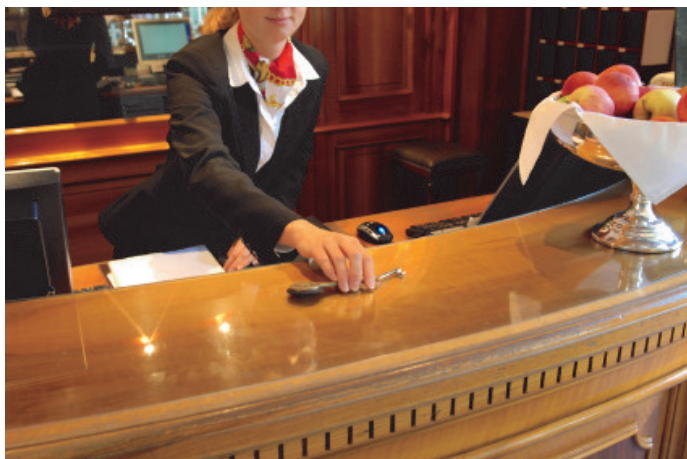
The cost of finding new prospects and turning them into paying customers, so they buy from you just once is expensive.

Whatever your preferred form of marketing — whether it's advertising, face-to-face selling, brand awareness, or internet advertising — it carries a significant cost, and it's quite possible that you could actually lose money on getting a customer to buy from you for the first time.

But, once you've got a customer to buy from you just once, it's important you sell to them again (ideally many times), as the hard and expensive work of turning a prospect into a paying customer has been done, and you now have the opportunity to create a long lasting and profitable relationship.

**That said, creating a long-lasting profitable relationship will only ever happen if your customer's experience 'at all levels' is an excellent one.**

Although it might have been your brilliant marketing, compelling offer or persuasive sales staff which brought your customer into your business in the first



**It isn't just your customer facing staff who are responsible for getting customers to repeat buy and recommend you, it is every employee in your company.**

instance, keeping them there so that they repeat buy from you, and recommend you to their friends, family and business associates rests in the hands of every other member of staff in your organization.

Let's look at why it is every member of your staff who determines whether customers come back and buys from you again (or choose not to) with the example of an hotel.

Whatever your industry, whether it is B2B or B2C, whether you sell products or services, large ticket items or small low-priced goods, the principles in this hotel example are universal, and will be the same in your company too.

Initially, a customer may be tempted to try your hotel (or company) just once because of your brilliant marketing. You may have an attractive sales/marketing offer which brings prospects into your company (either an online web offer, or offline newspaper offer). In your glossy marketing materials, prospects see enticing photos and welcoming sales copy which persuade them to try your hotel for just one night.

Arguably, that is the job of your marketing and sales team — to make that proposition that compelling and persuasive so prospective customers want to come and experience your hotel.

However, now your prospect has become a customer and is paying to stay in your hotel, it's down to every member of your staff to take responsibility for making that customer want to come back and repeat buy, and recommend you to their friends, family and business associates.

It's your **front office** staff who meet and greet your customers, it's your **concierge** who give the best advice of where to go and what to see, it's your **cleaning** staff who clean the hotel rooms and public areas to the highest possible standard — making your guests' stay as enjoyable as possible.

It's your **restaurant** and **kitchen** staff who cook and serve tasty food either as room service, or in the

main restaurant. It's your **bar** staff who make your customers feel relaxed, and it's your **maintenance** staff who keep your hotel, gardens and car park in tip-top condition.

Although none of those employees and managers are directly responsible for creating the sale, they are 100% responsible for determining whether your customer wants to come back and buy from you time and time again, or positively recommend your business to their friends and family.

Likewise, if your customer (in this example, a guest at a hotel) has a poor experience, because any one of your employees failed to deliver the highest level of excellence, then it's all too easy for that customer to choose never to stay with you again, and indeed tarnish the good work of your marketing team, by telling their friends, family and colleagues what a poor experience they had, or writing a negative review about your hotel on a review site such as tripadvisor.com.

### **Regardless of your company's industry – the same employee/customer dynamic works.**

Your sales and marketing teams are there to paint a glowing picture of your business and present it in the best possible light, to be persuasive and encourage prospective customers to come and buy from you just once (choosing you ahead of your competitors).

However, whether your customer decides to *repeat* buy from you, or *recommend* you is in the hands of **every** other employee — and that's why you must see every employee in your company as a sales and marketing asset who is a key part of your customer acquisition, retention and referral agenda.

Given the importance of employees in an organization to determine whether customers will come back and repeat buy, or recommend, it's important that you (as an executive) understand the link between employee engagement and the profitable growth of your company.

### **The link is simply this:**

For your employees to consistently deliver their highest level of performance (so your customers pick up on your excellence and decide to repeat buy and recommend you), your employees have to be engaged and motivated to work in your business.

Quite simply put:

- *Engaged employees* lead to *engaged customers*, which lead to higher levels of revenue and profit.
- *Unengaged employees* lead to *unengaged customers*, which lead to lower levels of revenue and profit.

In the hotel example, if you have unengaged employees which results in rooms not being clean, food not

being hot, check-in being slow, this all reflects directly on your customers desire to repeat buy from or recommend you.

But if you have employees who are engaged in your business, and feel connected and involved, then none of that would happen.

**Employee engagement** is a subject which has been widely researched and understood and it has been consistently proved that only as few as 29% of employees in a company are deemed to be *actively engaged* (*The Gallop Organization - Employee Engagement Index*).

In fact, 17% are deemed to be *actively disengaged* and are sabotaging your business, undoing the good work of the first 29%.

And then you have the remainder of employees in the middle who are *neither engaged or unengaged* — these 56% are the middlemen and women who neither under or over perform and are *indifferent*.

These middle men and women create an *indifferent* experience for your *customer*.

Creating higher levels of engagement in any business (especially for the 56% of middle men and women who neither over nor under perform) comes down to line-managers and the way they involve, engage and motivate their employees.

It is your responsibility as a decision making business leader to help your line-managers create higher levels of engagement in your employees. Only then will you see consistent growth in your business in terms of revenue and profit growth.

**Visit [www.enterpriseleaders.com](http://www.enterpriseleaders.com) to learn more about our flagship *Enterprise Mentor*<sup>TM</sup> programme and how you can create the most engaged, motivated and customer focused employees in your industry who:**

1. Take full responsibility for making your customers want to come back and buy from you time and time again.
2. Get your customers to do your marketing for you (at zero cost) by recommending you to their friends, family and business associates.
3. Stop losing customers – and stop customers tarnishing your brand as they spread harmful negative stories about you when they leave you because of an unhappy experience.