Building and Sustaining a Service Driven Culture

“The behaviors, words, actions, and events that define your brand”

Illinois Food Retailers
Great Service Brands

Great Brands:

- Reinvent as needed to create long-term sustainability
- Consistently deliver on key performance metrics
- Create an emotional connection to their brand with consumers
- Are clear about their mission and possess a culture that lives and breathes it every single day
The Living Brand

Total Alignment

- Mission
- Brand Attributes or Pillars
- Leadership and Brand Behaviors
- Core Values
Great Service Brands

Brand Pillars

? ← World Class Service → ?

?
Great Service Brands

BusinessWeek 2008 Customer Service Champs:

1. USAA
2. LL Bean
3. Fairmont Hotels and Resorts
4. Lexus
5. Trader Joe’s
6. Starbucks
7. JetBlue Airways
8. Edward Jones
9. Lands’ End
10. Ace Hardware
Service Driven Culture

Organization culture is ultimately about your belief system…and it is shared!
Service Driven Culture

How does culture form?

The belief system and style of the original leader(s) becomes embedded into the daily operation.
Service Driven Culture

How does culture impact your performance?

Stress

Philosophy

Engagement
Service Driven Culture

How does culture form?

1. The belief system and style of the original leader (s) becomes embedded into the daily operation.

2. The external environment shapes the behaviors needed for initial success.

3. Traditions emerge and relationships are created that define the organization.

4. Leaders and employees pass down the rules of engagement to new team members.
Service Driven Culture

Employee Engagement:

• attract and hold fast,
• to occupy the attention or efforts of,
• to engross,
• to have ones attention or mind or energy,
• ready to expend extra effort at work
• the degree to which employees connect with the company emotionally
• employees are aware what they need to do to add value and are willing to take that action
Service Driven Culture

The ultimate drivers of a strong service culture:

- Total clarity of purpose
- Aligned talent that embraces the mission, attributes and values
- Structure and systems that reinforce the mission to customers and employees
- Relentless training and communication
- Performance management that holds the team accountable for outcomes and values
- Language and traditions that reinforce culture
- Design elements (including space) that reinforce key brand components
- Great listening
The Foundation of Every Day

Great brands start with clarity about who they are and who they are not. “Your mission must be at the center of this discussion. The mission must maintain credibility with all the key constituencies. Emotional connection is a by-product of a healthy brand that resonates with the consumer.

Pure Culture Consulting
Clarity of Purpose

The Living Brand

- Mission
- Brand Attributes or Pillars
- Leadership and Brand Behaviors
- Core Values
Clarity of Purpose

- Mission
- Brand pillars or attributes
- Brand behaviors
- Team values
Aligned Talent

Employee-organization values alignment

Source: Posner and Schmidt Journal of Business Ethics
Aligned Talent

Why Do Companies Lose Customers?

1% Die
3% Move Away
5% Influenced by Friends
9% Lured away by Competition
14% Dissatisfied with Product

68% Turned away by an attitude of indifference on the part of a company employee

Source: The Pryor Report
Aligned Talent

Team Chemistry is a critical component of a service culture
Structure and Systems

Examples of Infrastructure:

- Selection systems
- Indoctrination process
- Organization structure
- Service recovery
- Ordering process
- Communication
Relentless Communication

Research on communication:

- 37% say they have a clear understanding of what the organization is trying to achieve and why

- 20% said they have a clear “line of sight” between their tasks and their team and organization’s goals

Source: Stephen Covey, The 8th Habit
Relentless Communication

The ultimate goal is to create Experienced Meaningfulness
Relentless Communication

Head                   Heart                 Hands

Source: Ken Blanchard, Faith Walk
Relentless Communication

Methods:
- Face-to-face
- Classroom
- Virtual
- Experiential

Characteristics:
- High level of senior leadership involvement
- Reasonable shelf-life
- Fun
- Home grown
Performance Management

- Top down
- Tied to outcomes and values
- Macro and micro
- Simple
- Measurable
- Appropriate targets
Performance Management

Cause and Effect Linkage

- Revenue Growth
- Financial Soundness
- Operational Effectiveness
- Employee Engagement

Factors:
- Customer Acquisition
- Employee Knowledge
- Customer Retention
- Employee Helpfulness
- Employee Speed
- Revenue Growth
- Financial Soundness
- Operational Effectiveness
- Employee Engagement
Performance Management

Key Performance Measures:

Micro Measures and targets:

- Customers should be taken to products 100% of the time
- Employees should use the customer’s name during every non-cash transaction 90% of the time
- Waits at the deli department should be under 5 minutes
Language and Traditions:

- The 12th Man
- Yell Leaders
- Fish Camp
- Bad Bull
- Good Bull
Language and Traditions

Saint Paul Saints:

- Nuns give back rubs for donations
- Pig delivers ball for opening pitch
- Ushertainers
- Hair Cuts on 3rd base-line
- King and Queen of game
Design Elements

Design visually reinforces the culture

- Symbolic
- Reinforcing
- Engaging
Design Elements

- Symbolic
- Aligned
- Reinforcing
Design Elements

New Urbanism
Great Listening

Utilize listening to learn about strengths, weaknesses, threats and opportunities:

- **Triangulation**
  - Formal
  - Anecdotal

Leaders

Employees

Customers
Great brands have to examine relevance, as needed, against the changing demands of the external environment.
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