

Customer Enthusiasm

Concept of a development program
for the expansion of customer orientation

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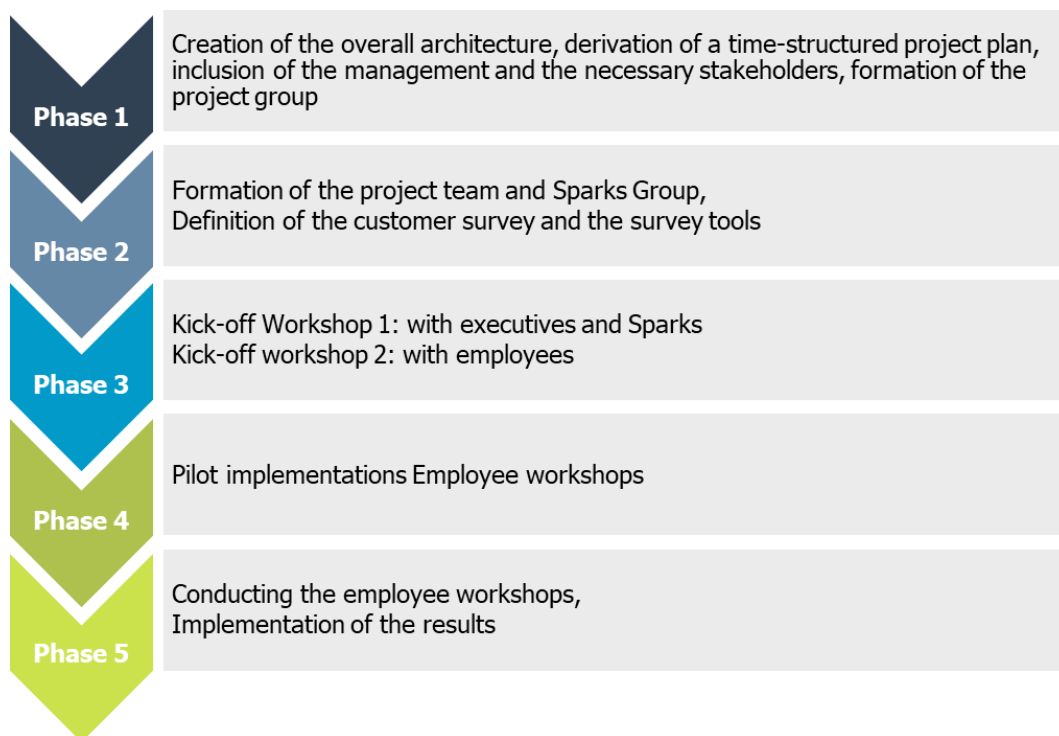
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Initial situation and design of the project

The example company would like to bring the topic of customer orientation for all employees in general and certain target groups in particular to a strong development with a development project.

The project is to be closely linked to the entrepreneurial success of the entire company and thus represents an important investment for the future of the company.

The entire project is divided into various phases:



For the implementation of the individual measures and for the interpretation of the events, we assume the following figures:

- ▶ The entire project will initially start at headquarters. Approximately 37 managers and 250 employees will be involved in the overall project.
- ▶ For the service partners, it is planned to include the relevant managers in phase 3.
- ▶ The foreign subsidiaries are also to be included at a later date.
- ▶ The inclusion of the subsidiaries is still under discussion. Further workshop groups may be added at a later date.

The program is to be implemented comprehensively and throughout the company. The aim is to initiate a process that transfers the ability and mentality of customer enthusiasm to all employees.

The background to this is the realization that excellence in shaping customer contact can represent a clear differentiating feature for the future from a strategic perspective. In order to bring about such a change in mentality, all employees need to be intensively involved in order to really build up commitment to the cause through generative participation.

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At the same time, in a parallel process, all employees in the actual consulting and sales context are to receive intensive training to help them improve their sales and consulting performance in order to contribute to the growth of the company.

On the one hand, the central psychological factors that are decisive for sales success must be addressed. On the other hand, various benefit levels must be analyzed in order to deliver and implement differentiation approaches via the product and the service, but also beyond this.

The service partners are also to be included in this program. The foreign agencies will be included in the program with a time delay.

Goals and style of the procedure

The basic goal of the program is to implement a differentiation strategy that has both a psychological and an economic component.

➤ **Psychological component:**

The difference between customer satisfaction and customer enthusiasm is that in the field of customer enthusiasm the customer starts to exclude alternatives in the competitive selection. So the goal is to win a customer completely for himself and forever.

Satisfied customers are not enough for this. Satisfied customers will always consider alternative competitors when making a new purchase decision. It is therefore necessary to create conditioning that builds up so much trust with the customer that the customer ultimately only decides in favor of an alternative.

The topic of customer enthusiasm is in many respects a topic of personal awareness. The topic can often be discussed, which is not sufficient. People must succeed in always being aware of the topic of customer delight and proceed according to the motto: "It's about delighting every customer in every contact." The simplest way to do this is to recognize the customer's need, orient oneself to it, and meet the customer's need intellectually as well as emotionally.

➤ **Economic component:**

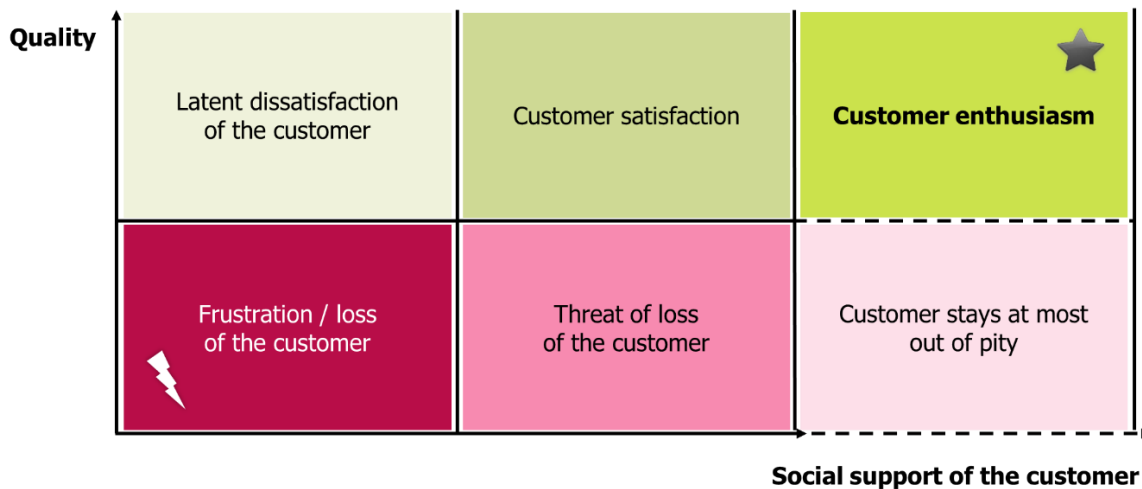
Many companies can no longer differentiate themselves through products and services. Quality is at relatively the same high level among all competitors.

In this respect, the differentiation strategy via customer delight represents a unique opportunity to differentiate oneself in a way that is relevant to the market.

If, moreover, the company succeeds in offering the customer an additional benefit behind the actual service, this effect is only reinforced. If it is also possible to work out the customer's needs precisely in the sense of holistic consulting and ultimately to know them better than the customer himself, a further potentiating factor arises.

These connections must be derived in a very logical and comprehensible way within the framework of the project, so that the whole project is not perceived as a "fair-weather" event, but the sense and the economic intention are always made clear. We would like to illustrate the overall context once again using the figure below:

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Six fields of customer contact can be defined in dependence and quality and socially competent support, which then also clarify the positioning of customer enthusiasm once again.

The objectives of the program are:

- 1) All areas with customer contact have defined measures on how to increase customer satisfaction in the direction of customer delight.
- 2) Managers are sensitized to the relevance of their decisions and their role model function for achieving service excellence.
- 3) Necessary and sufficient factors for the sustainability of service excellence at personal, process and company level have been identified and implemented.
- 4) All employees with direct sales and consulting contact are able to establish a high level of resonance with customers in order to develop new customers and increase the commitment of existing customers.

The decisive strategy for achieving these goals is to involve as many employees as possible in the development of the change. Involving employees does not only mean asking them about their assessment of the project. Rather, it must be possible to get employees to actively participate in the development of the entire structure. If this process is repeated several times, the phenomenon arises that employees take on a commitment to a cause. We call this "commitment through psychological investment".

Prerequisites for customer enthusiasm

Customer delight is not simply a special form of service orientation - it is more. Customer enthusiasm is a mentality, which in turn is a reflection of the organization, the processes and the people behind it. The following prerequisites for lasting customer enthusiasm can be named:

1. Leadership

Leading employees to customer enthusiasm means granting freedom. Managers who support and advise employees allow their service attitude to flourish. Employees need the freedom to control their own actions. This requires decision-making authority.

2. Appreciation

Everyone longs for recognition, for appreciation, for belonging. Excellent companies celebrate togetherness, strengthening the self-confidence of each individual just as much as that of the team. This creates a strong sense of loyalty to the company.

3. Training

Customer enthusiasm demands top performance. But only those who train daily remain at the top. Even if there doesn't seem to be enough time in day-to-day business, service excellence requires continuous joint practice and reflection.

4. Growth

The best companies never rest on their laurels. They measure their enthusiasm level and, if possible, increase it even when they are at the top. There is always room for improvement somewhere. Be better today than yesterday and better tomorrow than today!

5. Personnel selection

Excellent employees are distinguished from mediocre employees not by their competencies, but by their attitude and their ability to empathize. Professional competencies can be trained, but sympathy cannot.

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The employees only appear indirectly in the list and yet they form the spearhead of customer enthusiasm. The underlying message: Customer enthusiasm requires appropriate framework conditions. Although this concept touches on these, they are not the primary focus of the program. Nevertheless, the program also aims to make clear which of the above-mentioned framework conditions need to be changed.

All in all, success in the project, in relation to the individual employee, depends on the following factors:



a) Decision-making authority:

The employee must have decision-making authority in his/her area of work in order to be able to act in customer contact within a certain framework, even without coordination. There must be some kind of overriding rule.

b) Language:

People must be able to adopt and practice a professional language attitude with as little resistance as possible in their communication skills.

c) Mentality:

The creation of a mentality compatible with the project among as many employees as possible is a basic prerequisite for stable success.

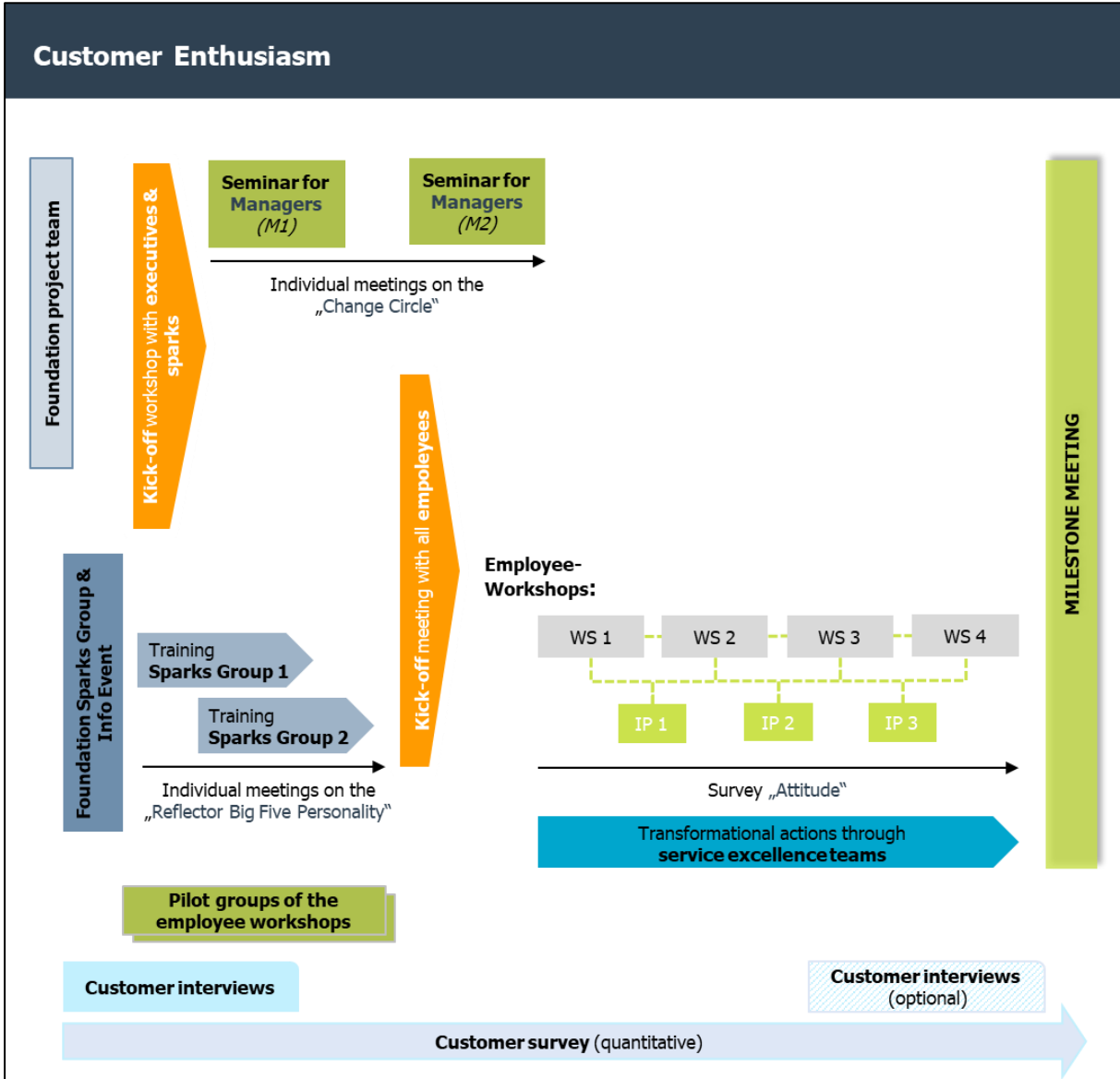
d) Process:

The individual customer contact points must be thought through in their processual context with regard to the reactions of the employee. The processes must be carried out by the employees on their own responsibility and with motivation.

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Program sketch

The following sketch gives an overview of the flow of the development program:



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Inventory pieces of the program

Project teams

A project team consisting of sales, personnel, marketing and external consultants should be formed to implement the entire program. The project team meets at regular intervals, depending on the intensity of the project.

**.... are you interested in our complete concept,
in which we show you the individual the individual
inventory items of the program in detail?**

**Or would you like an individualized concept
for your company?**

Feel free to contact us by e-mail or phone.
We are looking forward to the contact with you!

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