

# Unlocking the Hidden Customer Experience

## EMPLOYEE ENGAGEMENT & AMBASSADORSHIP



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**#HiddenCX**

# Introduction to Beyond Philosophy



**Customer Experience is  
all we do.. Since 2002!**



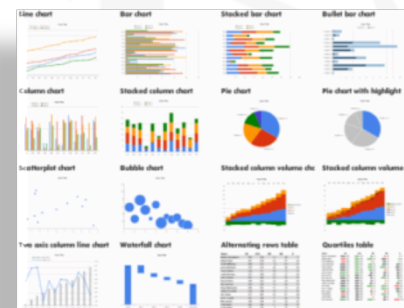
**We work globally with offices in  
London and North America;  
with partners in Africa & Asia.**



**Thought leadership is our  
differentiator**



**We focus on the emotional  
side of customer experience**



**Evidence based consulting  
& training**

# Some organizations we have worked with...

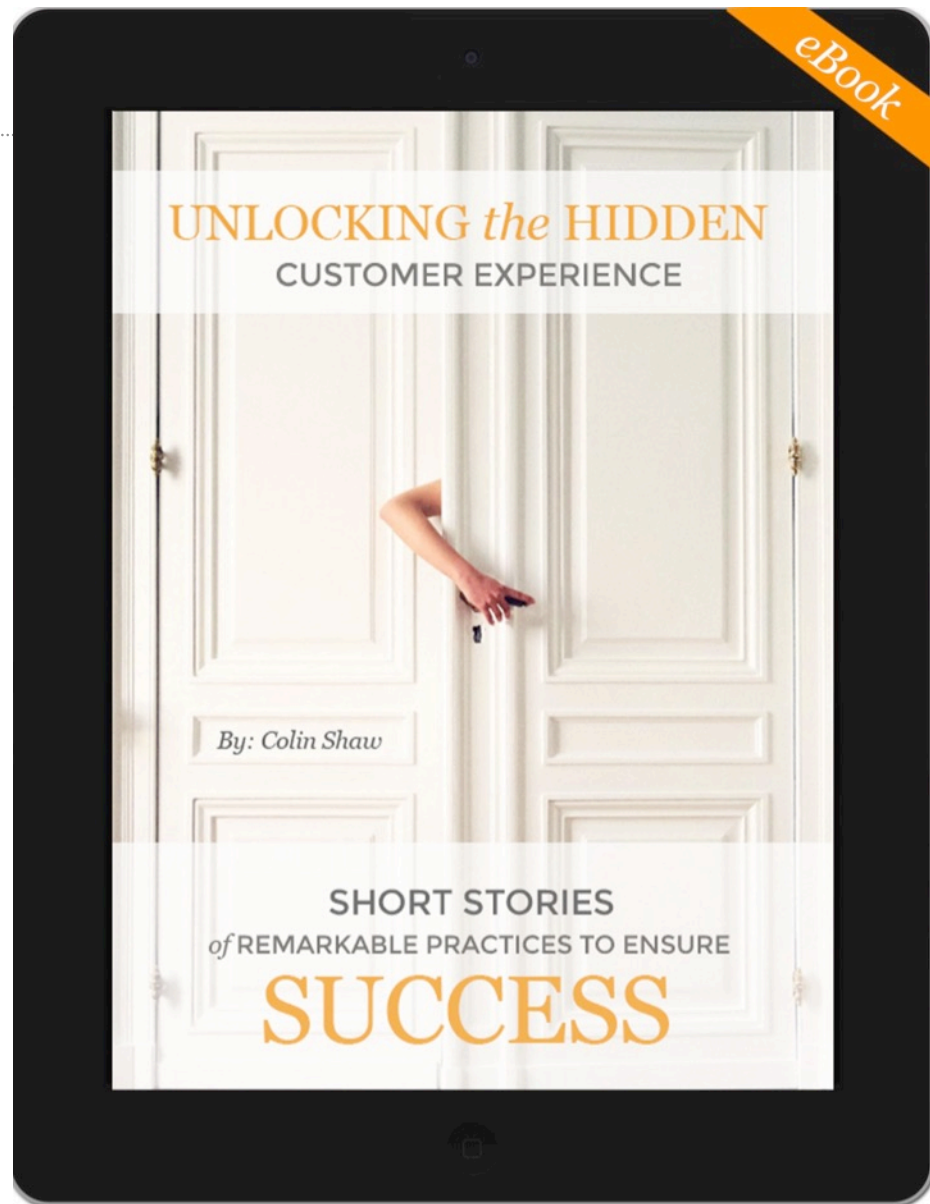


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# Short story format....

1. The Big Gap – putting theory into action
2. The emotional experience
  - 7 Short stories
3. The subconscious experience
  - 6 short stories
4. Customer Experience & employee engagement
  - 6 short stories
5. Examples of good and bad Customer Experience's
  - 9 short stories



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SOUNDS**  
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FLAT PANEL TV SPECIALISTS!

# Implications for all enterprises...

## ➤ How do we...

- get engaged people?
- build on engagement to ambassadorship
- align our organization around the Customer and become more Customer centric?
- train, reward, recognize, recruitment alignment



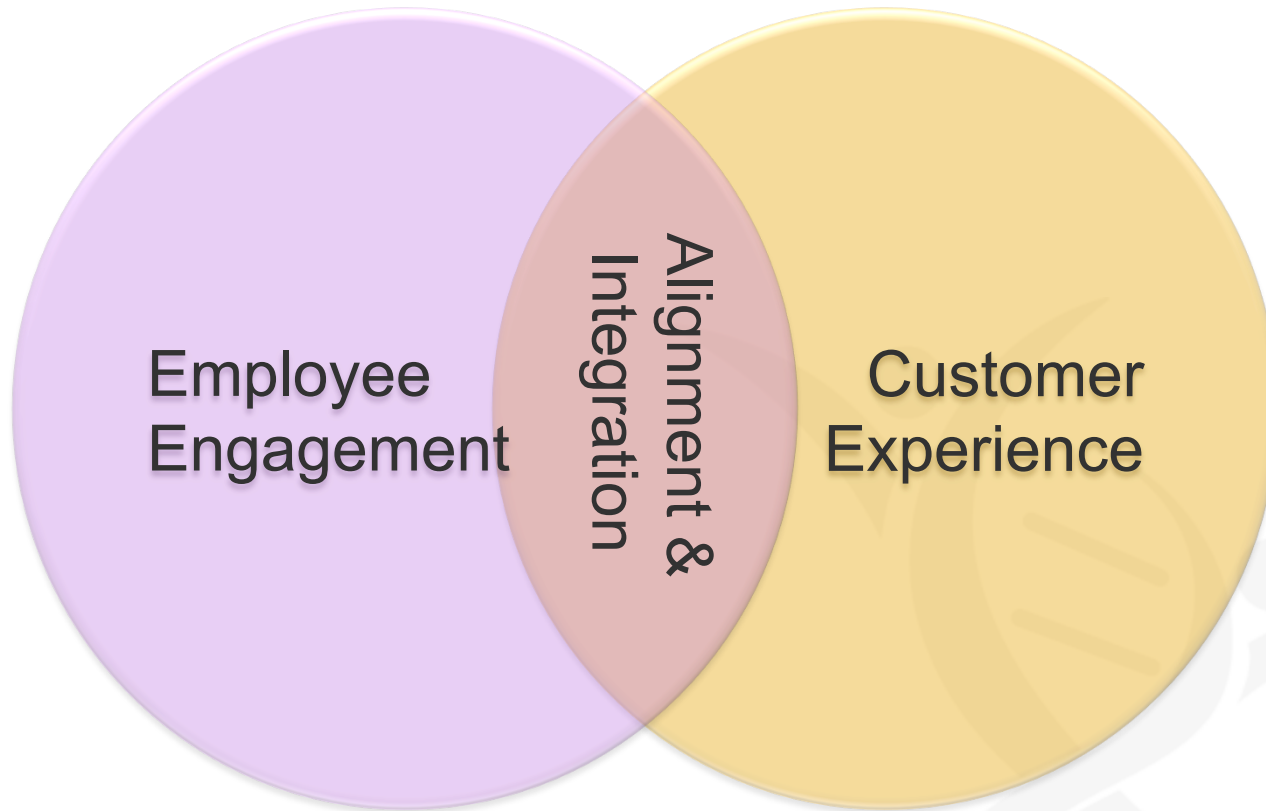


Employee  
Engagement



Customer  
Experience

# Alignment and integration...



**Inconsistency**



Result in a confused CX.

Internally people think they are doing a good job, Customers think the opposite.

**Gaps & overlaps**

**Consistency** – more efficient, saves money

**Reduces  
gaps &  
overlaps**



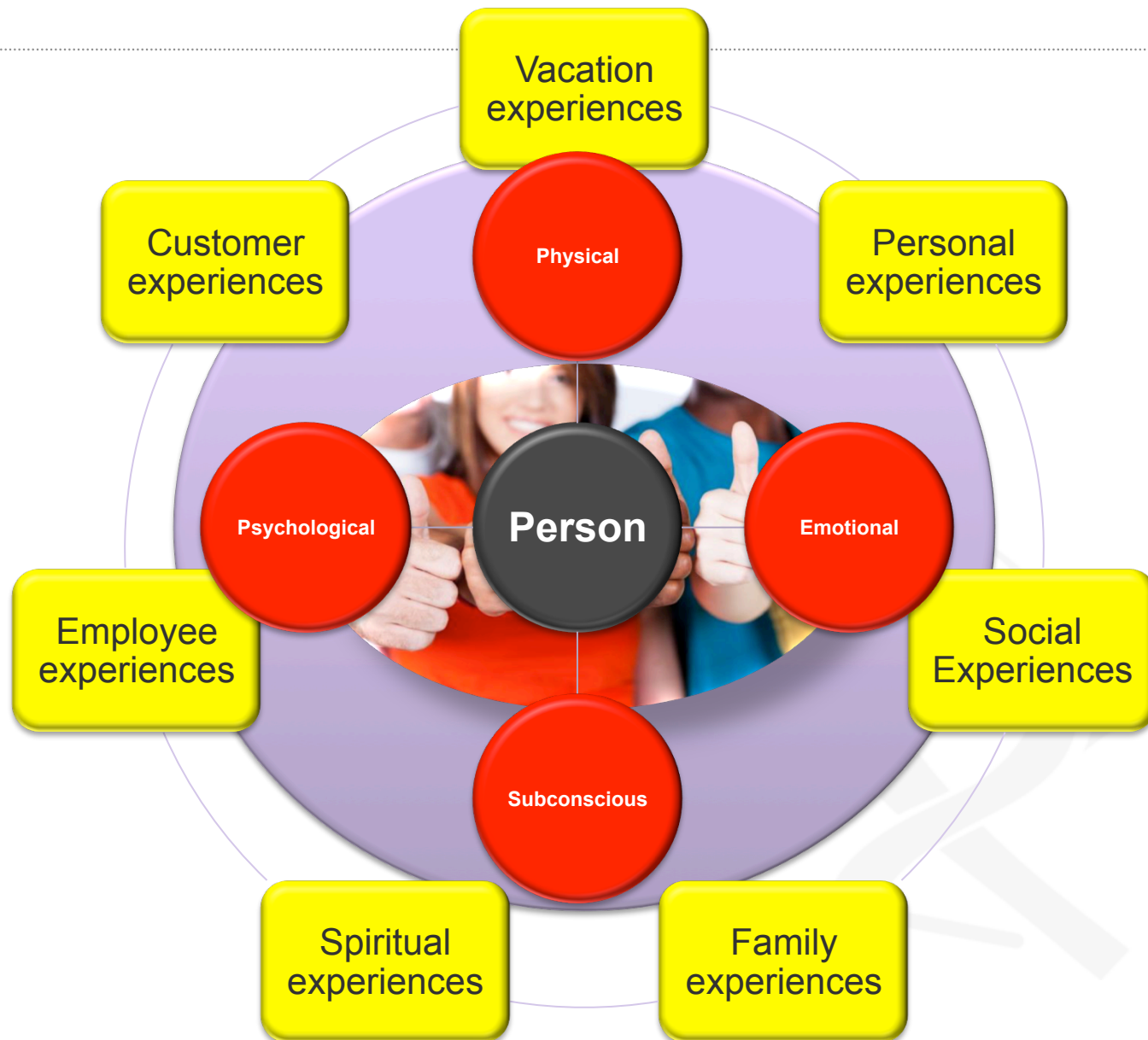
# You either support the customer or support someone that does - Deming

Employee  
Experience

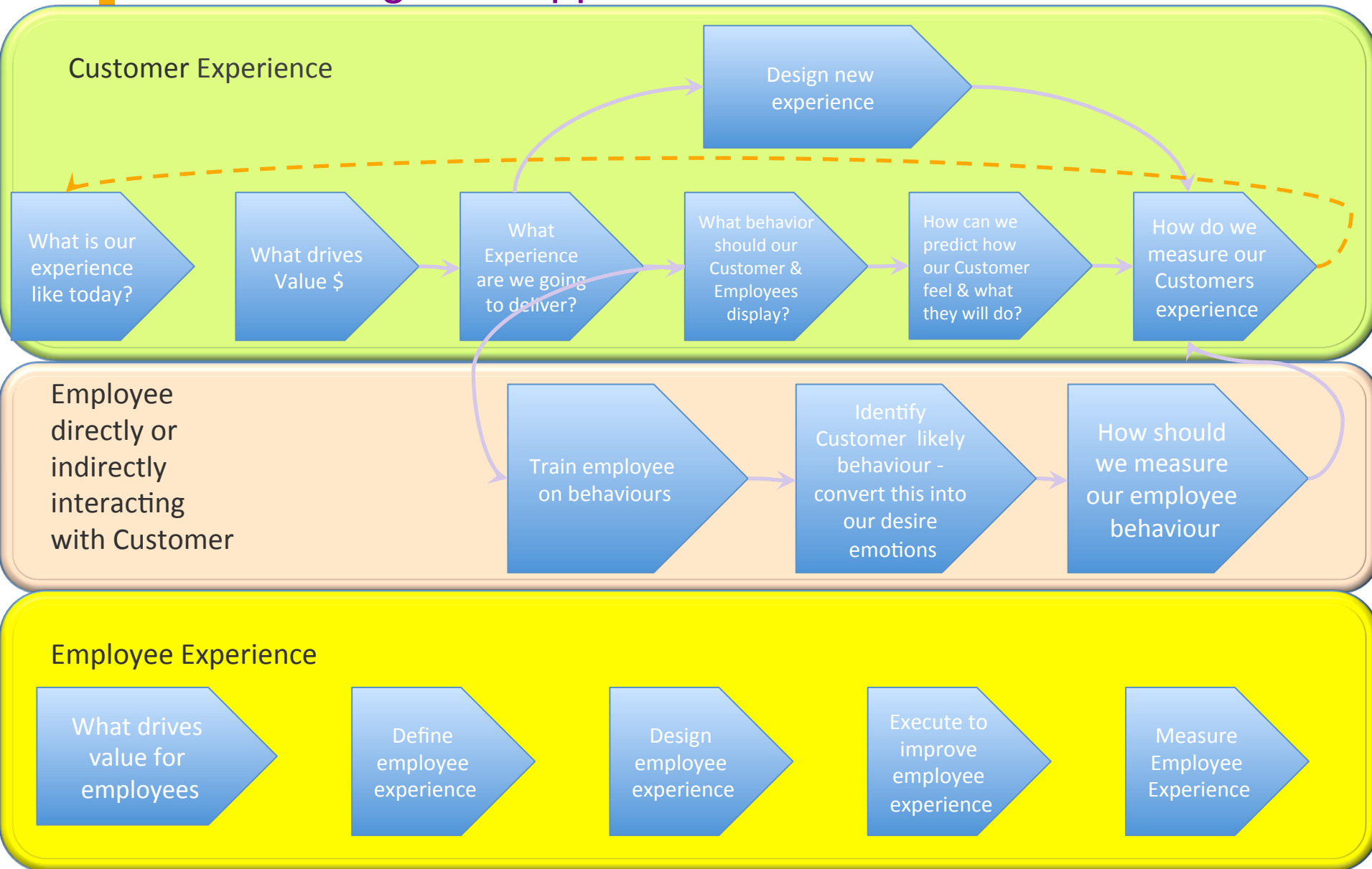


Customer  
Experience

- What is the experience we are trying to deliver?
- What drive most value?
- How do we design a deliberate experience?



# The first integrated approach



# Definitions of Employee Research Concepts and Methods

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- ***Employee Satisfaction and Loyalty*** – Identifies employee attitudes and behaviors leading to job satisfaction and employer loyalty
- ***Employee Engagement and Alignment*** – Identifies employee attitudes and behaviors leading to agreement with, and belief in, overall company mission and objectives, as well as ‘fit’, or alignment, and productivity within organizational culture
- ***Employee Ambassadorship*** – Identifies the most active level of employee commitment to the company’s product and service value promise, to the company itself, and to optimizing the customer experience. It is linked to, but distinctive from, the productivity and empowerment elements of employee satisfaction, engagement, and alignment research because its emphasis is building customer bonds through employee interaction.

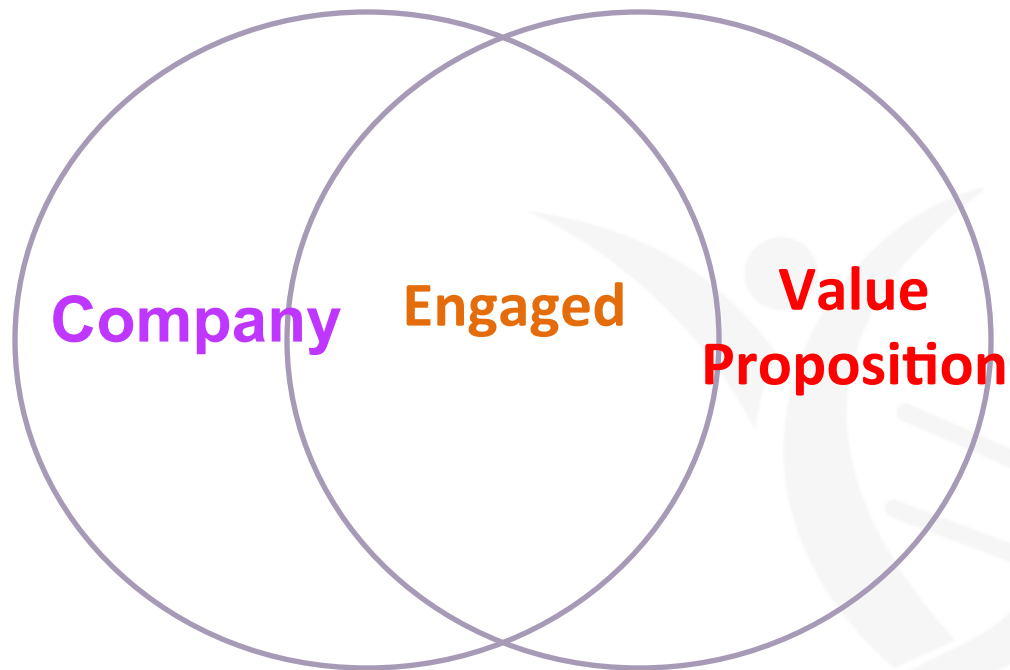
# Many Ways to Define Employee Engagement

Analysis conducted by *The Conference Board* in 2006 showed that, among twelve leading engagement research companies, there were 26 key drivers, of which eight were common to all:

- **Trust and integrity** – How well do managers communicate and 'walk the talk'?
- **Nature of the job** – Is it mentally stimulating day-to-day?
- **Line of sight between employee performance and company performance** – Do employees understand how their work contributes to the company's performance?
- **Career growth opportunities** – Are there opportunities for growth within the company?
- **Pride about the company** – How much self-esteem do the employees feel by being associated with their company?
- **Coworkers/team members** – How much influence do they exert on the employee's level of engagement?
- **Employee development** – Is the company making an effort to develop the employee's skills?
- **Relationship with one's manager** – Does the employee value relationship(s) with manager(s), and is there trust and credibility between the levels?

Typically, little or no mention/inclusion of 'customer' or 'customer focus' in measures or analysis employee engagement. Though customer experience, and resultant behavior, is impacted by engagement, it is more tangential than purposeful in nature.

# Employees That Score High on Commitment to the Company and The Value Proposition Are Considered Engaged



# The Three Components of Employee Ambassadorship

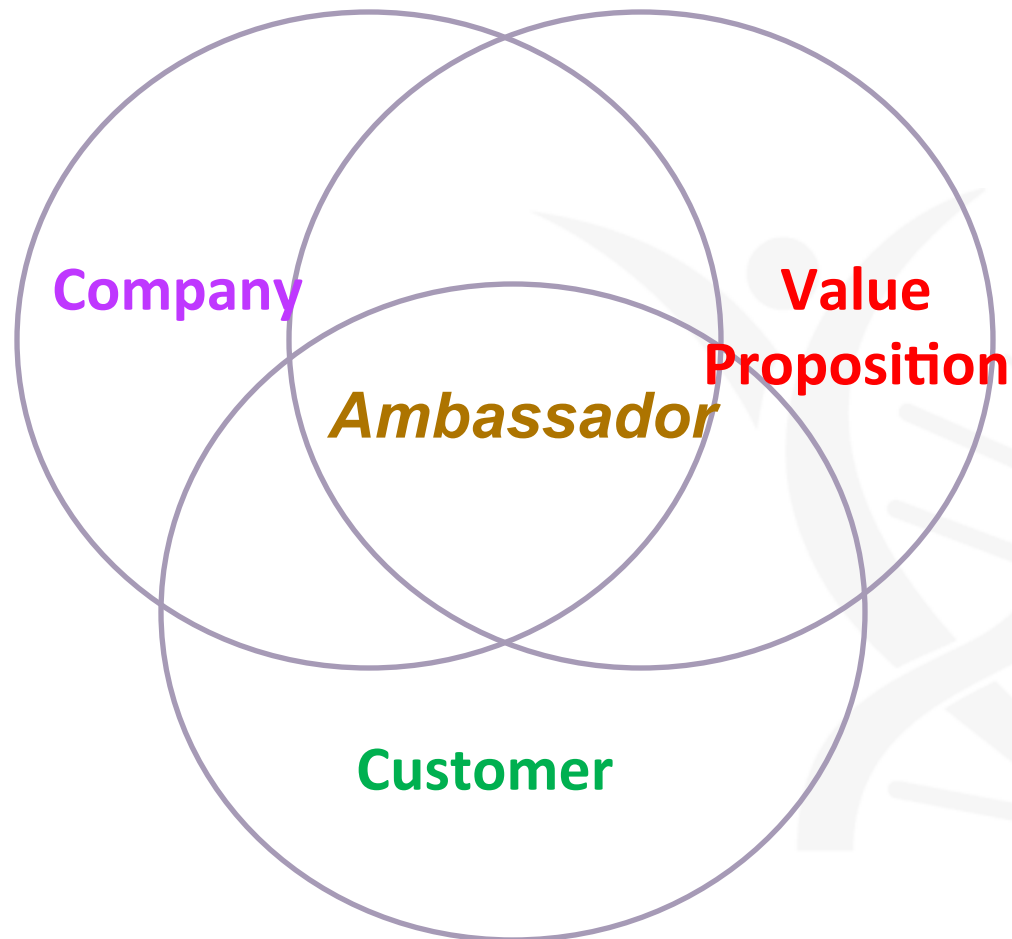
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***Commitment to Company*** - Commitment to, and being positive about, the company (through personal satisfaction and an expression of pride), and to being a contributing, and fully aligned, member of the culture.

***Commitment to Value Proposition*** - Commitment to, and alignment with, the mission and goals of the company, as expressed through perceived excellence (benefits and solutions) provided by products and/or services

***Commitment to Customers*** - Commitment to understanding customer needs, and to performing in a manner which provides customers with optimal experiences and relationships, as well as delivering the highest level of product and/or service value.

Employees That Score High on Commitment to the Company, The Value Proposition, and the Customer Are Considered Ambassadors



# Ambassadorship Framework Analysis: Rotated Factor Pattern

	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5
I feel very loyal to my organization	0.85250				
I am very committed to the success of the organization	0.83983				
I believe in the goals and objectives of the organization	0.81047				
I am proud to work for the organization	0.79353				
I have a very positive impression about the organization	0.77580				
How often do you tell others how good products/services?		0.83136			
How often do you tell others about how good as a place to employed?		0.78521			
How often do you tell others how bad products/services?			0.90935		
How often do you tell others about how bad as a place to employed?			0.76878		
Provides products/services that exceed cust. expectations	0.43120				
How satisfied are you with your full-time job?				0.78712	
How strongly would you recommend it as a place to work		0.48281		0.56306	
In the next year, how likely will you be to quit/stay at your job?					0.94309

Values less than 0.4 are not printed.

# In Addition, Ambassadorship Measures Multiple Diagnostic Aspects of .....

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- **Cohesion**
- **Business Alignment**
- **Customer Focus**
- **Management Effectiveness**
- **Career and Growth**
- **Morale and Culture**
- **Custom Category/Categories**

# Employee Commitment Categories

**Employee Ambassadors (Advocates)** – the most active level, representing employees who are strongly committed to the company's brand promise, the organization itself, and its customers. Also, and importantly, they behave and communicate in a consistently positive manner toward the company, both inside and outside.

**Positive Loyalists** – employees who exhibit positive feelings about their job and emotional kinship with the company. They are favorable about the company, overall, have every intention of remaining with the company, and actively and positively perform on its behalf. Though their communication about the company to others is infrequent to nil, when they do communicate, the messages are largely positive.

**Indifferents** – employees who are generally satisfied with their jobs but rather ambivalent to mildly positive about the company overall, their relationship with it, and its products. They may communicate some generally positive messages about the company to others, but rarely and inconsistently.

**Disinterested Seatfillers** – employees who, because of their lack of interest, favorability toward or kinship with the company and its products, either do not communicate positive messages about the company internally or externally, or do not communicate at all. For these minimally involved members of staff, employment with the company is 'just a job', and very little more.

**Employee Saboteurs** – employees who, though still drawing a paycheck from the company, are active, and frequently vocal, detractors about the organization itself, its culture and policies, and its products and services. These individuals are negative advocates, communicating their low opinions and unfavorable perspectives both to peers inside the company and to customers, and others, outside the company

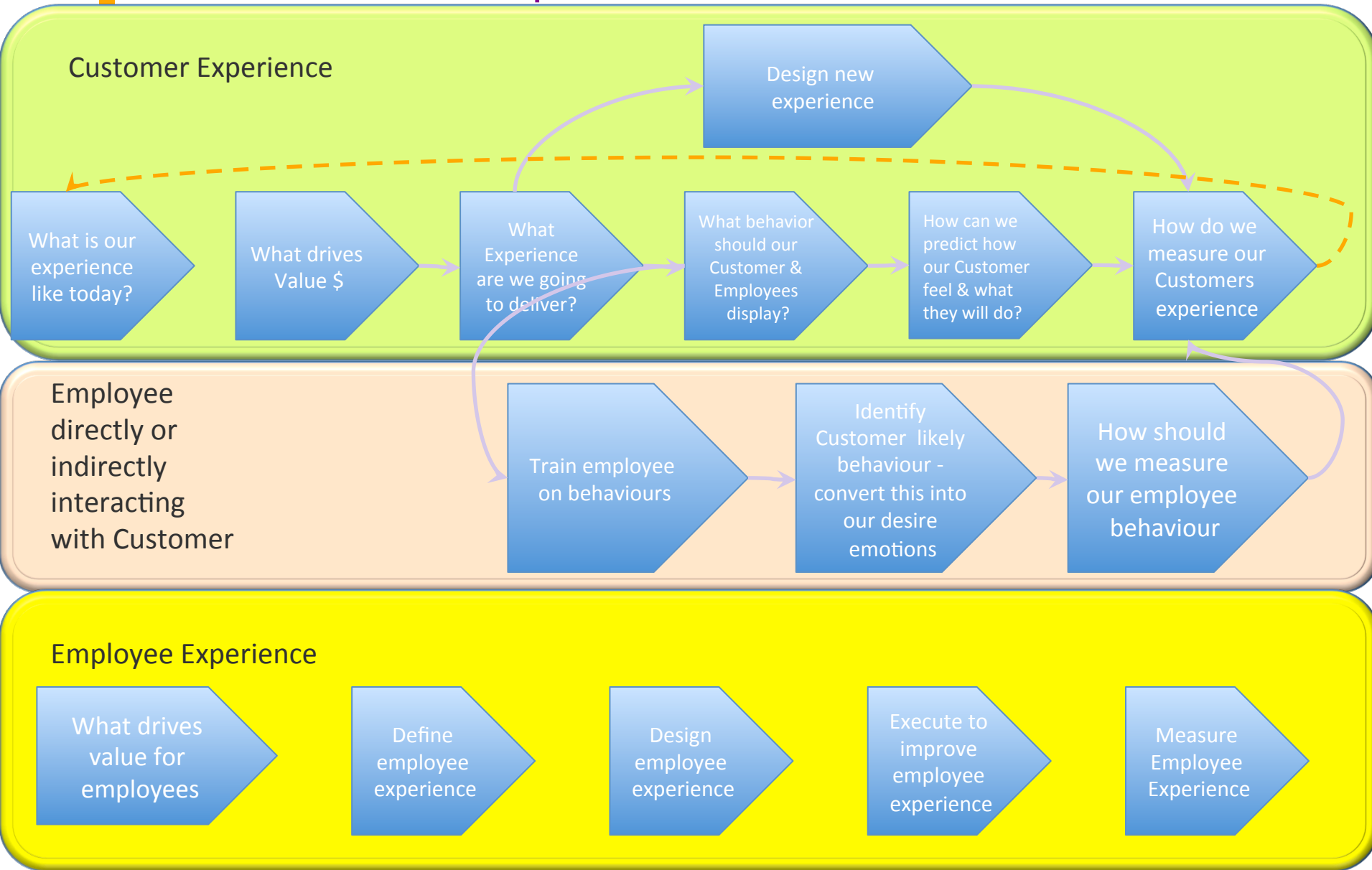
# Ambassadorship Groups

By Selected industries (Sorted by % Ambassadors)

Total Base = 4,312 Industry N >= 70)

Industry	Disconnected/ Saboteurs	Indifferent	Ambassadors	Total N	Total %
Religious /Non-Profit Organizations	12.8	55.6	31.6	117	100
Construction (heavy/special trades)	24.3	47.3	28.4	74	100
Legal Services	26.4	50.6	23.0	87	100
Insurance	23.2	58.5	18.3	82	100
Banking and Finance	28.2	55.0	16.8	131	100
Healthcare and Social Assistance	27.3	56.2	16.5	557	100
Engineering Services	31.5	52.2	16.3	92	100
Other Services	32.5	51.2	16.3	166	100
Education	25.2	58.5	16.2	702	100
Technology Services	25.5	59.1	15.4	149	100
Retail Trade	36.9	51.2	11.8	287	100
Arts, Entertainment, and Recreation	22.9	65.7	11.4	70	100
Public Administration /Government	30.5	58.7	10.8	223	100
Accommodation and Food Services	36.0	53.5	10.5	114	100
Manufacturing	37.5	52.9	9.6	293	100
Telecommunications	31.1	59.5	9.5	74	100
Transportation and Warehousing	40.0	51.0	9.0	100	100
Administrative Support Services	36.5	58.4	5.1	137	100

# What this means in practical terms



Colin.shaw@beyondphilosophy.com

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# Questions...

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