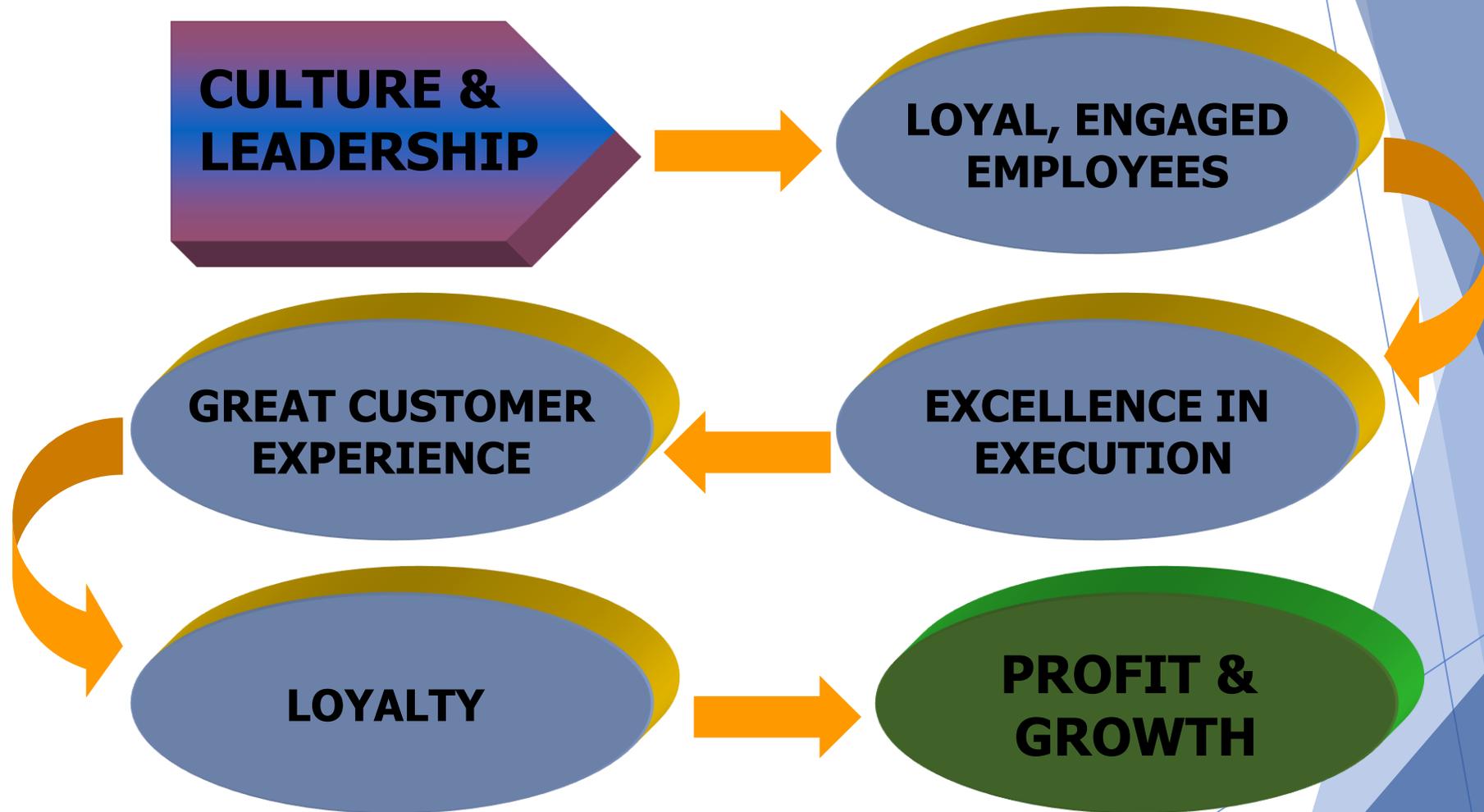




The Impact of a Strong Service-Focused Culture and Your Bottom Line

By
Valerie Oberle

Understanding “The Connection”



Adapted from Service Profit Chain by Haskett, Sasser, Schlesinger

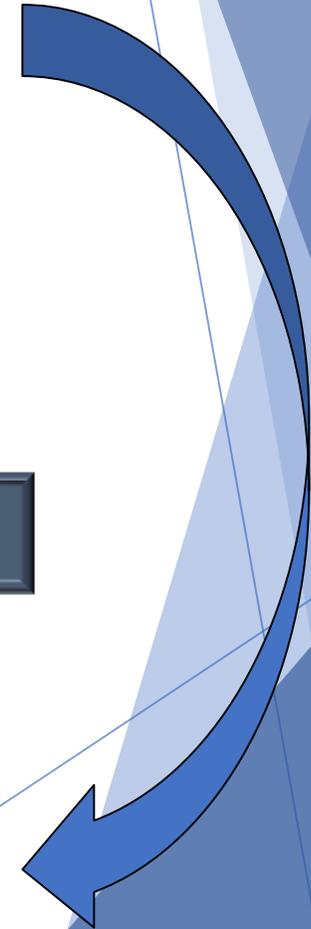
Culture is the sum of a company's
shared values, beliefs, and norms
of behavior

*It's the way
We Do Things
Around Here*

Building Blocks of a Service Culture

THE WHAT

Discipline



The WHY



Employee
Engagement &
Retention

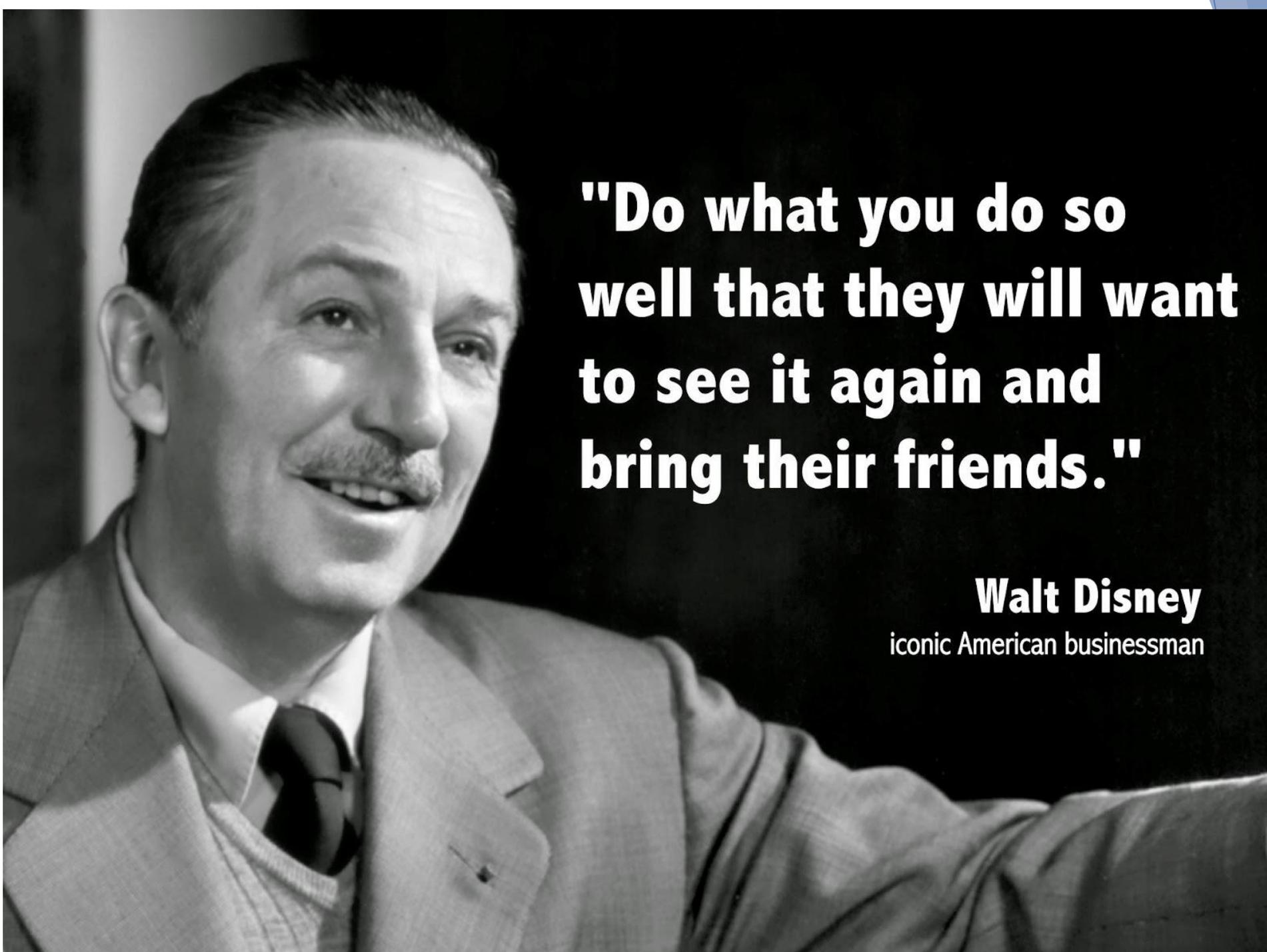


Customer
Loyalty &
Referral

*The HOW - Excellence in
Execution...Every Day*

Standards
Procedures
Systems
Defined Behaviors





"Do what you do so well that they will want to see it again and bring their friends."

Walt Disney

iconic American businessman

Five  's

to Building a sustainable Service-
Focused Culture



Establish a Foundation for Success

If the leader provides the ‘playing space’ or framework and resources, the employees will achieve the unimaginable

Our Company Success \$

**Employee
Experience**

**Branded
Customer
Experience**

**Business
Practices**

Loyalty Leaders

Our Company Culture

Our Vision / Mission / Values



Define Your Guest Experience Strategy



Who are your customers?



“Our Guests Will *Experience* ...”

Good Show!

...a sense of arrival

(from the parking lot in)

...a safe, welcoming and clean environment

...immediate attention

...professional, knowledgeable staff

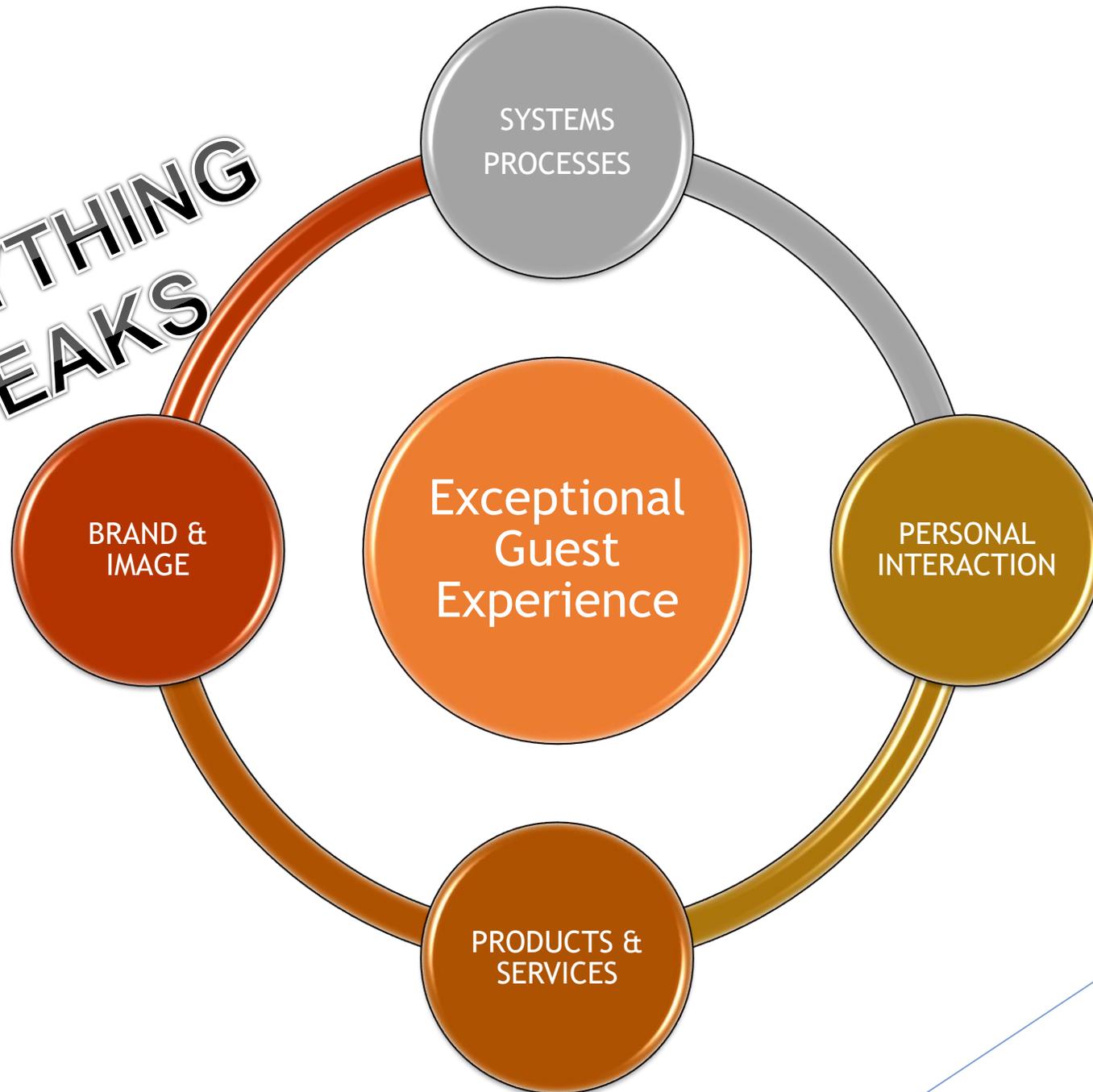
...unexpected delights

...an invitation to return



“You don’t do it for yourself, you know what your Guests want and you build it for them”

**EVERYTHING
SPEAKS**





#3 Ensure Excellence in Execution

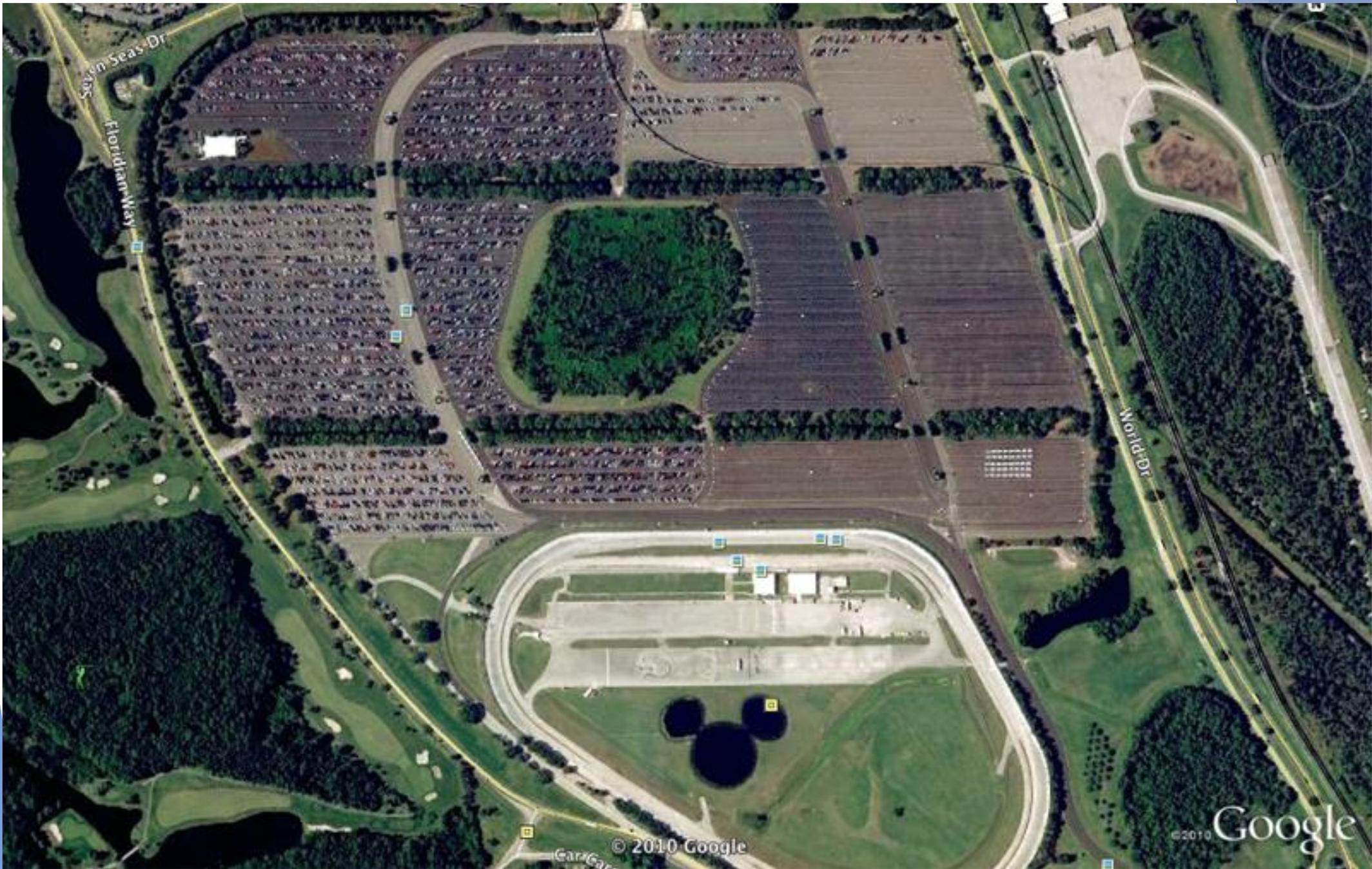
Standards
Procedures
Systems
Behaviors



Disney Operating Standards

- ▶ SAFETY
- ▶ COURTESY
- ▶ SHOW
- ▶ EFFICIENCY





Standards, Procedures, Systems

- ▶ Easy-to-remember signs
- ▶ Themed by park
- ▶ Numbered rows and spaces
- ▶ Visible security
- ▶ Timed parking logs
- ▶ Battery assist





#4

Plan Your People Practices to Encourage Employee Engagement and Loyalty

What Do Your Employees
Say About Your Company?

Talk
Talk
Talk

Have you asked what they think?



Standards, Procedures and Systems



If You Want to Hire and Retain the Best
People, You **HAVE** to BE the
Best Place to Work



A word about building a culture...

*We want to reduce the turnover as much as possible by **creating a culture and environment** that they are going to be **proud** to be a part of, and from a compensation standpoint, we want to make sure they are **fairly compensated**.*

Callen Hotard
Hotard Transportation

Hire for Attitude and Skill

- ▶ Right people
- ▶ Right skills
- ▶ Positive attitude
- ▶ Right job
- ▶ Right time

A Few Recruitment Tactics

- ▶ Target the retiree market, ex-military, law enforcement
- ▶ Offer incentive for employee referrals
- ▶ Utilize social media to attract younger candidates
- ▶ Show a road to success in the beginning
- ▶ Be the best place to work and brag about it!



Setting the Stage for Success - Disney Traditions / Onboarding

- ▶ Key concepts:
 - ▶ Start with the big picture, history, milestones and challenges
 - ▶ Link every job to a purpose - WHY
 - ▶ Be CLEAR about standards and expectations from the first day
 - ▶ Primary goals of program: inform, engage and build pride



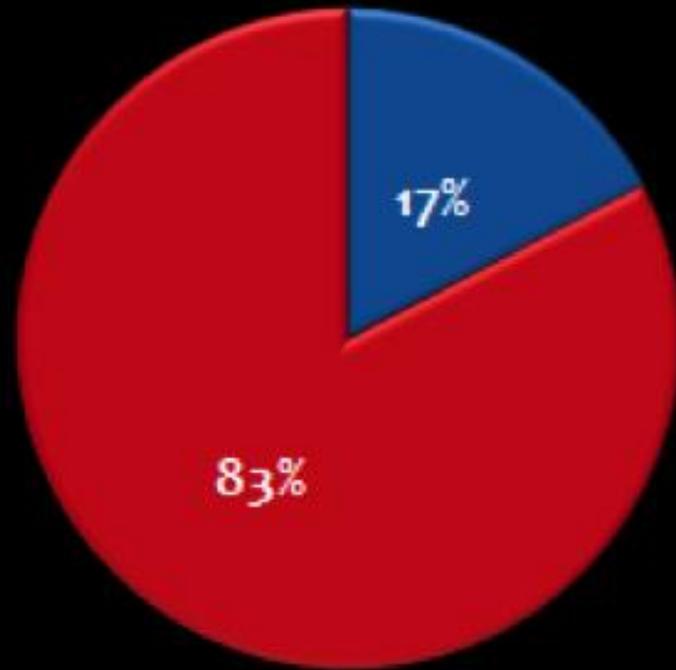
“The actual company values, as opposed to the nice-sounding values, are shown by who gets rewarded, promoted, or let go.”

NETFLIX

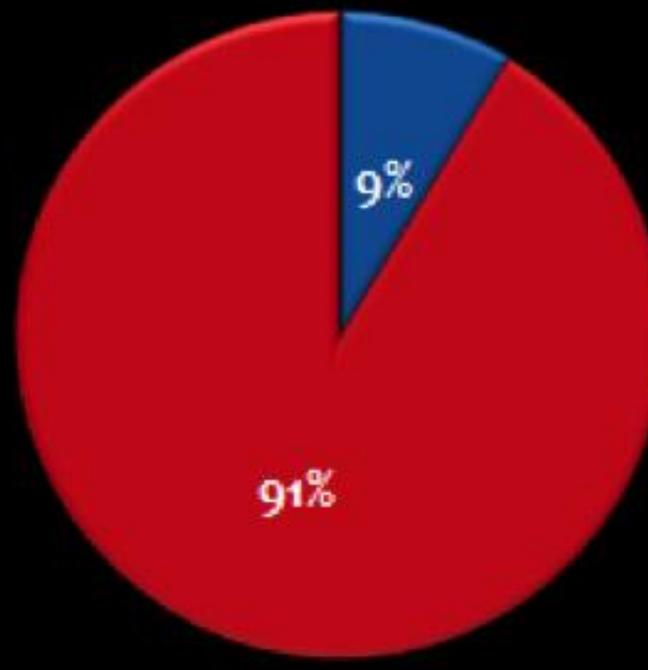
Netflix Culture: Freedom and Responsibility

Do you know the cost of attrition and lack of engagement for your organization?

Direct Cost



Indirect Cost



■ Yes
■ No

Top Reasons for Leaving

- ▶ Ineffective onboarding, coaching and initial engagement
- ▶ Poor skill fit
- ▶ Missed expectations on job duties
- ▶ Leadership

On average, it takes 6 months to recover cost of new hire

What Should Leaders Do to Have the Greatest Impact on Engagement and Retention?



Strategies for Improving Employee Engagement and Retention

- ▶ Know the **cost of attrition!**
- ▶ Invest in **onboarding/orientation** and on-going training and development
- ▶ Show opportunities for **career growth** at the beginning
- ▶ Be **mutually accountable** for employee success
- ▶ Use **two-way communication strategies** on an ongoing basis
- ▶ Provide honest timely feedback



Don't forget
*“Everything
Speaks”*



Expect **Leader** Behaviors
that Model Company Values

Every individual is telling a story about what he or she believes.



Though most employees care what leadership thinks of them, they are actually quite rational in paying attention to what leadership does, not what they say.

What Great Managers Do Differently to Ensure a Strong and Vibrant Workplace

- ▶ Set clear expectations
- ▶ Make materials/equipment available
- ▶ Allow opportunity for each person to do his/her best -“Tap into Talent”
- ▶ Give recognition and praise
- ▶ Genuinely care
- ▶ Encourage development

First Break All the Rules – Buckingham/Coffman

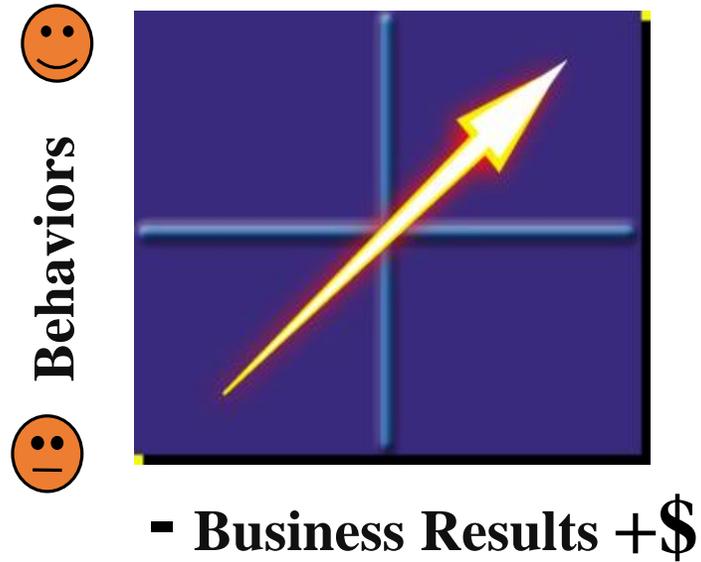
Practice Mutual Accountability

- ▶ Start with



- ▶ ASK “Are you pleased with your performance the last week/month?”
- ▶ ASK, “What do you need from me to deliver exceptional service to our customers?”

Leadership Accountability Matrix



**Leaders will get the
behavior they
demonstrate
and tolerate**

An Oberle Group Philosophy