

Retail Customer Experience

Empower employees to deliver
your customer promise



Introduction

Best-in-class retailers recognise the importance of developing a compelling customer promise. The promise becomes a rallying cry across their business and clearly states what target customers can expect. They also invest in the people who are the gatekeepers of that promise. They empower all employees to deliver this and understand that every interaction, whether it is with retail staff in store, call centre employees or technical support teams, leaves a mark that can enhance a brand or undermine it. It's no accident that brands that provide a great customer experience usually provide a great employee experience too.

But, what does your customer promise mean to your staff?

Developing a customer promise can be both exciting and invigorating. But what does your customer promise mean to your staff? Do they enjoy the same experience, or do they feel that their experience falls short of what they are being asked to deliver to customers? Consumers view their experience through the prism of interactions with the 'brand' and consistency in what you promise.

Empowering employees to deliver your customer promise

How you empower your employees to deliver your promise will help ensure the customer experience mirrors the employee experience. As **Peter Simpson**, former Commercial Director of **First Direct** once said: *"you can't pretend to be one style of brand to your customers if you're a different style of brand to your people"*.

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Here are five questions to explore:

- > Does your team understand what customers expect?
- > Are you focusing on the employee experience to drive commitment, enthusiasm and pride?
- > Have you aligned your performance management process with the customer experience?
- > Are you training your people to connect emotionally in a way that is consistent with your organisation's customer promise?
- > Do your processes, engagement tools and technology equip your people to deliver your customer experience?



Employee training and behavioural change

The key question is how do you equip your employees with the knowledge, attitudes, beliefs and the skills to deliver your customer promise? A big part of this is behavioural change which empowers and inspires employees to deliver an on-brand experience. The most effective brands strategically hard-wire this approach across the business. Bespoke training is aligned with their branded customer experience programmes to deliver value.

Here are five elements to consider when looking at customer care training:

#1 Start with values and beliefs

Skills development on its own does not create belief in a new direction and a commitment to change. The catalyst for change is embedding the new direction into individuals' values and belief systems. New skills are always required, but these skills need a solid foundation of belief and commitment.

#2 Make the training fun and memorable

If training is fun and memorable, the experience carries an important message about the similar impact of behaviour on customer experience. This will also help to consolidate, and trigger, appropriate behavioural responses when employees are back in the workplace.

#3 Design from the customer back and link to company purpose and strategy

Be clear about how your employees' roles connect with your organisation's purpose, strategy and business results. Designing from the customer back, with a clear linkage to these issues, makes for a much richer experience for participants. It also makes it much easier to secure the active involvement (and attendance) of senior executives in the training rollout.

#4 Create value for the individual

Be clear about the benefit for the employee. The benefit may be in terms of progression, reward, personal satisfaction or simply the ability to perform better by 'being the best I can be'.

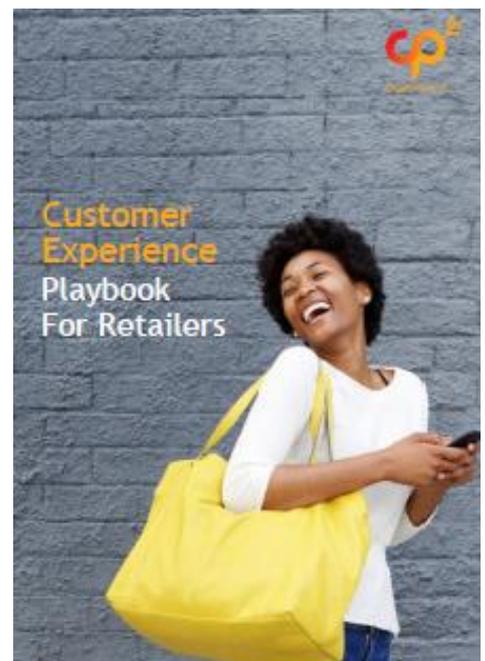
#5 Model real-world experiences

Model real-world experiences so that employees work directly with the customer challenges they face daily. This creates an opportunity for them to practice, get feedback, reflect and then practice again. This is far more effective in terms of learning than the overly academic, generic approach.

Discover more

This 'mini guide' includes extracts from our new **Customer Experience Playbook for Retailers**. **Download** your copy to learn how, why and where customer experience adds the most value for your organisation. Discover:

- > Why retail customer experience leaders outperform CX laggards
- > Why most retailers are facing a digital dilemma
- > How to create experience by design
- > Why omnichannel and hyper personalisation matter
- > How the pioneers are experimenting with value-add technology
- > The value in embedding a data-centric approach
- > How to measure the return on experience





About cp2experience

cp2experience is a specialist customer experience consulting and training company. We help clients improve their customer experience in ways that drive profitable growth. We know that organisations which put customers and their people at the heart of their business outperform the competition. These enlightened companies create better places to buy for customers, better places to work for employees and better places to invest for shareholders. We are committed to sharing our knowledge, experience and insight with clients, friends and partners. To that end we hope you find this guide of value.

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