



LEADING CUSTOMER LOYALTY™

ENGAGING YOUR TEAM TO WIN THE HEART OF EVERY CUSTOMER

How Consistent Are Your People In Delivering Great Experiences to Customers?

At FranklinCovey, we've been measuring customer service across frontline teams for more than 23 years and here's what we've learned. **Most organizations are *consistently inconsistent* in delivering great service and many therefore struggle to increase customer loyalty.**

Did you know that more than 70 percent of what produces customer loyalty is based on the behavior of frontline employees? That is why we take a completely different approach to improving the customer experience and, thus, building loyalty. Rather than top-down prescriptions, we advocate a bottom-up approach powered by the people on the frontline.

What would inspire a frontline person—often the lowest paid, least engaged, and least trained person on the team—to deliver great service to customers more consistently? In studying this challenge for more than 2 decades, we have learned the answer is a combination of **inspiration** and **accountability**.



MODEL . TEACH . REINFORCE

INSPIRATION

Frontline people must be inspired by a frontline leader who **models, teaches, and reinforces** loyalty-building principles like **empathy, responsibility, and generosity**. The behaviors that produce loyalty must come from inside—from the heart. That's why our FranklinCovey approach is not only bottom-up but also inside-out.

Most customer-service training is outside-in; that is, frontline people are taught techniques like smiling and greeting customers and following policies and procedures using scripts. But if these actions don't come from the heart, they come across as counterfeit or phony. Inspiration starts with understanding that enriching another person's life brings meaning and value to one's own life.

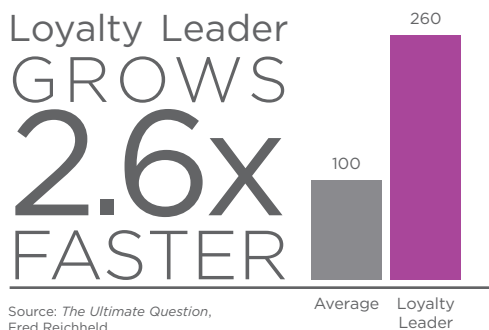
We created [Leading Customer Loyalty](#) to teach frontline managers how to lead a short 10-minute team huddle each week. Using a powerful video, audio, or exercise, leaders teach one of the 3 loyalty principles—empathy, responsibility, and generosity—or the 6 loyalty practices:

1. Make a Human Connection
2. Listen to Learn
3. Discover the Real Job to Be Done
4. Follow Up to Strengthen the Relationship
5. Share Information Openly to Help Everyone Win
6. Surprise With Unexpected Extras



Loyalty increases with each team huddle.

ACCOUNTABILITY



But lasting change requires more than inspiration from these ongoing team huddles. We also need accountability, which comes through having a trustworthy customer-service metric—one that is accurate and not easily “gamed” by the frontline. Behavior changes when strong performers are celebrated and weak performers are identified and coached to improve. We know that “what gets measured gets managed” so we better measure accurately. Please see our [whitepaper](#) on accurate frontline-customer-service metrics.

Organizations sometimes get so focused on WHAT needs improvement they can miss WHO needs to improve. Remember, more than 70 percent of what makes a great experience comes down to the behavior of frontline people. So it is vitally important to identify correctly WHO needs coaching.

Loyalty-leading companies minimize the variation in great service across their frontline teams. This enables them to grow more than twice as fast as their industry average. If you have an interest in learning how FranklinCovey helps organizations to deliver great service more consistently, please contact us at 888-868-1776 or loyalty@franklincovey.com.

Also consider reading our latest white paper: [A Completely Different Approach to Improving Customer Service](#).

[Click here to watch a video overview of Leading Customer Loyalty.](#)