



A **Mindshare Technologies** case study

Empowering Front-Line Associates Case Study #8 - Multiple Clients

The Challenge:

Employees. How to motivate them? How to empower? How to remove Senior Management's 'babysitting' role?

The Client:

Multiple Clients, Multiple Industries

Situation:

Many of our clients approach us with concerns about front-line associates and front-line managers requiring too much of Senior Management's attention. Often we are asked something like, "**How can we get them to govern themselves?**" Medium-sized client's bemoan the fact that they have grown their business, and now they can't escape – they are forced to "Watch the shop" each and every day. Further concerns revolve around hiring the right kind of employee, one who will take initiative and do the right thing, even if no one in management is watching.

Action:

By installing Mindshare, our clients are now able to get immediate daily input from their customers. The point-of-sale receipt for each customer includes a printed offer to call a toll-free number or visit a website and receive an incentive. Customers call the number, answer a few questions via the telephone keypad, and receive a redemption code good for the next service. In addition to the quantitative response, each customer also may leave a verbatim voice recording of their feelings about the service received.

Customers have now taken on two additional roles 1) They have become an ally to management in the measuring and monitoring of front-line associates, and 2) they provide a quantitative feedback mechanism to help employees improve their performance. The 'right kind' of employees are motivated to stay with the organization, because they are pleased to have their performance objectively measured, rather than arbitrarily handed down from management. Employees who don't want to play by these rules leave the organization.

Results:

Front-line managers and associates have begun receiving daily feedback from customers who are, in effect, monitoring service and product delivery. Problems are solved at the source, and don't need to bubble up to senior management for resolution.

By empowering employees and providing them first-hand customer feedback, employees 'self-select' into or out of the organization. Clients end up with top-notch employees who are pleased to be measured objectively. Quoting from one Client directly, "One candidate we interviewed for a front-line job backed off and said to me, "I don't know if I want to work for you, you set the bar too high." Another Client said, "My ultimate goal is to surround myself with employees who **want** this information, so they can improve." Problems are resolved quickly and training can be provided to 'teachable' employees who are motivated to work in this environment.

About Mindshare Technologies:

Mindshare's business monitoring tools help companies improve operational excellence and minimize customer attrition through personal customer involvement. Shortly after their service experience, customers respond to a brief survey using their touch-tone telephone or web interface. Mindshare's proprietary survey technology captures the voice of the customer in real-time and immediately transforms it into actionable intelligence through powerful and incisive enterprise reporting. Reports are updated immediately so that client management can incorporate customer insights directly into their operations. Mindshare serves clients in more than 25 industries, and collects surveys in 67 countries and in 14 languages for companies of all sizes. For more information visit www.mshare.net or contact us:

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