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Abstract

Organizational Development (OD) is the view of two or more people working together toward shared goals. It is a long-term relationship between a change agent and the systems context toward improving organizational performance. Yet, consultants seldom use OD as a change method targeting the advancement of sales revenue by examining the relationship between the sales representative and his or her customer. I am interested in improving customer and employee engagement within a sales organization by exploiting the positive principles of Organizational Development.

I would like to expand the modest research suggesting that improvements to customer attachment will impact an organizations bottom line. Economic recovery and globalization are two reasons why sales organizations ought to construct an engaging organizational culture. Sales organizations crave relationship longevity with their thriving customers. My paper will attempt to define what constitutes a successful task division during a change process between organizational output and management, sales representatives and external customers.

Too often sales organizations decide that something has to change, and then they implement some metrics to determine if they've been successful. The metrics rarely include the quality of the relationship that the sales person possesses with the customer. To extend the longevity of customer relationships, a formalized OD a consulting process needs to be developed. What kind of engagement actions or activates will likely bear the greatest return? I would like to leverage the principles and theories of organizational development to measure the relationship between customer engagement, employee engagement and sales team development. This study will address how a sales leader recognizes the right time to implement the right change.

Theorists suggest that mandates of constant organizational change, which do not demonstrate value, repeatedly fail to produce tangible results. What is the secret to successful and sustainable organizational change within sales organizations? When we think about the actions that can be taken within

an organization to improve customer and employee engagement, different kinds of interventions are necessary: transactional, transformational and appreciative inquiry. By altering the culture of the struggling sales organization, this study will identify processes and organizational designs that will increase sales revenues by improving customer engagement.

My study interest pertains to the role that employee engagement plays in customer and business level outcomes. The objective is to do conduct an empirical research study coupled with a quantitative experiment to test the potential differences in the relationship between the customer's intent to remain with the organization and variations in the sales employee engagement. Finally, I will discuss implications of the scientific process for maximum organizational practice and research.

Organizational Design and Sales

Organization design within a sales organization should not be about charts and career descriptions. An effective design allows the organization to develop and leverage its strategic capabilities. It is a source of competitive advantage. And it is shaped by your organization's strategy. Most significantly, organization design is not a solitary event, but a continuous management process. The theories of Organizational Development can equip you with the understanding, knowledge, and tools to build an evolving and scalable organization that can support sales growth. Flattened, matrix-based organizational structures may provide greater sales productivity.

The right organizational design can increase economies of scale by consolidating functions, creating balance between customer attention and internal reaction. The proper organization design can intensify synergies among brands, products and geographies. These proper structures can improve employee innovation and raise creativity by creating formal links between traditionally disengaged groups within the company. Improve employee morale and productivity by clearly defining reporting relationships and responsibilities, career, and professional development opportunities. However, the most crucial

organizational design element steers the sales organization to achieve lofty bottom line results by focusing on the enhancing in customer receptiveness as an ingredient of employee loyalty.

The aim of this article is to explicate the general applicability and correlation amongst customer receptiveness and employee loyalty. Evidence supports the special potential to contribute to study of organizational development. My approach is to juxtapose similar theories from different research domains and to show how each suggests questions and insights for the others. Two premises underlie the article: (1) that there are important commonalities in customer behavior and sales' executive behaviors. (2) that we can benefit by comparing findings of customer receptiveness and employee loyalty. The article is meant to provoke ideas, not to provide a comprehensive literature review. The purpose of this paper is to focus on the enhancing in customer responsiveness and employee loyalty as a byproduct of implementing key values of organizational development.

Personality of the Professional Sales Executive

Great sales people know how to establish relationships, and it starts before they even walk in the door of the organization. A number of of the best sales people walk the line between persistence and infuriation. Often customers complain about them pushing deliberately, not afraid to tell a customer that it is time to sign. They are persistent. Selling for a livelihood requires a incredible amount of perseverance. Most are tenacious and refuse to give up until that activity is proven ineffective. Outstanding sales executives are successful and avid goal setters. These executives plenty of qualifying questions to fully determine their situation and exchange needs. They know that the most effective way to present their product or service is to uncover their customer's goals, objectives, concerns and hesitations. This allows them to effectively discuss the features and benefits of their product and service that most relate to each customer. It maybe unyielding for the organization, sales executives tend to be somewhat "greedy" and respectful to the customer, simultaneously. Past

customer relationships and performance maybe a good indicator to the loyalty the sales executive can establish customers.

Customer Loyalty

Customer loyalty presents a paradox. Many see it simply as a relationship with the customer. However, varied the definition, customer faithfulness is an art that all organizations strive for. There is rebuff on generally accepting a definition of loyalty and, therefore, who loyal customers are. Some claim we should measure customer loyalty by the frequency and amount of expenditures. Customer retention rate and frequency are also measure elements. Other organization's claim it's the customers' attitude towards the company that best describes loyalty. The practitioner should foremost understand which definition is used by the client, crucial understanding of a loyalty programs is immensely diverse. One of the challenges consultants have had is to find a definition that is easy to understand and easy to measure. Otherwise it's just a theoretical abstract. The moral is that when the client makes assertions about loyalty, the consultant must carefully learn what he or she means when using that simple word. Perhaps the negligence of loyalty sometimes occurs because of the wrong explanation of customer loyalty and what develops it.

Various sales organizations or business models build stronger customer ties swiftly. Sales executives positioning products that are highly differentiated from those of the competition seem to deeply affect an organizations' ability to build a loyal customer base. Increases in the number of customer contacts, with a high service component oft result in an increase in consumer relationship. Given the definition of the frequency of customer's expenditures, organizations with multiple products for the same customer regularly build steadfast customer devotion. Customer loyalty can be straightforward when selling higher-end products, where price is not the primary buying factor.

In the 2005 Sept. article in the Harvard Business Review, "*Working Knowledge*," author Lauren Keller Johnson explains the death of the lifetime employment contract has altered the concept of loyalty. She says that paramount executives practice the following strategies to maximize employee loyalty:

- “1. Align the employee's career growth with company goals;*
- 2. Design work with variety and employee autonomy; and*
- 3. Focus on relationships”*

A number of factors have caused employees to turn off the corporate strategic roadmap: economies such as those of the United States. Mergers, right-sizing, globalization and outsourcing have affected traditional expectations of lifetime employment as a reward for loyalty. Organizations must become experienced at assessing that the needs of employees are interrelated. In our modern global economy, it is not capital assets that will determine the success of an organization, but rather the intensity of motivation of its employees to continually change and improve to meet or set the next standard. OD consultants must leverage employees as a benefit rather than an outflow. They must provide employees with an occasion to produce value to the organization, recognizing the importance of the personal needs of employees. Contemporary leadership needs to provide the employee with tools to help them balance work and life, while reconnecting an intense focus customer satisfaction. Staff expects to be treated fairly and to have evocative work. In return, workers owe the organization their willingness to participate in business growth, idea development, customer service and organizational transformation.

Responsibilities and Opportunities

Modern customer loyalty is a two way street. The more ardently committed the organization is position to making your customers succeed immensely in the elongated environment, rather than just meeting their immediate demands, the more enthusiastically committed they will be to you. Given the course of the ever-more-competitive global economy, what are the current characteristics of a well designed sales organization? Only the best get selected to go be the company's sales executive's, responsible for retaining and fostering customer loyalty. The question suggests that the OD consultant may be timely to seize the opportunity. Giving thought to your organizational development programs aimed

at current customers is one aspect of building customer loyalty. Placing the customer first or completely focusing on customers. The reality is, however, that few organizations do this. Instead, they set unrealistic sales service productivity requirements, or establish performance metrics and levels that are not based on customer input or need. Further, because sales executive's customer contact now represent the principal touch point with customers; and, beyond technology, they have the capability to generate and manage a continuous flow of customer information, and to increase customer loyalty. Getting the most out of customer contact may require significant change in many organizations.

Focus on your sales group because of your customers. Remarkable investments have been made in vain to increase customer loyalty. Organizations are inexperienced to consider the customer the foremost valuable asset to the organization. The organization needs to spotlight investing in the sales executive, putting the people in organization above everything else; including the customer, true customer longevity is built. When a company puts its people first, the results are spectacular. Their people are inspired to provide a level of service that truly comes from the heart. They are cared for, valued, empowered, and motivated to care for their clients. Companies are only deceiving themselves when they believe that the customer always comes first. Sales executives do not inherently put the customer first, and they certainly don't do it because their employer expects it. Businesses are lacking to determine just how effective sales groups are at creating perceived customer value and, ultimately, optimizing customer loyalty behavior. Customary employee satisfaction studies, just like customer satisfaction studies, are measuring superficial attitudes and past events, keying largely on salaries and benefits, and the working environment, than they are about considerations how aligned the sales staff are with customers. Organizational Development (OD) consultant's require the focal point of diminishing non-value added functional activities and design systems that enhance the use of staff time and talent. Technological systems need to be in place to support the employee execute a rapid customer response time and more

meaningful customer contact. Customer loyalty is built around targeted sales skill development needs: training, engagement, and measurement

The OD consultant requests to assigning sales executives ownership of performance, customer loyalty building action. How productive are the sales executive's on behalf of their customers? How well supported and directed are the executive's in providing the customer with value? There is a greater opportunity for self-management and a wider scope of work in each customer relationship. The organizational design needs to link performance objectives, and individual and team performance to customer loyalty. Develop specific statements on a client basis through research about key aspects of their working life, relationships, and support to be accessible to all staff for performance evaluation. Recommend attributes should be tailored to the the culture and operating processes. Loyalty studies often include attributes of teamwork and messaging between and within groups. The quality, effectiveness, and management interactions are also crucial. The values of culture necessitate the foundation of the organization, consideration of staff needs, and desirability as a place of employment. Succession within the career addresses the sales executives' sense of security, growth, and career development. The attributes of leadership effectiveness displays the employees' views on how well people are motivated and managed. The most important design aspect of customer loyalty is the measurement of the sales executive's customer focus. These characteristics attend to the employees' outlook of the company's pro-action and responsiveness with clients', and how the organizational paraphernalia help with that goal.

Employee Loyalty and Alignment

Apart from customer loyalty, which is on the agenda of every organization, there is no other topic which concerns organizations more than staff loyalty, commitment and productivity. Staff turnover is near 20-year highs for numerous companies. Two research firms, Walker Information and Hudson Institute, recently united forces to conduct a national employee loyalty study. Their fallout

confirmed that staff loyalty is in short supply: Only 24% of employees consider themselves' truly loyal, dedicated to their organization and its goals, and forecasting to stay at least two years. 33% of employees were high risk, not committed and not planning to stay. 39% were classified as trapped. They plan to stay, but are not committed to their organization. The lack of employee commitment frequently translates to being out of alignment, with each other and with customers, in executing the company's mission, goals, and strategic objectives. Hence, what they are doing at work can be counterproductive and damaging. Since the issues impacting customer loyalty and commitment to a supplier are often highly correlated with staff productivity and pro-action, optimizing employee loyalty and alignment becomes doubly important.

Sales executives are often among the most industrious and embody the peak contribution potential for any organization. They can also be among the most non-aligned with company vision and strategy. Yet, the vast majority of organizations don't track defections, threats of defection, or misalignment among this important group. Misalignment carries a colossal cost, though it's more challenging to segregate and estimate than the loss of a customer. A lack of employee alignment can be seen in places like the organization's culture, staff communication, collaboration, and information stream, focus on customers, behaviors, values, altitude of training offered, productivity and competence, and executive effectiveness. The OD consultant needs to identify the silent deflection and misalignment within the sales organization. By building a reciprocal climate of trust, sales executives appreciate and respond to empowerment and opportunities to learn and contribute.

Clear Communication

Improving customer loyalty has been the mantra of the sales since inception. As financial pressures continue to pinch the organization, however, the need to ensure customer satisfaction has reached a tipping point.

Too often, sales executives are consumed with efforts to put out the fires of dissatisfaction, spending the majority of their time resolving customer grievances and tribulations. Few sales organizations have embraced the idea of proactive customer care by reaching out to customers before they have a opportunity to become a frustrated and dissatisfied with the organization. For companies in any industry, a good proactive, outbound customer communications program can be a tremendous competitive advantage. It boosts customer loyalty and retention while lowering the costs affiliated with labor-intensive outreach. Proactive customer care is a practice that is designed to expect inbound calls and lessen call volume by delivering important information to the customer.

As with any worthwhile patron care endeavor, the first step in proactive communication is to develop an understanding and knowledge base about the target audience. Purchaser preferences should be the driver at the back of all proactive communications campaigns. Consumers don't want to be bothered by outbound calls of limited value. Customers need to feel as if they are in control of how they receive communications, and deciding when, where, how and how often they are contacted. Proactive customer care means providing customers with options that let them manage the means of communications and can be achieved. Since customers generally place significant value on the quality and speed of interactions, the quicker and easier the enterprise can make it for the customer, the more likely he or she will remain a loyal consumer.

The competitive battle of creating customer loyalty has made the art of customer communications. When a customer purchases merchandise or services, he or she begins communications and continuing business relationship with the organization. Profitable businesses recognize the potential for profitably lies in how it maintains and strengthens the customer relationship over time.

Results are generated when the enterprise makes it easy for a consumer to do commerce with it.

Recognize the Proper Behavior

Employees should be both recognized and rewarded for building customer value. Sales executive should be encouraged to construct customer relationships, creative solutions, empowered achievements, and improve cross-functional involvement. The organization should well benefits, rewards, and compensation support in building value and equity for customers. Sales leadership should ask employees what they value as recognition for behavior that is in alignment to enhancing customer loyalty. OD consultants should use creative means to give a lighter sense to company culture. Ideas can include events around holidays, having an open house for family members, and special recognition prizes. The organization should also hire top sales performer's in customer loyalty to begin with by identify achievement factors, and construct recruiting top talent a key corporate value.

Holding on in a Downward Economy

Most organizations state customer loyalty is extraordinarily vital to their business, but very the minority actually understands how it affects them during an economic downturn. With the current recession organizations are tempted to dispose of your client experience efforts. The strategic OD consultant's goal during a down economy is to build a visual bridge between what is going on today and where the organization vision is for the future.

During an economic downturn, it is the role of an OD consultant to ensure the business will be satisfied with stronger customer loyalty. Tightened decisions will facilitate determining the funding cutbacks. Keeping focused on the needs of the customer is difficult during a downturn because executive discussions typically focus on much more on financials and much less on customers. The consultant should support the value of differentiated sales employee experience by making certain the executive team understands the tradeoffs that it is making. It is crucial to select the precise areas to focus on and always shelter your most valuable customers first. All projects and customers are not equally valuable. Try

to put the majority of cuts in areas that have the least impact on your most important customers. It is crucial to deliver the best experiences for your most important customers, even if it means lower priority divisions may possibly have to undergo. The development of your design organization and, particularly, how you administer change will impact the success of your business during the recession. Organization development activities should be in alignment to the desired effectiveness of customer and employee loyalty.

Conclusion

Business is at a crossroads in its challenge to develop committed customers, but not enough executives are taking notice. We are now in an era where the marketplace is so cluttered that it is more difficult than ever for any one firm to stand out from the competition. As a result, a customer-centric approach is imperative. Organizations often promote the fact that they are customer centric by placing emphasis on solely retaining the customer. Research shows that customers are more loyal when they feel the company listens to them. Small gestures can be big examples to the customer of honesty and informal humanity. Every sales organization should offer a rewards system that reinforces meaningful customer loyalty. This article should challenge the organizations to be your own customer and interact with key salespeople. In this economic downturn, it is imperative to be proactive in preparing employees in engaged training and development. The OD consultant should encourage employee empowerment. There's no better way to be customer centric than to reward continued employee investment.

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