KEYS TO DEVELOP BRAND AMBASSADORS FOR YOUR ORGANIZATION
Making Employees Brand Ambassadors

We believe there are two ways primary methods to make employees brand ambassadors; the Program approach and the Organic approach.

The **Program Approach** is more conventional, training-based method. Many organizations, maybe even yours, are using or have used this method. Of the two, it is the easiest to implement, the easiest to digest, and the easiest to sell to leadership. And it’s more what you would expect to discuss in a seminar or webinar like this, so we’re going to cover this first.

The **Organic Approach** is far more complex. It’s a initiative which requires a holistic, company-wide approach. If done correctly, it can create far more employee brand ambassadors and collateral benefits for the company, than the Program method. It’s also more sustainable. However, it is more difficult to implement, digest and sell to leadership. Parts of it will look familiar, but I promise it’s going to have a couple of unique recommendations attached to it.
Making Employees Brand Ambassadors

Program Approach

1. Develop criteria for “what makes an Ambassador”
2. Identify current ambassadors
3. Ensure Ambassadors are practicing role models of the methods & behavior expected
4. Develop methodology for recruiting new ambassadors
5. Formulate guidelines and messages for Ambassadors and communicate with them often
6. Ensure they have multiple avenues for communication and frequently communicate
7. Reward and/or Recognize them for their efforts
8. Provide opportunities for them to “shine” publicly
Making Employees Brand Ambassadors

The Organic approach is primarily based on “influencing” (or inspiring) employees to become company brand ambassadors. While it often includes components used in the Program approach, it delivers two very important additional benefits: A much larger pool of brand ambassadors (more employees) and more passion (because it is based on their belief.)

Organic Approach

Developing Brand Ambassadors

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Making Employees Brand Ambassadors

Based primarily on employee’s perception/belief

1. Treatment
2. Training
3. Tools
4. Team
5. Trust

To motivate and inspire our employees to be good Brand Ambassadors requires many things, but we think these are five of the most important. They are Treatment, Training, Tools, Team and Trust. We believe these five act like a chain in achieving employee advocacy and loyalty; it must be strong on every level because one weak link will likely cause total failure.

Obviously, this is going to require many departments/participants to put together. And it certainly won’t be simple. While you can incorporate some of the functions listed in the Program Approach, the Organic Approach to create brand ambassadors from employees requires improvement in both communication and genuine quality across the entire company.

Developing Brand Ambassadors

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In order to influence customers or employees on any scale, someone needs to build and be responsible for a system of continuous listening, collecting, analyzing and distributing this information, and seeing that it is used in the decision making and strategic planning operation. Also, insuring that the system is built to manage the information across the organization.

We believe the department who should be responsible for having the best understanding of patient, customer, employee needs is the communications department, currently called the marketing department, or what Rudy and I think it should become: CMMS - Customer & Market Management System.
The best way to create Brand Ambassadors is to improve the company.

The best way to improve the company is satisfying patient/customer and employee/stakeholder needs better than your competitors.

The department (who should) have the best understanding of patient, customer, employee needs is the marketing department, or rather, the Customer & Market Management System.

“If you do what you’ve always done, you’ll get what you’ve always gotten.” – Tony Robbins

As communicators, it is our duty to be the role model for innovation and quality within the organization. You must practice, believe and succeed in creating a new dichotomy for marketing to facilitate the change needed to develop true brand ambassadors.

Customer & Market Management
Envision the marketing department in a new role:

A Customer & Market Management System

You need to take the initiative to:

• Outline Strategic Nature of the Transformation
• Outline the New Roles Envisioned
• Create Plan Elements to Gain Leadership Support
• Develop and Implement a Roll Out Plan

Strategic Nature of the Transformation

Adopting a Customer & Market Management System (CMMS) will require the expertise in the marketing department in sharing customer and market knowledge throughout the organization.

The new CMMS will become the focal point in understanding the needs of the market and its various segments, and will become a key participant in Strategic & Operational planning and budgeting.

New Roles Envisions

The Customer & Market Management System administrator will be a key leader in developing and maintaining customer relationships (the foundation for brand ambassadors).
TRANSFORM

Envision the marketing department in a new role: 

A Customer & Market Management System 

Plan Elements 

**Strategic Development & Deployment**
1. Leadership Behavior, Incentives, Culture, Training 
2. Human Resources Compensation, Recognition, Work System 
3. Customer Satisfaction and Relationship Management 
4. Process efficiency & efficacy 
5. Measurement, Analysis & Data 

**Accountability & Behavior**
1. Gain Buy-in and adoption of “framework” 
2. Educate/Train on Transformation 
3. Develop and Set Expectations of all constituents 
4. Develop and Adopt new tools (Quad Charts, Evaluation Forms, Dashboards, Scorecards) 
5. Set expectation & ensure leadership is responsive to, and consultative with program manager 

*Customer & Market Management* 

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Standards & Measures
1. Customer satisfaction & dissatisfaction
2. Competitors
3. Comparators (best practice organizations)
4. Establish linkages to goals and objectives (organizational & personal)
5. Establish policy parameters for adherence to standards

Program Accountability
1. Establish Budget and Plan Goals, Monitor and report to the highest levels
2. Ensure all levels of managements’ goals are aligned/link to achievement & compliance
3. Hold the program “manager” accountable for progress

TRANSFORM
Envision the marketing department in a new role:
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Plan Elements

Customer & Market Management

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TRANSFORM

Envision the marketing department in a new role:
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Plan Elements

Education
1. Develop & Identify curricula and vendors (if necessary)
2. Train Management on Measurement System & Data Usage
3. Train Management on Performance Management
4. Train Management on Compensation & Recognition
5. Train Employees to understand measures and linkages to performance and compensation
6. Give Employees messages. Empower/encourage them to distribute

HR
1. Train Employees to understand measures and linkages to performance and compensation
2. Give Employees messages. Empower/encourage them to distribute

Customer & Market Management

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TRANSFORM

Envision the marketing department in a new role:

A Customer & Market Management System

Develop and Implement a Roll Out Plan

- Newsletters Internal/External
- Message formulation and distribution
- Intimate knowledge of customers, market and the data
- Translators of data meaning to organization/service lines
- Innovators for “customer first”
- Process Improvement facilitators
- Ensures the focused/planned “look” of the organization

Customer & Market Management
The process is fed from organizational Mission, Vision and Values (M/V/V).

1. Voice of the Customer
   - Listening, Inputs and Methods

2. Analysis and Decision Making
   - Conduct reviews to determine customer requirements and assess if services, processes, and improvements are meeting customer needs.

3. Deployment of Strategy
   - Deploy improvement priorities and action plans

4. Evaluation and Improvement
   - Review customer inputs and analyze processes to refine feedback mechanisms, customer relationship

Customer & Market Management

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Voice of the Customer

Listening is one of the most important aspects of effective communication.

To create brand ambassadors, you must first develop and define a structure of gathering information. Through listening, you maintain a comprehensive, creative interface while clarifying segments and defining key function requirements.

**INTERNAL**

An open dialog within your organization allows for honest communication with leadership and provides the catalyst for brand ambassadorship communication with the public.

1. Determine a method for collecting information from your staff, doctors and stakeholders.
2. Recognize performance and expect accountability.
3. Reward the achievement of patient goals.
4. Ensure training and educational resources meet the organizational goals.

**EXTERNAL**

To create advocates from existing patients and acquire new ones, you must ensure your marketing message is consistent with the quality of service you offer and how people view your organization:

1. Understand the patient’s expectations.
2. Determine the unaddressed needs of the patient and community.
3. Develop a recognizable and consistent brand image.
4. Gain exposure through advertising and public relations.

*Developing Brand Ambassadors*

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Before you can effectively listen to internal and external chatter, you must set up a system of multiple listening posts for effective listening. Here are just a few examples of tools you can use.

**Garner Feedback through SURVEYS and FOCUS GROUPS**

**Surveys:**
- Direct Mail

**Focus Groups:**
- 3rd Party Research Groups
- Independent Internal Research

**Market Research:**
- Press Ganey
- HCAHPS

**Monitor and Respond to SOCIAL and INTERNET CONVERSATIONS**

**Free:**
- Google Alerts
- IceRocket

**Paid:**
- Raventools
- Mention.com

**Advanced:**
- Repskan
- Brandwatch
- Radian 6
- ViralHeat
- ITTT
- Wildfire
- HowSociable
- TrackUr
- Cision

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The next step involves analyzing or “interpreting” the data collected. This helps to provide clarity to gaps and needed change which may be necessary anywhere in the organization. It also provides empirical evidence of successes.

Basically it help you to find Opportunities.

- Customer Knowledge and Market Requirements
  - Do we know the factors of satisfaction & dissatisfaction?
  - Do we know what products/services are needed?
- Market Segmentation and Coverage
  - How are subsets of our market organized and are there gaps in service?
- Customer & Market Communications
- Customer & Market Relationships
- Competitive and Technology Trends
- Customer Feedback Measurement & Management

Developing Brand Ambassadors

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The next step takes the information gathered and feeds it to Leadership.

- Communicate the knowledge you gained from this interpretation for leadership for incorporation into strategic plans and operating plans.
- These findings may also be communicated to product/service level directors for immediate change, understanding that changes may require senior leaderships prior approval.
Deployment of Strategy

Leadership will incorporate certain changes into Strategic Planning for company-wide initiatives, and mandate other initiatives to more specific, defined and discrete areas of the organization.

Measures will be established against which the achievement of these initiatives can be gauged.

Aligning the organizations support systems so they in fact, reinforce the accomplishment of those initiatives. It has to be incorporated into budgets, performance expectations and goals.
• Identify opportunities for customer satisfaction improvement based on data
• Identify opportunities or gaps for services in the market.
• Research best practices and Comparators
• Translate best practices into organizational priorities and innovations
• Partner with clinical and non-clinical areas to improve work processes using intimate knowledge of the customer needs

**Benchmarking Framework Elements:**
• What to benchmark?
• Who to benchmark with/against?
• How do we do it?
• How do they do it?
• Data Collection and Analysis
• Comparisons/Assessments Internally & Externally
• Focus on Processes, Practices, & Methods
Organizational Quality And Branding Model

What We Do:
• Find the problems (M.A.P.)
• Develop/implement solutions (specific issues or major restructure)
• Ongoing assistance if needed (coaching, teaching, etc.)

Results:
• Improve volumes, revenue and margins
• Improve organizational brand and reputation
• Improve customer, employee and stakeholder satisfaction
• Better fulfill strategic plans

Strategy & Operations
• Environment
• Leadership
• Strategic Planning
• Human Resources
• Process

Marketing
• Branding
• Advertising
• Online
• Social
• Collateral

Our Approach:
Methodology
Alignment
Process

Manage Markets, Brand, Customers

Manage Knowledge & Analysis

IMPROVE!

Manage Knowledge & Analysis

• Sales/Profit
• Retention
• Advocacy

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ABOUT US

At Red Crow Marketings, we believe the solutions to improving business and brand go hand in hand.

We partner with QB2, a Baldrige-based consulting firm which helps improve quality, sales, profitability and customer satisfaction by providing businesses with improvement methodology, management processes, and organizational alignment.

For more information or to request a consultation, visit qb2associates.com

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