

Influencing and Reinforcing the Behavior You Want in Employees and Customers

“If Only I Could Get People to Do What I Want Them to Do”

How often have you thought that ... or said that? And how often has the answer eluded you?

You have a sound business plan. Clear objectives. Logical strategy. Intelligent tactics. And for your plan to succeed, all you need is for your people to follow your direction and your customers to see why your product is the right choice. Sounds simple, doesn't it?

Why Employees Miss the Mark

The 20/60/20 Rule operates in any field of human endeavor ... in any job classification. Simply stated, it means that the top 20 percent will do the things you ask. They'll get things done well because they are motivated by pride in a job well done ... by the desire to be better today than they were yesterday ... because they aspire to more. If you outline six steps to success, they'll do them all ... they'll do them well ... and they'll do them in the order you specify.

The 20 percent at the bottom are immovable, inert rocks who, for whatever hidden reasons, simply don't care. Give them the same six steps to success, and they'll do one or two ... poorly ... and out of order.

The 60 percent in the middle provide you with a deep, untapped reservoir of potential. They'll take the six steps to success and probably do four or five ... and probably do them fairly well. But they'll leave one or

two undone because they think “that's good enough.” They'll shortcut the system because while they want to succeed, they don't want it badly enough to expend the extra effort. But they are the key to your success, and there is a way to motivate them to do what you need them to do.

Why Customers Don't Buy Your Product

There are literally hundreds of reasons why people buy from someone else. And since all buyers are driven by a complex and invisible network of motives, you'll never be able to get everyone to buy from you. Whether it's a business or personal-use purchase, buyers react to a myriad of stimuli. Price, color, design, positioning, and more. They're motivated by avoidance of guilt, desire for power, need for self-esteem, and a range of other deeply rooted emotional needs.

People are faced with an accelerating number of choices and decreasing product differentiation. So no, you won't be able to get everyone to buy your product, but yes, you can get more people to buy more of your product.

The Common Thread

We'd love to think that employees will do the right thing and that customers will make the right choice, but since only 20 percent of your employees are doing the right thing, and only some of your prospects have become customers (while the others remain only prospects), the question is ...

how can you get the rest of the people to see the light?

The answer lies in these three words ... **Zone of Self-Interest.**

People will do the things you want if they perceive it to be clearly in their own best self-interest. And when that perception exists, you'll be well on your way to exceeding your business goals. The approach is simple, and it's proven to work.

Identify a simple activity that you know to be key to your success. Then reward it every single time it occurs.

Every single time.

The idea revolutionized the airline industry, then most other consumer businesses. Think about your own behavior and how it's affected by the opportunity to earn free trips or hotel nights or merchandise for providing a seller with conscious loyalty. The rewards fall into your Zone of Self-interest, and it motivates you to do something you normally wouldn't do ... and do it frequently.

The Implication for You

- *What do you need to succeed?*
- *Do you need your customers to visit your business more frequently?*
- *Do you need them to increase their average purchase?*
- *Do you need your distributors or dealers to buy more of your full line of product?*
- *Do you need your non-sales people to refer potential customers to your sales people?*
- *Do you need your people to work more safely ... productively ... professionally ... courteously?*

No matter what you need to accomplish, you can put a price tag on it. Some things lead to greater

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sales ... others to lower costs. And as soon as you put a value on it, we can help you accomplish it.

Here's How It Works

Identify the action you need people to take ... then calculate the dollar value to you when it's accomplished to your satisfaction.

Every time a program participant does what you want done, he or she earns points (based on the value you've calculated). The points are redeemable for desirable merchandise, exotic travel, or other options. On a real-time basis, every participant can view a custom, personal statement, which details the credits and/or debits made to his/her account and the current account balance.

What Do You Do?

- Identify the audience, the action(s) you need, and the value to you.

What Does a Loyalty Marketing Expert Do?

- All the rest.

Create a theme that reinforces the core message and adds value to your brand. Produce a launch package that immediately captures attention. Deliver the merchandise and travel and other awards. Design a custom website and account statements. Credit and debit the individual accounts; display statements electronically. Print out the statements and insert, seal, post, and mail them. Produce periodic management reports for you so you know exactly where you are at any given moment.

Summary Of Benefits

Success breeds success. Unlike many programs that start with fireworks and finish with a fizzle, behavior reinforcement programs grow in effectiveness. With each passing day, the motivation power strengthens, and the bond between you and your program participants deepens.

The economics of breakage. People are human, and because of that, not all the points you award will be redeemed. Based on program rules and several other factors, the rate of breakage (points awarded but not redeemed) is predictable at the beginning. So you can make the awards appear richer than your actual cost.

The concept of self-liquidation. Simply put, a well-built behavior reinforcement program will produce more incremental revenue than it costs. Net result ... "plus business" that you would not have received had you not run the program ... at a cost that is less than the "plus business."

Frequent communication with those who matter. As a side benefit, having an electronic connection to your customers provides you an opportunity to speak frequently to the people you need to influence. And since you can deliver messages whenever you choose, you can address any subject of relevance at that moment.

The value of information. The continuous measurement of participant activity produces a gold mine of information profiling behavior (and your success in influencing it). You can use the data to target your efforts at specific segments of the participating audience ... targeting that increases the return on every dollar invested.

Staying power. You want your valued customers and employees to stay with you. And behavior reinforcement programs provide the answer. People don't walk away from companies that care about them ... not when they stand to lose benefits that are accruing on a daily basis.