

CASE STUDY: ABOVE & BEYOND AWARD

STRATEGIC OBJECTIVE: HOLD MARGIN AND INCREASE MARKET SHARE

A water filtration company wanted to combat their shrinking margins and increase market share at their 150 locations. The organization was starting to feel the pressure from their competitors. The company realized they needed to take action in order to stay ahead of the game. Their objective was to have the store managers identify innovative solutions to hold margins and increase market share.

TACTIC: ENGAGEMENT PROGRAM FOR STORE MANAGERS

In the past, store managers were only responsible for managing the daily operations of the store; however, the executives understood that these managers were interacting with customers on a daily basis and could uncover ways to gain market share. The executives decided to implement an engagement program for the store managers - an "Above and Beyond" recognition program.

The program was designed to increase store manager participation solutions to meet this new objective. The owners knew that this request of the store managers was above and beyond their current job responsibilities. The following tactics were developed for the program:

Promotion of the Program: The owners announced and promoted this campaign at the beginning of each month. The goal was to keep the program on the forefront.

Surveys: A five-question survey was given to customers to identify likes and dislikes of their products and services. In addition to the customer survey, ten-question surveys were given to all employees to glean ideas to lower costs and provide better service. The survey results were distributed to all store managers to encourage participation and even the playing field.

Annual Conference: The executives acknowledged the top 15 stores and the individual store manager who implemented the most cost-effective solutions at an annual conference.

TOOLS: CRYSTAL AWARDS & GIFTS

Crystal Award: The owners chose the Lament Flame, which is an optical crystal award that resembles a water droplet, to be presented at the annual conference.

RESULTS: THE ORGANIZATION AS A WHOLE ACHIEVED THE FOLLOWING RESULTS

- *Over 250 ideas and solutions were generated*
- *100 locations gained 2-10% of market share in a 12-month period*
- *83 locations increased their average margin by 4-10%*

