

## Unit 8

## TRAINING AND MOTIVATING EMPLOYEES

### Broaden Employees scope of knowledge

An organisation committed to building relationships with its customers needs to broaden its employees' scope of knowledge. The type of employee required has a "broad" understanding of how everything the company comes together for the customer, that is, lives up to expectations.

Employees today therefore need to increase their skills in processes and technologies and have a greater understanding of the customers they serve.

## THE ENHANCEMENT OF EMPLOYEE RELATIONSHIPS THROUGH INTERNAL MARKETING

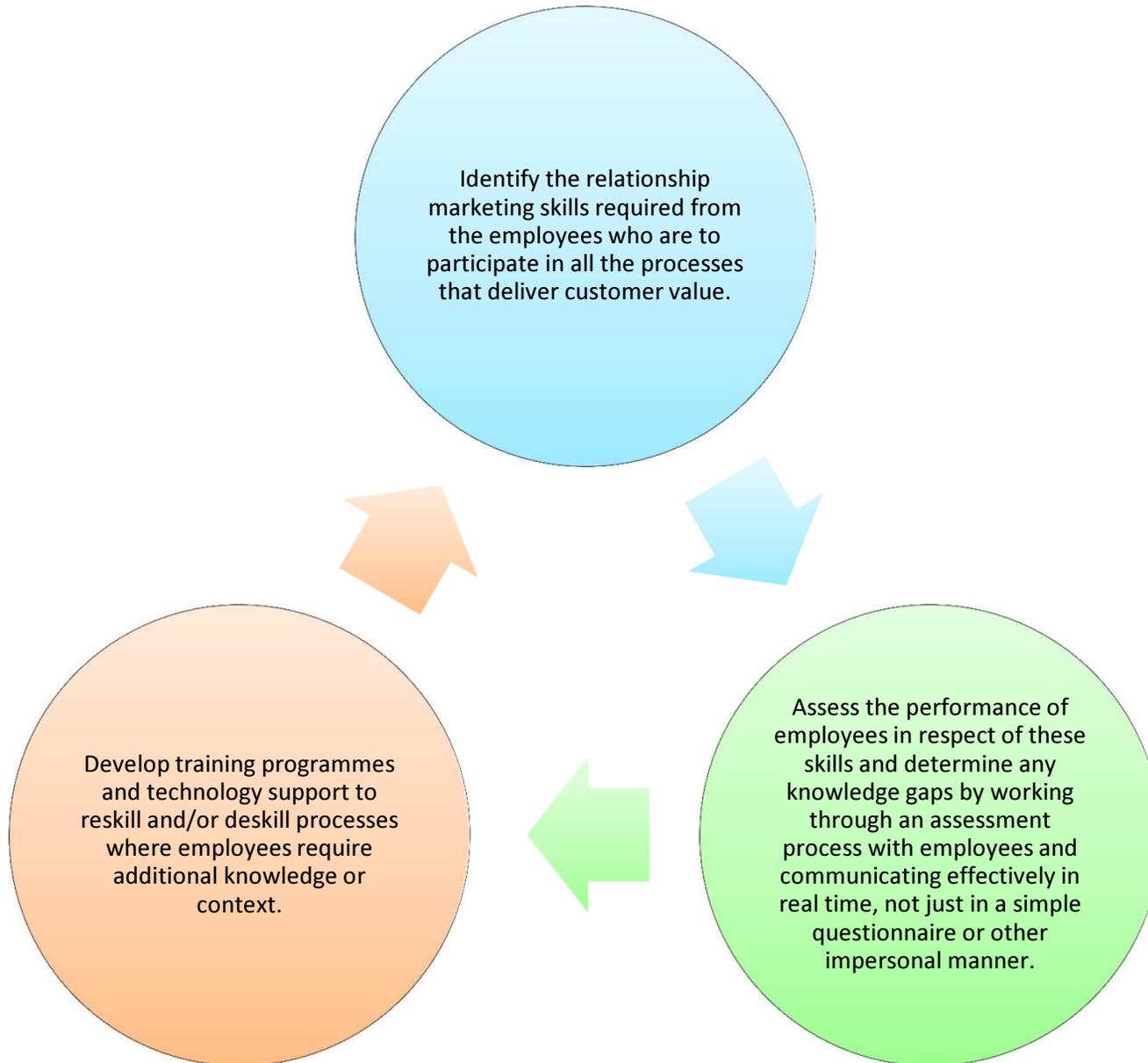
- The employees of a business may be viewed as an internal market and they form part of an organisation's stakeholders.
- In CRM terms we also refer to the employees as internal customers.
- The objective of internal marketing within relationship marketing is to create relationships between management and employees and between functions.
- Management has a responsibility to train and motivate employees, but should also persuade these employees to actively support marketing strategies.
- For this purpose, there should be open and free communication. The most successful companies are those that create channels that allow feedback to flow both upward and downward in the organisation. Employees feel they have a stake in the organisation when they have more of a voice.
- Internal marketing emerged from services marketing. The purpose of services marketing was to ensure that the frontline personnel who interact with external customers handle the service encounter better and with more independence. It is not only essential that the employees who are in contact with the customers are well informed about their organisation's offering, but also that they understand the business mission, goals, strategies and organisational processes. In addition, it is equally important for support staff to be knowledgeable in these areas in order to be able to handle the internal customer relationships successfully.
- To a large extent, internal marketing must be interactive. Traditional methods of internal mass marketing, such as the distribution of formal memos and internal magazines, are inadequate. An intranet may help, but social get-togethers are also important. As a kick-off before the sales season, for example, large groups could gather to learn, to be entertained and to mix socially for a day or two.

## Guidelines for training

Identify the relationship marketing skills required from the employees who are to participate in all the processes that deliver customer value.

Assess the performance of employees in respect of these skills and determine any knowledge gaps by working through an assessment process with employees and communicating effectively in real time, not just in a simple questionnaire or other impersonal manner.

Develop training programmes and technology support to reskill and/or deskill processes where employees require additional knowledge or context.



## Motivation

Employees are best motivated to demonstrate service spirit and customer orientation if they are well trained and informed. Motivating and rewarding employees appropriately does not necessarily involve money.

