

# Enterprise Engagement



**The emergence of a new discipline based on making the connection between people, performance, and long-term profitability.**

# Why Engagement

- Communication is moving from mass to one-to-one.
- The customer experience has become the competitive edge.
- Employees are critical to the brand equation.
- The C-suite is beginning to get the connection between engagement across the organization.

# Enterprise Engagement: A Definition

A strategic focus on achieving long-term financial success, by actively aligning the people most critical to our organizations:



- Customers
- Employees
- Distribution partners
- Vendors
- Shareholders

# Economics of Engagement

The evidence is extensive and irrefutable:

- High-engagement firms have an average earnings per share (EPS) growth rate of 28%.
- Low-engagement firms see EPS decline at an 11.2% rate.
- High-engagement firms outpace low-engagement companies in revenue, profit growth, and in the stock markets.

*Sources: Towers Perrin survey, July 2008;  
Corporate Leadership Council Genesee*

# Essentials of Engagement

- A relentless focus on the connection between customer and employee satisfaction
- A longer-term perspective
- Top management that gets it
- Middle- and front-line management that gets it
- Organizational alignment of communication and philosophy
- Ongoing training
- Ongoing performance measures
- A culture that rewards and recognizes
- The right mix of compensation and benefits

# Engagement is Catching On

- More and more organizations have executives with the title of engagement, including almost everyone involved in this initiative.
  - Nearly 800 jobs available for Directors of Engagement on Monster.com—many require the skills outlined over these two days.
- Over a dozen leading conferences focused on engagement this year in all aspects of engagement
  - American Strategic Management Institute
  - Human Capital Institute
  - Conference Board
  - Business Marketing Association

# Challenges

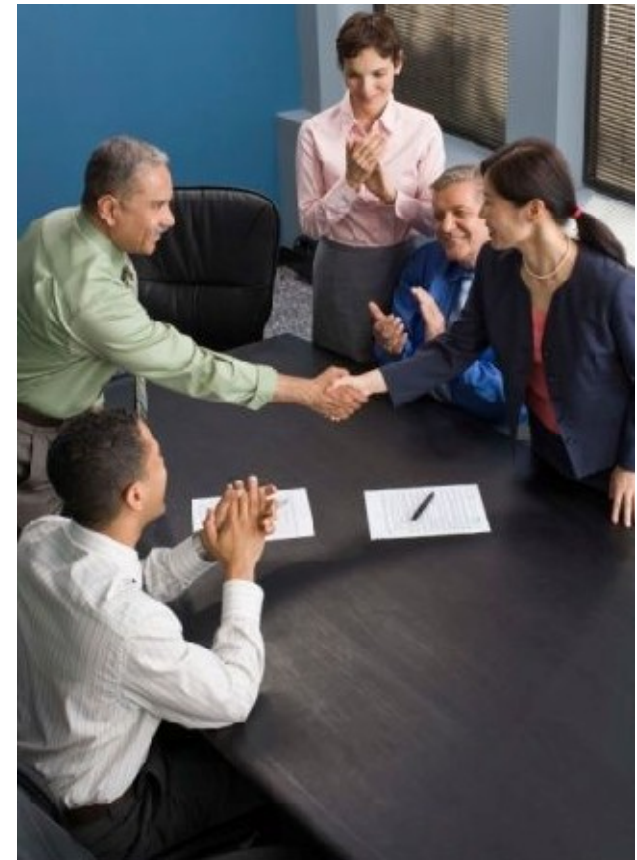
- Enterprise Engagement does not provide a short-term fix.
- It requires organizations to break down long-standing silos and conflicting cultures.
- It requires an integration of many tactics that have often worked in relative isolation from one another.
- It requires management with a broader set of skills.



# Essential Management Knowledge

Understanding the inter-relationships of:

- Customers
- Channel Partners
- Salespeople
- Nonsales people
- Vendors
- The community



# Essential Management Skills

- Leadership and culture change
- Training
- Communication (personal, meetings, digital, Web, promotional products, i.e. everything)
- Return on investment and performance measurement
- Polls, surveys, and exams
- Rewards and recognition
- Compensation

Much of what you will be learning about in the next two days

# Enterprise Engagement Alliance

## Mission:

- Create a formal discipline required of all management in public, private and not-for-profit sectors.

## Goals:

- Produce research on engagement and measurement tools.
- Establish a curriculum and certification process for management and organizations
- Address the private, public, and not-for-profit sectors.
- Provide tools and opportunities for supplier practitioners
- Create a stock index and fund of companies with best practices

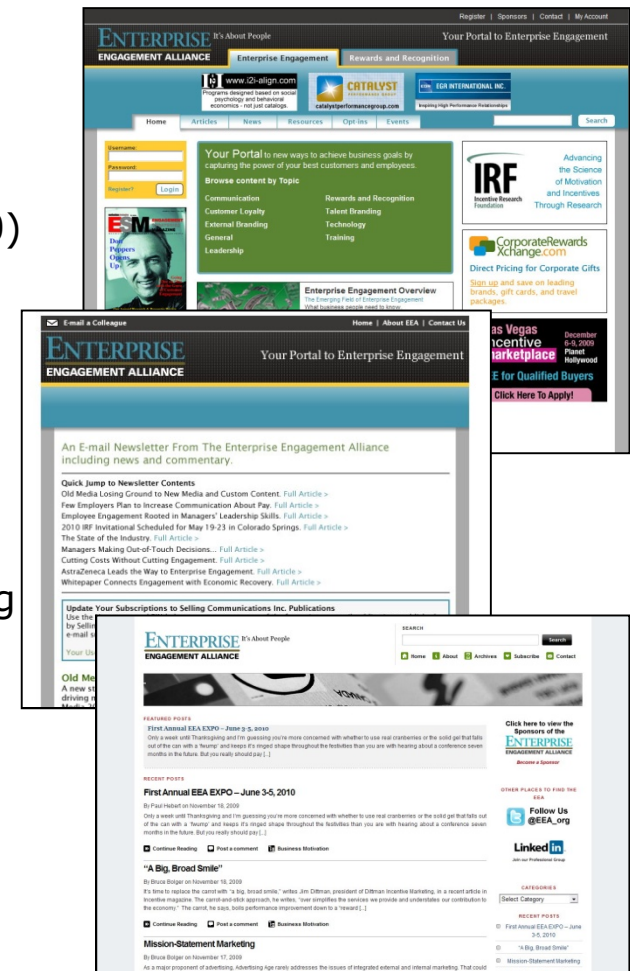
# Enterprise Engagement Alliance Activities

## Research and Tools

- Economics of Engagement (2009)
- Allsante Case Study of Channel Engagement Meeting (2010)
- Polling provided by Pollstream
- Enterprise Engagement Indicator and ROI of Engagement Calculator and other tools

## Outreach

- A web portal and e-newsletter at [enterpriseengagement.org](http://enterpriseengagement.org)
- Directory of solution providers—many of you are already online with a free basic listing
- A blog
- Twitter
- Public relations



# Curriculum and Certification

- Create a formal definition of the strategies and tactics of enterprise engagement.
- Develop a curriculum that any business manager and executive can use to improve their performance.
- Create a process that certified experts like you can apply to your clients or organizations for mutual benefit.
- Provide public, private, and not-for-profit organizations with best practices more ways to profit from their investment.

# The Development Process

- Identify the critical issues, strategies, and tactics through a collaborative process, starting with this conference.
- Establish a comprehensive advisory board representing all areas of management and the economy.
- Use a collaborative information-sharing technology that maximizes input and minimizes time requirements.
- Make sure everyone who participates benefits.
- Test before general launch.

# Individual or Practitioner Certification

- Taking online and/or in-person courses on various aspects of engagement.
- Passing exams.
- Participating in ongoing training and certification programs of other associations in areas of engagement.
- Provide business practitioners tools and an economic model that benefits their clients and their businesses.

A key early task will determine the type of certifications to be created.

# Benefits to Professionals

- Potential to significantly improve his or her contribution to the organization.
- Potentially create more demand for engagement expertise and solutions.
- Provide a more scientific basis for suppliers to support specific types of solutions.
- Improve one's marketability in the job market.

# Benefits to Organizations

- A pool of management candidates more capable of contributing to ongoing performance.
- Enables organizations to make more equitable assessments and comparisons of practitioner skill-set.
- Provides increased confidence in the provision of engagement expertise and realistic solutions.

# Organizational Certification

- Substantiate key engagement practices through an information gathering and/or audit process.
- Receive credits for receipt of certifications from other organizations that audit specific areas of engagement.
- Work with the financial community to increase their interest in understanding the economics.

# Benefits to Organizations

- A measurable standard by which to drive their business practices.
- An effective marketing tool to attract:
  - Customers
  - Channel Partners
  - Employees
  - Vendors

# Getting the Word Out

- The EEA will work with other leading associations that have a stake in cooperative action to build the engagement category.
- Begin to educate the financial community.
- Provide business practitioners the tools and an economic model they can use to enhance their value to customers, as with the ISO or Six Sigma process.

# Founding Advisory Board

- A strategic advisory board representing all titles and sectors: private, public, and not-for-profit
- Founding Executive Advisory Board members:
  - Don Peppers, Founder and Partner, Peppers and Rogers
  - Claire Howells, Vice President, Engagement, Zions Bancorporation
  - Melanie Lewis, Director of Sales Engagement, Astra Zeneca
  - Elizabeth Frechette, Manager of Leadership of Engagement, Pratt & Whitney Learning Center
  - Allan Schweyer, EEA Chair, Enterprise Engagement Alliance, and partner of Center for Human Capital Innovation
  - Rodger Stotz, Chief Research Officer, Incentive Research Foundation

# Composition of Tactical Advisory Boards

Corporate and supplier practitioners organized by:

- Overall strategy
- Audiences
- Tactics (leadership, training, communications, etc.)
- Measurement

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