



SXSW Interactive | Brands & Marketing

Debbie Zmorenski: Steps for Cultural Redesign



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There are specific things that I do for every collaborative initiative to design a customer-centric culture. They are:

- Assess your current culture
 - Validate that your policies and processes align with your culture
 - Ensure that your culture supports and delivers on your vision, mission, and goals
- Validate what you know about your customers. Ensure that you are aligned with and delivering on their needs and wants. You can do this by:
 - Surveying customers
 - Ensuring that your customer surveys are valid surveys
 - Measuring service and changes in service perspective
 - Paying attention to customer comments
 - Identifying trends: What are you doing well; in what areas do you need improvement?
 - Identifying internal benchmarking opportunities: Are there places (branches, departments, etc.) within your organization where service is consistently rated higher than other areas?
 - Conducting customer round tables, or interviews
 - Conducting employee focus groups
- Create an action plan with milestones for cultural re-design that includes:
 - Identifying the service structure for consistent service delivery
 - Identifying and defining right-fit employees
 - Designing the tools, policies, processes that enable employees to deliver consistent service
 - Clearly defining expectations for employees' deliverables
 - Holding everyone accountable for delivering on service expectations



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