

# Communication and Employee Engagement

London Ducktours Ltd (LDT)

**John Bigos** (M.B.A, F.C.I.S)

Managing Director

# Introduction

Background Thoughts

Two Examples of Communication Failure

What is London Ducktours all about?

Employee Engagement and Retention

How to Achieve Employee Retention

Customer Service

Behaving Like an Iconic Brand

The Impact on London Ducktours in 7 years

# Background Thoughts

- ▶ I believe that excellence in a business, revolves around consistently merging all the dynamics of the business so they all pull in the same direction.



- ▶ Highly engaged employees who have the confidence to make reasoned decisions, move the business forward, creates a supportive culture.

# Two Key Communication Examples

George Wimpey Group

Sony Vs Apple

# Two Key Communication Examples

## George Wimpey Group

### Poor Employee Engagement

- Insular departments
- Short term incentives only
- Culture of fear

### Poor Management Information


- Decisions were not expressed clearly, rationale was not explained
- Poor support for other departments if it affected short term interests
- Nuclear Services Group funding request declined

### Unable to compete 20 years later

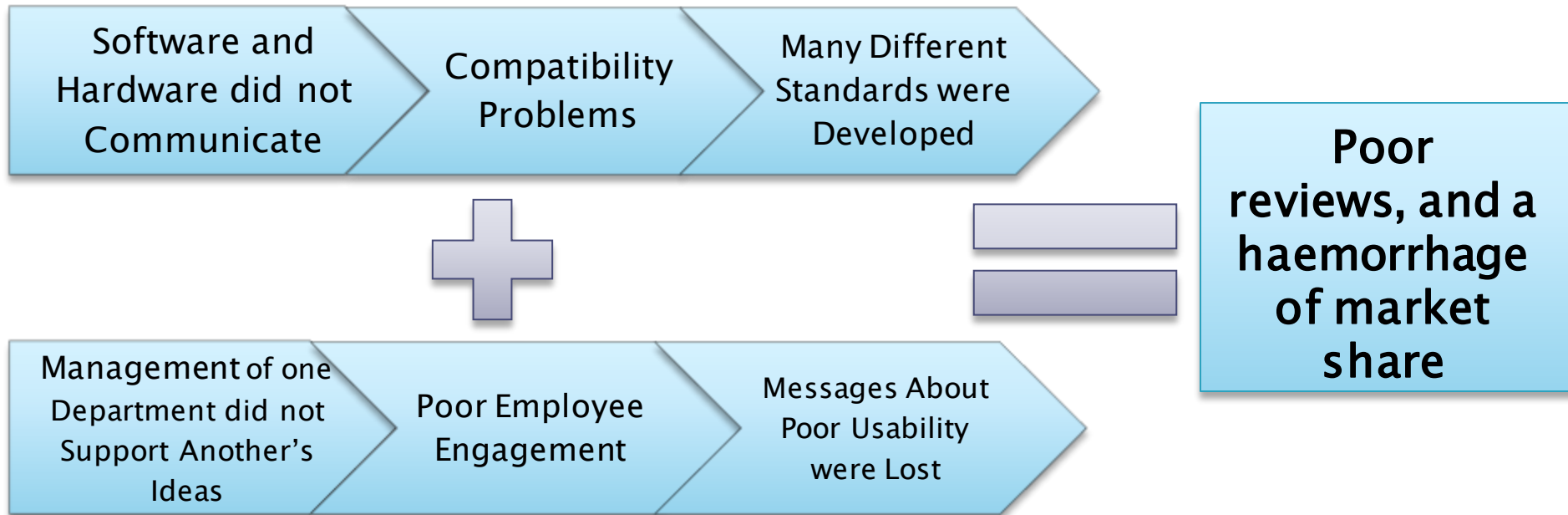
- Competitors increased in core business
- Lack of diversity achieved
- Costs increased due to infighting

Wimpey Group Merged and Bought Out

# Two Key Communication Examples Sony Vs Apple

- ▶ The products were identical ideas
    - Apple “itunes” and the Apple “ipod”
    - Sony’s “Sonic Stage” and Sony “walkman”
  - ▶ Arrogance from Sony management
    - \$62Bn in Sony sales
    - \$6.2Bn in Apple Sales
    - 125,000 ipod units sold in 1-4-2002
  - ▶ Sony’s business model created centres of excellence.
  - ▶ Sony centres were in different areas of the world
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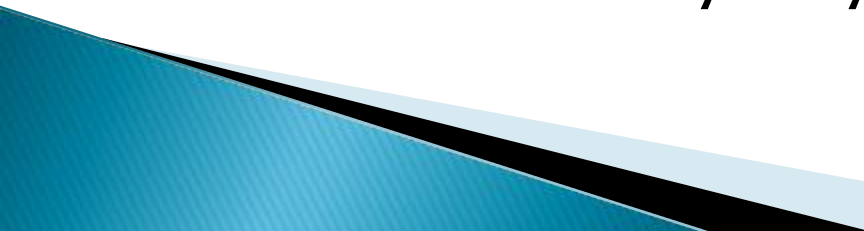
# Sony Vs Apple Continued



100 millionth iPod sold on 9-4-2007

iPod turnover \$10.8Bn (2007)

# Lessons I have Learned

- ▶ Good Communication between departments can make the difference to all aspects of a business
  - ▶ Employees who live in a culture of fear will not wish to report possible problems
  - ▶ Employees working in an overtly competitive culture will be resistant to supporting others. This will crucify any quality P.L.C.
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# What is LDT

## ▶ Video

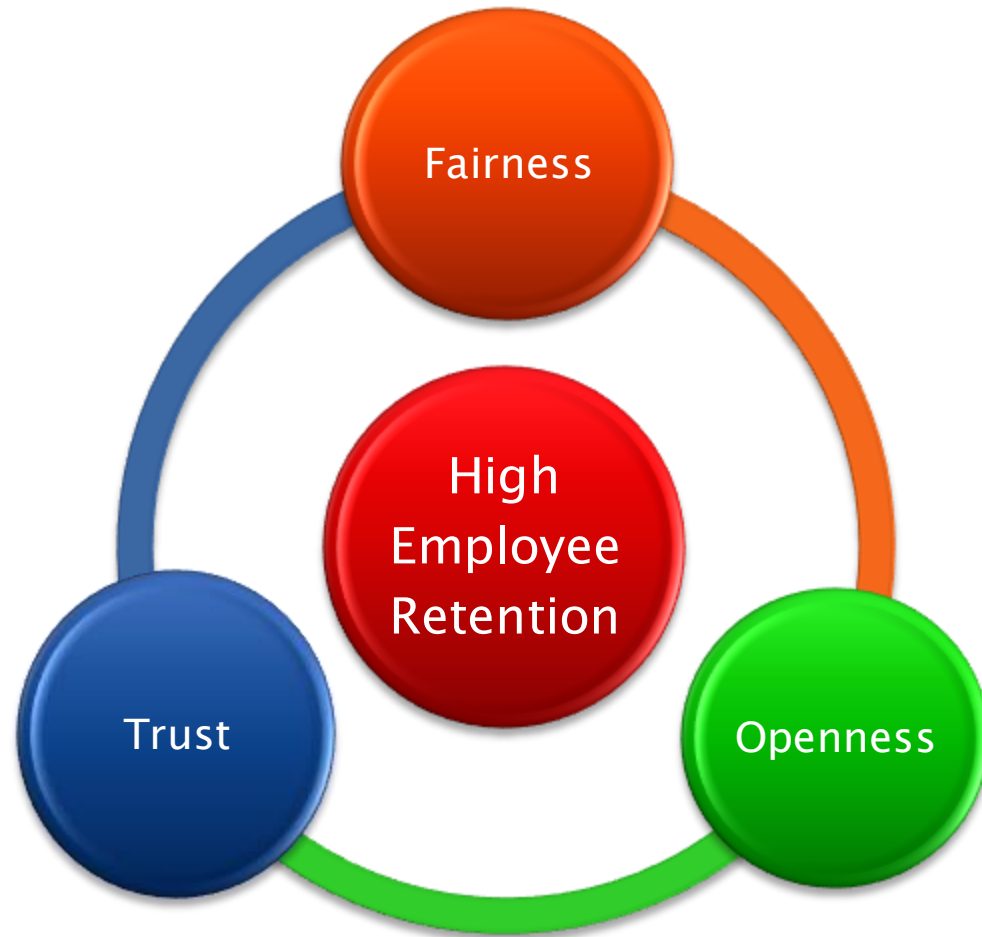
- Please Visit [www.Londonducktours.co.uk](http://www.Londonducktours.co.uk) to see again

## ▶ Apart from the original tour you have just seen we also have themed tours such as:

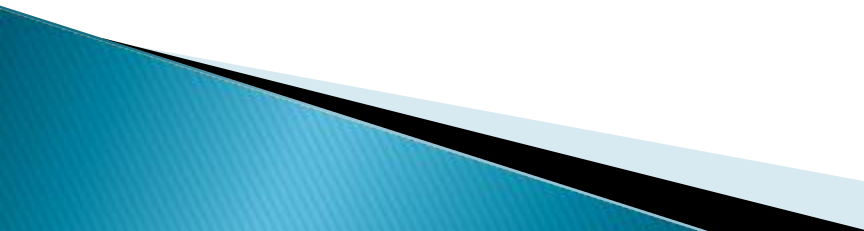
- James Bond
- Treasure Hunt
- Code Breakers
- World War 2

## ▶ We also do bespoke tours


# The Main Principals as they Apply to LDT



# The Benefits of Employee Retention

- ▶ Cheaper to retain People than recruit and train them
  - ▶ Continuity and experience in a potentially high risk business creates:
    - Confidence
    - Professionalism
    - A far greater efficiency than before
  - ▶ Reduction of risks in a business allows new ventures to become profitable
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# The Methodology behind High Employee Retention

- ▶ Monitor staff turnover
    - Starting with employee number 1
  - ▶ Create a Strong sense of Pride amongst employees
    - Attempting to break a world Record
    - A new Tour set To celebrate D-Day- Our True beginning
  - ▶ An immovable and unbreakable core set of values Fairness, Trust, Openness
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# The Main Principles

## Fairness and Trust

- ▶ Creation of self regulating operations rota
  - We ask the employees when they wish to work not the other way around
    - We believe that a balance between work and life is very important
  - Employee absentee levels are almost non existent
- ▶ Asking people what should be done creates a far more effective working relationship.
  - Innovation on reliability and safety
  - Forcing the pace on a new website
  - Creating the most effective booking system in the industry
- ▶ My experience is employees want an opportunity to perform at their best.

# The Main Principals Openness


## ▶ Management By wandering About (MBA)

- An open plan office
- The fact I am “never” in my office

## ▶ The culture of any business will determine its fate.

- Ours is:
  - Integrity
  - honesty
  - Anti blame culture
- This creates a unique team atmosphere by blending all the different aspects together

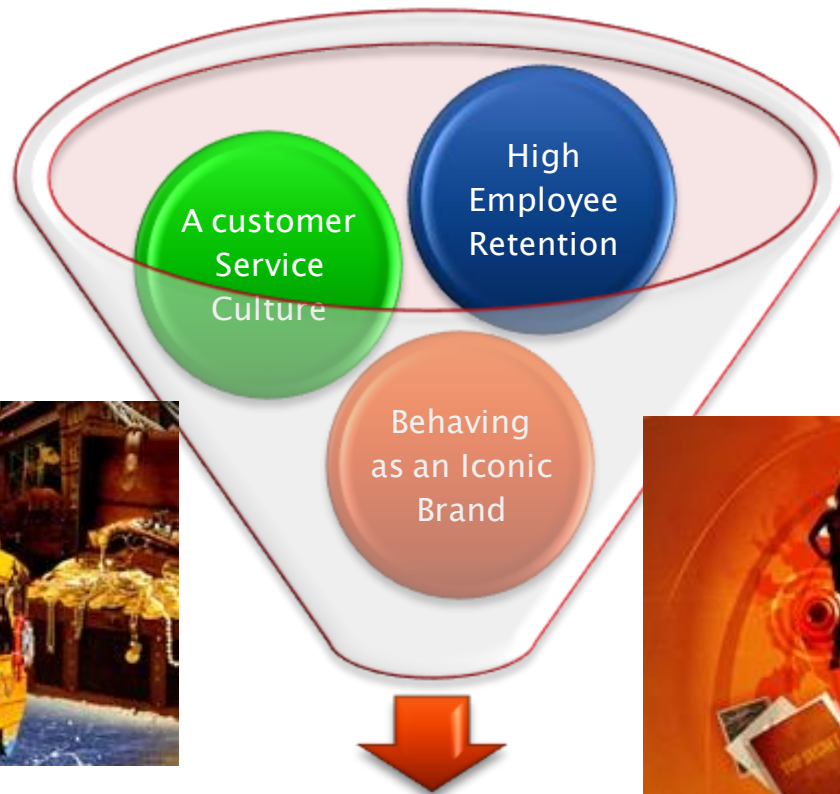
# Our Customer Service Culture

- ▶ We have no customer service department
    - Causes a disconnect between customer and company
  - ▶ Every department works with customers even if they do not meet them
    - Accounts – Our suppliers
    - Engineering – The Regulators
    - Operations – Our Own Staff
  - ▶ Just because they are not a “customer” does not mean we are not serving them.
  - ▶ A simple point: “treat others as you wish to be treated yourself”
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# Behaving Like an Iconic Brand

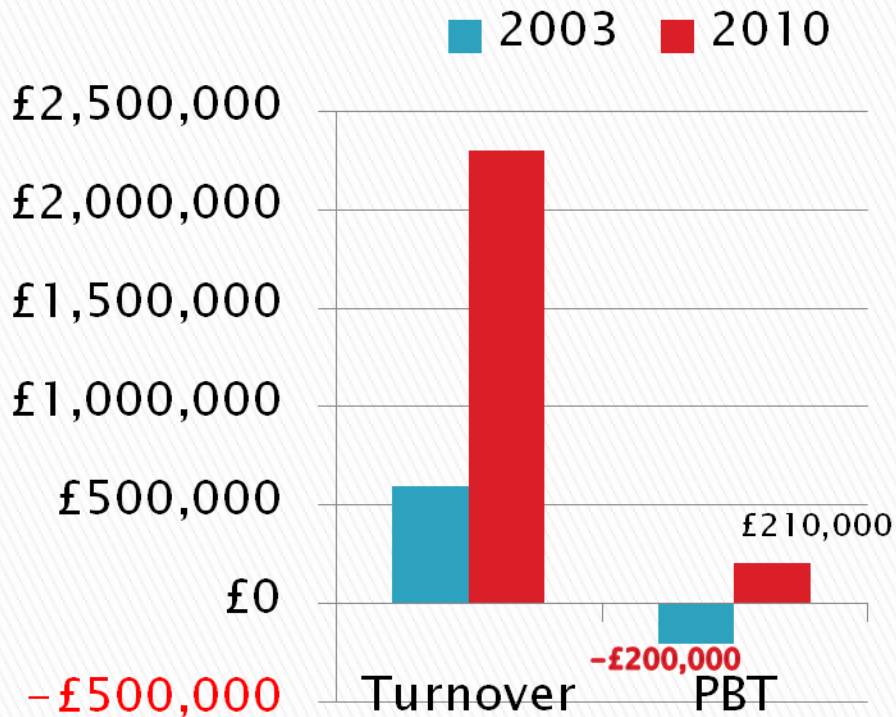
- ▶ Have a promise:
  - “ We want to provide you with the perfect day out”
  - “ We will take you on An Amazing Amphibious Adventure”
- ▶ Make sure every decision brings your company closer to achieving this promise
- ▶ Ensure everyone who encounters your brand feels the same expectations.
- ▶ Repeat this quality ideal until people equate your brand with your expectation promise.
  - Examples
    - Disney World: Fun, Excitement, a magical experience
    - Hoover: Efficiency and time saving
    - London Ducktours: Quirky, Different and a Fantastic day out

# Mixing it All Together



A company that is *Shaken* not Stirred

# This Leads to



- ▶ 91<sup>st</sup> out of 1239 Attractions
- ▶ Top three best Improvements to the business were employee driven ideas
- ▶ From one standard tour to a portfolio of 5 Products.
  - Also employee Driven.

Financial Statistics

A Few small facts

# And Finally

- ▶ 2010 winners of the Lambeth business awards:
  - Best customer service
  - Best Travel and Tourism
  - Overall best managed Business in Lambeth
- ▶ We also had a record year last year despite the recession, and our trends currently put us at 10% growth on that!

# Thank you for Listening

Any Questions?