

## Customer Loyalty

I have some thoughts on a couple of Glenair Guiding Principles and their impact on “customer loyalty:”

**Protect the reputation of the organization:** It is your primary responsibility to behave in a manner which reflects well on Glenair

**Keep today’s customer satisfied:** It is cheaper to hold what you have than to retake what you have lost.

As I have said many times in the past, we call these things “guiding principles” because we understand that there is no possible way—and no sustainable value—in trying to get folks to follow a complex book of rules at work. Sure, we have our quality system, and that is very rules-based. But the wisdom still holds: if we all adhere to the goals and standards spelled out in our Guiding Principles we will continue to prosper for many years in a competitive marketplace.

Nick Saban, head coach at the University of Alabama, was once asked in an interview why he was so tough on people. Saban responded, “Well, I don’t know if it’s fair that I’m really tough on people. We create a standard for how we want to do things, and everybody’s got to buy into that standard or you really can’t have any team chemistry.”

Customers visiting Glenair often comment on the healthy chemistry of our organization. How the folks out on the factory floor, for example, are so obviously happy and enthusiastic in their work. My friends, this is a priceless commodity, and there is no entitlement that says if you have it today it will be there for you tomorrow.

I am young enough to recall—with some emotion—the 1994 Major League Baseball player’s strike that led to the cancellation of both the regular season and that year’s World Series. Truth be told, I never really felt the same way about baseball after that. It took Boston going all the way in 2004 to bring me back to the game as an interested fan, but not the die-hard I once was.

Customer loyalty can turn on a dime. And we never want to experience a “1994” here at Glenair. So let’s continue to keep our eyes on the ball by protecting our reputation with honest, ethical behavior, as well as a sincere commitment to keeping today’s customers satisfied—two sure-fire ways to earn loyalty and keep our customers coming back for more.



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