



Profit Through People

Securing Your Bottom Line at the Frontline



If you run a service business, you already know that your frontline staff is what sets you apart from the competition. You know that if the customer-facing side of your business isn't enthusiastic and driven, your customers can tell, and that directly impacts your bottom line. So, what can you do about it?

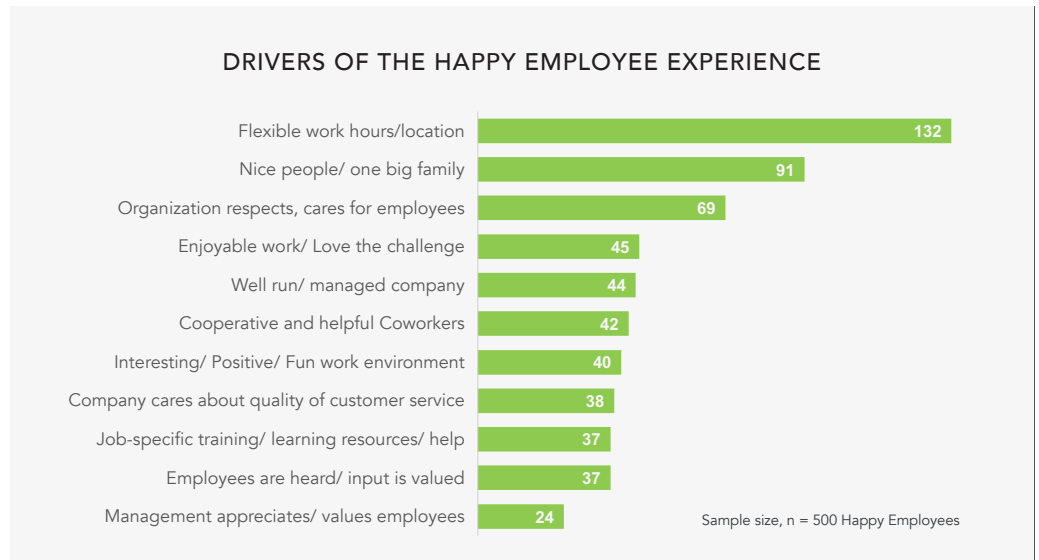
Bain & Company has found that when employees feel engaged and heard at work, they're happier, more loyal, and proud of the company. These employees are more energetic and productive on the job and come up with more creative ideas.

Not only does this attitude rub off on other employees, but it improves the customer service experience they provide. When you have happier employees, you have happier customers.

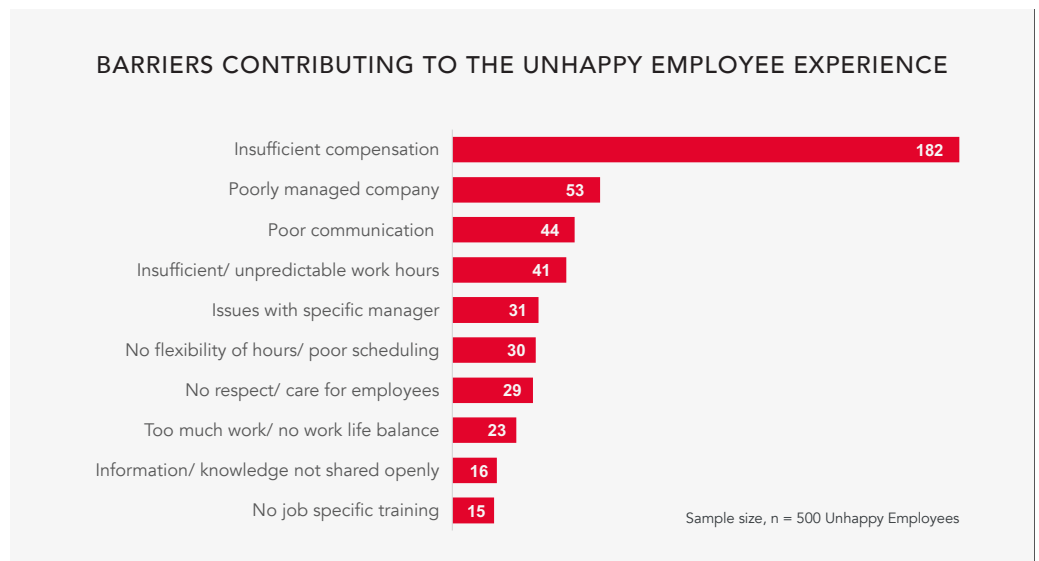
Employee turnover is a huge obstacle for growing businesses, especially in service industries and franchise systems. Estimates of the average damage are all over the place, but none of them are good news. Josh Bersin, founder of Bersin by Deloitte, pegs the cost of replacing an employee at 1.5-2x salary. The Center for American Progress reports that replacing a specialized position could cost as much as 213% of that person's compensation. Not only do you have to find, hire, train, and onboard new personnel, but many service employees will take their best customers with them, setting you back even further.

The US Bureau of Labor Statistics reported that, since June of 2017, 3 million employees have left their jobs voluntarily every month. According to Bain & Company, only 19% of employees say they are inspired and satisfied. With such an epidemic of unhappy employees willing to leave, it's important to understand exactly what is causing them to move on and what could make them stay. We recently conducted a study to analyze feedback across multiple brands and locations to identify the drivers and barriers of employee loyalty.

The top drivers of employee loyalty were flexible work hours and locations, a sense of family, and a feeling of respect and care for employees.

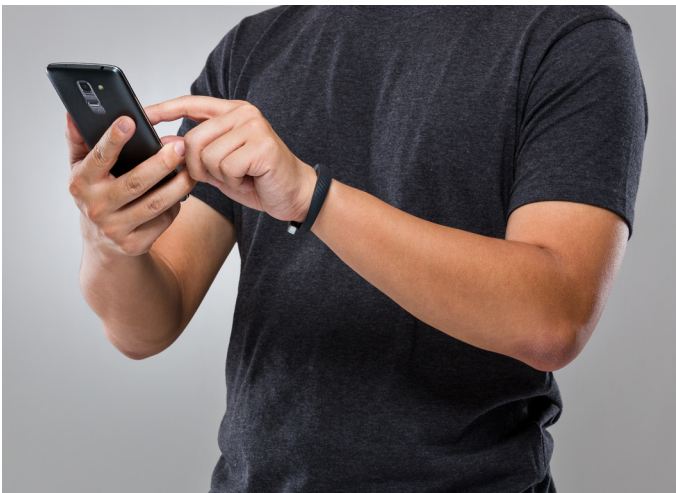


The biggest barriers for employees were insufficient compensation, poor management, and poor communication.



This information, while good to have, may be more alarming than anything else. So, what can you do about it? By extending the Net Promoter System methodology to employees, you can monitor issues and close the loop just like you would with customers. While the above drivers and barriers may be more generic across several brands, you can find those specific to your industry, your brand, and even to each location. An employee Net Promoter System provides the same level of nuanced insights and useful metrics to improve your employee experience across your entire network.

Here's how it works:



Employee completing a mobile-friendly eNPS survey.



“On a scale from 0-10 how likely are you to recommend working at this company to a friend?”

Just as with customer NPS, the employee score is calculated by subtracting the percentage of detractors (those that score 0-6) from promoters (those that score 9-10). This score will indicate employee confidence and pride in certain aspects of a workplace. A high score signifies that employees are generally well-equipped to succeed at work. These surveys should remain anonymous so employees are more likely to give an honest answer.

Follow-up questions to the ultimate question usually come in some form of “why?” or “why not?” It is helpful to customize this question based on the employees’ initial responses. Ask promoters what they like about their jobs or what about their jobs inspire them. Passives should see something along the lines of “what can we do better?” As for detractors, this is where you find out which practices need some serious work and could even be driving away talent. Ask them what is wrong with their job, and pay close attention.

There is plenty of room to customize or add additional questions for specific industries or workplaces, but keep the survey short and simple. The less burden there is on employees' time, the more likely you are to get responses. This is where you find the details contributing to the drivers and barriers in the employee experience.

Having this data at your fingertips will help you notice trends in certain regions, locations, and even demographics. You can eliminate both brand-wide and extremely localized problems that could have a substantial impact on your business if they remain unnoticed.

Feedback is a wonderful tool, but it does no good if left to rust in the shed. Analyze the information and present it to the team at large. Showing the amount of responses and ratings for each question will not only educate your people as to how the company is feeling as a whole, but it demonstrates the lengths you're willing to go to solve problems for them. Be sure to discuss how you intend to make improvements in each area and be candid about things that can't be changed. The transparency and level of concern for employee well-being is an excellent show of good faith and a huge step in the right direction for everyone.

Naturally, implementing eNPS is not an overnight process, but the payoff is substantial. Brands and locations with the highest eNPS scores statistically have the highest customer NPS scores.



The same study of multiple brands revealed a strong correlation between positive employee feedback and positive customer feedback. Happy employees make happy customers, and happy customers make a happy bottom line.

Monitoring and maintaining employee engagement should be a priority, not a reaction. Engaged employees that stay with you for the long term are more important than ever and can make or break your service business. Measuring their loyalty will give you the tools to make the best decisions to decrease attrition, improve productivity, and ultimately, make your customers happy.

Want to learn more?

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[Listen360.com](https://listen360.com)
sales@listen360.com
678.352.3000

ABOUT LISTEN360

Listen360 is an NPS-based platform for businesses who value better communication with customers and employees. With comprehensive solutions for monitoring customer and employee experience, Listen360 has identified over \$8.7 billion in at-risk business for more than 20,000 clients around the globe.

According to the Bureau of Labor Statistics Data, unemployment is at its lowest point in 10 years. The job market is white hot, and it's harder than ever to recruit the best talent. Well, there's one more way eNPS can help.

To prospective hires, your current employees are the best indicator of your company's atmosphere. Online reviews have revolutionized the way people provide and access information about a work environment. Sites like [glassdoor.com](https://www.glassdoor.com) have made it easier than ever for job applicants to get what they think is the inside scoop on the employee experience.

Why are people on these sites in the first place? They're looking for a new job. Happy and loyal employees have very few reasons to visit these review platforms, so it is likely that most feedback is coming from dissatisfied employees looking to leave. While the issues of unhappy employees are noteworthy, they rarely ever represent the sentiments of the entire company. This creates a negatively biased picture for prospective hires doing online research on your organization.

After providing feedback through Listen360, happy employees are only a click away from posting public reviews on sites like Glassdoor.

Through eNPS, you can not only diagnose the barriers frustrating the unsatisfied, but make sure the voices of your proudest employees are heard loud and clear. This bridges the gap between disloyal employees surfing through help wanted ads and those who are proud supporters.



Help us spread the word by posting your review!



John Doe
★★★★★

I've worked here for five years, and I can't say enough good things about this company!

[Post my Review to Glassdoor](#)



glassdoor

Overall	★★★★★	5.0
Culture & Values	★★★★	4.9
Work/Life Balance	★★★★	4.9
Senior Management	★★★★	4.9
Comp & Benefits	★★★★	4.9
Career Opportunities	★★★★	4.9