



Experience Reimagined

A 10-Step Playbook to Turn Exceptional Experiences into Industry-Leading Growth in a Post-Pandemic World

Eric Gregg, MBA | ClearlyRated

Ph: 503-542-3332

Email: egregg@ClearlyRated.com

Sources NOT to Trust

Don't trust Kyrie Irving on the shape of the Earth

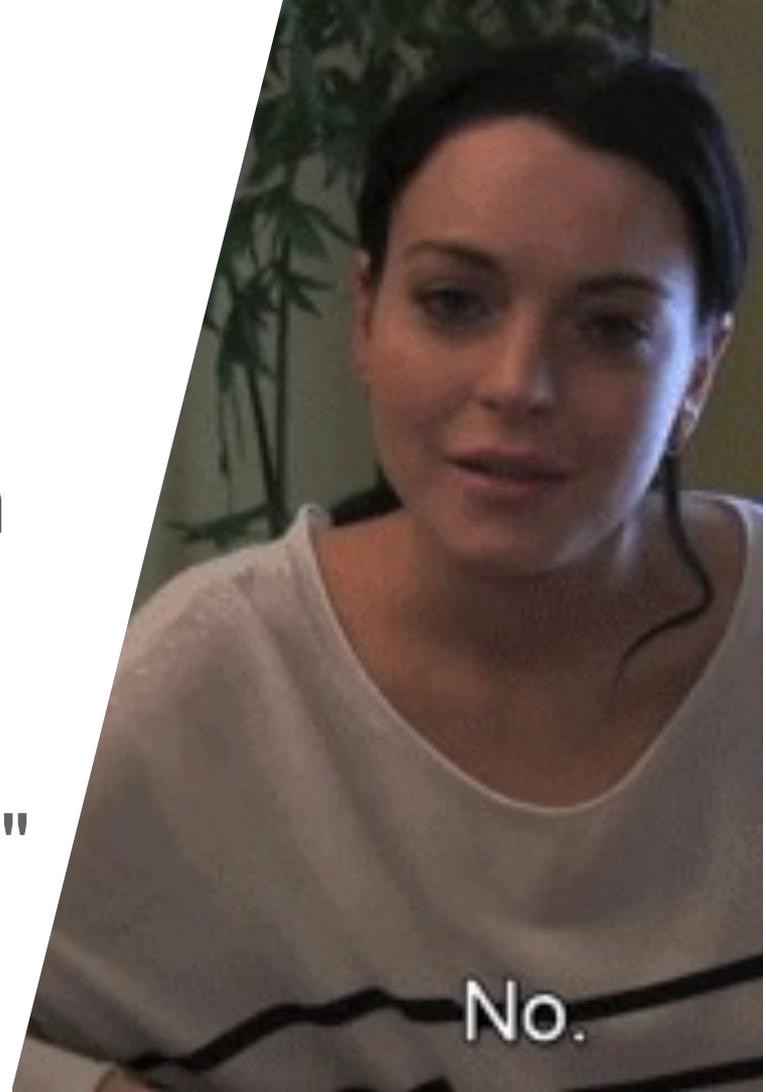
"The Earth is flat. ...
I'm telling you, it's right
in front of our faces.
They lie to us."



Sources NOT to Trust

Don't trust Lindsay Lohan for hurricane-related news

"WHY is everyone in SUCH a panic about hurricane (I'm calling it Sally)..? Stop projecting negativity! Think positive and pray for peace."



Sources NOT to Trust

Don't trust Axl Rose on dating advice

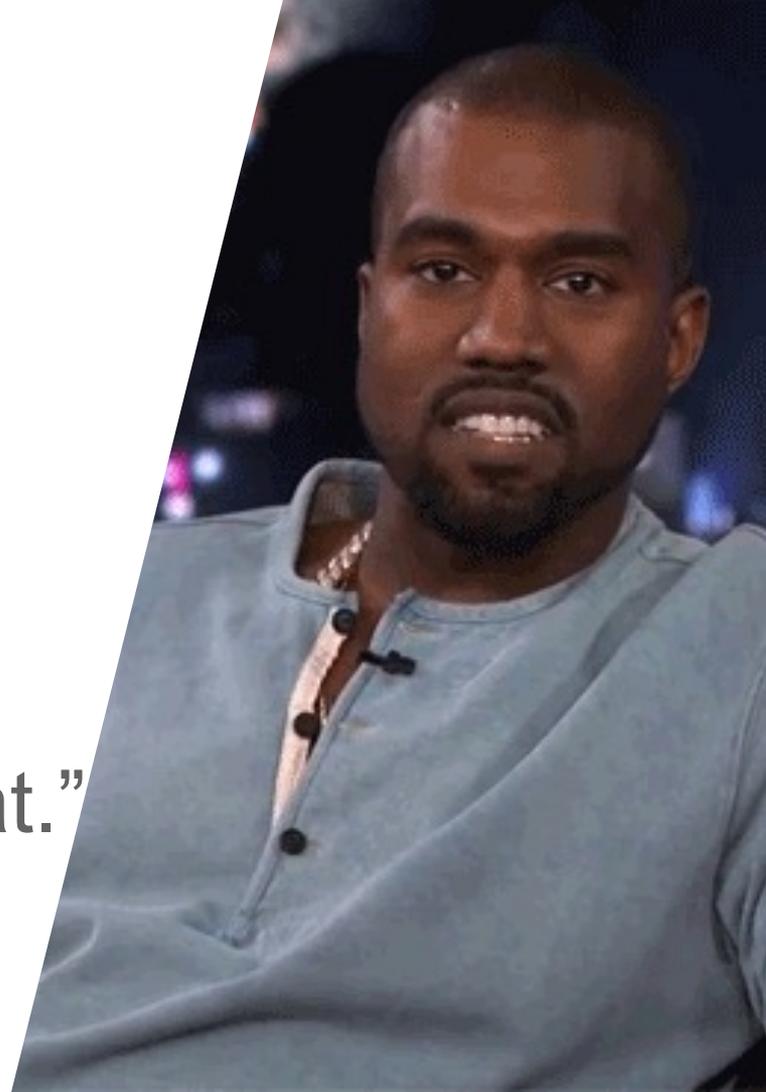
“It’s really hard to maintain a one-on-one relationship if the other person is not going to allow me to be with other people.”



Sources NOT to Trust

Don't trust Kanye West on history.... or government...

“Damn... the NFL been around longer than our government. We've had 48 Super Bowls and only 44 presidents. I didn't know that.”



Sources TO Trust

Trust the data and don't overcomplicate the path to accelerated growth

1. More than 5 million client, talent and internal staff surveys analyzed over 13+ years.
2. Built and run Cx programs for 300+ staffing firms and 1/3 of the SIA largest.



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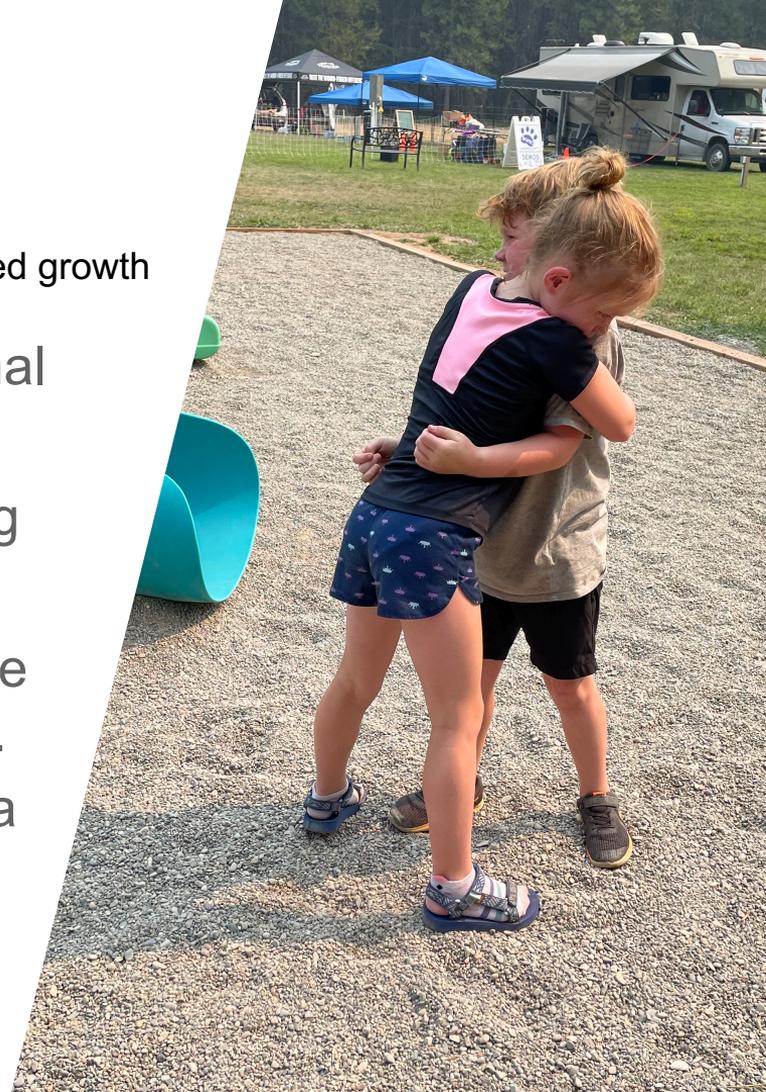
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3. Father of two kids whose teachers describe them as “extremely adequate” intelligence.
 - a. One of which recently got 6th place in a competitive pie eating contest.

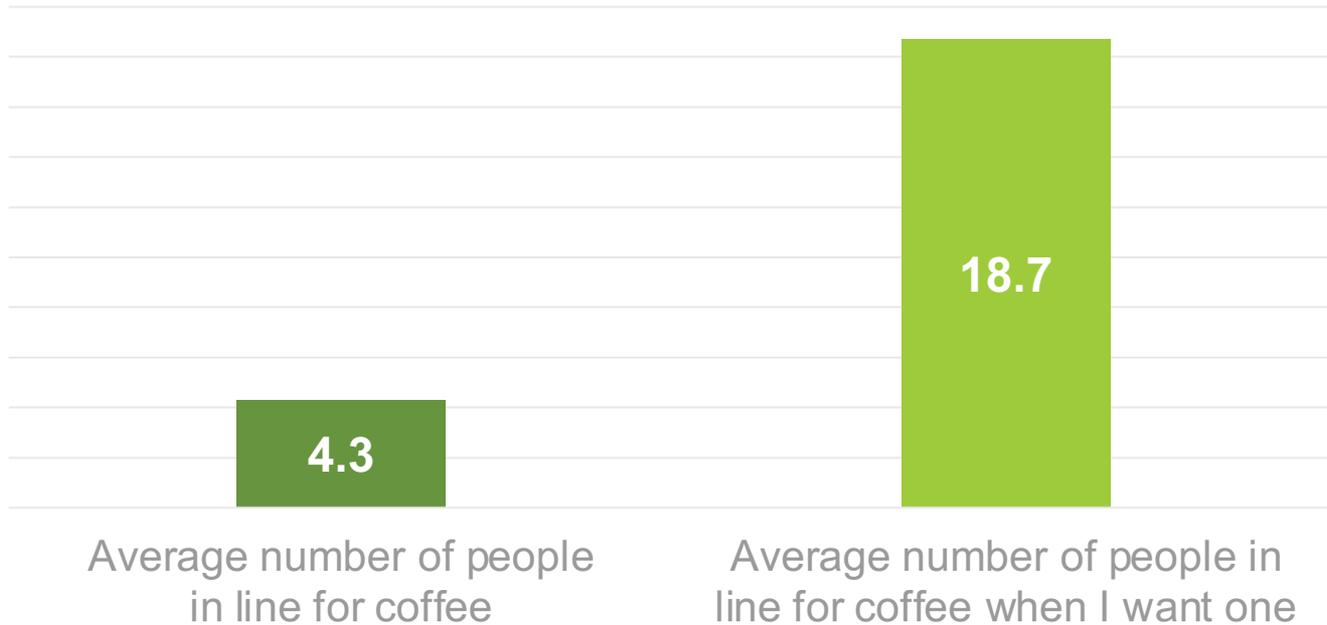




Understanding Cx (Customer Experience) in Staffing

Understanding Research Charts: The Bar Chart

Length of line at the Staffing World coffee shops



CX Measurement Methodologies

Net Promoter Score® (NPS)

How likely are you to recommend our company to a friend or colleague?

Not likely Extremely likely

○ ○ ○ ○ ○ ○ ● ○ ○ ○ ○ ○

0 1 2 3 4 5 6 7 8 9 10



Customer Satisfaction Score (CSAT)

How would you rate your overall satisfaction with the service you received?

★★★★★

★★★★★

★★★★★

★★★★★

- ★★★★★
Excellent (5)
Very satisfied
- ★★★★☆
Good (4)
Somewhat satisfied
- ★★★☆☆
Average (3)
Neither satisfied nor dissatisfied
- ★★☆☆☆
Poor (2)
Somewhat dissatisfied
- ★☆☆☆☆
Very Bad (1)
Very dissatisfied

Customer Effort Score (CES)

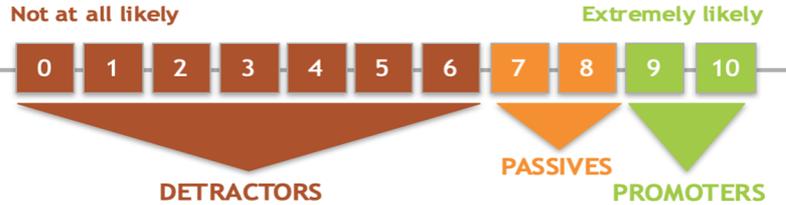
How easy was it to complete your order online?

High effort Low effort



Why NPS?

How likely are you to recommend our firm to a friend or colleague?



Net Promoter Score

=

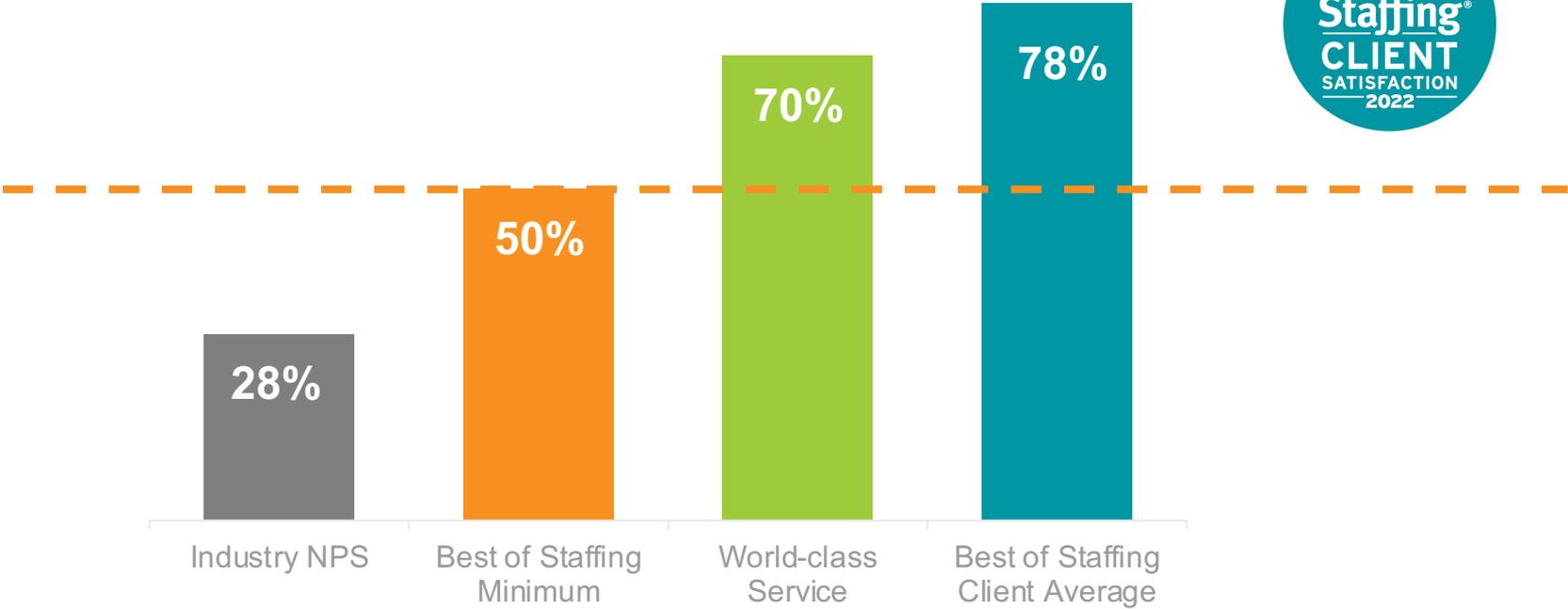
% Promoters

-

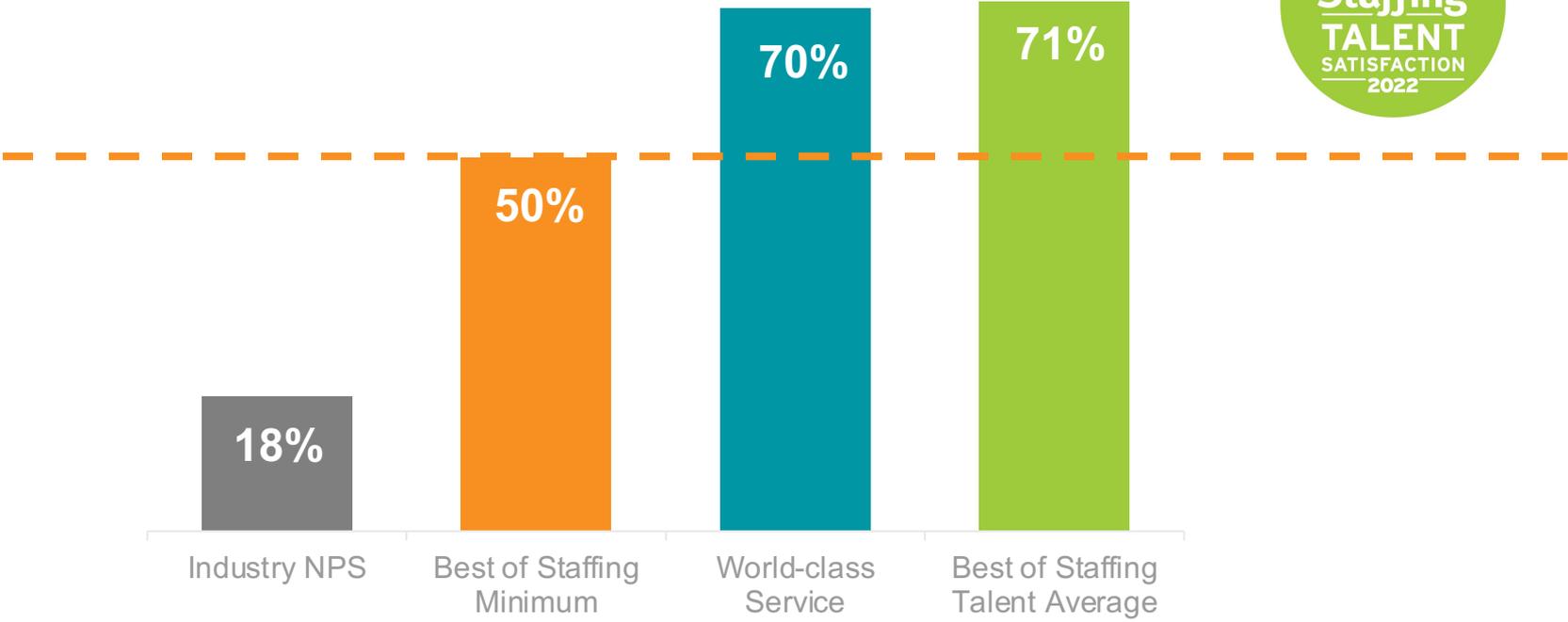
% Detractors



Best of Staffing—Client winners versus the industry

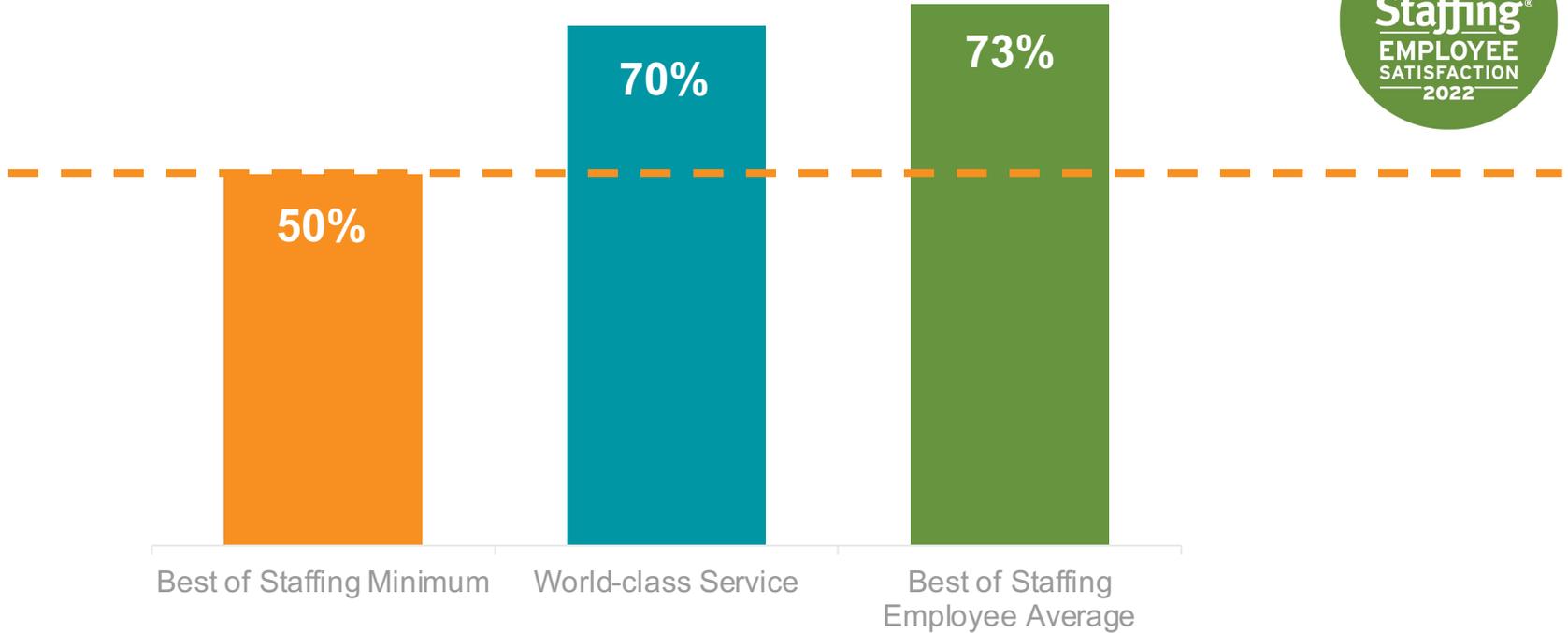


Best of Staffing—Talent winners versus the industry



SOURCE: ClearlyRated 2020, 2021

Best of Staffing—Employee winners versus the industry



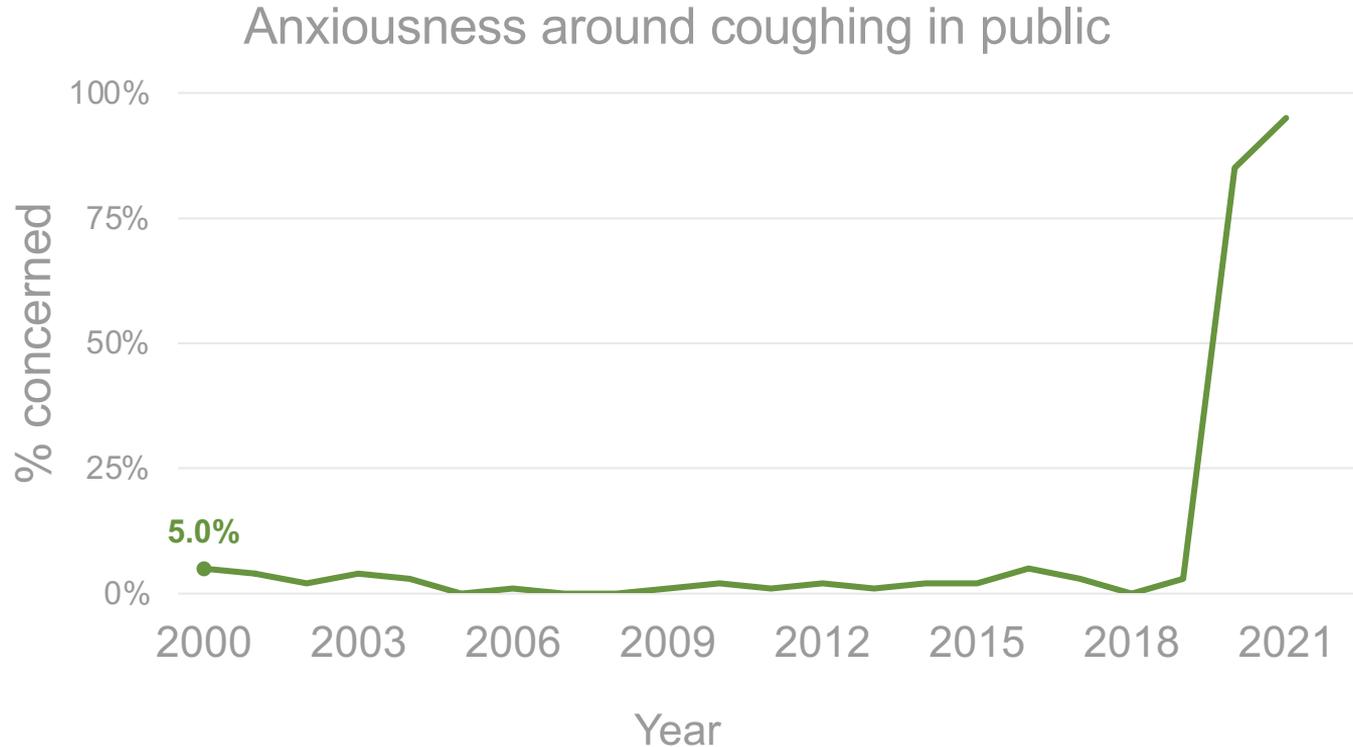


The ROI of Cx

(and other cool acronyms)

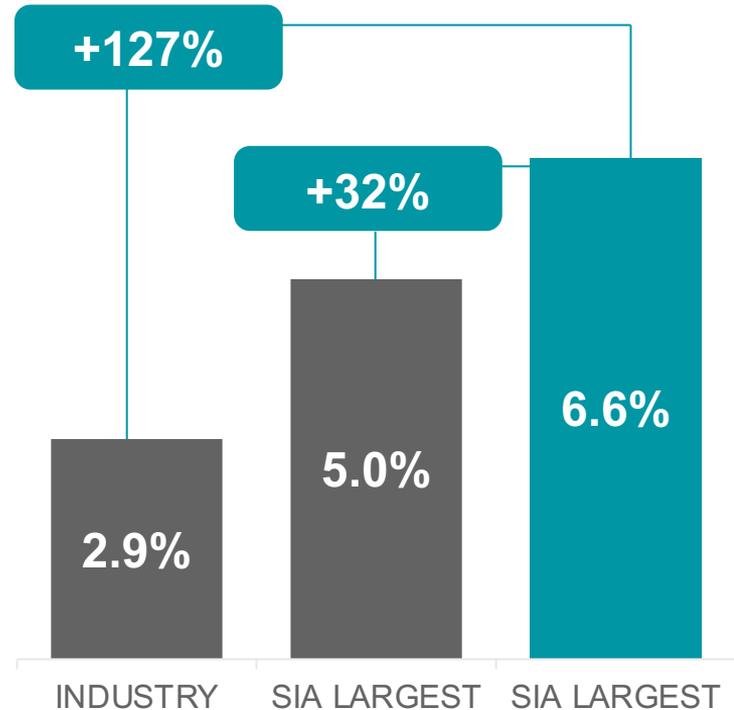
in Staffing

Understanding Research Charts: The Line Chart

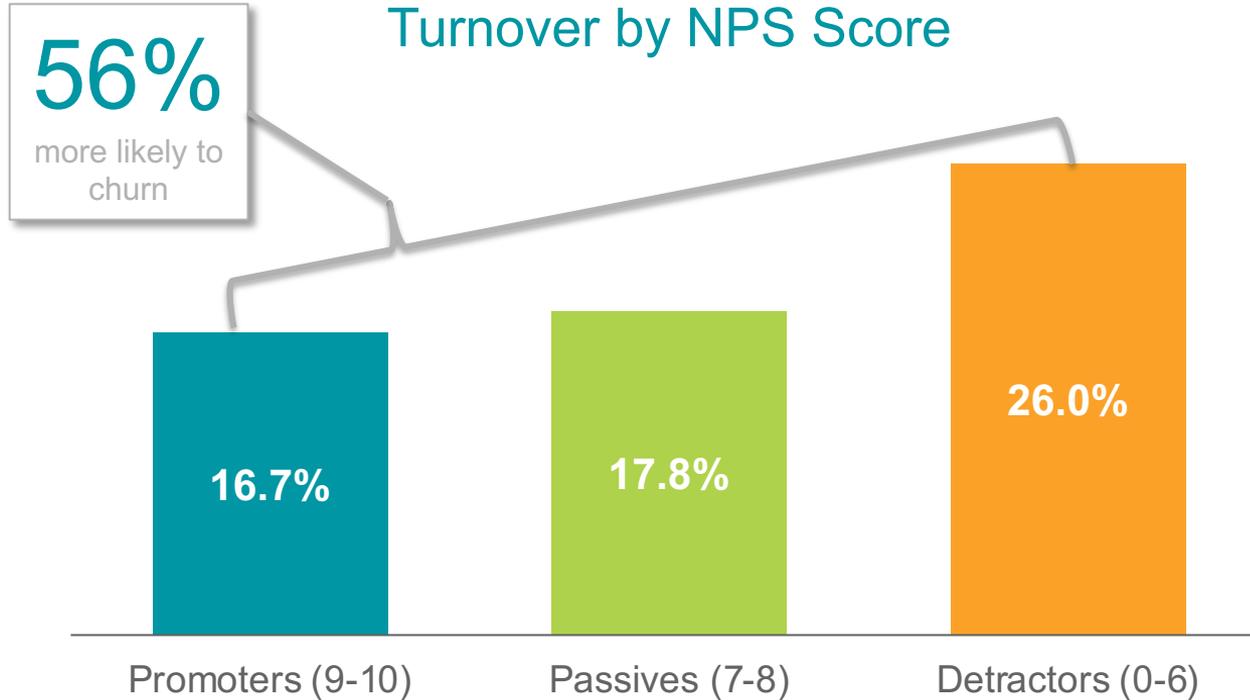


ROI

The Financial Impact of
Exceptional Cx in Staffing

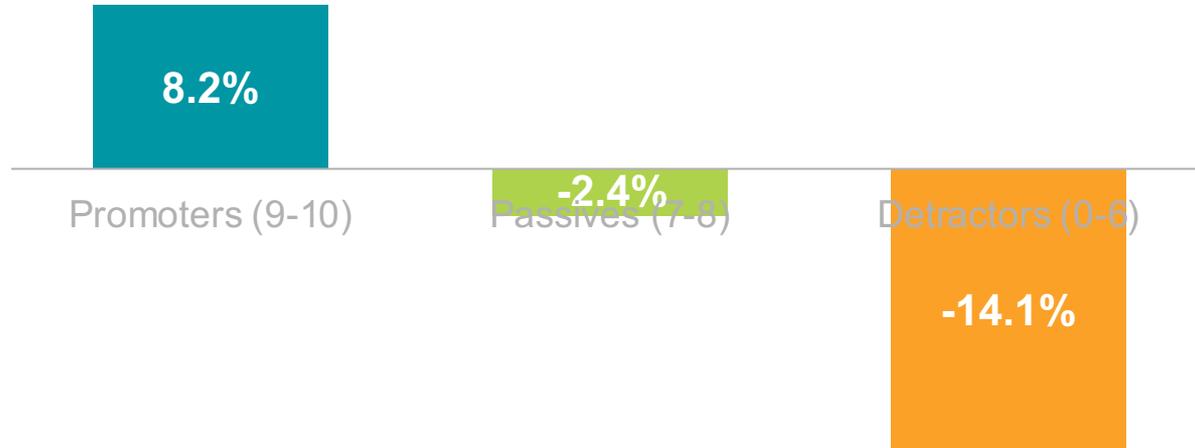


NPS is a powerful predictor of client churn in staffing



But even detractors who don't leave, spend less next year

Change in Following Year's Spend



Measure client and talent satisfaction.
Build online reputation.
Differentiate on service quality.

NOTE: Based on analysis of 3,700 staffing firm clients and more than \$1.5B in spend from 2016-2018

NPS is also a leading indicator of Talent churn in staffing

Dissatisfied Talent....

Are

1.8x

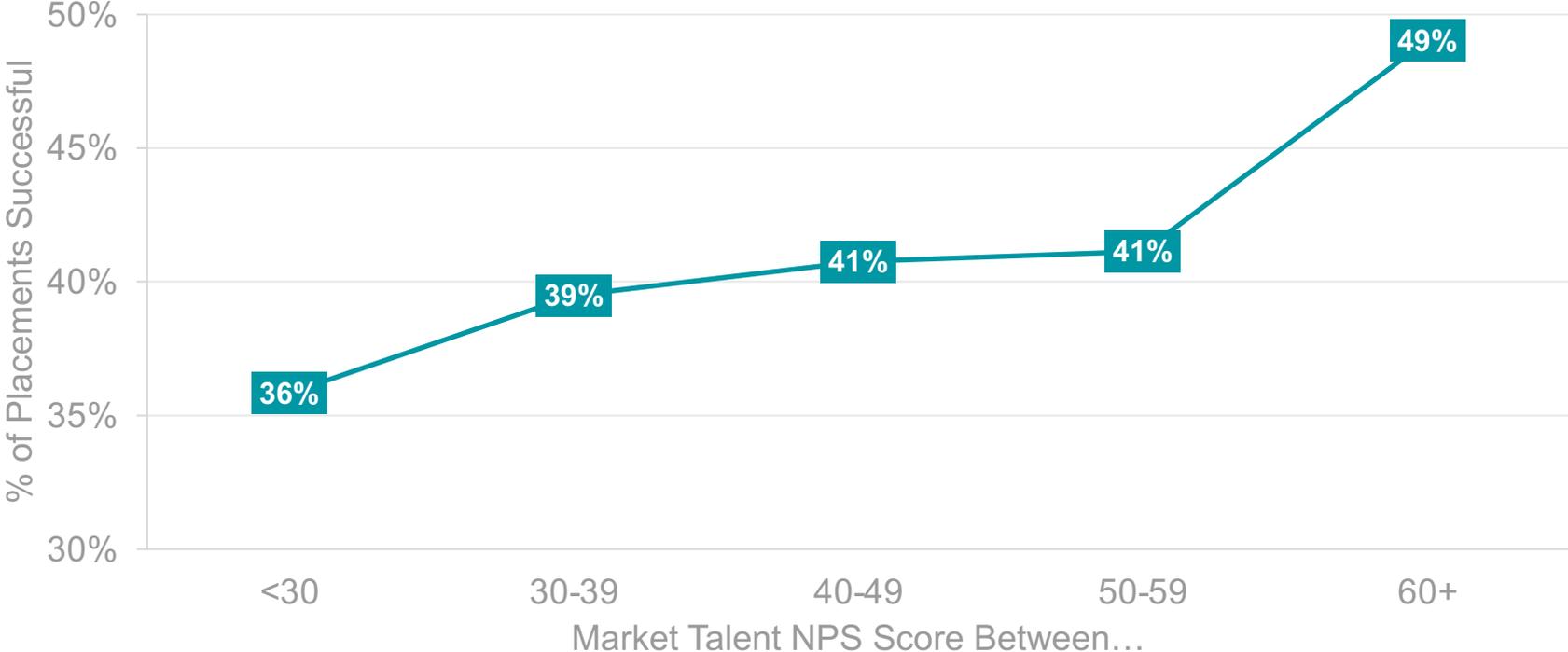
more likely
to quit

And are

2.0x

more likely
to be fired

NPS at the market level directly impacts placement success rate





Key Data Trends

(and maybe a few opinions)

Impacting Cx

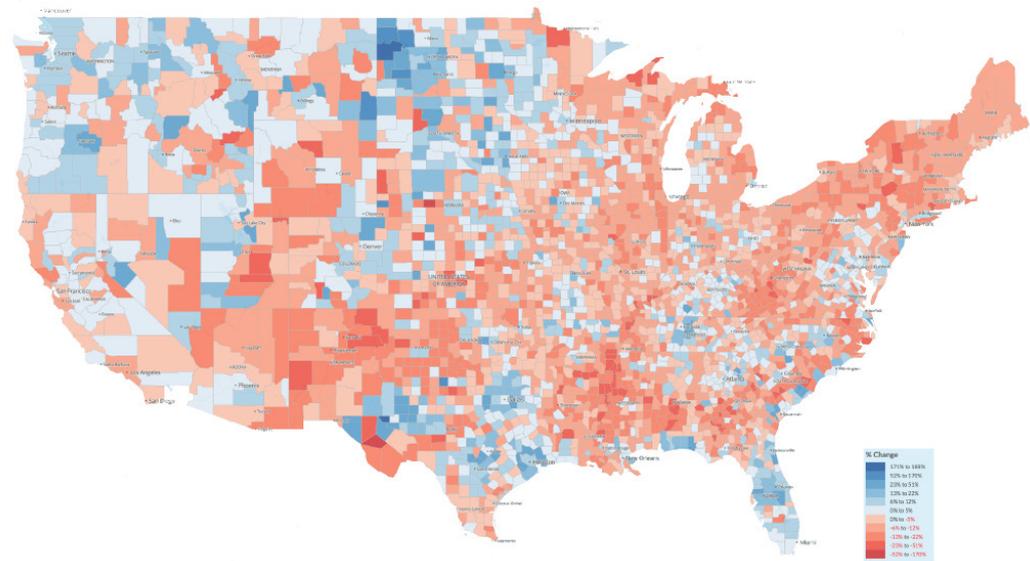
TALENT

*The Competition
for Talent Will Be Like*

**NOTHING WE'VE
EVER SEEN**

“The sansdemic is coming”

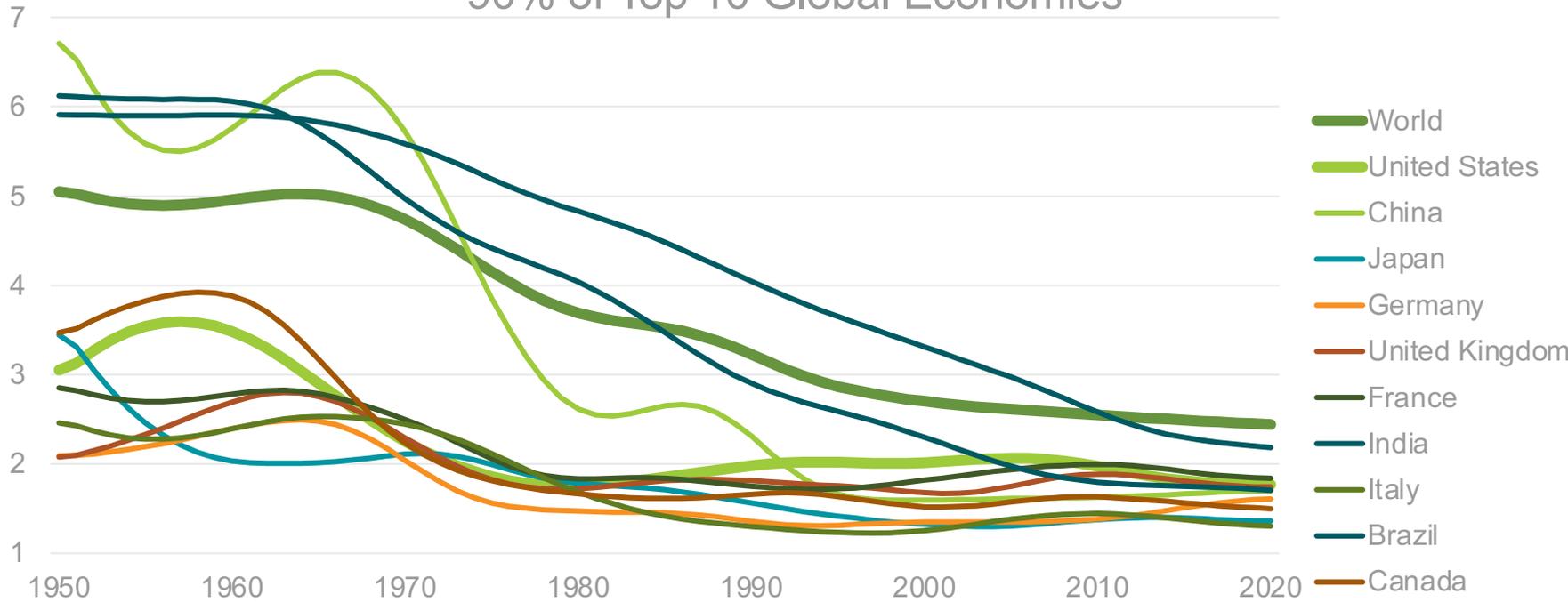
Since 2011, nearly every county in the US
saw declines in working age population



Source: Emsi, Demographic Drought: How the Approaching Sansdemic Will Transform the Labor Market for the Rest of Our Lives

The world fertility rate is half what it was 70 years ago

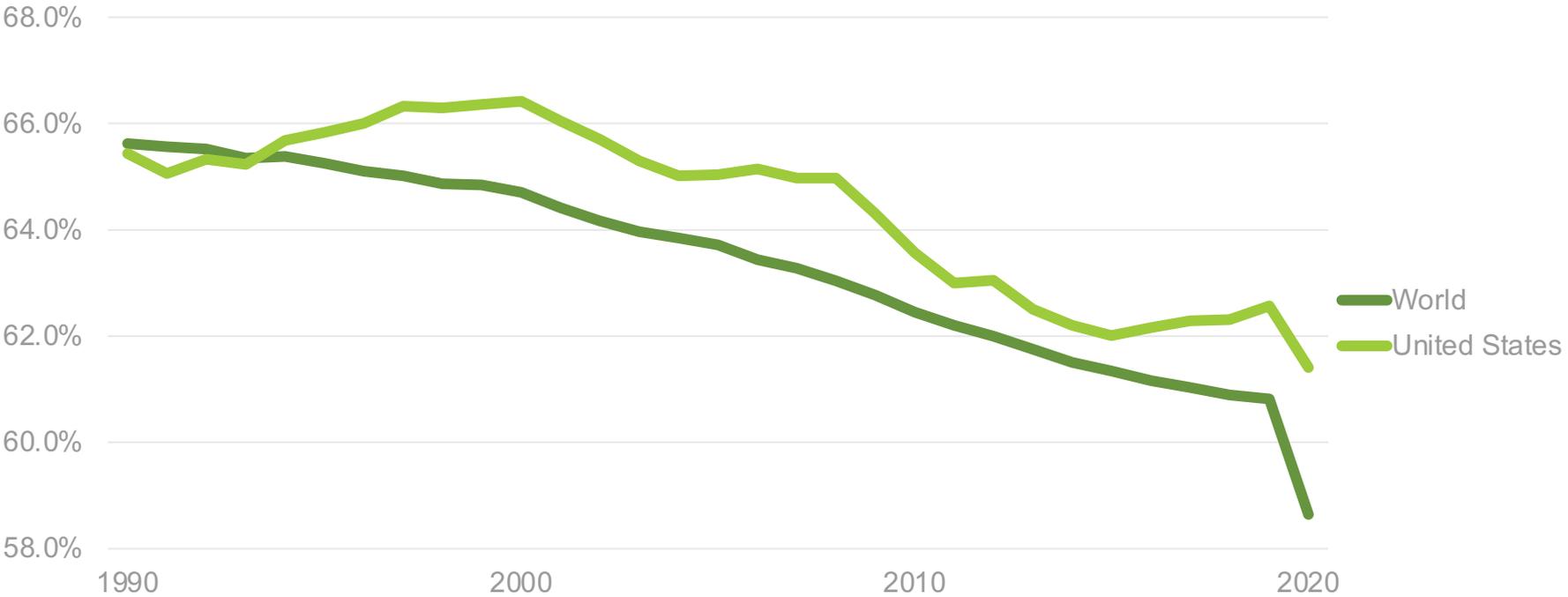
Fertility Rate Falls Below Replacement in 90% of Top 10 Global Economies



SOURCE: <http://www.ourworldindata.org/fertility-rate>

Labor participation rates are on the decline

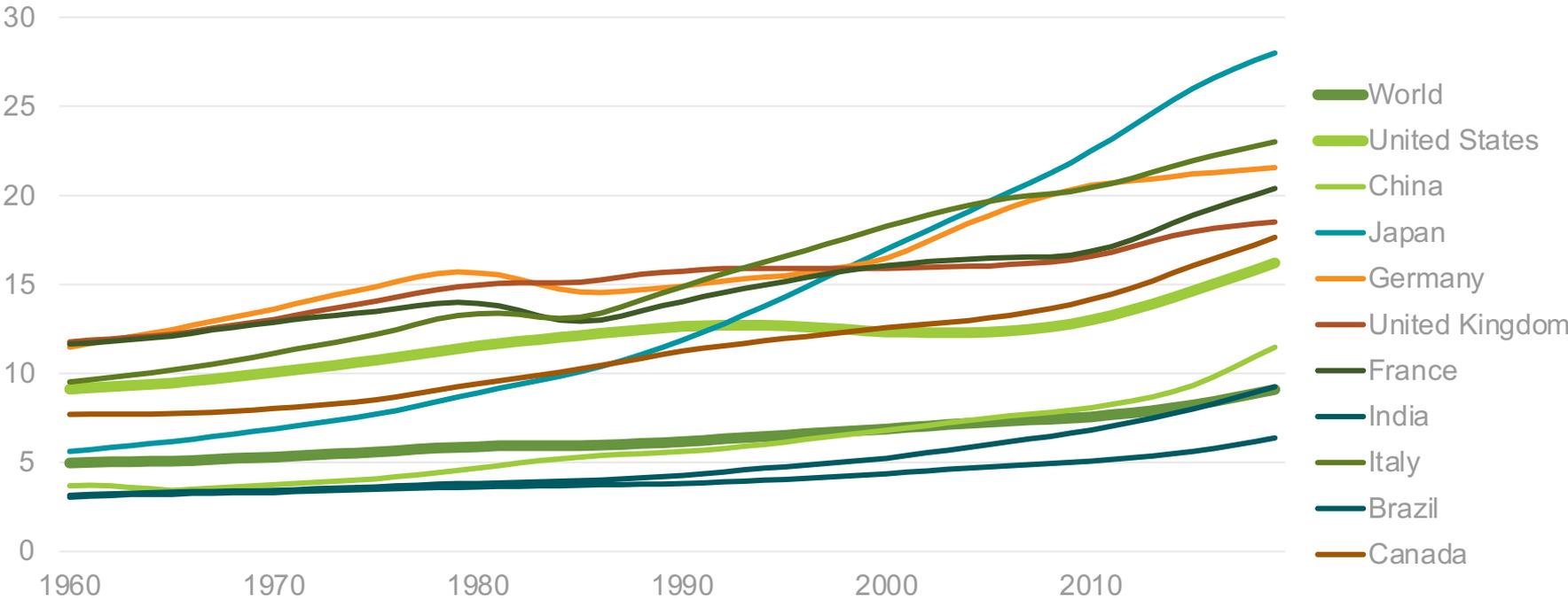
Labor Participation Rates Are On the Decline



SOURCE: data.worldbank.org

And the population is aging

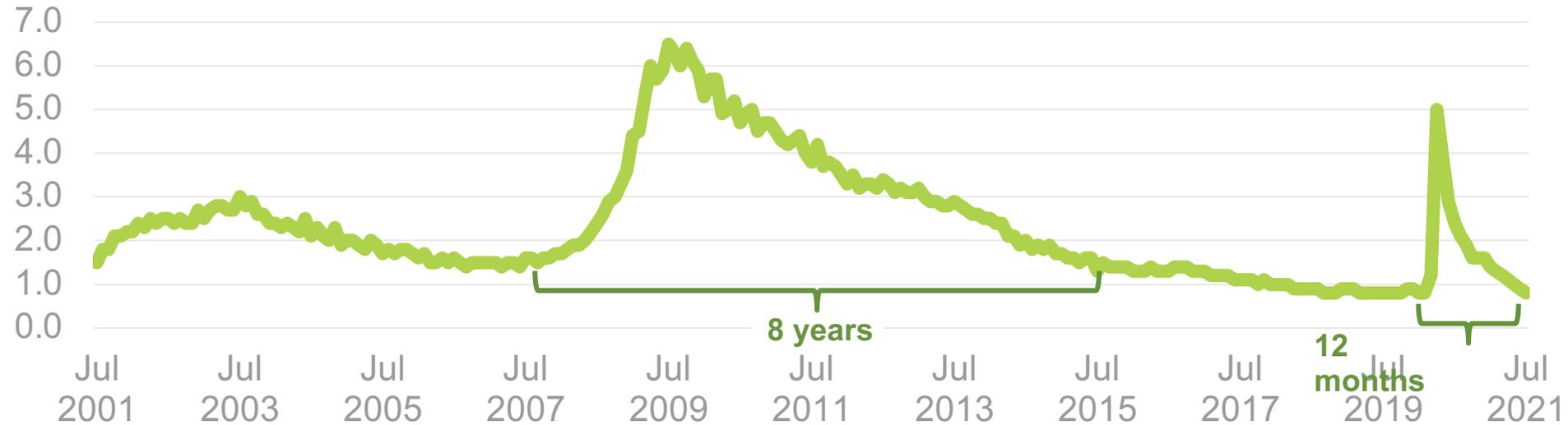
Percentage of Population 65+ Years of Age



SOURCE: <http://www.ourworldindata.org/fertility-rate>

In one year, we've returned to pre-pandemic labor shortage

Unemployed Persons Per Job Opening



People are quitting at an unprecedented rate

Total Quits by Month



We review everything now

"Has anyone else tried pouring this stuff over dry cereal? A-W-E-S-O-M-E!"

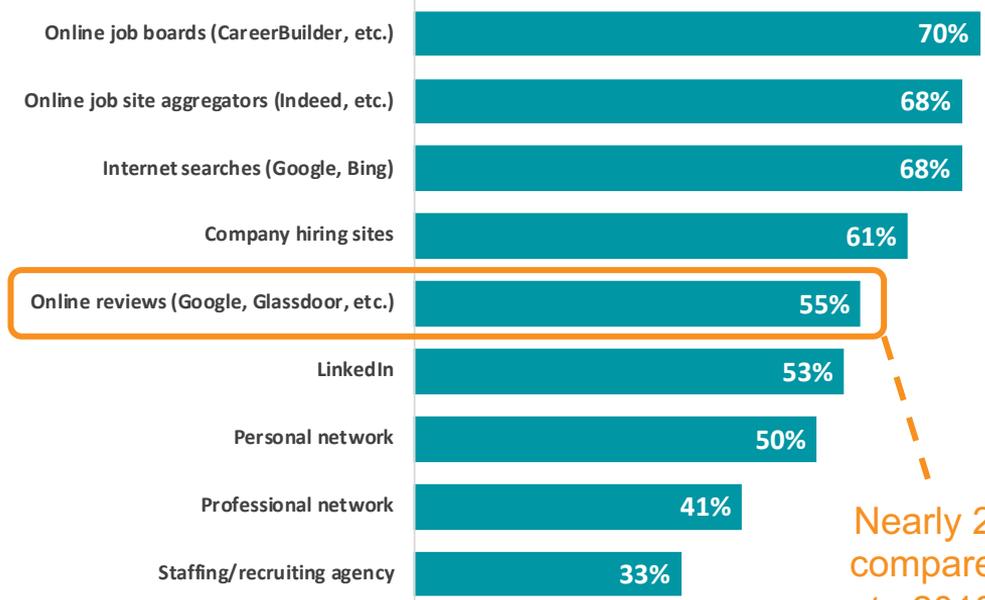


"They really need to put a warning label on this thing. Apparently, if you put it into your body, it turns into urine. Urine!"

*"Do you have any idea where this stuff comes from? It's excreted by squeezing the wobbly thingie on the **UNDERSIDE OF A COW!** That's hardly made clear anywhere on the label."*

The average job seeker uses **6.4** resources as part of their job search

Which of the following resources did you use during your most recent job search?



Nearly 2x compared to 2018

SOURCE: ClearlyRated & ASA; 2020 Job Candidate Sentiment Study

Today's Talent require PROOF before committing to you

When determining the quality of a staffing/recruiting agency you might consider working with, which of the following would you trust as sources of information?

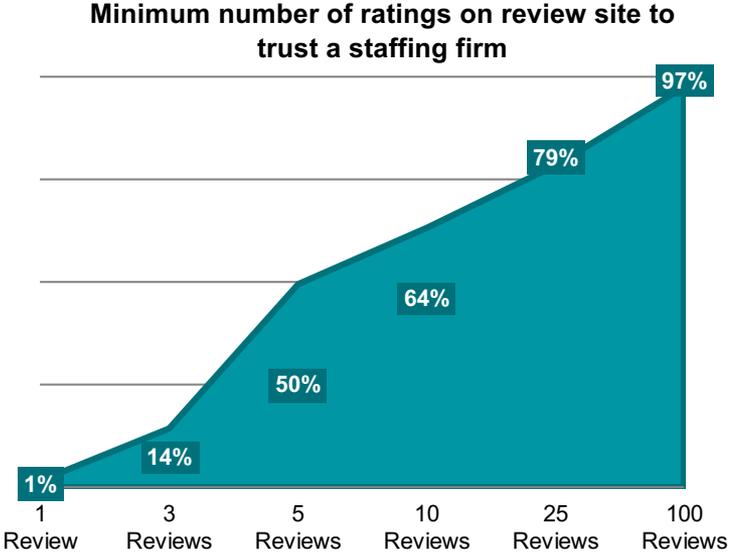
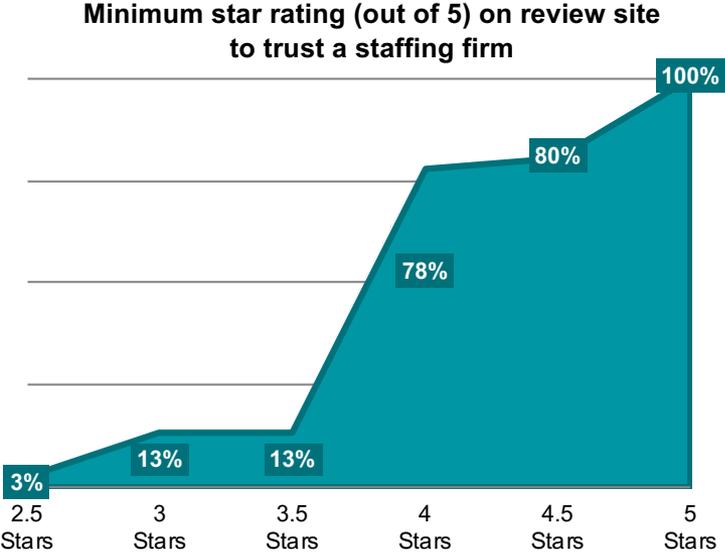


Referrals were most trusted source in 2018



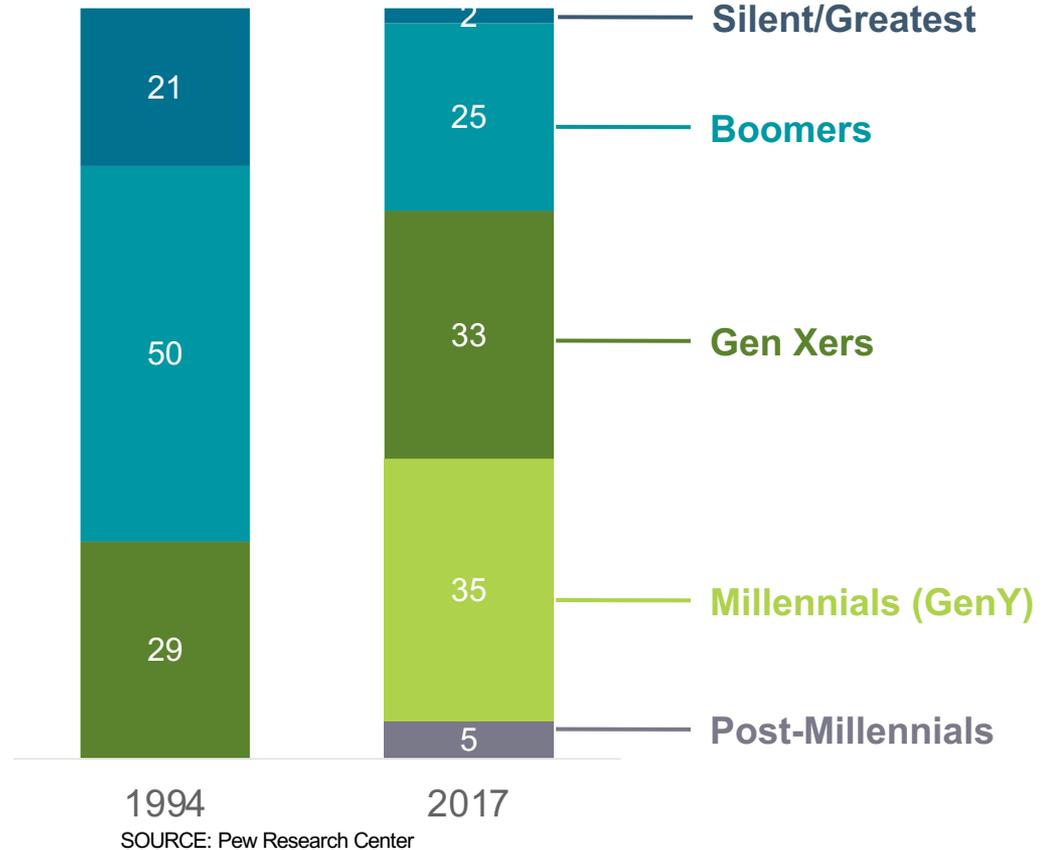
SOURCE: ClearlyRated & ASA; 2020 Job Candidate Sentiment Study

And are sophisticated enough to understand it is both quality AND quantity that matter

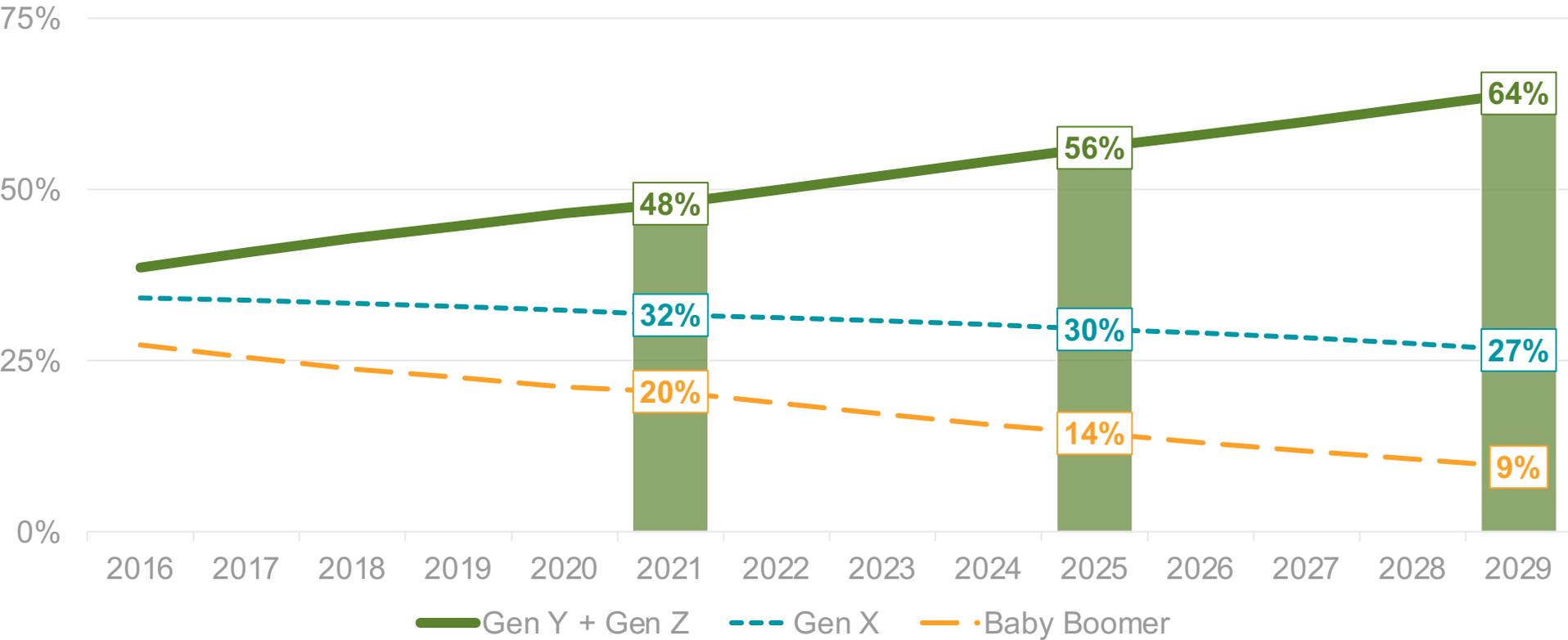


Gen Y

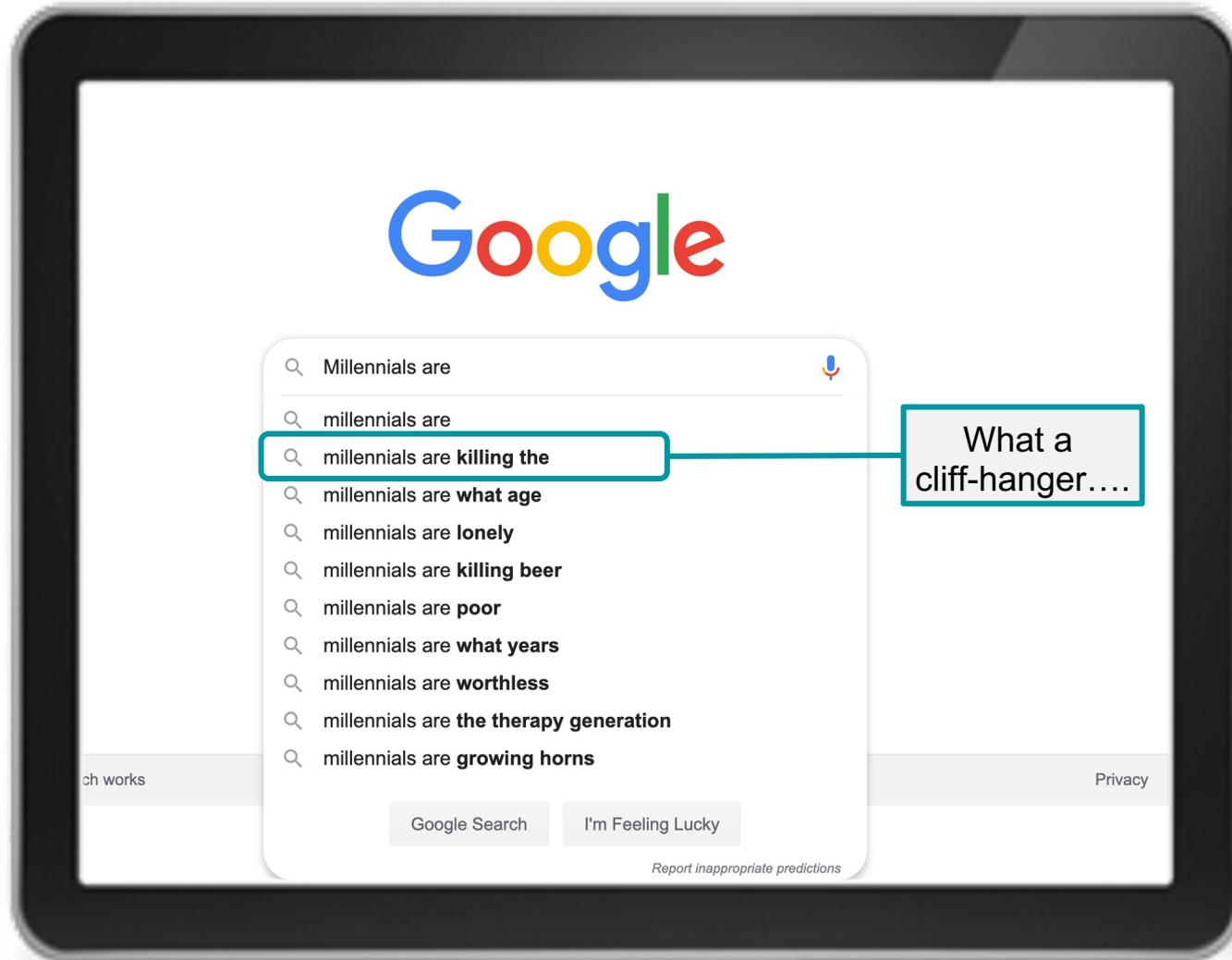
The Largest Generation in The Workforce is Fundamentally Reshaping It



Gen Y and younger represent the future of Talent.... TODAY



What Google knows about Millennials



What Twitter knows about Millennials

 **Kashana** ✓
@kashanacauley

A millennial is any young person you don't like.

♥ 1,510 6:22 AM - Apr 30, 2016

799 people are talking about this

 **Julianne Smolinski** ✓
@BoobsRadley

The next time somebody complains about millennials, maybe remind them which generation linoleumed over all those beautiful hardwood floors.

♥ 4,620 9:36 PM - Sep 21, 2013

3,369 people are talking about this

 **the hippo account**
@InternetHippo

Follow

If all millennials suddenly died the next day's article would be "How millennials are driving up funeral costs"

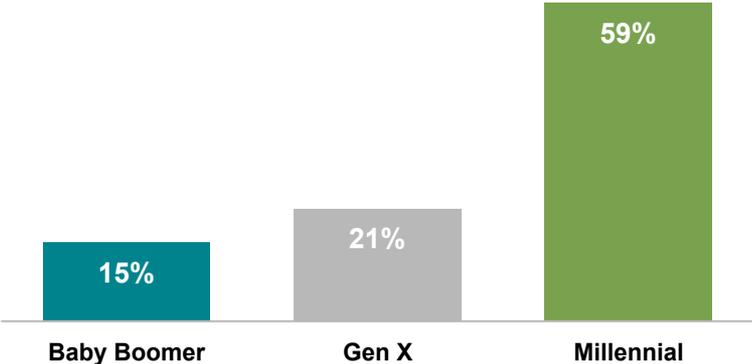
7:51 AM - 19 Mar 2017

2,922 Retweets 6,802 Likes

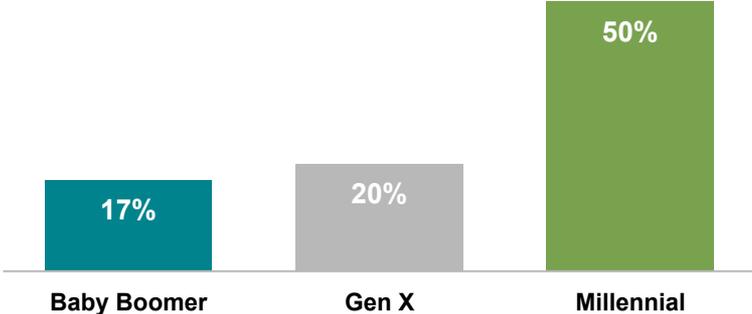


Millennials have different expectations for technology's role

Five years from now, recruiters will play a smaller role in my organization's talent acquisition process because of technology (% "Strongly agree")



I would prefer to place a job order online rather than talking to a recruiter by phone or in person (% "Strongly agree")



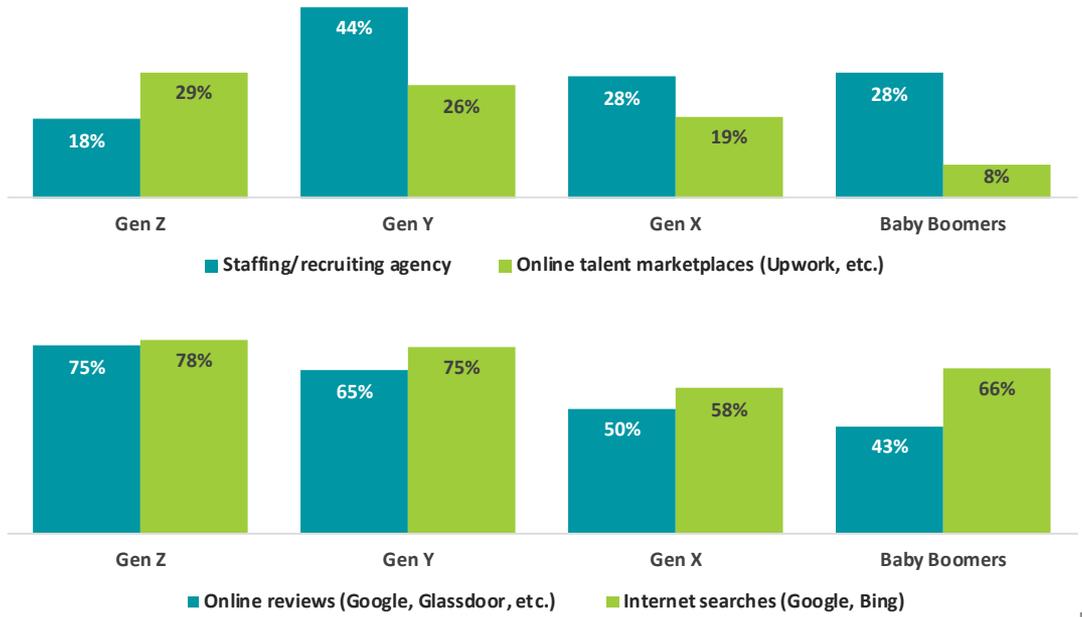
SOURCE: ClearlyRated, CareerBuilder, and ASA



Measure client and talent satisfaction.
Build online reputation.
Differentiate on service quality.

Gen Y and Gen Z will redefine staffing industry in years to come

Which of the following resources did you use during your most recent job search?



Gen Y is most likely to engage with a staffing firm as part of their search, while Gen Z is the least.

Gen Y and younger more likely to leverage online talent marketplaces, Google searches and online reviews

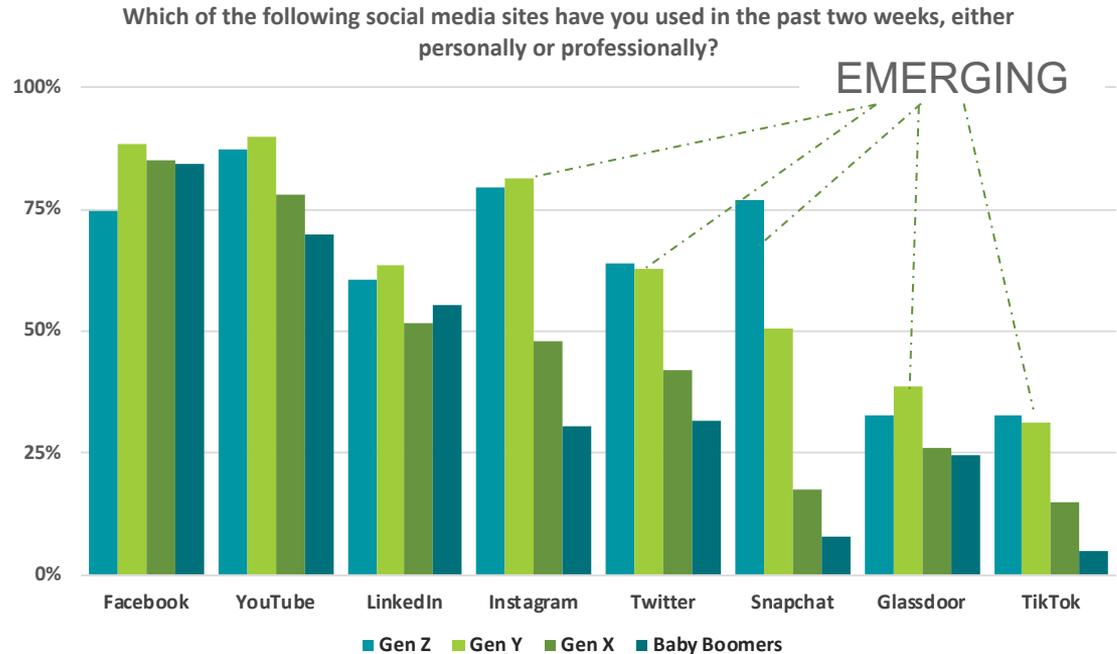


SOURCE: ClearlyRated & ASA; 2020 Job Candidate Sentiment Study

Measure client and talent satisfaction.
Build online reputation.
Differentiate on service quality.

Gen Y and Gen Z are prolific online and on social media

90% of Gen Y and younger leverage 3 or more platforms (compared to 73% of Gen X and 58% of Baby Boomers).



SOURCE: ClearlyRated & ASA; 2020 Job Candidate Sentiment Study

Measure client and talent satisfaction.
Build online reputation.
Differentiate on service quality.

A woman with blonde hair and glasses, wearing a denim jacket, is sitting at a desk in an office. She is holding a smartphone to her ear with her right hand and a piece of paper with her left hand. The background is slightly blurred, showing office equipment and a plant. The text is overlaid on the image in white.

10 Steps To Improved Cx

(finally a 10-step program without an intervention)

Why do we need to ask people to give us feedback?



Step 1: Obtain senior level commitment to remarkable service

If they aren't true believers...

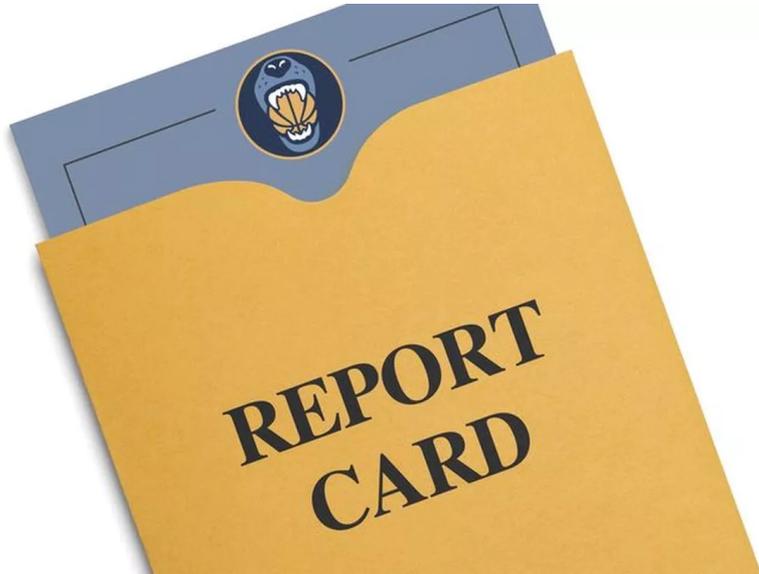


They won't be true believers

Step 2: Cx investment is GROWTH investment, not overhead

EVOLVE

FROM REPORT CARD TO BASIS FOR GROWTH



Revenue



Step 3: Your process isn't the problem, your execution is

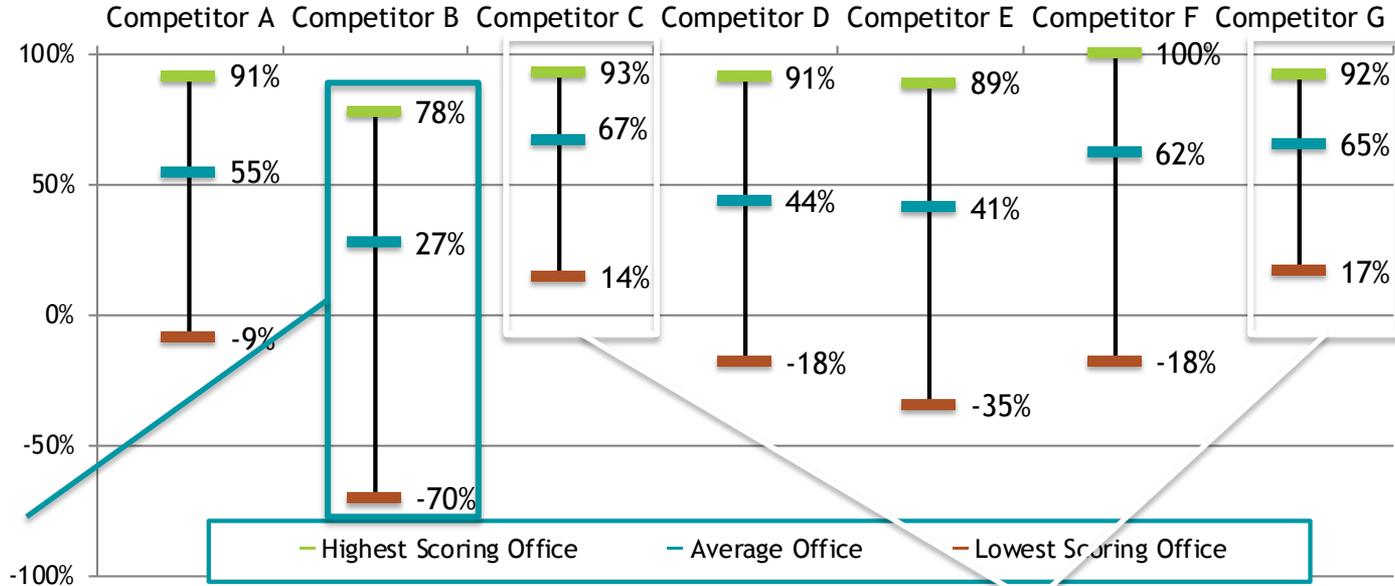


Client
Experience (Cx)
Strategy

Client Experience
(Cx) Execution

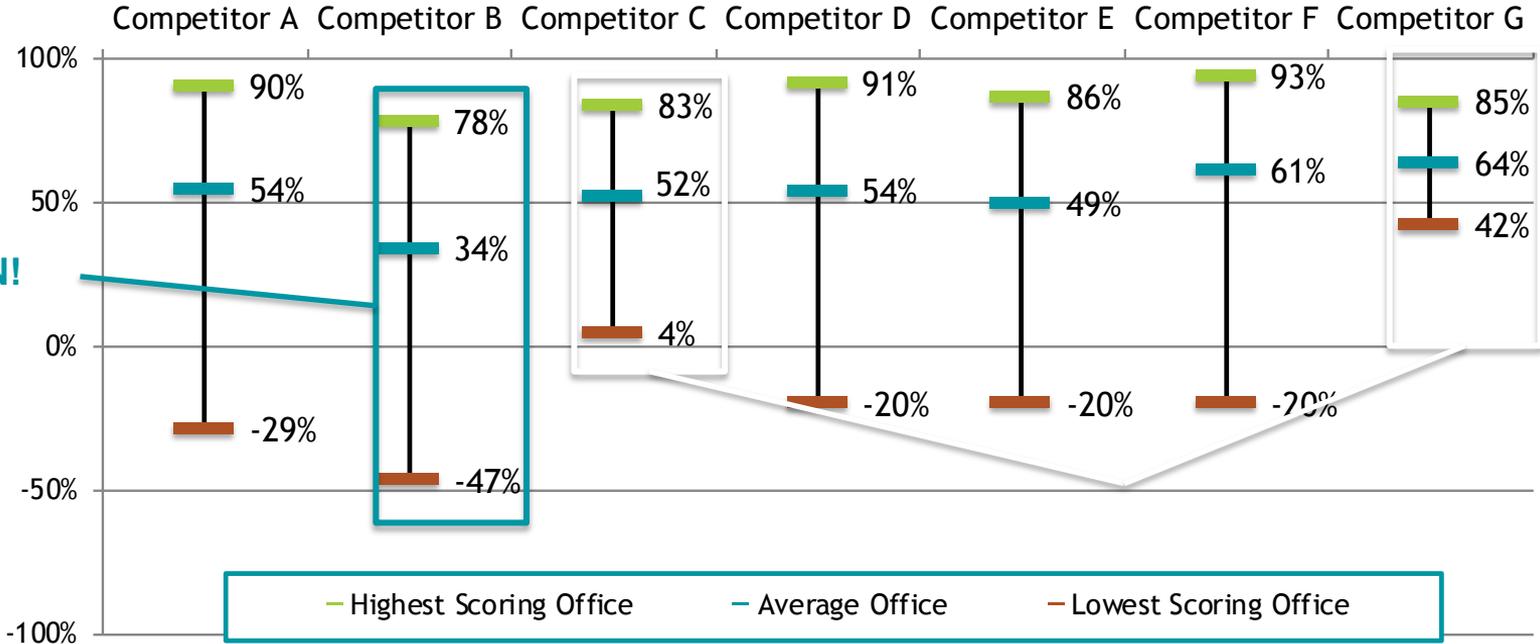
Step 3: Your process isn't the problem, your execution is

Client Office NPS Consistency (\$1bn+)



Step 3: Your process isn't the problem, your execution is

Talent Office NPS Consistency (\$1bn+)



CAUTION!

Step 4: Celebrate service excellence at all levels

3

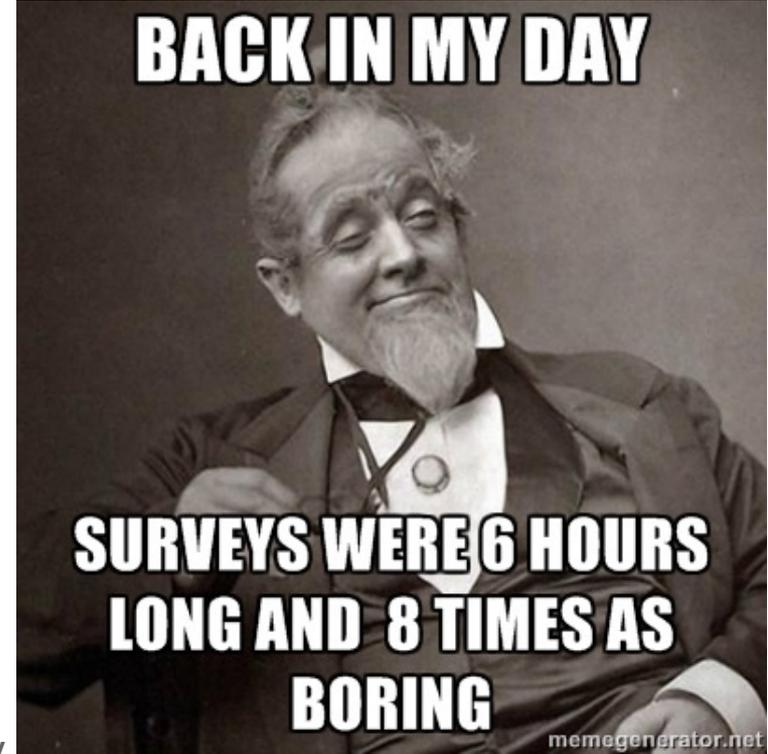
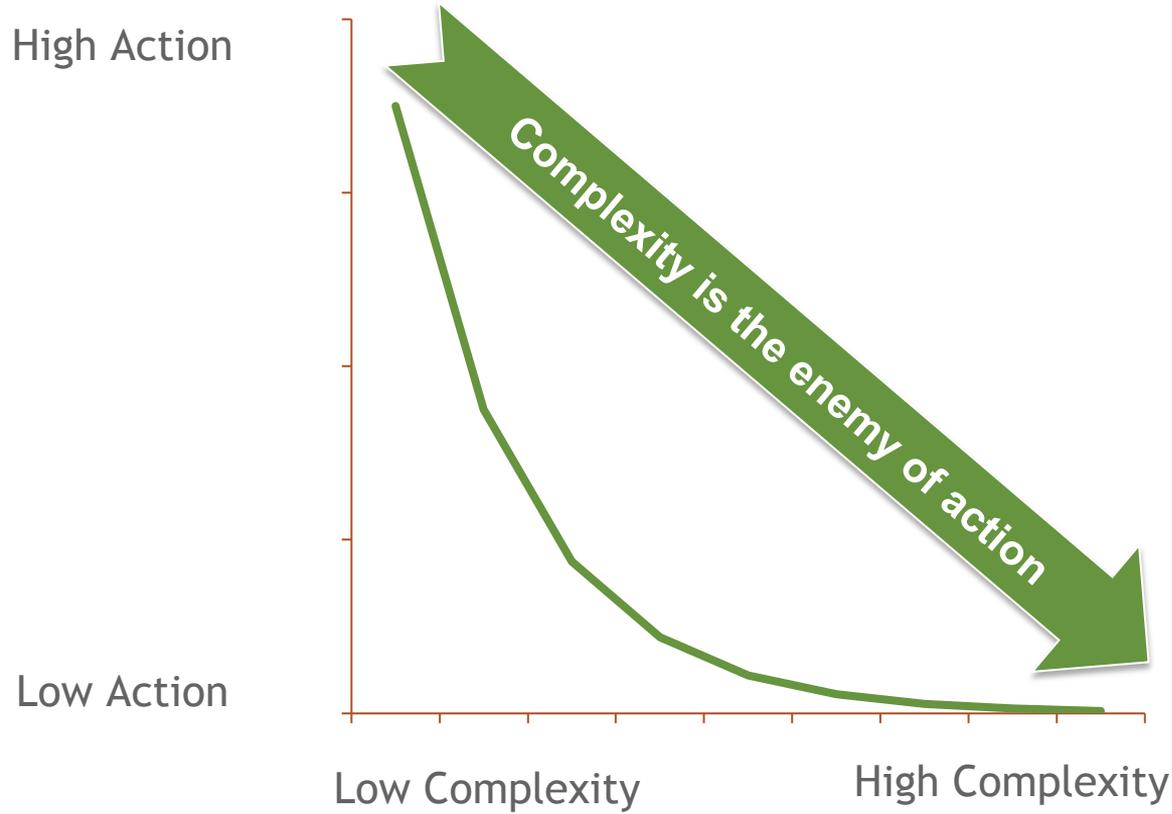


VS.



1

Step 5: Measure Cx across all stakeholders, but follow K.I.S.S.



Step 5: Measure Cx across all stakeholders, but follow K.I.S.S.

80



80% of your time should be spent responding to and taking action on feedback.

/

20



20% of your time should be spent on designing and implementing a survey.

Step 6: Decide – relationship or transactional or both

“What Happened”

“What is Happening”



VS



Step 6: Decide – relationship or transactional or both

Cx Strategy

Cx Execution



- 1. Information
- 2. Visibility
- 3. Accountability

Winning Key Moments of Truth

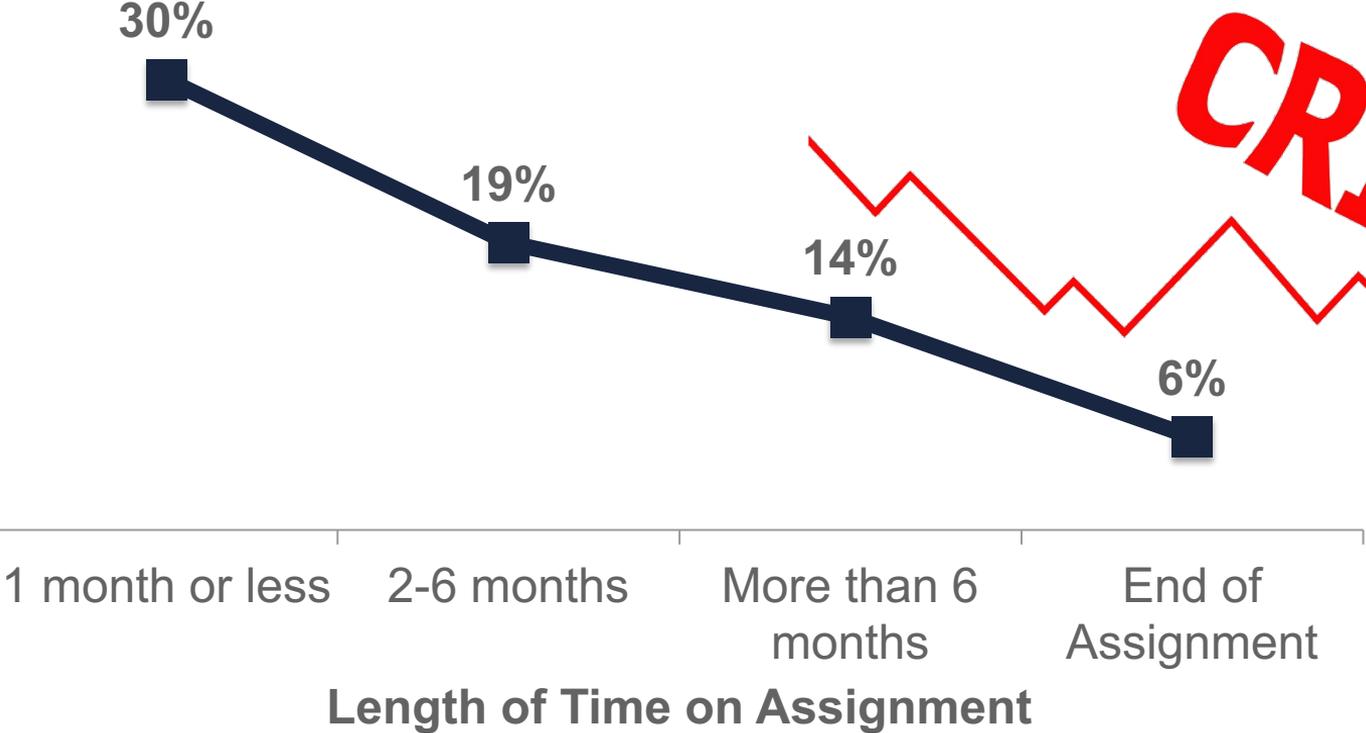


Increase Referrals

Increase Retention

Increase Rehire/Reorder

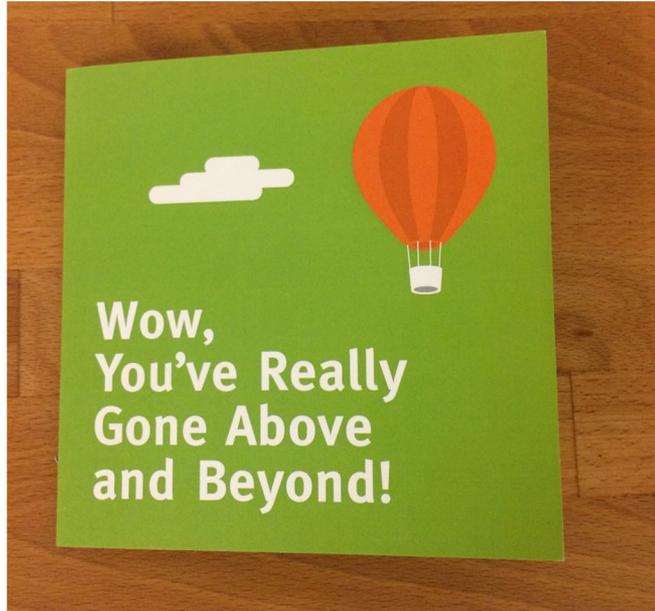
Step 6: Decide – relationship or transactional or both



“This is my life now, all I do is prepare and send surveys”



“Do internal staff like this?”



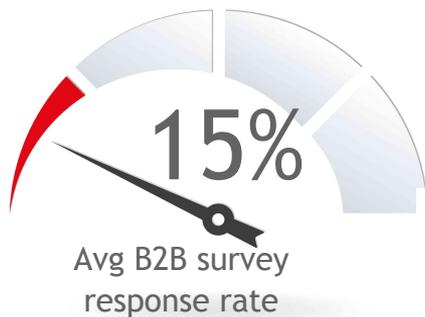
SOURCE: <http://www.shannonburns.com/cartooncatalogstrange.htm>

“The field needs to be filling orders, not responding to detractor surveys”

Overcoming
Objections



Step 7: Don't settle for a low response rate



1. Personalized email
2. Lose the HTML
3. Email signed by individual
4. Embedded NPS question
5. Strong server rating
6. 10 questions or less
7. Mobile-optimized (and easy)
8. # of questions in subject line
9. Communicate early & often
10. Close the loop
11. Push for internal follow-up
12. (at least) 1 reminder email

Step 7: Don't settle for a low response rate



SERVER A

- Used only for legitimate business email.
- All emails are CAN-SPAM compliant.
- Very few 'blacklistings' or spam reports.

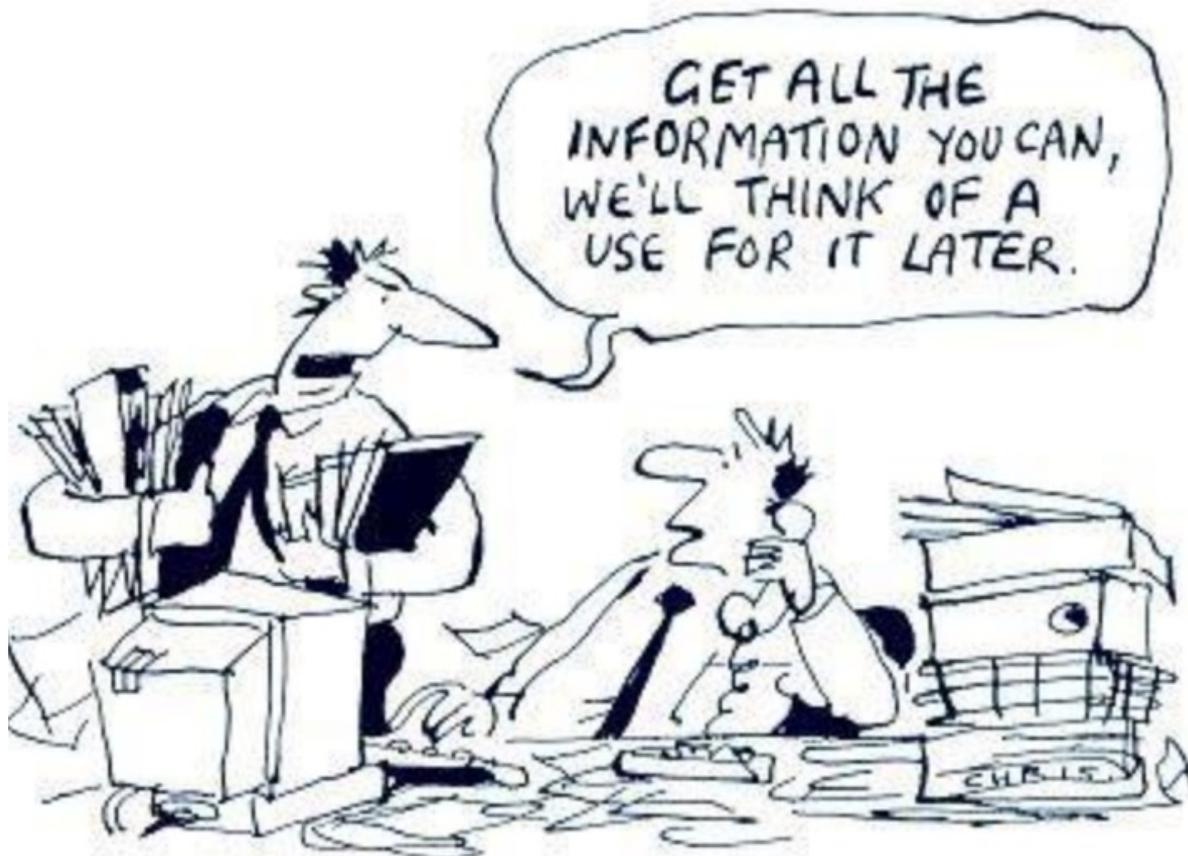


SERVER B

- Used for thousands of companies.
- Sends those emails about helping someone in Uganda move their fortune to the U.S.
- Used for marketing emails, sales emails and every other type of email.



Step 7: Engage the field – as close to real-time as possible



Step 8: Engage the field – as close to real-time as possible



The right solution only matters if it happens in time to make a difference.



Customer By Web Form

04/27/2016 10:06 AM

Hi -

I'm a U.S. Citizen from Portland, OR in Niagara Falls (Canadian side) for a conference. I forgot my passport (I'm a dummy). I was able to get into Canada with my driver's license, but am worried about travel back to the U.S. Is there anything I can do (have my passport scanned and emailed to me, etc.) that can help the process of returning on Thursday of this week?

I realize its possible that this is a clever way to weed out the less intelligent U.S. citizens, but would desperately love to re-enter the country on Thursday :)

Thanks.

Eric

4/27/2016

Response Via Email (CIC CSR Spanish)

08/03/2016 10:07 PM

Thank you for contacting the U.S. Customs Border Protection (CBP) Information Center (CIC.)

Due to the extremely high volume of emails, we have been unable to provide you with a timely response as we would have preferred.

We realize your concern has likely been resolved at this time. However, if you still need assistance, please respond to this email and you will be given priority in receiving a response.

Thank you for your understanding,

CBP Information Center

8/3/2016
(98 days later)



U.S. Customs and
Border Protection

Connecting Service to Growth

Measuring your height doesn't
make you grow taller

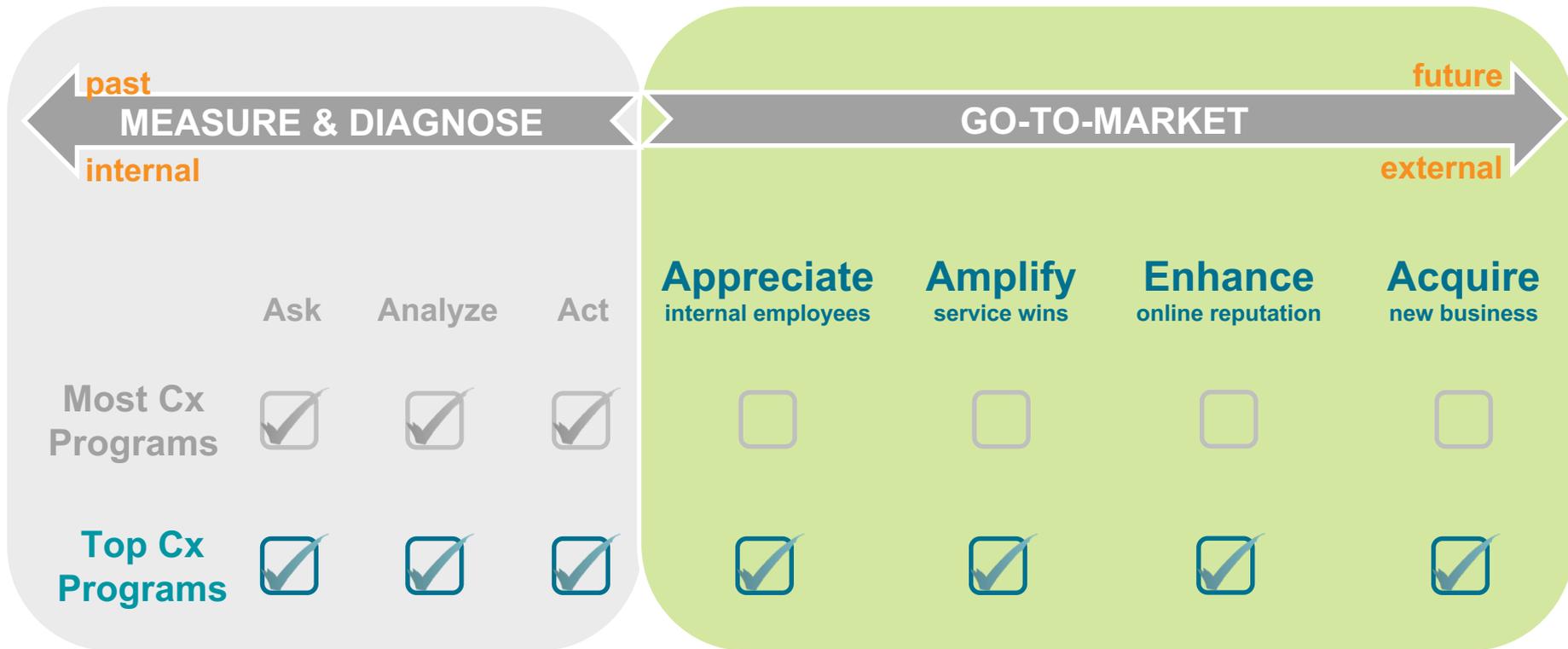


Step 9: Analyze bottom up, not top down

Most Firms



Step 10: Center your go-to-market around service excellence



Parting Thought

Cx is about what you do,
not just what you know



Halloween 2013
25 lbs overweight



Halloween 2020
28 lbs overweight

A woman with blonde hair and glasses, wearing a denim jacket, is sitting at a desk in an office. She is holding a smartphone to her ear with her right hand and a stack of papers with her left hand. The background is slightly blurred, showing other office workers and desks. The overall tone is professional and relatable.

Q&A

(the spot where I realize all the stuff I forgot to include)