From Service Measurement to Service Excellence in Staffing

Using NPS® to Drive Client, Talent, and Firm Development

ERIC GREGG
Founder & CEO
Inavero

MARY ANN MCLAUGHLIN
Managing Partner & Co-owner
Butler Street

inavero®

Butler Street
Client & Talent Development. Perfected.®

A quick introduction

inavero®
SATISFACTION SURVEYS MADE SIMPLE.

Est. 2003

Focus on B2B service providers since 2007

We believe it's **good business** to place client satisfaction at the heart of your growth strategy.

BEST of Staffing®
powered by **inavero**

Est. 2008

Satisfaction survey program

Recognizes staffing firms that have demonstrated exceptional service quality based exclusively on ratings provided by their clients and talent

BestofStaffing.com

inavero® **Butler Street**
Client & Talent Development. Perfected.®

Service Measurement

CONSIDERED

CHOSEN

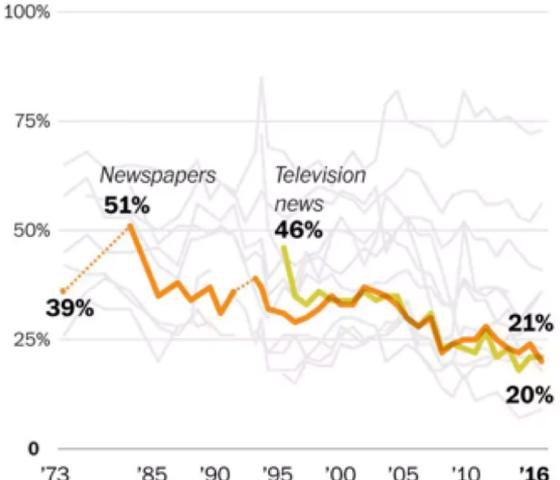# TRUST

IS THE BRIDGE BETWEEN CONSIDERATION AND SELECTION

inavero®

Butler Street
Client & Talent Development. Perfected.®

Trust is at a historically low level

Congress

Congress was the least-trusted institution among adults surveyed

42%

9%

Media

Newspapers
51%

Television news
46%

39%

21%

20%

Big business

26%

18%

6
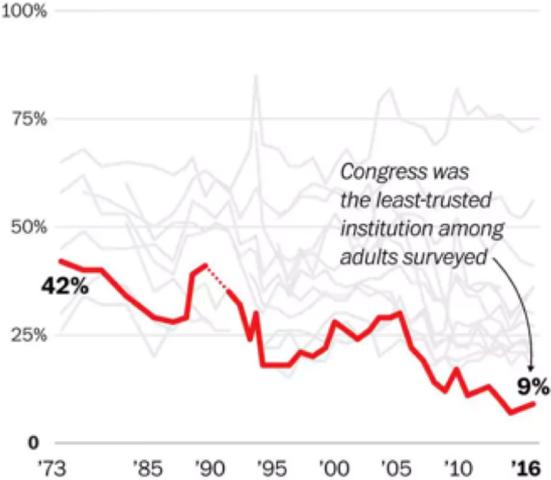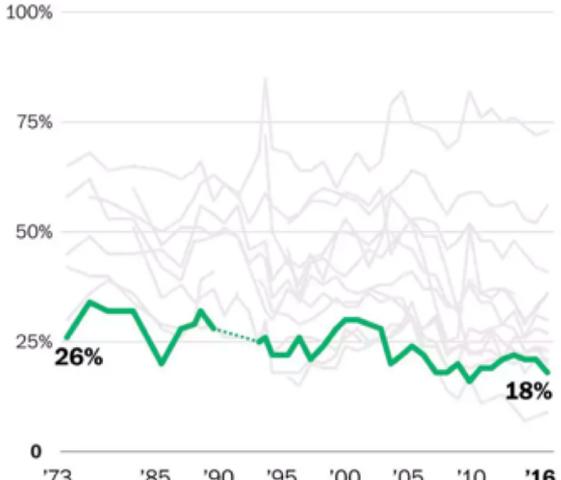
Net Promoter® methodology

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

Not at all likely

Extremely likely

| 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

DETRACTORS

PASSIVES

PROMOTERS

Net Promoter Score = **% Promoters** − **% Detractors**

inavero®   Butler Street
Client & Talent Development. Perfected.®

How do you compare to other well-known brands?

USAA 84%

COSTCO WHOLESALE 78%

NORDSTROM 75%

>70% (Worldclass)

 iPhone 66%

charles SCHWAB 55%

SOUTHWEST 62%

NETFLIX 54%

>50% (Exceptional)

Bank of America 29%

30% (Average)

NEW YORK LIFE 35%

BlackBerry 19%

UNITED 10%

Liberty Mutual INSURANCE 14%

TARGET 11%

0% (Bad)

comcast -1%

inavero® Butler Street Client & Talent Development. Perfected.®

HSBC -13%

8
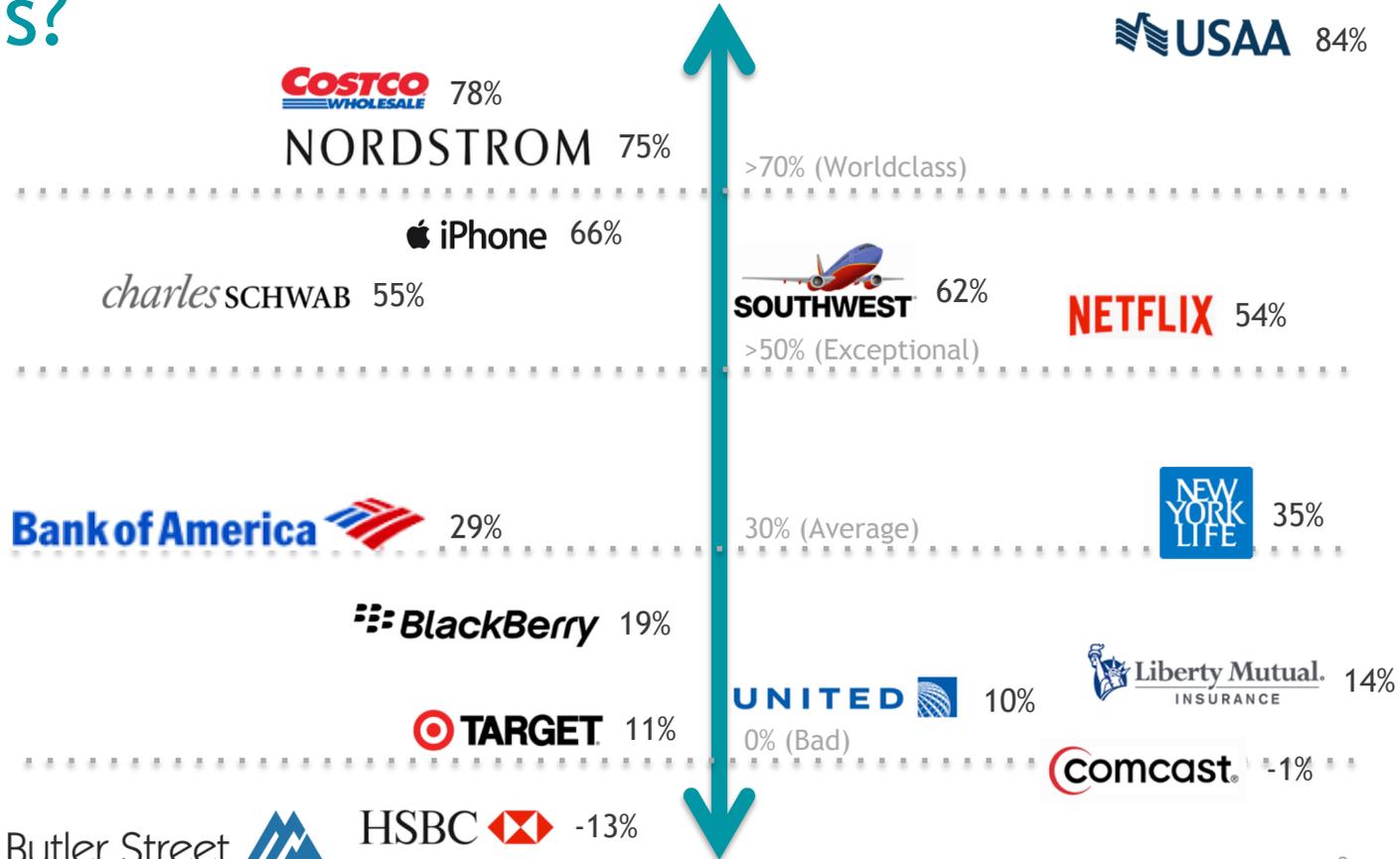
How do you compare to your peers?

WORLD CLASS 70%

BEST of Staffing®

50%

Staffing **Talent** Satisfaction - by sector

21%

Industrial 17%

Office/ Clerical 46%

Tech 22%

Healthcare 6%

Professional 10%

Staffing Industry Average

inavero®   Butler Street
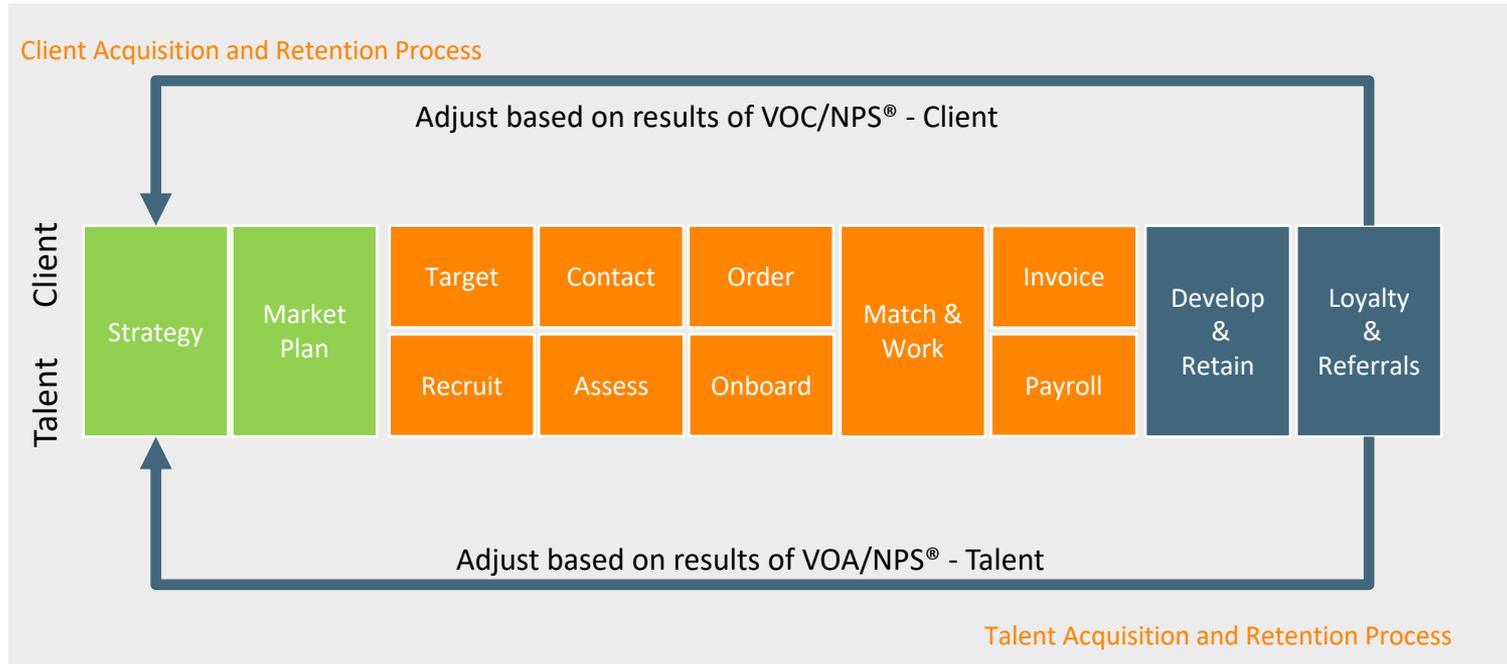Client & Talent Development. Perfected.®
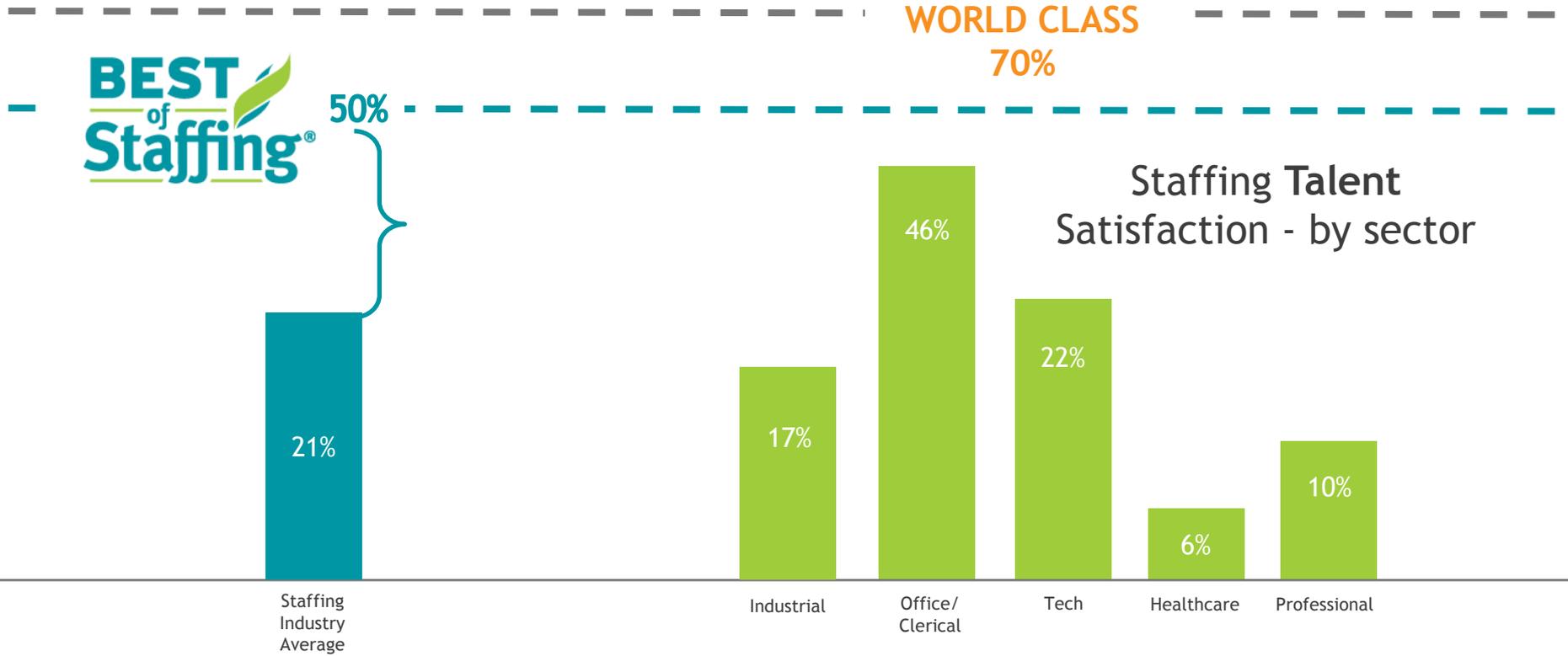
Characteristics of high-scoring staffing firms

High Growth Firms

- Commitment to Growth
  - Executive ownership
  - Communication
- Strategic Alignment
  - Both Sales & Operations
  - Compensation
  - Communication
- Culture of High Performance
  - Performance Management
  - Reporting
  - Communication

- Develop Internal Talent
  - Hiring Process & Onboarding
  - Tools, training & coaching
  - Communication
- Drive Sales & Recruiting for Scale
  - Methodology & Process
  - Communication
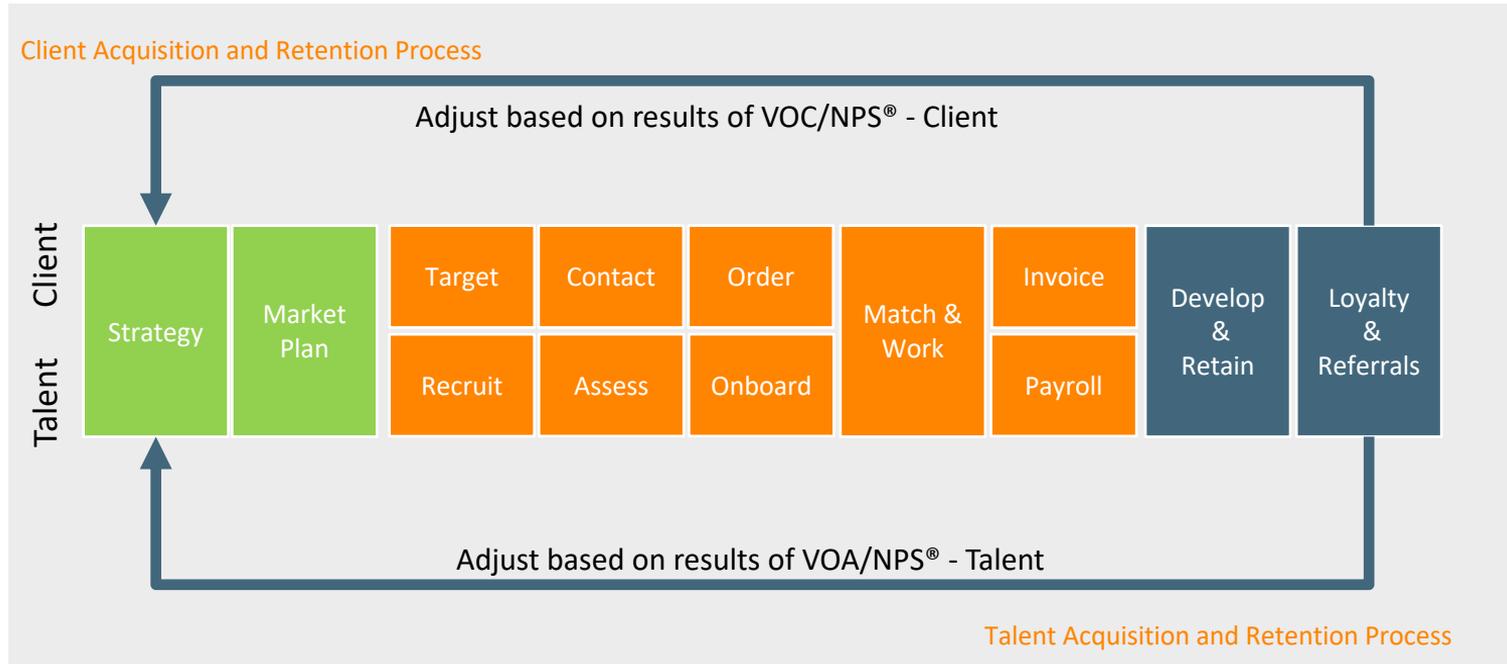
Staffing Two Core Processes (CARP & TARP)

Talent Acquisition & Retention Process (TARP)

- Focus
- Segmentation
- Organizational Alignment

- Recruiting Effectiveness
- Operational Excellence
- Technology Enhancements
- Frictionless Customer Experience

- Retention
- Advance the Relationship
- Innovate

| Strategy | Market Plan | Recruit | Assess | Onboard | Match & Work | Invoice | Develop & Retain | Loyalty & Referrals |

Adjust based on results of VOA/NPS® - Talent

inavero®   Butler Street
Client & Talent Development. Perfected.®

Staffing Two Core Processes (CARP & TARP)

Common Mistakes with NPS

It's time to reimagine what your survey program can do

Operations – the satisfaction survey's bread-n-butter

Measure service quality

OPERATIONS

Satisfaction Survey Program

Identify + address service issues

Grow client accounts + retain job candidates

Following the conclusion of their last assignment:

36%	42%
of candidates sought out a <u>NEW</u> staffing firm	didn't use a staffing firm for their next job

OPERATIONS

Satisfaction Survey Program

inavero® Butler Street
Client & Talent Development. Perfected.®

Learn to sniff out **client** churn threats

"They don't understand our needs when filling a position."

"Their service and communication are less than reliable."

"I'm not getting the results I expect."

"They are the same as other staffing firms we work with."

Learn to sniff out **candidate** churn threats

"I didn't get much additional value in working with a recruiter."

"I don't know if or when I should expect to hear from my recruiter."

"My recruiter doesn't know me as a person."
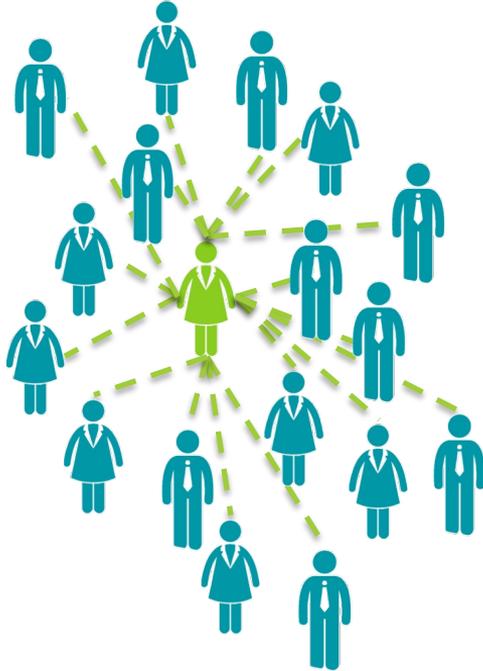
Marketing – a new frontier for satisfaction surveys

Change the testimonial paradigm

Fragmented

Doesn't Scale

MARKETING

Satisfaction Survey Program

inavero® Butler Street
Client & Talent Development. Perfected.®

Change the testimonial paradigm

Efficient

Scalable

Survey

MARKETING

Satisfaction Survey Program

inavero®

Butler Street
Client & Talent Development. Perfected.®
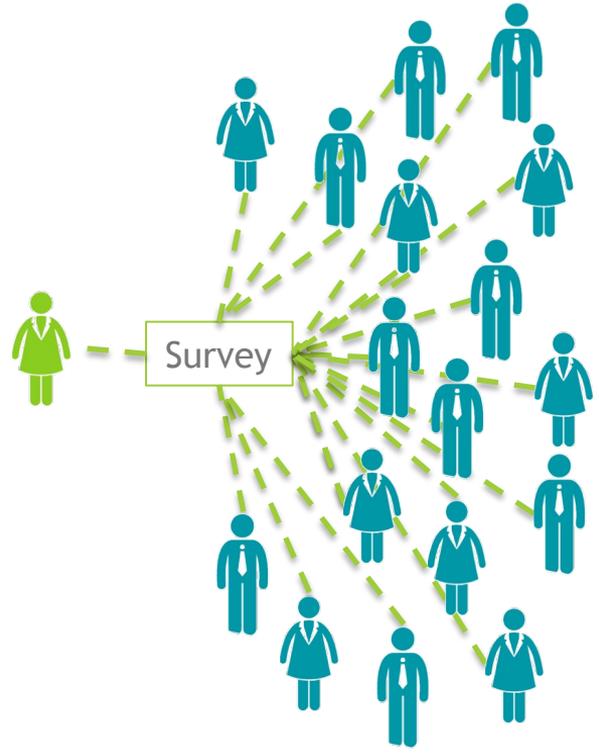
You cannot be your own best cheerleader

> "Inavero has been wonderful through this whole process. The whole team is professional, timely with their responses and able to guide Prudent through what to do."

Jason Clayton
Vice President
Prudent Technologies & Consulting

76%
Trusted

> "The team at Inavero was very helpful and we were very happy about the response rate for the surveys. They explained everything so we knew what our results meant on a larger scale."

Colleen Robson
Head of People
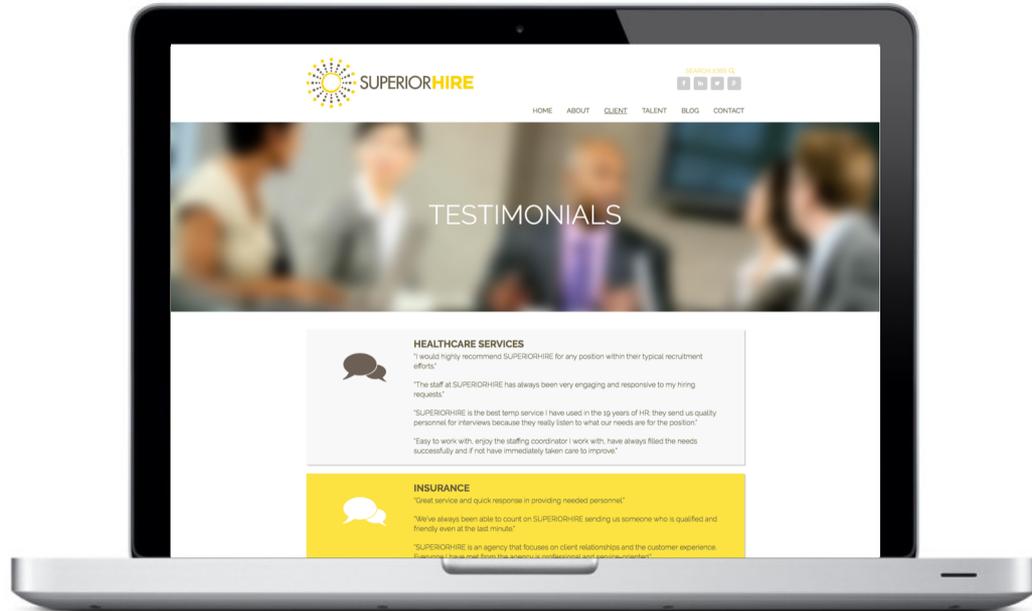Clarity Staffing

14%
Trusted

MARKETING

Satisfaction Survey Program

inavero®

Butler Street
Client & Talent Development. Perfected.®

Amplify the voices of clients that love you

Translate ratings + testimonials to online search results
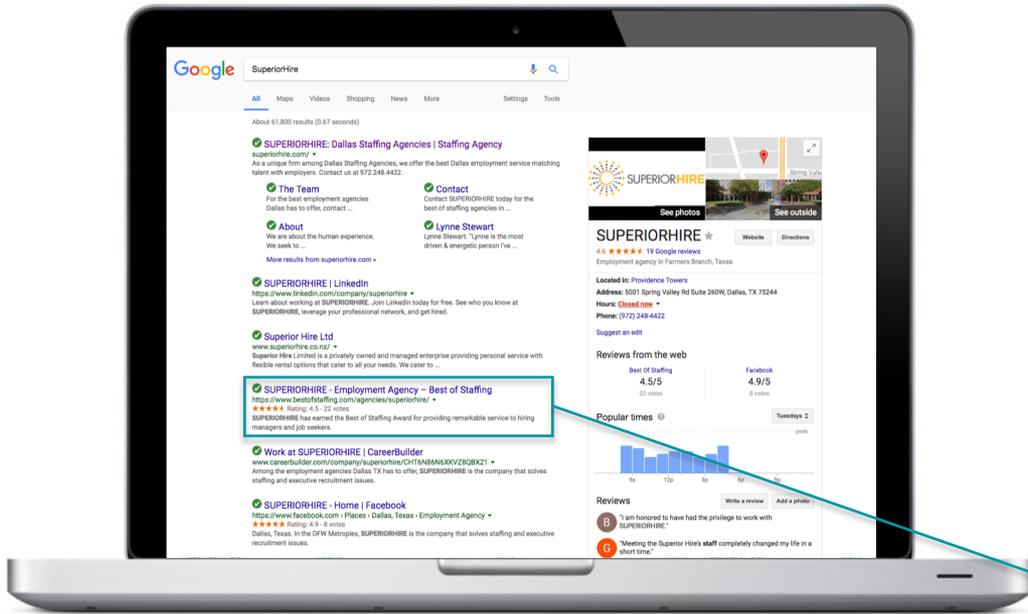
Sales / Recruiting – client satisfaction closes the deal

Satisfaction Survey Program

SALES / RECRUITING

inavero®   Butler Street
Client & Talent Development. Perfected.®

Reputation underwrites the staffing firm selection process

RESOURCES CLIENTS USE TO FIND STAFFING FIRMS

Resource	Percentage
Referral	68%
Online	50%
Past experiences	36%
Reputation of firm	32%
Sales rep	17%
Marketing/Advertising	12%

SOURCE: 2017 Staffing Advantage Report (CareerBuilder + Inavero)

Recruiter reputation matters

Suzy McNobody

Recruiter, XYZ Staffing

"Suzy was there for me through the entire process – from application all the way through the assignment. She's a gem!"

"Without Suzy we wouldn't have been able to complete the project. Her talent network was amazing!"

Client Rating

★★★★☆

*4.3 based on **425 reviews***

Satisfaction Survey Program

SALES / RECRUITING

inavero® Butler Street
Client & Talent Development. Perfected.®

Sales / Recruiting – client satisfaction closes the deal

Staffing firm clients are more than 2x as likely to pick a staffing firm based on reputation than on low price.

Satisfaction Survey Program

SALES / RECRUITING

inavero® Butler Street
Client & Talent Development. Perfected.®

Personnel – exceptional service as a team effort

Personnel – exceptional service as a team effort

Satisfaction Survey Program

PERSONNEL

"Jack always goes above and beyond, both for the small projects and the large and difficult assignments."

Janet Fakery

inavero®   Butler Street
Client & Talent Development. Perfected.®

Translating NPS to Transformative Action

W. Edwards Deming

"in God we trust, all others must bring data"

WE ARE LIVING IN A DIFFERENT ERA

Products
1970s

Products & Services
1990s

Customer Centric
2000s

Relationship Centric
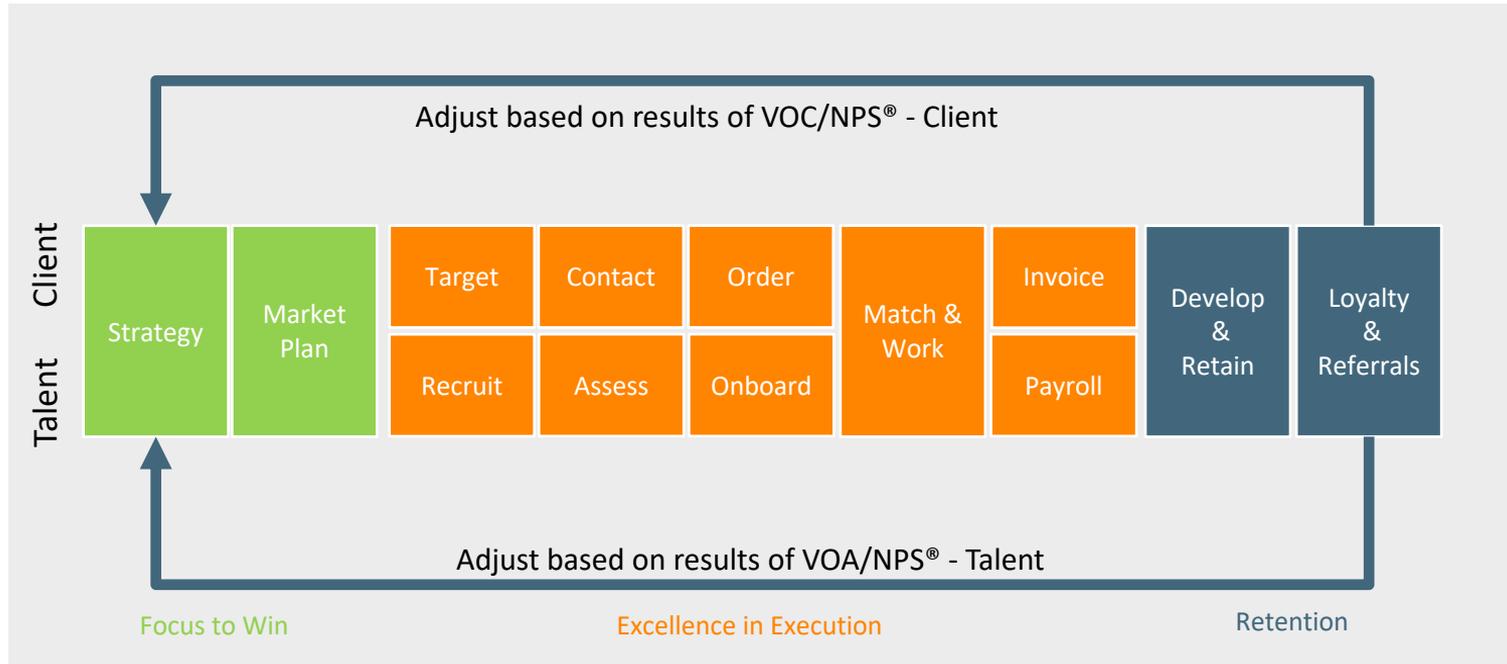Today

A Moment of Truth

A moment of truth is a situation in which people come into contact with any aspect of the company or organization, however remote or brief,
and thereby has an opportunity to form an opinion.

Every touchpoint is a moment of truth!

Make each moment of truth contribute positively to your brand!
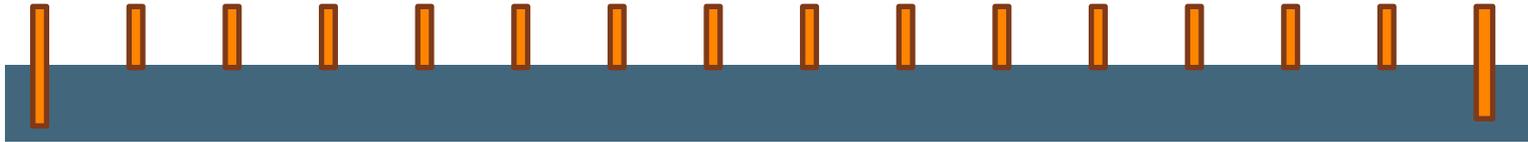
Staffing Two Core Processes (CARP & TARP)

Data is Everywhere

Who is available and willing to work

What markets are growing

What clients are growing

Who is approaching overtime status

How staff is performing

How strong your relationships are
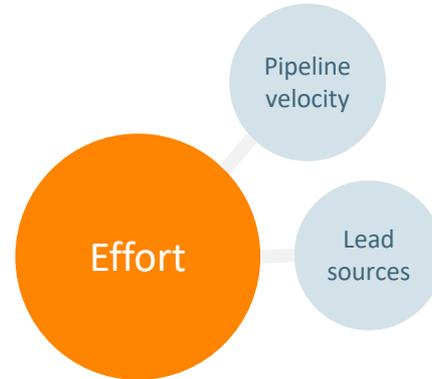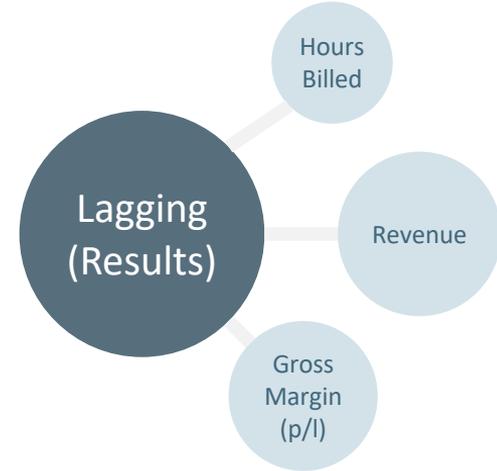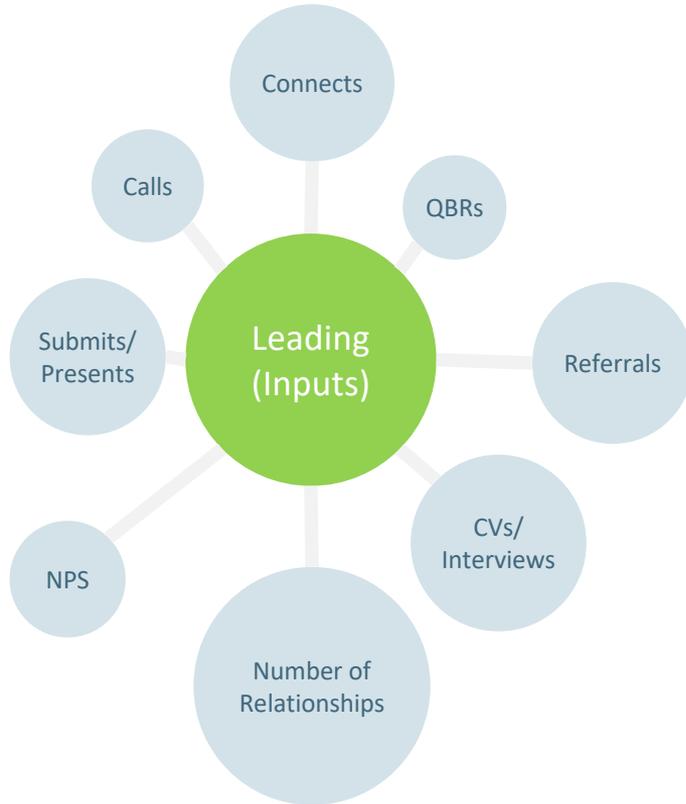
What clients are loyal

What clients are at risk of defection/revenue loss

What clients are targets for increased share of wallet

How engaged is the staff

Which talent are most loyal

Leading, Lagging, Effort

Top Three Client Desires

1. Understand my needs & wants

2. Send me only qualified talent

3. Make sure the talent are prepared and know exactly what is expected of them

4. You care

Top Three Talent Desires

1. Understand my needs & wants

2. Fair income

3. Take time to care and develop me

4. You care

Actionable Insights

Past Performance

Loyalty and Retention

Growth and Future Performance

Advancing the Relationship

Economic Entanglement

BASICS

Processes, opportunities and professional organization

BACKING

Opportunity for success

BECOMING

Needed, appreciated and respected

BELONGING

Communication and inclusion

Emotional Entanglement

4 B Entanglement Model

Economic Entanglement

BASICS	BACKING
Processes, opportunities and professional organization	Opportunity for success

BECOMING	BELONGING
Needed, appreciated and respected	Communication and inclusion

Emotional Entanglement

BASICS
Talent feel they have the items fundamental to their success such as understanding expectations and having tools and training to perform their work

BACKING
Talent feel like they have the support they need to be successful

BELONGING
Talent feel aligned with your organization or the people they call their team

BECOMING
Talent feel that they are being given opportunities to learn and grow

Tenure indicates level of Engagement

BASICS	First Assignment
BACKING	2-3 Assignments
BELONGING	4-5 Assignments
BECOMING	After 5 Assignments

Actionable Insights: Talent

TOTAL NPS SCORE 32.5	BASICS First Assignment	BACKING 2-3 Assignments	BELONGING 4–5 Assignments	BECOMING More than 5 Assignments
Promoter	52.4	41.9	61.3	72.6
Passive	12.5	29.8	17.2	17.9
Detractor	35.1	28.3	21.5	9.5
NPS	17.3	13.6	39.8	63.1

inavero®   Butler Street
Client & Talent Development. Perfected.®

Actionable Insights: Talent

TOTAL NPS SCORE 32.5	BASICS First Assignment	BACKING 2-3 Assignments	BELONGING 4–5 Assignments	BECOMING More than 5 Assignments
Promoter	71.4	61.9	31.3	72.6
Passive	10.5	19.8	27.2	17.9
Detractor	18.1	18.3	41.5	9.5
NPS	53.3	43.6	-10.2	63.1

Retention Roadmap – Directional Information

	Basics One Assignment	Backing 2-3 Assignments	Belonging 4-5 Assignments	Becoming >5 Assignments
Promoter	• Great recruiter • Great job • Understands me	• Plenty of work • Love the perks • Recruiter/team is great	• Ambassador • Communication • Team member	• Staffing company is great • Respected • Recognized
Passive	• Surprises • Expected more • So-so job	• Ops issues • Benefits? • Advantages?	• In the dark • Outsider • I'm a number	• More recognition • Sides with clients • Iffy relationship
Detractor	• Hate job • Ignored by recruiter/team • Misled	• No benefits • Not different • Not working!	• Can't trust • No contact • No one cares	• No recognition • No relationship • Not enough…

Questions?

QUESTIONS?

Eric Gregg
CEO & Founder
Inavero
egregg@inavero.com

Mary Ann McLaughlin
Managing Partner
Butler Street Consulting
MMcLaughlin@ButlerStreetLLC.com

inavero®

Butler Street
Client & Talent Development. Perfected.®