



Client Experience Post-COVID

How RPOs leverage ClearlyRated to protect revenue and grow their firm

Eric Gregg, CEO & Founder of ClearlyRated



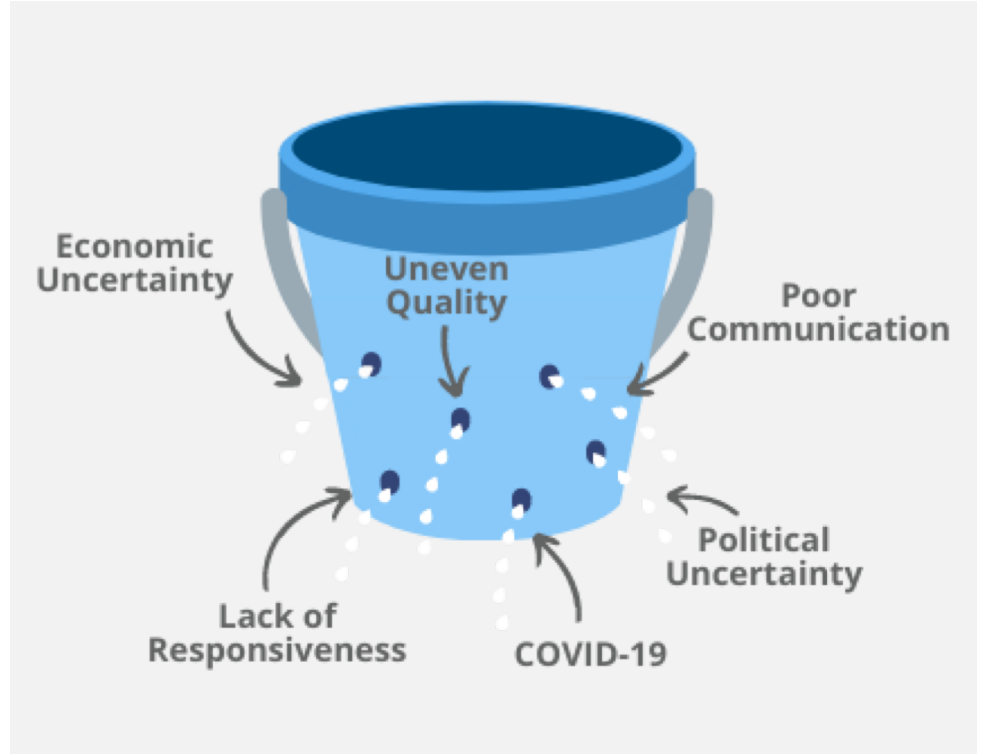
2020 in a nutshell...

WELCOME TO 2020

**IF YOU DON'T ALREADY SUFFER
FROM AN ANXIETY DISORDER,
ONE WILL BE ASSIGNED TO YOU**

@FIT4ARN

Now, more than ever, it's essential to be asking your clients for feedback. Your business depends on it.



About Me



About ClearlyRated



Industry-specific NPS® client survey program
Measure the client experience
Build credible proof of service with testimonials
and star ratings
Benchmark firm performance against the industry



Diversity, equity, and inclusion-focused NPS®
employee survey program
Measure employee satisfaction
Understand perceptions about DEI at your firm
Boost recruiting efforts with employee testimonials

The 2021 Best of RPO™ is presented in partnership with:



Over the next hour, we'll discuss:



Why asking clients and employees for feedback is critical in these unprecedented times.



The financial implications of the client experience, and how they drive revenue.



The current state of the client experience in RPOs.



What a systematic client feedback initiative can / should look like.



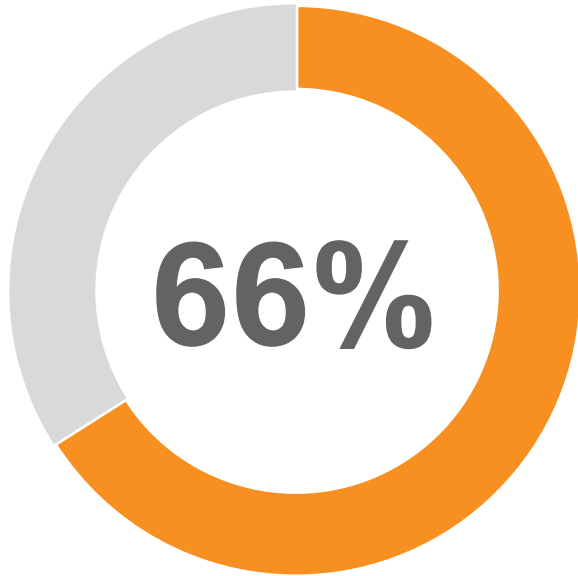
Best practices for NPS and common missteps to avoid.



COVID-19: The case for asking clients for feedback *now*

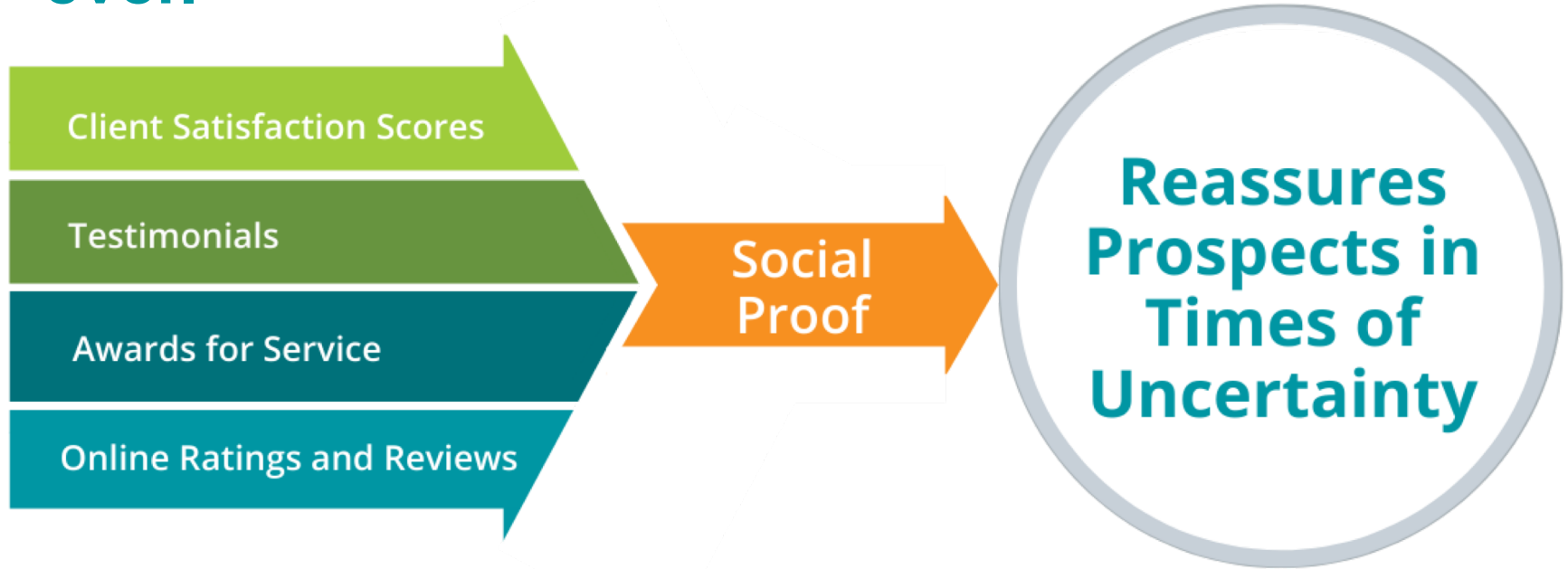
Client churn is likely to increase, even as the economic climate improves.

If you've weathered the first wave of client churn or contraction of work, the last thing you need to deal with is the preventable churn that's driven by service-related dissatisfaction.




66% of recruiting firms that work with ClearlyRated have identified one or more at-risk clients through their survey program... and that is before COVID flipped our economy on its head.

Economic uncertainty drives risk-aversion, making social proof more important than ever.



Your team deserves some good news to celebrate.



"We want to build a culture that honors standards that Apex was founded on. By monitoring and acting on the feedback we receive through ClearlyRated's NPS surveys, we're ensuring that we stay focused on our values as we continue to grow."

- Erica Woods

Director of Contractor Programs & Philanthropy
APEX Systems

Emilie has been more than great throughout the entire process. She has been thorough about what steps to take and has helped me with

Lauren is the absolute best and is always available to assist with our request! She's patient, and truly treats us like a valued client. Thanks for everything Lauren!

Always responsive; always human; genuinely interested in our experience with ClearlyRated.

**Now is also a crucial time to be asking
for feedback from your internal
employees**

The case for asking employees for feedback now:

1. The members of your internal team are the lifeblood of your clients' experiences.
2. Employee turnover represents a huge expense to your business.
3. Unexpectedly losing a key employee creates outsized disruption in uncertain times.
4. An employee satisfaction survey can, and should, help your firm understand how every member of your staff perceives their own safety, inclusion, and worth in light of stated company goals and unspoken company culture.

Measure the Client, Talent, and Employee Experience with Net Promoter® Score

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

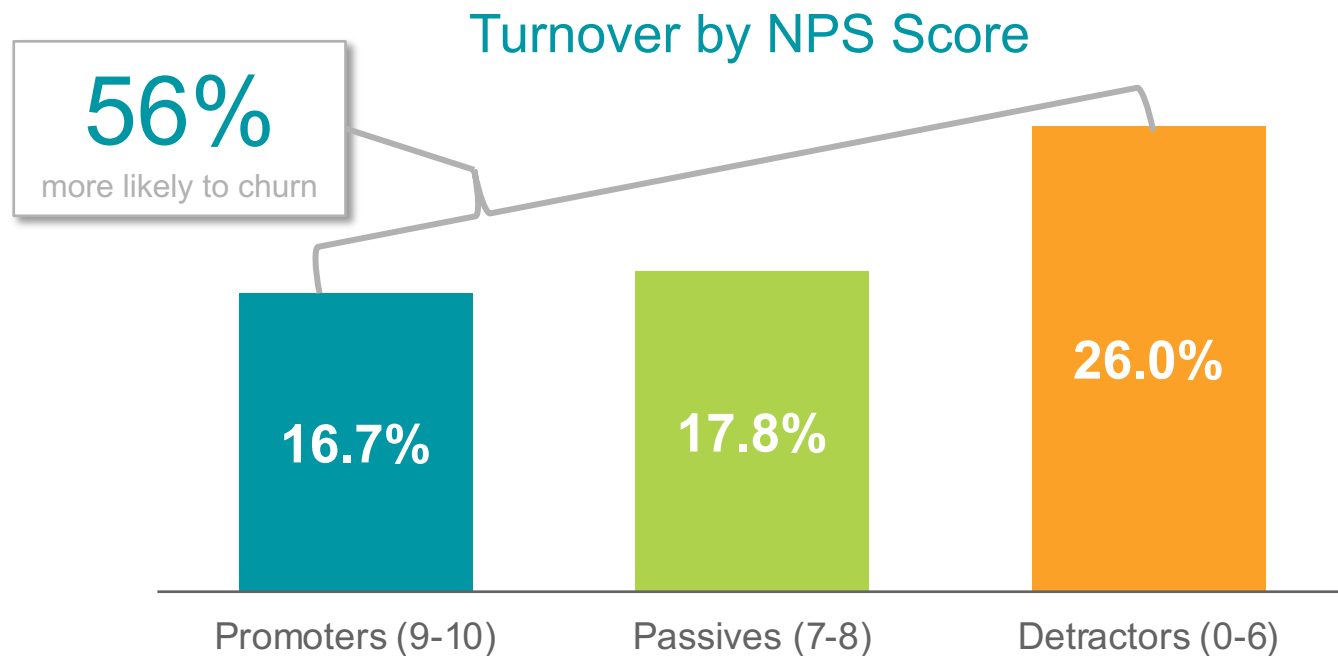


$$\text{Net Promoter® Score} = \% \text{ Promoters} - \% \text{ Detractors}$$

A photograph of two women in a professional setting, possibly a meeting or collaborative work environment. The woman on the left is looking down thoughtfully, while the woman on the right is looking at a laptop screen. The image is overlaid with a semi-transparent green filter.

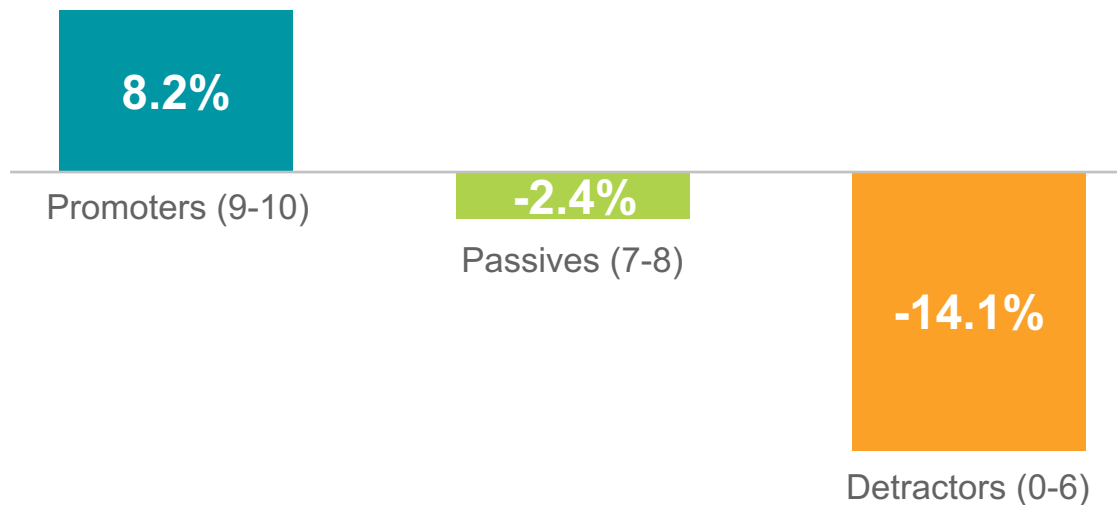
Financial Impact: How the client experience influences revenue

NPS is a predictor of client churn



But even Detractors who don't leave spend less next year.

Change in Following Year's Spend



Promoters of HR Service firms

Compared to Detractors, Promoters of their primary HR services firm are...

More committed to only using their current primary HR services firm

90%

more likely to be fully committed

More likely to plan an increase in annual spend with their primary HR services firm

2.6x

more likely to "greatly" increase spend

More likely to provide a testimonial for their primary HR services firm

6x

"very likely" to provide a testimonial

More likely to share an online, public review for their primary HR services firm, if asked

52%

more likely to provide an online review

SOURCE: ClearlyRated 2019

It's hard to differentiate on service without proof



SEVENSTEP



"It is a force that inspires great work, leading to fulfilled, committed employees and fully satisfied clients."

"We stand for quality of our services and trust. Our personal touch assures the customer that we will be there whenever you need us."



"What makes Yoh special? It starts with our people. Then you combine decades of experience with specialty focus and great service – and you have Yoh."

HUDSON RPO

"From recruitment process outsourcing (RPO) to employer branding, and across the complete life cycle of your recruitment requirements, we thrive in delivering world-class customer experiences."

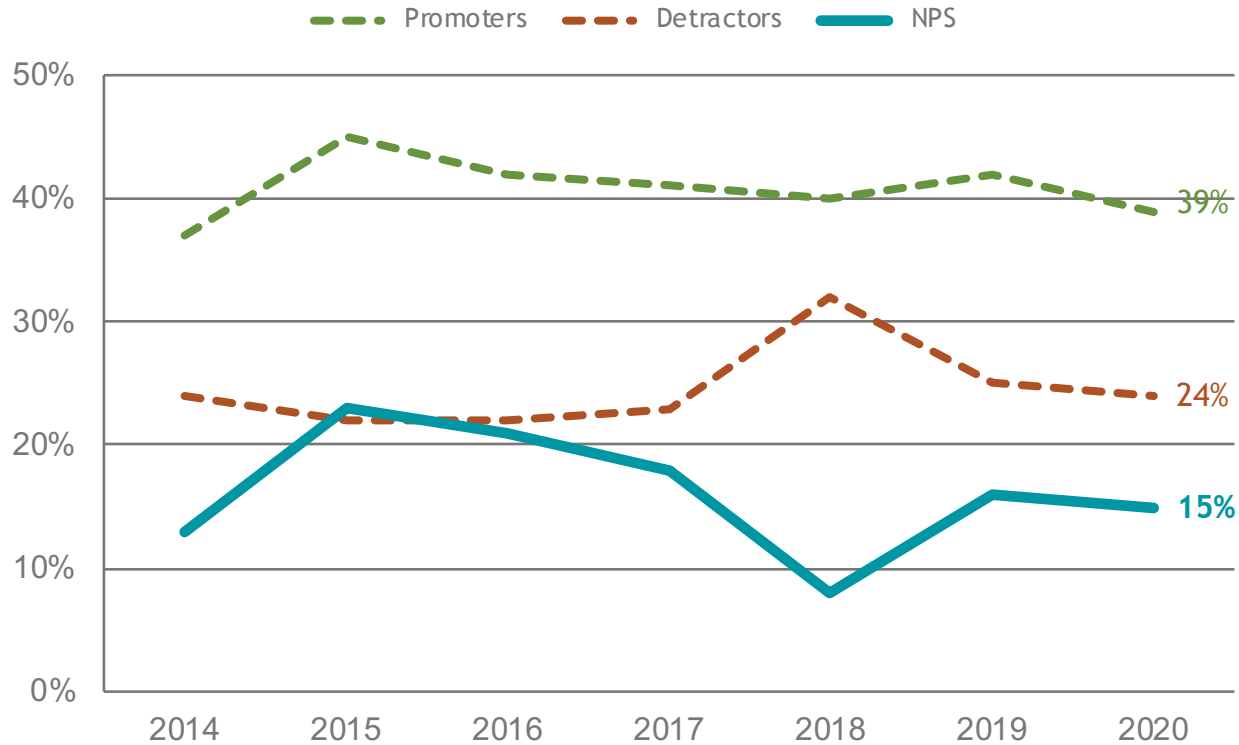


"WilsonHCG aims to be the premier global talent solutions provider, driving innovation and delivering exceptional service to our clients."

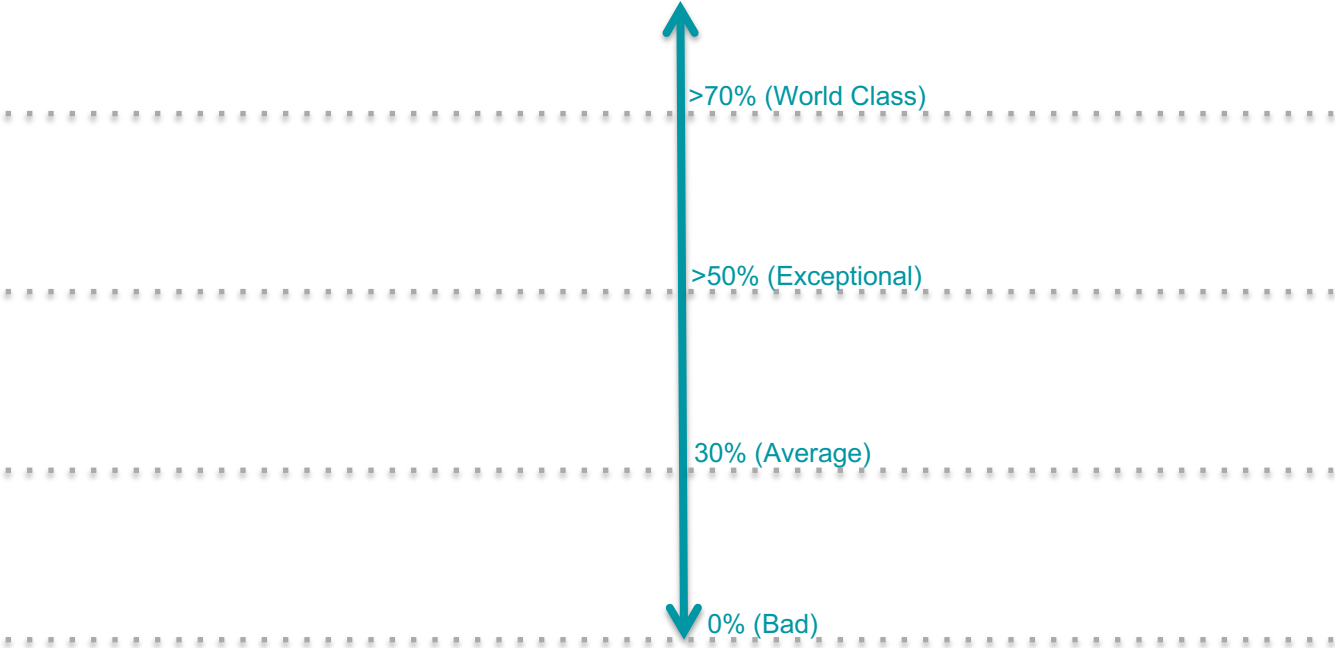


Current State of the RPO Client Experience

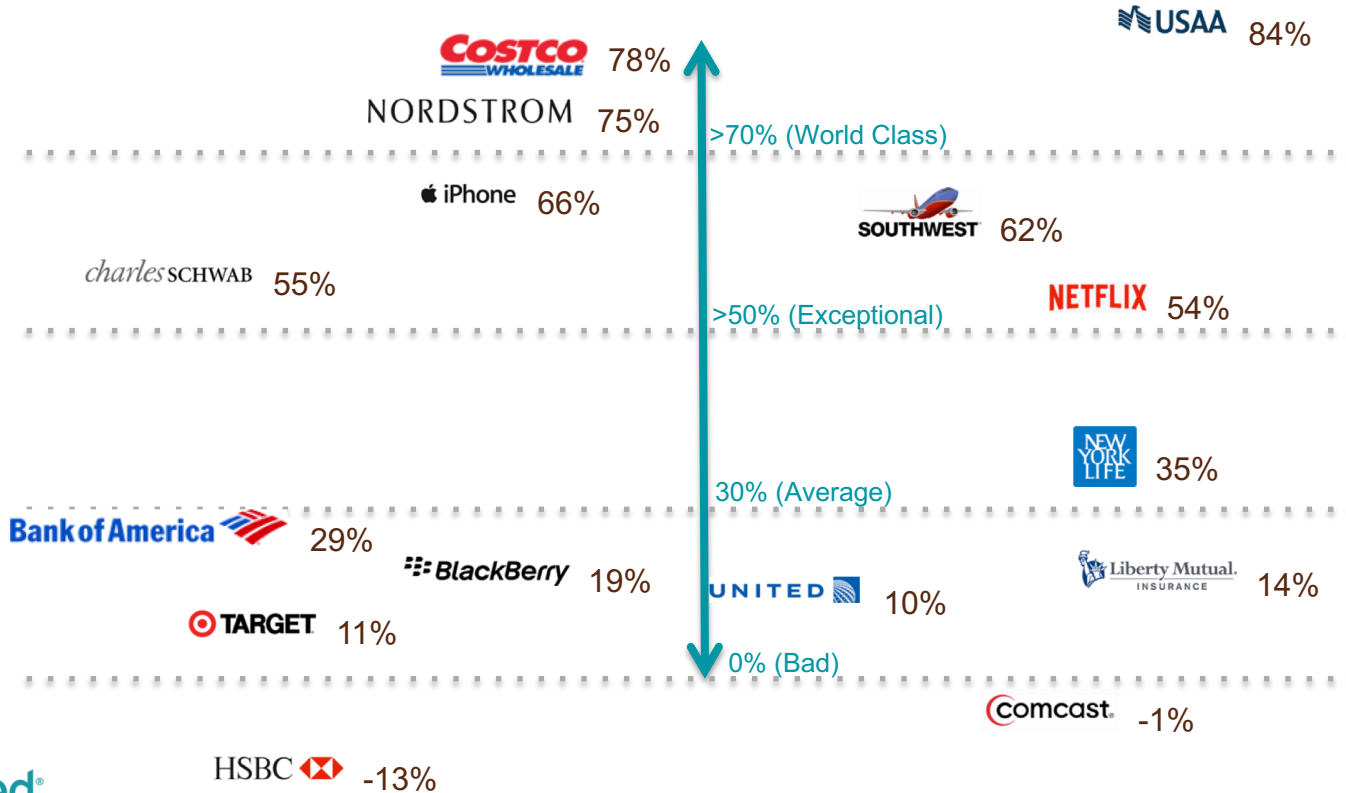
2020 HR Services NPS® Benchmark




Global NPS Standards



NPS Across Industries



NPS Drivers

 = % impact on NPS when “Yes”

Candidates submitted matched the position’s specifications.



Candidates submitted were a good fit with the company’s culture.



The firms sets realistic expectations about any potential open positions you had.



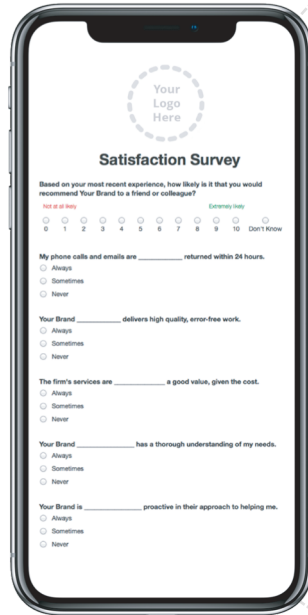
Resolved any of our issues within 24 hours.



Candidates were submitted within the expected timeframe.



8-Question Survey



Satisfaction Survey

Based on your most recent experience, how likely is it that you would recommend Your Brand to a friend or colleague?

Not at all likely Extremely likely

0 1 2 3 4 5 6 7 8 9 10 Don't Know

My phone calls and emails are _____ returned within 24 hours.

- Always
 Sometimes
 Never

Your Brand _____ delivers high quality, error-free work.

- Always
 Sometimes
 Never

The firm's services are _____ a good value, given the cost.

- Always
 Sometimes
 Never

Your Brand _____ has a thorough understanding of my needs.

- Always
 Sometimes
 Never

Your Brand is _____ proactive in their approach to helping me.

- Always
 Sometimes
 Never

What is the primary reason behind the rating you provided?

What is one thing we could be doing differently to increase the value you receive from us?

Net Promoter Score (NPS) question

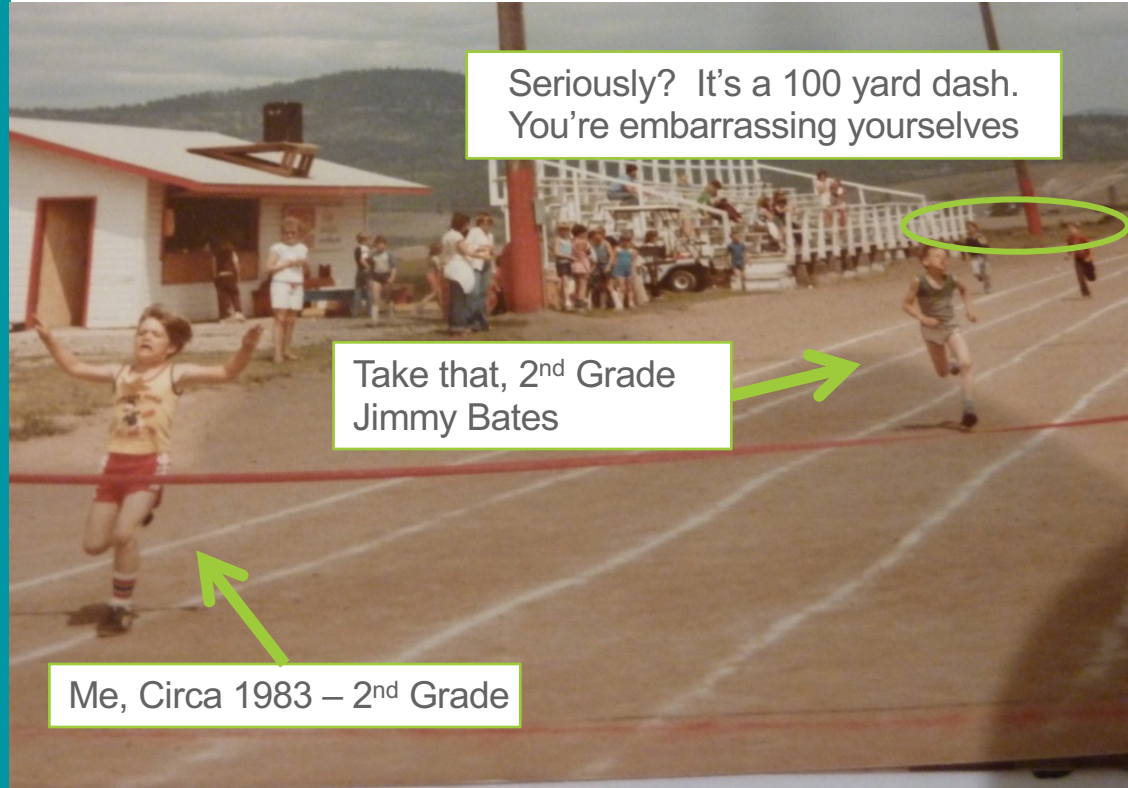
NPS Driver Questions



Best Practices in Client Experience and NPS Design

Evolving Cx for RPO

*Evolution will happen with
or without you*



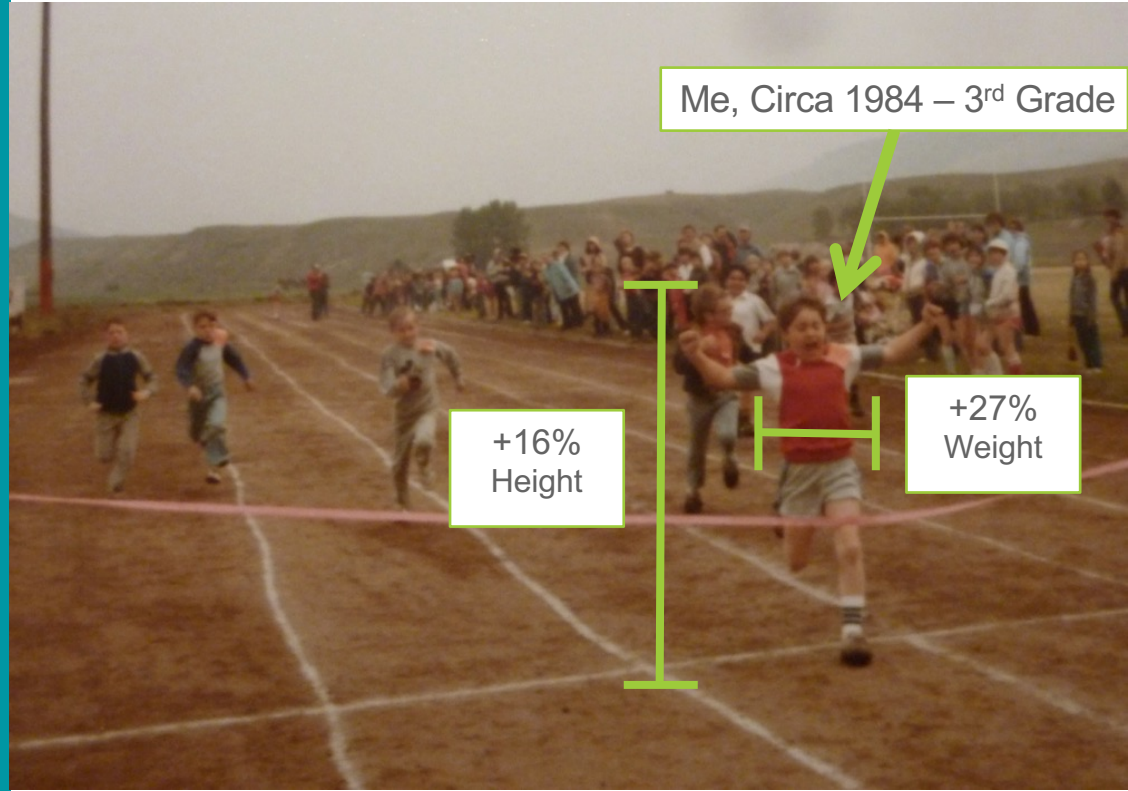
Seriously? It's a 100 yard dash.
You're embarrassing yourselves

Take that, 2nd Grade
Jimmy Bates

Me, Circa 1983 – 2nd Grade

Evolving Cx for RPO

*Evolution will happen with
or without you*



Best Practice #1: View NPS as a tool for firm growth

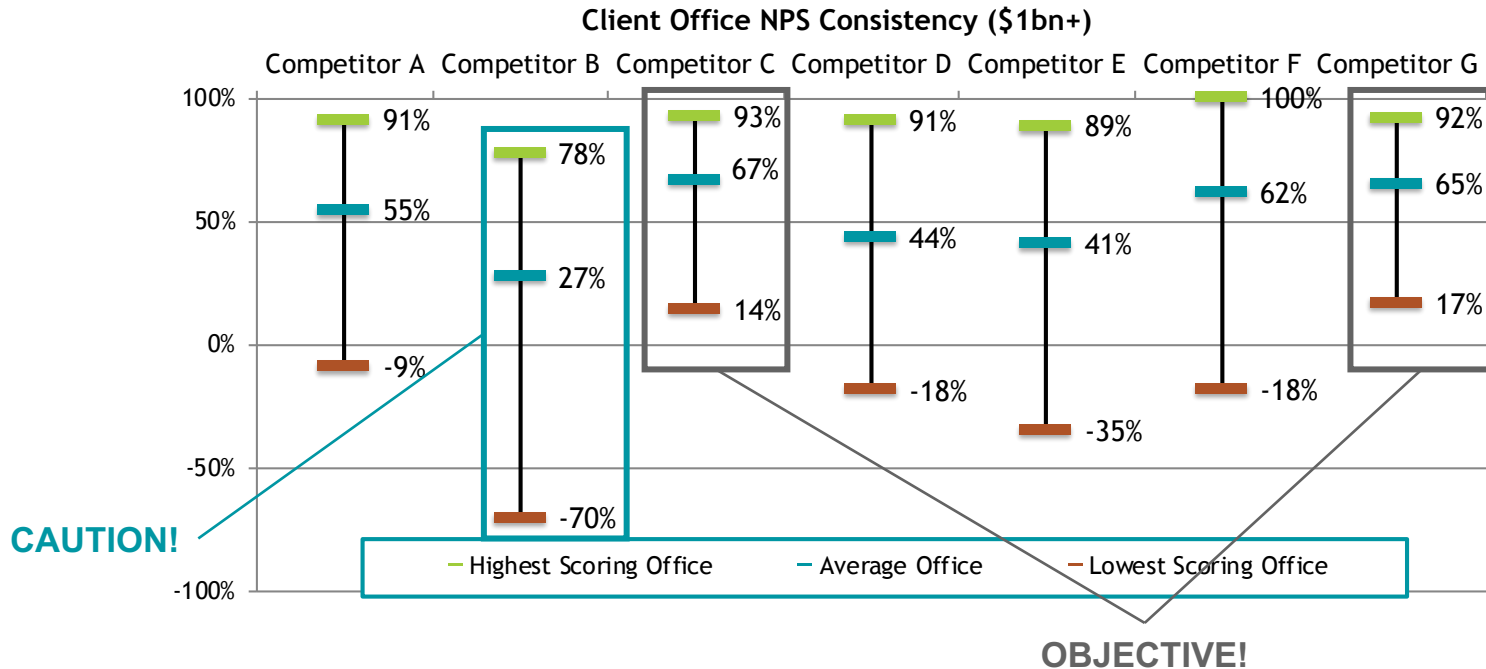
- From report card to basis for growth



Best Practice #2: Build a process to support action

- It may be that your process isn't the problem (or the solution), chances are your execution is.

Best Practice #2: Build a process to support action



Best Practice #2: Build a process to support action

- It may be that your process isn't the problem (or the solution), chances are your execution is.
- **Commit to taking action on feedback in real time.**

Best Practice #2: Build a process to support action

Contact Information
and Respondent
Details

NPS, Comments &
Loyalty Driver
Answers

New Detractor Response!

Jane Nixon No Change

Brand: XYZ Networks
Branch: Seattle

Reporting Units: Account Manager: Jim Halpert
Recruiter: Darryl Phibbin
Company: Pan Am

Email: jane.nixon@demoemail.com

Phone: 261-045-4208

Company: Pan Am

Tags: None

Survey Type: End of Assignment

Based on your most recent experience, how likely is it that you would recommend XYZ Networks to a friend or colleague?
3

What is the primary reason behind the rating you provided?
I was completely disregarded at the end of my assignment and couldn't get anyone to call me back, even though we had a great working relationship throughout the past 6 months.

What is one thing we could be doing differently to increase the value of our services to you?
Treat your people better. I will tell everyone not to use you!

XYZ Networks typically responds to any issues or questions I have within 24 hours.
No

Prior to the end of my assignment, someone at XYZ Networks reached out to discuss other opportunities.
No

XYZ Networks communicated well with me throughout the course of my assignment.
Yes

I received performance feedback from XYZ Networks throughout the course of my assignment.
Yes

Choose a resolution after following up:

[Resolution in Progress](#) | [Can't Resolve](#) | [Not an Issue](#) | [Resolved](#) | [Escalate](#)

SET ISSUE STATUS
Resolution In Progress

ASSIGN ISSUE
egregg+issue@clearlyrated.com Select a user

ADD ISSUE FOLLOWERS (RECEIVE EMAIL UPDATES)
[Eric Gregg](#)

Type in some notes... (required)

Status updated by Eric Gregg

[Update Issue](#)

Best Practice #2: Build a process to support action

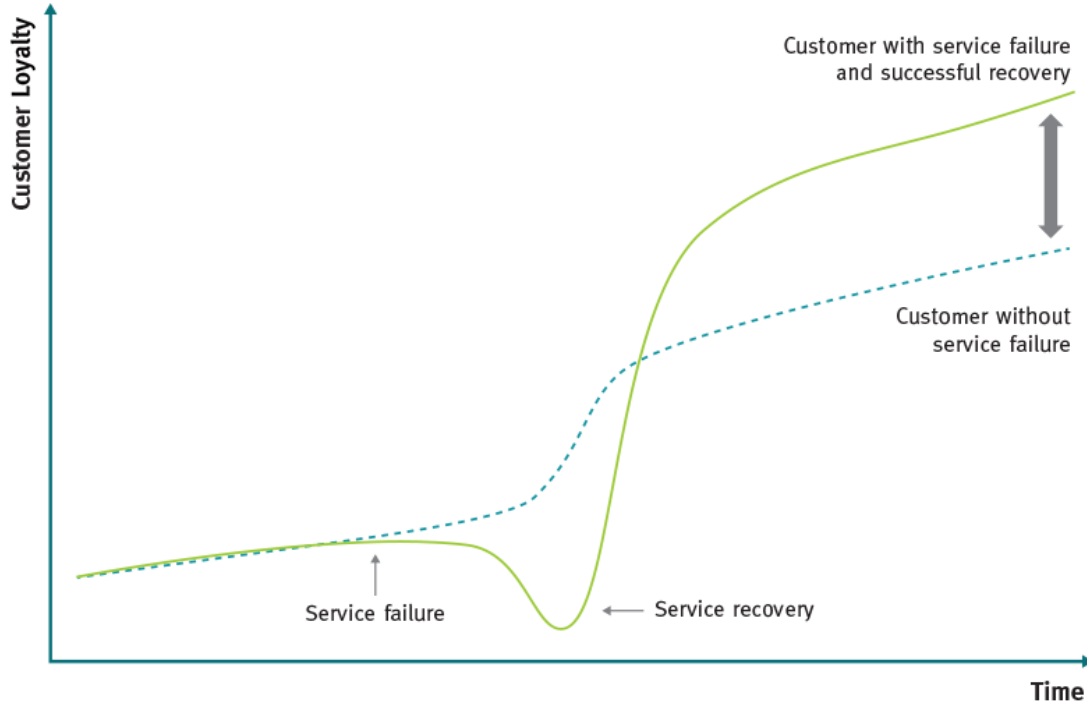
- It may be that your process isn't the problem (or the solution), chances are your execution is.
- Commit to taking action on feedback in real time.
- **Have a triage plan in place.**

Best Practice #2: Build a process to support action

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

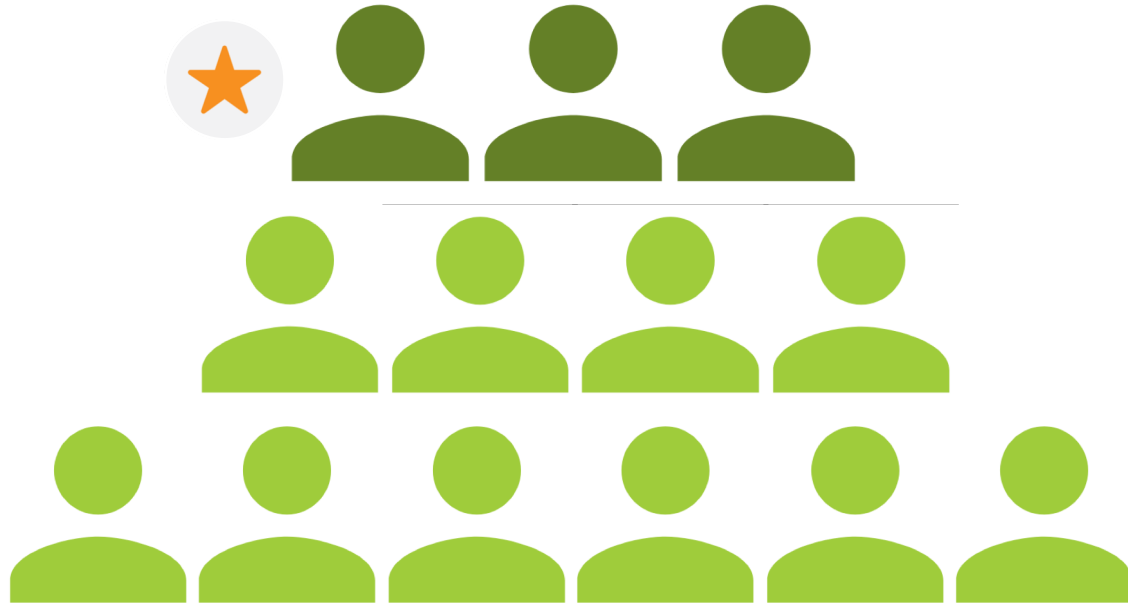


The Service Recovery Paradox



Best Practice #3: Lead from the top, but engage throughout the organization

- C-Suite buy in and leadership is critical
- Celebrate service wins at all levels



Best Practice #4: Analyze with intelligence

“What Happened”

“What is Happening”

The New York Times Late Edition
VOL. CLXXIX No. 58,733 NEW YORK, TUESDAY, JUNE 23, 2020 \$3.00

Trump to Halt Worker Visas Through 2020
Tech, Child Care, Even Medical Jobs in Peril

CLUSTERS POP UP IN NEW LOCATIONS AS STATES REOPEN
Bars and Churches Hit

Bars and Churches Hit
Virus Cases Resurgence Signals a Risky Phase and Long Struggle

Forget About Coffee and Doughnuts
When New York City allowed offices to reopen Monday, workers returned to an unfamiliar world. Clockwise from top left: a security guard behind glass; a security guard behind glass; a security guard behind glass; a security guard behind glass.

Flip Arizona? Biden Backers See a Chance

Pandemic Pushes New Yorkers Into Legal Limbo

Amid City's Lockdown a Backlog of Pending Cases Exploded

VS

The New York Times @nytimes

Breaking News: The New York City Marathon, the world's largest, has been canceled this year amid concerns about the spread of the coronavirus

7:03 AM · Jun 24, 2020 · [SocialFlow](#)

572 Retweets 928 Likes

Best Practice #4: Analyze with intelligence

Relationship Survey Strategy

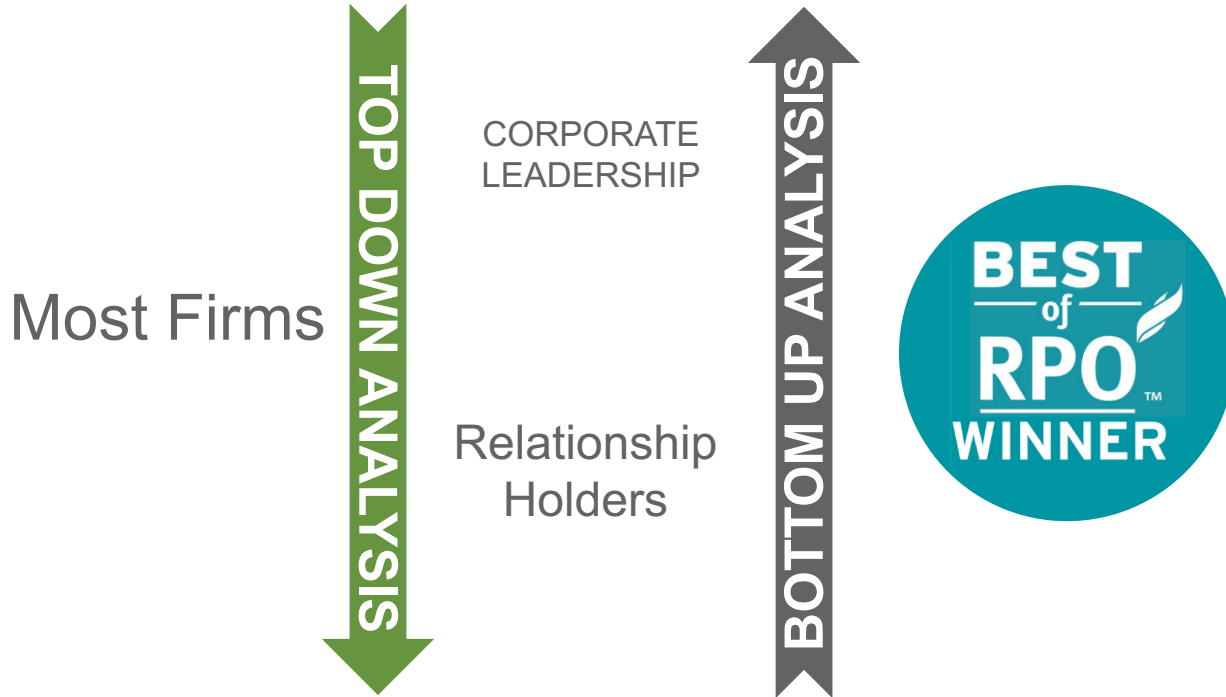
- Measures the client experience on an overall / longer-term basis
- Allows for annual or semi-annual checkpoints and feedback
- Answers the question: “What Happened?”

VS

Transactional Survey Strategy

- Measures client satisfaction at critical points in their experience with your firm (i.e. during onboarding, end of engagement, post-tax season, at billing, etc.)
- Empowers decision-making and improvement with real-time feedback on a rolling basis
- Answers the question: “What is Happening?”

Best Practice #4: Analyze with intelligence



Best Practice #4: Analyze with intelligence



Matt Sharples
CEO & Founder
TriCom Technical Services

“

ClearlyRated has been a game-changer for us. In a world where everyone says "we care more" than our competition, this truly is a way to highlight the voice of the customer in an independent and verifiable way.

”

- Matt Sharples

Best Practice #4: Analyze with intelligence



“Give me an update every week, please”

POLICY:
Updates every 2
weeks



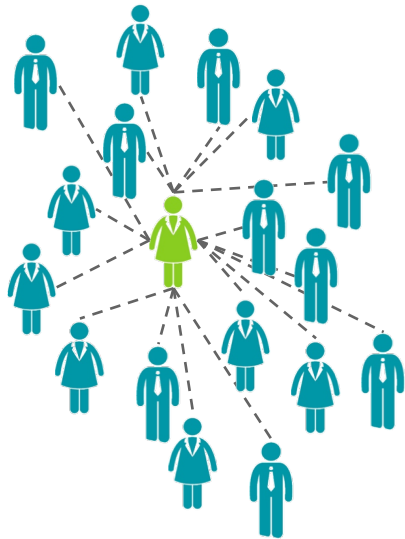
NOBODY IS HAPPY



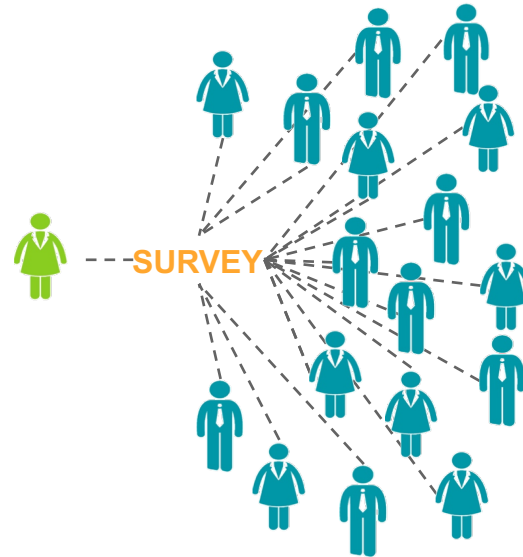
“Weekly updates are annoying, just update me once a month.”

Best Practice #5: Leverage technology to scale ROI

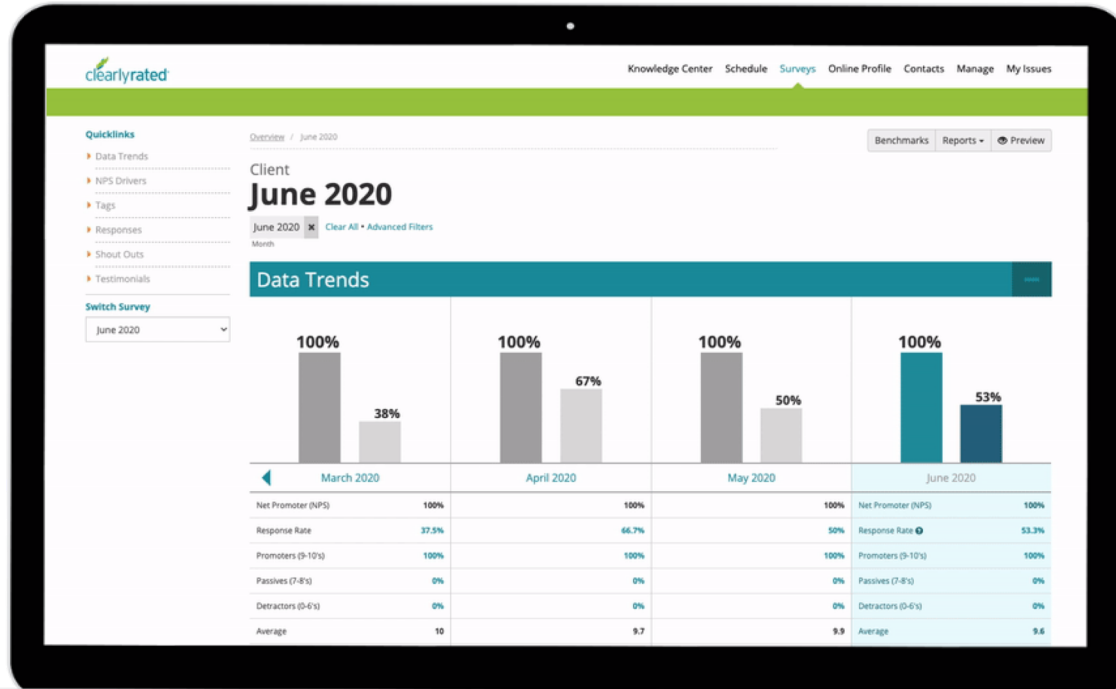
Fragmented
Doesn't Scale



Efficient
Scalable



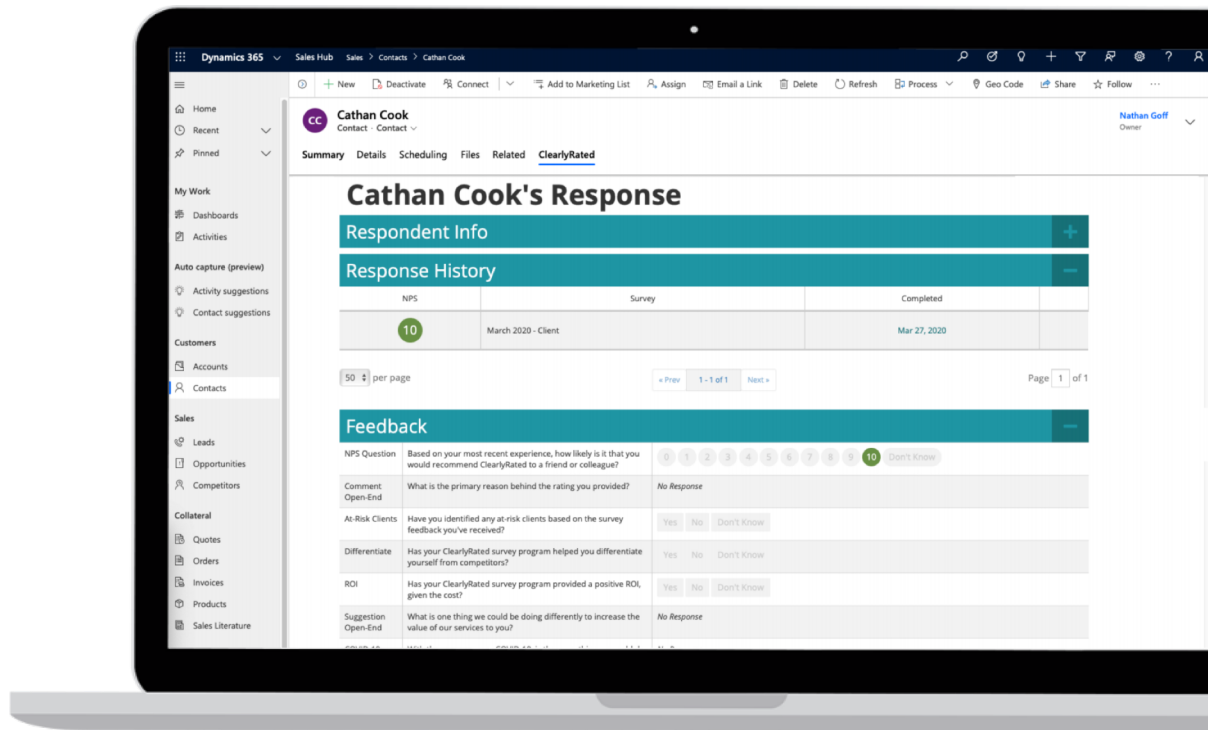
Best Practice #5: Leverage technology to scale ROI



Best Practice #5: Leverage technology to scale ROI



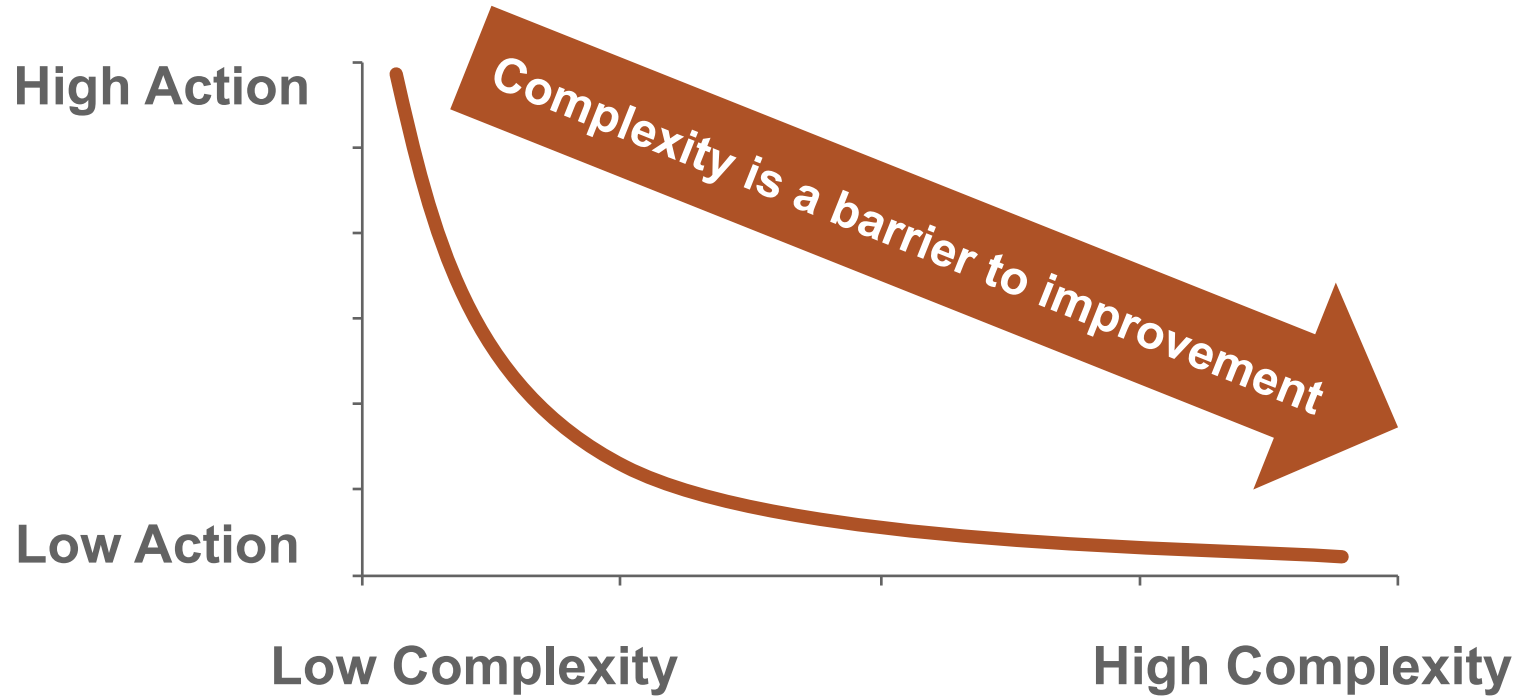
Microsoft
Dynamics[®] 365





Common Missteps to Avoid

Misstep #1: Overcomplicating the initiative



Misstep #1: Overcomplicating the initiative

80



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

/

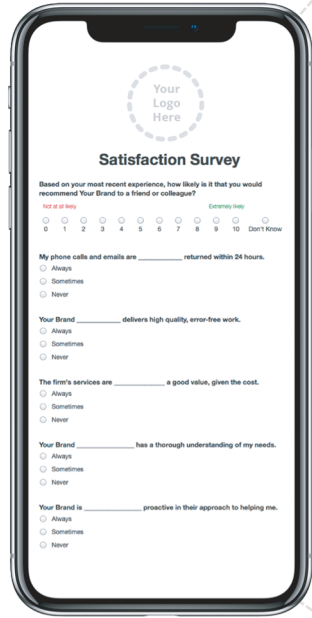
20



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

Example survey:

Ask the questions that will be most valuable and actionable to your team.



Mostly multiple choice

Satisfaction Survey

Based on your most recent experience, how likely is it that you would recommend Your Brand to a friend or colleague?

Not at all likely Extremely likely

0 1 2 3 4 5 6 7 8 9 10 Don't Know

My phone calls and emails are _____ returned within 24 hours.

Always
 Sometimes
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What is the primary reason behind the rating you provided?

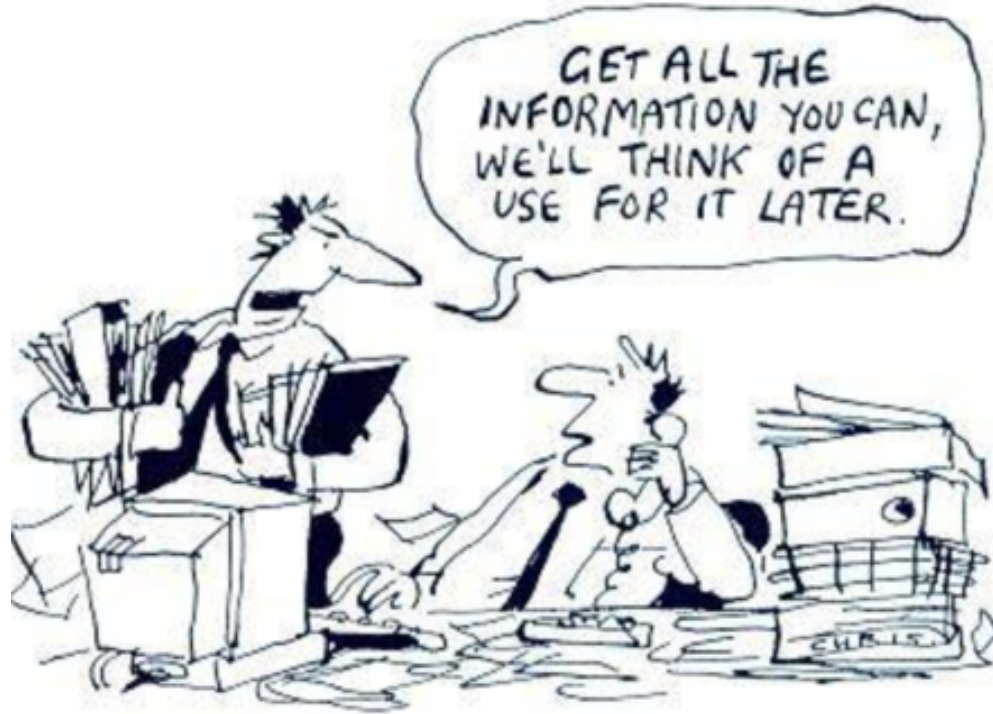
What is one thing we could be doing differently to increase the value you receive from us?

No more than 10 questions

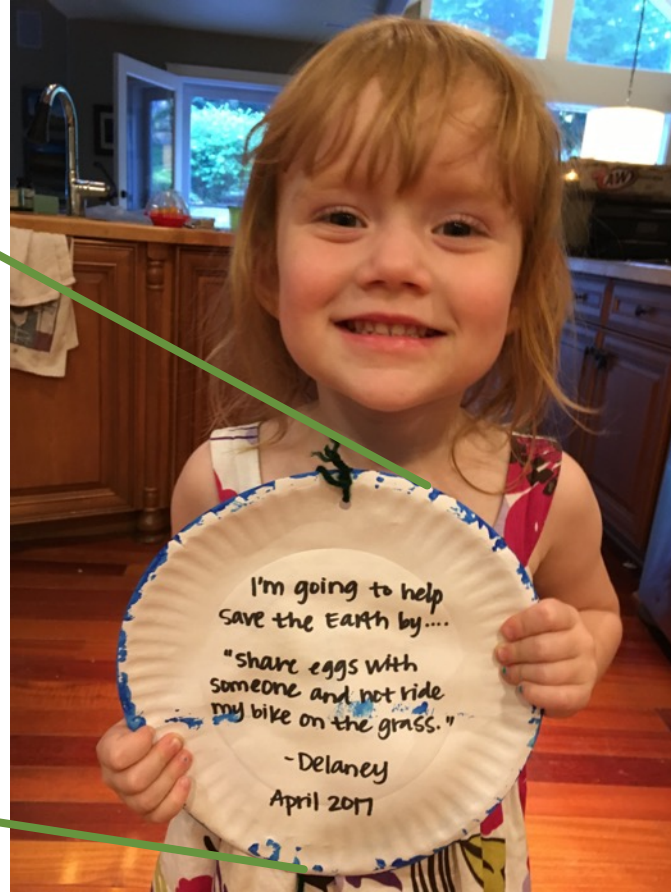
“When we conducted the survey ourselves, we asked too many questions, and the end result was reams of Excel spreadsheets that supplied little to no actionable information. Despite our best intentions and efforts, it ultimately felt like a survey for the sake of doing a survey.”

– Jack Kolmansberger
CMO, Herbein + Co

Misstep #1: Overcomplicating the initiative



Misstep #1: Overcomplicating the initiative

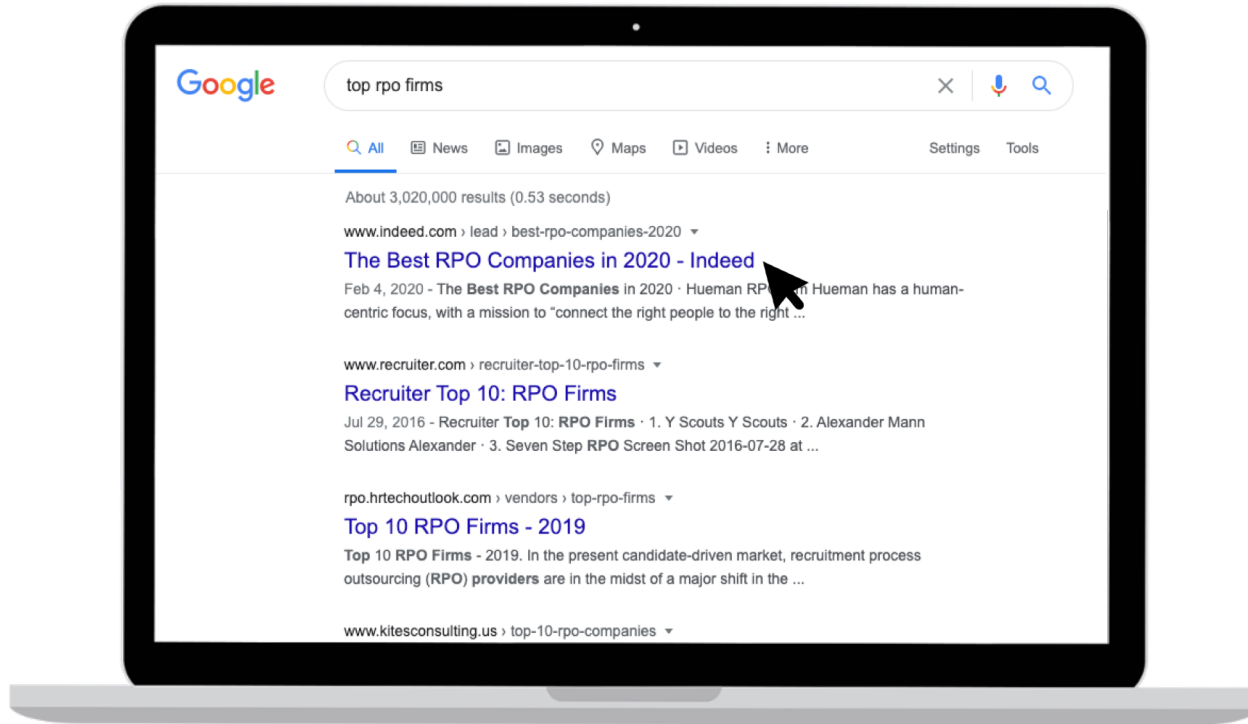


Misstep #2: Settling for a low response rate

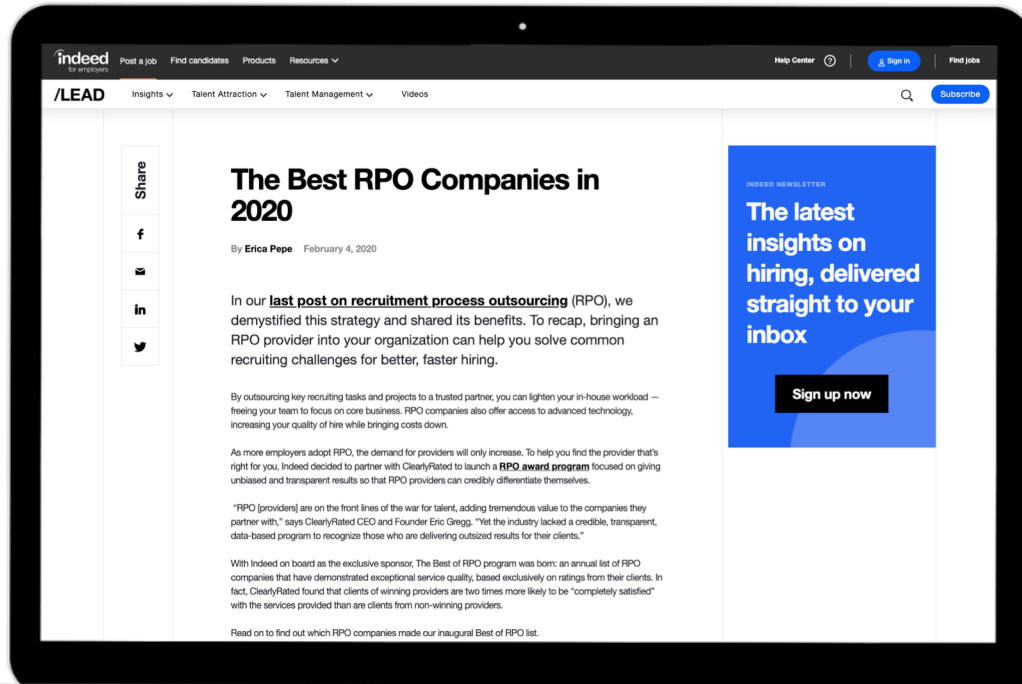
- Ways to increase your response rate:
 1. Personalized email
 2. Lose the HTML
 3. Email signed by individual
 4. Embedded NPS question
 5. Strong server rating
 6. Mobile-optimized (and easy)
 7. # of questions in subject line
 8. Communicate early & often
 9. Close the loop
 10. Push for internal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



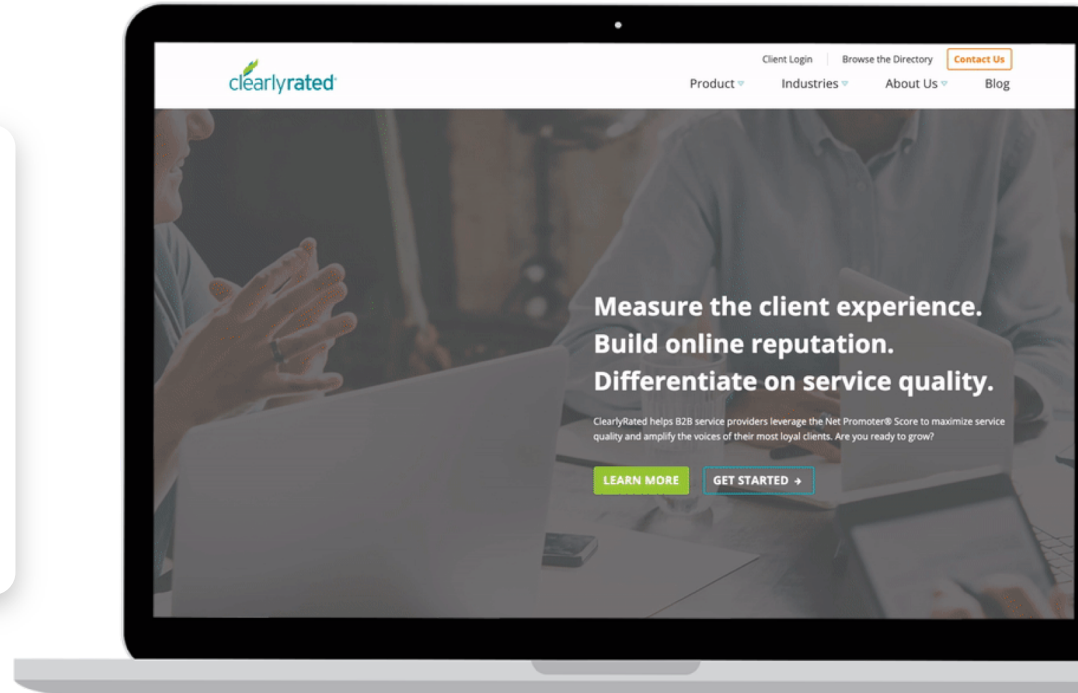
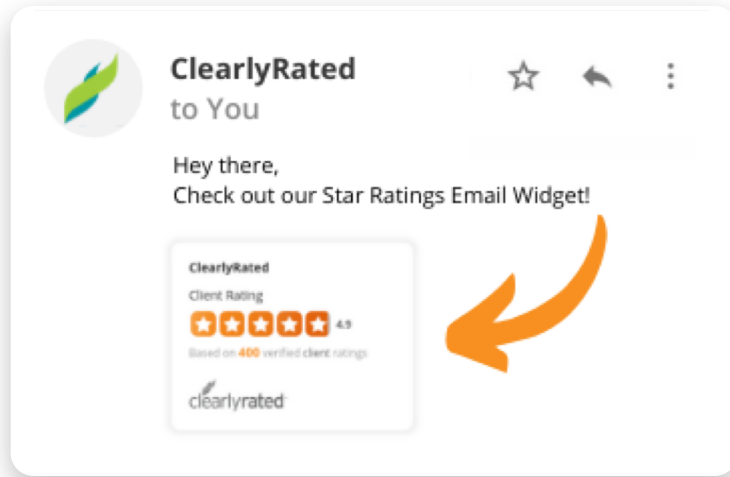
Misstep #3: Not capitalizing on positive feedback – Online Reputation



Misstep #3: Not capitalizing on positive feedback – Online Reputation

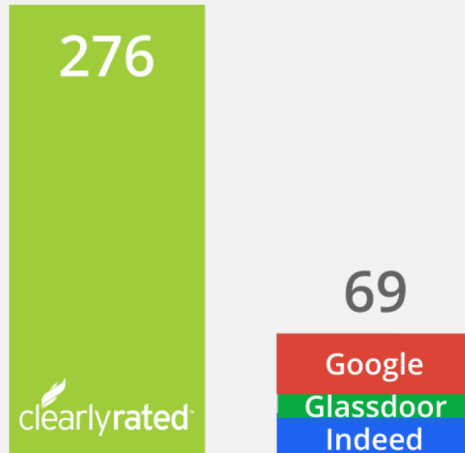


Misstep #3: Not capitalizing on positive feedback – Star Ratings



Misstep #3: Not capitalizing on positive feedback – Ratings of Top 150 Recruiting Firms

Average Rating Volume
by Location



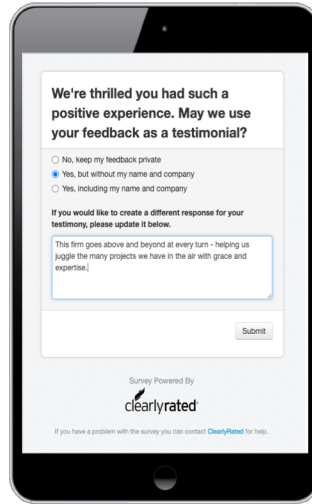
Average Star Rating
by Location



Source: Analysis of 245 staffing firm locations, chosen at random from the 150 largest firms in the United States (Apr 2020)

Misstep #3: Not capitalizing on positive feedback – Testimonials

84% of B2B buyers say they trust testimonials, and testimonials are ranked as one of the most persuasive resources buyers use to determine the quality of your firm.



We're thrilled you had such a positive experience. May we use your feedback as a testimonial?

No, keep my feedback private

Yes, but without my name and company

Yes, including my name and company

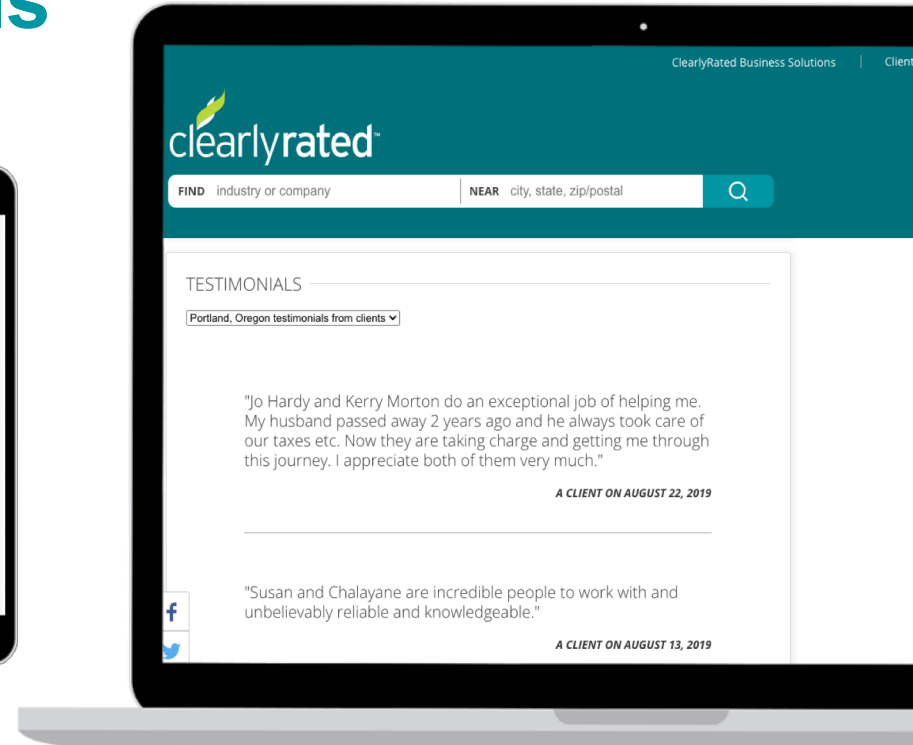
If you would like to create a different response for your testimony, please update it below.

This firm goes above and beyond at every turn - helping us juggle the many projects we have in the air with grace and expertise.

Submit

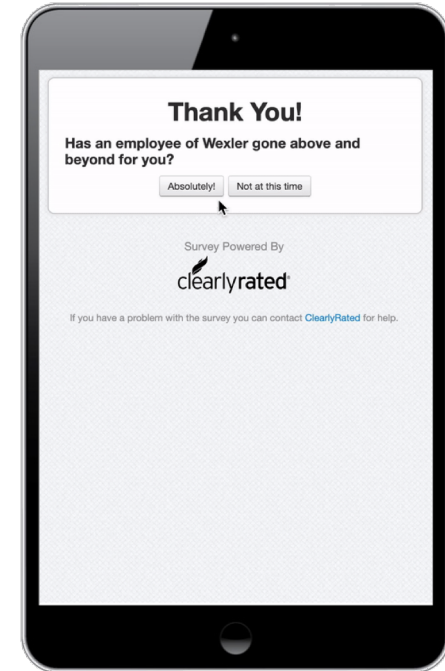
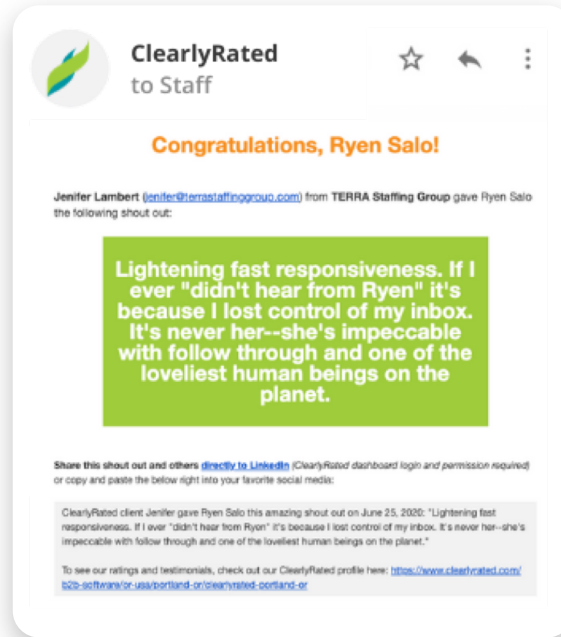
Survey Powered By
clearlyrated

If you have a problem with the survey you can contact [ClearlyRated](#) for help.



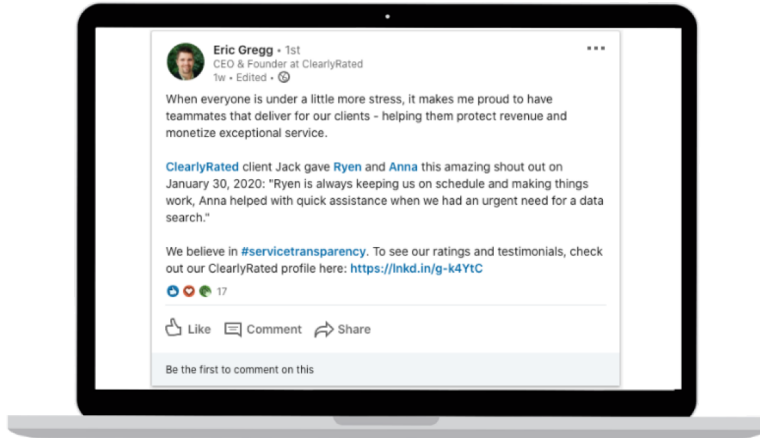
Misstep #3: Not capitalizing on positive feedback – Shout Outs

On average, roughly **40%** of Promoters will elect to leave a Shout Out



Misstep #3: Not capitalizing on positive feedback – Social Sharing

LinkedIn



facebook



Comments from recruiting leaders about the power of positive feedback:



Kendra Nicastro
Director of BD
LeaderStat

“*The surveys provide valuable feedback to our team. The positive responses reaffirm our strong focus on customer service and any unfavorable responses allow us to address any issues that we may not have known about in a timely manner.*”

– Kendra Nicastro

Comments from recruiting leaders about the power of positive feedback:



Erica Woods
Director of Contractor
Programs & Philanthropy
Apex Systems

“

We want to build a culture that honors the service standards that Apex was founded on. By monitoring and acting on the feedback we receive through ClearlyRated's NPS surveys, we're ensuring that we stay focused on our values as we continue to grow.

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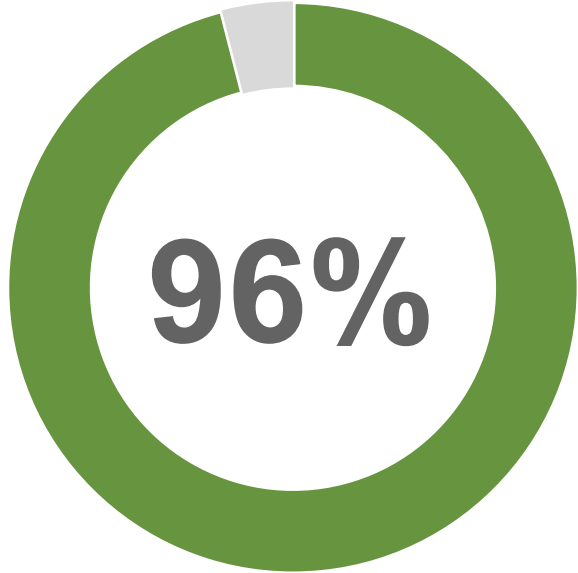
Comments from recruiting leaders about the power of positive feedback:



Jenifer Lambert
Chief Revenue Officer
TERRA Staffing Group

“*Our survey programs have been a competitive advantage for us creating a virtuous cycle of goodness. One of our toughest clients gave us amazing feedback and the account manager told me that the feedback has inspired him to work even harder for this client.*”

– Jenifer Lambert



96% of our recruiting firm clients say their ClearlyRated survey program helps them differentiate in the marketplace.

SOURCE: ClearlyRated 2020

It's hard to differentiate on service without proof



SEVENSTEP



"It is a force that inspires great work, leading to fulfilled, committed employees and fully satisfied clients."

"We stand for quality of our services and trust. Our personal touch assures the customer that we will be there whenever you need us."



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"From recruitment process outsourcing (RPO) to employer branding, and across the complete life cycle of your recruitment requirements, we thrive in delivering world-class customer experiences."



"WilsonHCG aims to be the premier global talent solutions provider, driving innovation and delivering exceptional service to our clients."



Parting Thought

More legacies will be defined in 2020 than in the past decade combined.

BE A HERO

Questions?



Eric Gregg

egregg@clearlyrated.com

[linkedin.com/in/ericgregg/](https://www.linkedin.com/in/ericgregg/)