



Designing Great Employee Experience: **The Power of Combining Employee** **and Customer Experience Data**

When employees thrive, your business thrives



Companies have long valued the customer experience as a primary anchor to establish a sustainable, profitable business. *Take good care of your customers and they will drive revenue and foster growth* has been the mantra, tried and true. When your customers feel like you understand them and that you're creating positive interactions with them, their satisfaction level increases.

Unfortunately, many organizations are missing opportunities to improve employee experience and company culture, which has a direct impact on customer satisfaction and the bottom line. A study by Forbes Insights in association with Salesforce points out that companies with high employee experience and customer experience scores grow almost twice as fast as their counterparts.¹

Additionally, companies that invest in employee experience are four times more profitable than those that don't and are listed twice as often in the American Customer Satisfaction Index, according to research from Harvard Business Review.²

For many decades, companies didn't view employee experience as a competitive edge. But skilled individuals today have more opportunities for employment than in decades past. They are making lifestyle and job decisions that consider much more than salary, benefits, and time spent commuting.

This is where people analytics and employee experience software helps. Bringing together employee and customer experience data in one place, enables leaders to easily correlate what employees are experiencing internally and how those experiences are negatively impacting customer satisfaction. Understanding that connection and then making necessary changes, leads to better business outcomes.

This paper explores the critical link between employee and customer experience, as well as how to achieve growth by designing and implementing better initiatives for both.

When employee experience is positive, employees are more likely to engage in the workplace, stay in the company, and provide great customer experiences.

Customer Experience (CX):

Customers' perception of their experience with a brand or organization over time, which results from every interaction they have from the website to customer service to purchasing a product or service, etc.

Employee Experience (EX):

Employee's perception of the entire journey they have at an organization. From "interview to-exit," every moment, every interaction and every touch point and transaction in the employee lifecycle constitutes their entire experience.



The employee experience opportunity for organizations

It's time to think of your employees as your first customers. Their experience in your organization will ultimately shape each customer interaction. When you take steps to develop a more positive company culture, where your people's wants and needs become a priority, you unlock new opportunities for your organization. Your employees become better equipped to serve your customers and have an even greater impact on the business. The question becomes: How can you make this a reality?

In Visier's HR Trends 2020 report³, Isabel Naidoo, Head of People, Strategy & Analytics for FIS Global, points out that our modern world delivers everything on-demand, in real-time, customized to our wants, and it all happens quickly. At work, cumbersome processes and complexity tend to run the show. "Once we can get to a place where we can deliver experiences that are more similar to those outside the world of work—and even better, make it customizable to the individual—we'll really see our workforce thrive," she explains.

Eliminating time consuming and cumbersome processes can help improve engagement. Companies with highly engaged employees also outperform their competitors by 147%.⁴ Since customer and employee experience are highly interdependent, higher employee engagement has a direct impact on customers and your revenue. Organizations should seize the opportunity to combine data from both areas for a more holistic picture.





4 reasons to combine employee experience and customer experience data

Medallia [provides insight](#) into why customer experience and employee experience are better managed together:

1. Give leaders a 360-degree view

Traditionally, organizations have been great at capturing and analyzing customer feedback. But, getting customers' point of view is just half the picture. Your employees have a unique view of your processes, procedures, and systems that your customers don't. They can tell you what is serving your customers well and what's not. When you give management teams this full visibility, they can improve both customer and employee experience.

2. Uncover internal root causes of external issues

Bringing employee experience and customer experience data together enables leaders to make correlations between what employees are experiencing internally and how those experiences negatively impact customer satisfaction.

For example, one business saw the power of connecting this data when they found that staffing shortages at their contact center were resulting in long hold times. The staffing shortage put extra pressure on employees, and also had a significant impact on the customer experience.

Looking at employee experience and customer experience together can expose workforce challenges, ineffective policies or outdated systems, as well as identify gaps in resources, skills and knowledge. Leaders can use this information to identify experience priorities and allocate resources effectively.

3. Drive quick and effective action

Give every leader on your team from the executive level to the frontlines the ability to determine what will make the biggest impact on employee and customer satisfaction right away. The right experience management technology not only captures and analyzes the data, but also makes it actionable by automatically routing tailored insights and suggested actions to the right stakeholders across the organization who are best equipped to respond.

4. Facilitate alignment across teams

You cannot see the complete picture of your organization without the voice of your customer and employee. They are both equally important, and you can make sure that both are heard by combining employee and customer initiatives. Merging the two programs into one platform accelerates learning and innovation and helps facilitate alignment between HR and operational teams.

One business that understood this, developed a joint program that included an enterprise-wide monthly pulse survey to get employee and customer feedback from both HR and customer-facing teams. As a result, many pressing issues were resolved that gave hours back to employees while eliminating frustrating processes for customers.



The data-driven framework for better EX

Our framework of **ASK**, **ALIGN**, and **ACT** can be used to diagnose the state of employee experience, which allows you to identify opportunities for improvement and take action.

Ask

First, assess your current employee experience with an open mind. Use the data you have to uncover any possible trends or areas for improvement. For example, you could start by looking at data from your HRIS, a recent employee survey, or employee service or support tickets. Where is your organization currently doing well? Do employees highlight any difficult processes that you could change or a concern with a decision or policy?

Explore how many employees express the same issue. Is it just a select few, or are there a number of people that are clearly feeling the impact of the same thing?

Align

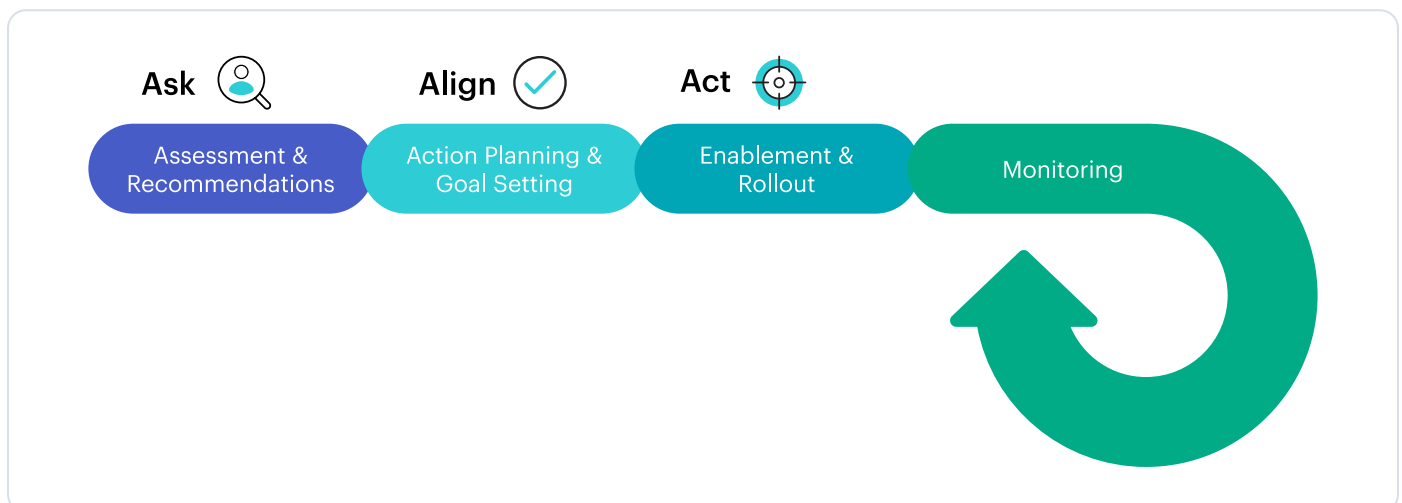
Once you have some findings of potential employee experience issues, gather together a small team of managers to discuss how they align with what they're seeing day-to-day. Connecting their insights and what they hear from their employees will help you determine if you're on the right track or whether there may be a disconnect between frontline employees and managers.

Additionally, leadership alignment is key. You can achieve this by making experience data and insights more accessible so different stakeholders can align around priorities and see how their business units are having an impact on employee experience. Democratizing insights and engaging everyone from the frontline to the C-suite is critical to aligning stakeholders around change.

Act

Finally, it's time to act on your findings, either as a pilot project or across your organization. Armed with insight, your organization can come up with solutions designed to improve the employee experience. For example, if you find that a lack of growth opportunities is causing dissatisfaction in some groups, can you implement a program to help those people develop new skillsets?

Monitor these efforts to see if you're getting the results you expect. Continuous response refers to earning employee trust by taking quick, effective, and continuous action based on feedback and experience signals. It may take a few tries to find the right action, but by taking the time to evaluate your success and any pitfalls, you can see when to keep going and when you need to try something else.





Tip: Using data to design a better employee experience

People often think about connecting the results of customer experience and employee experience surveys to find correlations between the two, but surveys only tell a piece of the story. For example, other data like a high rate of manager turnover or an uptick in support requests can indicate issues that may be impacting employees and in turn, customer experience.

When collecting data to improve employee experience, it's important to note that the quality of your data, asking the right questions, and analyzing the context matters. What drives one employee's motivations may differ from another. Metrics that tell you what happened, but fail to answer why will only get you so far.

Gathering and sharing people data isn't always easy, but being transparent with all the data—the good, the bad, and the ugly—lets everyone see what's really going on and where improvements can be made. By truly working to understand the state of your employee experience with data, you can get the information you need to create a positive environment.

When you can visualize customer and employee experience data together alongside the everyday events in your workplace, you'll be able to uncover actionable insights that will enhance both your customer and employee experience.





A recipe for growth

While this level of focus on employee experience may be relatively new to many organizations— at least in comparison to tried-and-true customer experience—a successful program will have a massive impact on employees and in turn business outcomes. Here are six ways you can empower and enable employees to get involved in your journey to improve the employee experience.

Give a platform to employee voices

Improving employee experience comes down to listening, taking actual steps to implement change, and giving individual voices a platform to be heard. This way, employees feel seen, heard, and engaged. They become strong advocates for the company.

Break down the roadblocks

Complex processes can stand in the way of employees delivering great customer service without room for flexibility to solve problems before they occur. Bringing employees into the conversation before implementing new systems can help build better ones. Employees know firsthand what will help them better serve their customers.

Collaborate to achieve crucial growth

Many companies who have started collecting employee experience and customer experience data run into a new problem—data silos created by independent teams. Simply put, departments and teams need to share the data they collect. Full transparency is the fastest route to improving a corporation's work atmosphere and boosting employee engagement.

The way data is applied is typically optimized by teams. Without a two-way street to send data between teams, barriers are likely to spring up and ultimately slow progress.

Don't attempt to automate the employee experience / customer experience relationship

When nurturing the employee experience and customer experience dynamic, you can't "set and forget" the process, then trust that people will continue to follow it. Both employee engagement and customer satisfaction require ongoing check-ins.

Shape strategy with employee experience and customer experience data

Every company has a unique set of values and a mission. This will determine the business's goals and parameters for success. The same rigor must be applied to developing an effective customer and employee experience program.

For example, if onboarding a new customer is designed to be a white-glove experience, then so too should be onboarding a new employee. Use the data that you have about employee experience and customer experience to shape the path forward.

Establish the link between customer experience strategies that also work for employee experience

Looking at customer experience, significant resources have been dedicated to mapping an individual buyer's journey from initial introduction through first purchase with additional strategies to keep them engaged and coming back. Accompanying the prospective customer's journey are buyer personas. These strategies can be easily adapted to improving employee experience as well by mapping the employee journey and creating employee personas.



Conclusion

Employee experience and customer experience can be complex, but if you start by gaining a holistic view of employee and customer experience, you can start the important work of improving people and business outcomes. By leveraging modern technologies that work seamlessly together to analyze your customer and employee experience data, you remove any obstacles that stand in the way of positive change. Putting people analytics and experience data together allows you to stop guessing, and make investments in the people, tools, and resources that will have the greatest impact on your employees and customers. Employee behaviors create customer experiences. If you want to elevate customer experience, you have to elevate employee experience too.

About Visier and Medallia

Visier and Medallia collaborate to provide HR and people leaders with a comprehensive view of the employee that brings together people data with employee experiences. This complete view will enable organizations to predict employee behavior and take action to avoid turnover and improve productivity.



Endnotes

- 1 Forbes Insights Research - the experience equation. Salesforce. salesforce.com/form/conf/forbes-ex-cx-growth/
- 2 Morgan, J. 2017, March 10. Why the Millions We Spend on Employee Engagement Buy Us So Little. Harvard Business Review. hbr.org/2017/03/why-the-millions-we-spend-on-employee-engagement-buy-us-so-little
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- 4 Scott, R. 2017, May 4. Employee Engagement Vs. Employee Experience. Forbes. forbes.com/sites/causeintegration/2017/05/04/employee-engagement-vs-employee-experience/

About Visier

Visier's purpose is to help people see the truth and create a better future—now.

Visier was founded to focus on what matters to business people: answering the right questions, even the ones a person might not know to ask. Questions that shape business strategy, provide the impetus for taking action, and drive better business results.

Visier delivers fast, clear people insight by using all the available people data—regardless of source. With best-practice expertise built-in, decision-makers can confidently take action. Thanks to our amazing customers, Visier is the market leader in Workforce Analytics with more than 8,000 customers in 75 countries around the world.

For more information, visit: visier.com

About Medallia

Medallia is the pioneer and market leader in Experience Management.

Every single day, employees run into obstacles that keep them from performing their best work. Too often, these challenges go unnoticed and unresolved by the organization -leading to disengagement, low performance, high turnover, and unsatisfied customers.

Companies need a way to capture not only what the company wants to hear from their employees but what their employees really want to tell them. Medallia makes this easy by gathering employee information and feedback in the daily flow of work and automatically alerting leaders with AI-powered insights to enable quick action. By continuously understanding and responding to employees, companies are activating their people's untapped power to improve every area of their business.

For more information, visit:

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