SRC Business Case Study

SIMPLICITY IS THE ULTIMATE SOPHISTICATION
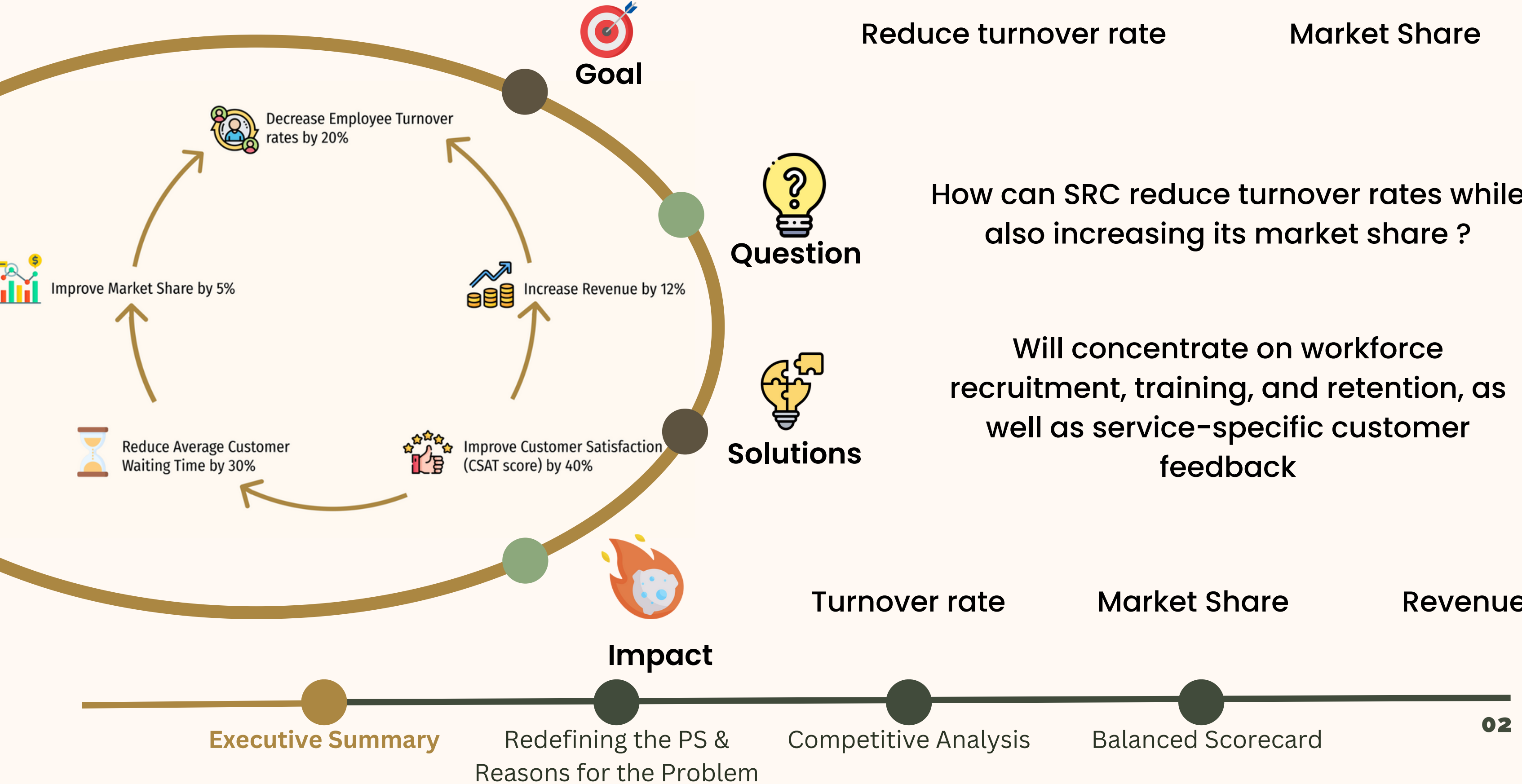
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EXECUTIVE SUMMARY

Goal — Reduce turnover rate   Market Share

Question — How can SRC reduce turnover rates while also increasing its market share ?

Solutions — Will concentrate on workforce recruitment, training, and retention, as well as service-specific customer feedback

Impact — Turnover rate   Market Share   Revenue

Decrease Employee Turnover rates by 20%

Increase Revenue by 12%

Improve Market Share by 5%

Reduce Average Customer Waiting Time by 30%

Improve Customer Satisfaction (CSAT score) by 40%

Executive Summary   Redefining the PS & Reasons for the Problem   Competitive Analysis   Balanced Scorecard

REDEFINING THE PS & REASONS FOR THE PROBLEM

DECLINING PROFITS

As the company profits were decreasing over the past two years, the company was unable to meet its prior commitments to its employees and also pushed employees to improve service quality and increase customer satisfaction to increase revenue. This created extra pressure on the employees.

EMPLOYEES' DISCONTENT

The poor management and non-incentivizing behaviour of the company led to employee dissatisfaction and became a significant reason for high attrition rates.
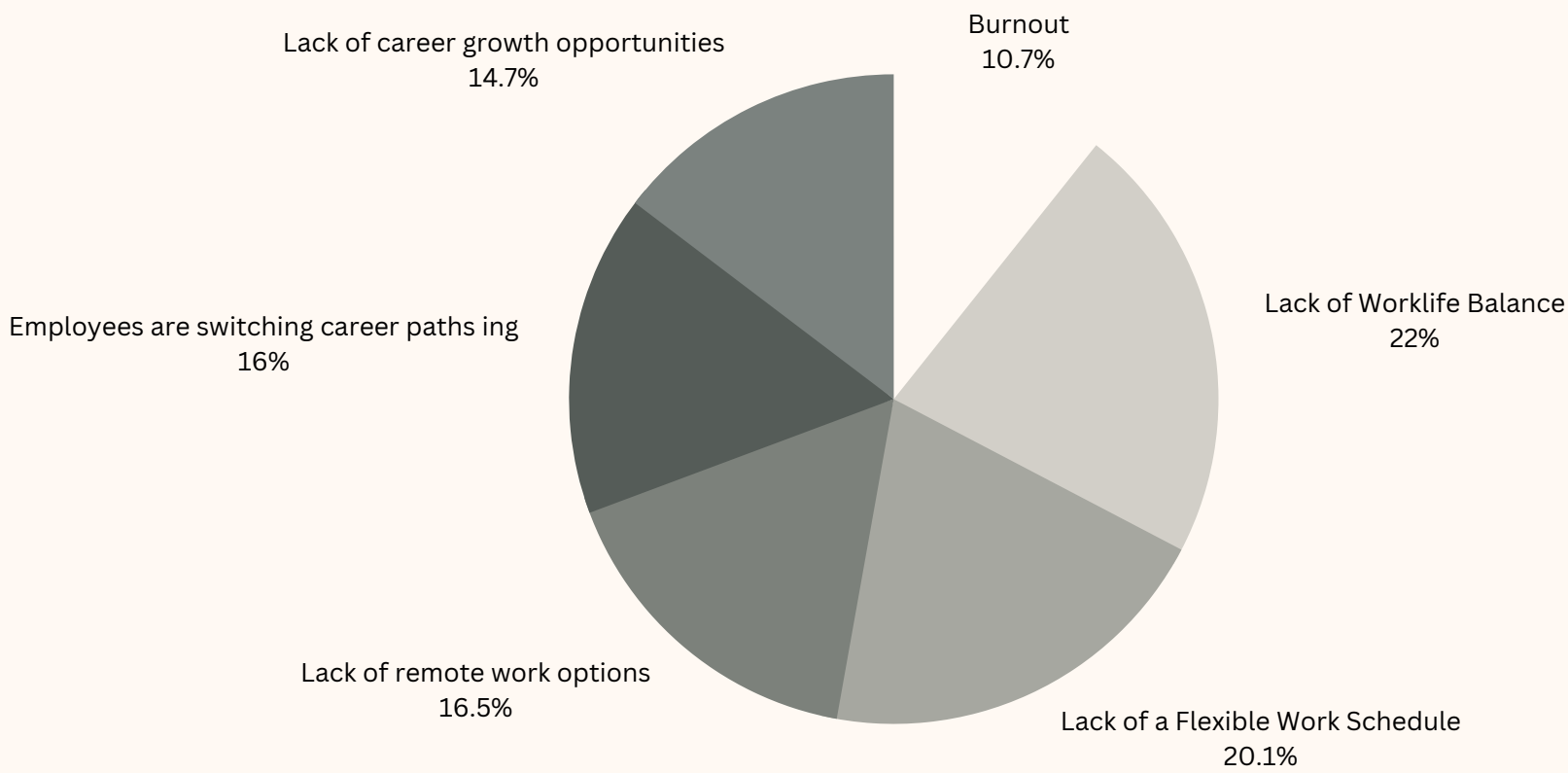
POOR CUSTOMER SERVICE

High attrition led to longer waiting times for the customers. Also, it reduced the quality of customer service and products by a significant factor due to the loss of institutional knowledge. After-sales support also got hindered because of the same, and all of these factors resulted in huge customer dissatisfaction.
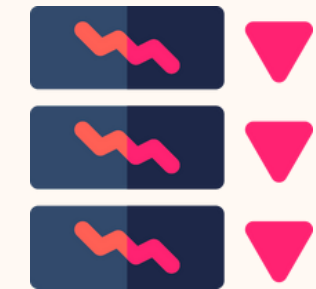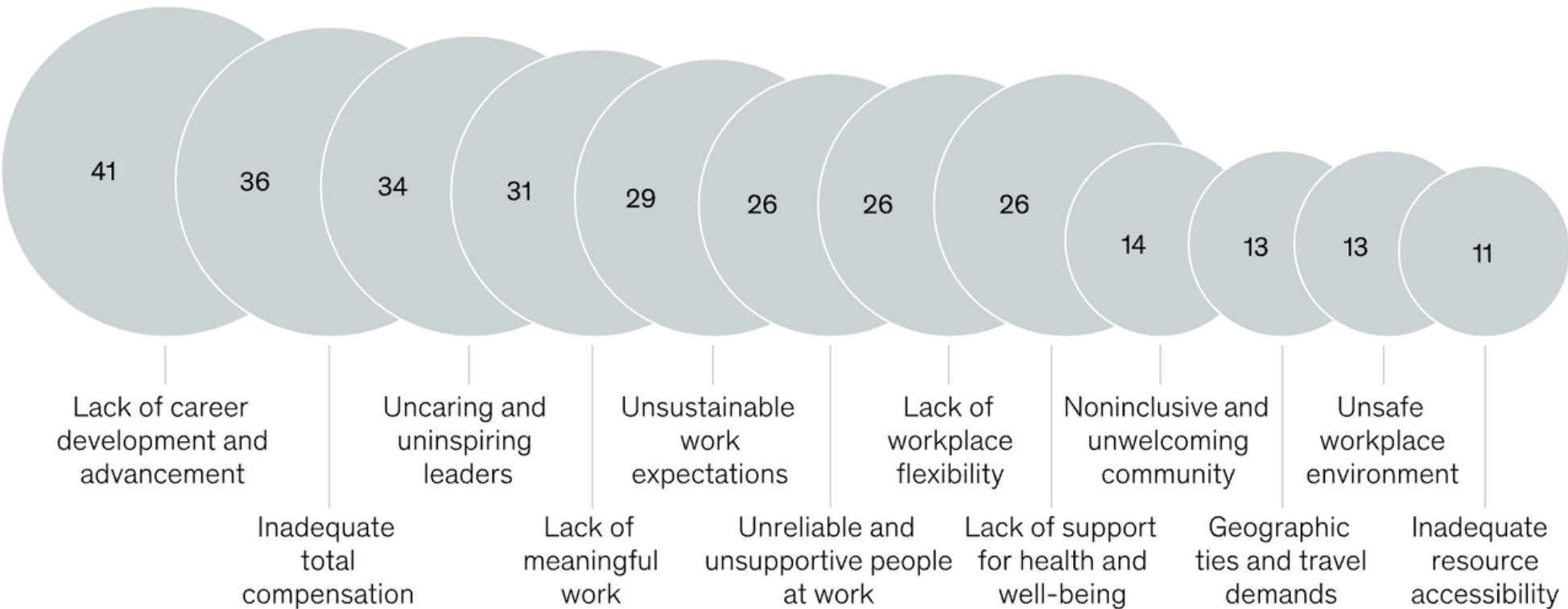
MARKET SHARE DECLINE

This resulted in the customers shifting to the company's competitors for the same service and products, which led to a decrease in the company's market share.

Redefining the PS & Reasons for the Problem

Competitive Analysis

Balanced Scorecard

Presenting the Solution

REASONS FOR HIGH TURNOVER RATE

Pie chart:
- Burnout 10.7%
- Lack of career growth opportunities 14.7%
- Lack of Worklife Balance 22%
- Employees are switching career paths ing 16%
- Lack of remote work options 16.5%
- Lack of a Flexible Work Schedule 20.1%

Top reasons for quitting previous job, Apr 2021–Apr 2022, %

| 41 | 36 | 34 | 31 | 29 | 26 | 26 | 26 | 14 | 13 | 13 | 11 |

- Lack of career development and advancement
- Inadequate total compensation
- Uncaring and uninspiring leaders
- Lack of meaningful work
- Unsustainable work expectations
- Unreliable and unsupportive people at work
- Lack of workplace flexibility
- Lack of support for health and well-being
- Noninclusive and unwelcoming community
- Geographic ties and travel demands
- Unsafe workplace environment
- Inadequate resource accessibility

Source: Subset of respondents from McKinsey's 2022 Great Attrition, Great Attraction 2.0 global survey (n = 13,382), including those currently employed and planning to leave (n = 4,939), those currently employed and planning to stay (n = 7,439), and those who quit their previous primary jobs between Apr 2021 and Apr 2022 (n = 1,154)
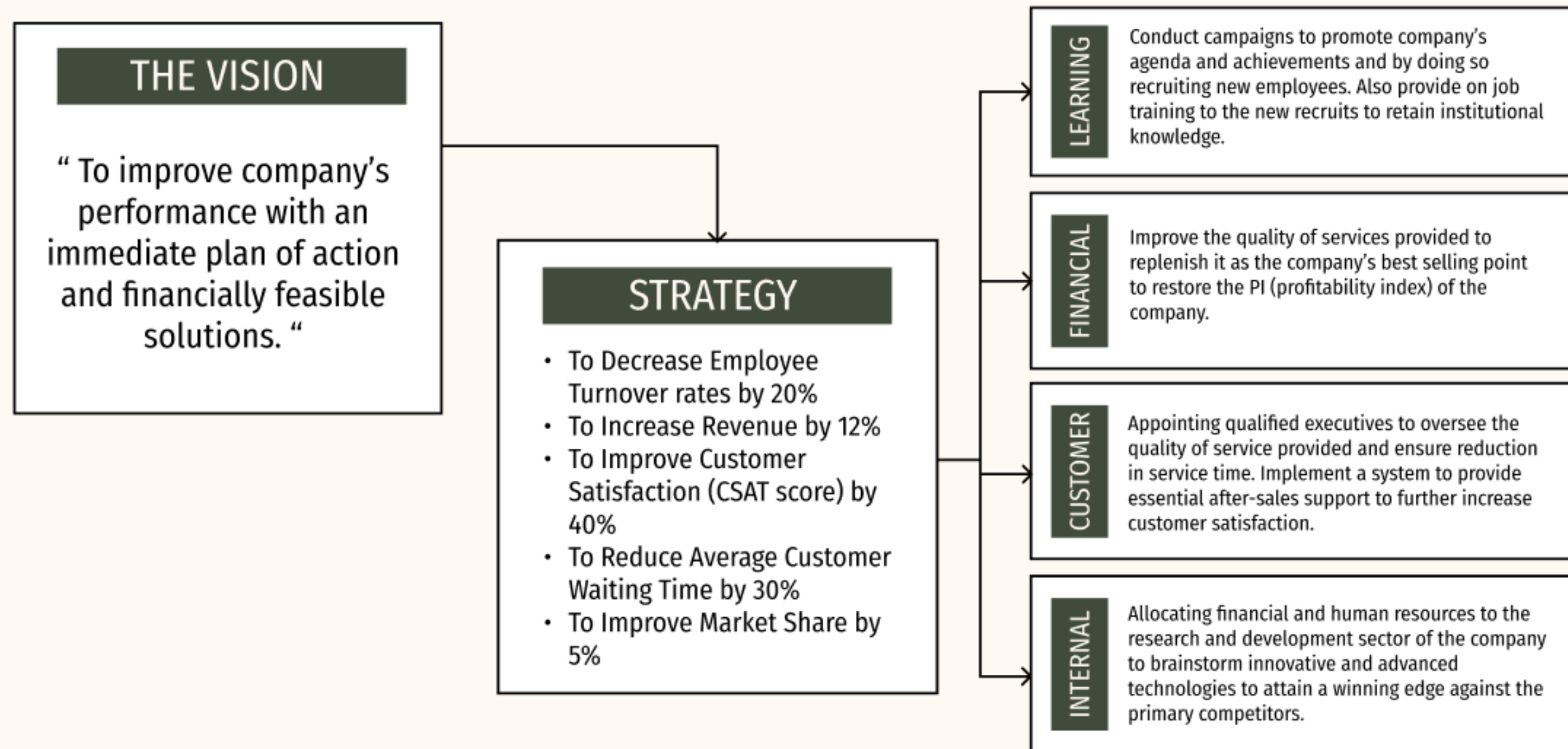
McKinsey & Company

Redefining the PS & Reasons for the Problem Competitive Analysis Balanced Scorecard Presenting the Solution

COMPETITIVE ANALYSIS

SERVIFAST

USMech

MARKET SHARE

35% with 2% increase in Past Year

30% with 1% increase in Past Year

STRENGTHS

Innovative and Advances Technology offerings

Customer Service and After Sales Support

HOW TO OVERCOME

After market recovery, allocate HUMAN and financial resources to RnD to improve technology offerings

With a decrease in customer waiting time, also ensure an After-Sales Support System to further increase customer satisfaction

Competitive Analysis   Balanced Scorecard   Presenting the Solution   Comparing Real World Solutions

BALANCED SCORECARD

SRC'S BALANCED SCORECARD TO BREAK DOWN THE PROBLEM AND INTROSPECT ABOUT PROBLEM SPECIFIC SOLUTIONS

THE VISION

" To improve company's performance with an immediate plan of action and financially feasible solutions. "

STRATEGY

- To Decrease Employee Turnover rates by 20%
- To Increase Revenue by 12%
- To Improve Customer Satisfaction (CSAT score) by 40%
- To Reduce Average Customer Waiting Time by 30%
- To Improve Market Share by 5%

LEARNING
Conduct campaigns to promote company's agenda and achievements and by doing so recruiting new employees. Also provide on job training to the new recruits to retain institutional knowledge.

FINANCIAL
Improve the quality of services provided to replenish it as the company's best selling point to restore the PI (profitability index) of the company.

CUSTOMER
Appointing qualified executives to oversee the quality of service provided and ensure reduction in service time. Implement a system to provide essential after-sales support to further increase customer satisfaction.

INTERNAL
Allocating financial and human resources to the research and development sector of the company to brainstorm innovative and advanced technologies to attain a winning edge against the primary competitors.

Balanced Scorecard   Presenting the Solution   Comparing Real World Solutions   Plan of Action

SOLUTIONS

RECRUITMENT & TRAINING

Update Recruitment regime

Sticking to the same hiring process may lead to the recruitment of workers with a skillset that may be outdated for the ever-growing industry. Hence recruitment plan should focus on people with a new and updated skillset that can stay up to date with such an industry.

Work on Exit Interview Data

We can conduct exit interviews with leaving employees. It will give us insights into why that is and identify trends in why the staff is leaving and we can work on the problems to improve it.

CONVEY THE FIRM'S GOAL

For Example, the food giant, McDonald's vision is "To be the best quick service restaurant experience. Being the best means providing outstanding quality, service cleanliness, and value to make every restaurant customer smile." They define their goals to every employee so distinctly as if to define a roadmap to success. This also improves their involvement in their work.

Presenting the Solution   Comparing Real World Solutions   Plan of Action   Appendix

SOLUTIONS & IMPACT

WORKFORCE RETENTION

RECOGNIZE AND APPRECIATE YOUR EMPLOYEES

A 2022 Gallup/Workhuman survey found that when employees feel recognized for their work, they are 56% less likely to look for new opportunities

MAINTAINING A SKILL MATRIX

According to LinkedIn, 94% of employees say they would stay with their company longer if it invested in their career development
Can assist our employees in learning new skills and care about their development. This will promote mutual growth and increase employee satisfaction.

OPTIMIZE WORKFORCE UTILIZATION

According to a Deloitte survey, "42% of employees have quit their jobs owing to burnout.
Thus, optimising employee utilisation is critical for maximising their skills and retaining them.

ORGANIZE EFFECTIVE TEAM-BUILDING ACTIVITIES

Increased socialization among team members through activities enhances the communication patterns by more than 50%.As per the Gallup article, employees feeling alone or isolated affects 21% of their productivity.

Presenting the Solution　　　Comparing Real World Solutions　　　Plan of Action　　　Appendix
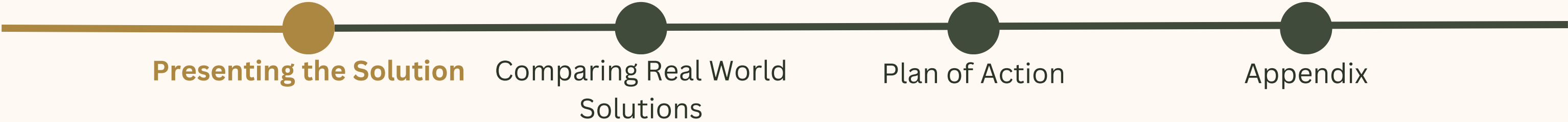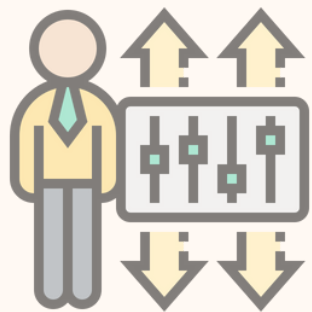
SOLUTIONS

SERVICE-SPECIFIC CUSTOMER FEEDBACK

1 Get consumer feedback

We must listen to our customers in order to fully comprehend their wants. we may gauge client happiness and learn what product enhancements our customers want by conducting surveys

2 Adapt your product or service based on client feedback

We should always work to improve our product or service. For instance, keep the customer informed of the status whenever they request features we cannot supply just yet. This enables us to maintain high levels of customer satisfaction.

Presenting the Solution   Comparing Real World Solutions   Plan of Action   Appendix
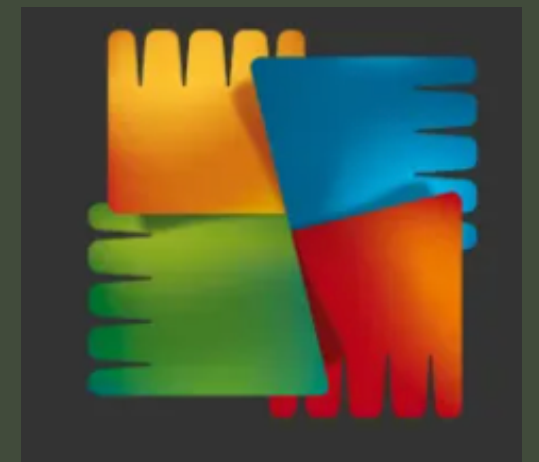
COMPARING REAL WORLD SOLUTIONS

LOCATION LABS' EXCELLENT EMPLOYEE RETENTION RATE

Location labs, using their in-house employee retention program, have resulted in an astonishing 95% employee retention rate. The ideas they have used for this are listed below -
Recruit well to retain well.
Incentivization of employees regularly.
Focusing on exit interviews.

AMAZON'S IN-HOUSE UPSKILLING PROGRAM

September 2021, Amazon announced it would invest $1.2 billion to upskill almost 300,000 employees. It includes training employees working in non-tech profiles about technologies like AI and ML as well. This will result in more chances of an increase in paychecks for their employees and an easy source of rich human resources for the company as well.

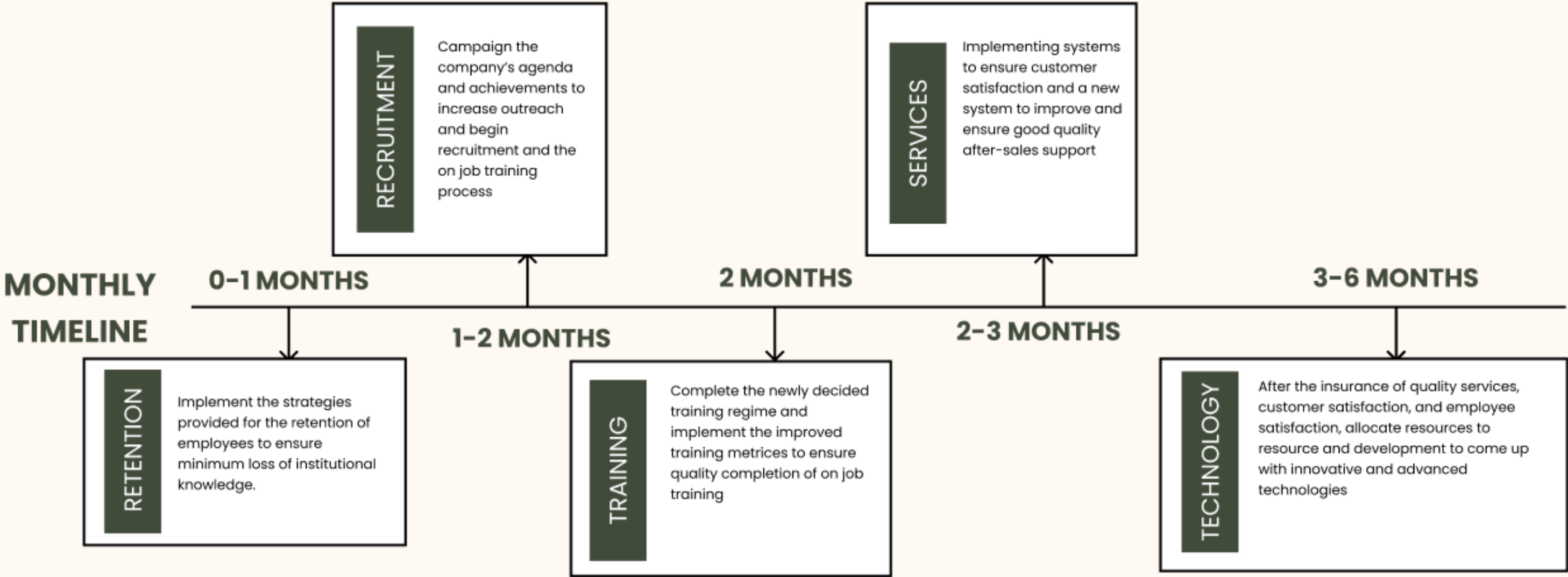### USING CUSTOMER FEEDBACK TO IMPROVE CUSTOMER SATISFACTION

A company named HootSuite is a social media management platform that enables users to all their social media accounts in one place. Using user feedback, they found that 65% of the website visitors said they required more information before making any decision. They revamped their pages, and soon after that, their conversion rate increased by 16%.

1.

PLAN OF ACTION

MONTHLY TIMELINE

RECRUITMENT
Campaign the company's agenda and achievements to increase outreach and begin recruitment and the on job training process

SERVICES
Implementing systems to ensure customer satisfaction and a new system to improve and ensure good quality after-sales support

0-1 MONTHS

2 MONTHS

3-6 MONTHS

1-2 MONTHS

2-3 MONTHS

RETENTION
Implement the strategies provided for the retention of employees to ensure minimum loss of institutional knowledge.

TRAINING
Complete the newly decided training regime and implement the improved training metrices to ensure quality completion of on job training

TECHNOLOGY
After the insurance of quality services, customer satisfaction, and employee satisfaction, allocate resources to resource and development to come up with innovative and advanced technologies

NOTE: The new training regime is relevant to the incoming trainees and their on job skills and to improve management skills of the pre-existing employees*

Plan of Action

Appendix

APPENDIX

- https://www.saviom.com/blog/effective-strategies-reduce-employee-turnover/
- https://emeritus.org/blog/strategies-for-employee-retention/
- https://www2.deloitte.com/us/en/pages/about-deloitte/articles/burnout-survey.html
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- https://blog.shrm.org/blog/14-strategies-to-reduce-employee-turnover
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