



KRITI '23

Building a Happy Workforce

Strategies for Boosting Employee
Satisfaction and Productivity
@ SRC Corporation



Disang (Boys)



Table of content

01 Executive summary

Overview of the case and the solutions

02 Case Analysis

Analysis of the company, competitors, the industry and identifying the pain points

03 Proposed Solutions

Suggesting innovative solutions to bring the company back on track

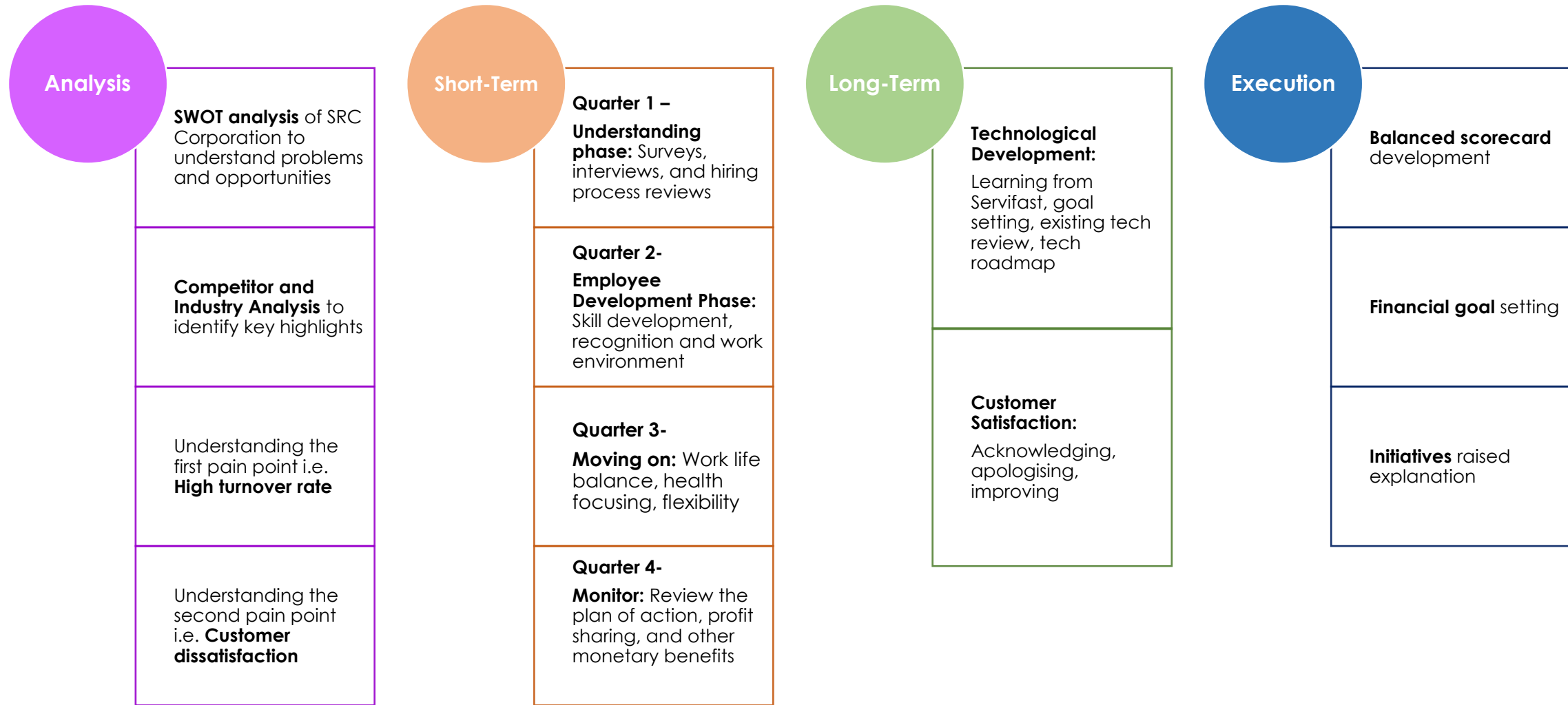
04 Implementation

Ease of implementing the solutions involving the feasibility and financials

05 Appendix

Ideas, calculations, and their sources

Executive Summary



SWOT Analysis

SRC Corporation

Strengths

- **Large Market Share (25%)** - 3rd in its segment
- **Leading supplier and servicer** of autonomous devices and industrial equipment in the USA
- The **services division** is the largest and most profitable division of the company
- **Strong reputation** for high standards of service and product quality

Opportunities

- **Development of new technologies** to improve the efficiency of the company's services
- **Investment in programs** to improve employee satisfaction and retention
- **Diversification** of the company's offerings to enter new markets and expand its customer base



Weaknesses

- The **decline in revenue** by 15%
- **Drop in market share** by 3%
- **Customer Dissatisfaction:** Response time (20%) and Overall quality of service (30% of the dissatisfied customers)
- **Decline in employee job satisfaction:** 40% of the company's employees are considering leaving the company

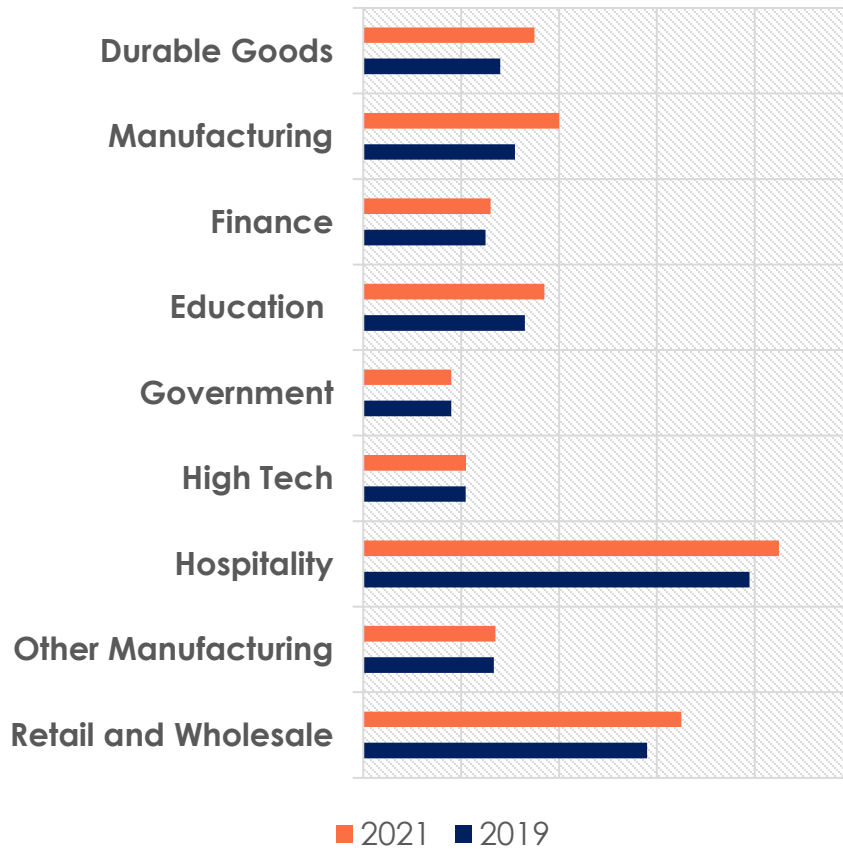
Threats

- **Intense competition** from companies such as **Servifast and USMech**, which have seen an increase in market share over the past year
- **Reputation** at risk
- **Potential loss of market share**
- **Changes in government regulations or industry standards** that could impact the company's operations and profitability

Company Analysis

SRC Corporation: what, where, when, and how

Employee separation by Industry



Source: US BLS

01

Healthy turnover rate

- According to Gallup, a healthy turnover rate is around 10% but it varies based on the industry, company, and retention goals
- Extremely low turnover might be a cause of harboring detrimental underperformers and may cause frustration among the top performers

02

Types of turnover

- **Voluntary:** employees quit their job or resign from the jobs (this is the case with SRC Corporation)
- **Involuntary:** employees are fired due to underperformance or other undesirable activities.

03

Cost of high employee turnover

- **Monetary:** Actively disengaged employees cost the U.S. between \$450-550bn per year because they are not as productive as their engaged counterparts
- **Psychological:** The remaining workforce is overworked. This affects their mental as well as physical health

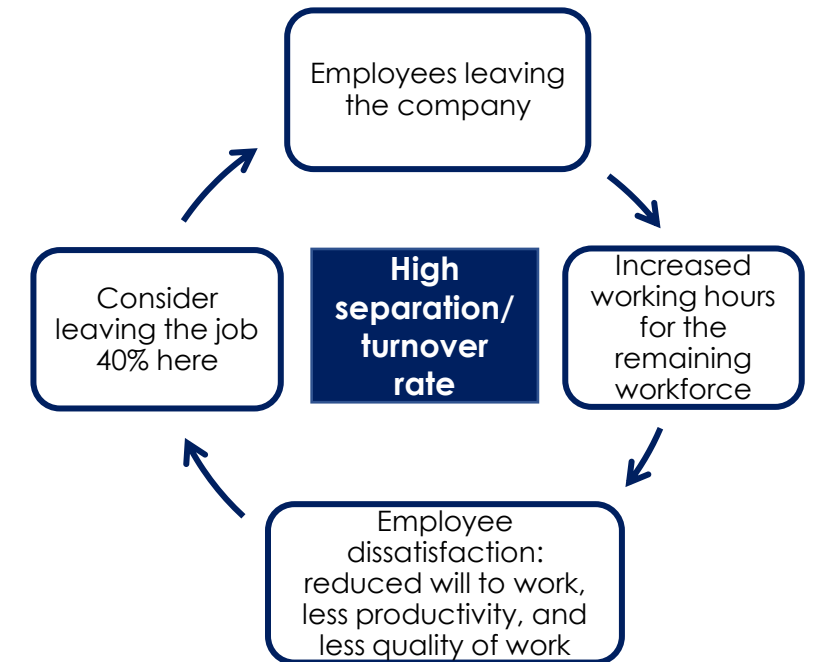
Separation Rate

It measures the percentage of employees **who voluntarily left the organization** during the reporting period

VS

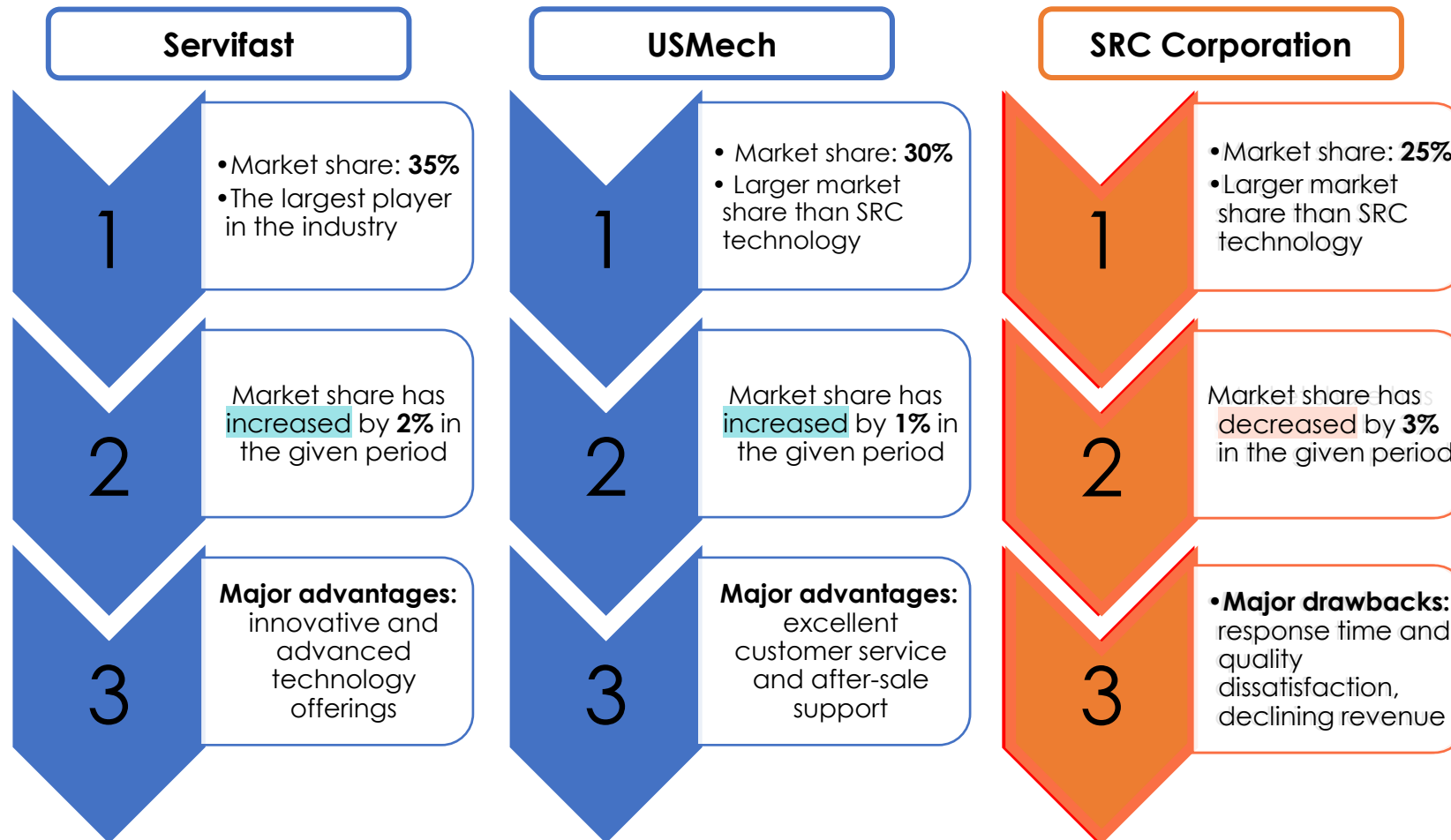
Turnover Rate

Turnover is the rate at which employees **leave** a company **either voluntarily or involuntarily**

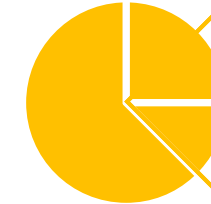


Competitor Analysis

Servifast and USMech vs SRC Corporation



Key observations



- Competitor market share has increased while SRC experienced a decline.
- This means that the **problem lies in SRC and not the entire industry**



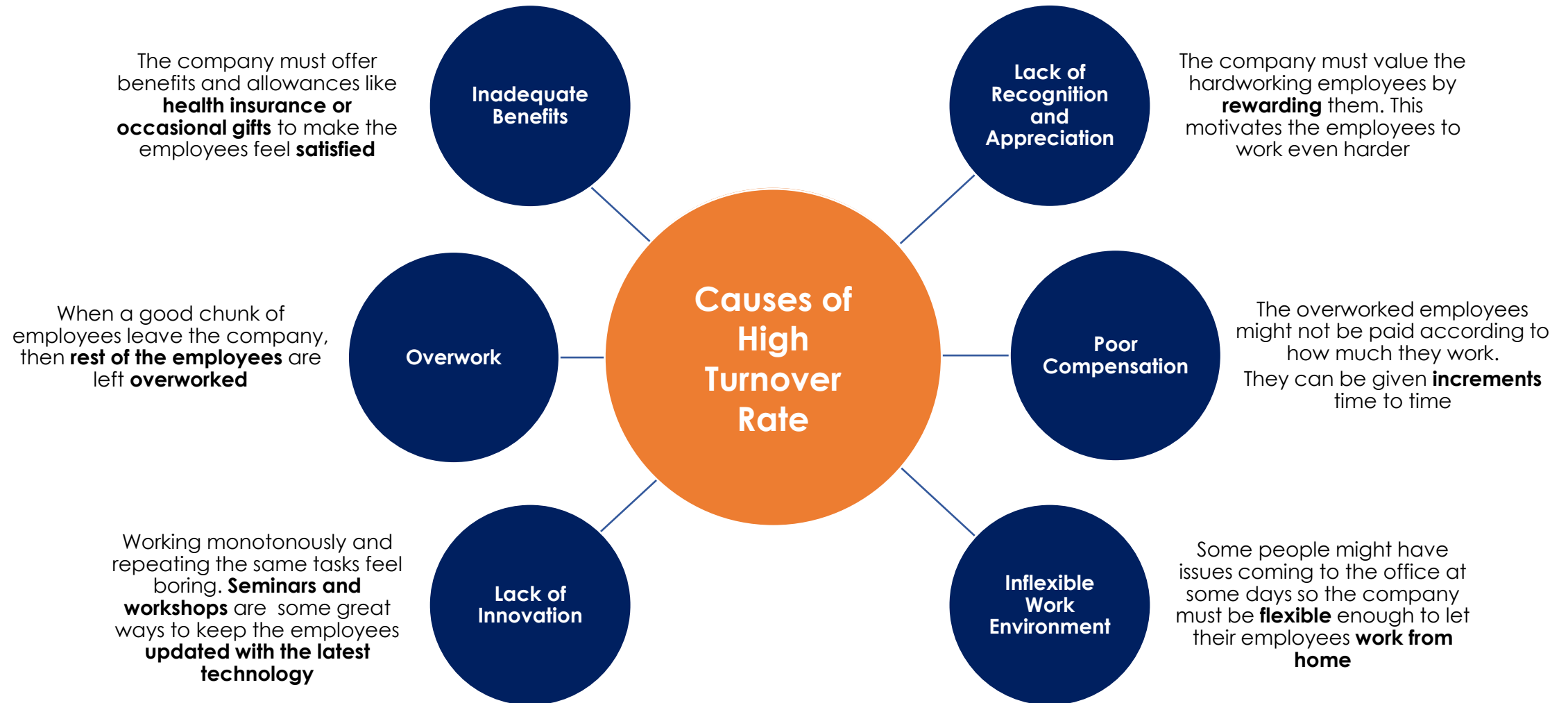
Revenue has seen a major downfall, especially in the **service sector**, which once **used to be the major revenue source**



Consumer and employee dissatisfaction have become a major reason for SRC's revenue downfall. This has led consumers to prefer the competition over SRC

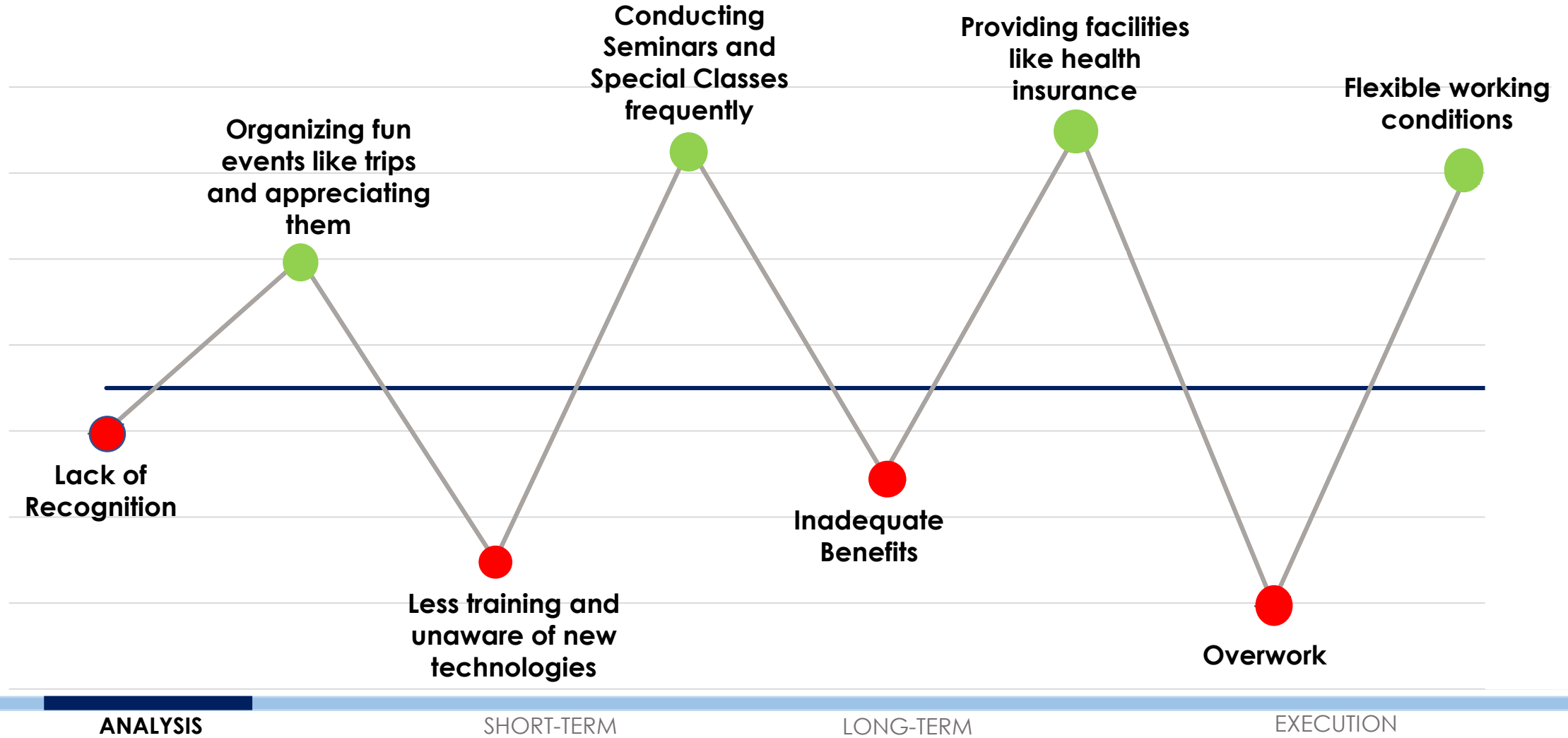
The High Turnover

SRC Corporation



Pain Points

Employee dissatisfaction



Pain Points

Customer dissatisfaction



The American Customer Satisfaction Index (ACSI)
2000 – 2022

Poor Customer Service

Lack of after-sales support

Slow response and rude behavior by employees

Lack of proper feedback system

Lack of Innovation

Poor build quality and design

Non user-friendly nature

Customers are switching to competitors

High Expectations by Customers

Overpricing and lack of offers

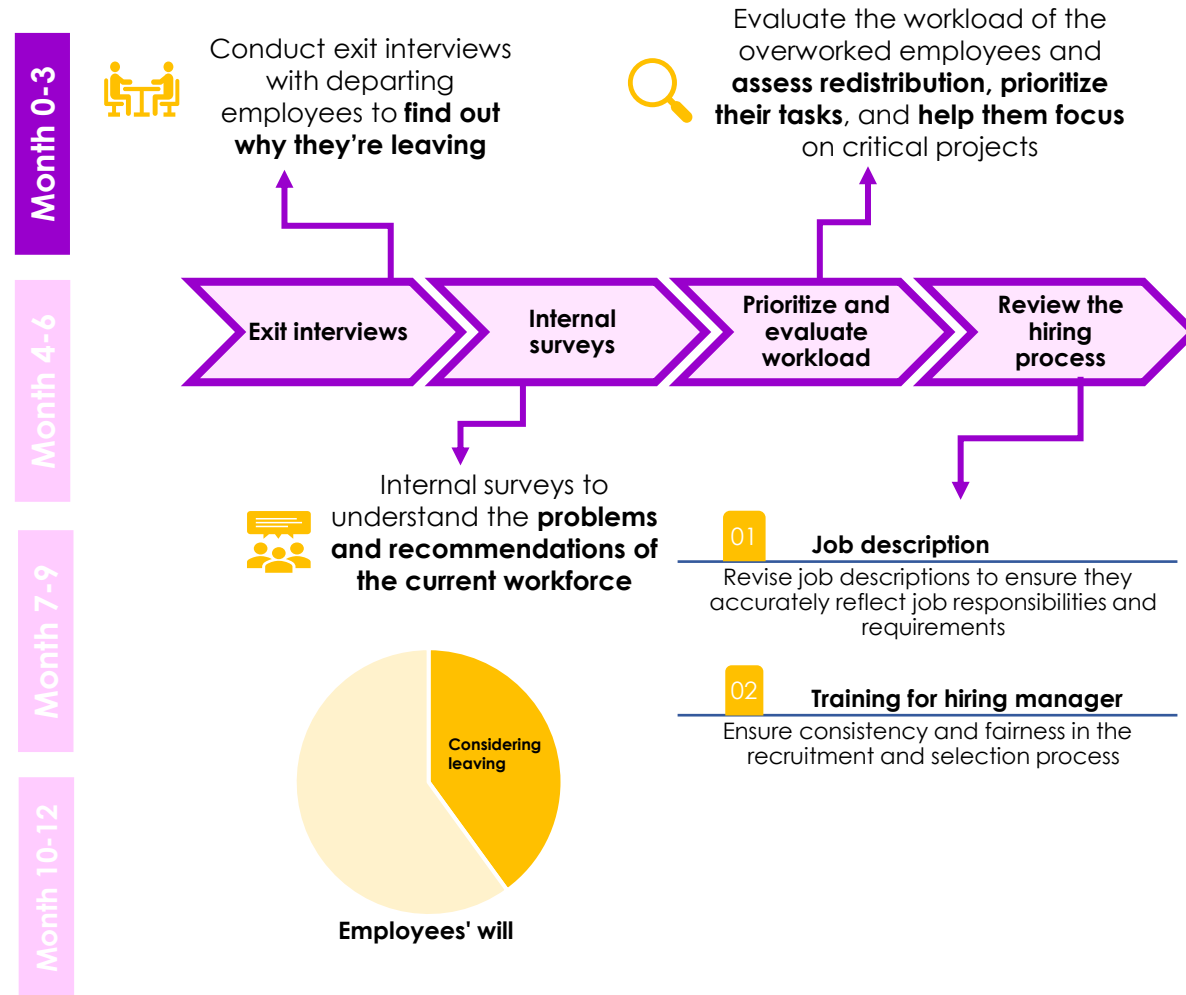
Misleading, false or incomplete information

Company's declining reputation

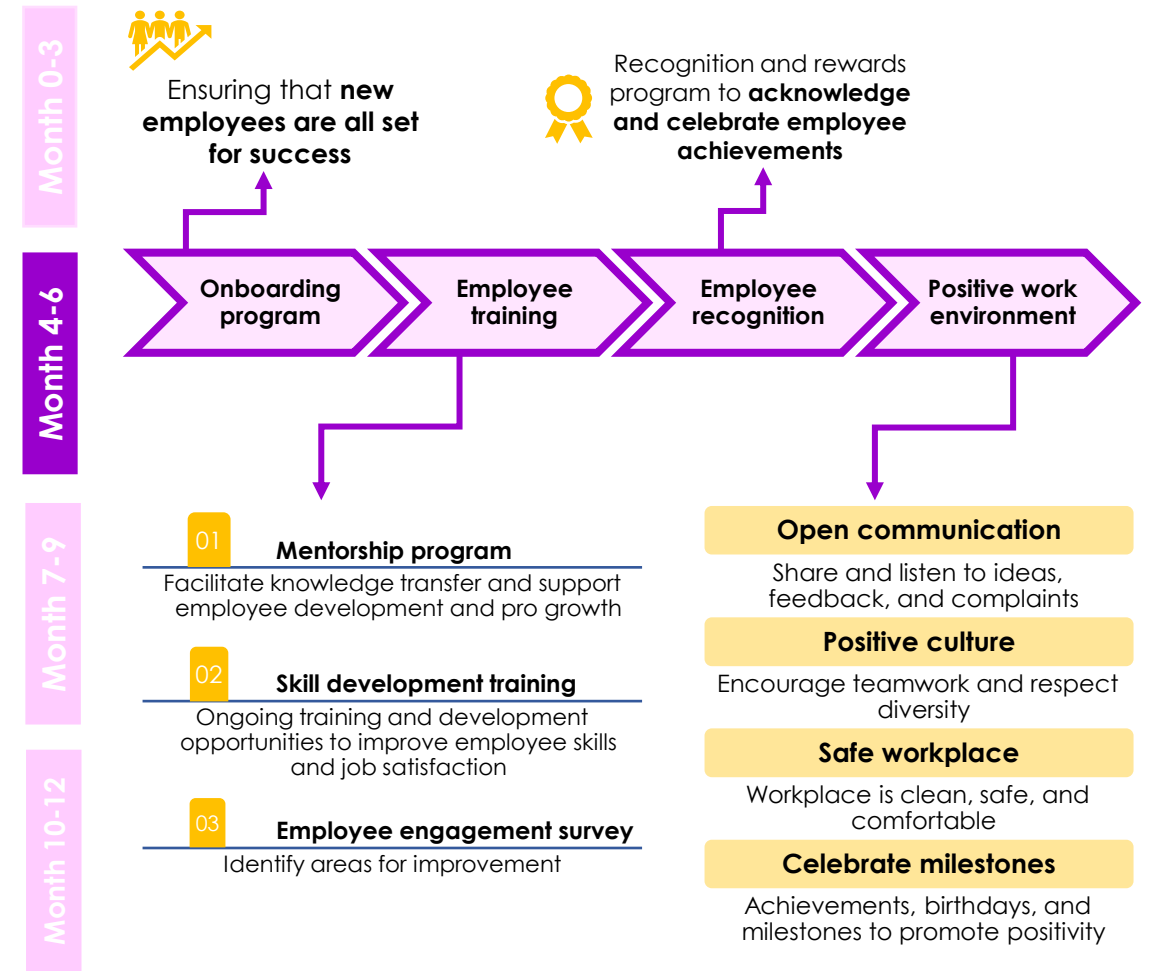
Roadmap to success

In-depth 0-12 month Plan-of-Action to get back on track

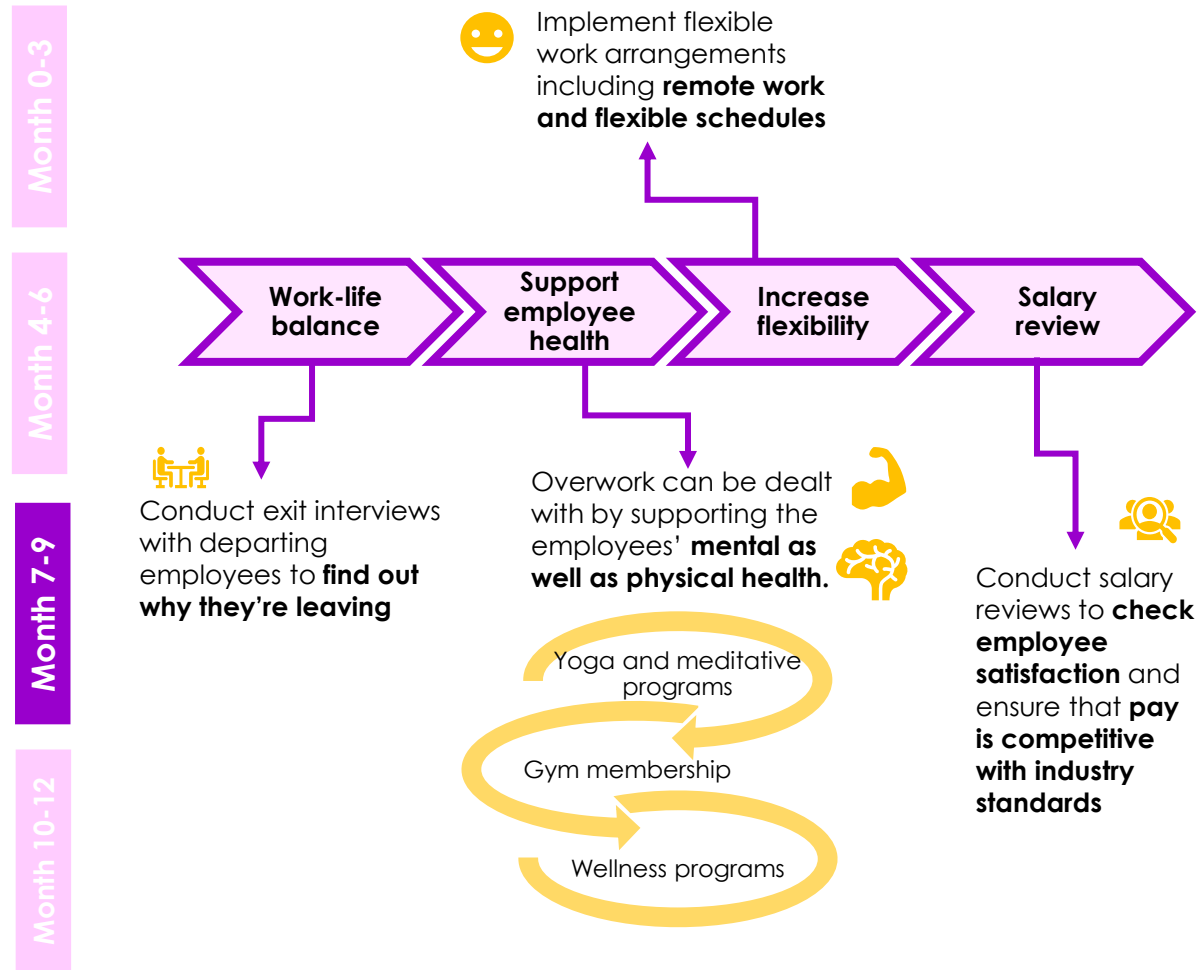
Identifying issues



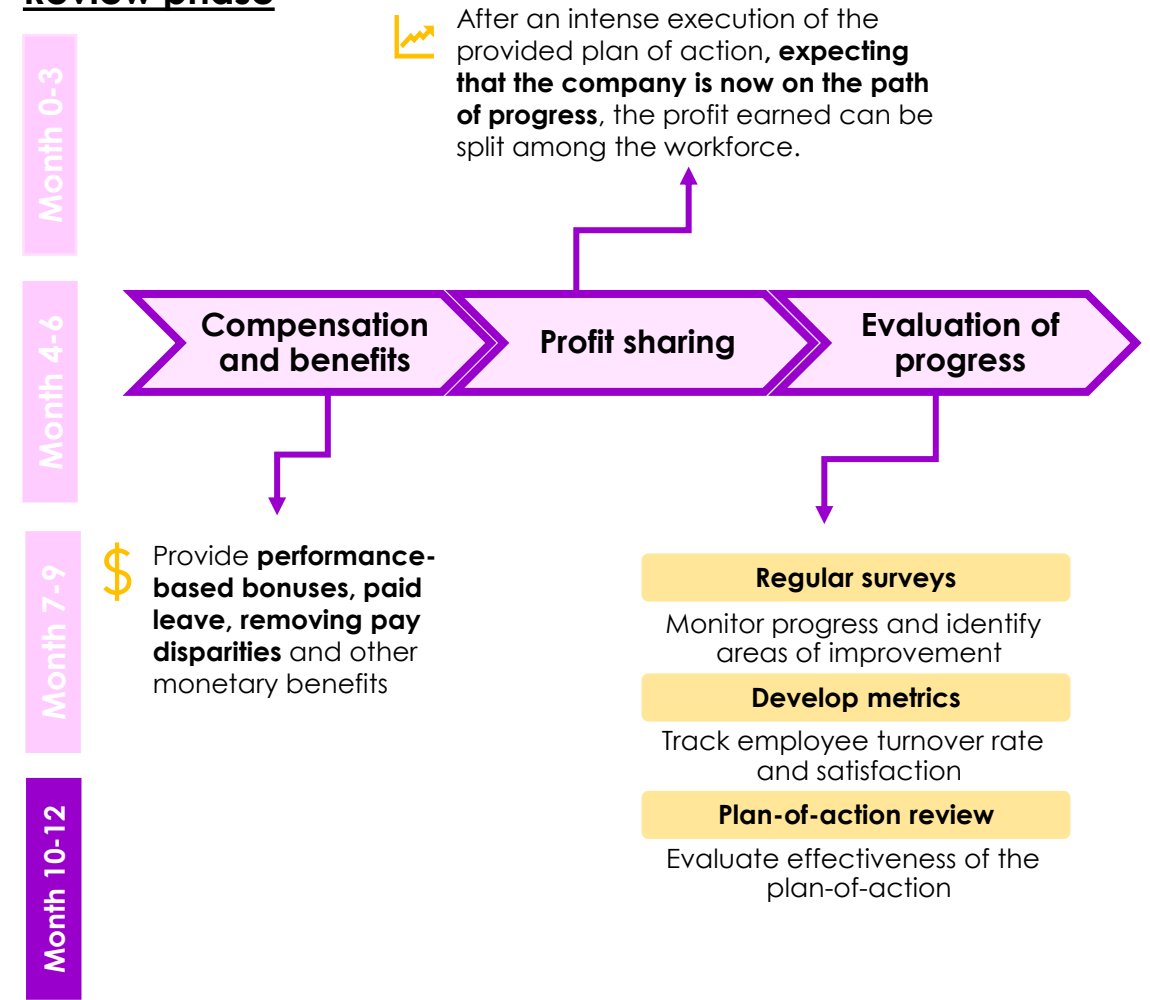
Employee development



Moving on



Review phase

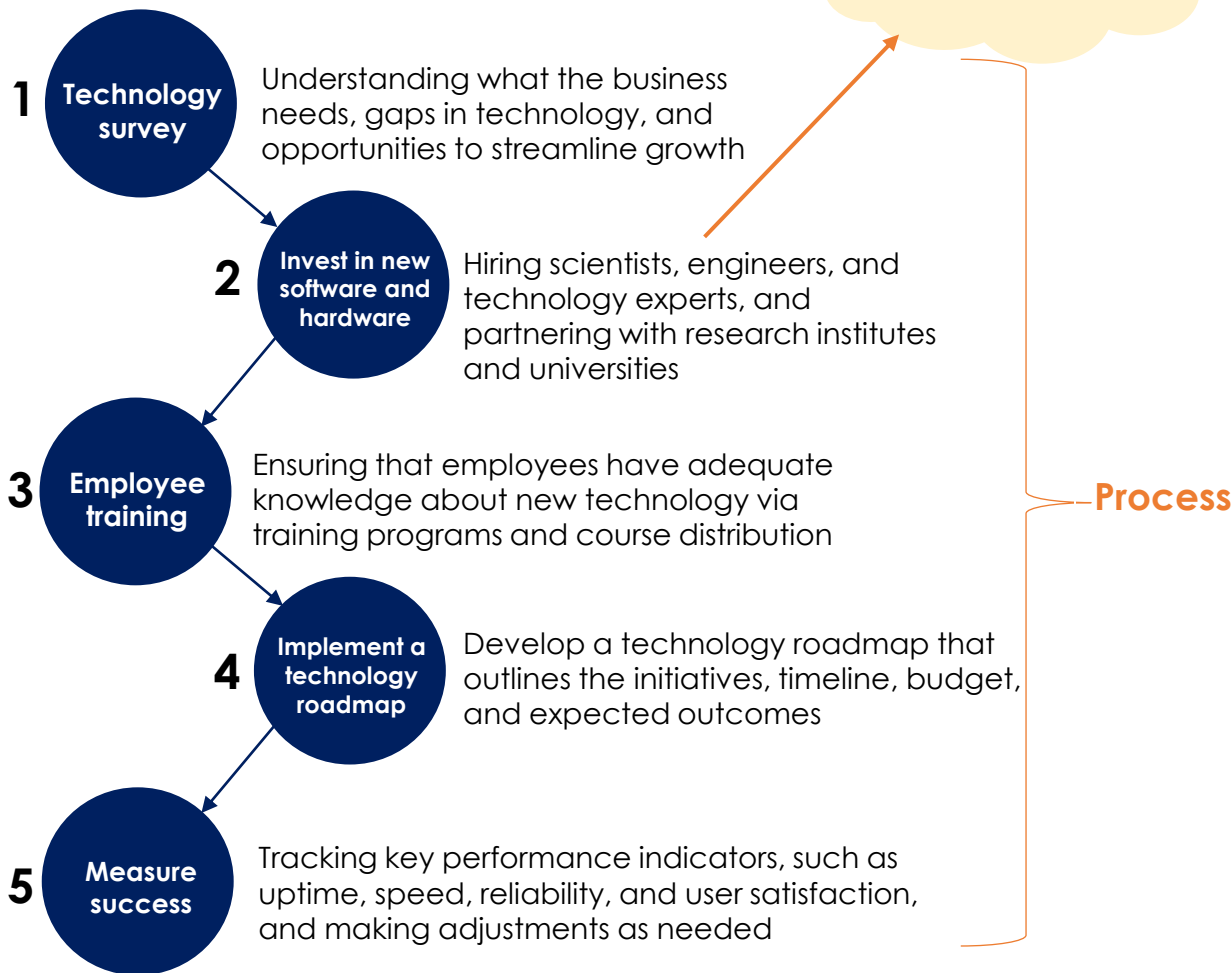


Immediate plan of action: Summary



Long-term solutions and expectations for success

Technological advancement



Regaining Consumer Trust

EXPECTATIONS

- 01 **Improved quality of work**
As technology improves, the quality of work improves
- 02 **Reduced process-cycle time**
Better tech means reduced process time and hence faster work
- 03 **Reduced operating costs**
As tech improves, efficiency increases and costs come down



Long-term solutions and expectations for success

Technological advancement



Improvement in technology

Once technology improves, service time reduces

Improved technology also leads to a reduction in cost

This may result in cheaper service

Reduced prices will attract more customers and improved service will gain back lost customers



Employee satisfaction

The root cause of all the problems was the inefficiency of the employees due to long work hours and job dissatisfaction

Once employee satisfaction is achieved through the 12-month action plan, efficiency will increase

This will ultimately result in better work

Regaining Consumer Trust

Winning back trust is a long process that requires a consistent and sustained effort from the company

Accountability

Acknowledging the issue

This shows that the SRC is listening and is committed to finding a solution.

Re-monitor

Include customer feedback surveys to check progress in the implemented measures

Apologize

SRC understands the impact of the issue on the consumers and is committed to making things right

Rebuild relationships

This includes reaching out individually, personalized support, and demonstrating a commitment to their satisfaction.

Provide compensation

This can include refunds, discounts, and other forms of monetary/non-monetary compensation.

Transparent communication

This includes regular updates and providing a timeline for resolution.

Balanced Scorecard

	Objectives	KPIs	Targets	Initiatives
Learning and growth perspective	<ul style="list-style-type: none"> Improve Employee Skill Reduce Employee Turnover Rate Technological Advancement 	<ul style="list-style-type: none"> Training Index Turnover rate Return on digital investment 	<ul style="list-style-type: none"> Annual increment by 25% Reduce by 4%, 7%, 8%, 8% in 4 quarters Increase by 25% 	<ul style="list-style-type: none"> HR training programs New employee onboard program Technological advancement programs Increase job flexibility
Financial perspective	<ul style="list-style-type: none"> Increase Revenue Reduce Operating Costs Increase Return on Investment 	<ul style="list-style-type: none"> Revenue Operating Cost ROI 	<ul style="list-style-type: none"> Annual growth of 20% in the service sector and overall growth of 15% Reduce OC by 15% Increase by 4% in 1 year. 	<ul style="list-style-type: none"> Employee satisfaction program Technological advancement => drive down OC and increase ROI
Customer perspective	<ul style="list-style-type: none"> Increase Customer Satisfaction Reduce Waiting Time Increase Customer Retention/Regain 	<ul style="list-style-type: none"> CSAT score Average Waiting Time Customer Retention 	<ul style="list-style-type: none"> Achieve CSAT score of 75% to get back on track Reduce average waiting time by 20% Customer retention increment by 15% 	<ul style="list-style-type: none"> Customer feedback surveys Increase transparency Technological advancement => reduced waiting time Improved quality of work => customer satisfaction
Internal business perspective	<ul style="list-style-type: none"> Reduce Process Cycle Time Increase Surveys and Reviews Profit Sharing 	<ul style="list-style-type: none"> Average Cycle Time Net Profit 	<ul style="list-style-type: none"> Reduce by 15% Share 20% of the net profit 	<ul style="list-style-type: none"> Increase automation Monetary benefits

Appendix

**Employee
separation rate by
industry**

<https://www.bls.gov/news.release/jolts.t16.htm>

**American customer
satisfaction index**

<https://www.theacsi.org/the-acsi-difference/us-overall-customer-satisfaction/>

Turnover rate

<https://www.criteriacorp.com/resources/glossary/turnover-rate>

Separation rate

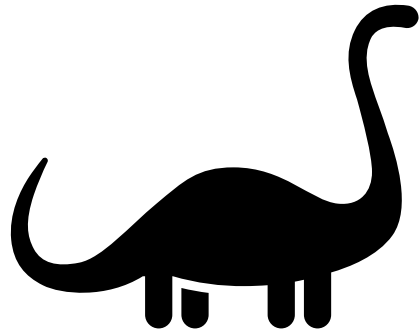
<https://rb.gy/tqaizx>

**Customer retention
rate**

<https://rb.gy/ukwqwo>

Annual total separations rates by industry and region, not seasonally adjusted

Industry and region	2017	2018	2019	2020	2021
Total	43.3	44.5	45.1	56.8	47.2
INDUSTRY					
Total private	47.8	49.1	49.8	62.9	52.4
Mining and logging	48.5	54.1	48.4	55.3	36.2
Construction	61.4	57.9	65.0	68.5	56.9
Manufacturing	30.6	32.5	31.6	44.2	39.9
Durable goods	27.3	28.8	28.6	41.7	35.3
Nondurable goods	36.1	38.6	36.6	48.3	47.3
Trade, transportation, and utilities	45.6	49.0	49.5	60.4	54.5
Wholesale trade	28.0	29.4	29.6	37.4	33.5
Retail trade	53.8	58.1	58.4	69.6	64.6
Transportation, warehousing, and utilities	40.9	44.1	45.9	59.1	49.0
Information	36.0	37.2	38.4	43.1	38.9
Financial activities	28.2	27.1	28.5	31.4	28.5
Finance and insurance	25.1	24.1	24.6	25.2	26.3
Real estate and rental and leasing	37.0	35.7	39.2	49.3	34.9
Professional and business services	63.5	63.5	63.5	68.6	64.2
Education and health services	32.6	34.0	33.4	44.5	37.3
Educational services	29.4	30.3	29.9	42.1	25.5
Health care and social assistance	33.2	34.7	34.0	44.9	39.4
Leisure and hospitality	74.2	77.1	79.3	129.8	84.9
Arts, entertainment, and recreation	84.7	88.8	80.4	127.6	76.3
Accommodation and food services	72.4	75.1	79.1	130.2	86.3
Other services	45.2	44.0	43.2	67.3	47.2
Government	18.2	18.5	18.8	23.4	18.1
Federal	14.2	14.4	16.6	28.2	18.8
State and local	18.8	19.1	19.1	22.6	18.0
State and local education	17.2	18.6	18.6	24.3	16.0



Thank You