

Are your customer and employee programs working together to drive sales?



Financial linkage and follow-through are two keys to success

With most Fortune 500 companies having an employee survey and 2 out of 3 HR executives actively working to update their engagement and retention strategies, employee engagement has gone beyond “nice to have” to become an established best practice.

So how effective is it?

We took the data collected through SMG Associate Voice—our employee engagement solution—and linked it with customer experience measurement data to understand the impact these initiatives are having on both sides of the register. Take a look at what we learned.



Engaged employees drive comp sales.

If businesses don't see their investment in frontline employees pay off on the bottom line, employee engagement initiatives won't last long. An effective program consistently leads to better financial results, because locations with higher engagement have more highly satisfied, loyal customers recommending the business to others.

An organization's most engaged locations **outperform** less engaged locations:



Most engaged locations (top 20%) > see positive impact on relationships between employees and customers.

Employees can be engaged anywhere — from the break room to the board room.

Rewarding work is the number one driver of engagement across organizations, no matter the job or title. Employees just want to do work that means something. And they want to do it well, too, whether that means using the skills they have or developing new ones that help them grow in the company.

Key Drivers of Engagement

Among employees in grocery, retail and restaurant industries

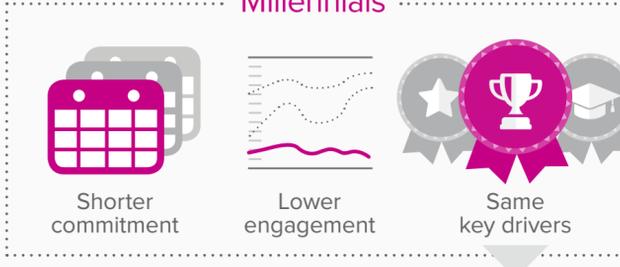


Having rewarding work is nearly **2x as powerful** as any other element in creating engagement



Millennials are different ... and the same.

Millennials are less engaged because they're less willing to make a long-term commitment to an organization. But there's nothing unique about what drives them. Like everyone else, they want rewarding work that allows them to use their skills, learn new ones, and grow within the company.



To engage younger workers:



Money doesn't always talk.

When asked to weigh in on factors that promote or detract from engagement, employees—both engaged and disengaged—barely mentioned pay at all. Instead, disengaged employees consistently voiced a desire to receive more managerial support and more recognition for their hard work.



Don't ask if you don't intend to act.

At a certain point, an ineffective complaint box becomes the complaint. But when employers go beyond simply listening to their employees and start acting on what they hear, engagement levels improve dramatically. That's why businesses need more than just a survey—they need a program that follows through with goal-setting, action-planning, and pulse surveys.



Above all else, a successful employee engagement program must have:

- 1 Clear linkage between a truly engaged workforce and financial results
- 2 Follow-through that turns feedback into results

To understand how SMG creates financial linkage and uses follow-through to drive up engagement, email insight@smg.com.