



# Driving customer satisfaction starts with employee experience

7 December 2023

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# About BI WORLDWIDE

BI WORLDWIDE is a global engagement agency that uses the principles of behavioural economics to produce measurable results for our clients—by driving and sustaining engagement with their employees, sales force, and channel partners.

**72+**  
Years

**8.6M**  
Participants

**164**  
Countries

**1.9K**  
Employees

**20**  
Languages

**250+**  
Programmes



HEADQUARTER LOCATIONS



GLOBAL OFFICES



# Our presence in Vietnam



**10+**  
**Years**

**40+**  
**Customers**

**10,000+**  
**Participants**



# Proven results from global companies





In **October 2023**, we published a research that explores the relationship between employee engagement and customer satisfaction



This research also sought **to understand the key drivers of employee satisfaction, and the impact of rewards and recognition** in driving employee engagement.

## Our research scope

4

countries



10,000+

respondents

2,500+

In Vietnam



**In Vietnam, here's what we found:**



Vietnamese employees lead the regional pack in recognising the significance of customer contentment. Vietnamese employees **value customer satisfaction highly**, irrespective of the extent to which they engage with customers.

	SG		MY		PH		VN	
Level of Customer Interaction	High	Low	High	Low	High	Low	High	Low
Customer satisfaction is important	100%	2%	92%	7%	100%	79%	100%	86%
Customer satisfaction is neither important nor not important	-	-	8%	61%	-	-	-	-
Customer satisfaction is not important	-	98%	-	32%	-	21%	-	14%
<b>High:</b> Employees who have rated either 4 or 5 on a scale of 1-5 when asked about their level of customer interaction. <b>Low:</b> Employees who have rated either 1 or 2 on a scale of 1-5 when asked about their level of customer interaction.					Legend: <span style="background-color: #f4a460; display: inline-block; width: 15px; height: 15px; vertical-align: middle;"></span> Needs attention			

Q2) Can you please tell us the extent to which you interact with customers at your current role in your company? (High / Low)

Q5) How important is it to you to delight your customers and ensure that they are satisfied with the products/services you are providing?



Employers in Vietnam can take this as an encouraging indicator, as it suggests that **employees in Vietnam naturally comprehend their part in ensuring a satisfactory customer experience.**





The research also explore the impact of **non-monetary factors** on employee engagement



Elements beyond monetary compensation are vital in nurturing **long-term and sustainable employee commitment.**

With BI WORLDWIDE's extensive experience in behavioural economics and employee motivation, we've pinpointed eight non-financial factors that significantly influence employee satisfaction.



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# Eight factors that significantly influence employee satisfaction



## Meaningful Work

Being assigned responsibilities and tasks that aligns with my skills and value



## Autonomy

Being empowered to make decisions about the day-to-day work scope times



## Recognition

Acknowledging and appreciating my efforts and recognising and rewarding my achievements



## Leadership

Supportive and inclusive leaders, who listen well, communicate, and provide guidance



## Mastery

Receiving opportunities for continuous learning, skill development and career advancements



## Purpose

A value-driven work culture, that aligns with my beliefs and motivates me with a clear purpose



## Engagement

Being engaged and motivated most of the time



## Work Environment

Having a healthy work life balance and workplace environment that prioritises my wellbeing






**Out of the eight factors, what is the top three that's priority for you?**

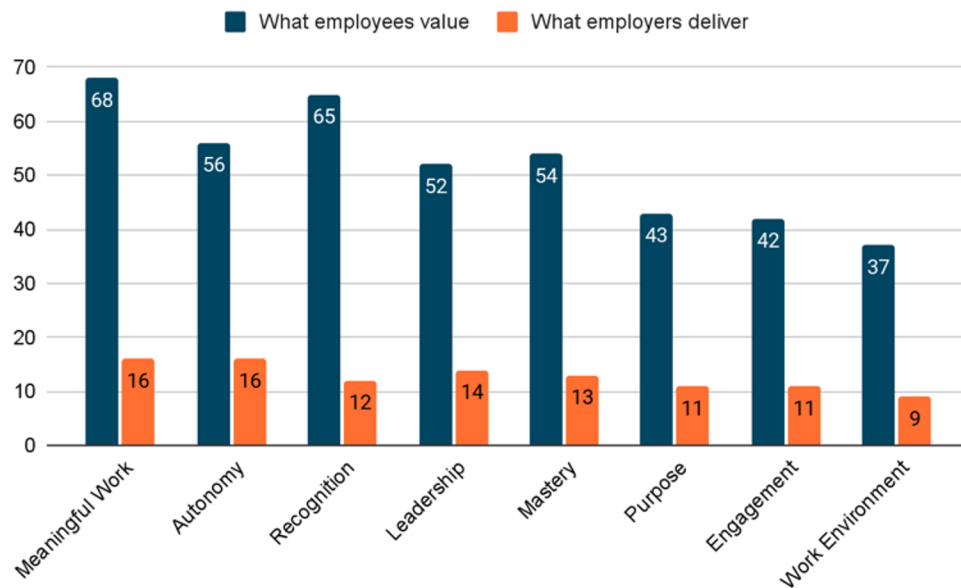


# Employees in Vietnam place the greatest value on engaging in meaningful work, receiving recognition, and having autonomy.

## Factors Ranked

Region	Vietnam	
Meaningful Work	Meaningful Work	<div> <div></div> <div>Most Important</div> </div>
Autonomy	Recognition 	
Recognition	Autonomy 	
Leadership	Mastery	
Mastery	Leadership	
Purpose	Purpose	
Engagement	Engagement	
Work Environment	Work Environment	
		<div> <div></div> <div>Least Important</div> </div>

 Top three factors in Vietnam



Q3) How important are these factors for your own motivation and inspiration to give your best at work?



## 1. make it **personal**

More than ever, great managing is a matter of intense understanding of each unique individual — knowing their abilities, their aspirations and how they work best. Success on this rule is critical for achieving all the others.



## 2. make money a **non-issue**

Money isn't everything. It only gets you so far. But companies that mishandle this emotional area will make it a bigger deal than it has to be.



## 3. help them **thrive**

Never have work, personal life and health been so inextricably connected. Protecting employees' holistic wellbeing doesn't just reduce costs; it invigorates the employees and the business.



## 4. realize their **potential**

In lieu of permanent placements and pensions, employers are expected to provide growth opportunities. Offering tools, learning and development for employees to be successful will grow your top talent — and your bottom line.



## 5. foster **belonging**

Employees cannot fully commit to a company they do not feel a part of. Fostering a sense of belonging within the organization, the team and the work itself is critical for employees to stay and do exceptional work.



## 6. be boldly **transparent**

Gone are the days of top-down leadership. The best ideas may come from employees, so listen with an open mind and use those ideas to shape the vision for the future.



## 7. give it **meaning**

People need to be part of something bigger than just a job and a paycheck. Meaning drives higher performance.



## 8. see their **future**

What people do today is largely motivated by where they think it will take them in the future. Companies that are deliberate about helping employees chart that future will be rewarded with those people's best work.



## 9. magnify their **success**

What a company recognizes gets repeated. Making a big deal of employees' accomplishments ensures the victories will be multiplied.



## 10. unite them

People have always been willing to take one for the right team but only if they feel others will do the same. With more people working remotely than ever before, it's never been more important to create conditions that foster strong collaboration.



## 11. let them **lead**

True empowerment is not just a place to voice ideas but having those ideas seriously considered. It's not just being told to take a risk but being supported when the risk does not go as planned. Empowering this way will ignite inspiration.



## 12. challenge them

Your best employees are eager to accomplish something incredible together. Challenge, rally and support them wholeheartedly and you'll be struck by what they can do.



**commitment**

**effort**

**inspiration**

# How to promote 8 factors when technology is not adopted?



## Meaningful Work

Provide a clear mission  
Remind them of the greater plan  
Creative inclusion



## Autonomy

Access to L&D tools  
Career plan discussions  
Empower them with projects



## Recognition

Showcase their success story  
Run nominations campaigns  
Give access to tangible rewards



## Leadership

Run shadowing initiatives  
Reverse mentorship  
Day in the life of



## Mastery

Assign courses for certification  
Give access to LMS / University  
Workshop on soft / hard skills



## Purpose

Townhalls with Chairman / CEO  
Cross-functional engagement  
Quarterly objectives reviews



## Engagement

Volunteering / ESG activities  
Invite special guests  
Company trips



## Work Environment

Run design thinking sessions  
Health & wellness activities  
Hybrid model & flexibility



CLIENT CASE STUDY



HP



## CASE STUDY: EMPLOYEE ENGAGEMENT

# Delivering Best-in-Class Experiences to **250,000+ Employees, 20,000 Managers** in **100+ Countries.**

## OBJECTIVE

- Engage and motivate 250,000+ employees, including 20,000 managers, in 100+ countries
- Deliver a best-in-class employee experience
- Provide an integrated, scalable and flexible platform to support multiple programmes / initiatives
- Provide meaningful, culturally and generationally relevant awards
- Drive the right behaviours and results

## SOLUTIONS

BIW designed and launch a global recognition programme that included:

- Manager discretionary
- Nominations
- Peer-to-peer
- Referrals
- Service recognition
- Wellness



# Resulting in **23% Increase** in Employee Engagement.

## KEY BUSINESS RESULTS<sup>1</sup>



**23% increase**  
in employee engagement  
(i.e. overall satisfaction)



When accomplishments  
are recognised —  
**favourability improved  
from 56% to 73%**



**28% improvement**  
in perception that firm is  
the right place to achieve  
career goals



**42% increase**  
in employees recommending  
firm as a great place to work



**19% increase**  
in senior leadership  
engagement



**Over 70%**  
of metrics above peer  
group norm compared to  
only 47% previously

## KEY PROGRAMME METRICS



**More than  
2 million**  
total recognitions  
sent in 2 ½ years



**More than 95%**  
of managers have  
given recognition



**82.5%**  
of employees  
have given and / or  
received at least  
one recognition



**More than  
100,000**  
service anniversaries  
celebrated

<sup>1</sup>Annual employee survey first two years after programme inception



## CASE STUDY: EMPLOYEE ENGAGEMENT

# Incentive and Recognition Platform

## Take aways and learnings

- Build for scalability
- Design for across functional engagement
- Deskless workers are key to the success, DE&I
- Make it Audience-smart





CLIENT CASE STUDY

# Coca Cola



## CASE STUDY: SALES &amp; CHANNEL EXCELLENCE

# Sales Incentive and Rewards Platform

## OBJECTIVE

- Increase direct and indirect sales performance on targeted products
- Increase new outlets / customers
- Engage a variety of audiences, focusing on field sales and call centers
- Improve tracking and ROI measurements

## SOLUTIONS

Full-service Sales Incentives platform to uplift revenue growth and reward success i

- Integrate competitive sales conquests - GoalQuest.
- Support all activities with vivid Communication, teasers, etc.
- Focus on “novelty” - launch short programs and promotions
- Use tracking tools to show progress-to-goal.
- Reward with President's Club



# Sales Excellence Partners



Activation campaigns  
Lucky Draw Icy Summer Coke Experience  
Coca-Cola Tetris Summer Promotion

Sales Channels  
Incentives  
& Product Launches  
9.9% uplift with 45,000+ more cases sold

**SALES and CHANNEL INCENTIVES**

**Heartland Coca-Cola Bottling Company – Sales Incentive**

**Challenge:**  
In 2019, the 2nd Annual Heartland Hometown Showdown aimed to drive volume across all Monster SKUs by concentrating focus on the product for all front-line sales teams, merchandisers, warehouse distribution and cooler specialists. An overarching objective of 8% growth was established (vs. the same period prior year).

**Solution:**  
Heartland Coca-Cola called on their partner, BIWORLDWIDE, to help develop and deploy an incentive campaign that inspired action with the combination of reward points, branded merchandise and the coveted Heartland Hometown Showdown traveling trophy.

**Results:**  
Like the energy drink itself, this incentive program packed a powerful punch, with **46,130 incremental cases sold** during the three month promotional period. The sales objective was exceeded—with **9.9% lift achieved**. And, the excitement of the promotion **sustained a 1% lift for months** following the close of the campaign.

**45,000+ incremental cases sold**

**9.9% lift achieved**

**SALES and CHANNEL INCENTIVES**

**Great Lakes Coca-Cola Bottling – KO Energy Promotion Fast-Start Sales Incentive**

**Challenge:**  
When Coca-Cola North America unveiled the first-ever energy drink under the Coke brand in January 2020, Great Lakes Coca-Cola Bottling wanted to immediately achieve 90% availability for this new, innovative product.

**Solution:**  
BIWORLDWIDE and Great Lakes developed a short-term, fast-start sales incentive aimed at front-line sales teams. The program was timed to coincide with the first two weeks of the United States product launch in 2020.

**Results:**  
An impressive **75% percent of Distribution Centers achieved their objectives** and **63% of sales reps also met their goals**. The promotion succeeded in getting sales teams focused quickly and supported Coca-Cola's commitment to moving swiftly and taking intelligent risks in order to "lift and shift" innovations around the world.

**75% of distribution centers achieved goal**

**63% of sales reps met the challenge**

**Coca-Cola LEADS**



# Rewards that INSPIRE.

**EXPERIENCES**  
marketplace



**MERCHANDISE**  
marketplace



**MASTERY**  
marketplace

PEOPLE ENGAGEMENT: GIVE THEM VARIETY

# Top Awards Categories



Travels



Audio



Personal  
Development



Movies & TV



Tools



Personal Care



Wellness



Sporting Goods



Charitable  
Donations



Housewares



# Incentive and Recognition Platform



**35% growth,**  
summer volume-based  
incentives drove 1M+ more  
units than the previous year



**10:1**

Two-month, goal-setting  
incentive exceeded all  
prior results by 26% and  
realized a 10:1 ROI



Local and targeted product  
incentives regularly  
**exceeded  
programme goals**



PROGRAMME EXPANSION INCLUDING SERVICE AWARDS,  
TOOK RECOGNITION

**COMPANY-WIDE**  
to all employees



## CASE STUDY: SALES &amp; CHANNEL EXCELLENCE

# Incentive and Recognition Platform

## Take aways and learnings

- Apply Behavioural Economic principles
- Include tangible and meaningful rewards
- Create novelty – short campaigns
- Measure key outcomes for clear ROI



BUSINESS IMPACT MODELLING TOOL

# Helping HR Leaders Build Profitable Business Cases

# Understanding costs and investment



## Phase 1: Discovery

Working with clients to understand existing cost factors

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- # of Employees
- Average Employee Salary (Annual)
- Annual Company Revenue
- Profit Margin



## Phase 2: Scoping

Providing clients with cost estimates of proposed solution

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- Allocation a percentage of payroll for rewards programme
- Platform and services cost



# Impact: cost avoidance and revenue driver

Impact to bottom line with cost savings and incremental revenue

Cost of solution

Allocation a percentage of payroll for rewards programme

+

Platform and services cost

31%

Turnover rate  
reduction

41%

Absenteeism rate  
improvement

20%

Productivity  
improvement

10%

Reduction in  
customer churn

30%

Injury rate  
reduction

# BIMT Example

Hard Data (Key Client Inputs)	Inputs
# of Employees	26,000
Average Annual Employee Salary (USD)	8,844
Annual Company Revenue USD	700,976,271
Profit Margin%	5.4%
FX: to USD	0.20925

Cost of Proposed Solution	Inputs
% of Payroll (Rewards)	
Platform And Services Cost (USD)	
Adjustment Factor	40.0%

Client Input	
BIW Input	
Based on Research	
Derived Calculation	

Key Assumptions Drivers	Inputs	Description
<b>Impact on Turnover</b>		
Turnover Rate Reduction*	18.0%	*Gallup Research: 18%-43% less turnover. *BIW Client 31% turnover reduction
Annual Voluntary Turnover Rate	20.0%	Based on Client's Input
Cost to Replace (% of Salary)	30.0%	Based on Labour Survey
<b>Impact on Safety</b>		
Injury Rate Improvement	30.0%	*Gallup Research: 64% fewer safety incidents
Injury Rate (per 100 Employees)	0	Based on Client's Input
Cost per Injury	\$30	Based on Client's Input
# of Employees (Affected by Safety)	26,000	Based on Client's Input
% of Employees Impacted	0.0%	Based on Client's Input
<b>Impact on Absentism</b>		
Absenteeism Rate Improvement	10.0%	*Gallup research: 41% improvement in absenteeism
Absenteeism Rate	5.0%	Based on Client's Input
# of Annual Workdays	240	Assumption with 20 days Annual Leave
Cost per Workday Absent	29	Annual Salary/Annual Workdays * 80%
% of Employees Impacted	30.0%	Research and Simulation
<b>Impact of Productivity</b>		
Productivity Improvement	0.10%	*11.2% (ADP) - 20% (Gallup) Improvement for sales
# of Sales Employee Impacted	2,600	Based on Client's Input
Current Productivity per Employee	\$269,606	Revenue Per Employee Information
<b>Impact on Customer</b>		
Projected Reduction in Customer Churn	10.0%	*Gallup Research: 10% higher customer loyalty and engagment
Number of customers	20,000,000	Based on Client's Input
Current Customer Churn (%)	10.0%	Based on Client's Input



Any Questions?



# 12NROE Playbook PDF



# Employee Experience Snapshot

