



Why EX is Central to CX - The Offshore Perspective

How Keeping Offshore Employees Engaged Keeps Quality High And Your Customers Happy

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Executive Summary

Richard Branson famously invites Virgin Airlines pilots and crew to his private Necker Island paradise. In 2003 he even bought an entire island off the coast of Queensland for staff to use.

Why does one of the world's most successful businessmen go to such lengths for his employees? He told us in one of his most famous quotes:

"If you look after your staff, they'll look after your customers. It's that simple."

Richard Branson

Of course, if running a successful organisation were really as simple as hiring the right people and treating them well, more people would be doing it.

Delivering a great Employee Experience is not so simple, as we shall see.

However, the link between Employee Experience and Customer Experience on which Richard Branson bases his business philosophy is hard to deny.

According to recent [Gallup research](#), companies with highly engaged employees enjoy a 17% increase in productivity, a 41% reduction in absenteeism, a 20% boost in sales, and a 10% rise in customer loyalty.



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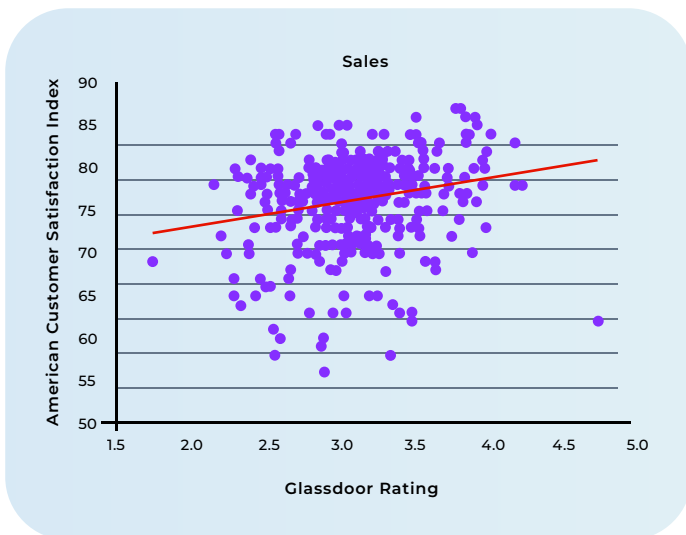
A study by employer review website [Glassdoor](#) showed that companies which scored higher ratings from their employees generally reported higher customer satisfaction ratings too.

Perhaps unsurprisingly, the correlation was strongest for customer-facing roles:

In this white paper, we delve into the link between Employee Experience (EX) and Customer Experience (CX) and look at what EX is and how it can be measured and improved.

Finally, we look at how hiring employees offshore can positively impact EX and, by extension, CX.

Let's see what the research reveals.



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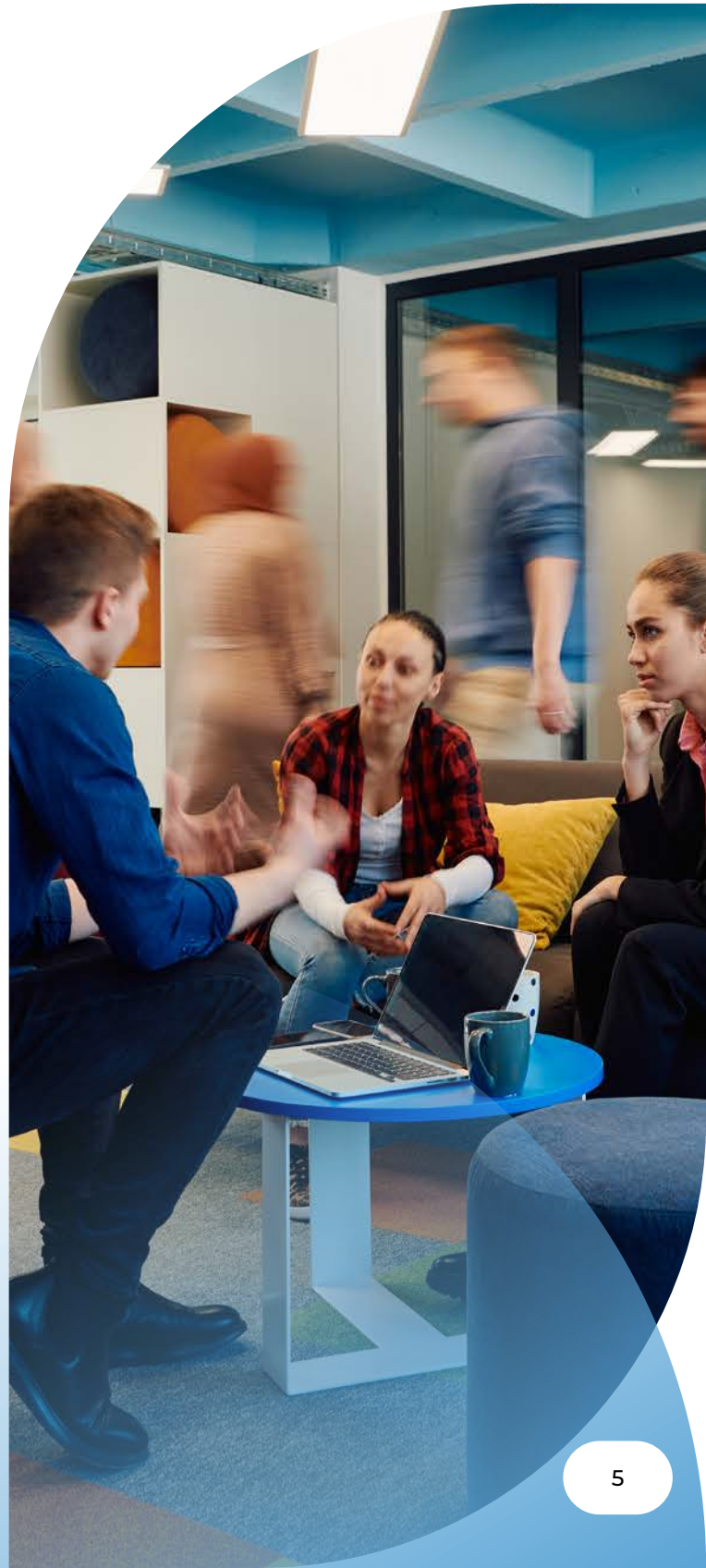
What is Employee Experience (EX)?

Most of us spend a lot of time working. As a result, the relationships we have with our colleagues can be just as impactful on our happiness as our relationships with family and friends.

An employee who feels unmotivated may carry negative feelings around all day, affecting their interactions with both colleagues and customers.

Employee Experience encompasses all the physical, cultural, emotional and operational aspects of the workplace, including the:

- ◆ Function and layout of the workplace (even if it's a home office)
- ◆ Type and quality of interactions with colleagues
- ◆ Transparency and quality of communication from our employer
- ◆ Quality and reliability of the tools we use to do the job
- ◆ Internal operating procedures and culture of the workplace
- ◆ Type of work being undertaken and how meaningful it is to the person doing it
- ◆ Learning, development and promotion prospects
- ◆ Remuneration, benefits and perks offered
- ◆ Impact of work on our personal lives – work/life balance
- ◆ Influence we have as employees to effect change (voice, empowerment and accountability)
- ◆ Nature of our interactions with customers.



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Measuring EX

While EX itself is difficult to quantify – as such a multi-faceted experience cannot be encapsulated in a number – it can be tracked via the impact it has on employee engagement, job satisfaction and a host of other KPIs.

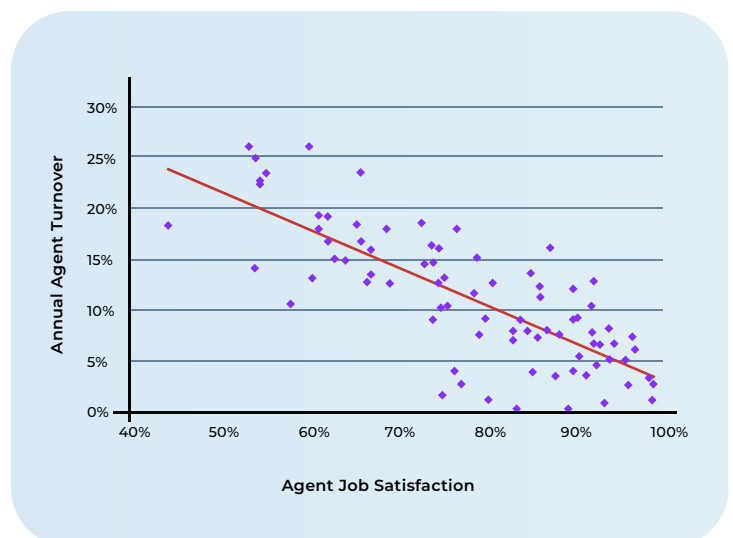
Satisfaction Levels: Surveys and one-on-one conversations can provide qualitative insights into how employees feel about their roles, compensation, and work environment. Key questions might include satisfaction with job resources, workplace comfort, and overall job satisfaction on a scale of 0 to 10. [Gallup found](#) that companies with high engagement scores are 23% more profitable than their competitors.

Employee Net Promoter Score (eNPS): This metric gauges employees' likelihood of recommending their workplace to others. Scores range from 0 (unlikely) to 10 (highly likely), classifying respondents as promoters (9-10), neutrals (7-8), or detractors (0-6).

Internal Referrals: The number of job referrals from current employees reflects their satisfaction and willingness to recommend the company. High referral rates suggest a positive EX and strong ambassadorship.

Employee Productivity: Happy employees are, on average, 18% more productive according to Gallup. Tracking productivity against engagement levels can highlight the impact of EX on performance.

Retention Rates: High retention rates indicate effective EX practices. Regularly soliciting employee feedback and making necessary adjustments can improve retention and satisfaction. [ICMI](#) plotted agent turnover against job satisfaction and found a definite correlation, as shown below.



Absenteeism: Low absenteeism often correlates with high job satisfaction and a positive work environment. As the graph shows, absenteeism also decreases with higher job satisfaction.

Wellness: Assessing physical and mental health through wellness surveys can provide insights into employees' well-being and highlight areas needing improvement. The 2023 Gallup study found that companies with engaged employees had a reduction of 81% in absenteeism.

Taken together, these metrics can give you a comprehensive view of the impact of your EX on your employees and the whole organisation. Use them to identify your strengths and weaknesses.

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The Link Between EX and CX

Is there a direct link between EX and CX, as Richard Branson believes?

A large number of studies would suggest there definitely is and that this has been true for decades:

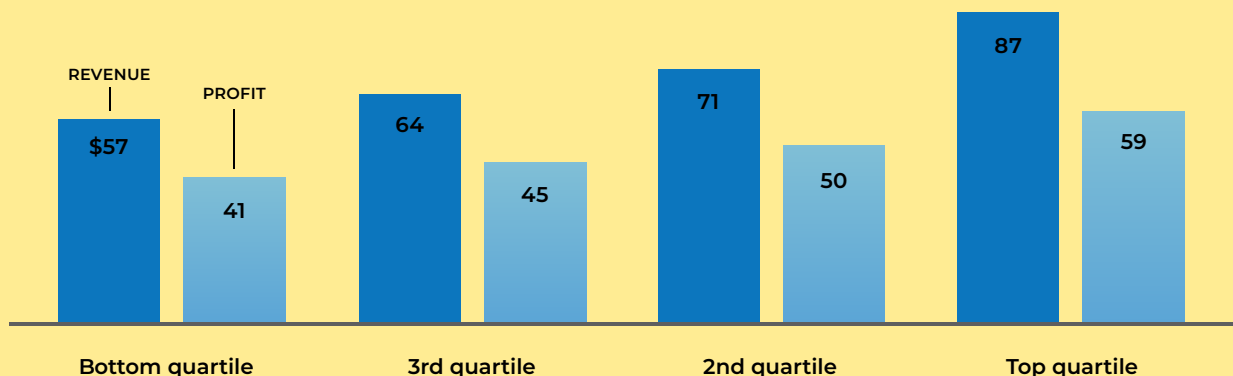
A classic and famous piece of research at **Sears Roebuck & Co.** revealed that a five-point increase in employee attitudes resulted in a 1.3-point boost in customer satisfaction, which then contributed to a 0.5% rise in revenue.

Nearly two decades later, a study published in the **International Journal of Social, Education, Economics and Management Engineering** took figures from eight different research papers to see if there was a correlation between job satisfaction (as reported by them employees themselves) and customer perceptions of service quality. They found there was a moderate to good correlation between the two (for the statisticians reading, it was actually a Pearson correlation of +0.52).

More recently, a study in the retail sector by the **Harvard Business Review** found that stores with a better Employee Experience (higher longevity, full-time status, higher skill levels) generated up to 50% more revenue per hour per employee. See the graph below:

Predicted hourly revenue and hourly profits, by employee experience quartile

Figures shown are per person-hour worked.



Source: Talenteck

It's actually quite simple. Happy employees lead to happy customers because they're more in tune with what customers want and need. When workers feel good about their jobs, they're more motivated and they have the energy and emotional resources to give great service, handle tricky situations better, show empathy and make the effort to smooth over any bumps in the customer experience.

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Strategies to Improve EX

Improving EX means putting in place a support structure that enables and empowers employees to perform to a high level.

We know that employee engagement and employee attrition are linked, and that both are major contributors to poor performance.

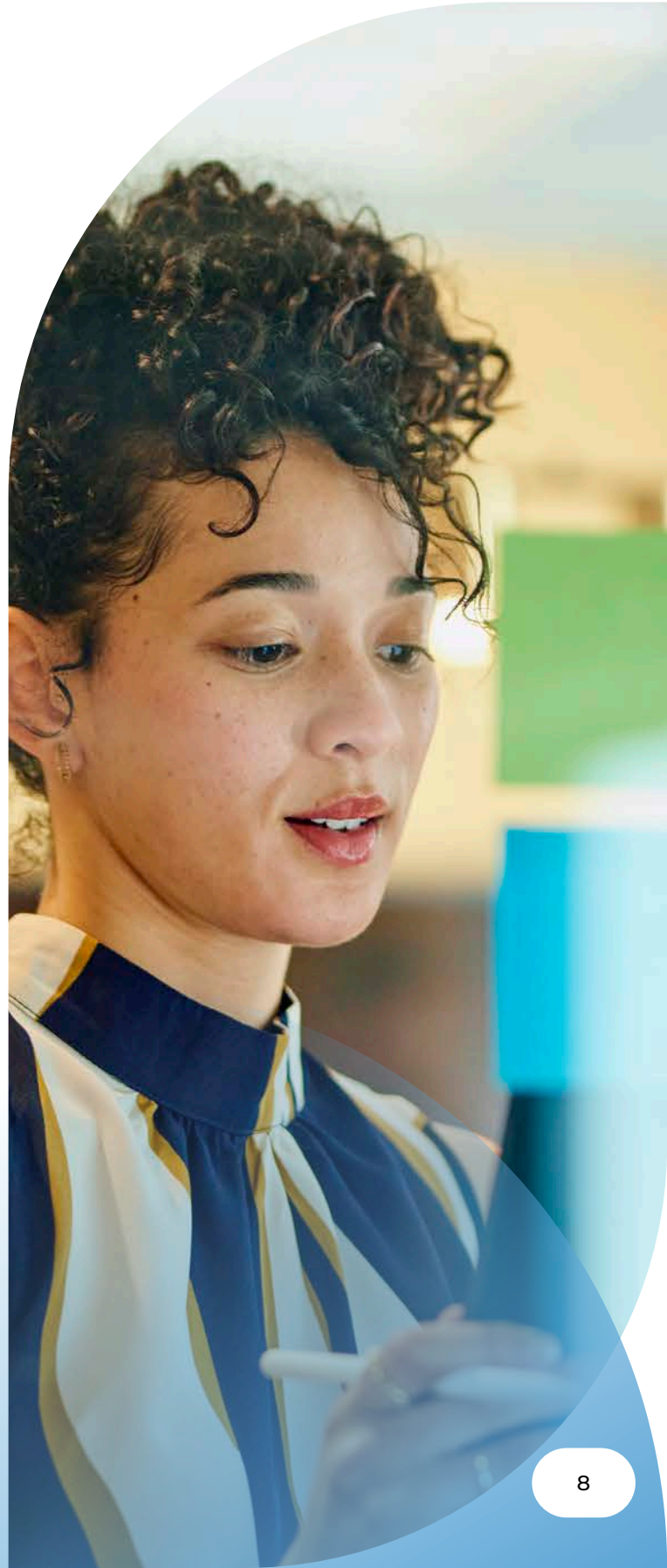
In this section we look at the strategies we can apply at the different stages of the employee lifecycle to maximise engagement and retention.

Effective Recruitment

Employee Experience begins at the first moment of contact, which is during the recruitment process. Better employment outcomes come when employees' values and sense of purpose align with the company's culture and goals.

A [study by McKinsey](#) found that employees who feel a sense of purpose at work are 6.5 times more likely to report higher resilience, 6 times more likely to stay with the company, and 1.5 times more likely to go above and beyond.

The trick is to allow both the hiring manager and the candidate to uncover this alignment. It starts by providing clear job descriptions and expectations about the role. A leading cause of dissatisfaction down the line arises when job roles turn out to be different than advertised.



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Measuring EX

Onboarding programmes which include detailed training and mentorship are vital for retention during the so-called 'honeymoon' period of a new employee's tenure, which is the first 45 days. A thorough onboarding programme should include:

- ◆ **Operational Onboarding:** Teach operational details, navigate the building, enrol in benefits, understand company policies. Use glossaries to decode acronyms and avoid jargon, which makes people feel like outsiders.
- ◆ **Cultural and Social Onboarding:** Engage new hires in discussions about company values, history, and performance metrics. Identify key stakeholders, schedule one-on-one meetings, build daily social capital, and foster camaraderie.
- ◆ **Technical Onboarding:** Provide immediate basic training in the systems and tools that will be used. Identify skills gaps and discuss these openly in regular coaching sessions. Ensure they know the escalation path for technical issues.

Setting 'early win' goals that are achievable is a great way to get new hires to feel comfortable and build confidence.

Training, Development and Career Paths

Continuous learning opportunities and career growth paths are essential for maintaining employee engagement. Companies that offer comprehensive training have [218% higher income per employee](#).

Ongoing development helps employees feel valued and invested in their careers, leading to higher job satisfaction and productivity. A lack of promotion opportunities is cited as one of the main reasons for leaving a job. Training plans should be tailored for each individual and focused as much as possible on areas that motivate and interest them.

Health and Well-being Programmes

Implementing health and wellbeing programmes supports employees' physical and mental health, crucial for maintaining high engagement and productivity levels. 8 out of 10 millennials cite mental health support as a reason for selecting an employer and companies with health and well-being programmes see an 11% reduction in attrition according to [Deloitte](#).

At the same time, there is little point offering a support programme if employees are constantly stressed and overworked. These two factors were the main drivers of the post-Covid 'Great Resignation' phenomenon. Finding ways to reduce daily stress and monitor employees' time to ensure they are taking breaks and aren't overloaded is critical.

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Culture and Work-Life Balance

Creating a positive work culture is essential. This includes fostering a supportive and inclusive environment, offering flexible work arrangements, and implementing recognition and rewards programmes. A toxic workplace is the [leading cause of attrition](#) according to many studies – even more than low pay.

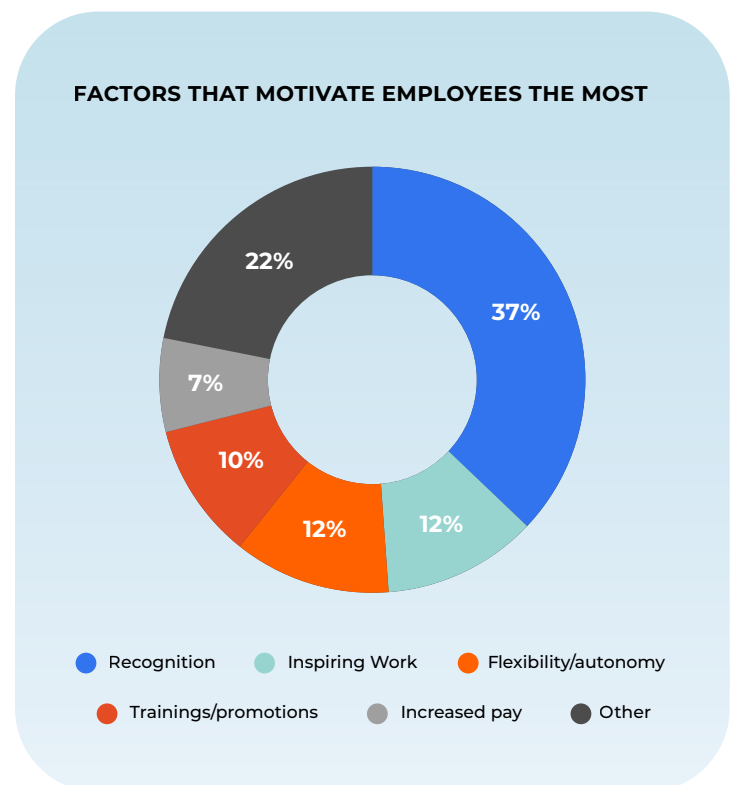
It's not just working too many hours or a poor culture that causes disengagement with work, a lack of flexibility is the number one frustration of many employees. Offering remote work options and flexible schedules greatly enhance work-life balance, increase job satisfaction, and reduce stress. Flexible work arrangements, [particularly flex time and flex leave plans](#), can significantly reduce employee turnover.

Recognition, Rewards and Compensation

Low pay ranks as one of the top causes of dissatisfaction among employees and is a leading driver of attrition. Pay is a hugely important part of your overall Employee Value Proposition (EVP), although if it's the primary motivation you are likely to be left with under-committed and under-engaged workers who only stick around for the pay.

In addition to fair compensation, implementing programmes to recognise and reward employee achievements is crucial for maintaining high engagement and retention levels. Recognising employees' efforts through various forms such as bonuses, written and verbal praise, work anniversaries, public recognition, and employee awards significantly boosts morale and motivation.

Research by [Zippia](#) found that recognition is the number one motivating factor for employees:



Transparent Communication

Establishing and clearly communicating company values is key to boosting employee engagement. Make sure to reinforce these values during meetings and in written communications. Integrate them into employee performance metrics, and if you are in a leadership role, lead by example by embodying these values in your actions. This consistent emphasis on core values helps align everyone's efforts, fostering a cohesive and motivated workplace.

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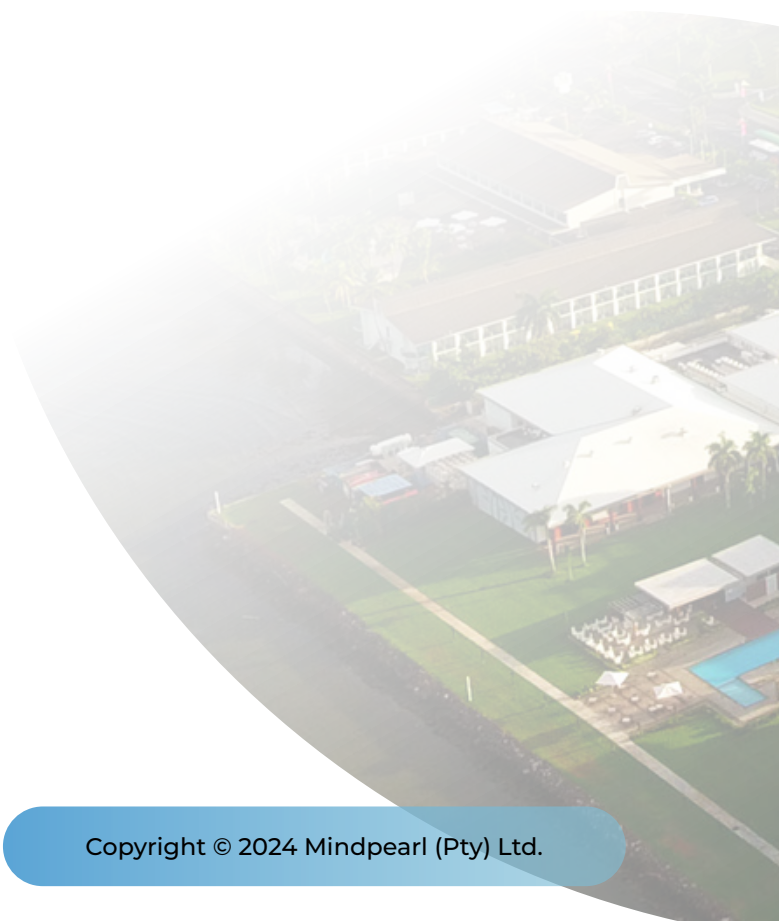
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The Offshore Advantage

Our objective so far has been to establish a link between improvements in EX and improvements in CX. We have seen that there is a definite correlation.

In this final section, we look at how the EX/CX equation translates in an offshore outsourcing environment, with a case study from a global BPO operating in the island paradise of Fiji.

In Fiji, companies can leverage the natural alignment of cultural values and language proficiency to create a more engaged and loyal workforce. Employees often view their roles as long-term career opportunities, translating into better customer service and more stable teams for the company.



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Case Study: Mindpearl

Mindpearl is a global BPO with offshore delivery centres in multiple locations including South Africa, Peru and Fiji. In Fiji they are the largest and longest established contact centre outsourcing business. Their approach to employee engagement provides a compelling example of how offshore operations can be successfully managed to enhance both EX and CX.

Mindpearl's Employee Engagement Initiatives as an Employer of Choice

Onboarding

Mindpearl implements comprehensive onboarding and training programmes to ensure that new employees are well-prepared and integrated into the company culture. This includes detailed training sessions and mentorship that helps new employees transition smoothly into their roles.

Empowering Frontline Advisors

Mindpearl recognises the pivotal role of frontline advisors in customer service. To empower these employees, regular meetings and representative groups are established to voice concerns and suggestions. By actively involving advisors in decision-making, Mindpearl fosters inclusivity and collaboration, leading to enhanced job satisfaction and more effective solutions to customer service challenges.

Transparency with Town Hall Meetings

Open communication is a cornerstone of Mindpearl's engagement strategy. Regular town hall meetings, led by country leaders, serve as platforms for sharing company updates, strategic directions, and gathering feedback from employees. These interactive sessions promote transparency, build trust, and ensure that employees are well-informed and aligned with company goals.

Health and Wellness

Mindpearl's commitment to employee wellbeing extends beyond standard health insurance plans. Priority access to doctors and nurses, coupled with various wellness initiatives like fitness programmes, stress management workshops, and healthy lifestyle campaigns, underscore the company's dedication to fostering a healthy and engaged workforce.

Incentives and Recognition

Motivation is a key driver of employee engagement, and Mindpearl leverages this through a variety of incentive programmes. Performance-based bonuses, employee of the month awards, and annual EXCELLENCE AWARDS celebrate individual and team achievements. Annual Excellence Awards winners are brought together yearly in celebration of their exceptional contribution to the organisation and valuable impact they have had on their colleagues.

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Open Doors, Open Minds Policy

Mindpearl's open door policy, enabling direct access to site directors and HR managers, promotes idea sharing and engagement. This is particularly crucial in work-at-home environments where isolation can be a challenge. Open communication channels foster innovation and problem-solving, as employees feel comfortable sharing their insights and concerns.

Career Pathways and Internal Development

Mindpearl's dedication to internal development is evident in an impressive statistic: 95% of their management team are internal recruits. Clear career pathways, coupled with regular training and development, empower employees to grow and advance within the company, leading to higher engagement and loyalty.



Moline Epeli

Call Centre Manager
Mindpearl Services Accounts

Moline Epeli, a Call Centre Manager at Mindpearl Services Accounts, has been with us since January 2013 in roles of Customer Sales and Service Consultant, Sales Support Desk Agent, Quality Analyst, Team Leader and Customer Sales and Service Manager. Moline strives to meet the needs of clients which has been both challenging and fulfilling. "Engaging with a diverse range of clients has been one of the most rewarding aspects of my time at Mindpearl."

Moline became the Call Centre Manager for Services Accounts in October 2023, managing five portfolios. Not only does she oversee operational efficiencies but places a strong focus on her engagement with employees, knowing how this encourages positive interactions with Mindpearl's customers. Her impressive career progression in just over a decade with Mindpearl has landed her several awards.

Moline said, "Mindpearl has completely transformed my view of what it means to be a top employer. Their stability and opportunities have allowed me to support my family while also fostering my personal and professional growth. I am genuinely thankful for the positive impact Mindpearl has had on my life and career."

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Inclusivity & Diversity

Mindpearl's diverse and multicultural workforce is a cornerstone of their success. Inclusive onboarding processes, a diverse leadership team, and celebrations of various cultural events foster a sense of belonging and respect for different traditions. Mindpearl pays particular attention to welcoming multilingual employees who have joined us from overseas. We believe diversity means recognising each individual's strengths and skills, which breeds innovation and better problem-solving, ultimately leading to better business outcomes.

Outcomes of Mindpearl's Approach

The results of Mindpearl's employee engagement strategies are impressive. The company has reported significantly higher employee satisfaction and engagement rates. For instance, in 2023 Mindpearl achieved an 89% employee engagement score, compared to a 30% industry average.

Mindpearl's average tenure statistics:

- ◆ **Back Office:** 76 months average tenure over group of 41 people
- ◆ **Management:** 124 months average tenure over group of 22 people
- ◆ **Supervisors (Team Leaders, Quality Analysts, Trainers):** 72 months average tenure over group of 151 people
- ◆ **Agents:** 20 months average tenure over group of 994 people



These high engagement levels have translated into enhanced customer service. Mindpearl's Fiji team manages an extensive amount of customer interactions monthly, maintaining high customer satisfaction rates with an average service level exceeding 85%. Additionally, the company has achieved cost savings for clients of approximately 50% and maintained a low attrition rate of 17.5% post-production, significantly lower than the industry average.

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Find Out More

The link between a positive Employee Experience (EX) and superior Customer Experience (CX) is clear. Companies that invest in EX through effective recruitment, comprehensive onboarding, continuous development, and a supportive work environment can achieve higher employee engagement and satisfaction. This, in turn, leads to better customer service, increased loyalty, and overall business success.

While building a team offshore not only offers significant cost savings, the improvement in employee engagement, commitment and

satisfaction that comes from hiring offshore employees can also translate into improved customer outcomes.

Mindpearl's comprehensive approach to employee engagement, and the results we consistently achieve, showcase the inseparable link between EX and CX. By prioritising employee wellbeing, development, and recognition, we cultivate a motivated workforce capable of delivering exceptional customer service.

To find out more please reach out.

Ready to Begin?

MINDPEARL CAPE TOWN

7 West Quay Road
V&A Waterfront
Cape Town 8002
South Africa

MINDPEARL SUVA

Kalabu Tax Free Zone
Daniva Road
Valelevu, Nasinu
Fiji Islands

MINDPEARL LIMA

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