

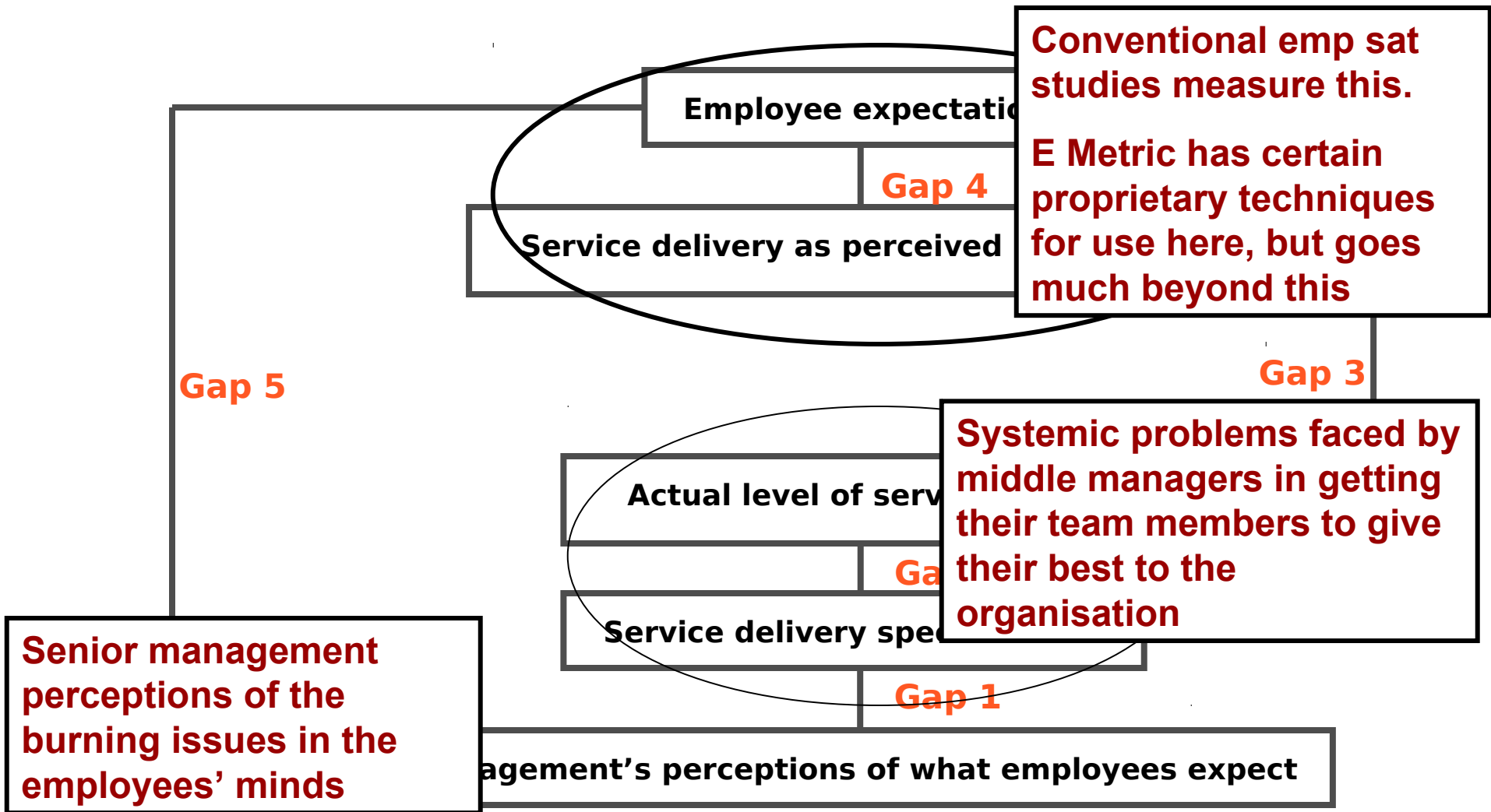
# **E Metric**

## **Internal Customer Contact Audit**

# Flow of this Presentation

- **Conceptual framework of E Metric**
- **Deliverables in each component**
- **Why use this approach?**
- **Specifics of survey measures**
- **Proprietary techniques to identify action areas**
- **About Knowledge Base**
- **Sample Outputs**

# E Metric – The conceptual framework

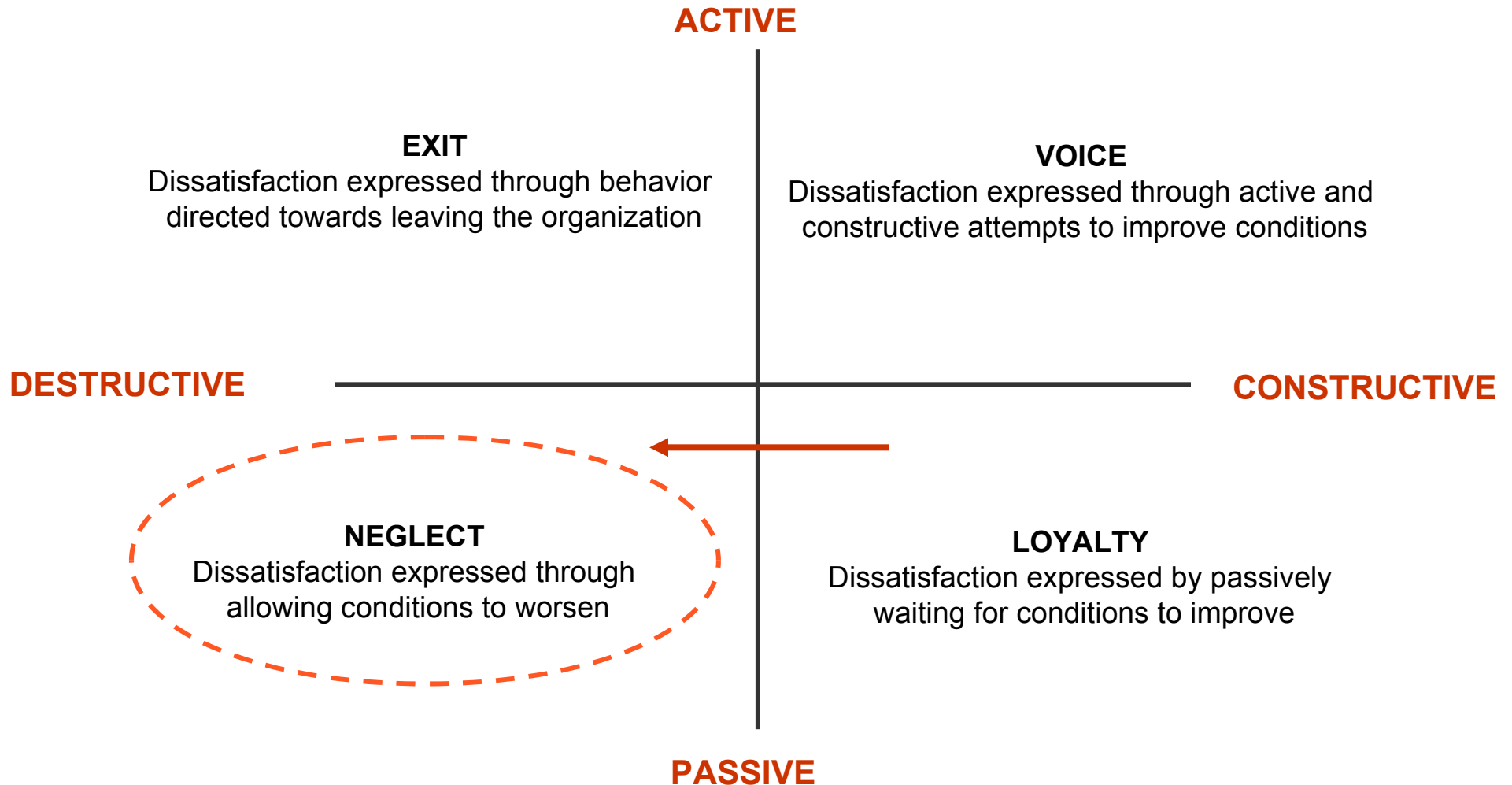


# Therefore..

- The components in E Metric are
  - An employee survey
  - A senior management survey
  - A middle management survey
- Middle managers also go through the employee survey, where they answer for themselves as employees

# Employee survey

# Is there a need for formal measurement?



# Salient features of E Metric

## What E Metric is...

Conceptually sound

Commonsense index  
and measures

Very strong diagnostics

Specific action priority  
identification

Efficient delivery system

Dedicated senior team

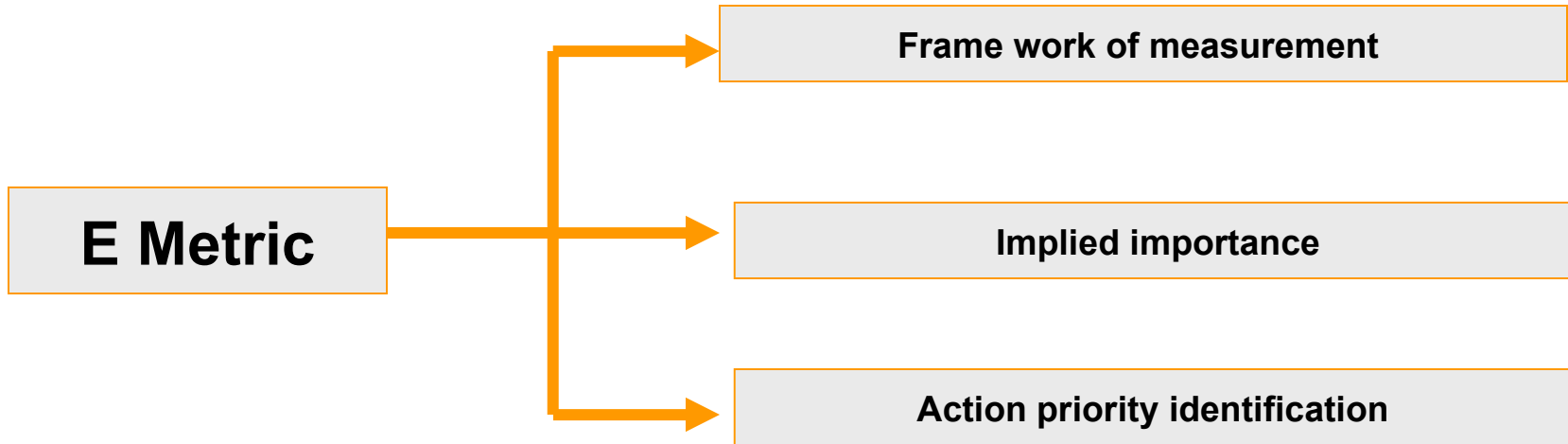
## What E Metric is not...

No black box

No “Algorithms”

No magic number

# Salient features of E Metric..2



# The framework of measurement

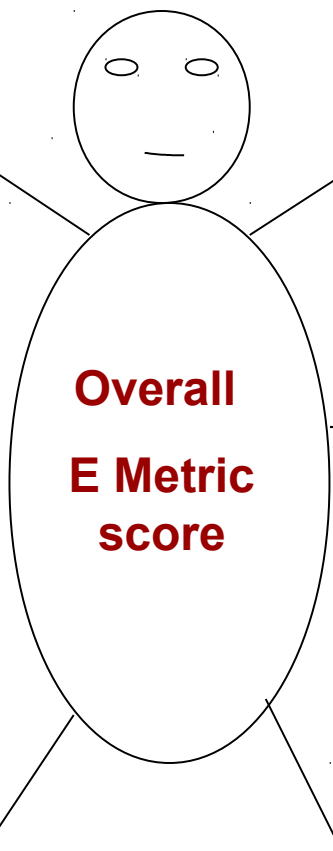
## Diagnostics

- Compensation
- Leadership
- Nature of work
- Market
- Personal
- Work
- Imm
- Quality
- Culture
- Performance
- Respect

Scale is 7 pt agree-disagree scale

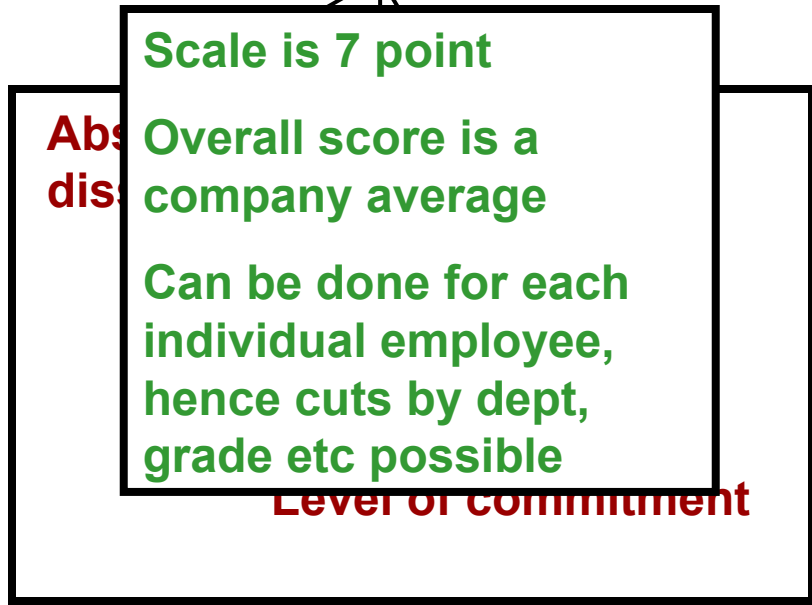
Around 40 statements

Statements developed through extensive qualitative research



Measured

As a composite of



Abs  
dis

Scale is 7 point

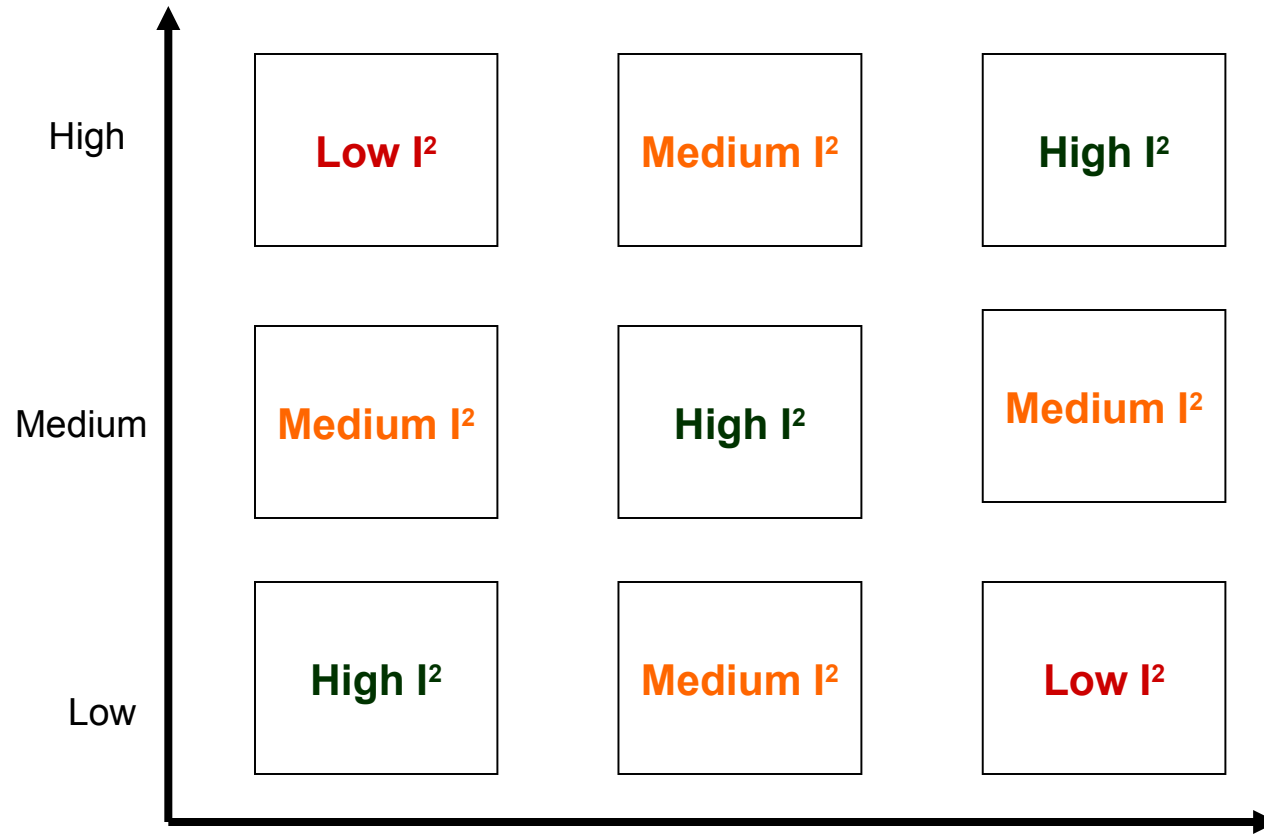
Overall score is a company average

Can be done for each individual employee, hence cuts by dept, grade etc possible

Level of commitment

# Implied importance

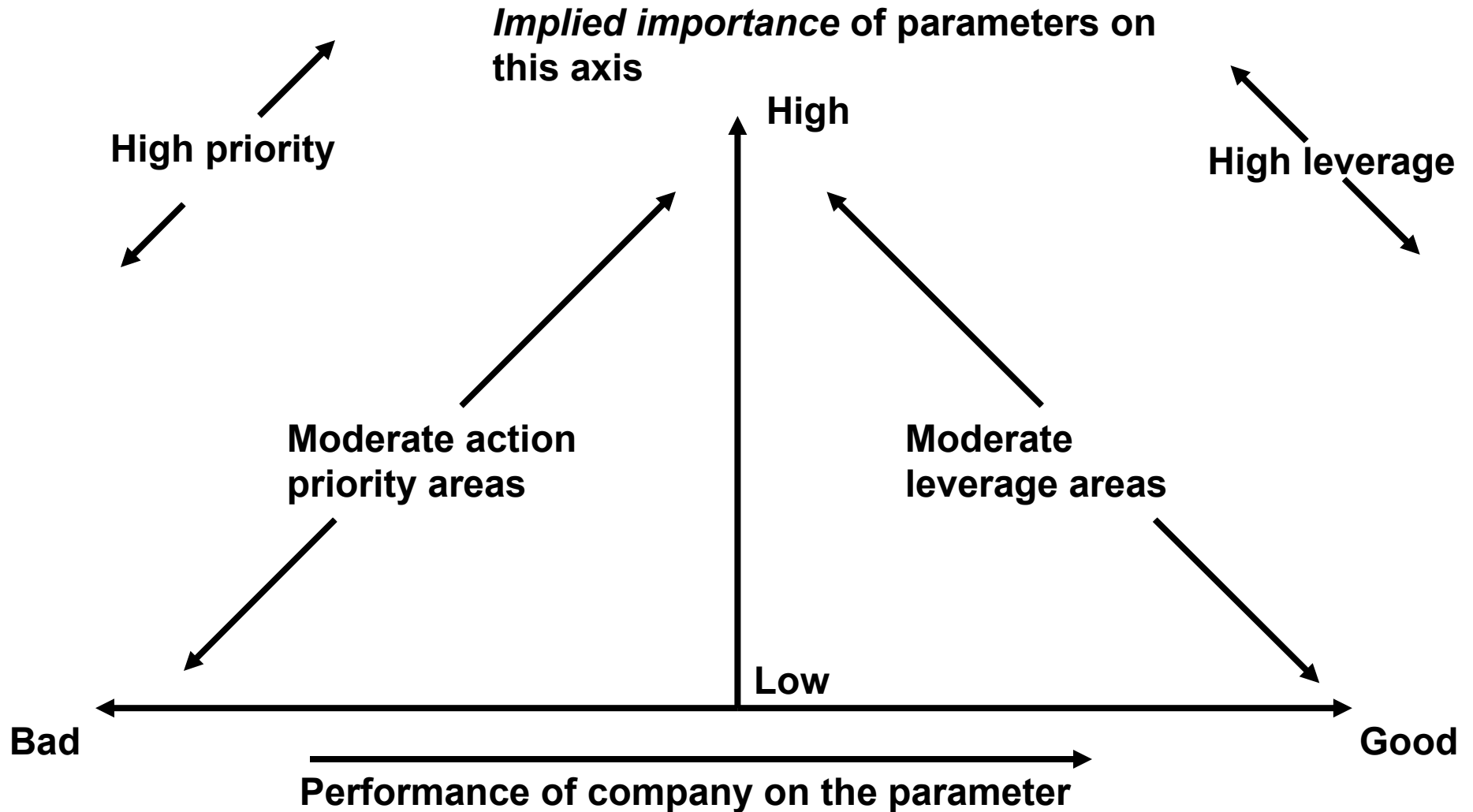
Statement Performance score



Implied importance, represented as I<sup>2</sup> measures the correlation between the two parameters namely the C Metric index and the performance score

E Metric index

# Action priority identification



# Methodology

- Any one of
  - Paper and pencil
  - Email-based
  - Online
- Self-filled
- If paper and pencil, best in a classroom atmosphere, with the option of an invigilator from our side
- Census, not a sample survey
- Questionnaire in English / local language

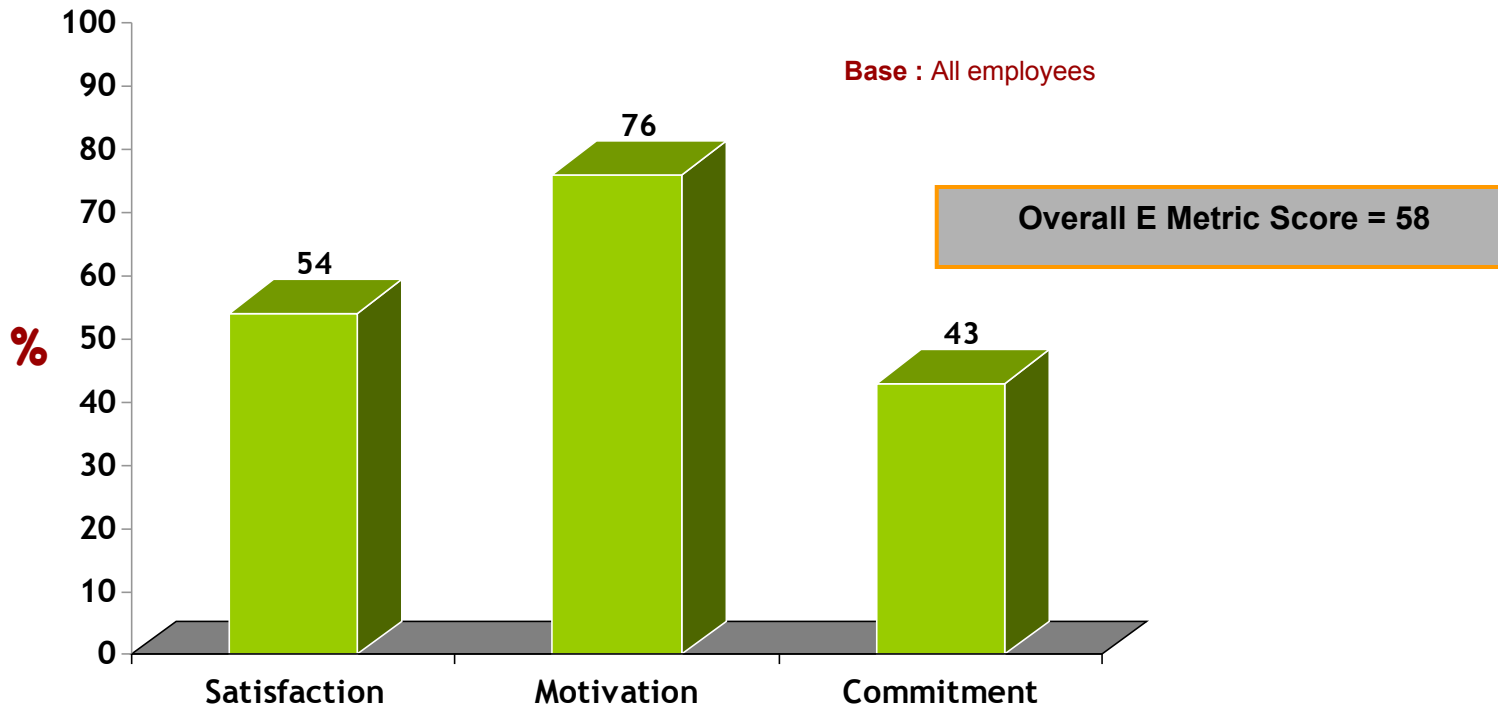
# Deliverables

- Initial cut presentation
- Final presentation
- Draft of letter for circulation among all employees on study findings
- Report containing executive summary for each unit / department (SS > 10) (Optional)
- Four rounds of interaction with core team formed by company for implementation, to help with data mining for more fine tuning

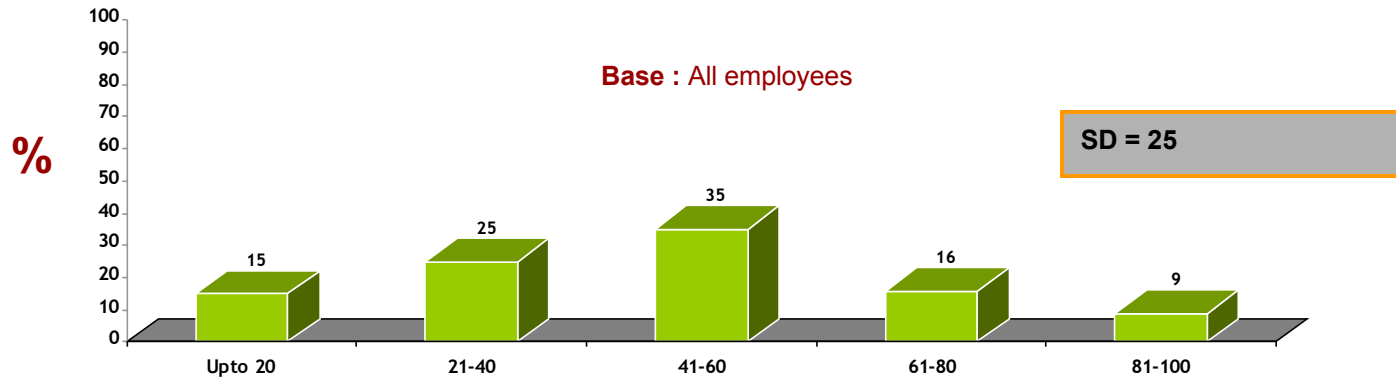
# About the sample outputs

- **Contains a few key output slides from our E Metric employee satisfaction system.**
- **All data here is hypothetical.**
- **The data here pertains to direct employee survey.**
- **The data from the other two components will be more qualitative in nature.**

# Sample output 1 – Overall score



# Sample output 2 – Overall score - variation



## Profile (%)

### Department

Marketing	34	33	27	34	31
Finance & Accounts	12	32	42	31	52
Sales	54	35	31	35	17

### Grade

Grade 1	33	42	41	28	62
Grade 2	67	58	59	72	38

### Gender

Male	54	33	52	34	72
Female	46	67	48	66	28

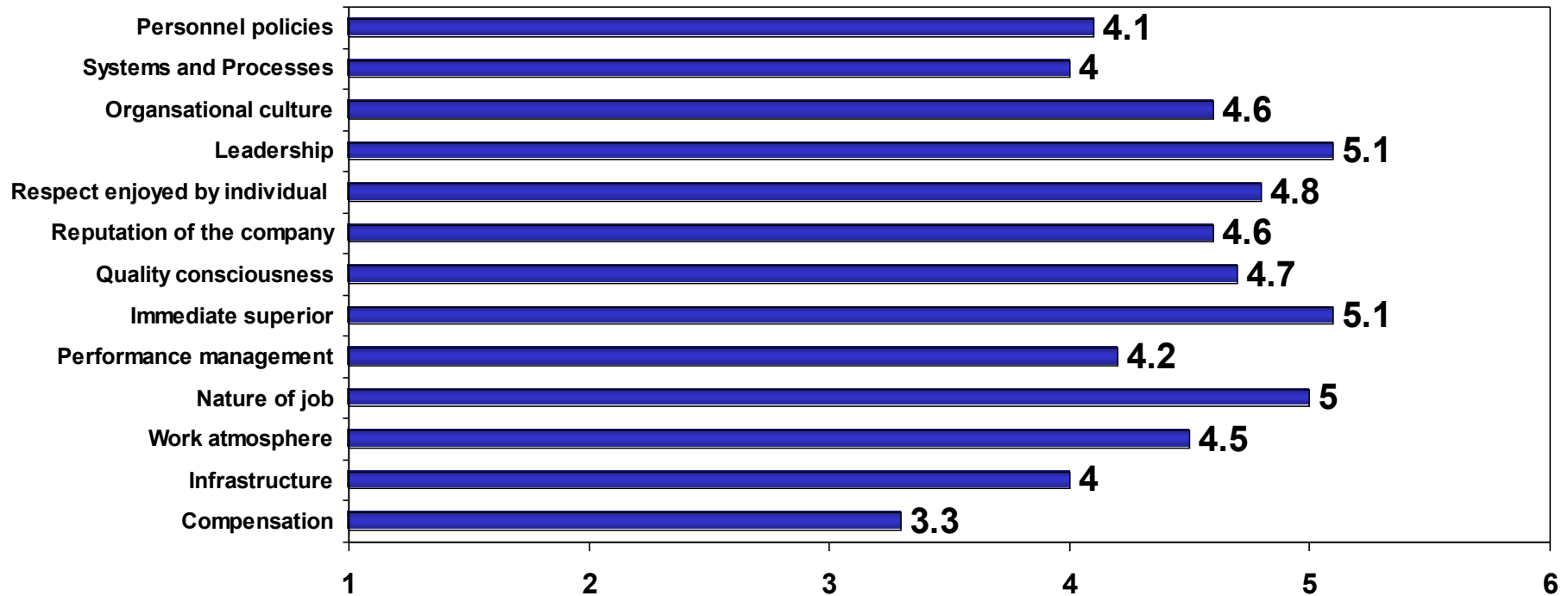
# Sample output 3 – Overall E Metric Score across breaks

	Department			Grade		Gender	
	<i>Dept 1</i>	<i>Dept 2</i>	<i>Dept 3</i>	<i>Grade 1</i>	<i>Grade2</i>	<i>Men</i>	<i>Women</i>
Overall score	65	72	35	65	57	63	59
Satisfaction	56	70	36	62	46	56	52
Motivation	88	90	50	82	70	84	68
Commitment	50	43	36	50	36	43	45

**We observe:**

- **Score in Dept 3 is relatively much lower**

# Sample Output 4 – Performance on diagnostic groups



**We observe:**

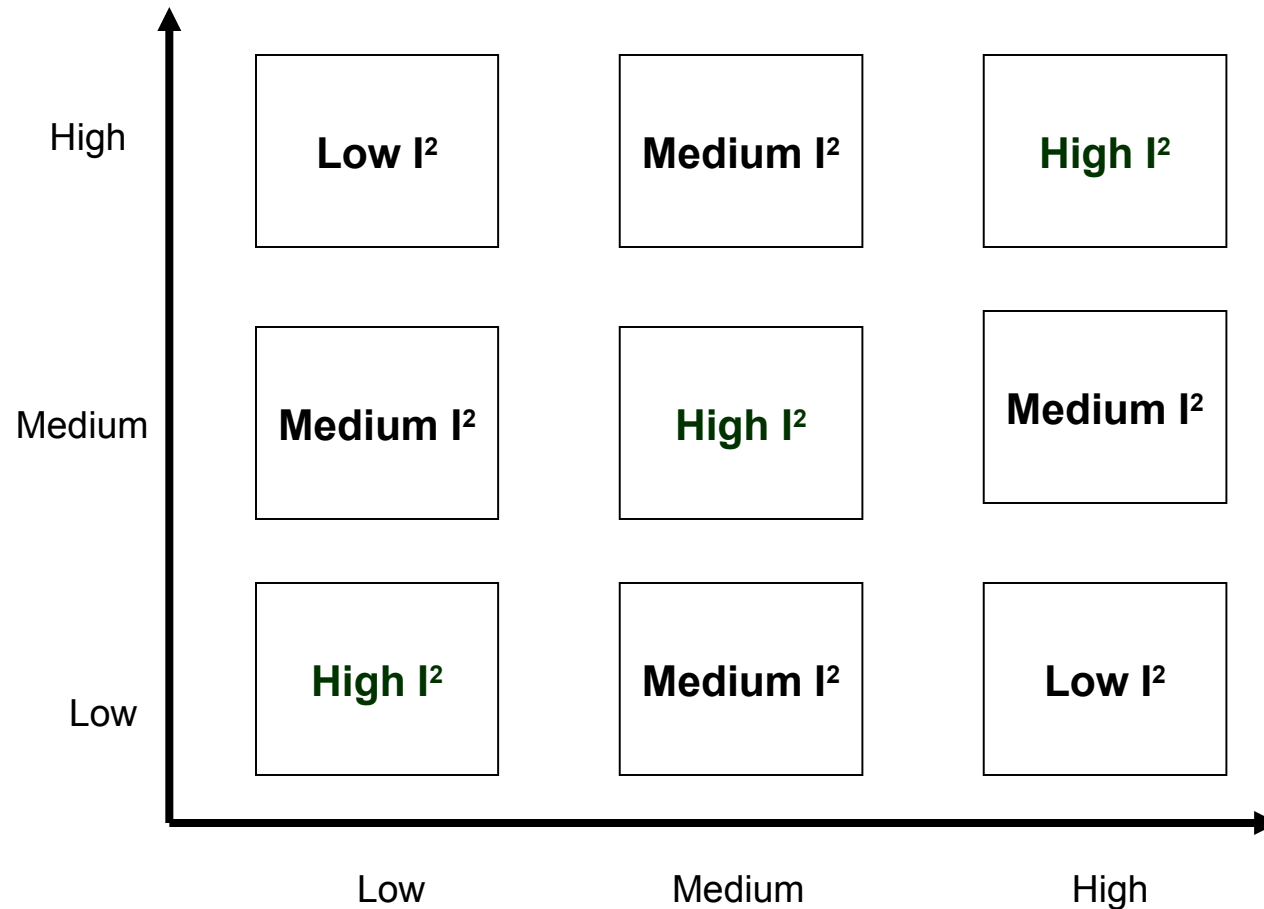
- **Leadership, immediate superior, and nature of job are the winners**
- **Problems exist in Infrastructure and Systems & processes**

## Sample outputs

- Action priorities for the company

# Sample output 5 - Implied Importance of parameters

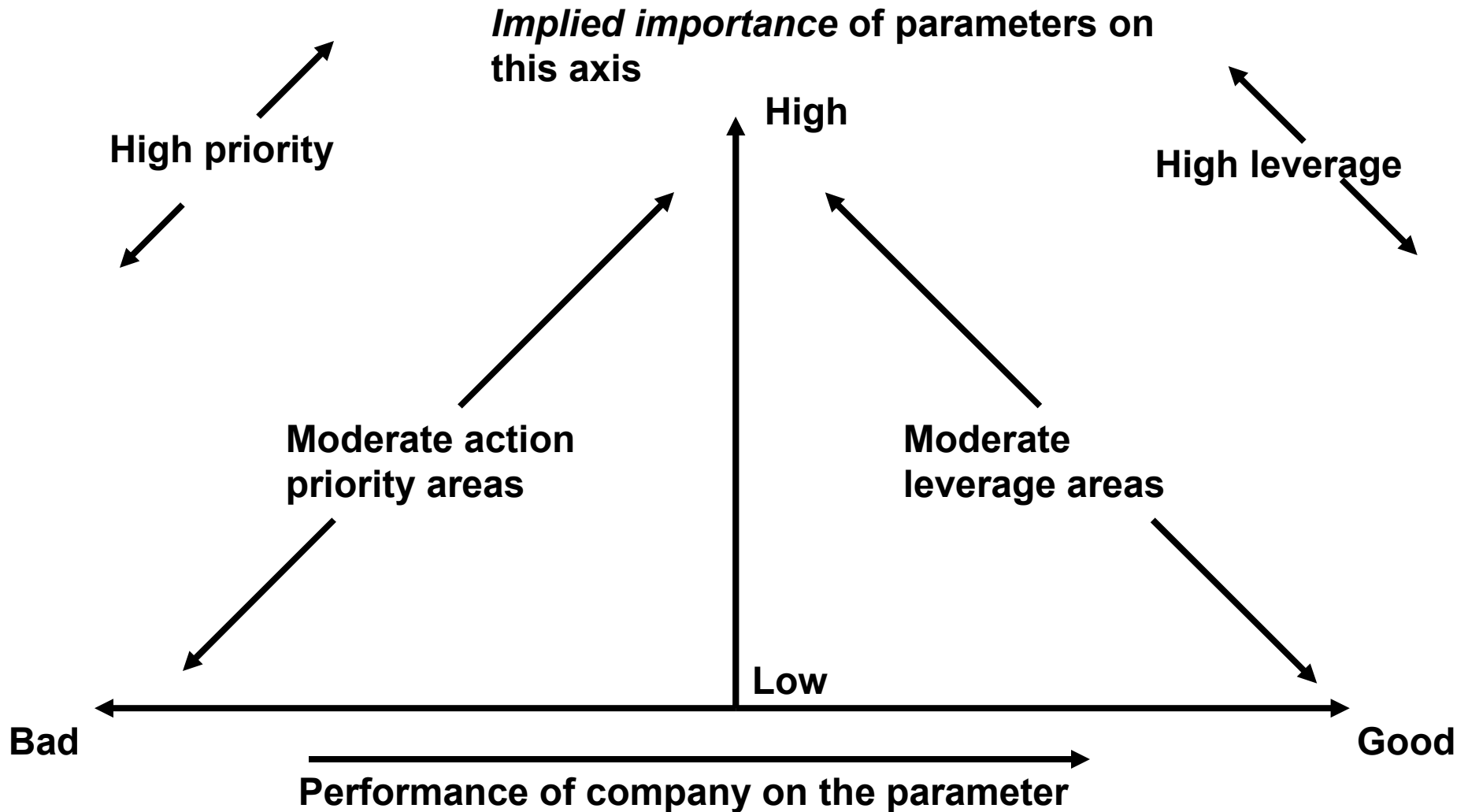
Statement Performance score



Implied importance, represented as I<sup>2</sup> measures the correlation between the two parameters namely the C Metric index and the performance score

C Metric index

# Sample output 6 - Action priority identification



# Sample outputs - Way Forward >>

Overall company

# Way Forward >>

## Action Priority Identifier...

High priority

- Compensation
- Performance management

Moderate priority

- Infrastructure
- Personnel Policies

## Leverage area identifier...

- Nature of job
- Immediate superior
- Leadership

Specifics follow...

# Way Forward >> High Priority

---

	<u>Priority Score</u>
• <b>Compensation</b>	
– Comparable to other companies doing similar work	... 33
– Compensation is fair for work	... 31
– Benefits are good	... 29
– Satisfied with compensation	... 30
• <b>Performance management</b>	
– Understand how appraised	... 26
– Periodic feedback for improvement	... 25
– <b>Other issues</b>	
– Reasonable benefits and welfare	... 28
– Good welfare policies	... 25
– Impressed by company name	... 24
– Physical infrastructure adequate	... 24
– Systems are in place	... 24
– Clear and documented	... 23
– Cost and wastage conscious	... 23

# Way Forward >> Moderate Priority

---

		<u>Priority Score</u>
• <b>Infrastructure</b>		
– IT infrastructure adequate	...	20
• <b>Personnel policies</b>		
– Policies are reasonable	...	23
– Looks after employees	...	22
• <b>Other issues</b>		
• Clear and transparent system	...	21
• Transparency in important decisions	...	20
• Clear and measurable goals	...	20
• Relevant training programmes	...	20

# Way Forward >> Leverage

---

	<u>Priority Score</u>
• <b>Nature of job</b>	
– Enjoy what I do	... 49
– Challenging and interesting	... 45
• <b>Immediate superior</b>	
– Gives everyone respect	... 44
– Happy if I grow	... 44
– Good sense of ethics	... 43
– Boss good at job	... 47
• <b>Leadership</b>	
– Top managers are respected	... 45
– Top managers have good ethics	... 44
• <b>Other issues</b>	
– Boss will give fair appraisal	... 44
– I can make a difference	... 44
– Proud to work here	... 45
– My job is important	... 44
– Friendly and informal atmosphere	... 47
– Company has a great future	... 50

# **Sample outputs - Way Forward >>**

## Department 1

# Way Forward >>

## Action Priority Identifier...

High Priority

- Compensation
- Performance management

## Leverage Area Identifier...

- Leadership
- Nature of job

Specifics follow...

# Way Forward >> High Priority

---

	<u>Priority Score</u>
• <b>Compensation</b>	
– Satisfied with compensation	... 44
– Comparable to other companies doing similar work	... 41
– Compensation is fair for work	... 40
– Benefits are good	... 32
• <b>Performance management</b>	
– Training programmes relevant	... 45
– Clear and measurable goals	... 37
– Understand how appraised	... 34
– Periodic feedback for improvement	... 34
– Given adequate training	... 31
– <b>Other issues</b>	
– Cost and wastage conscious	... 43
– Reasonable benefits and welfare	... 33
– Impressed by company name	... 31

# Way Forward >> Moderate Priority

---

	<u>Priority Score</u>
• Clear and transparent system	... 28
• Clear career path	... 27
• No unnecessary paperwork	... 27
• As good as the best in my industry anywhere in the world	... 24
• Physical infrastructure adequate	... 24
• Systems are in place	... 24

Please note, no one broad area figures here.

# Way Forward >> Leverage

---

	<u>Priority Score</u>
• <b>Leadership</b>	
– Top managers - long term vision ..	31
– Top managers have good ethics ...	32
– Top managers are respected ...	40
• <b>Nature of Job</b>	
– Challenging and interesting ...	33
– Best use of my qualifications, training, and skills...	33
• <b>Other issues</b>	
– Company has a great future	38
– People are good at job	36
– Boss good at job	32
– Free to disagree	41
– Support services have a good attitude	33
– Clear and documented	31

# About Knowledge Base

# What do we offer?



# Our background

- Knowledge Base – a recently set up MR consulting firm
- Based in Chennai
- Branch in Bangalore
- Strong presence in Sri Lanka through our associate company – Business Insights & Solutions
- Knowledge Base's founders are Lalitha Priya and R. Ashok, whose profiles are given later

# Our team

- S. Lalitha Priya
  - LP has spent over 10 years in MR after her business management education from the University of Madras. She was head of quantitative research at ACNielsen Chennai, and then head of Chennai branch of Hansa Research
- R. Praveena
  - Praveena has joined Knowledge Base after completing her business management education from the University of Madras in 2005.
- Pradeep Gangadharan
  - Pradeep has completed his business management from ICFAI in 2005, and has joined Knowledge Base after doing his management research project here. He has an year's prior experience in Internet advertising
- R. Ashok
  - Ashok has over 16 years experience in MR after his business management from IIM Bangalore. Ashok was last employed as the country head of ACNielsen in Sri Lanka. He also has extensive experience of teaching at business schools such as IIT Madras, IFMR, IIM Lucknow, and ENPC University of France.

# Our infrastructure

- Strong IT facilities, to enable quick turnaround times
- Strong data analysis back-end, supported by in-house data processing software called MR Tables
- Very strong field network with local office presence in over 40 towns all over India

# Affiliations / Partnerships

- Knowledge Base is an affiliate of Institute CRM – a US-based CRM consulting firm. iCRM and we work together on assignments for client based in south India and Sri Lanka
- Knowledge Base is part of a network of MR agencies across 14 countries. The network has been set up by Issues and Answers of the USA. This gives us access to relatively lower cost fieldwork in countries other than India

# Our clients

- AIRDA
- Lattice Bridge
- University of Berkeley
- The Hindu Business Line
- Shell
- Club Mahindra
- KG Industries, Sri Lanka
- FCB, Malaysia
- IOCL
- TVS Finance
- Mudra (RmKV)
- Brand Portrait
- Salks Software
- Ayurved
- TAFE

Thank You!