



Improve employee experience to drive improvements in customer experience

In this report, **Improve Employee Experience to Drive Improvements in Customer Experience**, we believe Gartner acknowledges that organisations understand the importance of the best customer experience (CX) and the impact it has on overall business, but often struggle to understand why employee experience (EX) is equally critical. Gartner recommends that ‘application

leaders must recognise how employees affect customer experience and the steps required to improve employee experience’.

See Figure 1 for the top impacts of employee experience and Gartner’s recommendations for application leaders.

Impacts and top recommendations for application leaders

Impacts	Top recommendations
Employee experience can have a negative influence on operational performance and customer experience when employees are not personally invested in their jobs and organisation.	Improve customer experience by identifying how employee experience can affect the organisation.
Multiple factors affect the day-to-day and year-to-year employee experience. Employees can become disengaged when organisations are unable to identify these factors and empathise with their staff.	Drive employee experience by using the voice of the employee, the employee persona and employee journeys.
The relationship between employees and technology in the workplace is changing, and employees expect flexibility and autonomy. When technology is overly complicated or there is a lack of technology, employee engagement decreases.	Empower employees by providing easy-to-use, powerful technology and by developing a multi-channel, multi-device, multi-modal and multi-experience strategy.

Source: Gartner (November 2019)

Figure 1. Impacts and top recommendations for application leaders

In this report, Gartner's research finds that 'organisations must first acknowledge the direct link between the employee's experience in their position and the experience that the customer has when interacting with an employee'. As explained by Gartner in greater detail, 'organisations must look beyond engagement to employee experience to drive improvements that have a direct impact on the customer':

Employee engagement

Gartner defines employee engagement as the extent to which a member of staff is willing to apply discretionary effort in order to achieve organisational goals, as well as feeling that the organisation enables employees to do their best work.

Employee experience

Gartner defines employee experience as the employee's perceptions and related feelings caused by the one-off and cumulative effect of interactions with their employer's customers, partners, leaders, teams, processes, policies, tools and overall work environment. Improvements in employee experience lead to improvements in employee engagement.

We believe that improvements in employee experience lead to improvements in employee engagement and, as seen in Figure 2, companies that invest in employee experience are also more profitable on a per-employee basis, and not just by a little.

It is our view that Gartner recommends companies to:



Improve customer experience by identifying how employee experience can affect the organisation.



Focus on the acquisition and retention of employees.

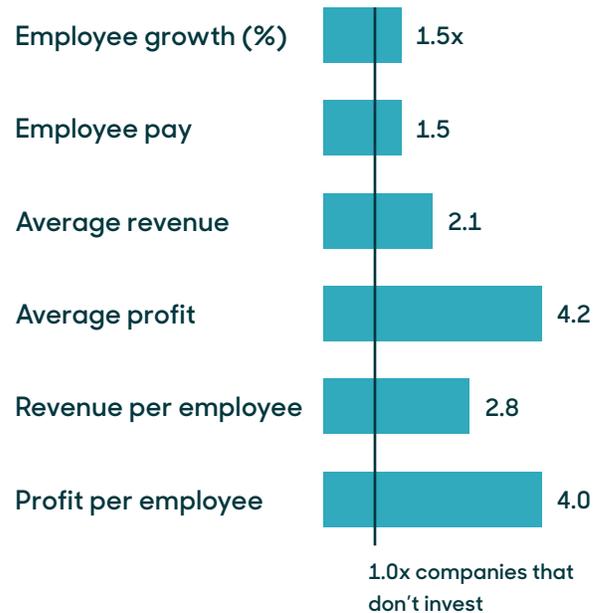


Invest in employee experience.

To learn more, view the complete report and analysis [here](#)

Gartner, Improve Employee Experience to Drive Improvements in Customer Experience, Gene Phifer, 26 November 2019

Amount by which companies that invest in employees outperform those that don't



Source: Gallup Employment Engagement Survey, 2017

Figure 2. Amount by which companies that invest in employees outperform those that don't