

**EVERY
CONNECTION
COUNTS.**



Customer Service Experts
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SUCCESS STUDY

MARSHALL RETAIL GROUP

Marshall Retail Group (MRG) is a privately held company specializing in highly targeted retail experiences at major casino-hotels. The company operates stores in more than 100 locations nationwide, and employs over 700 people.

With 55 years of experience, MRG has earned a reputation for running one of the most efficient and profitable retail operations in the resort and casino industry.

Fast Stat.

72.38%

Customer satisfaction score prior to employee survey.

83.95%

Customer satisfaction score after employee survey.



What's the problem?

Since 2005, MRG has been experiencing explosive growth. That's a good thing. But potential problems occur when growth outpaces a company's ability to maintain its brand promise. When a flood of new employees join an organization that lacks a strong organizational culture, its weaknesses come to light quickly. This is exactly what MRG was: operating in silos, lacking internal communication and unintentionally fostering a negative service culture.

CSE's solution

We started our exploration with a mystery shopping program to set a baseline score of the current customer experience across all of MRG's retail outlets.

Our findings confirmed that maintaining and enforcing MRG's brand reputation starts from within—providing an exceptional customer experience starts with an exceptional employee experience.

To get to the heart of employee satisfaction and understand the experience of working for MRG, we administered an employee survey across the whole organization. These results would be used to create a road map for improvement and help determine how best to reallocate resources toward the areas of greatest opportunity and success.

This survey showed that opportunities for improvement existed in employee engagement, communication, motivation and development. CSE then facilitated a Survey Strategy Session with a cross section of 24 employees to identify root causes of these opportunity areas, formulate effective action plans for improvement and create

a consistent communication channel to keep employees informed of the changes. As a result, a multi-point, self-sustaining action plan was established and implemented.

The Result...

Since partnering with CSE, MRG was able to identify the most important areas for improvement, resulting in improved customer service scores.

MRG's Customer Service Baseline Score: 58.55%

Since our engagement:

• Year 1: 66.27% • Year 2: 69.03% • Year 3: 72.38%

The measurement program we implemented proved its value. Seeing continued annual improvement, MRG hit the pause button on the mystery shop for a year and issued an employee survey.

So what happened when they reinitiated the mystery shop after the survey?

Customer satisfaction jumped approximately 11% to 82.42%, but the growth didn't stop there. Results of 2011's survey showed customer satisfaction further grew to 83.95%.

Overall, we've helped MRG improve its customer satisfaction scores by approximately 25% (the biggest jump occurring after our employee survey).

The outcomes of MRG's work with CSE were:

- reduced employee turnover
- improved internal communication
- implementation of a leadership university
- increased customer satisfaction scores



every connection counts.

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