

Case Study



Futurestep

Allegiance's Survey & Survey Analytics Solutions Pave Way for Add-on Sales at Futurestep

Futurestep provides the solutions and the global reach that businesses and organizations need to identify, recruit and retain the right people, ranging from full-time executives and middle managers to temporary project-based professionals.

As a division of Korn/Ferry, the largest global executive recruiting firm, Futurestep consists of 40 offices in 17 countries with over 700 professionals, and currently offers a global talent pool of more than two million job candidates. The company has been recognized by *HRO Today* as a top provider of Recruitment Process Outsourcing (RPO).

Addressing Critical 21st Century Global Business Needs

Futurestep has five lines of business within its organization, all of which assist companies around the world in identifying, recruiting and retaining various types of workers. These lines of business include Strategic Recruitment Process Outsourcing (RPO), Project-Based Recruitment, Mid-Level Recruitment, Interim Professionals and Consulting Services.

A couple years ago, Futurestep used a voice-driven survey solution to conduct post-transaction customer satisfaction surveys with its clients as well as job candidate recruits. This solution required Futurestep to use the same set of survey questions with every person, regardless of whether that person was an executive or manager, and/or if a client needed a different type of survey. This was because it cost Futurestep thousands of dollars every time the company built a new survey or modified an existing survey.

This severely limited the type and number of surveys that Futurestep could conduct not only for its own business purposes, but also for clients without having to pass along huge surveying costs to clients. Plus, with this solution, Futurestep only averaged a five percent survey response rate.

Since some survey questions didn't apply to every client, Futurestep wasn't able to survey all of its clients, including many of its top revenue-producing accounts. This prevented Futurestep from fully understanding the types of services that its top clients needed and valued most, as the survey scores for top revenue-producing accounts carried the same weight in the survey results as minimal revenue-producers.



CHALLENGE

- Used a voice-driven solution; No flexibility in creating surveys.
- Low survey response rates.
- Unable to survey all of its clients.
- Needed a third-party way to measure and validate its quality of service.

ALLEGIANCE SOLUTIONS

**Allegiance ActiveSurvey™ and
Allegiance Best Practice Consulting**

RESULTS

- Now has a flexible survey solution.
- Survey response rates have increased from 5% to 23%.
- Now able to offer hundreds of thousands of dollars in value-added services to clients.
- Anticipates being able to offer \$750,000 in value-added services to clients in 2009.
- Now able to measure and validate its quality of service.

In an effort to offer more value to clients and gain a better understanding of its clients and prospective job candidates, Futurestep knew it needed a more cost-effective and versatile solution.

In addition, since Futurestep works with people around the globe, it needed a way to conduct surveys in multiple languages as well as adapt its surveys to specific cultural requirements.

Allegiance Case Study



Moreover, Futurestep has a lot of long-term contracts and in many cases, those clients are trusting Futurestep to replace an entire recruiting department. Many of these contracts include Key Performance Indicators (KPI) or Service Level Agreements (SLA). The only way to measure the quality of service that Futurestep is delivering to those clients is through surveying. "So, it's key to the business, especially that piece of the business," said Debbie Milks, Leader of Global Services for Futurestep.

As a result, when it came to using its previous survey solution, Milks said, "It was kind of like fitting a square peg in a round hole because it just didn't work for our business. We needed a solution that was much more flexible and could meet all of our line of business needs and changes."

Futurestep initially turned to SurveyMonkey, but quickly discovered that it was only a point solution, and that it didn't offer any of the supporting professional services or customer care that Futurestep needed.

Plus, to ensure the confidentiality, security and integrity of the survey results, Futurestep's board of directors required that all surveys conducted by Futurestep be validated through a credible third-party company. "Monitoring clients and their overall satisfaction and thoughts using a survey tool is important to building and improving our business," Milks said. "We have a premier brand, and we want to make sure we're protecting that."

Increasing Client Satisfaction by Delivering Custom-Tailored Survey Solutions

After evaluating several solutions, Futurestep selected Allegiance's ActiveSurvey™ and Allegiance's Best Practices Consulting, which means Futurestep now has the third-party, enterprise-level customer satisfaction and loyalty solution that it needs to conduct multiple surveys.

For instance, Futurestep is currently using Allegiance's ActiveSurvey to: 1) survey clients about Futurestep's quality of service (thereby meeting its board and contract requirements), their individual job candidate needs, and gain insights on why prospective job candidates are or aren't hired; 2) survey prospective job candidates about Futurestep's recruiting process; and 3) survey its own employees as part of human resource exit surveys, training classes, etc.

Futurestep is also now able to provide its clients with multiple custom-tailored surveys—whether a client needs one survey or six or more surveys. Prior to using Allegiance's ActiveSurvey, many of Futurestep's clients wouldn't have been able to conduct those surveys, as Futurestep would have had to pass along hard costs ranging from \$10,000 - \$60,000 for those surveys, depending on the number of surveys that a client needed.

Thus, Milks estimates that to-date, Futurestep has been able to offer hundreds of thousands of dollars in value-added services to its clients that it wasn't able to offer before. And she anticipates that Futurestep will be able to offer more than \$750,000 in value-added services to clients in 2009.

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Futurestep is also now able to ensure the proper weighting is given to top revenue-producing clients in its survey results, keep tabs on critical emerging trends and make any necessary adjustments to its business. "In the past, we never sent surveys out to some of our key accounts because we didn't have any flexibility in our surveys. But now that we're able to tailor our surveys to specific client needs using Allegiance's ActiveSurvey, we're able to send surveys to those accounts. This is the first time we're starting to see survey results coming back from them," Milks said.

In the few short months that Futurestep has been using Allegiance's ActiveSurvey, it has already seen its survey response rates dramatically increase from an average of 5 percent with its previous survey solution to an average of 23 percent with Allegiance.

Plus, thanks to Allegiance's Best Practices Consulting team, Futurestep is now able to develop, validate and conduct surveys in multiple languages, as well as adapt its surveys to specific cultures.

"The Allegiance Best Practices Consulting team has been outstanding. I can't say enough about them," Milks said. "Not only have they helped us understand how to write better surveys, but they've also been able to continually provide us with the best practices."

"Futurestep is committed to delivering the highest quality services to our clients, and our use of Allegiance's ActiveSurvey is a direct expression of that commitment," she said. "ActiveSurvey is a great product and it's certainly made a big difference to our business."

For more information,
[visit www.allegiance.com](http://www.allegiance.com)

To demo a product or contact Allegiance sales,
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