



# **Summer People Analytics Challenge Insight Tackle High Attrition**

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# Why does attrition in Support Team matter?

As a logistics company, it is important for our customers to get accurate information about shipments and deliveries, and receive support they needed.

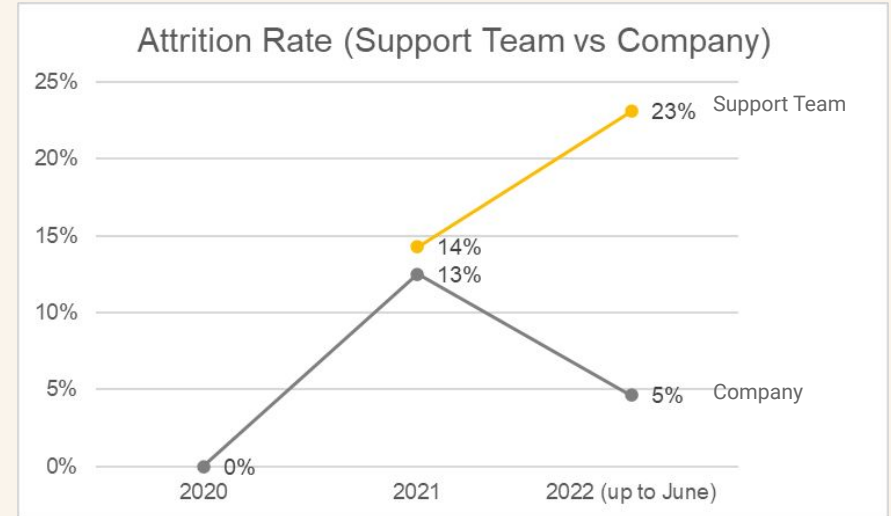
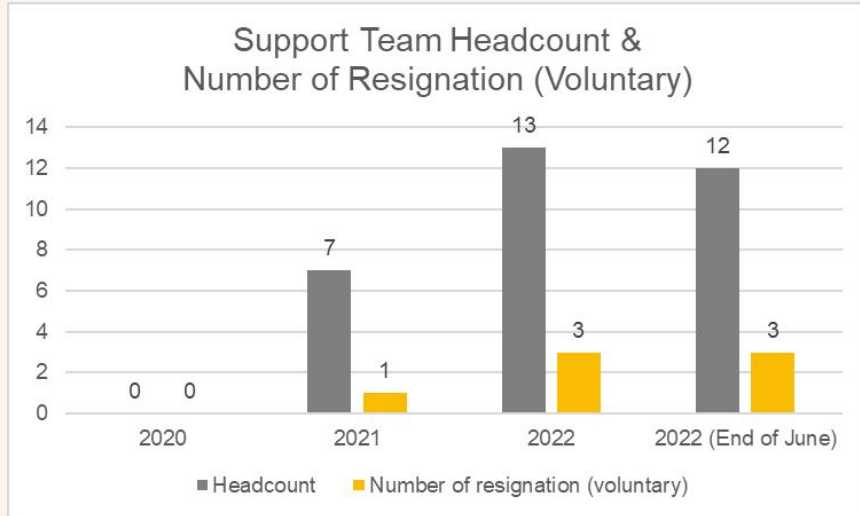
However, in the last year our **Customer NPS has dropped from 85 to 40**, which brought impact of **estimated 19% decrease\* in our revenue**.

High attrition in Support Team causes our customers have to wait more when they contact the team, they can not receive timely information on shipments and deliveries information, and this leads to dissatisfaction and decrease in Customer NPS.

\*Please refer to appendix in page 8.

# Does the Support Team have high attrition rate?

In 2022, three employees left Support Team and caused the headcount to fall below beginning of the year. Support Team also has an increasing attrition rate\* to 23% (vs 5% for Company) in the first half of 2022.



\*In principal, attrition rate is the number of resignation (voluntary) in a year divided by headcount at the beginning of the year. However, for the first half of 2022, number of resignation (voluntary) is counted until end of June 2022, and yearly projection is not provided here.

# What does the Exit Survey tell us, and in which area can we do better?

From Exit Survey, we learned that people who left gain a lot of cash compensation, learning opportunities in the new company. Office proximity and work flexibility may indicate remote work.

Items with **Gain a lot** answer

- **Immediate value of cash compensation**
- **Learning and development opportunities**
- **Work flexibility**
- Perks
- Coordination and organization
- Company reputation

Items with **Lose a lot** answer

- **Office proximity**

Items with **Lose a little** answer

- Office proximity
- Manager quality
- Peer quality
- Current job level

# How long have the people who left the company worked and what did they tell us?

There are four employees left in 2021 and 2022. Among them, two people left within 6 months, and another two left in less than two years. From Exit Survey, one of the employee who left within 6 months and another who left within two years mentioned that they **gained a lot of learning and development opportunities** in the new company.



# What is our next step to solve the attrition problem?

- Consider to **invest in IT system** that allows customers to get information about shipments and deliveries in real time for the long run. This will allow Support Team members to focus on more urgent and important issues. Also **plan and simulate the most optimum number of staffs needed** when the IT system is deployed.
- **Investigate whether we offer competitive salary** compared to same function in similar companies through salary benchmarking report. Based on the results, we may consider initiatives such as raise in pay, sign-on bonus, or special bonus when they reach specific tenure.
- Investigate learning and development needs and provide opportunities such as **training tailored for specific tenure**.
- Related to learning and development opportunities, **implement active Organizational Network Analysis (ONA)** to find out to whom the team members turn into for knowledge. Initiatives to lower attrition rate or to resignation should be prioritized to these people.
- Consider to **introduce remote work** to add more work flexibility.

# **Thank you!**

**Aulia Raubien**

# Appendix



# Assumptions for Customer NPS and revenue

- A promoter has an average payment of 100 USD per year, a passive has an average payment of 50 USD per year, and a detractor has an average payment of 30 USD per year.
- Number of customer this year (Customer NPS = 85) is the same with previous year (Customer NPS = 40), but with different composition.

**Customer NPS = 85**

Customer Type	Composition (in %)	Average Payment (in USD)	Total Payment (in USD)
Promoter	90	100	9000
Passive	5	50	250
Detractor	5	30	150
Total	100	-	9400

**Customer NPS = 40**

Customer Type	Composition (in %)	Average Payment (in USD)	Total Payment (in USD)
Promoter	60	100	6000
Passive	20	50	1000
Detractor	20	30	600
Total	100	-	7600

-19%