



# SALT'S VITAL INGREDIENT FOR STAYING CONNECTED ACROSS THE GLOBE



## 01

## ABOUT SALT



**What sets Salt apart from other recruitment agencies is its relentless focus on people.**

Salt is a leading digital recruitment agency connecting people and businesses globally within consulting, creative, HR, marketing, sales and technology. Started in 2003 by sibling duo Jacqui and Shaun Barratt, it has grown beyond its New Zealand beginnings to include offices in 15 locations across the world and over 260 staff.

What sets Salt apart from other recruitment agencies is its relentless focus on people.

“Everything we do is about the human connection,” says CEO and Founder,

Jacqui Barratt. “Recruitment can be emotional and, at times, stressful. Our role is to enhance the recruitment experience and provide honest and constructive feedback to both clients and candidates.”

Drawing on its namesake, Salt’s mission is to be that vital ingredient in the recruitment process. Not necessarily felt when present, but acutely noticed when missing.

**They’re about preserving long-term relationships.**

02

STAYING CONNECTED  
AT SCALE

**Staying connected to customers as you grow from a small three-person team to a global company is no easy task.**

“As we matured, we started to appreciate that we couldn’t get across all the feedback and couldn’t be everywhere to collect it first-hand. We thought to put in a more formal structure so everyone could have a voice,” says Jacqui.

Which is what led them to Perceptive in 2012.

Customer loyalty and advocacy is incredibly important in the recruitment industry. Traditional and electronic word of mouth are both a significant source of growth and new business. With that in mind, Perceptive helped Salt implement a Voice of Customer programme across its 15 offices. Using Perceptive’s enterprise-level customer experience management platform, [Customer Monitor](#), Salt is now able to track their Net Promoter Score (NPS) and gather vital feedback from client and candidate alike. NPS is a globally recognised metric, and for a company like Salt that is committed to human connection and superb customer experience, it provides a valuable benchmark to ensure they continue to lead the industry.

“We survey everyone, not just those we placed who we know are going to give us a good score. It keeps us honest,” Jacqui says. “We work with a lot of people, so we know we’re not going to get it right every time. But we can’t do better without knowing what we’re doing well in and what we’re not.”

An added benefit is that the surveys aren’t anonymous, meaning Salt can drive change exactly where it is needed. They can also filter the data to track overall performance, performance by office location, performance by division, as well how each recruitment consultant is performing.

“The Net Promoter Score is just the tip of the iceberg. We work with Salt to uncover what themes are driving advocacy up or down and to what extent—at both a candidate level and a client level. This helps pinpoint and prioritise areas for improvement across the business,” says Damian Bennett, Senior Business Director at Perceptive.

“Perceptive helped make the job of driving the programme across the business easy.”

Jacqui Barratt, CEO and Founder of Salt

Today, Salt’s Voice of Customer programme permeates the business, empowering leaders, managers, and individual staff alike to effectively resolve client and candidate complaints. The programme is also used to assess how well Salt is supporting its staff, identify areas for learning and development, and celebrate wins. They even share a client’s own feedback during that client’s review to reinforce the value Salt delivers to them, which has helped Salt retain business and build trust.

“We share the results of our Voice of Customer programme to the board every month. When we hire new staff, we tell them about the programme. We use it to help assess and inform staff promotions and bonuses. We celebrate our NPS champions across the globe and, in turn, have them help other people in the business who might be struggling,” says Jacqui.

While it’s taken time for everyone to embrace it, Jacqui says the programme has heightened staff awareness of customer experience and the importance of looking after customers. Over time, Perceptive has worked with Salt to evolve the programme to identify new opportunities for improvement and ensure it continues to measure the moments that matter.

**As a result, Salt now has high levels of customer advocacy and loyalty in all its offices around the world.**

“Perceptive helped make the job of driving the programme across the business easy,” says Jacqui. “The account managers are fantastic. They made us feel really valuable as a customer, they invite my crazy questions, and they do it with such ease that they are a delight to work with.”



## 03

## EMPLOYEE EXPERIENCE KEY TO CUSTOMER EXPERIENCE

**The culture of an organisation, including how engaged and happy employees are, has a direct impact on the experience of customers.**

This is what led Salt to introduce a voice of employee programme in 2018. Again, with the help of Perceptive and using employee Net Promoter Score (eNPS) as the central metric.

“NPS worked so well; eNPS was a no brainer,” says Jacqui.

Despite some tough feedback, Salt has seen year-on-year improvement in their eNPS. The anonymous survey, run through Perceptive’s employee experience programme, Employee Monitor, has helped open a dialogue with staff and encourage them to collaborate and problem-solve solutions.

“We assess our employee feedback and pull out the key insights—both positive and negative,” Jacqui says. “We celebrate the top three positives and run a workshop with our staff on the bottom three negatives. This gives our staff a chance to clarify their feedback and work with us to come up with a way to address the issues.”

For instance, in the early days of the programme, flexibility came through as the biggest piece of feedback. From this, Salt’s leadership and staff came together to define what various team members meant by flexibility. Together they produced a plan for three different flexible working arrangements, which were then trialled in the offices.



04

AWARD-WINNING  
SERVICE

**Salt's passion for putting people first and developing genuine human connection has played a massive part in the brand's success.**

In the last two years, its offices have won numerous awards including:

- » **LinkedIn Talent Awards 2021** (Talent Engagement Award).
- » **TIARA Recruitment Awards UAE 2021** (Best Specialist Recruitment Company and Client Service).
- » **Women in Technology Employer Awards 2020** (Best Recruitment Agency).
- » London Stock Exchange Group's '**1000 Companies to Inspire Britain 2020**'.
- » **Asia Recruitment Awards 2020** (Best Specialist Recruitment Agency).
- » **RSCA NZ Industry Awards 2020** (Excellence in Client Service).

"I've worked with Jacqui and the Salt team for a few years now but the highlight for me was definitely when Jacqui shared the news that they had won the Excellence in Client Service Award at the [RCSA](#) Industry Awards and how our work together had been instrumental in helping drive better client outcomes," says Damian from Perceptive.

The Recruitment, Consulting and Staffing Association Australia & New Zealand (RCSA) is the peak body for the recruitment and staffing industry in Australia and New Zealand.

Meanwhile, Salt continues to go from strength to strength. With Perceptive giving them a line to their clients, candidates and employees, Salt can continue to create futures that push the bar of service excellence even higher.



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## About Perceptive

We are the leading technology-based insights agency in Australasia. Our insights have driven some of the most well-known marketing campaigns, PR activations, customer experiences, products launches, brand evolutions and market dominations in the Southern Hemisphere.

Perceptive is part of the Clemenger Group, Australasia's most successful marketing and communication organisation. Together, we provide our clients with unmatched capability across the marketing services spectrum.

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