



Engaging employees by transforming their digital experience

Cloud-based solutions are empowering employees





The power of the employee experience

A range of cloud-based offerings are remaking the employee experience, creating a holistic approach to the workplace that benefits employees and, in turn, their employers.

Companies have long been pursuing business advantage by concentrating on enhancing the Customer Experience (CX). [Survey results from research firm Gartner](#) found that, as of 2016, “89% of companies expect to compete mostly on the basis of customer experience...”¹ Companies are investing billions in CX to improve customer loyalty and increase market share and revenue.

But despite these efforts, the success rates appear to be low. [2018 survey results from strategy firm CustomerThink found](#) “just 23% of respondents claiming tangible benefits from CX investments.”²

These disappointing results are mainly caused by companies assessing CX benefits in the wrong place. Those investments are driving fundamental transformations within their own walls—with their employees. This is creating increasingly tech-savvy employees who are changing the rules of the workplace, as they benefit from digital experiences that were intended for consumers.

In other words, companies should direct resources to creating positive Employee Experiences (EX), and this in turn will deliver the CX goals they have long sought.

The value of coherent, well-managed EX strategies is being proven at companies such as Airbnb, Harrods and Virgin Group, all of which have senior executives responsible for delivering a superior employee experience. At Airbnb, for example, the [Chief HR Officer changed his title to Chief Employee Experience Officer](#), and as of 2015 the company could claim that 90% of Airbnb employees recommend Airbnb as a great place to work and the company averages a 90% acceptance rate on job offers.³

EX no longer lives within only the walls of HR, as organizations increasingly see employees as key to delivering the ultimate CX. Engaged people are the number one success factor in making EX strategies successful and driving lasting business outcomes.

That means CX needs EX to be successful, so it is unfortunate that employee initiatives are often the last area of digital investment. It is time to stop neglecting EX. Greater technological innovation in Human Capital Management (HCM) will have a positive impact on the entire business. More engaged employees lead to better customer service and increased revenue.

Research conducted by author Jacob Morgan found that “experiential organizations had more than 4 times the average profit and more than 2 times the average revenue.”⁴

Re-defining the employee experience

Younger employees are often more interested in rapid career development than in the employment stability that may have attracted their parents. They want the opportunity to shape their workplace experiences on their own terms. Often, this means replicating in the workplace the experiences they enjoy in their personal lives.

EX is the sum of everything an employee perceives, lives and engages with during their journey within an organization.

Remaining competitive in the market means creating an EX that excites and engages employees. Digital practices should be designed around the needs of employees, rather than adhering to organizational silos or physical boundaries. By delivering a workspace that is personalized, employees can better utilize their skills and knowledge to generate desired outcomes, rather than simply completing tasks. Creating personalized work environments also tends to flatten hierarchies and promote collaboration, which in turn creates a more innovative company.

This new culture will be built around rewarding collaborative behaviors while de-emphasizing more traditional ones. It will employ platforms, processes and tools to leverage talent on-demand within diverse workforces inside and outside the organization. In addition, flexible employment contracts and working patterns will become increasingly important.

Productivity can best be conceptualized in terms of experiential gains and “owned” outcomes that are derivative of employee-centric processes and shared success among collaborative and flexible teams. Measuring productivity simply in terms of numbers and to-do lists does not create engaged employees. Organizations need to move beyond the traditional methods and schemas and focus on how employees can create value for themselves and the organizations. Identifying smarter, more repeatable, and sustainable forms of working builds its own internal processes and resonates beyond the completion of any one particular task.

People can be more effective when data analytics and data visualization tools help them to automate routine tasks and make better decisions faster. Adopting a more consumer-like approach that emphasizes mobility and usability is becoming more critical. Employees have greater access to personal and professional networks, knowledge, decision support, and analytics relating to personal performance rather than objectives and targets.

Unleash the Digital Employee Experience

The digital workplace is a key component of Digital Employee Experience (DEX). It provides a framework for understanding what is delivered to employees and how. The power of the digital workplace as a lens is that it's grounded in the day-to-day reality of the digital systems and processes employees are using. This enables decisions to be made on practical questions such as how to give people access to digital resources and what collaboration tools to launch.



DEX

=

Digital
Employee
Experience

DEX is the sum of all experiences an employee has with an organization. It greatly influences their performance and their loyalty towards the organization.

DEX key enablers are digital and technology investments focused on elevating employees' emotional quotient, to help them be successful at work and aligned towards organization goals.

The nuts and bolts of DEX

Individualized employee experience

Addresses all aspects of an individual's experiences, such as using analytics for compensation and performance evaluation, skill mapping, learning and development, and recreation needs

Physical workspace design

Supports ease of working, e.g., real-time collaboration, virtual office space, flexibility anytime anywhere, and a safe and secure work environment

Personalized digital and IT services

Tailored to the user-level, e.g., BYOD, self service, robots and AI as key enablers

Success enablers for DEX

The digital workforce and the digital workplace



Right touch

Right touch HR service: omni channel, with query resolution path through chatbots, virtual agents, and knowledge bases to a live agent and concierge service



One size does not fit all

Segregation of employee services, rewards and incentives as per employee role, skills, and competencies



Service analytics to improve employee services



Mobile, robots, and AI tools

Supplementary robotics and AI tools improve automation and self services



Flexible, real-time anywhere, virtual and collaborative workspaces

Supplementary robotics and AI tools improve automation and self services



Predictive workforce analytics

Enhance Human Capital Management analytics to move to predictive decision making

The DEX workplace needs to consider:

- **Devices and systems:** the IT component of the digital workplace, ranging from mobile phones to productivity tools to business systems.
- **Data capabilities:** what employees are able to do, from accessing information on a mobile device to conducting searches and collaborating with others.
- **Collaboration:** the myriad interactions that happen every day, ranging from quick clicks to full business processes.
- **Insights:** how the digital workplace provides information, broadcasts the day-to-day happenings within the workforce and empowers employees with knowledge.
- **Experiences:** from an end-user perspective, the experience should not be difficult and complex, but rather intuitive and productive.

DEX has an unprecedented opportunity to provide an enormous competitive advantage to a company's business. HR leaders who can fully integrate their processes into the digital workplace will reduce costs, increase engagement and add to the bottom line. The journey starts with a few simple questions:

- Do we understand what we need to measure to be successful?
- Do we have the right processes in place to empower employees?
- Do we have the right technology to provide the systems of engagement that are critical to success?
- What are the top-three areas in which we should invest time and effort to create compelling experiences for internal and external clients?
- Do we have the internal expertise or the right partners to ensure success on this journey?

Answering these questions will enable the organization to create a meaningful roadmap to foster an innovative, rewarding and productive Digital Employee Experience.

Creating the best EX environment

Our clients have seen the infrastructure benefits of moving to an HR cloud system, and Capgemini is taking it a step further by revolutionizing the experience of both the individual employee and HR. Our focus is to support not only the HR business process but to give employees technology that is simple, modern, and intuitive. Using cloud services to provide faster, more scalable access to services speeds up provision and reduces the risk of data loss.

In the modern digital world, harnessing data can only be achieved using modern HR systems, and these platforms enable HR to position itself in a more strategic role. Capgemini has been proactive in developing automated tools that enhance these modern technologies by utilizing AI and robotics.

Transforming HR requires new thinking and innovation. For example, the development of the People Analytics solution can dramatically improve the way organizations identify, attract, develop, and retain talent. People Analytics links talent to business value and achieves results, according to [numbers from McKinsey & Company](#)⁵:

- 80% increase in recruiting efficiency
- 25% increase in business productivity
- 50% decrease in attrition rates
- 80% reduction in staffing and hiring time.

Google is a pioneer of People Analytics and has leveraged it to [predict employee turnover](#)⁶. The idea is to identify people at risk of leaving and work to develop a program to entice them to stay.

New types of employee sentiment analysis products include pulse survey tools, employee mood-monitoring systems, culture and engagement assessments, and feedback tools. These enable employees to provide anonymous or confidential feedback to others and are being used to identify management problems, leadership gaps, safety and compliance issues, and fraud and theft problems never before made visible.





Designing a DEX solution

There are five steps to operationalize DEX:

1. Prioritize areas yielding ROI

First, consider the business outcomes you want to achieve, such as improved workforce retention, productivity, or satisfaction. Then, prioritize based on the likelihood that an improved DEX would drive more value to the business.

For example, a professional services company dealing with a contingent workforce makes an early investment in a predictive People Analytics solution to yield higher ROI. But People Analytics for an energy and utilities customer may not be the right choice for investment. An IoT-based contractor security management solution might be more successful.

Various functions across an organization may also have different priorities and impact. For example, sales and administrative workforces may both suffer from high attrition, but the sales team has the greatest potential revenue impact; it may make sense to focus first on retaining the sales team.

Organizational change can also be leveraged. Assess whether the implementation of a new sales cloud or contract and billing system can serve as a catalyst for redesigning experiences for a segment. The momentum from both technological and human resource-based transformation can be sustained and transferred to concurrent initiatives that are designed to improve DEX.

2. Focus on the human element – the needs and emotions of employees

Using survey data, gamification, and social listening, business leaders can understand the professional and personal experiences that will matter most to their employees and begin designing individualized employee experiences. The employee experience can be enhanced by offering increasingly flexible working arrangements, career development enablers like self-learning platforms, institutive learning programs, and wellness apps.

3. Position IT initiatives as an EX accelerator

The goal for any IT team should be supporting fully connected and operationally mobile employees. The best way to get there is by using cloud-based enterprise technology, as this gives employees up-to-date functionality and delivers these systems directly to employees.

4. Leverage analytics to produce a better EX

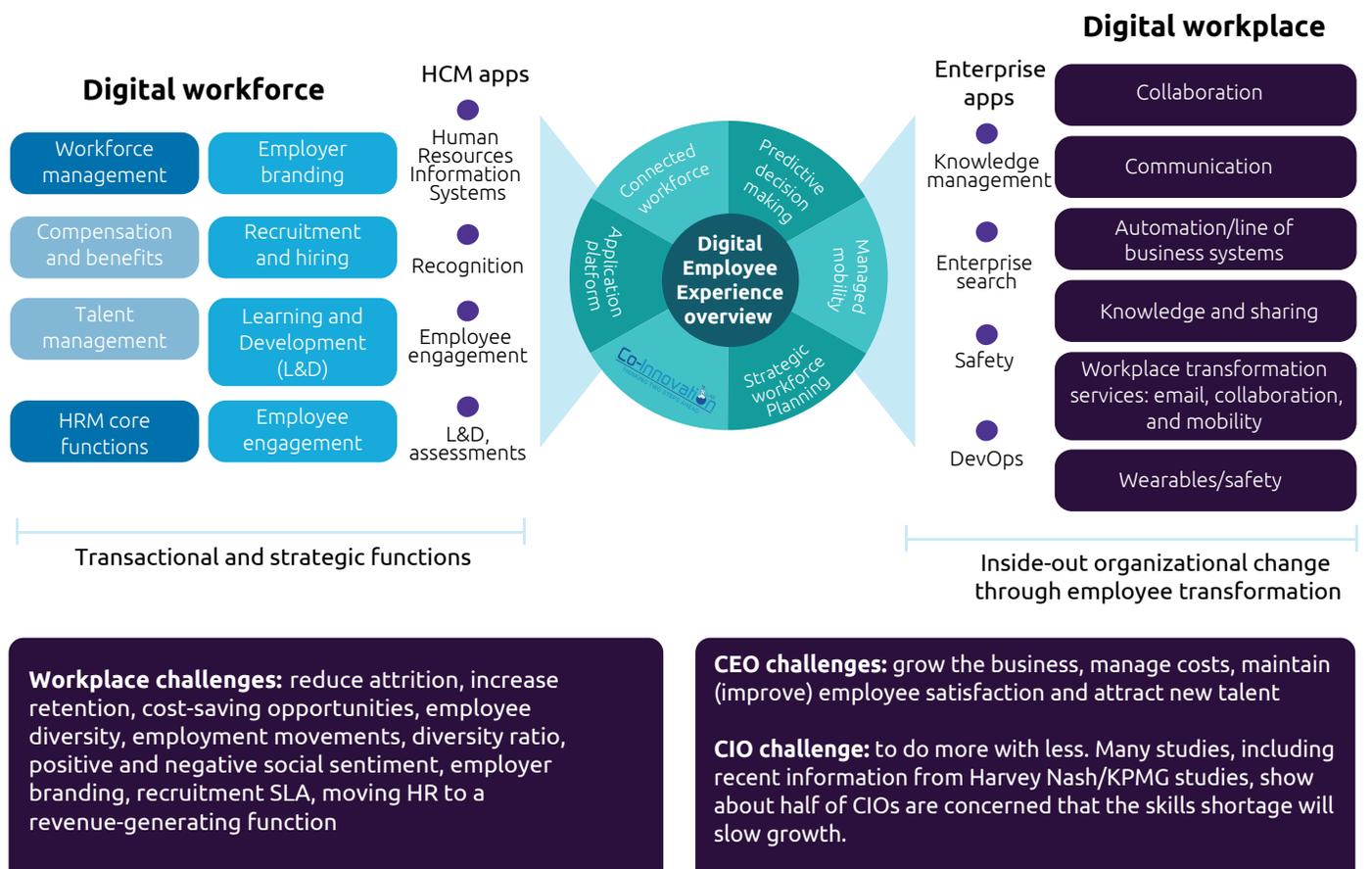
Analytics can be used to, first, identify patterns in employee behavior and then create customized employee experiences. This is known as hyper-contextualization, and it will soon become a component of the most successful companies. But this is just the beginning, with continuous improvement being the ongoing objective.

5. Experience AI

Put the power of AI into your employees' hands. Enterprise software vendors are on the cutting edge of AI and big-data innovations. Adopting a modern enterprise software platform can bolster your employees' real-time measurements and provide efficiency in business operations. Investing in a tailored software solution amplifies opportunities for meaningful employee engagement and growth. By merging experienced-based feedback with enterprise domain knowledge, your organization can begin to see the benefits of AI.

Building blocks for DEX

The key building blocks for a DEX-focused organization are:



Capgemini suggests two lenses can be used as a guiding principle to create a world-class EX, allowing projects and decisions to be targeted to individual elements. Considering the distinctions, disparities and overlaps of the digital work and home environments, it's important to approach the concept of creating a formal digital work experience with both environments in mind.

First DEX lens: digital workforce

#1 Digital workforce
Sponsored by CHRO office

The digital workforce: providing tools, platforms and an environment that helps shape the Digital Employee Experience

Recruitment

Onboarding

Career progression

Retire/exit

Key drivers

CHRO challenge: reduce attrition, increase retention, top attrition, cost saving opportunities, employee ethnicity, employment movements, diversity ration, positive and negative social sentiment, employer branding, gender diversity, recruitment SLA

CIO challenge: to do more with less in an increasingly complex environment

CHRO challenge: moving HR to revenue generating function

Second DEX lens: digital workplace

#2 Digital workplace
Sponsored by CIO and CTO office

The digital employee experience throughout the employee lifecycle within an organization, from initial recruitment to final departure

Devices and systems

Self service

Realtime and virtualization

Capabilities

Key drivers

CEO challenge: grow my business, manage my costs structures, maintain (improve) employee satisfaction and attract new talent (IDC: 88% of respondents were concerned about retaining talent)

CIO challenge: to do more with less in an increasingly complex environment. Respond to business opportunity (Harvey Nash: 48% of CIOs are concerned that the shortage of skills prevents growth in the organization)

CFO challenge: shorten ROI delivery times, Increase ROI

Businesses are establishing new roles to tackle Digital Employee Experience challenges, including internal digital channels managers, digital experience managers and employee experience teams.

These individuals are raising their hands to own platforms and solutions that previously had ambiguous ownership. Examples of this include collaboration platforms, employee-focused mobile apps and intranets. Harnessing the forward-thinking power of these teams will enhance the overall employee technology experience.

Too often, we hear that employees struggle against corporate tools and platforms. This pain gives organizations an opportunity to gain real competitive advantages by improving the DEX.

The ultimate goal: CEE

The endgame of the DEX progression is the creation of the Connected Employee Experience (CEE). This is the integration of functioning Connected Workspace and Connected Office solutions.

CEE creates new business-process functionality that focuses on the needs of different groups of employees and enables customized personas that ensure each gets the technology and support they need. CEE platforms have the potential to increase employee productivity and efficiency by 30%.



Taking action on improving the experience of your employees can start today. Here are examples of ways our clients are improving their Digital Employee Experience.

The first step is to articulate the desired employee experience



- Booking hot desks and meeting rooms on mobile devices using Connected Office app
- Access to the building granted via app
- Connected Office app provides turn-by-turn navigation to the selected hot desk
- User connects wirelessly to hot-desk equipment. Desk changes its status to occupied



- Meeting starts automatically, based on the user's presence. The lights dim once Skype for Business screen sharing is initiated
- Beacon notes that employee leaves conference room – this ends the meeting and resets the room settings
- Discussion output and recordings are automatically sent to meeting attendees
- In case of any issue with the equipment, the user creates a ticket in ITSM tool



- Locating mobile Surface Hub with Asset tracking capability
- Finding colleagues via mobile app navigation interface
- One-click to start ad-hoc meeting, book it in Exchange, start Skype for Business



- Facility manager reviews Connected Office dashboards to check conference rooms and desk utilization, trends and feedback



Capgemini offers services that implement your digital employee vision. Reach out to our experts to get more information on how Capgemini can support your goals.

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About Capgemini

A global leader in consulting, technology services and digital transformation, Capgemini is at the forefront of innovation to address the entire breadth of clients' opportunities in the evolving world of cloud, digital and platforms. Building on its strong 50-year heritage and deep industry-specific expertise, Capgemini enables organizations to realize their business ambitions through an array of services from strategy to operations. Capgemini is driven by the conviction that the business value of technology comes from and through people. It is a multicultural company of 200,000 team members in over 40 countries. The Group reported 2017 global revenues of EUR 12.8 billion (about \$14.4 billion USD at 2017 average rate).

Learn more about us at

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