

EXPERIENCE THE NEW

**Enhanced Employee
Engagement: It's a New Day**



For business leaders, especially those in HR, this is a time like no other.

The size, preferences and very temperament of the workforce are changing – along with the nature of work itself. Meanwhile technology continues to evolve.

These changes will bring opportunity – and, yes, pain. But organizations that prepare now to transform will reap the rewards immediately. Organizations that wait will struggle to attract, develop, engage and retain top talent, potentially damaging their brand and competitiveness.

Now is the time for organizations to embrace consumerization, choice and mobility. HR leaders and CIOs must work together to design inviting, differentiated experiences for the workforce, partners, customers. If they succeed, the rewards can include improvements in productivity, job satisfaction, competitive advantage and, ultimately, revenue.

Companies offering a great employee experience **outperformed the S&P by 122 percent**¹ – and those with highly engaged workforces are **21 percent** more profitable than those with poor engagement².

FUTURE OF A SUPERIOR WORKFORCE EXPERIENCE: TRENDS

Thanks to the combined power of demographics, technology, social media, globalization and increasing competitive pressures, the workforce is changing. The resulting need to react quickly is driven home by the ServiceNow “State of Work” research report in which many members of the workforce say they are near their breaking point.

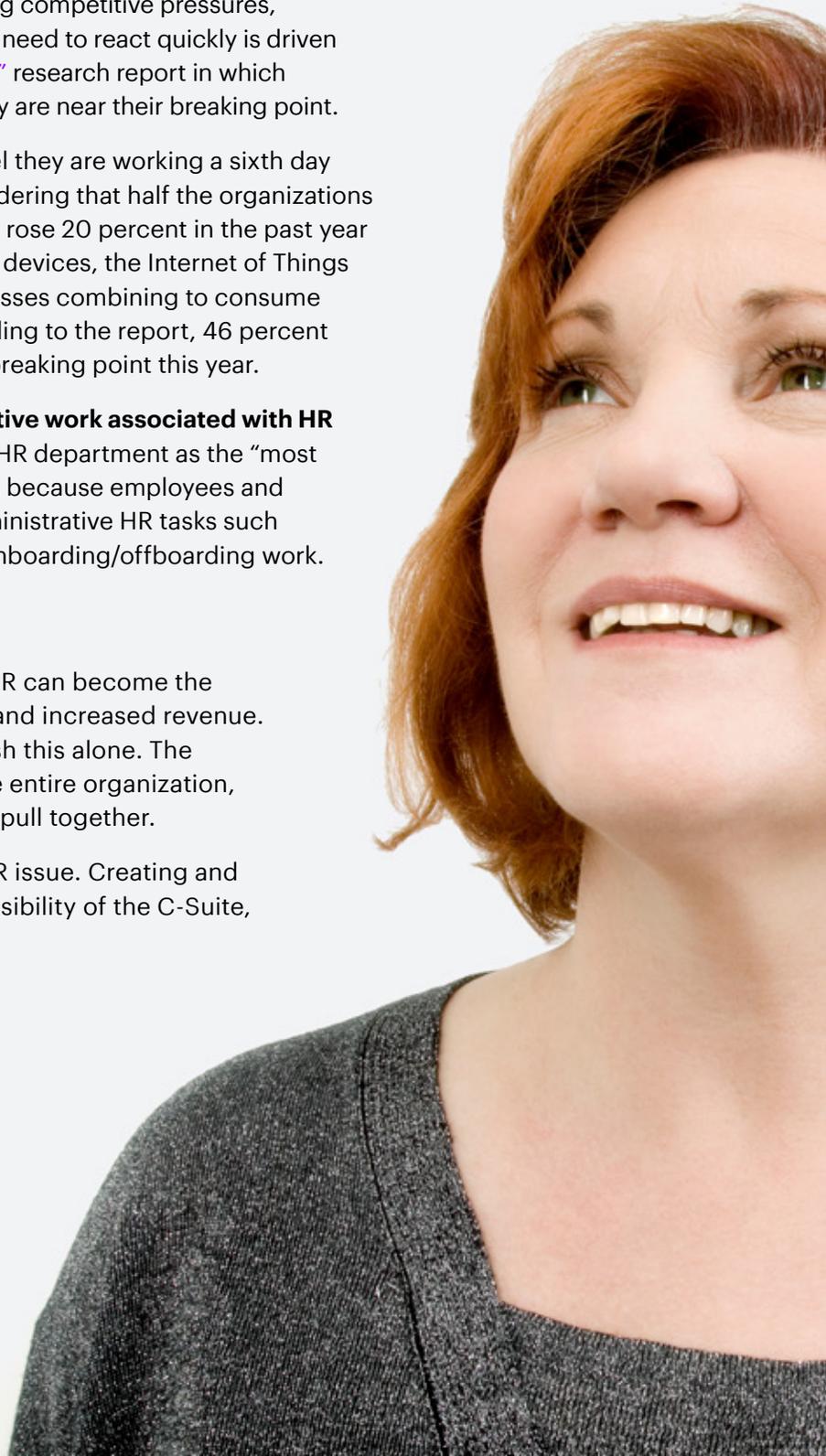
The report reveals that many people feel they are working a sixth day every week. That’s not surprising, considering that half the organizations ServiceNow spoke with said work levels rose 20 percent in the past year alone, thanks to the demands of mobile devices, the Internet of Things and email. With manual tasks and processes combining to consume two full days of work each week, according to the report, 46 percent of employees said they would hit their breaking point this year.

ServiceNow also found that **administrative work associated with HR is cited as the top time waster** and the HR department as the “most in need of a reboot.” This is in large part because employees and managers spend too much time on administrative HR tasks such as leaves of absence, relocations and onboarding/offboarding work.

DON'T GET FOOLED AGAIN

Despite these challenges, we believe HR can become the new driver of the **Agile Organization** – and increased revenue. However, HR leaders cannot accomplish this alone. The needed change is so pervasive that the entire organization, including the CIO and the board, must pull together.

Don't be fooled if this sounds like an HR issue. Creating and supporting the workforce is the responsibility of the C-Suite, particularly the CIO.



A HUMAN CENTERED APPROACH AT THE HEART OF DESIGN: WHERE AND HOW TO START

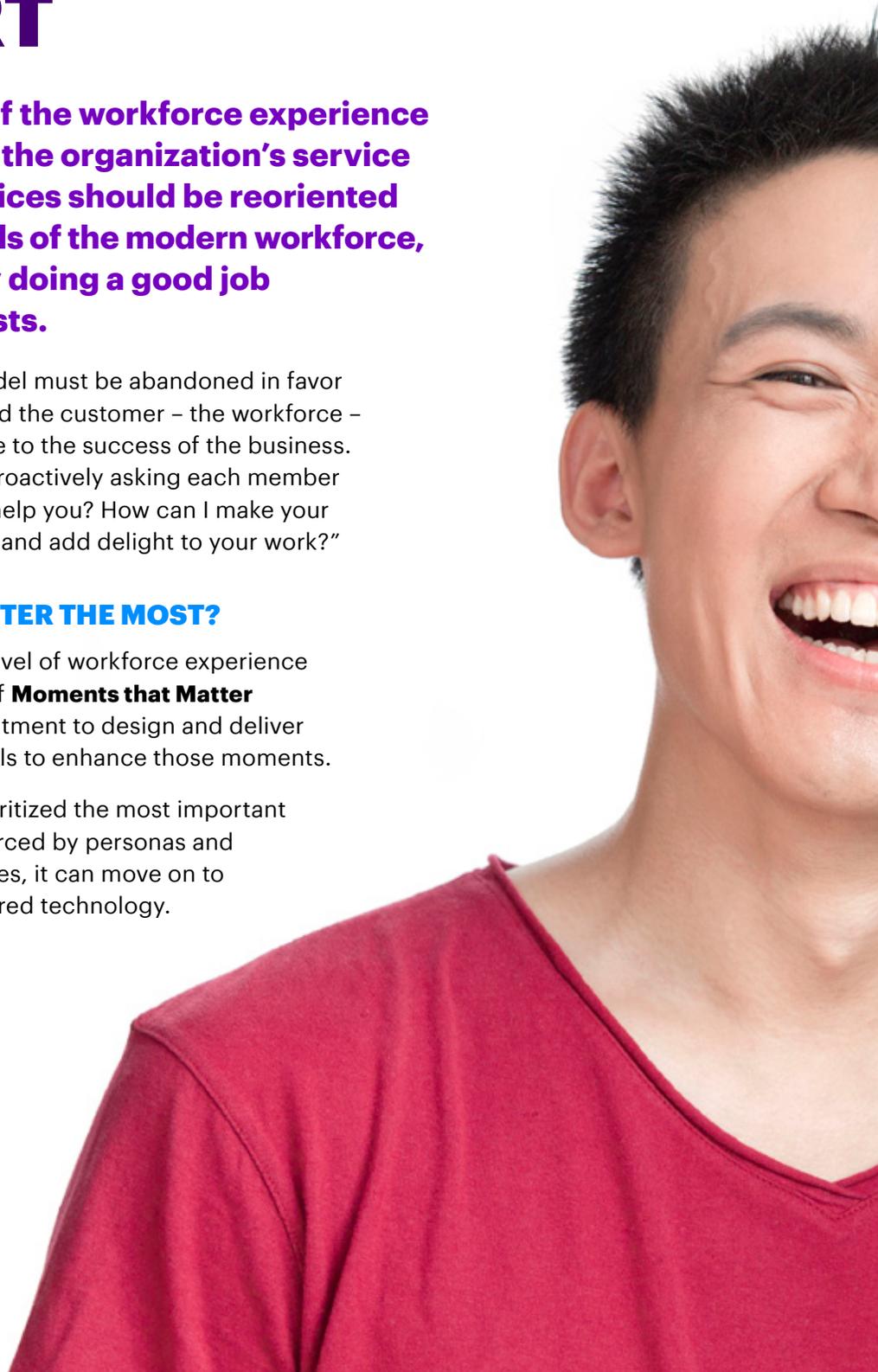
The transformation of the workforce experience logically begins with the organization's service delivery model. Services should be reoriented to anticipate the needs of the modern workforce, as opposed to simply doing a good job responding to requests.

The traditional HR service model must be abandoned in favor of a design that centers around the customer – the workforce – enabling workers to contribute to the success of the business. In effect, this represents HR proactively asking each member of the workforce, “How can I help you? How can I make your life better? How can I simplify and add delight to your work?”

WHICH MOMENTS MATTER THE MOST?

The key to creating this new level of workforce experience starts with the identification of **Moments that Matter** and continues with the commitment to design and deliver experiences across all channels to enhance those moments.

Once an organization has prioritized the most important workforce touchpoints, reinforced by personas and employee experience principles, it can move on to configure or acquire the required technology.



Using human centered design to serve the 'moments that matter'

How organizations handle these moments can make a huge difference in the lives of the workforce and their managers. When handling these moments becomes painful, the business suffers. Here are some design strategies that can help:



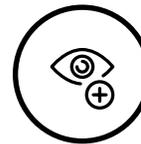
CREATE AND USE PERSONAS

Characterizations drawn from ethnographic research data. Once you create personas they can help focus your team to remember and discuss the people for whom you are designing. Personas serve as a reference for generating ideas, prioritizing, testing and, ultimately, creating better moments.



JOURNEY MAPS

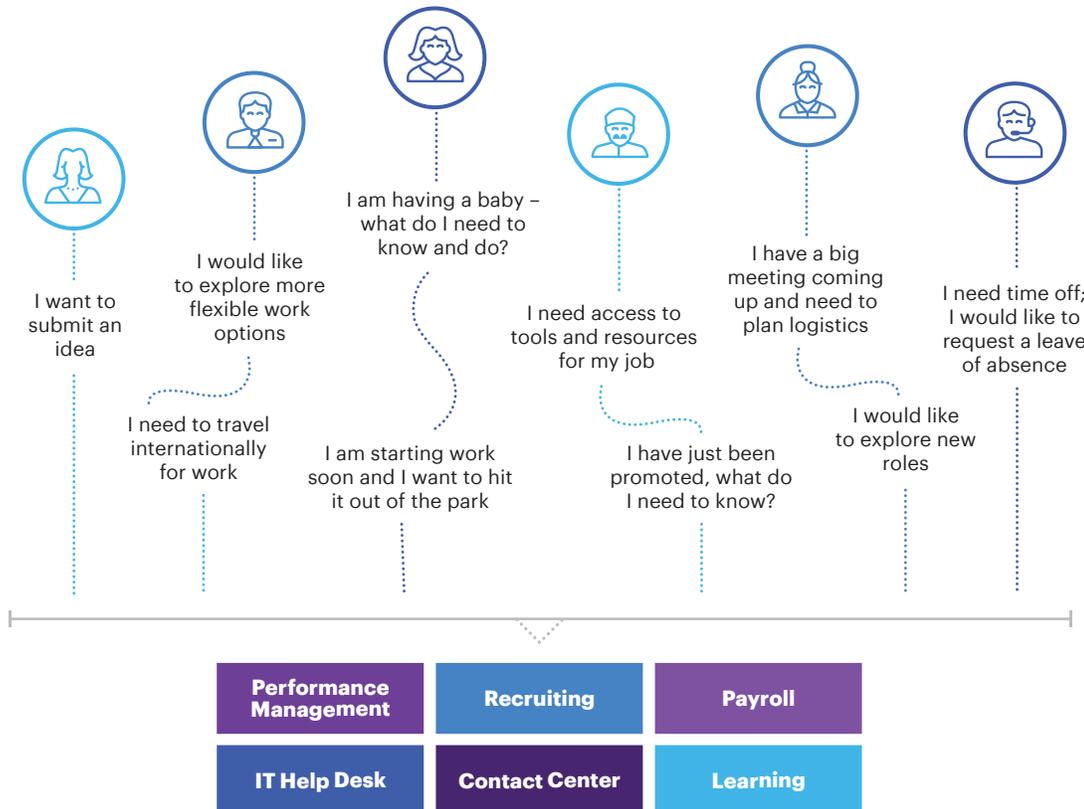
Illustrate an "experience first" view of the service, allowing for employee pain points to be easily visualized, identified and prioritized.



EMPLOYEE EXPERIENCE PRINCIPLES

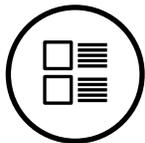
Derived from research and insights to inform guidelines for design. These should be validated continuously throughout and post design activities.

MOMENTS THAT MATTER



HOW TECHNOLOGY CAN OPTIMIZE THE WORKFORCE EXPERIENCE

Answering three essential questions can help organizations understand how deeply they need to re-orient their service delivery model and what technology changes are needed to support it.



1. SERVICES

What services do you need to offer your workforce



2. CONNECTION

How will those services connect with the workforce and others?



3. INTERACTION

How will the workforce interact with each service so that their experience is fast, intuitive, proactive and pleasing?

HOW IT'S WORKING TODAY

As one example of how technology can support these changes, ServiceNow, often referred to as “a system of action,” can integrate with HR systems such as SAP SuccessFactors, Workday, Oracle Cloud HCM and other systems of record. This integration can drive the changes leading to enhanced experiences for contractors, partners and the entire workforce. With ServiceNow in effect providing the digital concierge for the workforce, it becomes a one-stop shop for HR service delivery of knowledge management, portal services, case management, live chat, workflow orchestration and mobile applications enablement.

In this way ServiceNow can knit together multiple processes across departments to help make those moments that matter much easier on managers and employees. Rather than requiring employees to login to multiple applications and send emails to multiple departments, a request to onboard an employee can require a single step, becomes faster and supports a happier and more productive manager and employee.

KNITTING TOGETHER EMPLOYEE LIFECYCLE EVENTS



Continuing with the ServiceNow example, we see five specific ways technology can drive these improved workforce experiences:

- 1 PREDICTIVE SEARCH**

When someone types “getting married” into a search bar, many potential answers can be returned. But those answers are much more likely to be helpful if they were informed by previous searches conducted by other workers. For some people marriage might mean enrolling a new spouse for benefits. For others it could involve changing names and addresses, or adding a beneficiary to retirement plans. Some of these needs may not have been considered by the employee, but thanks to predictive search, their life can get easier.
- 2 ARTIFICIAL INTELLIGENCE (AI)**

AI is becoming an essential co-worker for the digital age. ‘Bots’ can provide information or handle transactions on behalf of workers to simplify their experience, especially when multiple departments or systems of record are involved. This not only provides a differentiated and quicker delivery of service for the customer but also pivots operational workers to move up the value chain to deliver higher value HR work.
- 3 PROCESS ORCHESTRATION**

This includes automating workflows across the enterprise to enable auto routing of cases and creating predefined tasks to help groups and users across the enterprise. Thus, as described earlier, the organization can orchestrate moves across multiple systems of record in HR, IT, Facilities and more on a single platform.
- 4 DATA AND ANALYTICS**

This can enable improvements by identifying key workforce behavior trends. Analytics can also help the business decide how best to deploy talent and provide insight on the performance of initiatives intended to improve productivity and engagement. Analytics-based decision-making enables experimentation, iteration, and adaptation.
- 5 BENCHMARKING**

Just as companies in the same industry want to know where they stack up against competitors, the service delivery functions within organizations should be able to compare key performance indicators, enabling continuous improvement.

AI IS THE NEW UI – AND THAT’S A VERY GOOD THING

AI is everywhere, growing in its reach throughout society. As the ways people interact with technology become a primary point of competition and distinction, the enterprise faces a new universal imperative: to add AI to enhance critical internal and external customer interaction. That’s why we believe AI is – and should be – the new digital spokesperson of the modern enterprise.

Seventy six percent of executives agree their organizations are under extreme competitive pressure to extend innovation into their workforce and corporate structure. It’s not surprising that 85 percent said they will invest extensively in AI-related technologies over the next three years³. This includes using it to infuse HR with new capabilities, including intelligent automation.



76 PERCENT OF ORGANIZATIONS ARE UNDER EXTREME PRESSURE TO EXTEND INNOVATION



85 PERCENT WILL INVEST IN AI-RELATED TECHNOLOGIES OVER THE NEXT THREE YEARS

Source: Accenture, Technology Vision Report, 2017

THE PROOF IS IN THE NUMBERS

ServiceNow research⁴ found that highly automated companies are six times more likely to experience revenue growth of more than 15 percent. In addition, eight in 10 executives surveyed said that automation can spur job growth, increasing demand for skills like collaboration, creativity, problem solving and communication. Ninety four percent believe automation can raise productivity and 93 percent said it unleashes creativity.

When a healthcare system needed to streamline its performance review process by expanding ServiceNow to its HR processes, Accenture helped replace inefficient, paper-based processes with an automated workflow. This drove a **30 percent increase in participation**, reduced HR processing times and increased visibility into talent development.

For a fast-moving consumer goods company growing through mergers and acquisitions, the challenges included compliance issues due to lack of standards and controls. Accenture helped the client transform HR by integrating and aligning its global processes, technologies and teams. Thanks to anytime, anywhere ServiceNow HR Service Delivery, the client enjoys **more efficient and effective services** and more accurate and timely data to inform business decisions.



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Source: ServiceNow: Today's State of Work: At the Breaking Point, 2017

Accenture is also helping a global financial services client deploy ServiceNow with the goal of providing a highly 'consumer-grade' workforce experience. Accenture will leverage ServiceNow's capability to operate across the enterprise as an organization's digital concierge for all HR information, transactions and services, allowing the workforce to **easily access information which is personalized, relevant and seamlessly connected** to their HR system of record, SAP SuccessFactors.

Accenture also helped a large financial institution leverage HR robotic process automation to reduce the time it takes to complete common requests, such as changing the terms of a leave of absence. This **reduced average handling time by 450 percent** and manual effort by up to 70 percent.

 **+30%**

SERVICENOW'S AUTOMATED WORKFLOW SAW A **30 PERCENT** INCREASE IN PARTICIPATION OF PERFORMANCE REVIEW PROCESS

 **-450%**

A LARGE FINANCIAL INSTITUTION SAW A **450 PERCENT** REDUCTION IN AVERAGE HANDLING TIME TO PROCESS REQUESTS



EXPERIENCE THE NEW

With the workforce experience becoming the battleground upon which competitive advantage can be won or lost, time is short. Organizations must first help CIOs assume the role of Chief Experience Officer. In addition, the C-Suite, HR and IT must pull together to implement technology and processes that can:



Make it easy for employees to request service across the enterprise and offer high-touch help and guidance when needed.



Create a workforce experience that is human-led and centered around service delivery that aims to delight all employees.



Transform talent management and weave it into the fabric of everyday business.



Drive analytics that provide more actionable and timely information.



Give IT the power to embed talent management into everyday work.



Leverage cloud computing and Artificial Intelligence to drive agility.



Integrate consumer-grade applications into the enterprise.

In these ways, organizations can create a new way of doing business, one in which people at all levels experience more freedom to foster a truly human environment – one in which everyone feels a sense of belonging and can be at their best. Inclusive cultures such as these drive improved recruiting and retention as well as business goals that include innovation, engagement, productivity and improved profitability.

REFERENCES

- 1, 2. Glassdoor study, 2015.
www.glassdoor.com/press/company-culture-pay
3. Accenture, Technology Vision Report, 2017
4. ServiceNow: Today's State of Work: At the Breaking Point, 2017

ABOUT ACCENTURE

Accenture is a leading global professional services company, providing a broad range of services and solutions in strategy, consulting, digital, technology and operations. Combining unmatched experience and specialized skills across more than 40 industries and all business functions – underpinned by the world's largest delivery network – Accenture works at the intersection of business and technology to help clients improve their performance and create sustainable value for their stakeholders. With approximately 442,000 people serving clients in more than 120 countries, Accenture drives innovation to improve the way the world works and lives. Visit us at www.accenture.com.