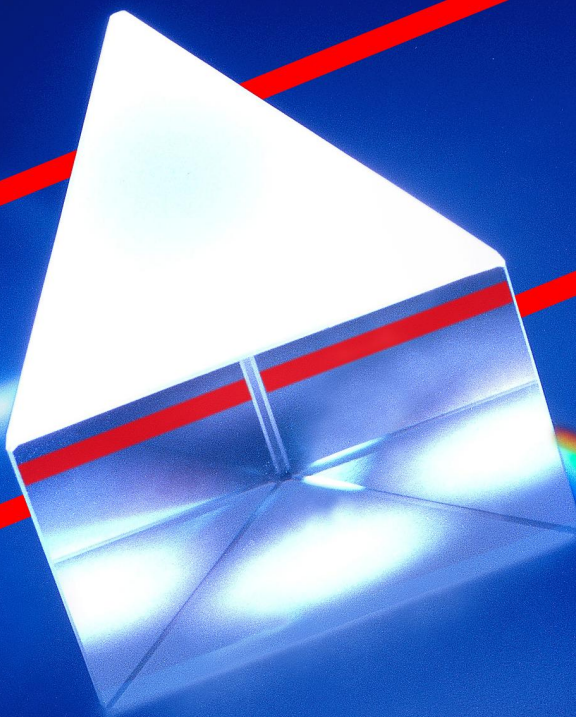
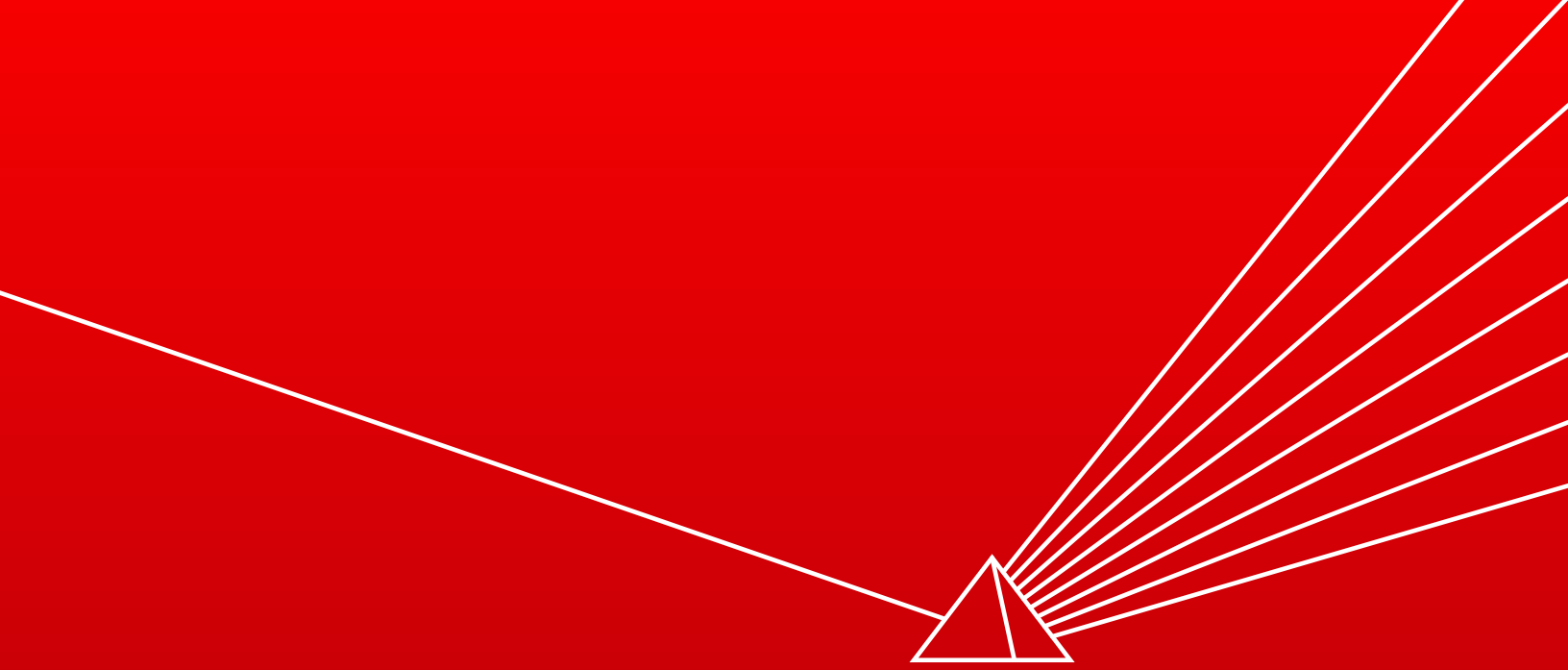


EMPLOYEE EXPERIENCE REIMAGINED





Delivering differentiated and satisfying customer experiences can lead to a boost in loyalty, market share and revenues. Imagine what a similar focus on employee experiences could mean for the business.

Leading companies are already recognizing that the employee experience is the new battleground for competitive advantage.

The next step is to apply what they know about customer experiences to build superior employee experiences that drive employee engagement, retention and productivity.

CX IS THE BATTLEGROUND FOR **LOYALTY**

Companies are investing billions to improve the customer experience (CX). For good reason.

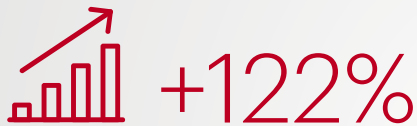


COMPANIES THAT GET CX RIGHT OUTPERFORM THEIR PEERS ON A NUMBER OF IMPORTANT DIMENSIONS, INCLUDING CUSTOMER LOYALTY (**+17 PERCENT**) AND REVENUES (**+11 PERCENT**).¹

In the digital age, where transparency is high and products and services are quickly commoditized, CX is often a company's only point of differentiation. Customers have caught on. They demand personalized, relevant and convenient interactions. If a company fails to meet these "liquid" expectations, they simply walk away. Above all, they want to choose—and even customize—the experiences companies offer.

EX IS THE BATTLEGROUND FOR **PRODUCTIVITY**

The parallels between a superior CX and employee experience (EX) are striking. An optimized CX generates loyalty and additional sales. A stellar EX attracts talent, boosts workforce engagement, productivity and retention. This in turn directly improves a business' financial performance.



COMPANIES WITH GREAT EX
OUTPERFORM THE STANDARD &
POOR'S (S&P) 500 BY **122 PERCENT**²



COMPANIES WITH HIGHLY ENGAGED
WORKFORCES ARE **21 PERCENT**
MORE PROFITABLE THAN THOSE
WITH POOR ENGAGEMENT³

Leading companies are starting to recognize the connection between CX and EX. Half (51 percent) of business leaders surveyed are planning to create individualized employee experiences comparable to consumer experiences in the next two years.

As the lines between professional and personal life blur, employees increasingly want the relevant, convenient and engaging experiences they have outside of work to be replicated on the job. Above all, they want the opportunity to shape their workplace experiences on their terms. Exceptional EX, however, is not about giving employees unlimited choices. Nor is it characterized by onsite foosball tables, climbing walls or artisanal coffee. It's about giving employees a set of options that will help them achieve their full potential and drive business value.

To create an EX that inspires workers to bring their best to the job every day, companies should consider three insights from CX.

HYPER- PERSONALIZATION

GOES TO **WORK**

As with CX, hyper-personalization is the hallmark of any successful EX strategy. Delivering targeted experiences for employees involves segmenting the workforce into clusters that share important characteristics.

Historically, companies based such segmentations on a limited view of demographic factors. Today's workforces are more complex than ever. They are made up of multiple types of workers—from traditional full-time and part-time employees to contractors and freelancers. The extended workforce also comprises multiple generations, and represents different locations or regions of the world. While EX must address these distinctions, it is a mistake for companies to assume that every type of worker or every generation of employee wants the same experiences. What they all want, however, is a choice in how, when and where they work.

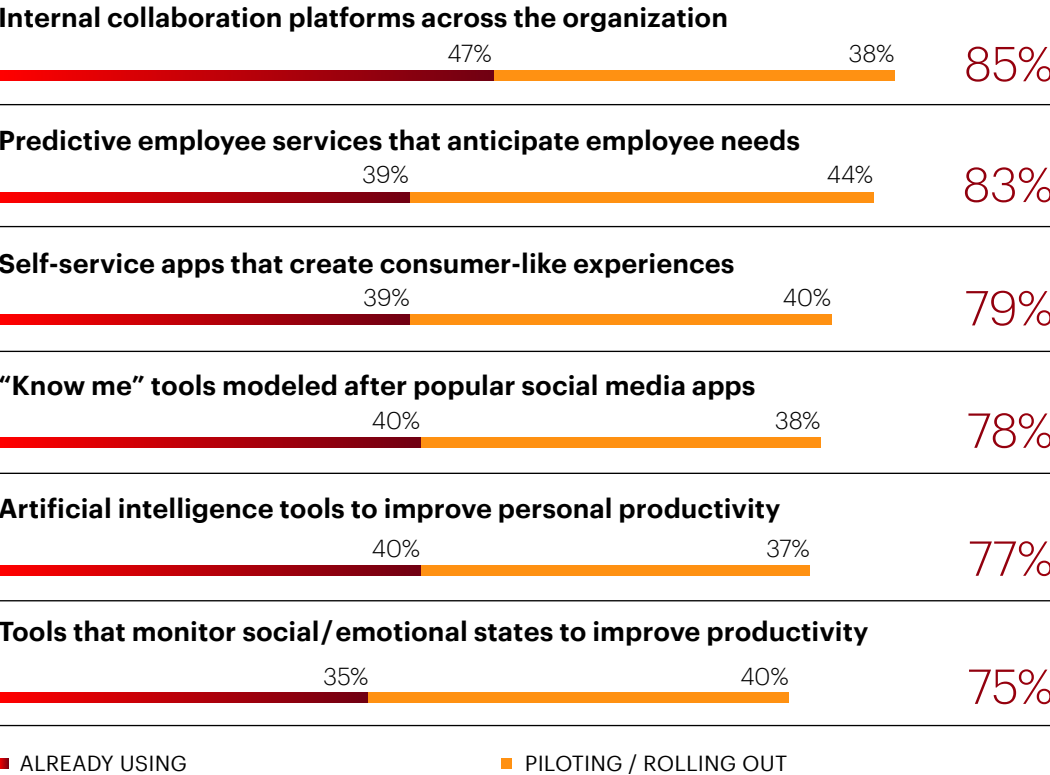
Offering the right experiential choices requires that companies do three things. The first is to accept the premise that workers know the type of experiences that will boost their engagement and productivity.

The second involves delving deeper than demographics alone—using techniques like sophisticated analytics or social listening—to understand individuals' needs, preferences, attitudes, intentions and motivations. Accenture Strategy research finds that just a third of companies (34 percent) monitor external sites like Glassdoor or Kununu to understand employee perceptions.⁴ Mining these insights, in turn, informs workforce segmentation strategies, as well as the delivery of tailored experiences.

And third, companies need to invest in technologies that bring the desired experiences to life. Such technologies enable simple, easy and intuitive processes and a host of new solutions. Accenture Strategy research shows that many companies are already using or piloting a range of technologies, including internal collaboration tools (85 percent), predictive employee services technologies that anticipate employee needs (83 percent) and self-service apps that create consumer-like experiences (79 percent).⁵ With these types of tools in place, companies can cost effectively drive personalization at scale.

TECHNOLOGY AS AN ENABLER OF EX

To what extent are the following technologies being used to improve your organization’s employee experience?⁶



MOMENTS MATTER JUST MAYBE NOT THE ONES YOU **THINK**

To deliver superior CX, companies aim to capitalize on customers' "Moments of Truth." In the world of EX, it's about "Moments that Matter."

Most companies address Moments that Matter with a decades-old, top-down approach. This paradigm is based on treating workers alike and having HR serve as the primary conduit to a standard set of work-related experiences, including recruiting, onboarding, training, promotion and retirement.

While this one-size-fits-all model has served the field of talent management for years, it is inadequate for a workforce that increasingly wants to shape their employee experiences as easily and naturally as they manage their consumer relationships.

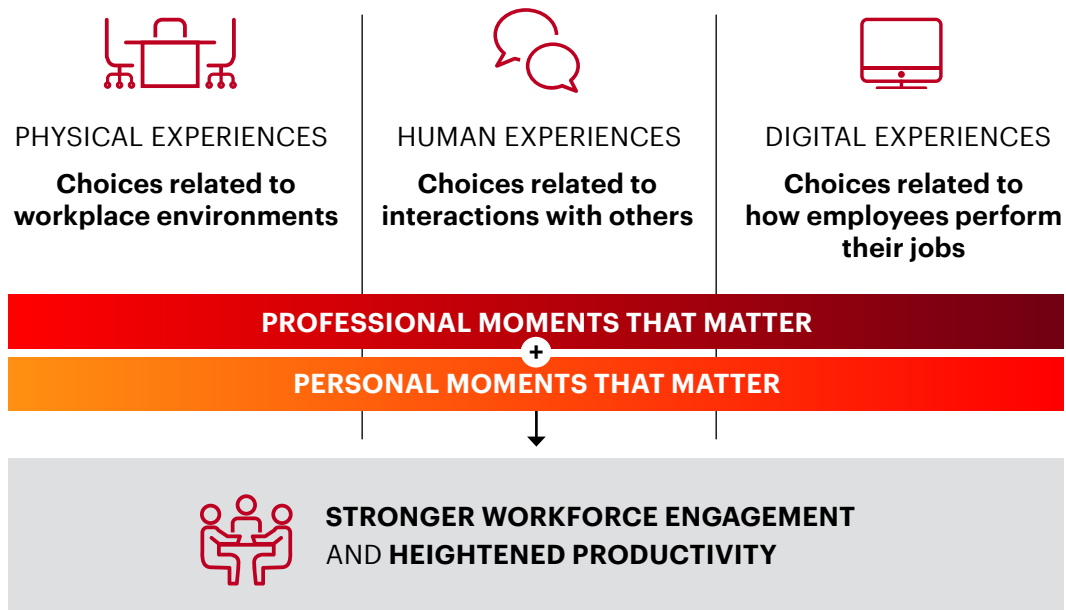
As work and workforces have grown more complex, it's clear that Moments that Matter do not occur solely at specified career milestones. Employees experience critical moments on a continual basis, across physical, human and digital dimensions⁶ (see Figure 1). The introduction of a mobile app that enables sales people to generate leads on the go, for example, can be a game changer. So can regular feedback sessions with your supervisor. So can the introduction of standing workstations. Each is important, and combined they can have a marked effect on an employee's engagement and productivity.

Moments that Matter are not confined within the four walls of the organization. Events in employees' personal lives, such as the birth of a child or the hospitalization of an aging parent, can have profound implications for an employee's job performance and productivity. The design of employee experiences must take these external factors into account. For example, extending work-from-home options or providing onsite daycare can make it easier for employees to balance the demands of their personal and professional lives.

FIGURE 1

A **NEW PARADIGM**

A new paradigm of talent management addresses professional and personal Moments that Matter across three dimensions of EX.



Source: Accenture Strategy, 2017

Finally, while today's diverse workforce has diverse expectations, there are generational similarities based on a shared age and experience. Gen Z graduates for example are looking for challenging work and career development opportunities, while preserving work-life balance.⁷ But in the end, like customers, employees want to be treated as individuals with unique skills, needs and ambitions. Companies that can provide graduates with a personalized, challenging EX will reap the benefits. Recent Gen Z graduates who feel their skills and degrees are being utilized are almost three times more likely to stay with their first employer for five or more years.⁸

Forward-thinking companies are acknowledging these increasingly diverse and liquid expectations and are taking a holistic view of workers' needs and preferences. They are recognizing that employees want to have more choices when it comes to defining their experiences. In fact, 50 percent of company leaders plan to "co-create" experiences.⁹

THE **BEST** EXPERIENCES ARE **HUMAN** EXPERIENCES

In the same way that customers are loyal to brands like Zappos, Marriott and Virgin Airlines because of their people, it is the human interactions with leaders, coaches, teammates and other employees that are at the heart of workforce engagement and productivity.

Human experiences are in high demand—even among digital natives. Face-to-face is the preferred way for 2017 graduates to interact with colleagues (39 percent), with web communication tools running a distant second (19 percent). Fifty-nine percent would rather work at a company with a fun, positive social atmosphere, but make a lower salary.¹⁰

Strengthening human experiences requires a culture of collaboration and HR plays an important role in this regard. Eighty-three percent of leaders agree that HR can improve employee performance by enabling and coaching employees to take on HR capabilities.¹¹ And because the human experience is so pervasive and critical to employee engagement, the responsibility to create a culture can't fall solely to HR. Everyone in the business must take part. Winning employers will be those that put a human face on their employer brand.

UNLEASHING **EX**CELLENCE

Remaining competitive with a highly productive workforce now means creating an EX that excites and engages. To operationalize the design of those experiences, we suggest three steps:

IDENTIFY POCKETS OF VALUE

Consider the business outcomes you want to achieve such as improved workforce retention, productivity or satisfaction. Then prioritize the workforces based on the likelihood that an improved EX would drive more value to the business. For example, sales and accounting workforces may both suffer from high attrition, but the sales force has the greatest potential revenue impact. Finally, assess whether other changes going on in the organization, such as the implementation of a new sales or ERP system, can serve as a catalyst for redesigning experiences for a particular segment.

DEFINE MOMENTS THAT MATTER

Don't make assumptions about the types of experiences your target workforce wants. Use analytics, internal and external survey data, and social listening to understand the professional and personal moments that will matter most to each segment. Armed with this understanding, you can begin designing hyper-personalized experiences and offering physical, human and digital choices that will empower employees to achieve new productivity goals.

CO-CREATE AND DESIGN THE EXPERIENCE

Apply customer-centricity techniques such as design thinking to reinvent your EX. Use choice as a key design principle, and engage with employees to co-create the most relevant and valuable experiences. When and how does a particular workforce segment like to learn? What type of reward programs or workplace environment would best incent the right behaviors? In operationalizing the new experiences, take a holistic view and address the physical, technological and cultural dimensions of an optimized experience. Pilot new experiences with a small number of critical workforces and assess the new experiences' impact on employee productivity and business value.

CX + EX = ROI

Companies looking to create competitive advantage have a valuable tool at their disposal. It is the playbook they've used to improve CX. By applying principles of customer-centricity to their talent management practices, they can create more relevant, personalized EX that drives business outcomes.

Empower workers to give their all.

JOIN THE CONVERSATION



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ABOUT THE RESEARCH

The Accenture Strategy HR/Employee Experience study surveyed 950 C-level executives and their direct reports equally split between HR and non-HR leaders from Australia, Brazil, France, Germany, Italy, Spain, the United Kingdom and the United States about the role of the employee experience in their organization’s strategy and the role of HR in improving worker and business performance. Survey conducted in January–February, 2017.

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