Gold Coast

The experience of work

Charles Ross
Asia editorial director
Thought leadership
The Economist Intelligence Unit

The Economist Intelligence Unit

The Economist Intelligence Unit is the world leader in global business intelligence. It is the business-to-business arm of The Economist Group, which publishes The Economist newspaper. The Economist Intelligence Unit helps executives make better decisions by providing timely, reliable and impartial analysis on worldwide market trends and business strategies.

Context and research aims

1

To what extent are companies explicitly thinking about and managing the experience they create for employees? If so, how and why?

2

What are the primary determinants of the employee experience, and in particular what role does technology play?

3

What implications does this have for the way in which IT departments should work, and in particular their collaboration with HR?

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Methodology

Survey

- Total = 1,469
- US, UK, Germany, **Australia** and New Zealand, Brazil, Japan, China, India, Singapore and South Korea
- 48% C-Suite, 52% other senior executives
- 30% IT, 30% HR, 40% other
- 48% > 5,000 employees

High vs low performers

High performers say their employees to be both more engaged and more productive in their work than at industry peers - 13%

Low performers say neither - 14%

Digital maturity

Digitally more mature have been implementing a digital transformation strategy for more than two years - 23%

Digitally less mature have no digital transformation strategy - 23%

Interviewees

Global experts

- Mukta Arya, head of people and talent development, Asia-Pacific, Société Générale
- David Gill, vice-president, employee experience, Northwell Health
- Valerie Hughes-D'Aeth, chief human resources officer, BBC
- Arthur Mazor, partner, HR strategy & employee experience global practice leader, Deloitte
- Elina Petrillo, assistant vice-president, HR technology, Northwell Health
- Florian Wies, regional lead, country integration, Merck
- Jerry Zhang, chief information officer, Coca-Cola Greater China & Korea

Managing the employee experience

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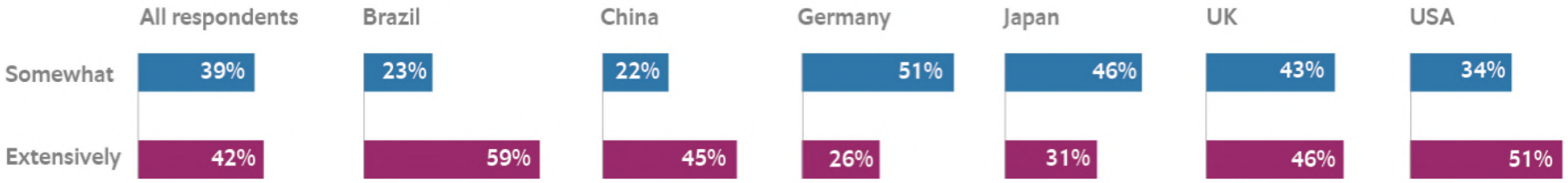
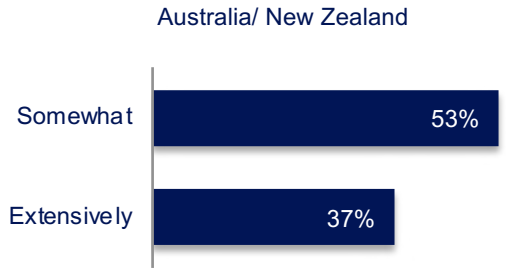
The employee experience is high on the agenda

Where the employee experience is a topic of senior management discussion

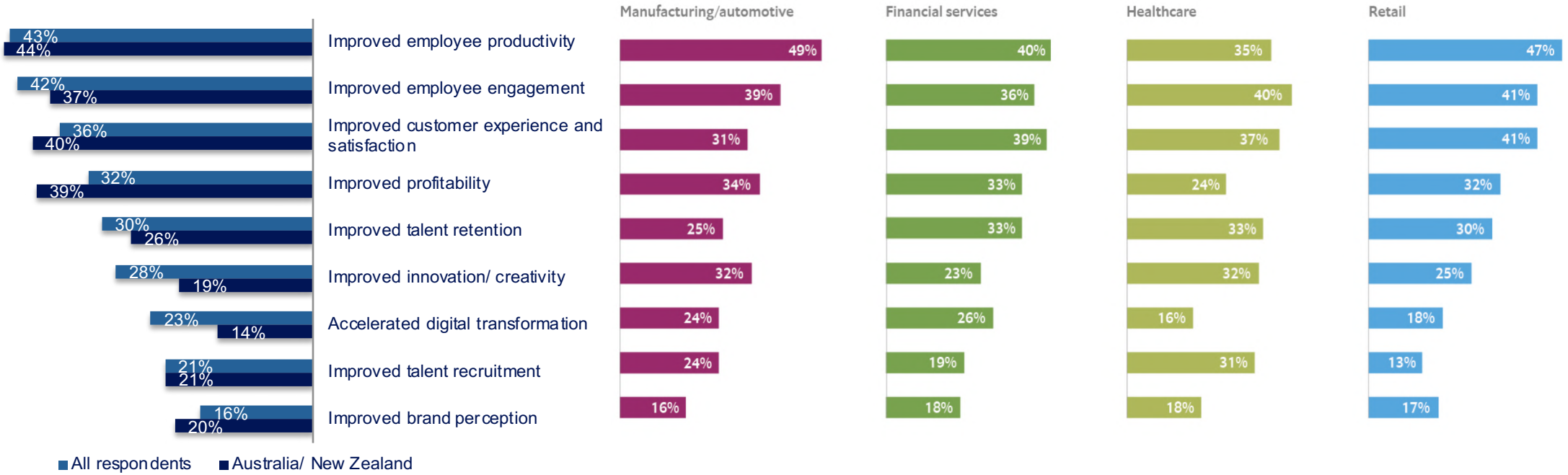
(All respondents stating the extent to which it is discussed at senior levels)





Productivity is still the #1 goal

Business outcomes obtained or expected from an improved employee experience
(all respondents)



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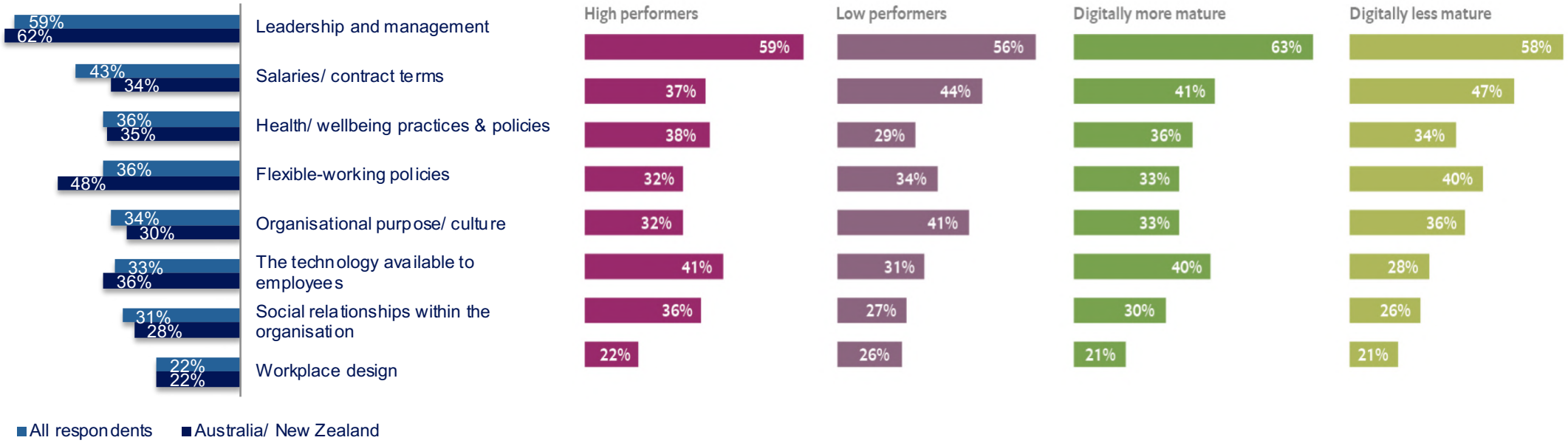
Leadership and management are the chief determinants of the employee experience

The factors perceived to contribute most to an improved employee experience
(ranked 1, 2 or 3 by respondents)



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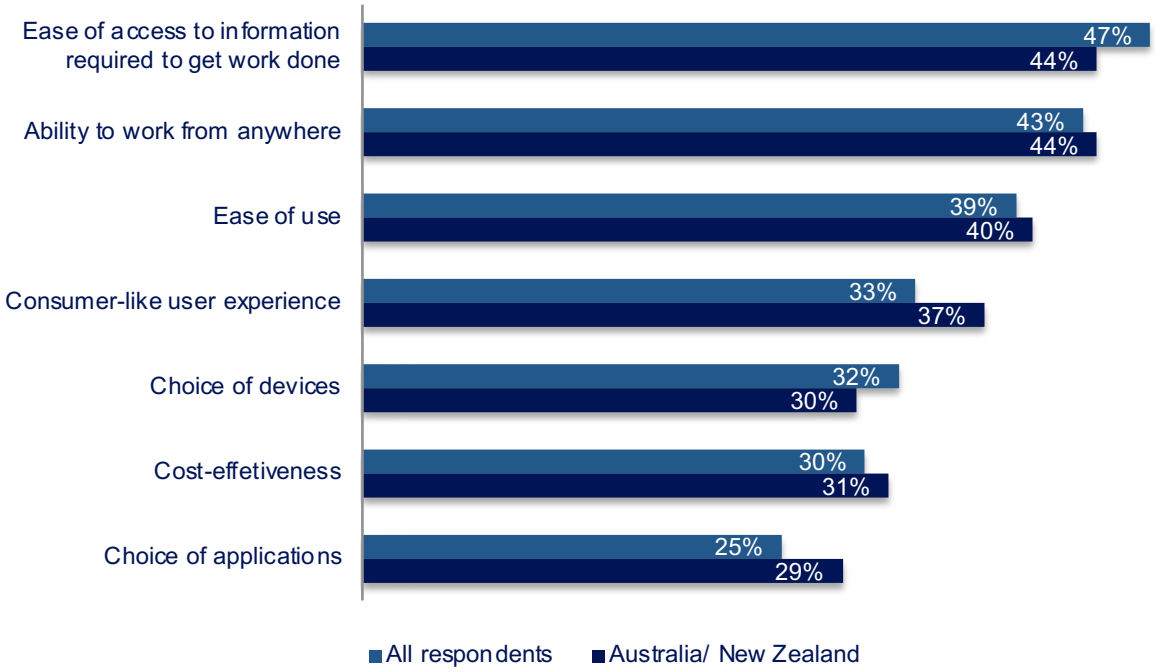
Technology’s contribution to the employee experience:
Easy access

The top technology enablers of stronger employee engagement
(all respondents)



MERCK

> **Employees are after all consumers.** Creating our digital tools in a way that's intuitive and familiar for them will improve their experience, and it will also help us save on training and support needs. We need to see what's out there in the end-user market and mirror it in our business applications.
>
> **– Florian Wies**
> Regional lead, country integration, Merck

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Case study: A warm digital welcome at Merck

Modernising

The firm aims to “wow” its new employees with a highly digitised onboarding process that smooths their way in and gives them a solid head start

Plan ahead

New hires can access not just HR documents but also information about their new roles, departments, as well as their future colleagues and managers

Digitise

Digitise the entire contract process, including the signature

“New hires need to feel that they made the right decision by joining the company

– Florian Wies
regional lead for country integration
Merck

Who is responsible?

Confidential - do not share

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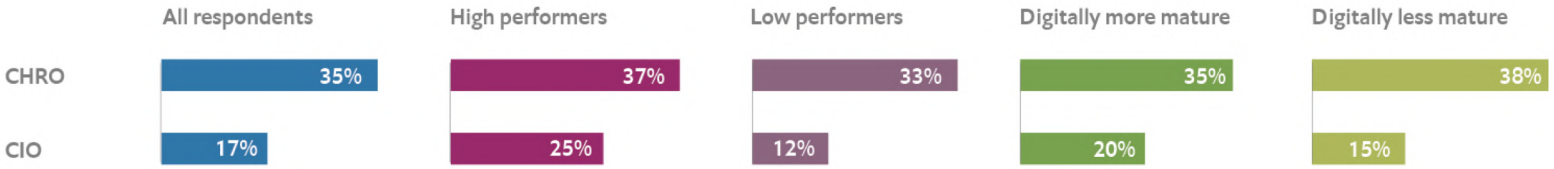
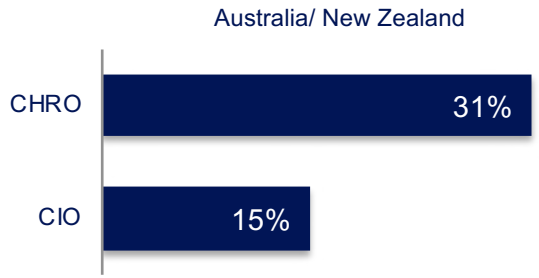
Ownership of the employee experience is shared

Who has a leadership role in shaping the employee experience?
(all respondents)





Deloitte.

> The problem is, **you can't have an initiative led by everyone**. Someone has to be, if not the leader, then a kind of orchestrator or conductor.
>
> **– Arthur Mazor**
> Partner, HR strategy & employee experience global practice leader, Deloitte

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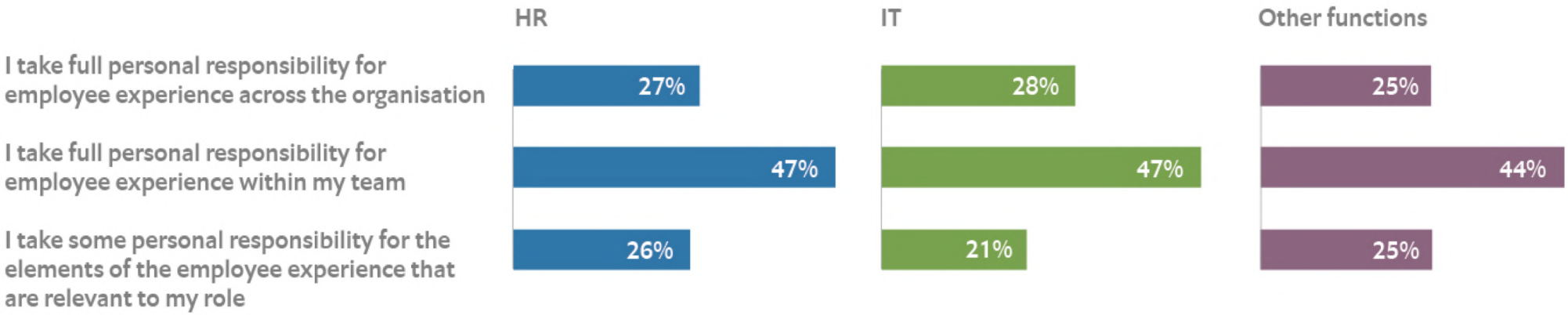
Many IT executives feel personally responsible

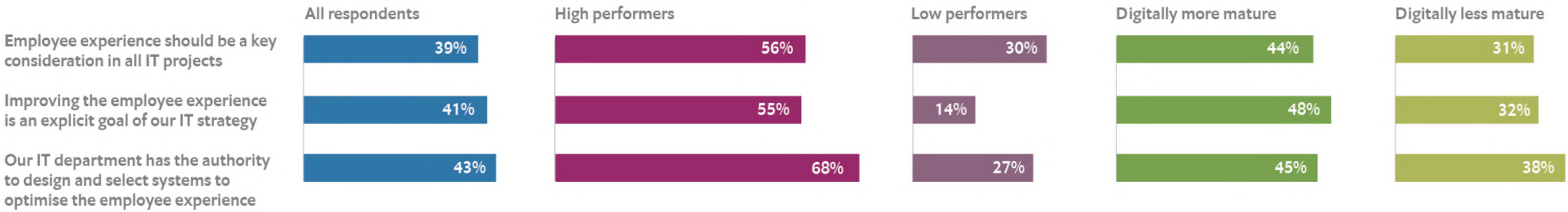
Scope of employee experience responsibility
(all respondents)

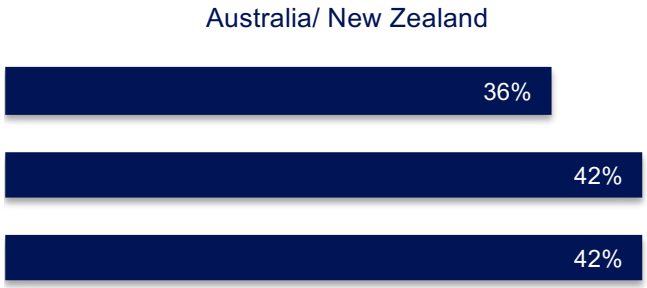


New ways of working

IT's contribution

IT perspectives on the employee experience
(IT-only respondents who "strongly agree")





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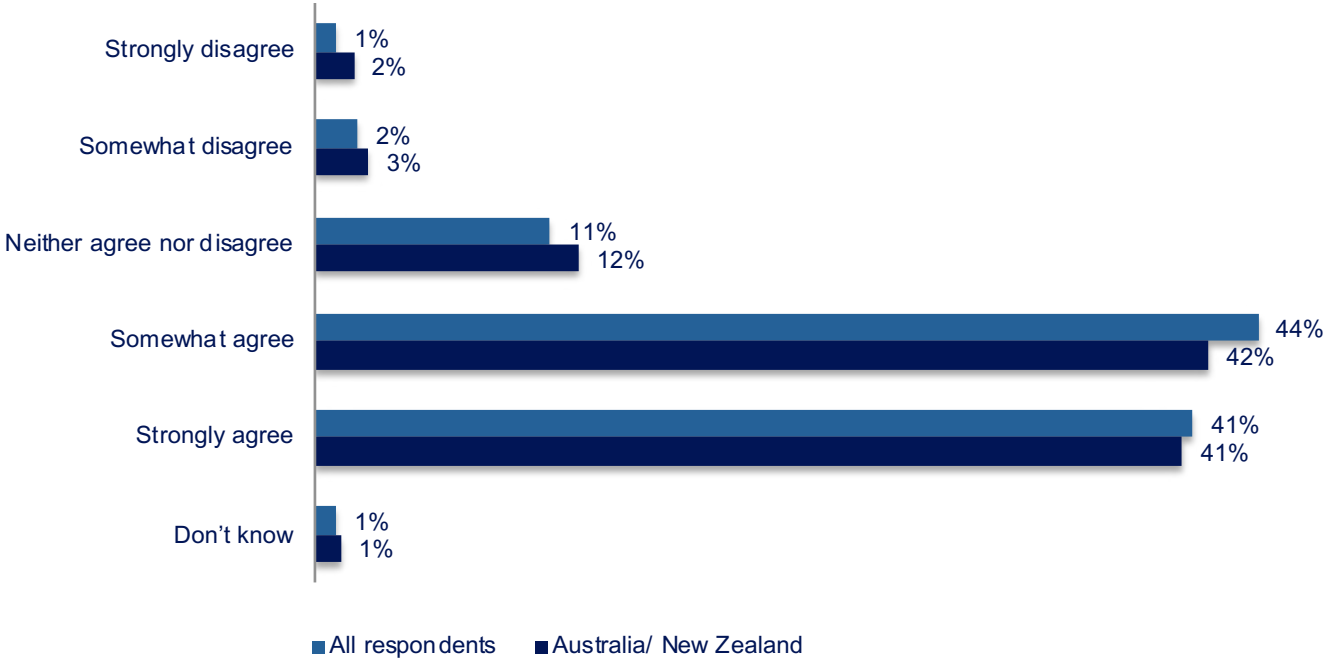
Time for a new philosophy for IT?

The purpose of workplace systems needs to change from controlling employees to empowering them
(all respondents)



29%

of Australian and New Zealander respondents are trying to **replicate the consumer experience at work**

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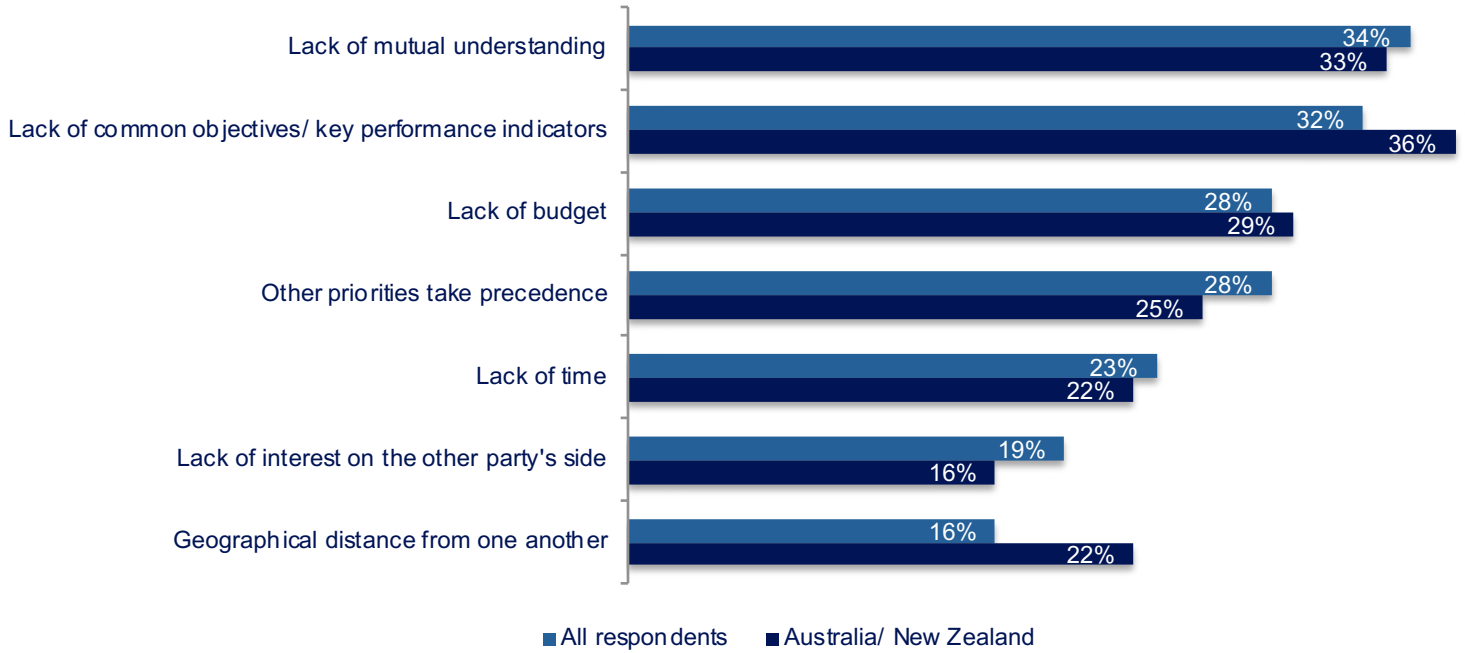
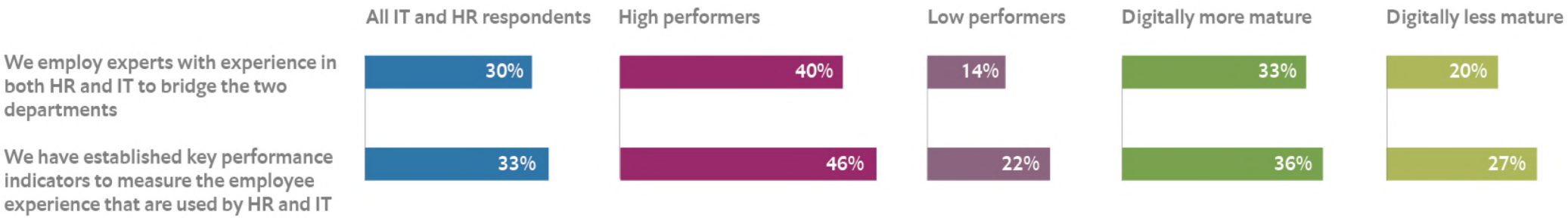
Collaborating with HR

The toughest barriers to effective HR-IT collaboration
(HR and IT respondents)

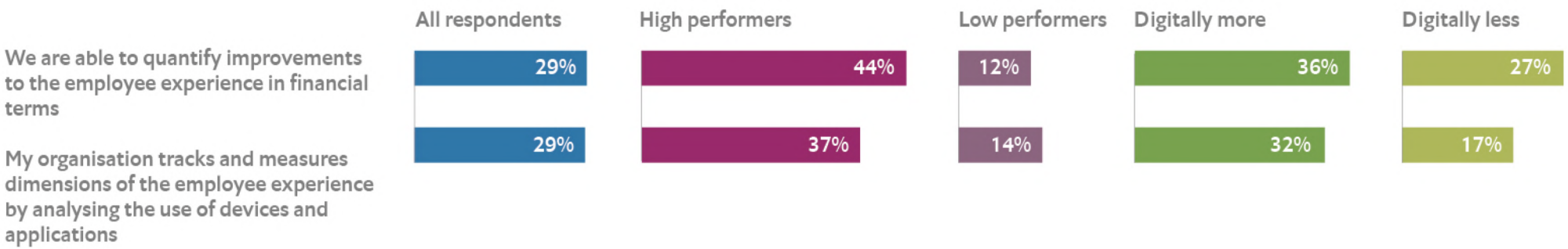


Collaborating with HR



> **IT staff are today more business-focused than before**, while those in HR and other departments are more aware of what's possible from a technology perspective.
>
> **– Florian Wies**
> Regional lead, country integration, Merck

Measuring the employee experience



Bridging the gap

Conversations

The employee experience is on the management radar and is being discussed at 81% of firms.

New roles

Many businesses have established new management roles with explicit responsibilities in this area (and a combined HR/ IT title).

New processes

Companies recognise improving the customer experience creates new opportunities for growth and some are learning to go back a step to improve the employee experience .

BBC

> “IT and HR might be different functions with different responsibilities, but they have a **joint stake** in delivering a high-quality employee experience.
>
> **– Valerie Hughes-D’Aeth**
> chief human resources officer,
> BBC

Case study: Bridging the gap at Northwell Health

Modernising

Digitising several aspects of recruitment and onboarding, such as enabling job-seekers to lodge applications using a smartphone and allowing new hires to access information through self-service portals
.

Ease of use

YouTube videos to help staff in HR and other functions become familiar with new technologies or processes the firm is rolling out

Measurement

Tracking employees' comfort with different mode of learning and with the technology or process being demonstrated

Northwell Health®

"

Ultimately, my boss is the CHRO. He determines the strategy for HR. I have to tell him what's possible from a technology perspective and provide him with solutions.

– Elina Petrillo
assistant vice-president for HR technology
Northwell Health

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Conclusions

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Conclusions

1

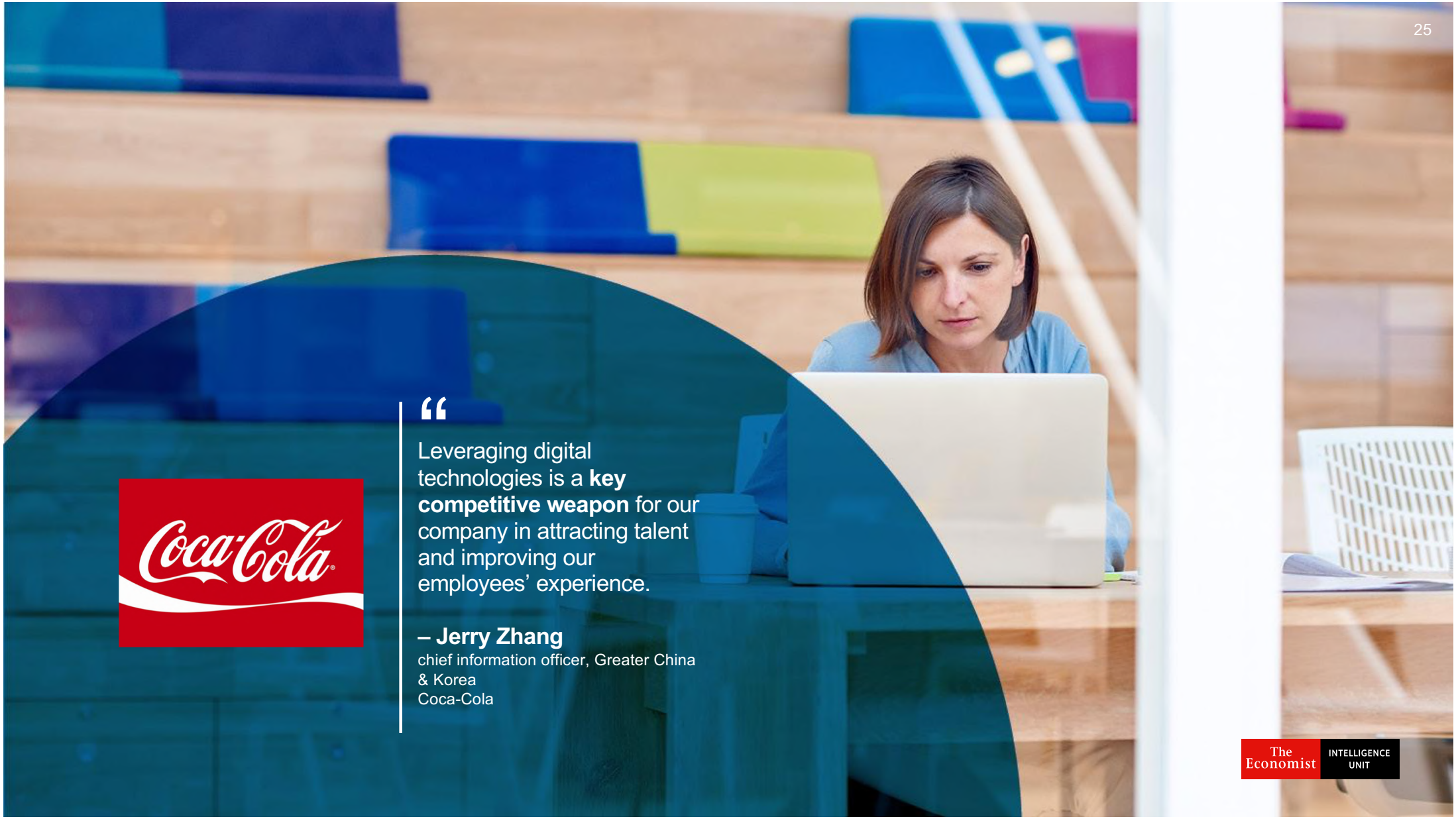
The employee experience is high on the business agenda and IT certainly has a role to play.

2

Ease of access to information should be the guiding principle when considering the impact of technology on the employee experience.

3

IT and HR need a shared language around the employee experience. New roles and KPIs may be a way to bridge the gap.



Coca-Cola

> “Leveraging digital technologies is a **key competitive weapon** for our company in attracting talent and improving our employees’ experience.”

– Jerry Zhang
chief information officer, Greater China & Korea
Coca-Cola

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