



# Employee Experience Transformation

## Delivering a great Employee Experience in a hybrid working world

As the return to the office in many parts of the world continues to pick up pace, organisations are grappling with how to transition away from the turbo-charged trend of remote working, to meet subsequent expectations of a hybrid working approach. Defining a hybrid working model and predicting its impact on their business and people is a step into the unknown.

Leaders need to define new working models and methods whilst providing space (both physical and virtual) for their people to meet, collaborate, create, learn, communicate and reinforce their organisations' culture. By placing their employees' experience at the heart of their transformation, they can develop the right hybrid working model for the mutual benefit of the business and their people.

Improving Employee Experiences (EX) has been a focus area for large organisations for some time. At first, this centred around enhancing employee benefits to attract and retain talent. We are now seeing rising awareness that these aspects are just the tip of the iceberg, with dedicated EX functions springing up to enable a more holistic approach to improving experiences at work.

The benefits of great EX are genuinely mutual - because happy, fulfilled, empowered people deliver great outcomes. Enhanced growth, employee retention, organisational value, operational efficiency, productivity and competitive advantage are just some of the benefits to business of a concerted focus on EX.

*"It has been known for a while that EX investment **drives business growth**. If done right, great EX creates **high-performing teams**, who in turn drive **business outcomes**."*

*As organisations prepare to return to a 'new normal' in a post Covid-19 world, there must be a focus on differentiation by providing a mutually beneficial experience to support employee needs in a **hybrid working environment**."*

**Matt Duncan**

Employee Experience Lead, The Berkeley Partnership



## Transforming a global FMCG's Employee Experience proposition

### The challenge

Our client, a leader in FMCG, was in the process of re-shaping its HR and workplace services organisation to create an Employee Experience (EX) structure that better served its people and improved operational efficiencies. The objectives were clear:

1. Create an EX function which made decisions based upon genuine employee sentiment
2. Drive global operational efficiency at scale across HR, Workplace and Tools

### What we did

Berkeley were initially engaged to help define and map the transformation journey. In this context we played a key role in shaping the overall proposition, the articulation of the value case and its practical justification. We were then retained to lead the resulting programme of operational transformation as well as influence the behavioural changes of the team accountable for improving the experience of all employees.

The impact and demands of Covid-19 were assessed and accommodated throughout this journey.

The multi-year transformation is now well underway. A new EX function is in place driving to a clear set of experience-based Moments that Matter for the organisation's people. This is through a re-shaped operating model and an approach that drives continuous improvement through 'always on' employee feedback. Operational hubs have also been developed to drive transactional processes at scale and free up capacity for teams to truly focus on employee needs.

### The value we delivered

Satisfaction measures associated with their Employee Experience toolset (a chatbot and helpdesk) have increased as a direct result of the transformation. The complexity of support channels for employees has also been cut significantly - from over 30, to one single integrated route. Our client has annualised operational efficiencies of over €20m. They are on track to save one hour per employee per week in administrative activities by 2023.

*"Berkeley have been instrumental in our Employee Experience transformation. They provided leadership, discipline and a rigour of approach to managing the change, combined with thought leadership which I have really valued. They did so in a collaborative way which means they have become truly trusted advisors."*

Vice President, Global Head of Employee Experience

## Have you challenged yourself or your colleagues to consider how you might deliver a great, mutually beneficial Employee Experience in a hybrid working world?

- Do you have a clear and robust strategy? Are you experiencing challenges or looking to the broader market to create new direction and opportunities?
- Are you exploring how your business can leverage hybrid working methods to transform itself to be competitive in the future?
- Have you considered the best methods available to you to enhance your business growth, organisational value, operational efficiency and competitive advantage?
- Is your operating model fit for purpose now and for future business needs?
- Are you seeking to improve employee retention and productivity but your usual methods aren't proving as effective post-pandemic?
- Do you truly understand the drivers of sentiment for your people and whether there is a potential gap between your people's expectations and their reality?

## Want to know more?

See how you can deliver a great Employee Experience in a hybrid working world.

Visit [www.berkeleypartnership.com/ex](http://www.berkeleypartnership.com/ex) to sign up for future insights or get in touch.

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