CAPCO

LET'S TALK ABOUT EX, BABY:

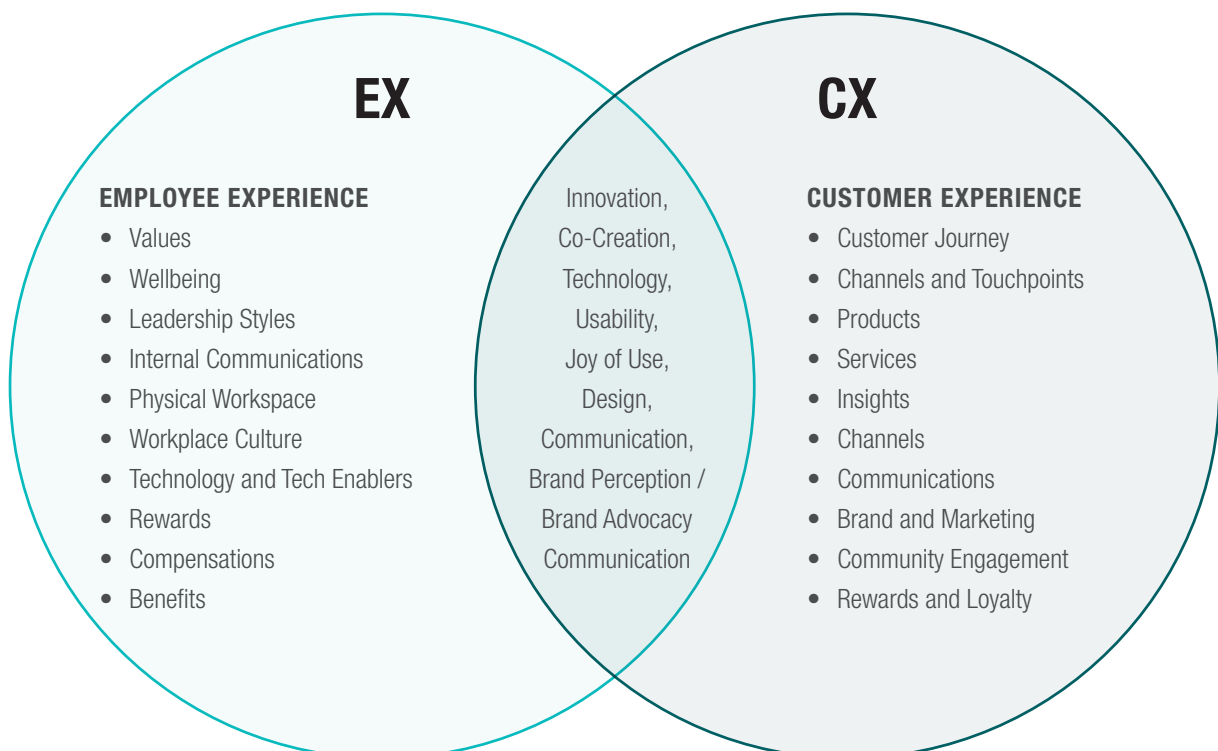### WHY ORGANIZATIONS MUST PRIORITIZE EMPLOYEE EXPERIENCE

INTRODUCTION

Let's talk about your employ-ees
Let's talk about all the good things,
and the bad things that may be…
(With apologies, and respect, to Salt-N-Pepa)

Today's global financial institutions face numerous challenges in addressing the evolving needs and heightened expectations of a demanding customer base. This generates an impetus to keep up with the latest technological advances, while also complying with increasingly complex regulatory requirements, juggling issues with legacy systems and balancing costs.

Time and again, our clients ask us to help drive internal efficiencies cost-consciously and — ever more frequently now — to strengthen the experiences offered to their end-customers, via targeted User Experience (UX) enhancements or overarching customer experience (CX) efforts.

In the chart below, bank Customer Experience (CX) is the holistic sum of how customers engage with their respective banks, and is determined simply by how customers perceive their interactions with them. Rightfully, banks are now more conscious of brand perception and how it propagates amongst current and potential customers. Perception can be fickle and is influenced in numerous ways that are difficult to manage, as many personal considerations are in play: emotional, physical, and cultural.

However, there is an immense opportunity to positively influence that perception which many banks are overlooking — and it resides within their own ranks. You know about CX, you've heard about UX, now meet EX, or employee experience.

EX

CX

EMPLOYEE EXPERIENCE
- Values
- Wellbeing
- Leadership Styles
- Internal Communications
- Physical Workspace
- Workplace Culture
- Technology and Tech Enablers
- Rewards
- Compensations
- Benefits

Innovation,
Co-Creation,
Technology,
Usability,
Joy of Use,
Design,
Communication,
Brand Perception /
Brand Advocacy
Communication

CUSTOMER EXPERIENCE
- Customer Journey
- Channels and Touchpoints
- Products
- Services
- Insights
- Channels
- Communications
- Brand and Marketing
- Community Engagement
- Rewards and Loyalty

LET'S TALK ABOUT EMPLOYEE EXPERIENCE, BABY...

Employee experience encapsulates how employees engage with their organizations. This includes every single touchpoint with their company right across their employee lifecycle, and the perceptions and feelings that result.

EX includes everything from interactions with recruiting teams, managers and leadership through to customer service, client onboarding, KYC, and the trade reconciliation and reporting software with which a firm empowers (or burdens) its employees. Individuals reportedly spend about a third[1] of their lives at work. Just as banking consumers seek financial products that reflect their needs and inter-connected lifestyles, so bank employees desire positive, fulfilling work experiences that reflect their personalities and lives. Or, at the very least, they don't want added frustrations as they try to complete daily tasks.

Your people are your first and greatest advocates... until they're not. Then they're your most powerful detractors and can be profoundly harmful to your brand. But let's set aside the brand benefits, though there are plenty. An outstanding employee experience maximizes internal performance by increasing overall productivity. Consider yourself — are you more productive when you're happy and empowered at work?

The research is conclusive, ample and clear: enhancing employee experience boosts business.[2]

A Gallup study found that companies which put their employees first are 21 percent more profitable, experience a 20 percent increase in sales, a 10 percent increase in customer satisfaction ratings and outperform on the S&P 500 by 122 percent.[3]

Slowly but surely, the idea that employees are expendable, just another number, is being banished from workplaces. Employees want purposeful, meaningful work, and they want to contribute to a larger vision and mission-driven business that values, inspires, empowers and enables them.

WHAT YOU NEED TO KNOW ABOUT
DIGITAL EMPLOYEE EXPERIENCE (DEX)

> " WHY am I STILL manually sourcing, enriching and comparing trade data – I know this is a task which can be automated so I can focus my energy on identifying and investigating exceptions. "

> " Ay yai yai, all this back and forth with the customer during the KYC process is clearly annoying to both of us – where's e-signature and 'instant KYC' when we need it! "

There are three major considerations when talking about EX:

1) **Physical** – Physical considerations relate to the actual workspace, the building, the desk/cubicle location, the office furniture. It even goes as far as the temperature (too hot or too cold will be distracting), how much exposure to natural light employees benefit from during the workday, the paint color of walls, the hand soap in the bathroom, or whether free fruit and coffee are provided.

2) **Cultural** – Cultural considerations include anything that affects the senses and leave an impression on employees. This is more about the attitudes of the employer and employees, the overall feeling and mindsets – it's the office buzz. For example, it could be anywhere from positive, flat and friendly to negative, hierarchical and toxic. Organizational culture is defined by the leadership team: their tone, style, and whether they exhibit the values the company publically espouses.

3) **Technological** – This is about the tools and tech resources organizations equip their people with to complete their day-to-day work, such as desktops, laptops, phones, as well as software, applications, systems (CRM, learning management, timesheets, and expense management etc.), the video conferencing setup in conference rooms, and more.

Organizations have the power to directly influence the physical, cultural and technological factors which form the holistic employee experience. In this paper, we will focus on the technological component, and specifically the 'digital employee experience' (DEX) – the sum of an employee's digital interactions in the workplace and their feelings, opinions or impressions of them.

Do the speech bubbles above sound familiar to you? Such scenarios are prime examples of poor DEX. Is it therefore any wonder that how people feel about their work will greatly affect their engagement and productivity? Do not undervalue emotion!

Inadequate, outdated tools that are no longer industry standard make people feel frustrated (and that their skills are out of date) which carries over into feelings about their workplace and career prospects. So, if you're still expecting your people to work with unsupported tech, like Windows Vista[4], then you better be prepared for them to say "hasta la vista… baby".

Take the time to understand the core of what your employees need to accomplish their everyday tasks. Generally, it's time (e.g. being undisturbed by superfluous meetings, IM notifications, and allowing your people the space to reach a flow state), on-demand access to information, and solid collaboration tools – technological policies or tools which inhibit this negatively impact an employee's experience.

"LET'S TALK ABOUT ALL THE GOOD THINGS…"

So, what are the benefits of DEX, you might ask. We believe that solid DEX investments will address workflow effectiveness (so employees find what they need and when they need it) and minimize inefficiencies (helping them find things quickly, rather than wasting valuable time on the search process). Effectively communicate and coordinate tasks, and reduce time spent in meetings for meetings-sake. Audit your tech set-up to ensure you're providing up-to-date tools, technologies and workflow systems which empower and support your employees. In turn you'll benefit from cost savings, a rise in employee engagement, productivity gains, and increased customer experience.[5]

Empowering your employees and fueling their productivity through effective DEX tools and tech is good business; and when introduced properly, will be embraced with immediate positive benefits for employees and employers alike.

+ Happier, More Engaged Employees!

A positive DEX via frictionless digital workflow tools and superior systems demonstrates to employees that their organization wants to support them and help them succeed – resulting in more engaged, effective, and efficient employees. Happier, more engaged employees might sound like a soft benefit, but particularly in times of an increasing war for talent, their pursuit is highly relevant and therefore more strategic than you might initially think.

Since 2000, Gallup, an analytics and advisory company and leader in employee engagement research, has been measuring just that; and the results show that the cost of disengagement due to lost productivity are a cause for concern. The employee disengagement numbers in Germany are alarming. Gallup's State of the Global Workplace report[6] states:

- 70 percent of employees are 'not engaged', i.e. "psychologically unattached to their work and company. Because their engagement needs are not being fully met, they're putting time – but not energy or passion – into their work."

- 15 percent are 'actively disengaged', i.e. not "just unhappy at work – they are resentful that their needs aren't being met and are acting out their unhappiness. Every day, these workers potentially undermine what their engaged coworkers accomplish."

- 15 percent of German workers are 'engaged', i.e. "highly involved in and enthusiastic about their work and workplace. They are psychological 'owners,' drive performance and innovation, and move the organization forward."

The 'engaged' numbers are similar in Austria and Switzerland: 12 percent and 13 percent, respectively. So why does this matter?

Engaged	Actively Disengaged		Not Engaged
15%	**15%**		**70%**

The report additionally estimates an annual hit of between 80.3 and 105.1 billion euros to the German economy due to lost productivity. Further, the report cites that German companies are great at satisfying employees with vacation and job security (which it should be noted are state-mandated) but not so great at engaging them – indeed, they're "lousy at fulfilling emotional needs, such as letting people do what they do best every day."[7]

Now let's consider those percentages again and now think about the finding that engaged employees return 120 percent of their salary in value and actively disengaged employees return half that, 60 percent.[8]

Engaged employees bring more value to their organizations. People don't feed engaged if they're consistently frustrated with the tools and tech they have to use in the work place. Effective DEX helps you enable your people so they can more efficiently do what they do best and are quite literally paid to do – their jobs.

+ Cost Savings!
Simply put, investing in digital employee experience improvements lead to cost savings by addressing technological inefficiencies, reducing time spent to complete tasks (i.e. reducing manual repetitive work), helping people access the information they need quicker, and increasing retention rates through increased employee engagement.

Cost savings from retention is a highly-undervalued metric. The estimated total cost of turnover ranges from values in the range of 30 percent[9] up to hundreds of percent of an employee's salary in case of client-facing or business-development roles[10]. Not least to mention it can take months to replace a skilled knowledge worker and feasibly just as long for a new hire to become up-to-speed (and able to match the productivity of the person they replaced).

Then there's the cost of overburdening the team of the leaver, as they need to cover their tasks in the interim period before their replacement is onboarded. The cost of this process is no small sum across a large institution like a bank, and it multiplies quickly in times of paradigm changes, like fintechs outmatching banks in the race for graduate talent. Alarmingly, over 63

percent of companies say retaining employees is harder than hiring them.[11]

Gallup's State of the Global Workplace report finds: "In organizations with high employee turnover, highly engaged business units achieve 24 percent lower turnover. In those with low employee turnover, the gains are even more dramatic: Highly engaged business units achieve 59 percent lower turnover. High-turnover organizations are those with more than 40 percent annualized turnover, and low-turnover organizations are those with 40 percent or lower annualized turnover. "[12]

There is plenty of evidence that focusing on user experience yields quantifiable returns; and this is also true when the UX lens is internal to an organization and harnessed for EX. A cost benefit ratio of $1:$100 has been proven as a result of increasing usability across organizations. Let's take the example of a well-known computer company which simply spent $20,700 to enhance a sign-on process used regularly by thousands of their employees. This company could measure cost savings of $41,700 the very first day the new process was released. On a system used by over 100,000 people, for a usability outlay of $68,000, the same company recognized a benefit of $6,800,000 within the first year of the system's implementation.[13] Indeed, this high of an ROI is nothing to sneeze at.

+ Addressed Security Concerns
A strong DEX strategy can help ease the constant barrage of emails to employees and help them prioritize their work and focus their attention. In many organizations, employees are distracted by an overwhelming volume of emails, requests, notifications and reminders. This distraction diminishes engagement with the actual content of each of those emails – just because there are too many of them. This in turn can lead to spoofing and phishing scams being inadvertently replied to or acted upon without noticing.

According to European Union Agency for Network and Information Security's statistic[14], susceptibility to phishing campaigns is still high, at around 10 percent. This number has been on the decline due to awareness-raising activities, but distracted attention would likely increase susceptibility again.
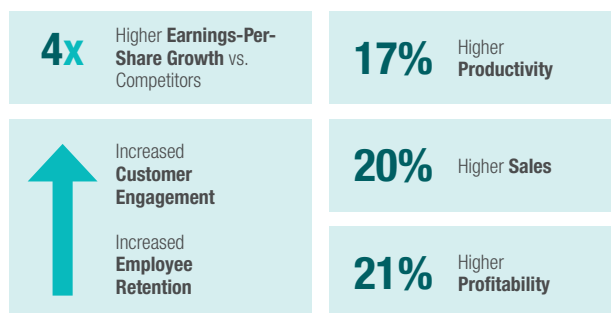
DEX measures can help address the security issues which arise from the many emails employees need to sift through.

+ Enhanced Overall Business Performance

When employees are properly equipped with the technological tools and resources they need to flourish in their roles and accomplish their daily tasks, they are more productive which in turn drives business performance.

A paper issued by research house Forrester, The ROI of EX, outlines the benefits of investing in EX. These include improved retention rates, increased employee referrals, reduced employee on-boarding, an uplift in profits directly resulting from employee brand advocacy, and increased productivity from improved EX.

Analytics firm Gallup has found that organizations and teams with higher employee engagement achieve the following:

4x Higher **Earnings-Per-Share Growth** vs. Competitors		**17%** Higher **Productivity**	
↑ Increased **Customer Engagement** / Increased **Employee Retention**		**20%** Higher **Sales**	
		21% Higher **Profitability**	

Let's take the example of a piece of customer relationship management (CRM) software with a clear and intuitive UX, and that is aligned to specific departmental and organizational requirements. A top-class CRM system is a DEX tool which can help sales teams raise productivity in several ways: via effective lead management, more accurate forecasting to help meet realistic targets, by minimizing the burden of manual reporting and identifying areas for improvement.

Or how about reporting? Excel is, of course, a powerful business tool that is capable of so much. Often, however, multiple spreadsheets and workbooks are utilized manually for reporting purposes; this results in additional and avoidable risk stemming from manual data entry and therefore low process efficiency.

There is very capable data visualization and reporting software available which, if implemented with strong commitment to adoption and engagement, can be highly successful in saving time and resources while also providing real-time insights to support decision making across the enterprise.

Considerable money is wasted every day because of a multiplicity or duplication of tools in combination with a lack of clear understanding as to how best to use them or transition between them effectively. Below are three examples of where we've seen this firsthand in financial services:

Banking:

While managing a global infrastructure project, this bank had to deal with a vast number of stakeholders as internal clients. The bank's CRM software, of course, was exclusively available for managing external clients and so an Excel sheet with some 25 data columns was created and filled. Later in the project, it was determined that this database should be accessible and editable by several colleagues at the same time without creating upload conflicts.

It was therefore decided to transition the database – with hundreds of entries – into a SharePoint table. To achieve this, the project office team concluded there was no choice but to copy each Excel entry by hand into SharePoint, which took over two (well-paid) weeks. In the end it turned out, an import function was in fact available if a certain access right had been applied for by the team and would have saved much time, effort and energy if utilized to begin with. This is just one example of an efficiency that can be easily overlooked in a manual process.

Insurance:

In terms of customer centricity and experience, the insurance industry is considered to be a leader in many ways. Nevertheless, it's not uncommon to hear that agents must juggle between 4 or 5 different front-ends when it comes to claims management, deciding on claims and coverage, and proofing for underwriting, and more.

Some insurance agents require three monitors to view all the systems they need to access regularly (consider the extra hardware cost to the organization). Imagine how often claims identifiers must be entered manually across the variety of systems in order to internally distribute claims information, to initiate payments, and so on. Consider the frustration for the

agents, as well as the amount of errors and subsequent costs for the company.

Entire task forces are dedicated simply to clean up double entries. Beyond the time and money spent on reviewing this manual work, it also means disproportionate effort is expended on training agents on multiple systems and their nuances as opposed to educating them on using a concise, well-wrought integrated tool architecture. The complexity arising from the need to use a different system for each product also impairs cross-functional data collation and management, as well as employee deployment across related product lines, such as automotive and home insurance.

Wealth & Asset Management:

One of Capco's international wealth management clients was using a multitude of client-serving tools and recognized it was a time-consuming task for many of their relationship managers (RMs) to analyze all client portfolios and predict next best trades. The creation of an investment proposal and simulating the impact of the recommended trades entailed multiple iterations and manual steps.

In just six weeks and employing a number of methods (contextual interviews, user journeys, design sprints, user testing, process mapping and reengineering, information architecture), we designed a DEX tool – the Portfolio Opportunity Finder – which generated user happiness scores among RMs of above 80 percent. Portfolio Opportunity Finder delivers massive time savings for RMs by automatically scanning all portfolios on a regular basis, identifying the clients who need an investment proposal, and automatically calculating fully customized 'next best move' investment opportunities.

Ultimately, good digital employee experience will positively impact an organization's bottom line. Heightened employee productivity and increased retention help an organization both make and save money.

+ Increased End-Customer Experience

Poor EX spills over into poor CX. Actively disengaged client-facing employees will inevitably display their unhappiness via their attitude and impatience, and at some point this negativity will manifest in front of an end customer. Conversely, motivated people who take pride in their work radiate an aura of happiness and promote positive customer experiences. Organizations which are leaders in customer experience have 60 percent more engaged employees. CX-led organizations live and breathe user-centricity and recognize that their employees are essentially internal clients, leading to positive results.[15]

"AND ALL THE BAD THINGS THAT MAY BE…"
WHAT ARE THE CHALLENGES?

Digital employee experience has a lot of benefits but, like any change, there are quite a few organizational hurdles to overcome on the DEX track.

Competing Business Priorities

Employee Experience is still an emerging topic. CMS Wire reports that 67 percent of organizations look at competing priorities as the biggest roadblock to EX initiatives[16]. Unfortunately, we have heard decision-makers make comments such as "Sure, we could improve this, but why would we? Our employees **have** to use it anyway." Such attitudes lead to a deprioritization of the Digital EX tools that are the foundation to enabling your people and propelling your business in the future.

Since there isn't yet a comprehensive understanding of the benefits of DEX or how best to measure it, it's not considered as important as, for instance, addressing regulatory topics. This is understandable as regulatory compliance is indubitably a vital priority in the here and now and failure to comply may lead to your company having no future at all. However, without proper DEX investment the future your business has may lack a competitive advantage. Investing in DEX sets your organization up for sustainable innovation and equips your people and organization for what's to come.

Promoting a clearer understanding of the straight line that connects employee experience with increased engagement and productivity is key to overcoming roadblocks. As always, money talks – providing ways to quantify savings and gains will pave the way to 'win the war' when prioritizing competing projects. Leading global banks that are increasingly 'employee-obsessed', prioritizing EX investments, are the ones with a clear competitive advantage.

Resistance from Security and Compliance

Security and compliance get a pretty bad rap as perennial blockers of innovation due to fears of risk and vulnerability. Digital employee experience initiatives seek to innovate how we assess and equip the people who are the backbones of any business but who may initially be blocked. Resistance from security and compliance teams are consistently cited as a barrier to EX initiatives, and easing access to information and resources will help people meet their daily work goals. When employees request more up-to-date software or hardware, they're often frustrated by rigid policies that make it harder for employees to do the work their organization needs them to do.

While it's easy to blame or hide behind security and compliance considerations, it's more important for organizational leaders to work closely with those teams to find new solutions, update policies and ensure compliance with DEX initiatives. This will ensure that the twin goals of enhancing employees' overall technological experiences and boosting their productivity and engagement are not compromised.

In addition, ensuring GDPR compliance is vital for organizations, and securing your employees' data will help you form more trusting relationships with them. An active and transparent solution for employees to manage their personal data, and for how the company can use their data, will be beneficial. However, the way that compliance departments interpret the regulation can have a direct negative impact on the employee experience, particularly when it comes to the use of communication and collaboration tools. Restrictive interpretations can limit employees' ability to effectively and efficiently communicate within and across teams.

Insufficient Senior-Management Ownership

The fact that this is a topic that needs to be pushed and validated within organizations via multiple business cases means many firms aren't living the values they espouse and/or are neglectful of any considerations beyond short-term financial impacts. Caring about your employees must go beyond mere lip service and should be backed up with solid investments in tech infrastructure and policies which set your people up for success.

Lack of a Clear DEX Strategy

Sixty percent of organizations don't see DEX as business critical, according to a survey conducted by Step Two[17], a digital workplace and intranet consultancy. As a result, they don't devote the time and effort to mapping out a unique digital experience strategy that is tied to their overall business vision and goals. This leads to many DEX initiatives lacking clear objectives, direction and metrics and to poor outputs in terms of productivity or engagement rates.

Missing Human Centricity

Keeping the human at the center of employee experience is a key to building effective DEX tools. It's about designing experiences and introducing technologies which make people's lives easier by breaking down tech barriers to productivity, bolstering their efforts and providing opportunities for growth. It is not about supplanting people.

Ineffective Change Management

Certainly, you can roll out a whole range of new and complex technologies. However, if you don't involve your people in the selection and/or build of that tech, and then sufficiently prepare them for the upcoming change via effective training programs, then they are likely to resist, or worse, fear it – thus defeating the purpose of such digital transformation.

So, let's get to the EX: Where do we start?

I MEAN, EVERYBODY SHOULD BE HAVIN' GOOD DEX

It takes more than ad-hoc measures to drive a strong digital employee experience. Here are some best practices we recommend:

1. Ensure DEX is being driven from the right place

The first step is to make the digital employee experience a priority across the whole organization.

Often any topic or issue containing the word 'employee' is pushed across to Human Resources and addressed via surveys and focused campaigns with a view to attracting, retaining and training talent. All of which is needed of course — but it does fall short, as the technological component is often overlooked or out of scope. Successful employee experience transformations are led by the C-suite, who have the authority and means to enhance technological resources and policies.

To drive DEX from the right place, a shift in perspective is generally required. Thinking of your employees as your internal clients is a helpful way to start. This is especially relevant for retail banking, where your employees may well also be actual end-customers of your bank. Even if they're not, the tone and mood they project as they talk about you or discuss their work with their friends, family and others will influence how others see your organization.

A CIO-led, cross-functional workplace experience task force, dedicated to fostering a positive workplace culture across the enterprise, would be most effective in ensuring the needs of all employees are understood and considered.

It's important to note that new tools and technology bring with them challenges in respect of engagement, adoption and training. While DEX tech promises enhanced efficiencies, engagement and progress, it also means some people may feel left behind. You must bring them along on the journey, and that starts with respecting and addressing their reservations. Successful change and training programs must have strong, transparent and honest leadership support. Be sure to prioritize this and ensure your change drivers are effectively empowered.

2. Form a Clear DEX Strategy Based on Employee Needs

Is it any great surprise that when employees talk about their employers on social media, the most common emotions are negative rather than positive?[18]

Regardless of your opinion of social media channels and their users' motivations, it's clear that there is an abiding sense across social posts that employee needs are not being respected. It is worth noting that female-identifying social media users are more vocal about their jobs online than their male-identifying counterparts.[19]

Being empathetic and getting to know your people is fundamental, be it their needs, motivations or painpoints. Simply introducing customer experience methods within the firm isn't enough. CX initiatives are meant to satisfy and engage customers who interact with banks maybe a dozen times a year. Rebranding and rolling out those same initiatives internally will fall short when it comes to employees who spend so much of their lives working for you.

Consider how the cultural and technology environments you provide to employees helps them directly in achieving their everyday work goals — and also where they fall short.

Moreover, don't presume to know what your employees feel — you must ask them. If you doubt they will be 100 percent honest in their responses, then create a mechanism for them to feedback anonymously via a survey tool or alternatively by nominating one person in each team to collect their colleagues unidentified responses.

GLOBAL ONLINE CONVERSATION SAMPLE			
Positive posts about work, jobs and employers	Neutral posts about work, jobs & employers	Negative posts about work, jobs and employers	Total number of posts about work, jobs and employers
1.104.578 **(16%)**	2.051.950 **(30%)**	3.691.712 **(54%)**	6.848.240

Brandwatch search, February 2019 to February 2020.

GLOBAL ONLINE CONVERSATION SAMPLE DURING PEAK-LOCKDOWN PERIOD			
Positive posts about work, jobs and employers	Neutral posts about work, jobs & employers	Negative posts about work, jobs and employers	Total number of posts about work, jobs and employers
293.330 **(15%)**	438.162 **(22%)**	1.264.154 **(63%)**	1.995.646

Capco search using Brandwatch for the period of 1 March 2020 to 6 May 2020

Top three employee gripes prior to the western coronavirus lockdowns
• Low pay
• Bad management
• Long work hours

Capco search using Brandwatch for the period of February 2019 to February 2020

Top three employee gripes during peak lockdown period
• Poor communication from management
• Low pay
• High expectations

Capco search using Brandwatch for the period of 1 March to 5 May 2020

Survey questions to employees could include:

1) Which technology tools provide the most value for you during the working day?

2) a) What is the tool, or aspect of a tool, that we use that most impedes your job?

b) How much time do you typically lose struggling with this tool each day?

3) Are there tools that you have used in your previous employment(s) that would help you do your current job more effectively?

4) Are there any tools that you use at work which you require more training on? (please specify which tool and in which areas you require reskilling or a refresh)

5) How can we improve your digital employee experience?

Insights formed during this process will not only help your business become more attuned to your employees' needs, but will also create a clearer vision and strategy for the future.

3. Focus on Mapping Employee Journeys
Something wonderful happens when you help your employees succeed in their day-to-day lives and defeat cumbersome systematic barricades that are outside their control. Simply put, they thrive – and so does your business. Achieving this outcome

requires both an understanding of their daily lives and the sort of robust, informed insights which are derived from scrutiny of individual's interactions with the technology ecosystem.

If something is difficult to do, or requires extra effort, we're likely to put it off. Accordingly, find out which technologies are getting in the way, and why. Investigate how many 'clicks' it takes to complete certain tasks and in particular examine any process required to complete those tasks with high abandonment rates. Establish feedback loops, and (anonymously) ask your employees which tasks they particularly hate.

Doing so will typically unearth a plethora of workflow weaknesses and inefficiencies. Again, as per the previous step, it is essential that your employees are truly involved in the diagnostic process. Don't just map what you **think** someone's journey is – **involve** them to ensure you're accurately capturing their everyday experience.

Also, invest in DEX across the board. Your employee journeys shouldn't merely comprise those individuals sitting in head office. Your branch employees are just as important – if not more so – to your organization and the nurturing of your brand. It's especially important to identify and to smooth out customer-facing employees' technological painpoints, as they have a direct influence on the end-customer experience.

4. Sell DEX

Selling the DEX journey is essential. Swiftly rolling out a great suite of technological tools and resources is all well and good - but if not embraced by your people, your mission will inevitably fail. Your best bet for success lies in a strategic approach to change management, fueled by education and communication that drives behavioral change, increases knowledge, and fosters engagement and adoption via authentic, accessible and value-aligned delivery.

We recommend you employ effective communications and change-management campaigns, and ensure transparency throughout the entire journey. Be honest about your goals around technological empowerment – and that to enable your people, you need their help to succeed.

It is extremely important never to hide obstacles and problems employees are likely to encounter en route to success. Don't pretend their day-to-day won't change – but if DEX initiatives are successful, those changes will be for the better. Nevertheless, it is still change and will require all the effort that any change entails. To that end, be prepared to answer the all-important question – "what's in it for me?" – at every stage of the journey, and for every department or individual in scope.

5. Weave a Unified DEX

At one time of another, many of us will have had to manually enter the same data into multiple systems. We know how annoying it is. This is expected when individual business units develop or procure different technologies and independently set up processes and governance mechanisms tailored to their own specific requirements. Duplicative pathways are created when system updates and evolutions are implemented differently across siloed organizations. Consequently, from approval and transaction requests through to receiving services, employees end up having to interact with multiple points of contact.

Think back to when you've been a new joiner at a company. Onboarding is so rarely seamless: many parts of the process are disjointed and require the employee to provide the same background or security information to different parts of the company repeatedly – whether simply to get a laptop working, their salary or benefits paid, or even to get security access to open a door. It's no wonder that a mere 12 percent of employees highly rate their company's onboarding process.[20]

Integrating all business platforms and apps within a clean, branded front-end will create a seamless digital experience for your internal users. A unified, user-friendly digital employee experience platform will ensure a 'one-stop-shop' for your employees, while a consolidated management dashboard will help monitor this.

6. Factor in Remote Readiness

As stated at the outset, our technology expectations have been heightened by the world around us. Right now, that world is in the midst of the COVID-19 pandemic. During these times, we're especially reliant on accessible and reliable technology to keep us connected with our co-workers and loved ones alike (not to mention our reliance on life-saving medical technology).

Amongst other things, the coronavirus crisis has demonstrated that many workers can effectively
operate remotely. A March study by Glassdoor found that three out of five US employees are confident in this way of working.[21]

Let's also not forget that many employees want to work remotely. An IBM study of 25,000 adults in May 2020 found that 54 percent would like to work primarily from home once offices reopen.[22] Moreover, a Leadership IQ study conducted before the coronavirus crisis found that remote employees are 87 percent more likely to love their jobs compared to those working in offices.[23]

Prior to the pandemic, Capco published a paper – **The Workforce of the Future: A New Hope**[24] – which found that adopting flexible working patterns improves a firm's productivity, profits and reputation. As employees and employers alike come to recognize just how much can be done from home, and as work-life balance continues to come to the fore, there will likely be a greater push for true flexibility in the workplace.

Some academics believe COVID-19 will accelerate the fourth industrial revolution and digitalization of all services, including public services[25]. Certainly, an organization that builds an effective remote digital workplace will be better positioned to innovate, drive productivity and collaboration, and attract the employees it needs to remain competitive in any sort of future remote working-oriented situation.

7. Institute Value Metrics and Continuous Improvement

The ability to harness and visualize data to form 'actionable' insights is critical in the growth journey of all organizations. Building in ways to measure the impact of new systems/tools/ technologies is key. Initially, this can help showcase the value derived from DEX investments, but beyond that it can also help you scale or optimize your business for the future.

Being able to see where and how efficiencies were – or were not - achieved along enhanced employee journeys will help inform you on how next to proceed. By tying DEX success metrics to overall business performance metrics, you can see the emergence of a more positive income-to-cost ratio, customer-satisfaction metrics, and employee-engagement data, for example. This can help you make the case for continued DEX and EX investments, which will only add to your competitive advantage in the marketplace, both amongst your end-clients and your internal ones.

CONCLUDING THOUGHTS

Your employees define and embody your brand – and their performance, productivity and engagement will shape your future. Accordingly, EX – and DEX – should inform all your strategic decision-making.

As COVID-19 in particular has demonstrated, understanding the human needs of colleagues is essential for successful cooperation – and not just in the customer experience arena – and will promote a healthy nurturing workforce culture.

If you're in the financial services industry, we encourage you to reflect on the digital employee experiences you've have had in the past and to challenge the status quo with us.

We can help you to:

- **Strengthen the user experience you provide for internal applications** – this is foundational in providing a solid employee experience, driving productivity, engagement and fueling competitive advantage;

- **Identify, improve/build, manage and continuously measure** specific elements or segments of your customer or employees experience to increase revenues or create efficiencies, including any software implementation;

- **Leverage design methodologies** to enhance or otherwise boost a current proposition, or to rapidly prototype from scratch and determine which ideas to take forward from idea to MVP;

- **Drive engagement and adoption around change** (technology, process, regulatory, cultural/workforce) by properly preparing your people and organization for the changes associated with the introduction of new technologies into your workforce;

- **Enhance employee experience via effective learning and communications** that drive behavior change, increase knowledge, and drive engagement and adoption via authentic, accessible and value-aligned delivery. The benefits will filter though into the customer experience.

At Capco, we enable our customers to deliver customer experiences that meet society's changing expectations, and which maximize internal performance and to attain and retain relevance and competitive edge in the digital market place.

We provide our customers with a suite of customizable services, grounded firmly in user-centric methods to enhance their offerings to their end-customers. We're even building digital banks from scratch.

To find out more about how your organization can practice good EX, contact us.

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ABOUT CAPCO

Capco, a Wipro company, is a global technology and management consultancy specializing in driving digital transformation in the financial services industry. With a growing client portfolio comprising of over 100 global organizations, Capco operates at the intersection of business and technology by combining innovative thinking with unrivalled industry knowledge to deliver end-to-end data-driven solutions and fast-track digital initiatives for banking and payments, capital markets, wealth and asset management, insurance, and the energy sector. Capco's cutting-edge ingenuity is brought to life through its Innovation Labs and award-winning Be Yourself At Work culture and diverse talent.

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