DOUBLING DOWN ON EMPLOYEE EXPERIENCE

How Culture Drives Growth

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VALUE YOUR EMPLOYEES LIKE YOU VALUE YOUR CUSTOMERS

To win the hearts and minds of both employees and customers, companies need to invest in employee experience.

Your employees are consumers, and just like your customers, your employees have consumer-based expectations that frame all of their digital interactions with your company. These heightened expectations coincide with, and largely stem from, a fundamental shift sweeping through today's workforce regarding how workers see their professional and personal identities fitting together. Today's workers are choosing jobs that they can wrap around their lives rather than reshaping their lives to accommodate their jobs.

Why? The pandemic was a multiplier. COVID-19 pushed many into prolonged isolation. Some people lost their jobs. Others worked remotely if they could or chose between risking exposure by repeatedly showing up on-site or voluntarily resigning. The tumult of 2020 and 2021 has reset many workers' priorities and reduced much workforce hesitancy to leave a job, giving rise to the "turnover tsunami" phenomenon that companies are facing. With more employees feeling less tethered to their jobs, their willingness to look for something better is approaching an all-time high.

COMPANIES MUST THINK DIFFERENTLY ABOUT SOLVING THE "TURNOVER TSUNAMI."

On the employer side of the relationship, companies seeking to deliver an excellent brand experience for their customers must recognize that it's the quality of the employee's digital experience that will determine the quality of the customer experience. Behind every customer journey is a team of talented employees who must be properly enabled to create that superlative customer experience. These employees require easy access to the tools, data and content they need to create consistent, relevant, timely, on-brand messages and deliver them across the numerous channels available to customers.

So, there's alignment between what employees are looking for from their employers to find satisfaction in their jobs and what companies must provide their employees to make an excellent customer experience possible: It's excellent

employee experience (EX). There's alignment, too, between EX and customer experience (CX): Companies that don't value their employees like they value their customers are finding that their relationship with each is strained, and in all likelihood, they are losing both.

CX and EX are linked in another important way: Centralized content and data are just as essential to creating employee experience as they are to creating customer experience. It's not surprising, then, that CX and EX are converging in today's most forward-looking enterprises. Companies that have laid the right technological foundation to produce an excellent CX already possess the building blocks for an equally strong EX. In fact, it's true that excellent CX depends on excellent EX.

In this e-book, we'll make the case for investing in EX and how it will contribute to your bottom line. We'll also demonstrate how EX and CX are intrinsically linked and give you a roadmap to building an employee experience that drives company value.

SECTION 02

THE RELATIONSHIP BETWEEN EX AND CX

The quality of the employee experience will determine the quality of the customer experience.

According to a 2020 study from **Forbes Insights** of over 300 employee experience and customer experience leaders, 70% of executives agree that improved EX leads to improved CX, which leads to rapid revenue growth.

Consider a scenario in which a consumer is researching a mountain bike purchase. For her, sound customer experience depends on consistent messaging across all touchpoints of her customer journey, from the online research she undertakes, to the marketing materials she reads, to the advertising content she encounters, to the conversations she has with digital assistants and also customer service representatives.

It's not difficult to imagine how this customer, exploring numerous avenues to find information on which bike will be just right for her, would be thrown off by a brochure that disagrees with a product details page or information provided by a customer service agent that contradicts data summoned by a chatbot.

It's also not difficult to imagine how these inconsistencies can arise across a large organization that employs many people in many different roles — from the engineers that design the bicycles to the developers who build the websites to the product marketers who create the documentation to the content team that develops the supporting assets to the partner marketers who create the enablement materials to train the customer support reps and the authorized retailers.

70%

of employers agree that improved EX leads to improved CX
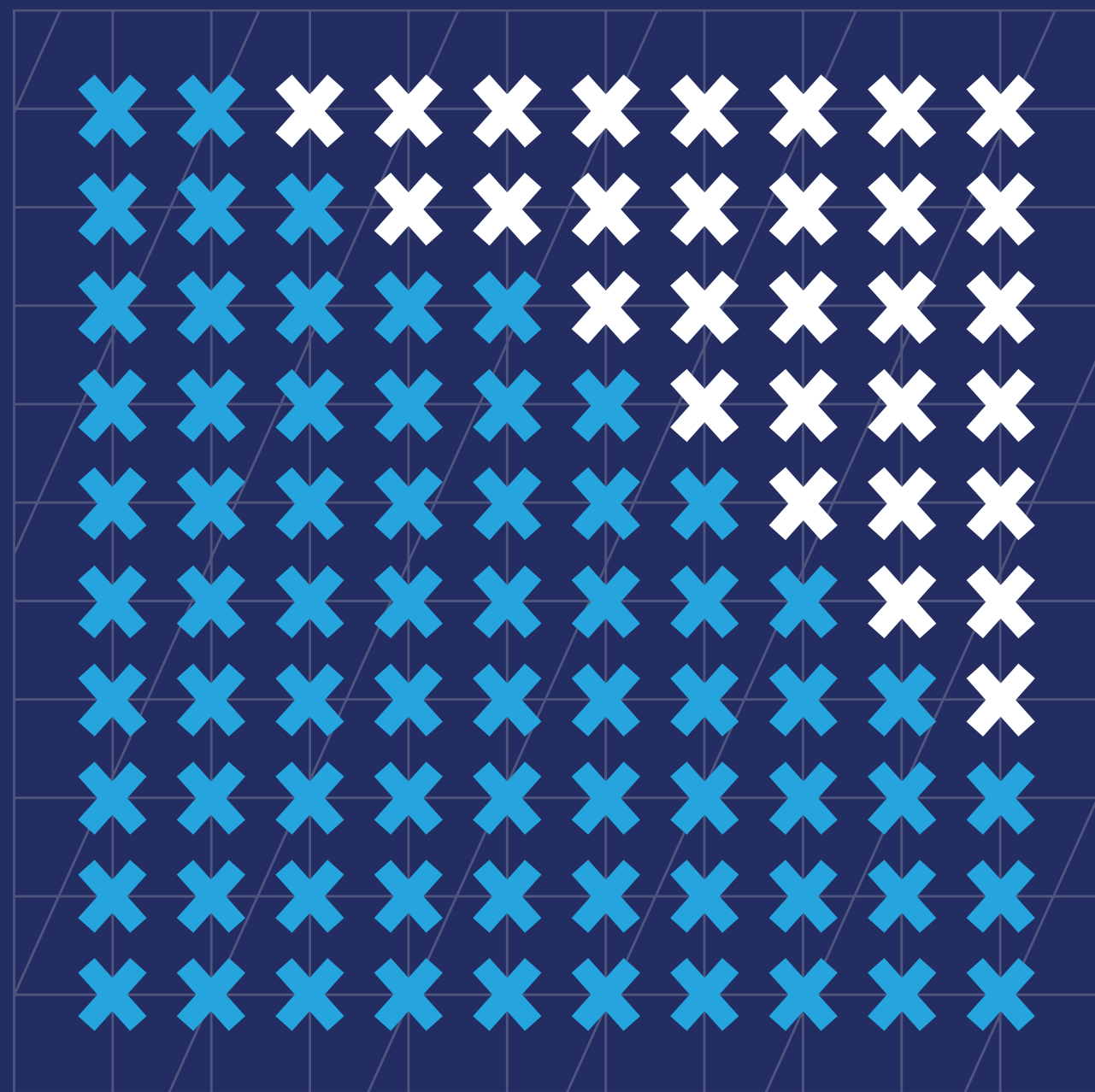
When the EX differs among a brand's various business units or even across individual employees, it's impossible to ensure consistency in their approach to customer-facing aspects of the business.

Recent **Gartner research** into employee experience found that more than half of customer-facing employees do not believe their company or management is setting them up to be successful in customer interactions. Further, more than half of respondents said that unnecessary effort in their day-to-day work prevents them from delivering a higher-quality experience for customers.

When consistency breaks down, so does customer experience.

SECTION 03

EMPLOYEE EXPERIENCE IS JOB ONE FOR THE CHRO

Employee experience is about productivity, collaboration and growth — primarily for the employee, but also for the company as a derivative. Employee experience brings together a personalized set of technology and content that allows each employee to be successful in both job and career. It also encompasses all of the things that an employee might go to the company's intranet for, including access to digital assets, company news and employee policies. But EX is much more, too.

Employee experience comprises all of the most up-to-date information employees need to tell a consistent story of the company, its products and its services; it provides access to the applications the employee needs to carry out their job responsibilities; it includes personalized benefits information and access to resources dedicated to helping employees build their careers; and it keeps the employee apprised of relevant news and events involving the company and specific business units.

Employee experience is top of mind for chief human resources officers (CHROs) building a unique, powerful company culture. Critical to this mission is attracting and retaining the most talented workforce, and sound EX makes recruiting easier and more productive. In turn, when EX is executed properly, it contributes to revenue growth and profitability because EX enables workers to do their jobs most efficiently. Conversely, EX ignored or poorly orchestrated indicates a broken culture and exposes a company not investing in its most valuable assets. This is a drain on resources and leads to workforce attrition.

Attracting and retaining quality candidates has always been a top concern for HR organizations. But now, it's a new puzzle, as workers have new priorities and companies have access to better tools to enable their workforces. HR must evolve their strategies or lose employees whose perspective has shifted. Companies that don't prioritize their employees' empowerment, well-being and satisfaction or don't try to meet their expectations aren't retaining talent. EX must become a leadership-wide priority.

SECTION 04

MAKING EMPLOYEE EXPERIENCE A SHARED PRIORITY

EX MUST BE EQUALLY VALUED ACROSS THE EXECUTIVE SUITE.

Because EX both embodies the company's commitment to its employees and enables teams in their daily activities that support the company mission, EX must be more than a concern of the CHRO; the entire executive suite must commit to investing in employee experience. Chief HR officers at companies in all industries understand this complex challenge and need to help their executive counterparts see that valuing their employees as much as they value their customers has become table stakes for all companies competing for customers and talent.

Employee experience and customer experience need to be on equal footing. Just as companies invest significant resources into orchestrating a personalized and satisfying customer journey, they need to invest commensurately in creating a personalized and satisfying employee experience. Undervaluing EX is a losing proposition. To turn the tables, the CHRO needs partners at the executive level — the chief information officer (CIO) principal among them.

The CIO manages the company's portfolio of apps. The CHRO drives employee engagement. Given that the CIO is already managing the apps that drive CX, rolling out a similar approach internally for EX can be a fairly simple process, enabling the CIO to extend services to the enterprises' most valuable resources — their employees. CHROs and CIOs have an opportunity to come together to build an employee experience that supports a winning company culture, helps combat the turnover tsunami in a time of great uncertainty, and improves the company's bottom line.

EMPLOYEE EXPERIENCE IS MUCH MORE THAN JUST A REFRESHED INTRANET

INTRANETS CAN'T COMPETE WITH EX.

Many companies start the conversation around employee experience when it comes time for them to refresh their intranet. Intranet providers may talk about transforming business processes and engaging employees, but the very concept of the intranet is a relic of the 1990s and 2000s, developed to give executive leadership a platform from which to broadcast to employees.

Today's employees expect digital experiences that map to their lifestyle, role, location and career within the company. This is far more than the typical company intranet can provide. They want access to all the digital tools and resources needed to do their jobs — from anywhere, at any time. Likewise, they want anytime, anywhere access to current company content. They want to be empowered to access and manage their own HR and benefits info. They want to be kept apprised of all initiatives coming out of any of the company's business groups. And, they want to feel part of a greater team and purpose.

Intranets tend to value minimally viable functionality over superior user experience. They were designed to meet the needs of the executives and corporate initiatives, not the unique needs of each employee. They are often barely supported, reflecting incomplete, hard-to-find and often outdated information. They typically run on legacy platforms built on inadequate architecture. And they certainly don't contribute to a unique and powerful company culture. Intranets fail because they were never designed around user experience.

Employee experience solutions, however, reflect digital transformation, starting from the perspective of the user experience and enabling workers in ways that even the most robust intranet never could. It's true that like intranets, EX solutions empower employees to stay in the know. Beyond the extent of this original intranet use case, however, the EX concept sets its sights on much higher-level targets than intranets were ever designed to approach — empowering employees to contribute to something greater than themselves.

In short, modern employee experience turns the concept of the intranet on its head, serving as a valued toolkit for the worker rather than a neglected bulletin board for the executive suite.

SECTION 06

FIVE ESSENTIAL CAPABILITIES OF AN EMPLOYEE EXPERIENCE SOLUTION

DOUBLING DOWN ON EMPLOYEE EXPERIENCE

Just as the intranet was designed to offer employers a one-way channel through which to broadcast to employees, point solutions were developed to address the employers' other needs regarding specific information they wished to convey to employees. Employee experience not only aggregates these tools, data and categories of information, it also orients itself around the employee, not the employer, and utilizes personalization to create a user experience that is unique for each employee. Great EX focuses on design, UX and connectivity — the proven attributes of superlative CX solutions that are now permeating the EX world.

The best EX solutions comprise five core capabilities:

1. Access - Making sure employees are informed on the latest company information

/ **Informed workforce:** Whether it's details of an acquisition, the latest product developments, new benefits programs, etc., employees who are "in the know" feel valued and connected.

/ **Consistent messaging:** Just as CX does for customers, EX assures all employees receive the same messaging across all channels of their digital interaction with the company.

/ **Consistent customer experience:** Employees need access to current and consistent messaging to ensure that contributors to customer messaging are pulling from a unified content base.

2. Discoverability - Making it easy for employees to find all the relevant information that helps them do their jobs

/ **Structured and unstructured content:** Unrestricted search capabilities empower employees to find structured or unstructured content anywhere within the "company walls."

/ **AI-powered search:** Intelligent search helps employees discover and navigate to key company applications and assets quickly and easily.

3. Connectivity - Easily integrating all the HR applications into a cohesive experience

/ **Internal applications:** Employees have access to relevant HR apps, benefits information and onboarding practices.

/ **Integrations with external applications:** Through open APIs, EX solutions must be able to connect to third-party applications that exist outside of the CMS.

4. Collaboration - Ensuring employees have visibility into company projects and an opportunity to participate

/ **Employee engagement:** Employees can learn about the projects their colleagues are working on and feel connected.

/ **Employee enablement:** Employees have the tools they need to engage on key topics within the company and voice their opinions.

5. Intelligence - Helping employees, in an automated fashion, get the information or access they desire

/ **Understanding employees:** Tools assess each individual employee's needs in terms of job responsibilities and professional development.

/ **Foundation for personalization:** Personalize content for each employee at the corporate office and local offices.

The right EX solution should derive its pedigree from a proven CX approach:
A single source of content that's experienced by anyone who interacts with your brand and a unified content experience driven by seamless integrations and intelligence. Just like the best CX solutions, EX should be built with consistent architecture, reusable components and unified data. A digital experience platform (DXP) to orchestrate all employee systems via an open-API framework puts power in the hands of employees to access what they need from one source, whenever, wherever and however they need it.

SECTION 07

LET YOUR EX SUPERCHARGE YOUR CX

DOUBLING DOWN ON EMPLOYEE EXPERIENCE
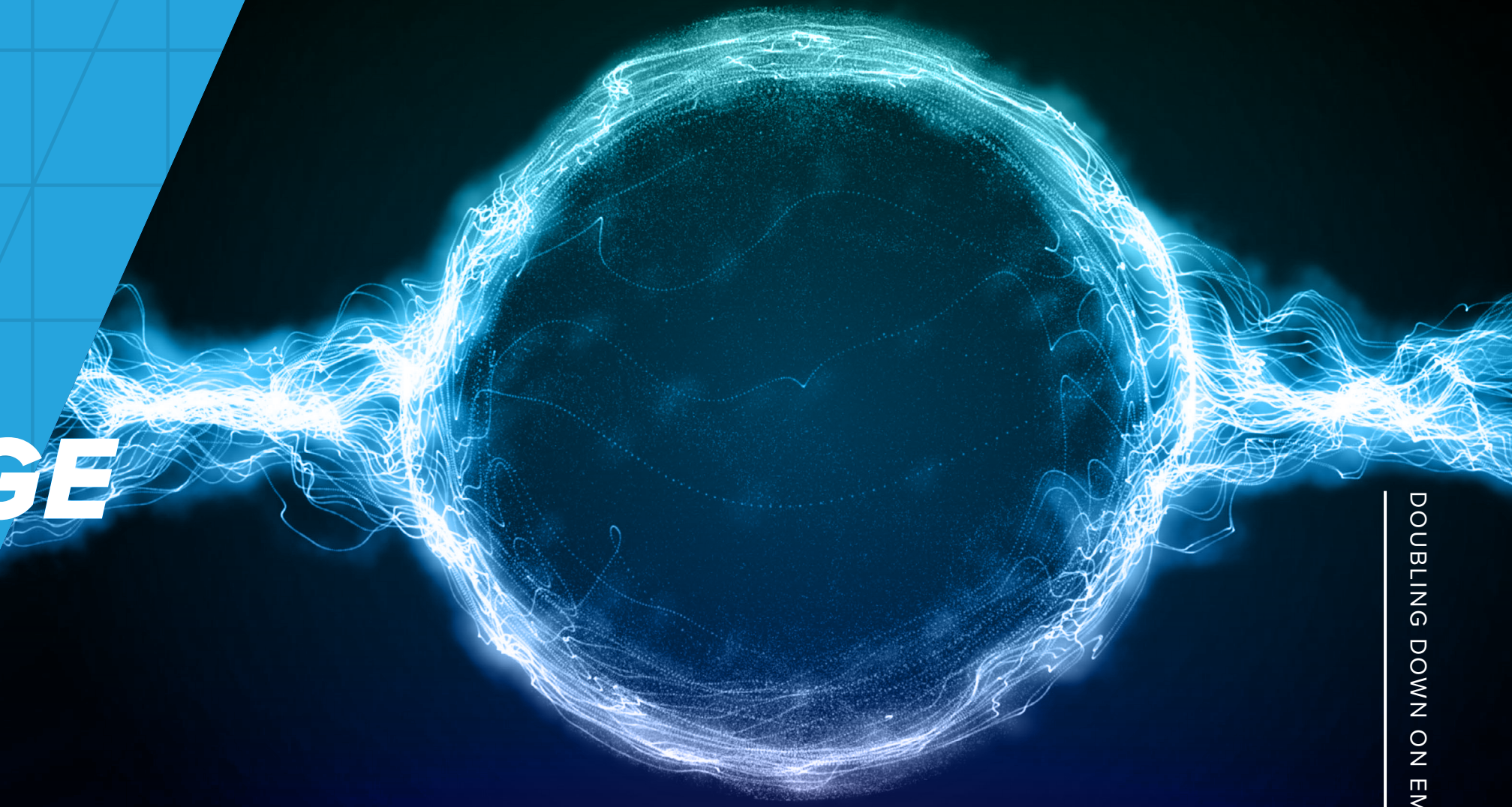
Built on Acquia's leading DXP, employee experience can elevate your customer experience.

With an EX sitting on the same foundation as your CX, CHROs and CIOs have the opportunity to align their objectives while also streamlining company operations. Acquia DXP offers seamless access to content, deep knowledge management, an open-API framework to facilitate third-party integrations and a unified employee or customer data platform, all of which come together to underpin the strongest EX and CX solutions available today. Acquia DXP is the category leader, serving the world's most demanding brands.

Acquia CMS, powered by Acquia Drupal Cloud, gives you everything you need to design and construct a composable architecture for a flexible, scalable, winning EX solution. Acquia has the technology and expertise to deliver a game-changing EX that can help progressive companies build a

world-class company culture, exceed employee expectations, redefine employee engagement and win the battle for talent retention.

Investing in employee experience is critical to maintaining your company's competitive edge. Reinventing employee experience from onboarding to exit, improving employee retention and equipping your workforce to create an excellent customer experience with modern technology solutions built on field-tested DX principles is clearly the smart business investment.

BUILD A WORLD-CLASS COMPANY CULTURE

Win the hearts and minds of your workforce by investing in employee experience.

LEARN MORE ▶

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ACQUIA

ABOUT ACQUIA

Acquia is the open digital experience platform that enables organizations to build, host, analyze and communicate with their customers at scale through websites and digital applications. As the trusted open source leader, we use adaptive intelligence to produce better business outcomes for CX leaders.

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