



REIMAGINING THE PEOPLE EXPERIENCE – FROM STRATEGY TO REALIZATION

Drive enhanced people engagement, increased HR effectiveness,
workforce and HR resilience, and organizational flexibility



GET THE FUTURE
YOU WANT

TABLE OF CONTENTS

Time to shape an amazing people experience	03
Yet, the challenges are two-fold	05
The post-pandemic is a foundational moment to shape the new people experience	07
It's not them-or-us – it's all of us	09
The founding principles of an intelligent, customer-grade people experience	10
Bringing it all together to build your own amazing people experience	12

TIME TO SHAPE AN AMAZING PEOPLE EXPERIENCE

In the world of work, the employee mindset towards their job was, in the past, often binary with two sides – must-have and nice-to-have.

For an employee, the must-have was an available and doable job that paid the bills – and while many were not satisfied, they coped. The nice-to-haves were about finding interest and variety, exercised in a pleasant work environment, with benefits beyond subsistence, and prospects potentially making a career.

For most employers, the must-have was securing enough people in the right roles, with controlled costs, to get the job done and the business delivering on expectations. The nice-to-have was building a performance culture to support the company's ambitions.

Indeed, [a recent report entitled “The People Experience Advantage” by the Capgemini Research Institute \(CRI\)](#)

– based on a survey of 2,250 leaders and employees across 750 organizations, in addition to in-depth interviews with HR and employee experience executives – confirms that: “Only 28% of employees say they are satisfied at work today, compared to 80% of leaders who believe their employees are satisfied.”

This world is now gone! Today's competitive labor market, combined with economic and financial pressures, and the physical and mental toll of living through a global pandemic, have driven many employees to re-evaluate their professional lives and work-life balance.

[The CRI report backs this up by reporting](#) that 74% of employees, 93% of managers, and 92% of leaders who were satisfied prior to the pandemic, compared to 28%, 62%, and 80% are satisfied with the experience at their current organizations.



With the rise of remote working, hybrid-work models are changing employees' priorities and expectations, as the lines between home and work become blurred. We're witnessing a radically evolving relationship to our "job" on both sides, which will probably never return to what they were before again. [Capgemini's report backs this up by stating](#) that 48% of employees and 87% of managers who are satisfied with remote-working opportunities are happy at work, compared to only 10% and 23%, respectively, who are not satisfied.

To re-engage your people, it has become critical to ensure they live through positive and sustainable experiences at

work, which match a premium client experience. Again, [the CRI report states](#): "96% of employees reporting a positive experience feel more engaged at work, meaning they feel motivated or energized to show up each day."

Now is the time for employers to better understand and fully answer the aspirations of their people, beyond employees, enabling every aspect of their working lives to become a must-have – benefitting every area of their organization and driving enhanced business impact.

It's time to shape an amazing people experience.

“ Employees who believe that management is concerned about them as a whole person – not just as an employee – are more productive, more satisfied, more fulfilled. Satisfied employees mean satisfied customers, which leads to profitability.”

Anne M. Mulcahy
Former CEO of Xerox

“ If you have happy and engaged employees, you will get much more output from your business. Instead of solely focusing on reducing costs, companies should work on engaging and motivating employees.”

Oliver Grohmann
Senior Vice President of Human Resources,
Emirates Group



YET, THE CHALLENGES ARE TWO-FOLD

First, running a business-effective human resources (HR) function has always been a challenge, which in recent years, has proved to be harder than ever. Here's why:

- In many parts of the world, employment is currently a buyer's market. Whether they are living in a new-normal context or trying to return to business-as-usual, several industries have more vacancies than candidates. Too many employees have now become real-time flight-risks
- Most people have grown accustomed to working from home, and full returns to their workplace are unwanted. This is imposing new pressures not just on HR models, but on ways of working and on digital workspace environments, process seamlessness, collaboration, user-friendliness, and IT security in particular
- Sustainable work-from-home setups also bring new employee engagement challenges, requiring the re-invention of individual and collective contributions, productivity, innovation, and team bonding, with impacts on management practices and cultural fabric
- Business growth during the pandemic has demonstrated that organizations need a customer-first mindset more than ever – and in HR, people, in the wider sense, count as customers.

This, in turn, has accelerated the move towards digital transformation. The challenge for businesses is to assess current technologies, services, and business practices, decide what needs keeping and/or adapting, and articulate them into digital, effective, people-centric ways of operating, as clear enablers of the amazing experience promise.



Second, the people experience is not solely dependent on the HR function. Marketing, internal communication, IT, and managers all have a direct or indirect impact on the people experience perception.

And we all know how the impact of malfunctioning systems in daily work (delivered through IT) can be both immediate and disastrous for the perception of the entire people experience.

While trust is built over time, it can be destroyed in an instant. The experience perception takes numerous small actions to reach satisfaction, but one flaw can have a disastrous effect.

Third, this experience perception is linked to multiple points – or moments that matter – split between talent cycle milestones and moments of daily work, each of which can have crucial importance on a given individual in a given circumstance.

Articulating all these key moments – with all their contributors – and ensuring they are delivered reliably, regularly, and seamlessly at the expected level, is a new dimension to factor in, on which the people experience is now dependent.

“The attention, focus, and personal priorities of employees have shifted significantly. The highest priority topics are different than before the pandemic. For example, with the increased use of technology for remote working, employees value human connection and empathy more today.”

Christian Schmeichel
SVP and Chief Future of Work Officer, SAP



THE POST-PANDEMIC IS A FOUNDATIONAL MOMENT TO SHAPE THE NEW PEOPLE EXPERIENCE

When working practices drastically changed during the pandemic, the people-centric disruption that was forced on HR morphed in unexpected ways.

Local lockdowns and business continuity requirements created a range of anomalies, which needed customized responses to employee questions. Remote employees needed to be unexpectedly and instantaneously guided towards the information they needed.

These issues arose in part due to high levels of fragmentation in processes and systems, driven by the number of potential points of contact with different types of workers across various functional areas, and all the scenarios that could ensue.

As a primary stakeholder, the HR function now needs to become more agile, integrated company-wide, and flexible to answer the expectations of both the business and its people.

Organizations need to move beyond notions of a digital workplace or a digital services market to something more holistic – including human and cultural dimensions, entwining the personalized must-haves and nice-to-haves of each employee – to address their entire people agenda in the most impactful manner.

In the aftermath of the pandemic, facility management and the IT function also need to rethink the role of the “office” – to completely reshape the purpose, layout, and equipment of such facilities.



IT needs to adjust its equipment policies and offers to a more permanent remote work, for example, through providing high quality headsets, speakers, and cameras, or through supporting subsidized home office installation for desks, office chairs, etc. – not to mention the equipment required for transition to the Metaverse.

[Capgemini's CRI report on employee engagement](#) confirms that: "Only 28% of employees have access to the technology and equipment they need to do their job well." If organizations can address this with flexible and meaningful solutions, everybody wins.

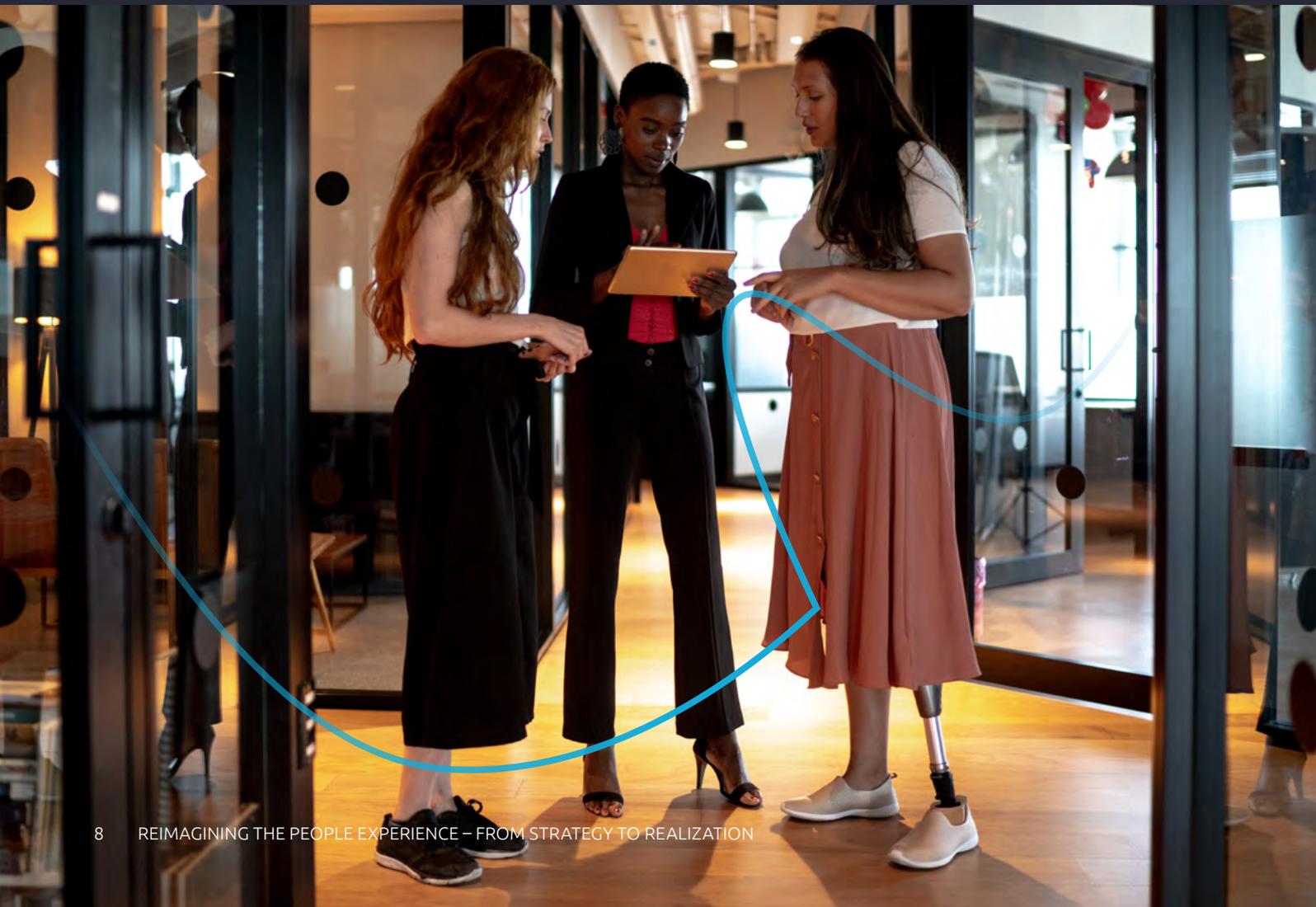
[According to Gallup](#), organizations scoring in the top quartile on employee engagement significantly outperformed those in the bottom quartile on crucial performance outcomes, generating:

- 41% lower absenteeism
- 24% less turnover (in high-turnover organizations)
- 59% less turnover (in low-turnover organizations)
- 10% higher customer ratings
- 17% higher productivity
- 20% higher sales
- 21% higher profitability.

“Offering a seamless experience with different support tools such as HR, admin, and finance is extremely important to contribute to both efficiency and employee experience today.”

Eline Bagnolet

Head of HR Integration and Transformation, Euronext



IT'S NOT THEM-OR-US – IT'S ALL OF US

What's implicit in these statistics is that the respective needs of the business and its employees are not mutually exclusive. At the same time, employees and contingent workers must be served and developed in the same way and treated as a broader talent ecosystem. The people experience serves all talent within an organization's orbit.

The goal is, therefore, to achieve four things:

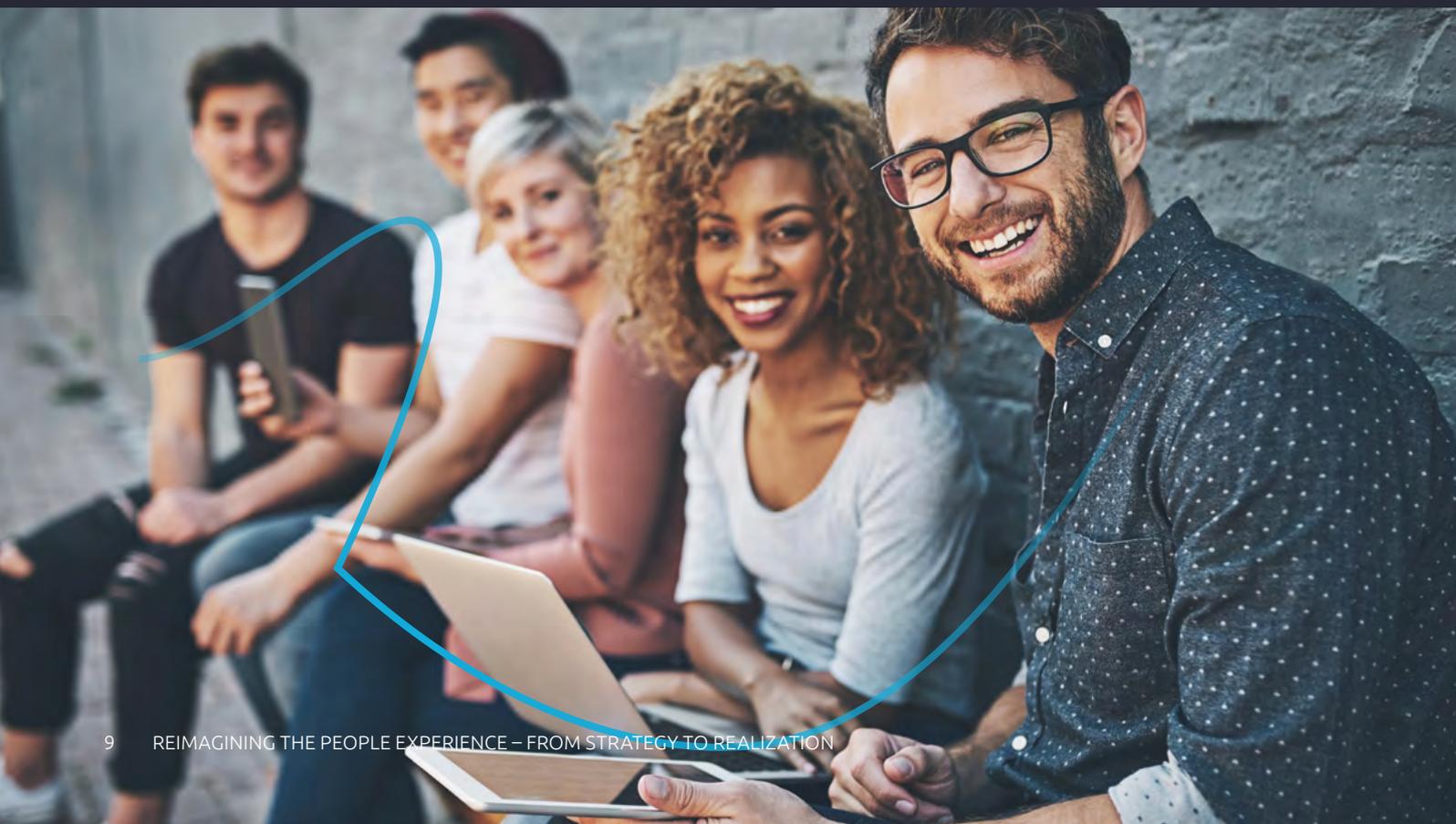
- **A clearly articulated people promise** – mirroring customer-grade aspiration, purpose, and company values that answer all employee expectations – translated into consistent people experience moments
- **A seamless, personalized people experience** – built on redefined interactions and ways of working over the entire talent lifecycle, globalized HR operations (with standardization, digitization, and automation of HR

processes where possible), and reliable people data that provides reliable analytics and value-adding insights for enhanced decision-making by business and HR leaders

- **A holistic and user-friendly technology architecture** – connecting core HR solutions and core work/digital workplace systems through a front-end experience layer, and igniting the people experience with more nimble applications that serve specific people needs in all circumstances
- **A supportive, inclusive “work at XXX” culture** – built on collaboration, engagement, support, and care, and empowered with continuous monitoring of employee engagement, matched by swift and relevant actions to answer the evolution of perception trends and expectations.

“I am convinced that nothing we do is more important than hiring and developing people. At the end of the day, you bet on people, not on strategies.”

Lawrence Bossidy
Former CEO, AlliedSignal



THE FOUNDING PRINCIPLES OF AN INTELLIGENT, CUSTOMER-GRADE PEOPLE EXPERIENCE

Developing and implementing a smart, global, and frictionless people experience is both a challenge and an opportunity for your organization. It must rely on the values driving your full-scale employee experience, the operating model driving the HR services, and the workspace to be provided.

This will enable your HR ecosystem to always meet its own goals, while continuously adapting and evolving over time.

At Capgemini, the foundational people experience principles we recommend being addressed include:

- **Putting your people at the heart of the solutions to be considered** – include a right-touch model to define the people agenda and customize your HR services for each organizational role
- **Designing a customer-grade experience adapted to your people sub-groups** – innovations in people services should leverage key principles such as

exceptional user-interface design, virtual agents, individualization, and first-contact resolution. Ultimately, it is the personalization that will make this a one-of-a-kind experience your people will actually love

- **Leveraging an integrated HR services technology stack** – recognize that technology does not deliver efficiencies or a satisfactory user experience by itself. An outsourcing approach can deliver a smart, cognitive full-services stack, while an intelligent command center can harness analytics to give you the relevant insights you need
- **Transforming while transitioning** – aim for Day 1 efficiencies using robust methodologies that adapt current processes towards the people experience ambition, and transform from there
- **Implementing continuous innovation** – refreshing your HR and learning solutions portfolio regularly (minimum yearly) ensures regulatory and technological currency and relevance.



Moving away from a process-centric approach to one that designs a holistic experience through digital services helps you design and deliver the frictionless people experience you need, while improving the way you address your talent and workforce challenges.

Key components of your frictionless, people-focused experience include:

- **A revised collaboration and interaction model** – defining the hybrid work ways of working and team interactions, supported by new ways of managing and engaging
- **An adapted and forward-ready HR technology stack** – supporting and making life easy for all these new ways of working, from a digital workspace to HR process usage
- **A digital employee helpdesk** – providing an intelligent, high-touch, multi-channel helpdesk that leverages omnichannel shift strategies to deliver designed, personalized experiences
- **HR advisory and digital services** – built on the HR services delivery model and HR system backbone, entwined with relevant agile applications dedicated to specific scopes, all integrated in the user-friendly front-end interface described above
- **Frictionless HR operations** – leveraging integrated and effective processes and application management services, with innovation and automation infused into HR operations, for a collaborative customer-like experience design
- **Digital learning and knowledge services** – featuring learning platform services, machine learning, and a learning content factory for individualized learning at scale.

“ We prefer to talk about ‘human experience’ rather than employee experience. We believe that an experience has many more aspects beyond what is directly related to an employee’s role.”

Fabio Ficca
Head of People Empowerment
Competence Center, Enel

Integrating stakeholder views – what do CXOs need from their people?

The key to a resilient and talent-centric organization is that there are enough people in the right roles to get the job done and to keep the business moving forward. However, for people around the boardroom table, the emphasis is likely to overlap in some areas, and differ in others:

CEOs:

- How do we design an organization fit for the future?
- How do we attract the right talents where and when needed, with low effort and cost?

CFOs:

- How do we determine what the right workforce size, quality, and cost should be? What is core, and what is not?
- How do we optimize our data analysis about profit and customer satisfaction and apply it to employee satisfaction rates?
- What’s the ROI of our investment in people?

CMOs:

- How do we take advantage of the approaches we develop for our customers and adapt them for our employees?
- How do we make use of converging insights from our customers and employees?

CIOs/CTOs:

- How do we adapt our technologies to the new ways of working without disrupting business models and our clients’ needs? Which investments should we prioritize?
- How can we better harness our people data for effective insights?

CHROs:

- How do we meet the current requirements of the business while living up to employees’ rising expectations?
- How can we monitor the organization’s direction of travel, so we can continue to upskill our workforce and hire/engage people appropriately?

BRINGING IT ALL TOGETHER TO BUILD YOUR OWN **AMAZING PEOPLE EXPERIENCE**

Organizations can truly make their people experience an effective and impactful intangible asset by:

- Defining a compelling, context-relevant employer promise to engage the people you need
- Designing and implementing:
 - a resilient and flexible technology ecosystem to translate this promise into reality
 - smart, scalable, digitized people services tailored to your people's usages and circumstances
 - the managerial and HR function readiness to support and sustain this ambition
- Ensuring continuous adaptation of transformation to the people agenda evolution.

We know this is a complex transformation effort, we know it requires multiple dimensions to be articulated simultaneously, and we know it doesn't rely solely on the HR Function. Yet, failing to address the new people agenda may result in a lack of engagement, insufficient talent, and the wrong resources.

In the current talent market, the people experience is becoming the loyalty engine for your people, while building your employer brand to attract, adapt, and develop the additional talent you need.

It starts now – and with you.

Typical outcomes of delivering an intelligent, customer-grade people experience

Organizations implementing an intelligent people experience approach can typically expect significant benefits:

- A frictionless, consumer-grade people experience
- Up to 35–40% increase in productivity across five years
- Over 95% first contact resolution and 30% fewer queries
- Enhanced optimization of resources and human capital
- Increased adoption of new skills
- Increased people engagement and loyalty to the organization and/or its ecosystem
- Insights-led decision-making that takes advantage of predictive analytics
- Reduced risk in delivery via robust operations



ABOUT THE AUTHORS



Stephan Paolini
Intelligent People Operations Global Practice Leader,
Capgemini's Business Services



Claudia Crummenerl
Global Lead – Workforce and Organization Practice,
Capgemini Invent



Alan Connolly
Global Head – Employee Experience and Digital Workplace,
Capgemini's Cloud Infrastructure Services

About Capgemini

Capgemini is a global leader in partnering with companies to transform and manage their business by harnessing the power of technology. The Group is guided everyday by its purpose of unleashing human energy through technology for an inclusive and sustainable future. It is a responsible and diverse organization of over 340,000 team members in more than 50 countries. With its strong 55-year heritage and deep industry expertise, Capgemini is trusted by its clients to address the entire breadth of their business needs, from strategy and design to operations, fueled by the fast evolving and innovative world of cloud, data, AI, connectivity, software, digital engineering and platforms. The Group reported in 2021 global revenues of €18 billion.

Get the Future You Want | www.capgemini.com

Connect with us:



@CapgeminiBusSvc



[www.linkedin.com/showcase/
capgemini-business-services](https://www.linkedin.com/showcase/capgemini-business-services)



[https://www.capgemini.com/services/
/enterprise-management/intelligent-
business-operations/](https://www.capgemini.com/services/enterprise-management/intelligent-business-operations/)



businessservices.global@capgemini.com