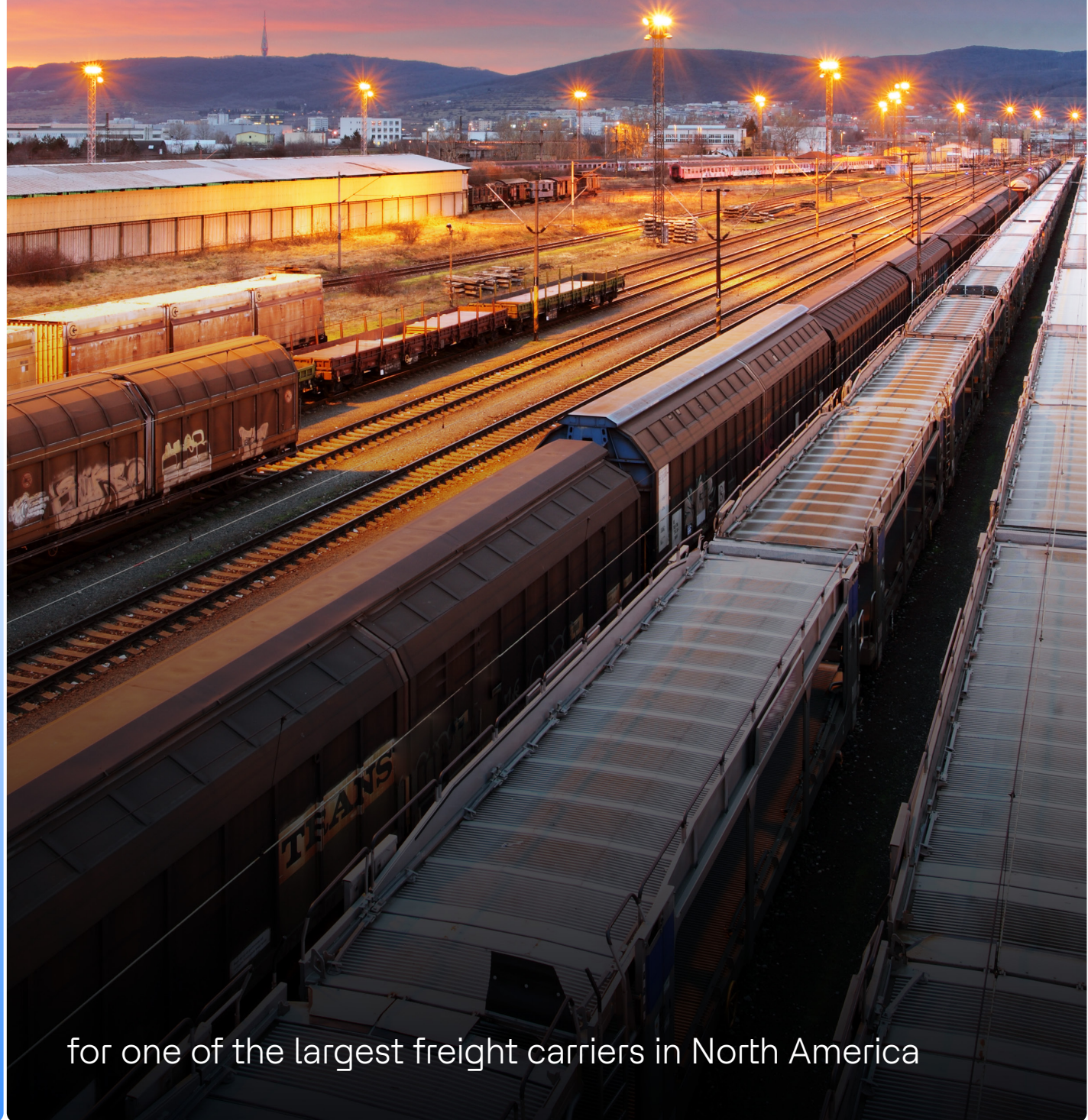


Delivering seamless digital employee experience strategy



for one of the largest freight carriers in North America

One of the largest freight railroads in North America with over 35,000 employees needed to understand how to deliver a differentiated employee digital experience to ensure their employees had best-in-class technology to support them in their day-to-day work, and to keep employees engaged and connected to the overall organization. With 80% of employees working in the field (near railways, on the tracks, on the trains going across country, etc.) and having limited access to their laptops throughout the day, the company turned to HCLTech to help them develop a digital employee experience strategy that would identify and deliver on employee insights and needs for all employees. Through research, insights gathering, and facilitated experience design thinking workshops, HCLTech helped align cross-functional leaders around the employee digital experience, developed a proof of concept, a visual story of the future digital experience, and an actionable experience roadmap to help them begin their journey in creating a differentiated employee experience.

The Challenge:

No single team or person owns the digital employee experience, so a big part of this engagement was to conduct upfront, cross-functional workshops to align key stakeholders to get buy-in and engagement.

80% of their employee base work in the field and are disengaged or don't feel connected to the overall company, making it difficult to get them involved and in the know on important company information and highlights.

It is challenging to digitally reach an employee who is in the field as there are safety, union and regulatory restrictions as to when these employees can be on a desktop, laptop, or mobile device.

With a full schedule in the field and instruction coming from both the company and their local unions, it is hard to incentivize field employees to take time (when safe) to review and adopt the company's internal website which provides company-wide information for all employees.

With such disparate employee day-to-day scenarios in relation to a digital experience, it was challenging to determine which types of features and functionality to prioritize to make headway on improving the overall digital employee experience.



The Solution:

HCLTech conducted a laser-focused 12-week employee experience (EX) strategy engagement that worked on bringing together cross-functional leaders and key stakeholders to align around a future digital employee experience strategy and captured fresh employee insights through various methods to deliver on an actionable experience roadmap which identified both short-term wins that could be initiated in the near future, and longer-term goals to develop differentiated experiences in the future.

Key elements of our EX strategy approach included:

Conducting cross-functional experience workshops to align stakeholders on overall vision and business needs, which brought excitement and buy-in

Capturing fresh employee insights through one-on-one interviews, field observation study, an all-employee survey, and cross-functional experience design thinking workshops

Mapping the end-to-end employee experience journey to identify existing employee challenges & experience improvements across each step of the employee journey

Facilitating ideation sessions to identify innovative ways to improve the digital employee experience and created portal concepts and illustrated a future-state story

Developing an actionable roadmap across the end-to-end employee journey that was two-fold; 1) identified which features/functionality to improve on the digital experience across the employee journey and 2) steps to take to engage employees and ensure high-adoption through change management activities.

Presenting key findings and recommendations to executive leadership with fantastic feedback



The Impact:

A few key business outcomes from this discovery engagement included:

Aligned leaders and stakeholders across the organization that now understand how to support the digital employee experience initiative and work together across the employee journey (rather than within their own silos)

Fresh employee insights through:

- One-on-one stakeholder and employee interviews (55 interviews both in field and across business teams)
- Field observations – we visited two key field offices and spoke to 21 different field employees to capture their thoughts and needs.
- First-of-its-kind all-employee survey about the digital experience
- Four design thinking workshops with 46 cross-functional participants representing different parts of the employee journey

Key baseline metrics around the current digital experience and several key themes that came through our insight gathering that can be used to measure the different parts of the employee digital experience over time.

Set direction for actionable steps the different teams can take by leveraging three digital concepts via wireframes, the visual future digital experience story we created and the actionable roadmap.

Awareness and excitement for employees by showing that their voice matters and that they are worth investing in to create a better digital experience so they can do their jobs with less stress

Direct client feedback on this engagement:

“

I've never seen such good work on the topic of employee experience done at 'our company'.

~ Executive Leader

“

We were very impressed by the professionalism and skill the HCLTech CX design team brought to our digital employee experience effort. I can say beyond the shadow of a doubt that without HCLTech's help we would not have progressed our digital employee experience effort to a place of action.”

~ Leader of Digital Experience Team