



**EMPLOYEE EXPERIENCE  
MEETING 2018**

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OCTOBER 3<sup>RD</sup>, 2018

**Claus Møller**  
CONSULTING

**SWAROVSKI**

*Strongly agree*

*Agree*

*Disagree*

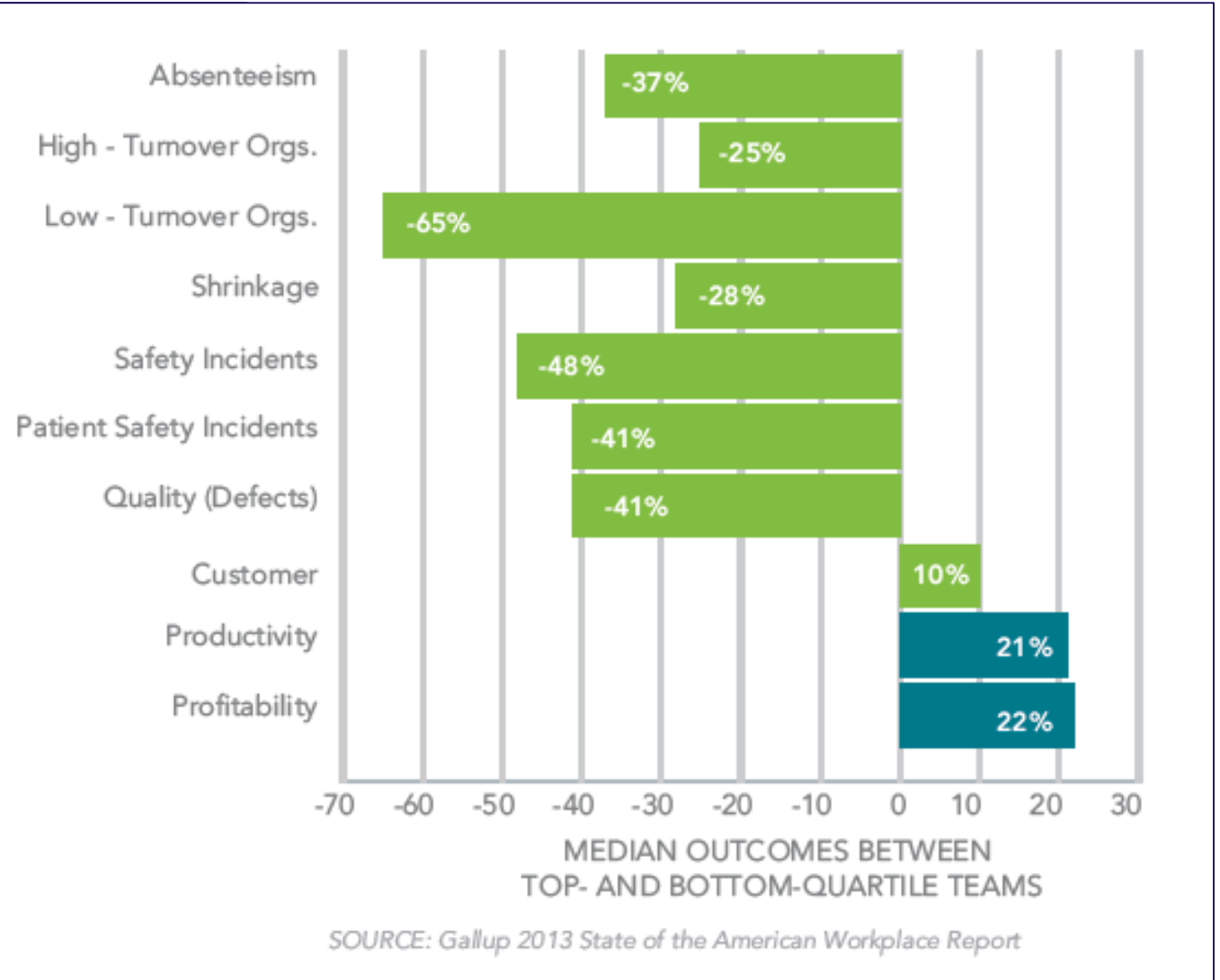
*Strongly disagree*

A QUICK SURVEY

# LOTS OF RESEARCH TELLS US HIGHLY ENGAGED TEAMS PERFORM BETTER

Business Results		High Engagement only
<b>Employee performance</b> Increase in employees above performance expectations		10%
<b>Employee retention</b> Reduction in turnover rates		-40%
<b>Customer satisfaction</b> Customer satisfaction rates		71%
<b>Financial success</b> Revenue Growth		x2.5

Source: Based on linkage case studies using Hay Group's global normative database



**Aon Best Employers** drive higher **ENGAGEMENT, SALES GROWTH and SHAREHOLDER VALUE** than other organisations

Source: Aon Best Employers 2015 Research

<b>24%</b> Higher Engagement	<b>25%</b> Higher Relative Growth in Sales	<b>17%</b> Lower Employee Turnover	<b>46%</b> Higher Relative Job Openings Filled Internally
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# NEW EMPLOYEES ARE USUALLY MORE HIGHLY ENGAGED

“HONEYMOONERS”

		Total (% Fav)	% Favourable Differences to Total (* = statistically significant difference)				
			less than 1 year	1 to less than 2 years	2 to less than 5 years	5 to less than 10 years	more than 10 years
	<b>Number of Respondents</b>	<b>16408</b>	<b>2446</b>	<b>2278</b>	<b>4354</b>	<b>3292</b>	<b>3775</b>
1	Employee Engagement	67	+5*	-1	-1	0	-3*

Employee Engagement		Total	Tenure				
			less than 1 year	to less than 2 years	2 to less than 5 years	5 to less than 10 years	more than 10 years
	<b>Number of Respondents</b>	<b>16408</b>	<b>2446</b>	<b>2278</b>	<b>4354</b>	<b>3292</b>	<b>3775</b>
1	I feel motivated to go beyond my assigned job responsibilities	75	+4*	+2*	+1	0	-3*
2	My company motivates me to contribute more than is required	57	+8*	+3*	+2*	-1	-6*
3	I feel proud to work for my company	78	+9*	+4*	+2*	-1	-10*
4	I would recommend my company to family or friends as a place to work	64	+18*	+7*	+2*	-3*	-16*



## ENGAGEMENT MAY NOT BE THE DRIVER TO PERFORMANCE



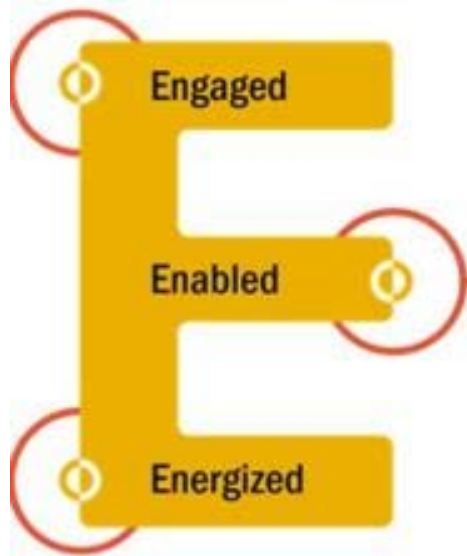
Disengaged employees having the right tools, training, working environment, right information, etc.....

... most probably will perform better than ...

... engaged employees without the above !

# MOST COMPANIES MEASURE MORE THAN ONLY ENGAGEMENT

## Different Models (Framework)



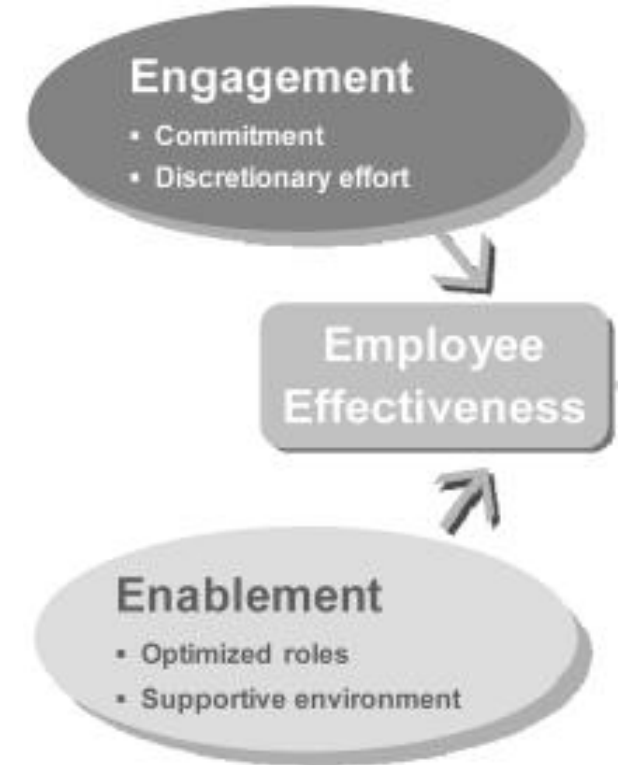
Towers Watson



CEB



AON



Hay Group



## #BEGINBRILLIANT

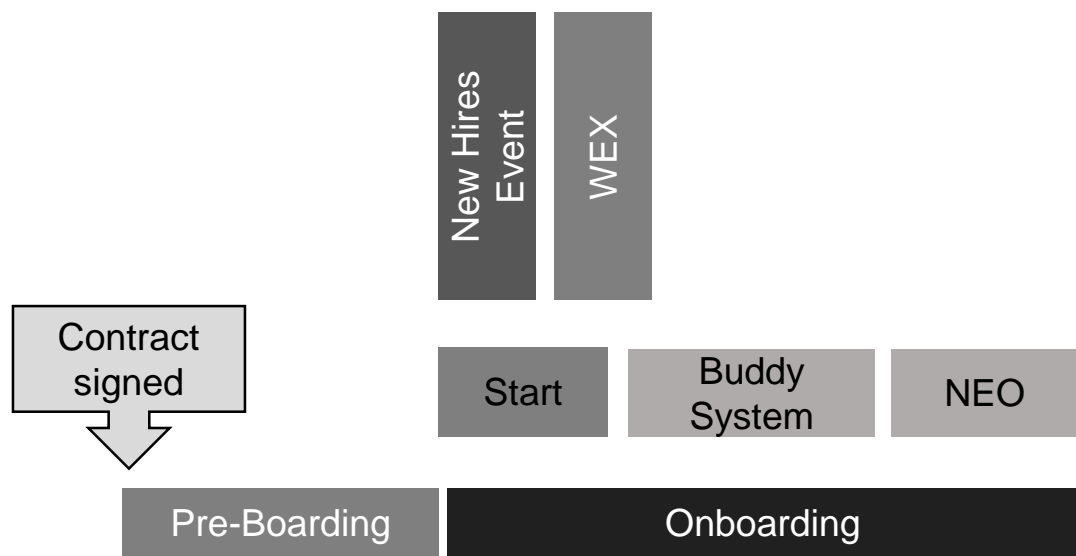
**“YOU NEVER GET A SECOND CHANCE TO  
MAKE A GOOD FIRST IMPRESSION”**

Onboarding is a critical point in the employee lifecycle.  
It is the process of accommodating and accelerating new team members,  
whether they come from outside or inside the organization.



# EXAMPLE OF A STANDARD ONBOARDING @ SWAROVSKI

Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec

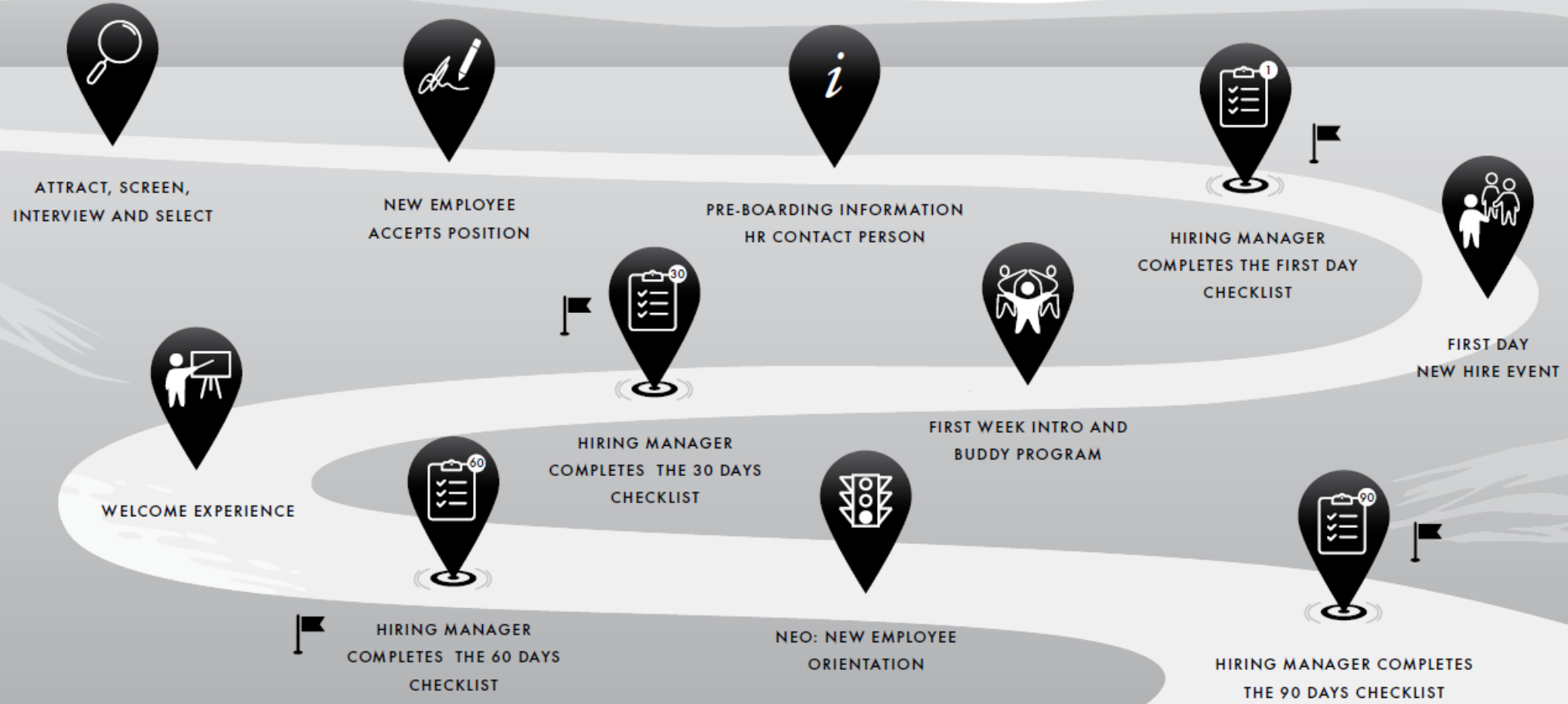


Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec





# SWAROVSKI ONBOARDING JOURNEY

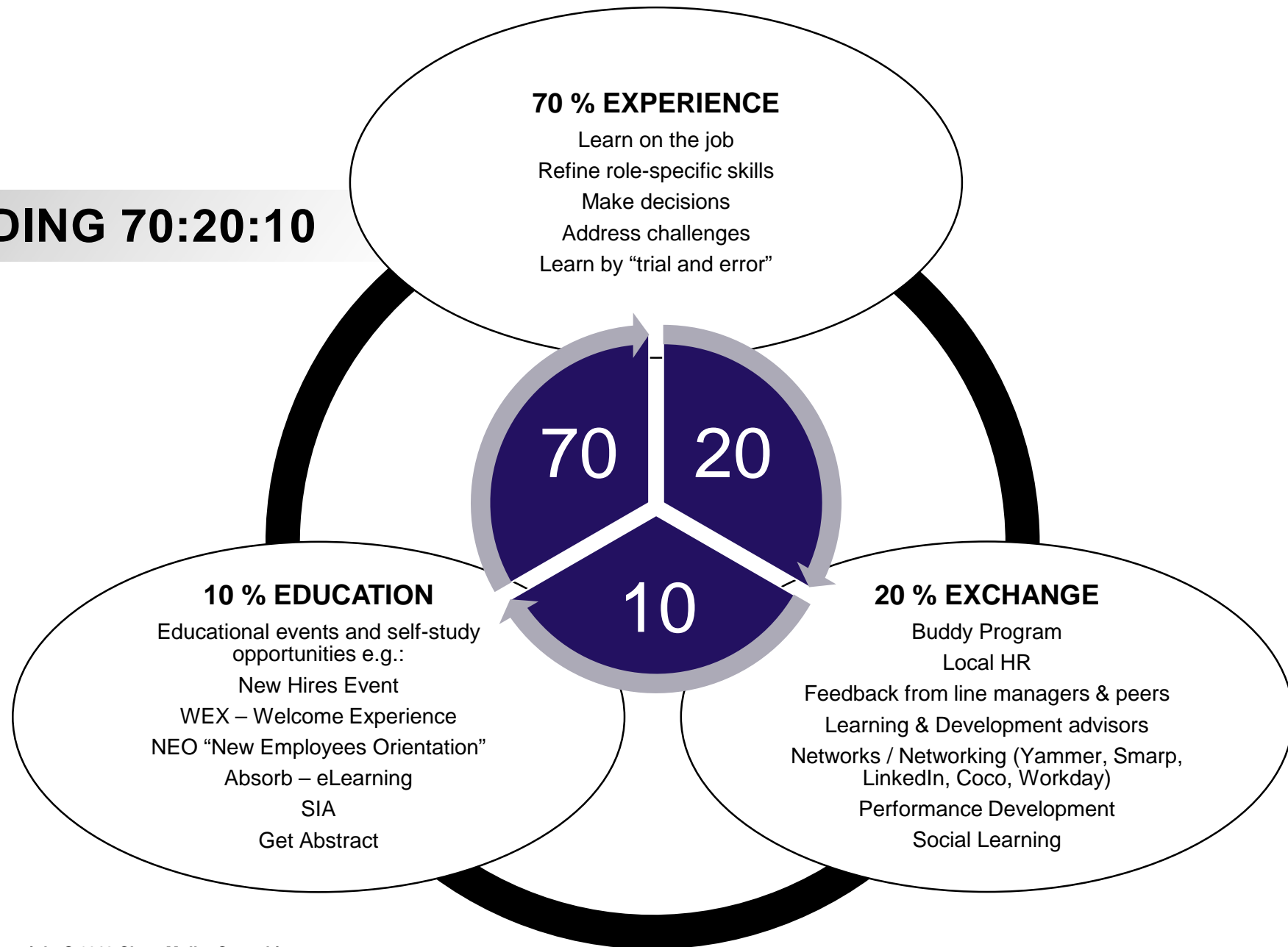


YOUR JOURNEY HAS JUST BEGUN!

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# ONBOARDING 70:20:10





# KEY PLAYERS

## NEW EMPLOYEE

### RECRUITMENT MANAGER

Attracting employees  
Screening, interviewing and  
selecting

### HR BUSINESS PARTNER

Pre-boarding  
Main HR contact  
HR induction  
Process guardian

### HIRING/LINE MANAGER

Main accountable  
Functional induction

### BUDDY

Integration in the office  
First "friend"

### LEARNING & DEVELOPMENT

Welcome Experience  
(WEX)



## TOOLBOX

- Pre-boarding letter
- Hiring Manager Checklist
- New Employee Checklist
- Buddy System
- New Hires Event
- WEX – Welcome Experience PPT
- WEX room decoration list
- NEO “New Employees Orientation”
- “Good to Know” booklet
- Return On Investment (incl. Workday)





# PRE-BOARDING

## IT IS VITAL

- Makes employees more enthusiastic about their role and feel more valued
- Fosters a relationship with the employee before day one
- Gives confidence in joining an innovative, modern organization
- Helps new employees integrate into the organization's culture more quickly



### **Pre-boarding e-mail/letter sample (click here)**

Send to your new employees one week before they join. It's a great way to communicate how excited you are for them to join and also prepare them for success on day one.

[http://www.swarovskigroup.com/S/world\\_of\\_swarovski/World.en.html](http://www.swarovskigroup.com/S/world_of_swarovski/World.en.html)

# HIRING MANAGER/LINE MANAGER CHECKLIST

- Ensures consistency in the on-boarding process
- Reduces time spent on remembering all steps
- Guides you from the moment your new employee is hired
- Makes sure your new hire is informed, trained and left with a smile on their face
- Helps with setting clear expectations and creating measurable goals



**Hiring Manager Checklist ([click here](#))**

# EMPLOYEE CHECKLIST

- Guides and assists you during your onboarding phase
- Lists clear, customized information including key stakeholders
- Reduces “new hire” anxiety and stress
- Sets and achieves training and self-directed learning objectives
- Supports the process of relationship building



[Employee Checklist \(click here\)](#)

# BUDDY SYSTEM

## THE BUDDY...

- Helps new hires become familiar with the new environment in a shorter time
- Answers new comer's questions related to Swarovski's culture, standards and procedures
- Provides suggestions that can improve the "integration" process
- Supports new employee's connection to coworkers



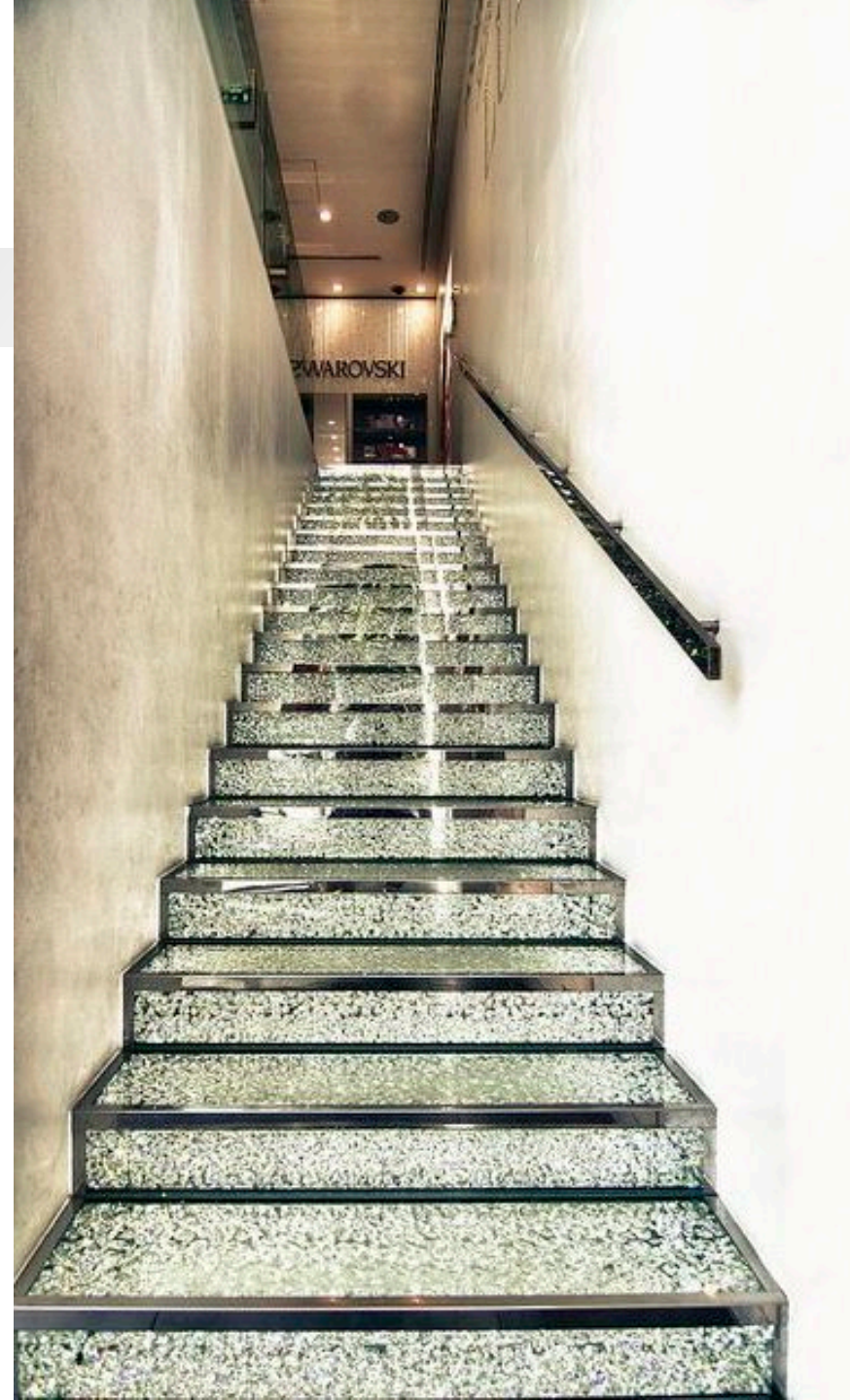
**[Buddy Checklist & Selection Criteria \(click here\)](#)**



# NEW HIRES EVENT

## FIRST IMPRESSIONS COUNT

- Takes place on the employee's first day
- A half day event that offers a Company Overview, Business Strategies and Spirit 2020
- Supported by the "Good To Know booklet" that includes company information; localized information should be produced in local language.



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# GOOD TO KNOW BOOKLET

## PROVIDES CORPORATE AND LOCAL INFORMATION

- Internal training courses & onboarding program
- Fringe benefits
- Health & safety
- Location information, meeting rooms, local IT, global service desk
- Internal communication tools (SIA, Skype)
- Local HR (Time Management & Workday)

**Good to know template ([click here](#))**



# WELCOME EXPERIENCE - WEX

OUR VISION IS TO INSPIRE OUR EMPLOYEES TO FEEL PASSIONATE AND PROUD TO WORK FOR SWAROVSKI

- Insights about who we are through sharing our stories and knowledge
- Learn about the global connections between the Business Units and understand their contribution to the company's success
- Introduction to Swarovski Career Philosophy

**WEX Powerpoint ([click here](#))**





# WELCOME EXPERIENCE ROOM DECORATION

- The WEX room sets a relaxed environment for employee engagement
- Employees can deep dive into the world of Swarovski
- The “Value Cubes” offer a modern look to the workshop messages
- Participants feel engaged and valued when they sign the “Swarovski wall” at the end of the day, committing themselves to a long and successful career with Swarovski



Corporate Branding  
& Communication



Swareflex



lolaandgrace



# NEW EMPLOYEE ORIENTATION (NEO)

- The "New Employee Orientation" (NEO) program takes place each year in spring and autumn
- The occasion is either a breakfast or lunch event
- Run over a 6 week period during which Männedorf BU leaders host interactive presentations with Q&A sessions
- Participants get a stamp in their "Swarovski Passports" for participating in the event

[Onboarding Passport \(click here\)](#)



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ONBOARDING PASSPORT

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## MEASURE RESULTS

**Short term:** at the WEX event a questionnaire to measure satisfaction and engagement (“Happy Sheet”)

**Medium term:** e.g. after 1 month - feedback meeting, mid-probation review, ad hoc conversations with key players to measure learning and behavior

**Long term:** employee surveys (level of engagement), length of tenure / turnover rates



## FINAL THOUGHTS

### MAKE ONBOARDING SYNONYMOUS WITH EMPLOYEE RETENTION

- Onboarding in today's workplace shouldn't end when the 'new' wears off and an employee settles into their job
- We will continue to implement an onboarding program for internal moves, letting employees know we are there to support their career growth and job moves within Swarovski
- Effective onboarding can be a driving force that leads to long-term job satisfaction and better retention



## LESSONS LEARNED

### “YOU NEVER GET A SECOND CHANCE TO MAKE A GOOD FIRST IMPRESSION”

- Onboarding starts much earlier than the 1<sup>st</sup> working day of an employee
- Recognize all stakeholders involved and align them
- Provide the tools and guidelines, as well as support the flow of the different onboarding phases



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The background of the entire image is a black field filled with numerous sparkling diamonds of various sizes and orientations. Some diamonds are brightly lit, creating a starburst effect, while others are dimmer. The diamonds are scattered across the frame, creating a sense of depth and luxury.

THANK YOU.

9<sup>TH</sup> HR MINDS FUTURE OF TALENT FORUM  
FEBRUARY 2018

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