



Culturelytics: **Case study**

Client: Leading HCM Solutions firm

Solution: Beats employee sentiment analysis platform

The need

The client is one of India's leading providers of end-to-end HCM (Human Capital Management) solutions, with more than 600 employees in 4 locations across India and 10 sales offices internationally, providing continuous back-office support to more than 700 clients around the world.

COVID-19 lockdown was mandated by the government of India in March with immediate effect. With little notice, business practices at the company had to change overnight. Ways of working were disrupted, with team leadership and client relations suddenly becoming 100% virtual. This raised both short- and long-term questions about business processes and workforce configuration, and how the business would need to adjust to thrive in this new environment.

As a result, in June 2020, following more than two months of lockdown, Culturelytics was called in to help management assess employee sentiment, refine work-from-home (WFH) policies, and re-focus on building a customer centric culture.

Scope

Culturelytics' interactive chatbot, Kaiwa, was deployed with all employees. Left open for just one week, a healthy response rate of 34% was achieved. Beats measures employee attitudes towards their Job, their Team, their Leadership and the Organisation as a whole, in a proprietary 'OLTJ' framework. It is also customisable and, at the request of the client, Kaiwa also explored employee sentiment about their health under COVID, about working from home, and their overall mood. Employee feedback from Kaiwa can be analysed along 8 different demographics; the client chose 5 of particular relevance to them: age, tenure, location, business unit and gender.



Results

Employee feedback was run through our AI-powered analytics platform, and the analysis presented in a customised client dashboard that gives an overall employee engagement score along with detailed insights and recommendations for action.

Beats Quotient: 3.25 (out of 5) – immediate action required

The Beats Quotient is an overall measure of employee engagement vis-à-vis the four dimensions (OLTJ) of their work experience. While responses revealed a number of positive employee sentiments, this score (below 3.75) represents an overall 'limiting' employee attitude, indicating an immediate need to address particular issues identified in the survey. Indeed, 65% of respondents called for immediate improvements across all dimensions of their work experience.



Detailed results

In addition to the Beats Quotient score, Beats provides detailed insights about the sentiments of different groups of employees vis-à-vis each dimension of work experience.

Beats Dashboard: The results are presented, along with recommended actions, in a visually intuitive dashboard that helps clients understand and discuss the results and decide which actions to take. The dashboard includes a **'heat map'** – a single-screen overview that quickly and clearly shows where the key issues are that need to be addressed, and where the recommended actions will have the greatest impact.

Case study: Key insights & recommendations

- **Work from home:** Overall, employees are comfortable with WFH and would be happy to extend it. At the same time, additional technology support will be required for some groups, and corporate communications should include periodic updates on the support available.
- **Leadership:** To manage uncertainty, more communications (e.g. virtual townhalls and webinars) are needed to reinforce the company's commitment and strategy to grow the business and continue offering good career opportunities in the face of COVID.
- **Organisation:** There is a need to further embed commitment to quality customer service, particularly among younger and new employees. Management should incorporate a customer service module into its induction programme and relevant KPIs into employee appraisals.
- **Age:** Employees aged 19-23 years recorded consistent low engagement scores across all dimensions of OLTJ, flagging an immediate need to create a more positive employee experience for this group, which constitutes nearly 18% of the total workforce.
- **Location:** Employee engagement is strongest in Coimbatore (one of their four locations in India) and weaker elsewhere, including the head office, posing a risk to scaling up the business in these locations.
- **Team:** There is a need to foster greater collaboration both within teams and between different functions. Management should conduct training workshops designed to encourage this.
- **Covid:** Rigorous COVID health checks are needed as employees return to the office, to ensure safety and wellness as lockdown is being eased in many locations.
- **Mood:** Counselling support should be offered through help lines, on an urgent basis, to ensure the psychological and physical wellbeing of the younger group, who have struggled personally and professionally during lockdown.

Business outcomes

The results from Beats clearly showed that work-from-home is a viable option for the company's operating model. This gave management the confidence to proceed with building policies for embedding and expanding WFH, optimising workforce numbers and roles, and reconfiguring the use of office space. At the same time, it clearly identified where additional help and support was needed to make the new business model work, and to ensure productivity and positive engagement across the employee population.

#