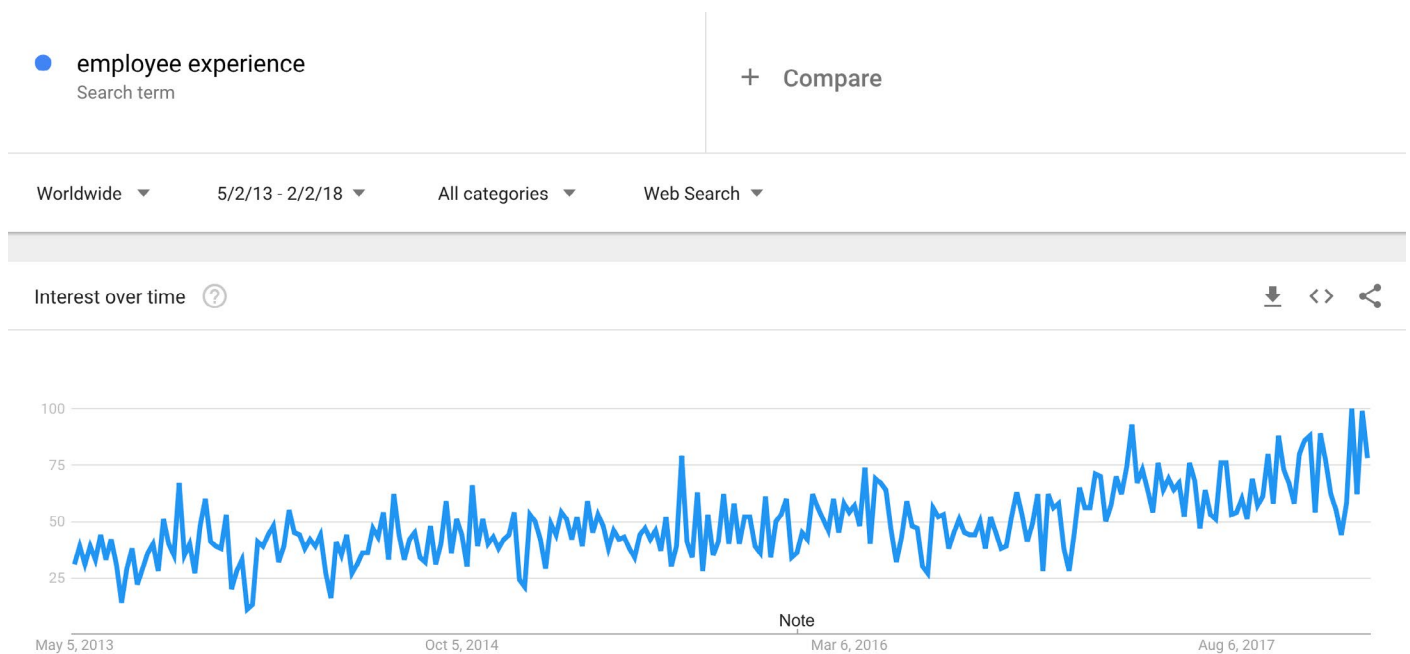Quantifying the

MOBILITY EXPERIENCE

with Net Promoter Score (NPS)

The rise of
Employee Experience

Employee Experience is on everyone's mind in HR.

● **employee experience**
Search term

+ Compare

Worldwide ▼   5/2/13 - 2/2/18 ▼   All categories ▼   Web Search ▼

Interest over time ⦵   ⬇ <> ⤴

100

75

50

25

                                        Note

May 5, 2013   Oct 5, 2014   Mar 6, 2016   Aug 6, 2017

Google Trends search volumes for the term "employee experience", showing the relative popularity of a term over time. The above clearly highlights a strong increase in interest for the topic of employee experience in the past 18 months.

Employee Experience ↔ Employer Brand
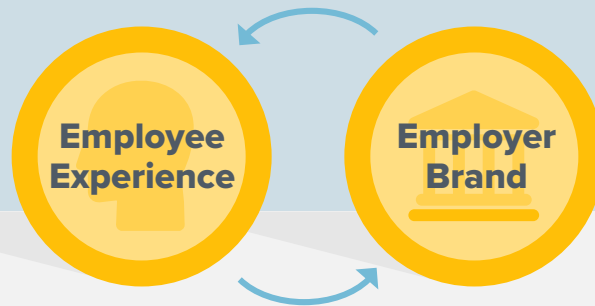
It's easy to see why employee experience has become so important for talent functions. In a prospering economy, companies are in an arms race against each other to find, attract and retain the best talent. The best among them have realized that it's not only the WHAT they deliver in the employer-employee relationship, but the HOW that matters, as well:

- How they deliver their side of the bargain
- How they make the employee feel

This duality between the WHAT and the HOW has its origins in **customer** experience. At one point, it became important to not only deliver to the customer what was promised. You increasingly had to do it in a way that made them feel good about their purchase and take care of all the ancillary details. For example, it wasn't enough for a car hire company to just rent out a car that ran reliably. If you made the customer wait for 17 minutes in a musty cramped office and made them sign 5 different documents, they had a poor experience and would choose a different provider next time.
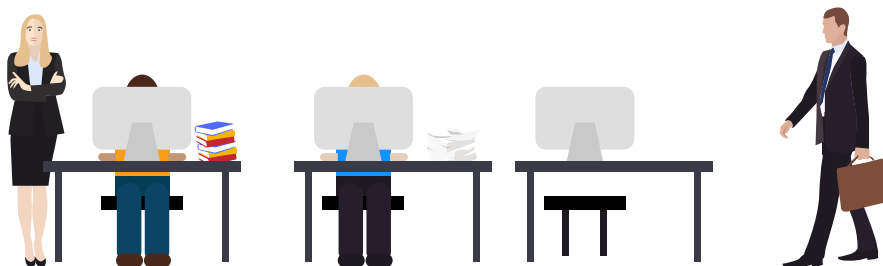
Customer experience is the **product of the interaction between an organization and a customer.** It is the flip side of a company's brand. These two concepts, customer experience and brand, influence and interact with each other.

The same principle applies in the employer-employee relationship.

Employee experience is a product of the interaction between an organisation and its employees. And as such, it defines and influences the employer brand.

One could even say that the employer brand is nothing but the sum of all individual employee experiences.

How to
Measure it

This definition brings us to the challenge companies have with **measuring employee experience** and employer brand: Is our employee experience improving? And how does our employer brand stack up against our competitors?

Companies need to know these things if they want to do more than pay lip service to the much-used statement about people being "our biggest asset

Once again, the answer lies in traditional

customer marketing. For a long time, marketers have been using **Net Promoter Score (NPS)** to quantify the company's brand. And it's eminently applicable for measuring the employment relationship, as well.

Net Promoter Score (NPS) is a concept devised by Fred Reichheld, Bain & Company and Satmetrix Systems. If adapted to employee experience and calling it Employee Net Promoter Score (eNPS), it asks one question:
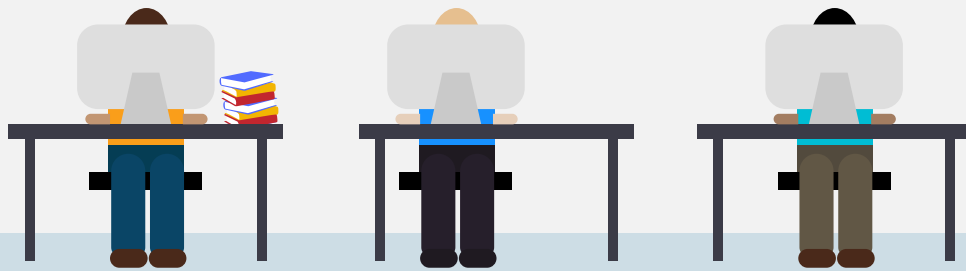
On a scale of 0-10, how likely is it that you would recommend your employer to a friend as a company to work for?
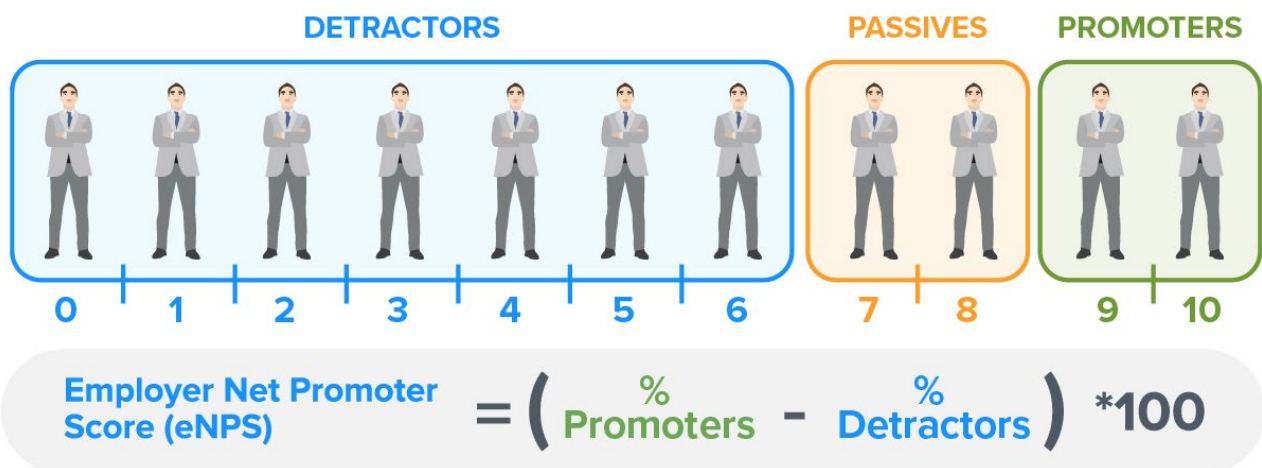
The respondent is asked to rank their answer on a scale of 0-10.

Respondents who score the company at 6 or lower are considered **detractors**—they are likely to associate negative feelings with the brand and share them with others. They are detrimental to your brand.

Respondents at 7 and 8 are considered **passives** (they are neutral towards you), those at 9 and 10 are **promoters**—they are likely to speak positively about you.

"How likely is it that you would recommend your employer to a friend as a company to work for?"

DETRACTORS   **PASSIVES**   **PROMOTERS**

0 1 2 3 4 5 6   7 8   9 10

Employer Net Promoter Score (eNPS) $= \left(\%\,\text{Promoters} - \%\,\text{Detractors} \right) * 100$

The result is then plotted on a scale from -100 to +100.

Examples:

• 5 detractors, 15 passives, 30 promoters. (Total: 50). **eNPS is 50**
  - Formula: (% promoters - % detractors) * 100 = (60% - 10%) * 100 = 50.
• 5 detractors, 43 passives, 2 promoters. **eNPS is -6**
• 0 detractors, 20 passives, 30 promoters. **eNPS is 60**

The innovation of eNPS vs other metrics is the fact that detractors actively chip away at your brand and that passives are dead weight.

Why is eNPS
Relevant to Global Mobility?

The Global Mobility department interacts with the employee at a time of intense personal upheaval. Moving city or country for work is a very stressful experience, with countless things to do: Sorting out moving logistics, finding a new home, taking care of the kids' school arrangements, settling in to a new location and culture, and so much more.
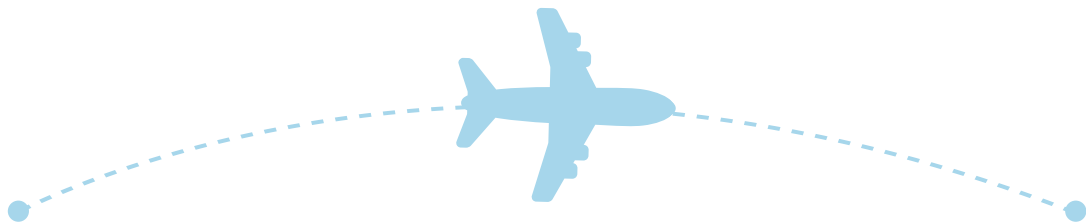
All of this needs to happen while the usual pressures at work keep breathing down the employee's neck.

As we have discussed in a previous white paper about employer brand and employee experience, the things you do for someone when they are under pressure will get remembered—far more than when they are at ease.

"No, sorry—there's
nothing I can do"

"No, sorry—there's
nothing I can do"

HR

HR

"Oh well, I'll
survive"

"I can't believe
what you just
said"

Level of subjective distress

The good news is that you can use this concept to your advantage:

Doing the <u>right thing</u> during times of intense stress for the employee will give you outsized returns on your employer brand.

This principle is encapsulated in the famous Maya Angelou quote: *"People will forget what you said and what you did—but they will never forget how you made them feel."*

Global Mobility holds the keys to a great assignee experience—they have the opportunity to deliver outsized returns to the employer brand by doing the right thing at the right time for the employee.
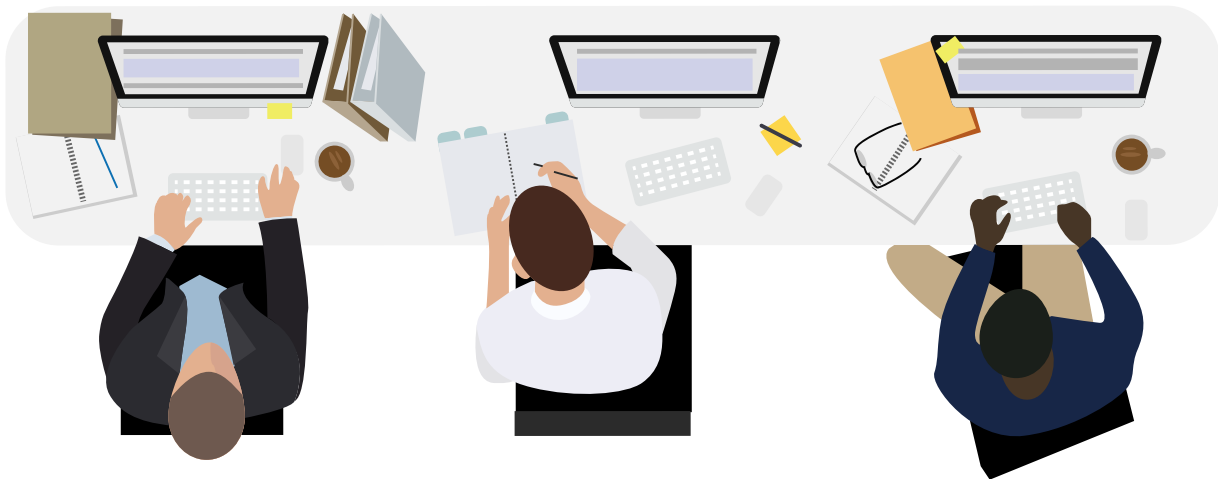
So it's clear: the Assignee Experience, as delivered by Global Mobility, matters—a lot. But what in it matters most? Is it the amount of allowance the assignee receives on their moving budget? Should you invest more in staffing up the HR department to be more responsive, or rather create more content, such as how-to guides for international relocations?

eNPS measurement, supported by a few additional questions, will remove the guesswork and place your decisions on an objective, rational footing.

Let's get specific:
How to go about it

Keep it simple: After every mobility experience, ask the employee to answer a few simple questions, such as:

- Based on your mobility experience, on a scale of 0-10, how likely are you to recommend <COMPANY> as a place to work?
- What are the reasons for your answer?
- What is the one thing we should do for you to rank it higher next time?
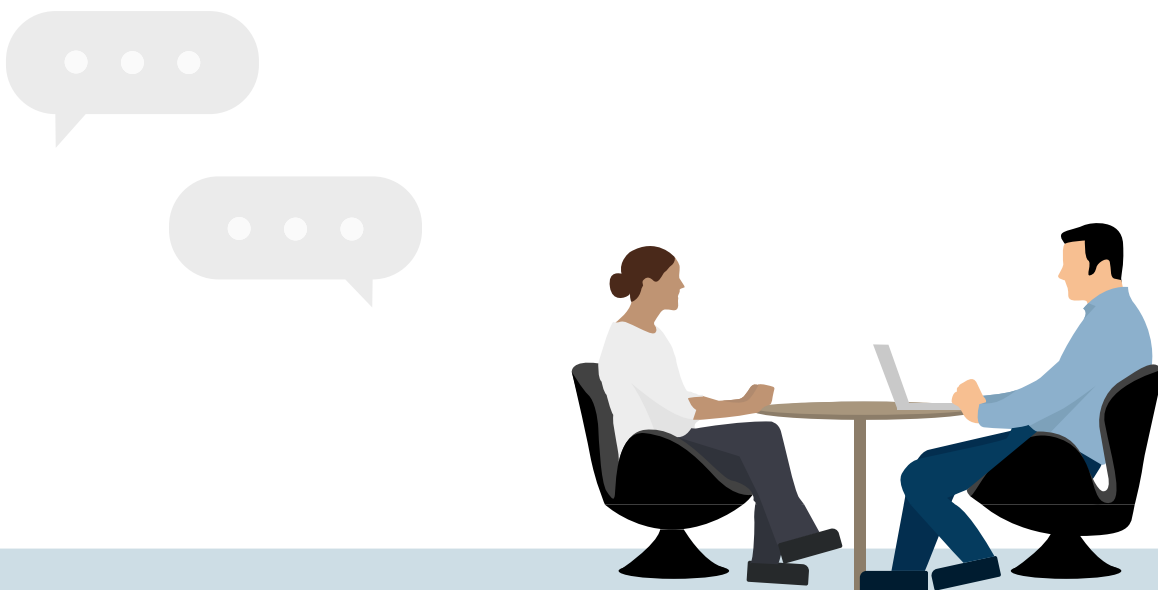
If you use vendors that the employee interacted with directly, make sure you ask separate questions about them. The employee may be very satisfied with your work but not with a particular vendor.

One important word about feedback: You need to act on it, otherwise you damage your brand. As Kay Hall, VP EMEA at AIRINC, a mobility data provider, says: "Failing to follow through on feedback puts you even further back as there is an implicit expectation from the employee that at least some of the feedback will be acted on."

Benivo's approach of
collecting and visualizing feedback

For years, we have been collecting feedback from clients' employees who are using the Benivo mobility suite in the course of their relocation. We have gone beyond the recipe outlined above and are now asking about all the core elements of our service.

We collect the following feedback:
- Ratings, on a scale from 0 to 10, of our service elements
  - **Market Education** – teaching the employees about various aspects of their new home town
  - **Financing** – our PayLater feature, a means of deferring the first rent payments until after the first salary
  - **Welcome Pack** – a physical box with gifts that make the employees feel welcome
  - **Relocation Support** – the responsiveness of our human support team
- The classic NPS question ("On a scale of 0-10, how likely are you to recommend Benivo to a future colleague of yours
- A free text field for comments on every one of the service elements and the overall experience

If the answer is 7 or below we ask: Why the score, and what would have improved your experience. This gives us action items to work on. If the answer is 7-9, we ask why and what would have made them score 10. If they score 10, we ask what they liked the most.

Important point about calculating NPS changes:
Given how NPS is calculated, it ranges from -100 to +100. So if you improve your score from, say, 50 to 75, it's not an improvement by 50%. It's an improvement by only 16.67%. Given the scale, it's as if you improved from 150 to 175, because the scale starts at -100 and not at 0.

The formula is (Score 2 + 100) / (Score 1 + 100) - 1
I.e. in the above example, it's (75 + 100) / (50 + 100) - 1 = 16.67%

We collect all these data points and aggregate them on a monthly level. We calculate the Net Promoter Score on each of the service elements and plot them over time to see progress.
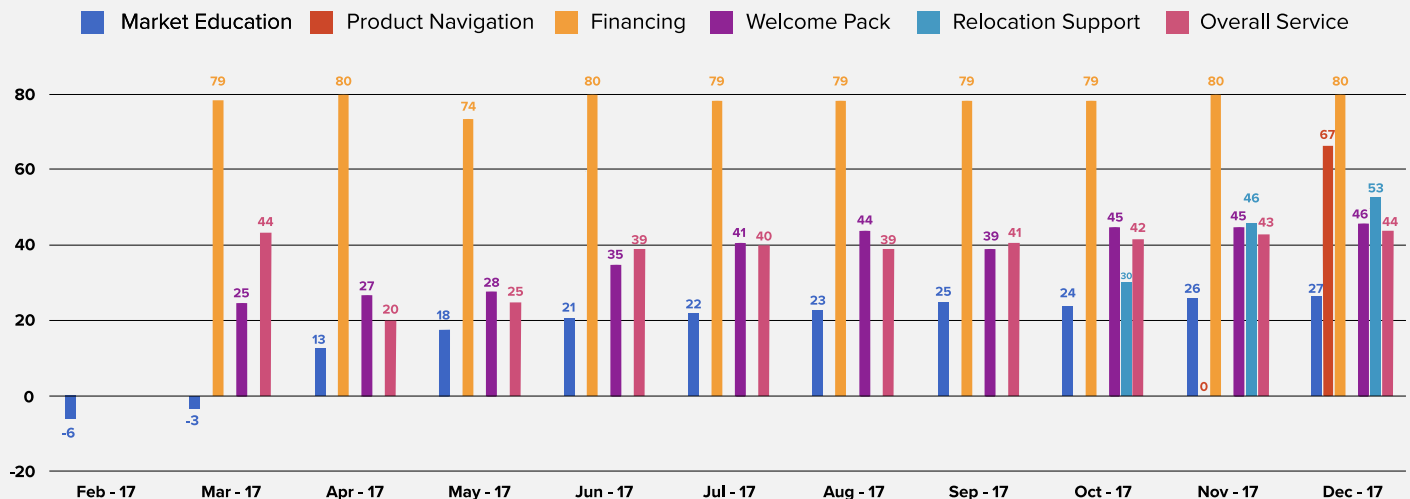
How we measure progress—collecting eNPS on all service elements and the overall service
(note: chart contains dummy numbers)

The free text comments help us identify problems in each of the service element areas, both in terms of absolute values being low, as well as when we see dips from month to month. The comments give us a go-to hypothesis on what may have gone wrong.

We then go and further analyze the results by employee destination and by employee profile in order to identify trends and opportunities for improvement. If we are not sure about something, we just call a few respondents and find out more.

A free tool from Benivo
to measure assignee experience

We were wondering how we can help you get started faster with measuring eNPS. We thought that the best way would be to share with you the tool we use to capture the feedback we receive from our clients' employees who rate Benivo's services.

We made a copy of our master tool, cleaned all real data from it and added a short instruction manual for you. The tool is very flexible and you can easily adjust it to your unique circumstances. Download this tool if you want a shortcut to effective NPS monitoring.

Employee Feedback 2018

Feedback Summary		All Results			This Month - Mar			
Type	Received	Average Score	NPS Score		Received	Average Score	NPS Score	Question
Product / Service Element 1	16	7.88	13		9	7.78	12	On a scale of 0-10, how
Product / Service Element 2	11	7.91	19		4	8.75	50	On a scale of 0-10, how
Product / Service Element 3	6	8.17	17		6	8.17	17	On a scale of 0-10, how
Product / Service Element 4	5	8.60	40		5	8.60	40	On a scale of 0-10, how
Product / Service Element 5	27	8.00	12		18	8.22	23	On a scale of 0-10, how
Product / Service Element 6	9	8.00	34		2	7.50	0	On a scale of 0-10, how
Overall Experience	10	7.90	20		2	7.50	0	How likely are you to re
Total	84	8.00			46	8.00		

Feedback Results						
Type	Date Received	Score	Employee Comment	Respondent Name	Retrospective No.	Personal Outreach?
Product / Service Element 5	7 Mar 2018	10	(Comment)	FirstName LastName		
Product / Service Element 3	7 Mar 2018	10	(Comment)	FirstName LastName		
Product / Service Element 5	6 Mar 2018	10	(Comment)	FirstName LastName	(#)	Done by X, 2 March
Product / Service Element 5	6 Mar 2018	8	(Comment)	FirstName LastName	(#)	Not done yet, planning for 8 March
Product / Service Element 1	6 Mar 2018	8	(Comment)	FirstName LastName	(#)	Done by Y, 3 March
Product / Service Element 4	6 Mar 2018	9	(Comment)	FirstName LastName	(#)	Done by Z, 4 March

With this tool, you can:
- Easily collect your assignees' evaluations of their Global Mobility Experience
- Collect and aggregate NPS scores on different service elements
- Evaluate qualitative comments and track your team's response to negative scores
- Instantly visualize your assignee experience scores over time

⬇ **Download the Benivo Template
For Employee Feedback**

It took us a lot of time to build, and we'd love to hear your feedback on it on how we can make it even better: feedback@benivo.com
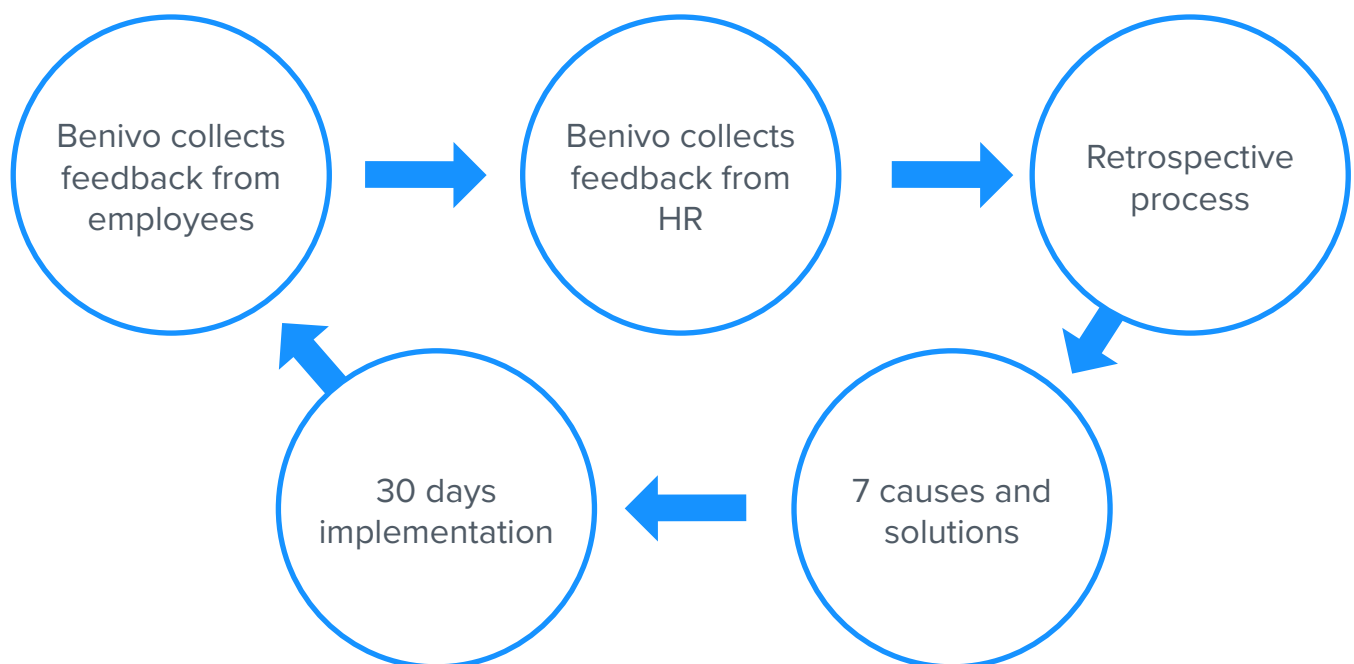
When you have the feedback
how to fix things

Knowing which areas are lagging behind is only half the story. You also need to have a good method of fixing systemic problems once you uncover them.

This is how we at Benivo do it:

The Benivo Continuous Improvement Process

To ensure that we are constantly developing our service, we have implemented a continuous improvement process. We call it the Retrospective Process. Our internal protocols, tools, and culture are aligned with this purpose.

Benivo collects feedback from employees → Benivo collects feedback from HR → Retrospective process → 7 causes and solutions → 30 days implementation → (back to Benivo collects feedback from employees)

Stages of the
Retrospective process

Every Benivo employee is encouraged to raise Retrospectives. A very important principle is No Blame—no one should ever fear any reprisals for raising something going wrong, even if they caused it. Rather, you will face negative consequences if you fail to raise a problem. A retrospective is a short project that gets triggered as a result of a customer complaint or a Benivo employee spotting a problem that might lead to complaints.

This process is inspired by Paul O'Neill's singular focus on employee safety at Alcoa, which made the company one of the safest to work for, as described in Charles Duhigg's great book "The Power of Habit". What was safety to Alcoa is NPS for us.

Step 1: Immediate Action

In case of a client employee complaint or feedback score of 6 or below, our Head of Employee Success calls the client's employee who highlighted a problem (scored an area 6 out of 10 or below) within 24 hours to resolve the issue. This also triggers a Retrospective (Step 2).

The reason for this step is to first show that the we listen to the feedback and take it seriously. Then we provide an immediate resolution to the problem. Finally, we start a process to ensure that this problem won't happen again for the same reasons.

Step 2: Launch the Retrospective

The retrospective process consists of five stages:

1. Defining an owner and assembling a senior team to investigate the issue.
2. Analysing the issue, collecting facts, and finding the reasons for failure. In this process, we will find a minimum of 7 reasons for each failure[1]. The reasons will cover different levels, from processes, tools, training, product, communication, and company culture. This stage must be completed within 48 hours of flagging the issue.
3. For each reason of failure, a senior manager will be assigned to identify and implement a solution as soon as possible, in a maximum time frame of 30 days.
4. After 30 days, the retrospective owner will review the process, ensuring that all solutions were implemented.
5. The owner shares a retrospective report (what happened and solutions implemented) with the entire company to maximize learning for everyone.

In 2017 Benivo has implemented over 200 solutions to continuously improve the service across all clients. That way, we have increased our NPS from 20 in April 2017 to 77 in January 2018.

This process has served us very well in continuously improving our service over the last few months. We have improved our NPS by 48% in less than one year.

[1] This is based on the concept that most cases where something goes wrong, it's not one single cause, but rather an accumulation of several minor errors stacked on top of each other. For example, the Three Mile Island nuclear power plant incident in 1979 was caused by five different factors which were, in and of themselves, highly improbable to happen and sometimes absurdly trivial, such as the light of an alarm gauge being blocked from view by a repair tag hanging above it. Read more about the seven factors and the Three Mile Island incident in Malcolm Gladwell's book Outliers, pages 182-184.

How to get internal buy-in for
measuring Global Mobility with eNPS

For many years the holy grail of Global Mobility has been how to measure Return on Investment (ROI). But while it can be relatively easy to measure the cost of an assignment, it is virtually impossible to measure the return on that investment in any meaningful sense.

Brian Friedman, Strategy Director at Benivo and previously Founder of the Forum for Expatriate Management, has worked with hundreds of Global Mobility teams for over 30 years. In his view, it is much simpler to focus effort on measuring eNPS instead. "Net Promoter Score has the dual benefits both of simplicity and of being widely understood throughout most organizations", he says. Chances are that your organisation is already measuring Net Promoter Score at the most senior levels. So why not just piggyback on that established methodology to demonstrate the value that Global Mobility brings to the overall employee experience of your assignees and transferees?

Conclusion

Net Promoter Score is now the preferred metric of many major corporations and is rapidly increasing in popularity worldwide. Rolling out the NPS metric to employees and assignees using the eNPS methodology is the simple way of measuring assignment experience.

Brian Friedman sums it up as follows: "Global Mobility is a strategic function but too often it is not recognized as such at senior levels. Using eNPS to demonstrate the value that the Global Mobility function brings to your organization is the new gold standard for any Mobility Team wanting to monitor and improve assignee experience."

Benivo.com works with employers-of-choice to deliver an outstanding welcome experience when employees move for work—without breaking the budget. Learn more on Benivo.com or contact **sales@benivo.com.**