

Name of your organization: Swarovski

How do you use the People Insights Platform today?

At Swarovski we drive a comprehensive employee listening strategy. We are asking employees about their experience throughout the employee lifecycle. We are starting with the Candidate perception and continuing with the Onboarding, On Demand Surveys covering specific topics such as leadership, communication or development and Exit Surveys. A representative milestone is the Culture Survey where we listen to our employee's perception and gather valuable suggestions on how we can improve.

Please share your EX Impact story. Detail your challenge, solution, and impact.

The Culture survey provides us with broad insights on our strengths and aspects that we need to work on in order to support our strategic goals. It is important for us to have a representative segment of our employees participating, to ensure that the survey results reflect the views of a wide range of employees.

The Culture Survey run in 2021 reached a response rate of 42%. Our goal was to improve the engagement and have representative coverage. Our aim was to reach 65% participation in each location and function, so that the data gathered would be meaningful and actionable. We tackled the challenge by putting together a cross-functional team and approached the project from different angles:

1. We revised the length and complexity of the questionnaire to make it shorter and more focused. We reduced to 20 questions and eliminated mandatory questions.

2. A new communication campaign has been put in place and tailored to diverse groups such as HR leaders, people leaders, office, retail and production population. The message, visuals, channels and language have been carefully adapted to reach the respective groups. On top of the email campaign, intranet articles and internal social media communication, we have held multiple information sessions before and after the survey to prepare and enable the leaders and HR to digest and act on the results.

We have engaged the CEO in the communication campaign to encourage participation and show his support in following up on the results.

Together with our IT department we have ensured that the communication is not perceived as spam, and the emails coming from Perceptyx are whitelisted.

3. It was our strategy to involve the people leaders in engaging with their team, explaining the relevance of speaking up, creating the time and space for the employees to be able to complete the survey. This was especially relevant in order to reach our retail and production population. We incorporated the participation rate target in the people leaders' goals. The shared responsibility helped us to reach and overachieve the targeted response rate.

4. We improved and tailored accessibility to take the survey:

We put in place different access methods tailored based on the employee type and location specificities:

- A big advantage was the seamless integration of Perceptyx with Workday. This allowed us to eliminate the password requirement and the related communication for the office and retail employees allowing them to easily login via SSO.
- Commercial employees accessed the survey using SSO link via dedicated page on the Retail Intranet
- Production employees accessed the survey via PIN Page using their Workday ID or Unique Authorization Code generated by Perceptyx
- The Office employees received an email invite with SSO link for direct access
- In order to be inclusive, we have translated the survey in 20 languages and the reporting site in 13 languages

5. Collaboration with Perceptyx and project management team

The success of the project was also made possible by the excellent collaboration, expertise and support from the Perceptyx team represented by Christian Roome and Cerwin Villanueva. Their role was crucial in reaching our target by providing invaluable and generous support through their expertise in the set-up process and consulting, meticulous project management encompassing structure, follow-up, overview, and responsiveness, as well as unwavering support before, during, and after the survey.

The seamless internal collaboration between the People Analytics team, the Global Business Services and corporate HR has also been instrumental for the success of the project.

Which business outcome measures did your organization use to determine the impact on employees?

- Increased participation rates (surveys and listening events)

Do you have any additional KPIs/Metrics to demonstrate your impact on EX?

- ENPS: 23
- Culture Index: 82% promoters
- 100% of the functional leads had a follow-up with their teams
- Diversity and Inclusion metric: 84% promoters