Why and when companies should care about their

EMPLOYER BRAND

Part 1 of the Benivo Employee Experience Series

Within some companies there is a certain nonchalance towards the concept of Employer Brand.

Most recruitment and HR professionals know that being among the best companies to work for, the Googles or McKinseys, helps attract top talent. However, they shirk from having a systematic approach towards their own, slightly less glamorous Employer Brand.

In this White Paper, we explore which employee experiences have the biggest impact on the Employer Brand, and why it's important to invest in it, start measuring and managing it.

Customer Experience vs Employee Experience

From a company's point of view, customers and employees are similar stakeholders:

Both trade a scarce resource (money and time, respectively) to receive something valuable from the company (products or services; money). Both are free participants in the market (products or services; talent) and have the option to walk away in order to transact with competitors.

Many companies state that their employees are their greatest asset. And the concept of Employee Experience and Employer Brand comes up in many of our client discussions.

So why does almost no one work systematically on optimising their Employee Experience and Employer Brand?
Compared with resources invested into customer experience and customer brand, companies are giving employees short shrift.

It starts with formal roles. Here are a few LinkedIn search results* - how many people have the following terms in their job titles:

"Customer experience"	1,614,921
"Brand Manager"	359,738
"Employee experience"	30,612
"Customer experience manager"	21,780
"Employee experience manager"	325
"Employer brand manager"	292

*Searches conducted by a Benivo team member. Linkedin only shows an individual's 1st, 2nd and 3rd degree contacts, so your results will be different. Searches performed as exact match to maximise relevance.

Even if we take into account that many companies have more customers than employees (and thus need more customer-facing staff), these numbers indicate that Employee Experience and Employer Brand have not yet arrived in the HR mainstream.

And this is an opportunity for you.

By systematically exploring and professionalising the area of Employer Brand and Employee Experience, you will get ahead of your competitors and attract and retain better talent.

In this and two following White Papers, we will explore the topic of Employee Experience and Employer Brand:

In this Part 1
We lay the groundwork on why this area is worth caring about, and what types of Employee Experience impact your Employer Brand the most.

In Part 2
We discuss ways to measure and manage Employer Brand.

In Part 3
We discuss an example of great Employee Experience, quantify its impact on the Employer Brand and describe how to use the underlying concept to systematically engineer an ever improving Employee Experience.

Let's first explore a few foundational concepts.

Which Employee Experiences impact your Employer Brand?

The truth is that you have an Employer Brand, whether you give it conscious thought or not. Your brand perception is shaped by employees' touchpoint experiences with the brand, such as:

• Interactions with other employees, mainly those senior to one's own position

• Your company's processes and policies

• Resources and infrastructure available to get the job done

• The company's performance in the marketplace and the public behaviour of its leaders

The Employer Brand is the sum of all employee (current, prospective and past) experiences with your company. And in the same way as the customer brand helps in the aquisition of paying clients, the Employer Brand reduces recruitment cost by organically attracting, retaining and developing A-player employees.

The Brand as Promise and Fulfilment

A brand experience is the function of two factors:

The impressiveness of the promise   x   The degree to which the promise has been fulfilled

If you promise your customers **a cup of coffee**, that's about 0.01 out of 10 on the impressiveness scale. If you perfectly deliver on this promise, that's a 10 out of 10, your overall brand experience score will be 10 x 0.01 = 0.1.

Nothing to write home about, and no one will remember you.

If you promise to your customers **the best cup of coffee they ever had**, that's a whole different story. Impressiveness 10 out of 10. If you then manage to outstandingly please the senses (or at least be considerably better than average), you can achieve a fulfilment level of, say, 8 out of 10.
Total score 10 x 8 = 80.

That's reasonably close to brand heaven.

And the same applies to Employer Brand.

When it comes to how impressive the **employment brand promise** is, most quality employers do not differ very much from each other. For entry-level employees, it is usually a variation on the following elements:

• You will learn a lot
• You will be promoted if you do well
• You will contribute meaningfully to the company's mission
• You will have a good time with smart and fun people
• We will take good care of you

The big variation lies in fulfilment.
It's the company's ability to deliver on the brand promise that sets them apart and lies at the core of Employer Branding and Employee Experience.

So far, so clear: Your brand is a function of how well you walk your talk.

But it's not that simple.

Not all Employee Experiences are Created Equal

Brand mistakes (not talking the talk) have an outsized impact on an employee during a time of stress, such as job insecurity or a difficult life situation.

Employers make mistakes - everyone does.

The occasional onboarding experience is poor. The VP of Sales berates someone publicly. Employees are annoyed that the company still requires paper receipts and maintains complicated processes for expenses management.

These are all instances of companies not delivering on their Employer Brand promise. But not every mistake has the same weight for all employees.

"No, sorry - there's nothing I can do"

HR

"Oh well, I'll survive"

"No, sorry - there's nothing I can do"

HR

"I can't believe what you just said"

Level of subjective distress

For example, imagine an HR manager who insists on adhering to company policy of carrying over vacation days into the next year, and an employee who knows that in the past, the company was flexible - but not this time.

The affected employee who didn't take her vacation because she was too busy will be upset for a day or two, and then move on. She knew the company's policy, after all, and had chosen to not take the time off.

But an employee who hadn't taken her vacation because of a family bereavement will react much more negatively to the employer's perceived inflexibility.

You can't always tell

Most empathetic HR managers will agree with this concept. When times are tough for an employee, a negative experience can have outsized impact. They will also concur that it's important to take an employee's challenging circumstances into account.

However, often **you simply don't know what's going on under the surface.**

For [one of our blog posts,](#) we spoke to an employee who relocated to a new city, was placed in a small spare room and wasn't introduced to the rest of the team on the ground. Being an introvert in a one-man team, with none of the local employees functionally relevant to him, he felt isolated. His HR contact back home occasionally asked about his wellbeing in a superficial way, but mostly covered administrative topics.

It was a seemingly trivial omission. The HR person and his boss probably thought that everything was going well. But below the surface, a storm was brewing.

This minor instance of neglect hit him at a time of personal distress. The result? He quit a few months later in anger and disappointment.
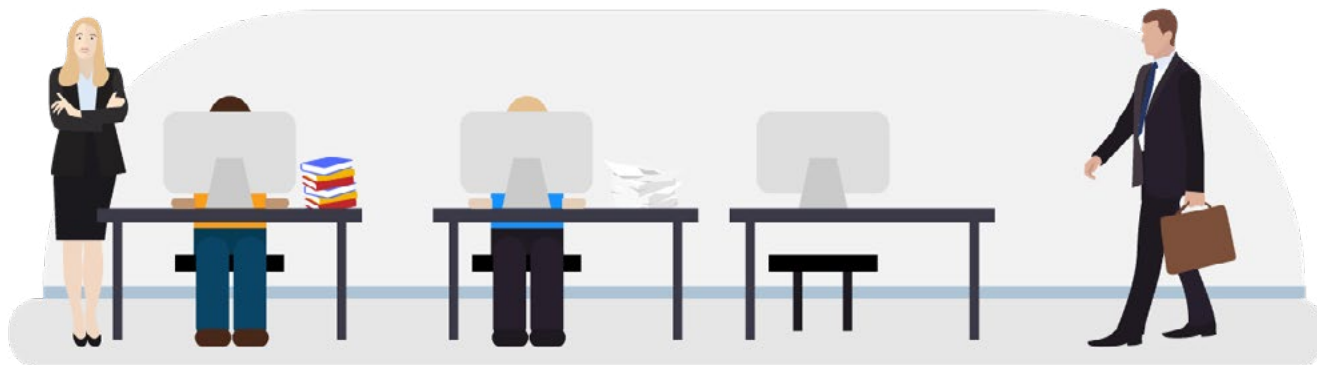
Every risk is an opportunity

This process is by no means only about avoiding mistakes.

Times of stress and upheaval also present fantastic opportunities to boost your Employer Brand. Unexpected great treatment and a positive experience during a difficult period are ingredients for lifelong loyalty.

Doing a great job as an employer during stressful times can deliver outsized returns — and we will discuss an example of this in Part 3 of our series.

Employer Brand Perception is the Sum of Countless Touchpoints...

...and it changes over time.

Every time an employee interacts with you as an employer, there is the potential to make a positive or negative impact on your Employer Brand.

And, as we discussed, the employee's
senses are sharpened during periods of high stress. Nerves are exposed. What you do in these situations matters far more than during business as usual.

Employee's stress level upon job start
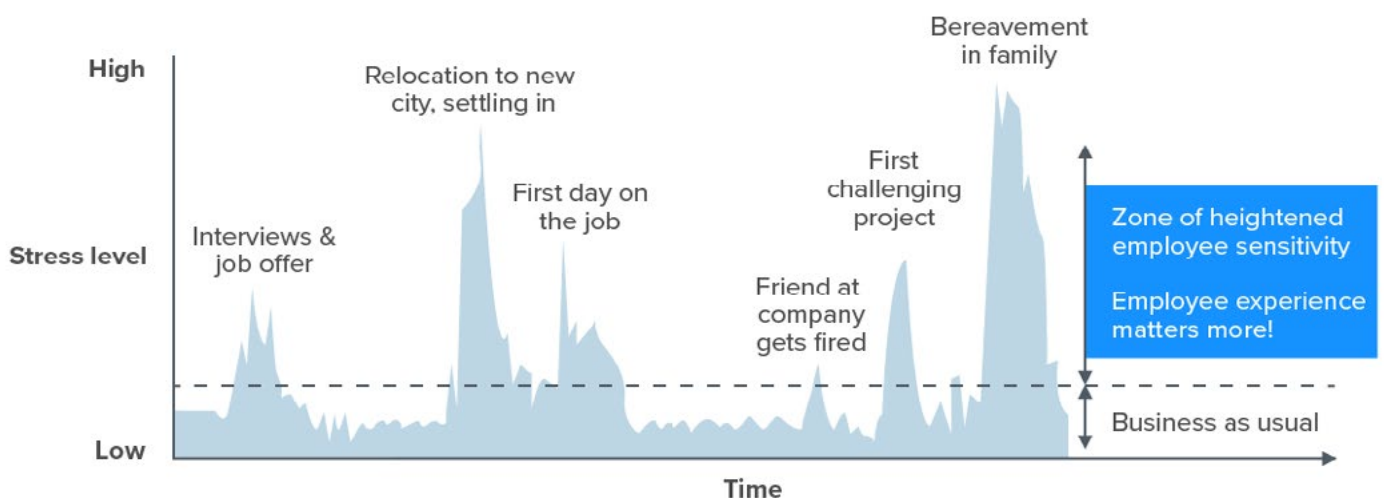
The memory of these touchpoints crystallises the Employer Brand in the mind of an individual employee.

And the sum of these individual employees' impressions, together with how potential job candidates and the general public perceive

you, all this constitutes the complete universe of the Employer Brand.

Every day, new touchpoints occur and the way you handle them will determine the Employer Brand value at the end of each day, like a stock exchange's index at closing time.

Bringing it all together

So we have established

- Employer brand is as important as your customer brand, if not more.

- It is inextricably linked to the employee experience.

- Employee experience is a combination of your promise and how well you fulfil it.

- The fulfilment part is highly subjective and depends on your employee's state of mind. Possible mishaps weigh much more when employees are in a state of distress.

- You don't always know how your employees feel when they experience a touch point with your brand.

- Employer brand perception changes over time and is a composite of all employees' most salient brand experiences.

Given how important your Employee Experience and Employer Brand are, it makes sense to ask the question: How can we measure them systematically?

We will explore this in Part 2 of this White Paper series.

➜ **How to measure your Employee Experience**

Part 2

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.

How to Measure
EMPLOYEE EXPERIENCE

Part 2 of the Benivo Employee Experience Series

In Part 1 of the Benivo Employee Experience series, we established:

- Why Employer Brand matters (or should matter) as much as Customer Brand

- That Employer Brand is closely related to Employee Experience

- That Employee Experience can be highly subjective, based on the employee's state of mind, which means that Employee Experience is volatile and changes over time

- That there are opportunities for outsized return on Employee Experience at times of higher stress

In this, Part 2, of the Benivo Employee Experience series, we discuss how we can **measure** Employee Experience and how to do it regularly and scalably.

Employee trust and experience are like delicate china. Difficult to create and very easy to damage.

To check in with their employees and measure their Employer Brand perception, many companies use **Net Promoter Score**, or a variation of it.

Here, we will make a case for using the pure, original version of NPS and propose a way to scale this method to capture employee sentiment on a regular basis.
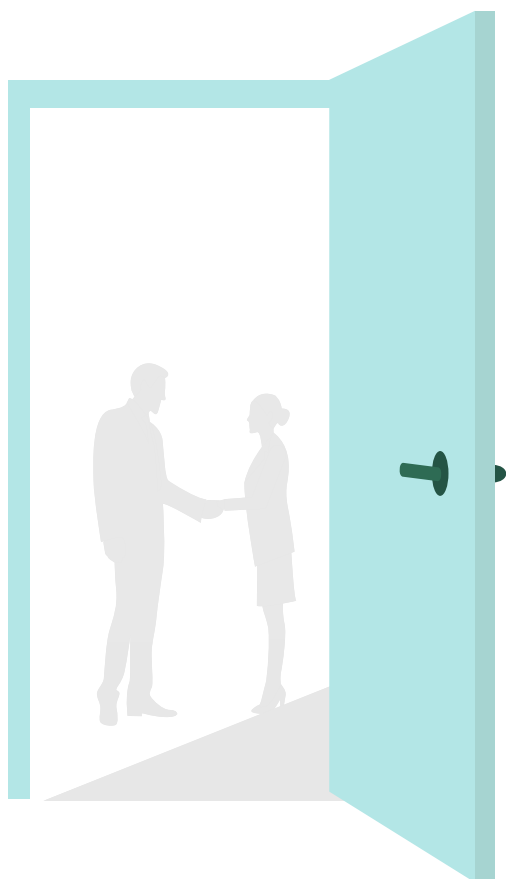
But first, let's establish a few propositions to find common ground:

- Building and maintaining Employee Experience is a **process, not a project**. It would be wrong to treat Employee Experience like a product launch campaign with a beginning and an end. There are always things to build, measure and improve.

- Empires don't crumble in a day. There are very few singular Employer Brand-destroying events. But it is important to catch downward trends early. Short of having a real-time data feed of Employee Experience, it is valuable to monitor employees' perception in regular intervals so that leaders can course-correct in time, before the brand becomes damaged.

The Employer Net Promoter Score (eNPS)

When measuring Employee Experience, many companies use a variation of a scale. Questions range from general job satisfaction to how likely the employee thinks it is that they will still be working with the firm 1-3 years from now. The scales themselves vary from 1-5 to 1-100.

We suggest **going back to basics** and using a tried and tested method for a more realistic and action-inducing method.

Net Promoter Score (NPS) is a concept devised by Fred Reichheld, Bain & Company and Satmetrix Systems. Originally developed for customer relationships, only one question is being asked:

?

How likely is it that you would recommend our company/product/service to a friend or colleague?

This question is intended for the customer-seller relationship. But the employer-employee link is very similar - in both cases it's voluntary exchange of money for services.

So we can adapt the question to the employer-employee relationship by rephrasing it thus:

?

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

The reason this question is so effective for capturing Employee Experience (and therefore Employer Brand) is that by recommending something, we put our reputation at stake on this brand's behalf.

Simply asking about job satisfaction wouldn't capture this degree of personal involvement.

Breaking it Down - How eNPS Works

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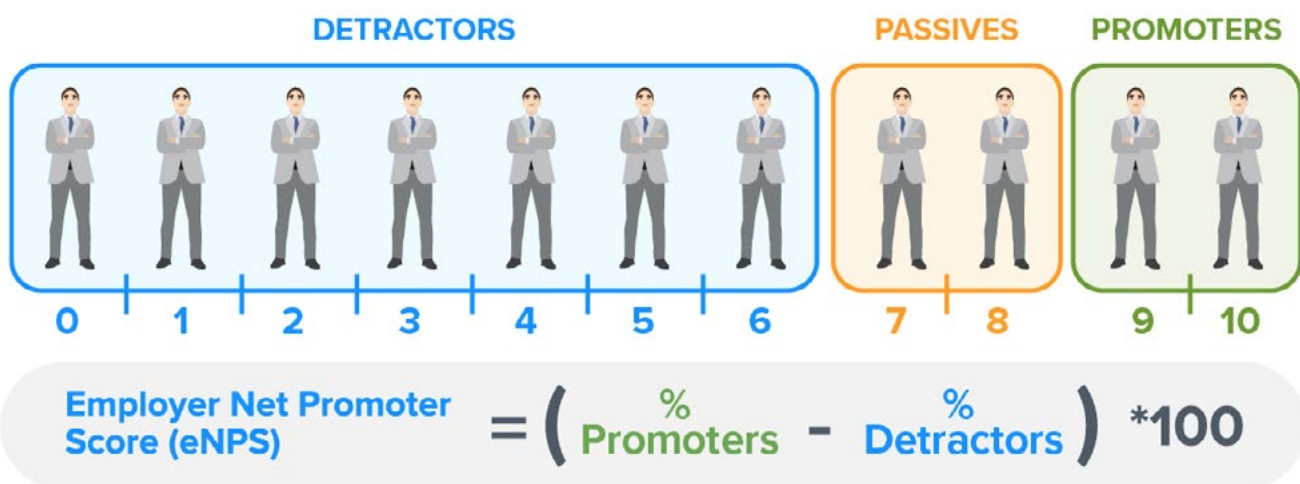
The result is then plotted on a scale from -100 to +100.

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.

Objections to eNPS

When we speak to companies, some objections arise on the following two aspects of eNPS:

> **?** **Why is someone scoring 6, which is better than average, counted the same as someone scoring 0, probably a vocal hater?**

The creators of NPS concluded that a scorer of 6 out of 10 is not going to be someone whose testimony will result in winning a neutral person over. From 6 downward, testimonies are most likely to have a net negative effect. And that's what matters.

Yes, ideally eNPS would be more granular and weigh a 0 differently than a 6. And of course, you are welcome to implement a more refined version of it. But for our purposes, it works well enough. Also, the point is generally moot because few employees score their employer below 5 anyway. Most detractors will leave before dropping to hater level.

> **?** **Why is a 7 or 8 considered a passive and doesn't count?**

The inventors of NPS have concluded in their research that the average person scoring 7 or 8 will, when speaking to others about the brand, not sway them either favourably nor negatively.

It does sound slightly surprising that someone scoring 8 out of 10 is considered a "passive" - but then, imagine giving an 8 to a restaurant experience. It probably means you had a good time, and everything was fine, but there was nothing to write home about. It's unlikely you would be a **promoter** - which is defined as someone **proactively** telling people to visit the restaurant. If someone asked you how it was, you'd probably answer something like "it was really good. I wasn't blown away, but everything was lovely". This doesn't amount to promotion. Most people won't rush to book a table when they hear this.

Similarly, if you score a restaurant 7 out of 10, you wouldn't actively dissuade people from going. But if someone asked you about it, you'd probably say something like "It was ok. Bit slow, but the food was good. Big portions."

Countless experiences working is NPS and eNPS have confirmed to us: It indeed a realistic reflection of people's sentiment.

Why it's the best method

The eNPS method is superior to other scale-based systems precisely because of the "punishment" it metes out for detractors and passives.

On a standard 1-10 scale, an occasional 5 is shrugged off as a data point that slightly decreases the average. You wouldn't put much effort into trying to understand them.

But with eNPS, a 5 is a real problem that needs to be taken care of. It's probably someone who talks badly about you when being asked. You will try to understand why they are a 5. And **you're clearly motivated to "neutralise" them** (push them into 7+ territory).

Also, eNPS **pushes you strongly towards excellence**. Because an 8 doesn't add value to your score, you are motivated to bring someone from 8 into 9+ territory. In a normal 1-10 scale, you would be very unlikely to put in this level of effort to achieve a 8->9 improvement.

How to Implement eNPS Measurement

The goal is to check in with employees on a regular basis and to track their perception of the Employee Experience.

Plenty of tools allow you to do that:

• 15Five
• Tinypulse
• Motivii
• ...and many more

For really insightful measuring, and in line with the point we made in Part 1 of our Series about outsized impact of employer actions in times of stress, we recommend implementing a **two-lane system of eNPS measurement.**

A two-lane system helps triangulate reality:

Lane 1

Measures eNPS on a scaled, anonymous basis, e.g. using one of the above tools. It asks every employee in regular intervals about their Net Promoter sentiment.
Anonymity is important for obvious reasons - people will be more honest and not let personal circumstances distract them from the core of the question.

Lane 2

As the CEO of 15Five outlined in an [article](#) for Fast Company, there are drawbacks to anonymity, the two most important being:
• It reinforces the notion that anonymity is necessary for honesty - which shouldn't be the case in a healthy organisation.
• It leaves out specific details you need to to know in order to make a change.

While there are good reasons for anonymity, these two points are valid. Therefore, Lane 2 is useful as a complementary method that will help you understand employees' scores in depth, and take action.

There are two sub-groups of Lane 2:

2a)

Regular in-person reviews, but less frequently than Lane 1. Once per quarter or every six months, e.g. during a performance review.

The question should also inquire about the reasons for their score (change).

2b)

Ad-hoc in-person reviews that assess the impact of specific events on the Employee Experience.

2bi)

On a global level, after a major company event such as a reorganisation, a round of redundancies, or a bad PR event has occurred.

2bii)

On an individual level - when the employee has had a stressful experience such as a house move, childbirth, divorce, death in the family, a negative performance review etc.

(Naturally, these have to be made in a sensitive way. But there is no need to shy away from them - most employees will appreciate a question around their wellbeing, anyway).

Bringing the two levels together

In both 2a and 2b, the manager asks the employee the NPS question during a 1-1 meeting, knows what they said last time, and asks for the reasons behind any changes.

The results are tracked in a company-wide system and aggregated at all relevant levels (team, department, division, company).

There will be a difference between Lane 1 and Lane 2 scores, with anonymous Lane 1 probably giving a more realistic quantitative assessment, and in-person Lane 2 feedback providing more actionable input. **In combination, these two scores will be a very powerful way of triangulating the real Employee Experience and Employer Brand.**
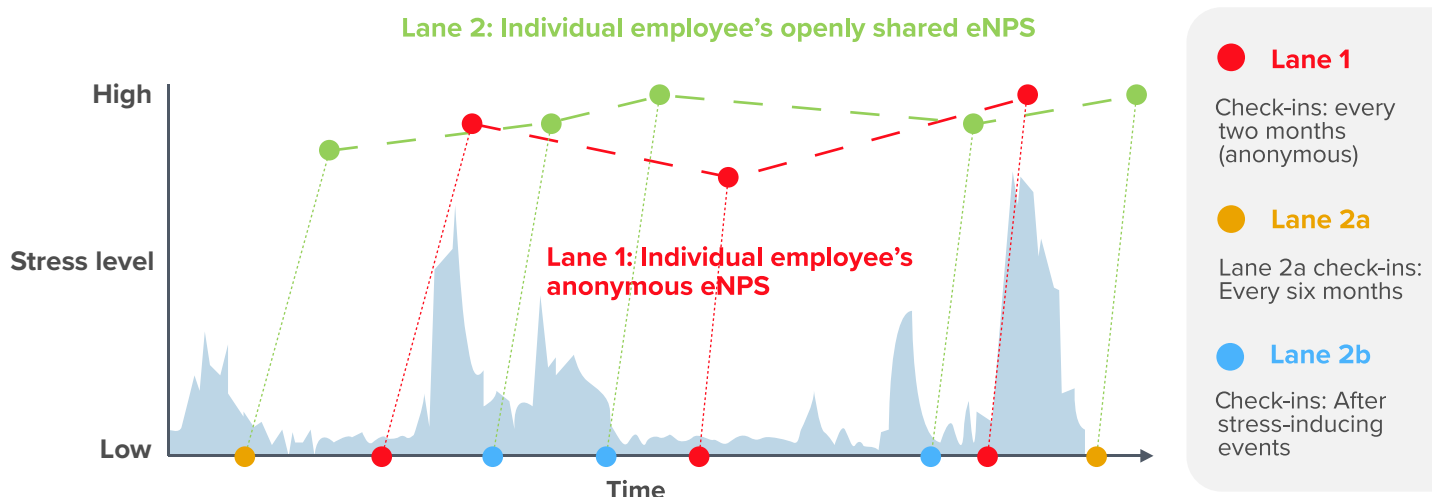
Visual Summary step 1:
Recall that an employee's experience is changing continuously and is often strongly influenced by their stress levels:
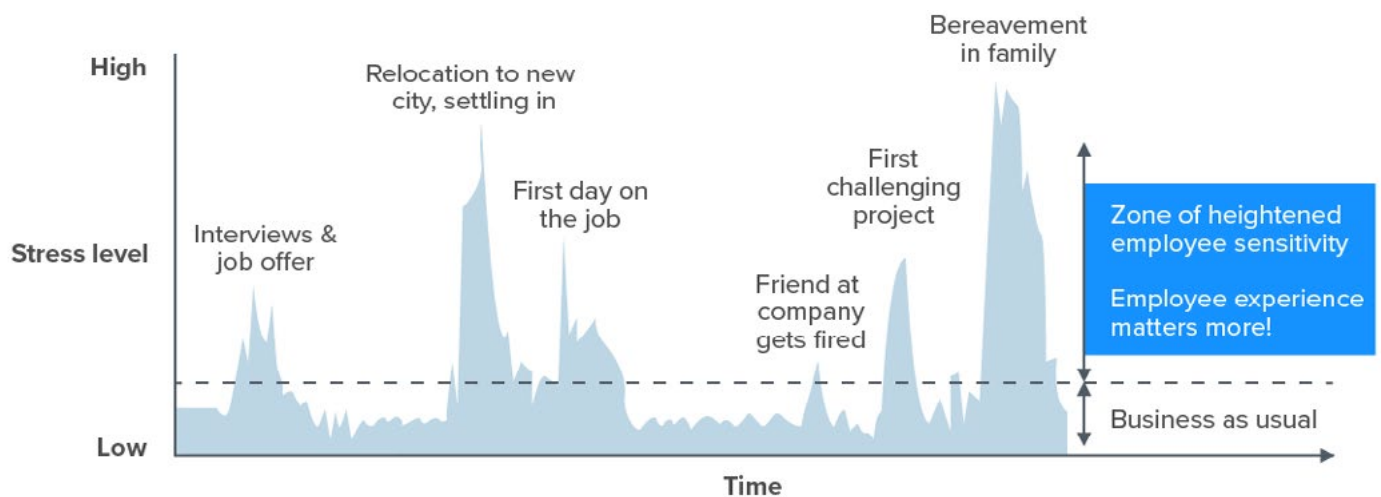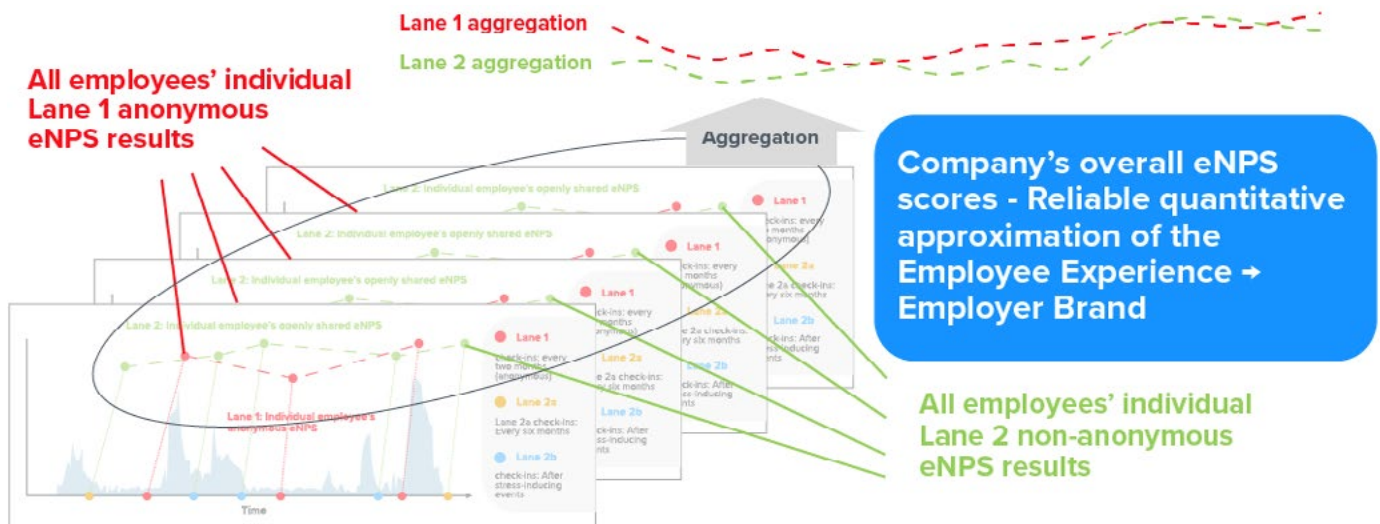

Visual Summary step 2:
Great eNPS measurement functions on two lanes: Anonymous check-ins to everyone across the company and an open discussion during 1-1s:

Visual Summary step 3:

Results get aggregated. The two resulting eNPS curves are a good approximation of the total Employee Experience and, thus, Employer Brand.

A Few Stray Pieces of Advice

1. Make the Lane 1 measurement process as fast as possible

Have the employee finish the task in 10-30 seconds: Open email, click through, give the score from 0-10, optionally answer a question such as "If your score has changed vs the last time, please let us know why."

Take inspiration from the speed with which airline passengers can give feedback on their experience.

2. Have a company-wide process owner...

... who ensures that employees don't get asked more than e.g. 10 times per year. The owner will also be the person to regularly remind managers to ask for eNPS in Lane 2 sessions.

3. Use eNPS to measure and compare the relative success of different Employee Experience initiatives...

...and choose those that provide outsized returns. Just make sure you don't ask too often. Not every company party needs to be followed by an NPS survey.

Conclusion

In Part 1

We covered why you should care about Employee Experience which is closely connected to the Employer Brand.

In this Part 2

We outlined a method to reliably measure Employee Experience which has direct influence on Employer Brand.

In the final Part 3

We will look at an example of how one particular type of support by an employer has an outsized return on Employee Experience; why it is so; and how you can use this concept to create similarly impactful Employee Experiences.
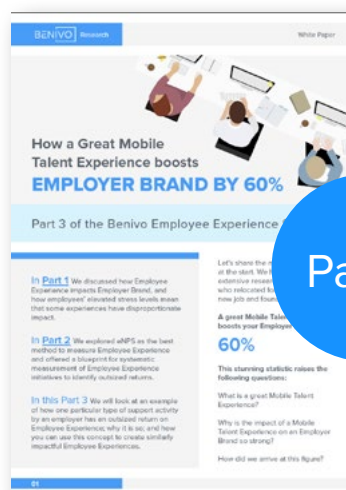
Join us, won't you?

➜ **How a Great Mobile Talent Experience Boosts the Employer Brand by 60%**

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

How a Great Mobile Talent Experience boosts
EMPLOYER BRAND BY 60%

Part 3 of the Benivo Employee Experience Series

In **Part 1** We discussed how Employee Experience impacts Employer Brand, and how employees' elevated stress levels mean that some experiences have disproportionate impact.

In **Part 2** We explored eNPS as the best method to measure Employee Experience and offered a blueprint for systematic measurement of Employee Experience initiatives to identify outsized returns.

In this Part 3 We will look at an example of how one particular type of support activity by an employer has an outsized return on Employee Experience; why it is so; and how you can use this concept to create similarly impactful Employee Experiences.

Let's share the main takeaway right at the start. We have conducted extensive research with employees who relocated for work to start a new job and found the following:

A great Mobile Talent Experience boosts your Employer Brand by

60%

This stunning statistic raises the following questions:

What is a great Mobile Talent Experience?

Why is the impact of a Mobile Talent Experience on an Employer Brand so strong?

How did we arrive at this figure?

What is a great Mobile Talent Experience?

Relocation for work is one of the most stressful events in anyone's life. It combines many logistical challenges with social and professional uncertainty. A Mobile Talent Experience is the support the employer provides to the employee to smoothen the relocation process, help them get settled, and even make some aspects of it pleasant.

The Five Building Blocks of a Great Experience

1 **Answer 2 key questions:** What does an employee need to do in their relocation process? And, **How** are these tasks done best?

You need to provide the to-do list with an accompanying instruction manual for the actions. The more detail, the better.

2 **Curate and Personalise:** Two extremely important elements to make the list and the instruction manual effective. A great MTE is one that cuts out clutter and focuses on the essential and actionable. You want to curate well, and keep the employee out of the thicket too-much-info online. The system should also remove irrelevant information - e.g. childless employees can skip the family advice.

3 **Anticipate challenges and provide for the unexpected:** Because the process is complex and evolving, guides and instruction manuals need to stay current,

and updated on employees' feedback. They know what worked and didn't for them. For a failsafe, you need to provide a fallback - a contact person available 7 days a week by Whatsapp, email, phone, or Facebook to answer any question and help in the process.

4 **Enable employees to learn from each other** - There will always be aspects of moving to a new city that only those who have been there and done it themselves can advise on. Creating a system for the easy sharing of insights speeds up the transmission of lessons learned.

5 **Make it emotional** - Moving is a big moment, and an opportunity to connect emotionally. A thoughtful physical welcome pack, or an unexpected service element delighting the employee - these are far more than nice-to-haves. They are key ingredients for the employee's positive experience.

And this is what we do at Benivo
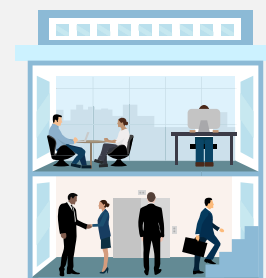
We specialise in educating employees to hit the ground running and to reduce the number of questions to HR. By being well-informed, they feel taken care of.

We ensure employees get access to tips, advice and intel from other employees like them - both those who relocated before and locals to their new destination. We call this Social Insights - a system through which knowledge gets passed on from employee to employee - an asset that grows in value for the employer year after year. Client platforms, guides and content are automatically updated with lessons learned and useful tips from every employee who uses their service.
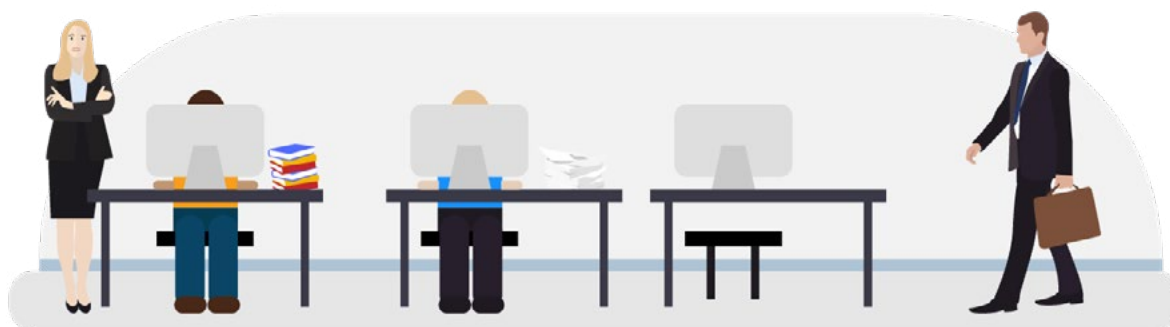
We look at relocation as an experience, help to reduce the hassle and inject as much fun and positivity into the process as possible.

We keep our to-dos complete, concise, and personalised; each relocating employee has a contact person they can call if anything doesn't go according to plan; and we delight employees with a physical welcome pack and the option to pay their rent a month later, which helps with cash flow.

By favouring technology solutions over service provision as much as we can, we are able to keep the cost down and open up relocation support to entry level employees who were not eligible before.

Why is the effect of relocation support so powerful?

The reasons for the outsized effect of Mobile Talent Experience

There are two main reasons why MTEs deliver this dramatic Employer Brand perception improvement of 60%

1. First impressions matter - especially to great talent

Any relationship is subject to far more judgment in its early days than later on - this applies to both personal and professional relationships.

People are influenced by first impressions, consciously or unconsciously extrapolating their experience into the future: If they have treated me carelessly now, they will probably continue doing so.

On average, people with many options (read: great talent) are less forgiving towards mistakes their employer makes. If they feel left alone during their relocation or don't feel welcome, they are more likely to take it personally and consider their alternatives sooner than someone who is glad to just have a job.

2. Negative experiences are more impactful in stressful times

If you recall, in Part 1 of our series, we discussed how individual employees' stress levels are highly volatile, especially in the early days and weeks of employment.

The employer's actions during this time of high stress are critical: When nerves are exposed, the impact of stimuli is disproportionate - as anyone with a sore tooth eating ice cream can attest to.
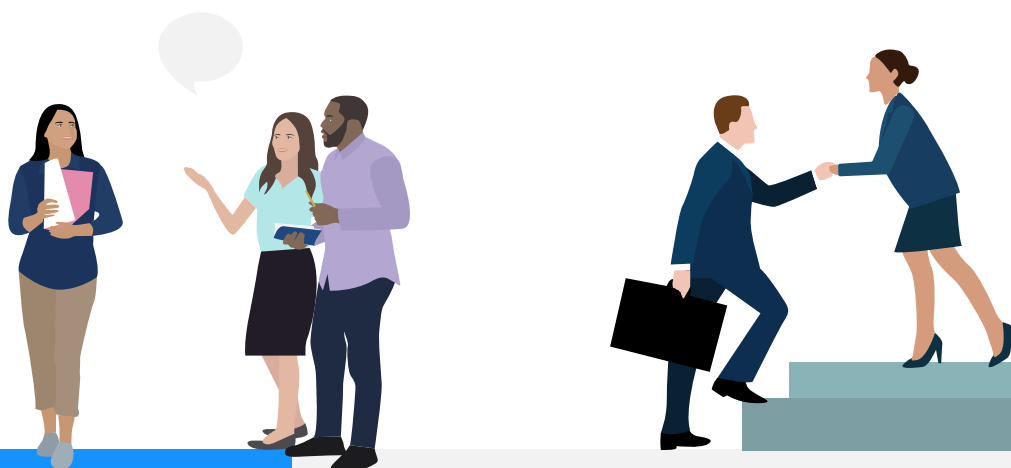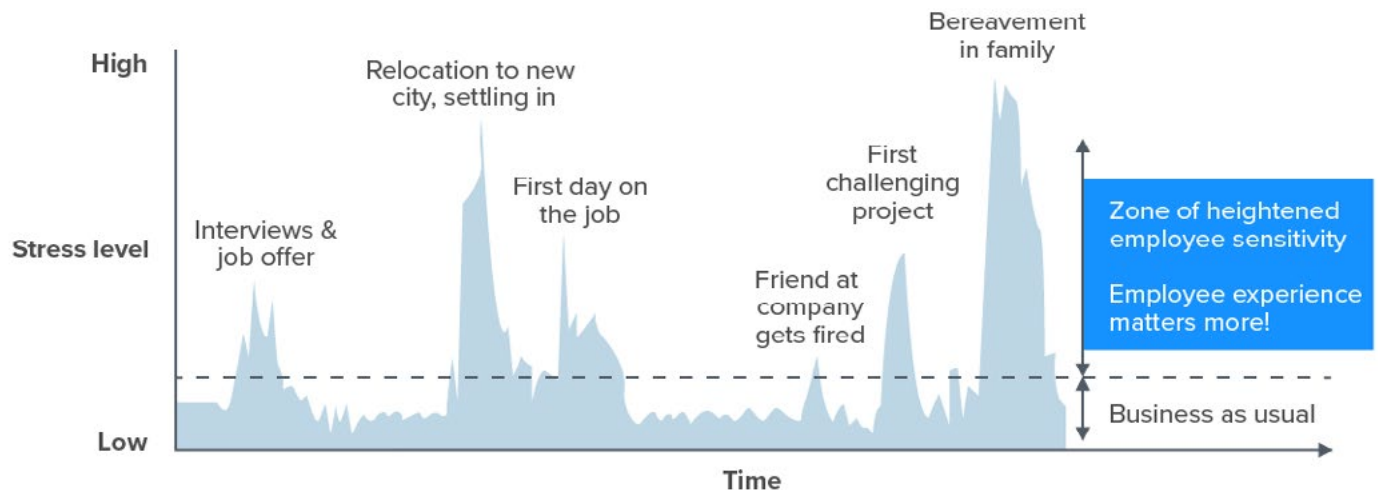
Employees who feel left alone or mistreated during stressful times will resent the employer for a long time. On the other hand, employees who feel well supported will be extremely grateful and loyal.

Finally, let's discuss how we arrived at the figure of 60% improvement in Employee Experience.

How did we arrive at the figure of +60%?

To quantify the impact of a great Mobile Talent Experience, we use Employer Net Promoter Score (eNPS) with two different groups of employees (see how eNPS is calculated in [Part 2](#) of our series).

Ongoing research with our clients' employees

We ask the relocating employees the following questions:

1. **The eNPS question:** Based on your experience with Benivo, how likely are you to recommend your company as an employer to friends or colleagues?
(rate from 0 to 10)

2. **And a contrast question:** What would have been your answer if the Benivo service had not been offered by your employer? (rate from 0 to 10)

Having asked hundreds of employees in the last 6 months, we receive a consistent impact across clients: **a 56% improvement** in eNPS from 4 to 62 (on the NPS scale of -100 to +100)

Research with non-Benivo customers

In September 2017 we asked a research firm to find employees who recently moved because of a new job and ask them these two questions:

1. **eNPS (Q1):** Based on your relocation experience, how likely are you to recommend your employer to friends as a company to work for? (rate from 0 to 10)

2. **Contrast (Q2):** How likely would you be to recommend the company to others if you had received better relocation support? (rate from 0 to 10)

We categorised respondents as having received the following levels of support and these were the results:

Category of support received	Category details	eNPS Q1	eNPS Q2	Delta in %
None		-50	-25	+50%
Low	Basic advice, general guides, and links to relevant websites. No budget or dedicated services.	-73	-18	+201%
Medium	General advice, answers to questions by HR / direct management, temporary accommodation for up to 1 month.	-43	-28	+25%
Weighted average		**-54**	**-24**	**+63%**

Total number of respondents = 40

The second research point tells us that having quality relocation support will result in a 63% improvement of Employee Experience.

Result and conclusion

These two very close numbers (average 60%) confirm that there is a massive brand boost for an employer who provides high quality relocation support. This goes well beyond mere marginal improvement.

Which other initiative, service or product do you know that delivers a 60% improvement in Employer Brand?

By using Benivo and spending a three-digit figure per employee, you not only neutralise the inherent risk of an employee's relocation - feeling left alone during a stressful period.

Even more importantly, you **capture the upside** of this upheaval. You capitalise on the potential of the situation. You take someone's neutral stance towards you and make them **love** you for what you did.

Because you didn't have to help them so comprehensively - and yet you did.

For that, you earn a
60% return.

To take another step, we have also demonstrated convincingly that investing in your Mobile Talent Experience is a strategy to reduce cost - by 89 hours and $7,900 in foregone revenue, to be exact. More on that [here](#).

"

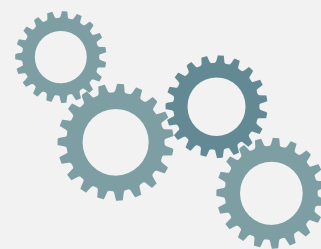## "I felt more committed to the company."

- Nicola S, a Vodafone employee who moved to West Berkshire, UK

"

"PayLater Finance is fantastic! I wouldn't have been able to afford to move otherwise."

- Elen S, a Vodafone employee who moved to London, UK

An engineer's mindset

A famous management maxim says: *Never waste a good crisis.*

Adapt this principle for the purpose of boosting your Employer Brand by providing a great Employee Experience: **Never waste a good moment of stress.**

Every challenge an employee experiences in their professional or personal life is an opportunity for you to be by his or her side and to provide support as well as you can.

Of course, some stressful experiences are unique and there's not much institutionalised support you can give beyond a friendly ear to listen.

But many others are shared by large groups of employees. Beyond a difficult country relocation, the following come to mind: receiving a negative performance review; declining business results in their department (or across the company); childbirth; a promotion and a corresponding sudden widening of responsibilities; death in the family.

For these collective instances of individual stress, consider which measures you can implement that will leave the employee with the reaction "wow - I wasn't expecting that."

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"It's really valuable help, particularly with relocation and initial expenses. Moving to a new city is not easy, and a first point of contact is very helpful"

- Andrea B, a Vodafone employee who moved to Reading, UK

Which doable initiative could deliver disproportionate effects to the Employee Experience?

When you have several ideas that could work, you can test them in parallel on different groups of employees and measure their effect via the eNPS method.

The way forward

We hope we have sufficiently explained the main idea in this series:
Systematically identify opportunities to maximise positive Employee Experience.

Put more plainly: Find out what matters most to your employees, and then do more of it.

> **"**
>
> "The service removed a lot of the stress of moving from another country and was quick to respond to my questions."
>
> *- Jenna V, Bloomberg, moved to London, UK*

By applying a rigorous measurement system, you can systematise the process and grow your Employer Brand through the following steps:

1. Implement a robust system of continuous eNPS measurement.
2. Identify challenging experiences employees share.
3. Choose initiatives to counter the negative aspects of the experience and amplify the positive ones.
4. Monitor eNPS over time.
5. Celebrate.

**Please let us know what you thought of the Benivo Employee Experience Series.
How do you track employer brand? Have you identified specific initiatives that have an outsized positive effect?**

We'd love to hear your stories. Let us know at feedback@benivo.com

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.