The Digital Benefits Journey

Keith Williams
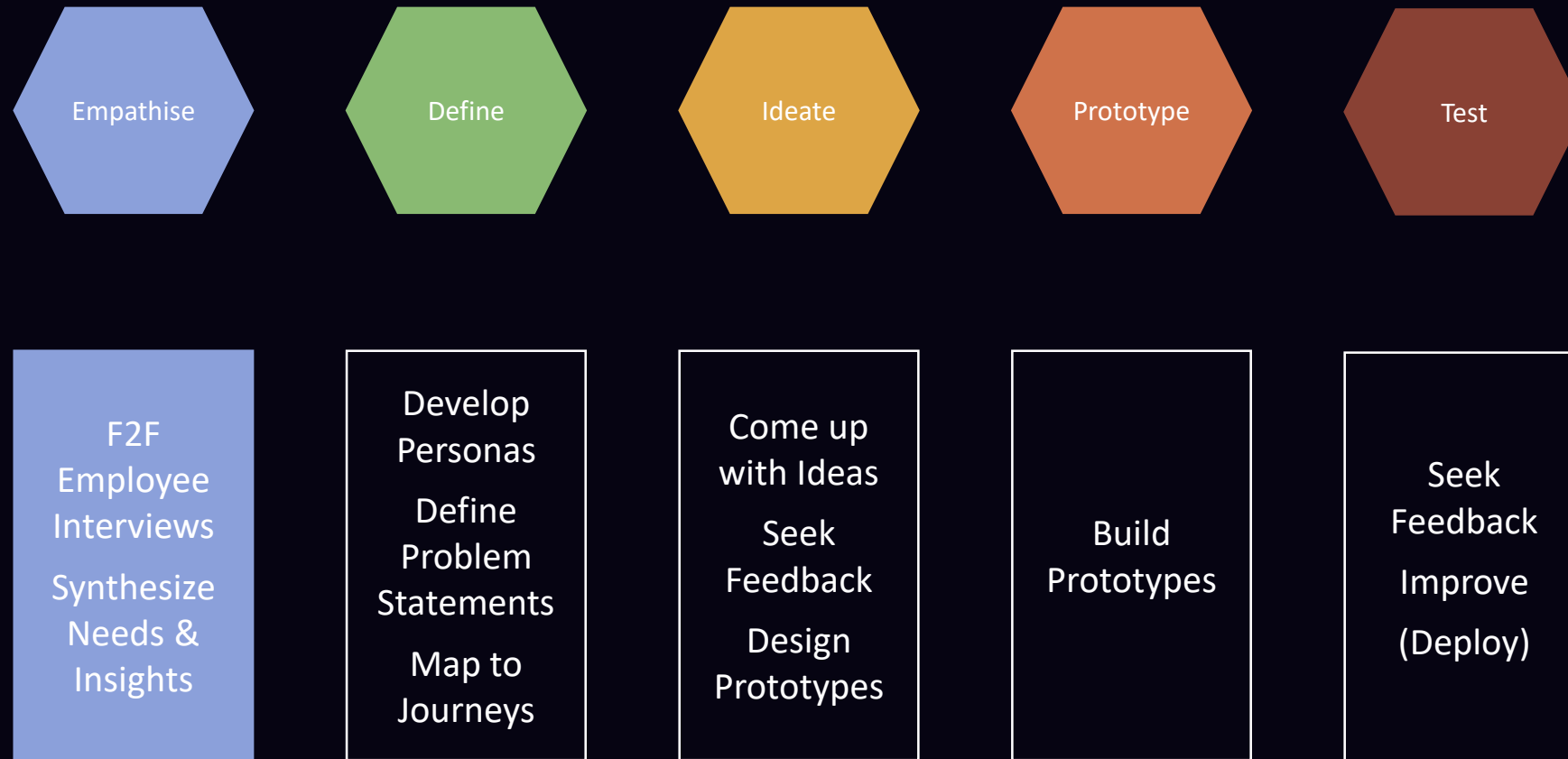
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Employees as Customers

"Applying a consumer and digital lens is **much more than just incorporating new solutions in HR**.

Being employee-centered and digital is about having a new mindset, plus a set of **consumer-focused** and technological skills which allow you to create new HR solutions."

The Employee Experience Is The Future Of Work: 10 HR Trends For 2017
Jeanne Meister, Forbes Magazine, January 5, 2017

Employees as Customers – Design Thinking

| Empathise	Define	Ideate	Prototype	Test
F2F Employee Interviews Synthesize Needs & Insights	Develop Personas Define Problem Statements Map to Journeys	Come up with Ideas Seek Feedback Design Prototypes	Build Prototypes	Seek Feedback Improve (Deploy)

The Digital Benefits Journey

Employees as Customers

People who want to self-serve

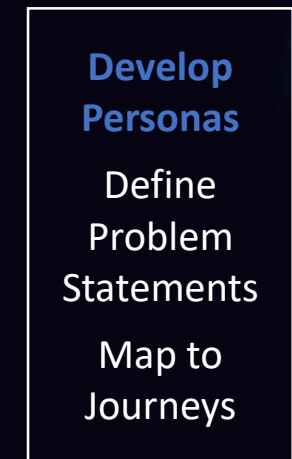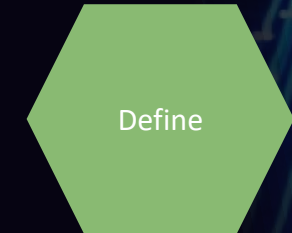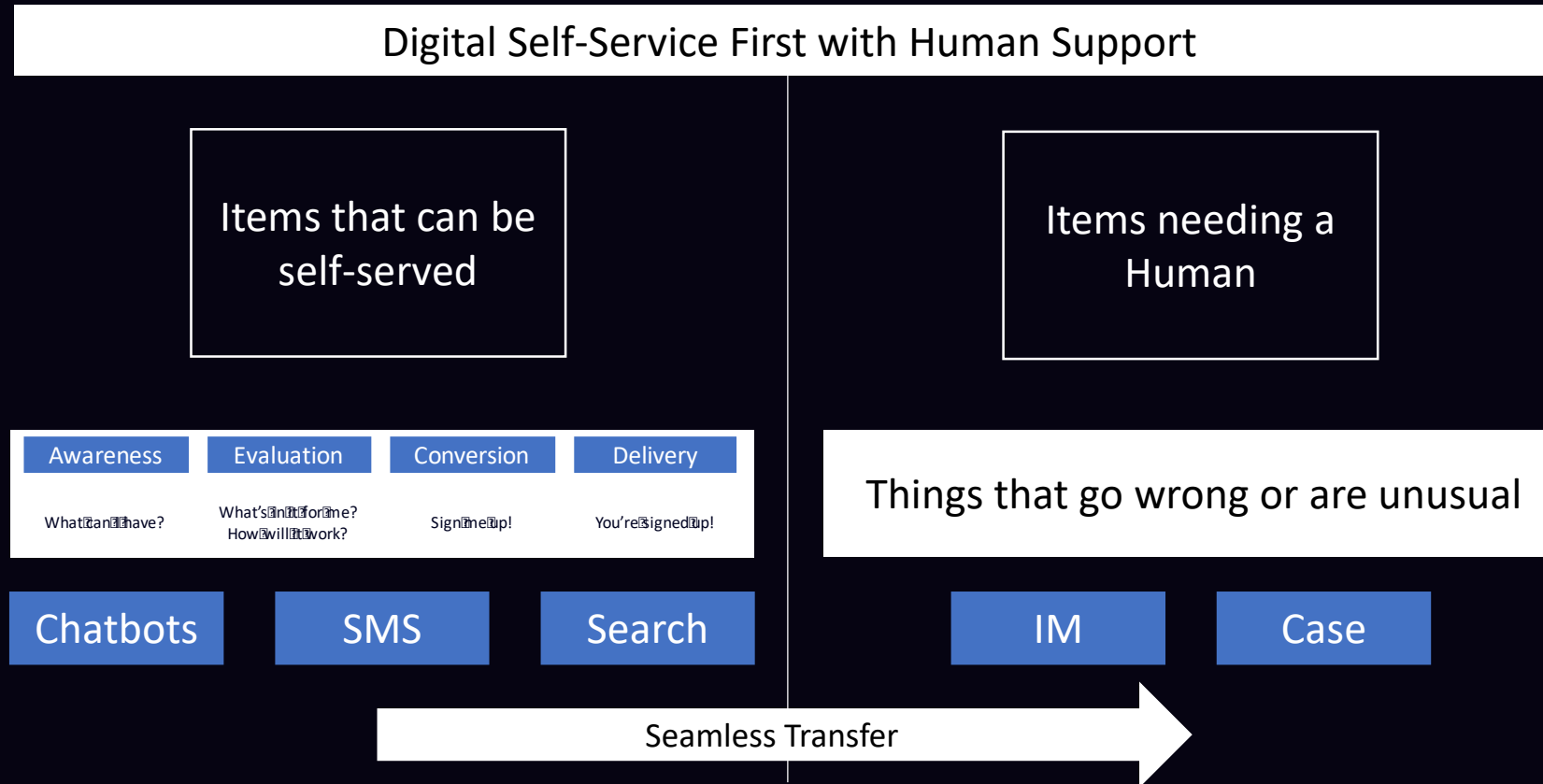People who want to talk to a human

Chat Bot
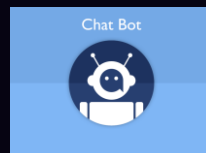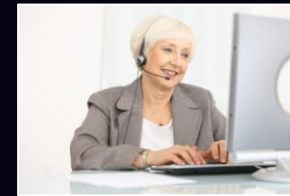
Move people here

Define

Develop Personas

Define Problem Statements

Map to Journeys

Employees as Customers

Digital Self-Service First with Human Support

Items that can be self-served	Items needing a Human

Awareness	Evaluation	Conversion	Delivery
What can I have?	What's in it for me? How will it work?	Sign me up!	You're signed up!

Things that go wrong or are unusual

Chatbots	SMS	Search	IM	Case

Seamless Transfer →

Define

Develop Personas

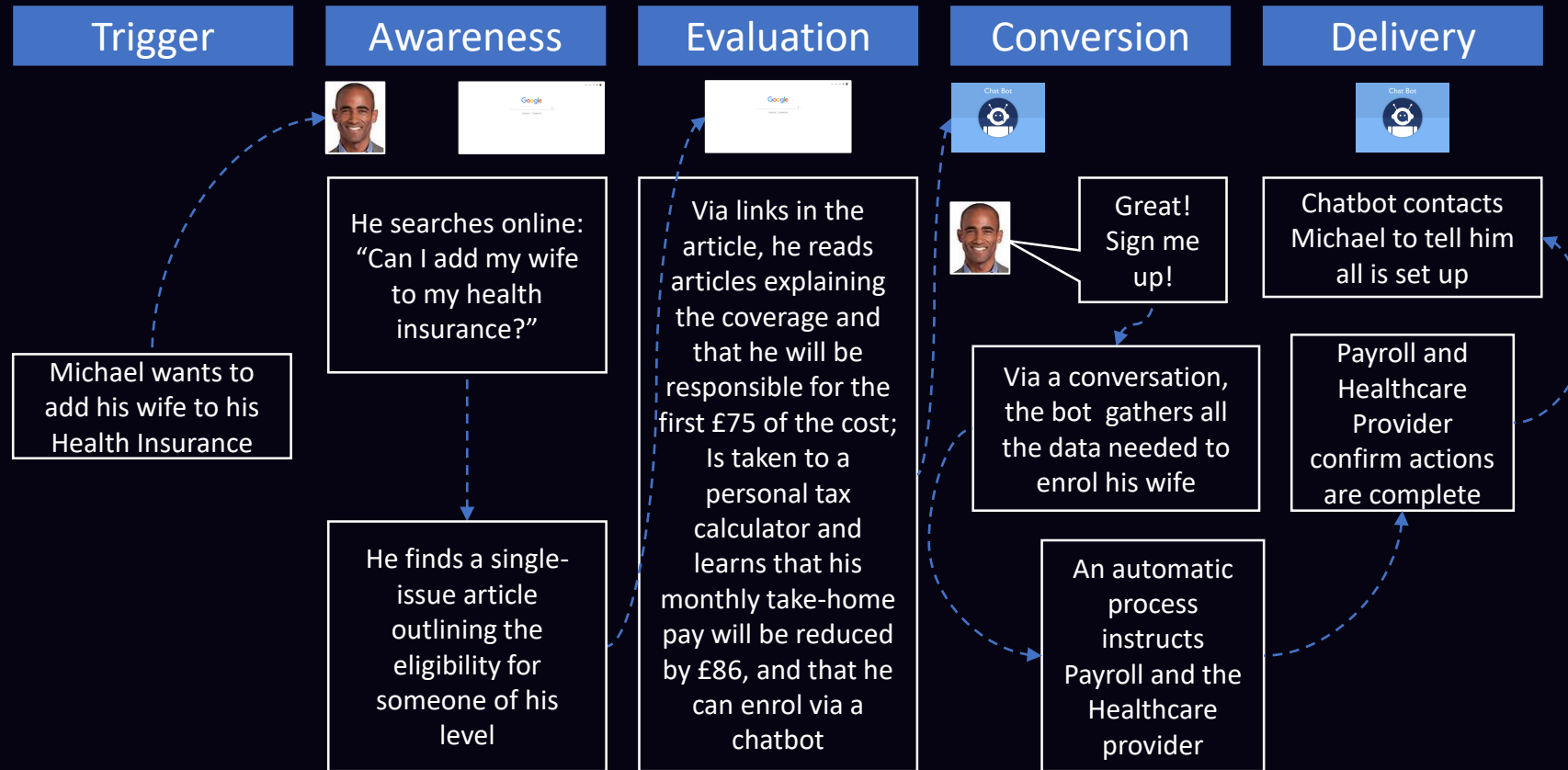Define Problem Statements

Map to Journeys

Employees as Customers

Trigger	Awareness	Evaluation	Conversion	Delivery
I need to! You need to!	What can I have?	What's in it for me? How will it work?	Sign me up!	You're signed up!
Got married and wants to add his wife to his health insurance	What is available to me?	How does it work and will I have to pay anything? What is the process? What will it do to my take home pay?	One stop shop	Get it right, first time, on time!
	Impossible to find. Complex Content		Multiple sites/channels	Too many mistakes

Define

Develop Personas

Define Problem Statements

Map to Journeys

The Digital Benefits Journey

Employees as Digital Customers

Trigger	Awareness	Evaluation	Conversion	Delivery

Michael wants to add his wife to his Health Insurance

He searches online: "Can I add my wife to my health insurance?"

He finds a single-issue article outlining the eligibility for someone of his level

Via links in the article, he reads articles explaining the coverage and that he will be responsible for the first £75 of the cost; Is taken to a personal tax calculator and learns that his monthly take-home pay will be reduced by £86, and that he can enrol via a chatbot

Great! Sign me up!

Via a conversation, the bot gathers all the data needed to enrol his wife

An automatic process instructs Payroll and the Healthcare provider

Chatbot contacts Michael to tell him all is set up

Payroll and Healthcare Provider confirm actions are complete

Ideate

Come up with Ideas

Seek Feedback

Design Prototypes

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Content (vs Knowledge)

Trying to search CONTENT to solve a problem fails

Using someone's KNOWLEDGE to solve a problem succeeds

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Building a Knowledge Base

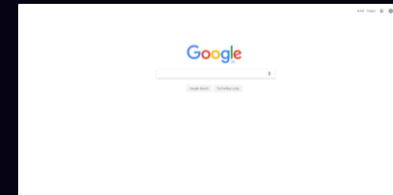| FROM	TO
Lots of clever people sitting in a room and thinking up what people need to know in advance	
FAQs in a 30 page document	
Teams deciding what the answers should be – lots of meetings with SMEs	**Knowledge Centred Support** (KCS)
Inconsistent structure and complex SME language	Leverages Knowledge as an Asset which is shared
Impossible to find and use	
Process-heavy correction procedure	

Chatbots

Chatbots

- Understand meaning by analysing Intents and Entities

- Are trained by humans to match Utterances to Intents
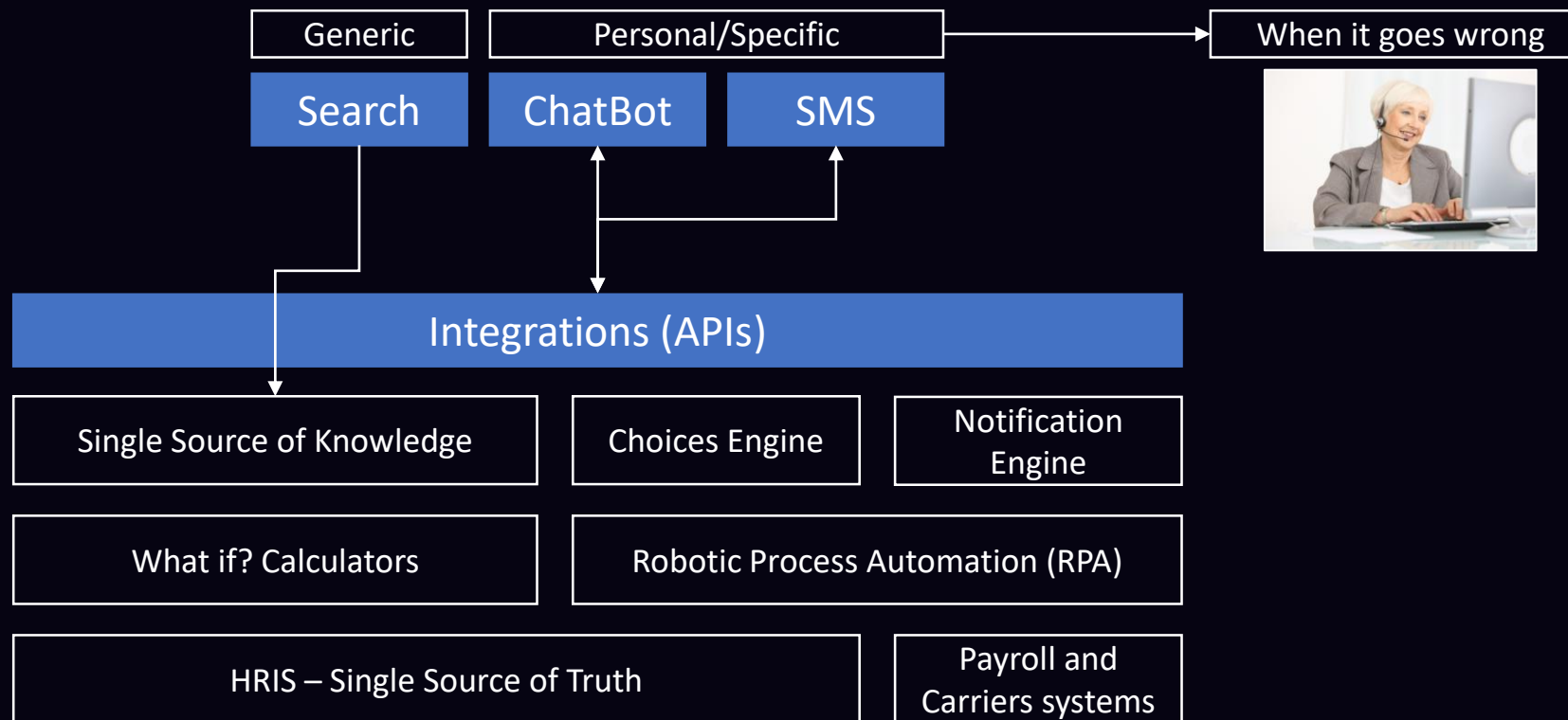
- Can answer questions by surfacing answers

- Can prompt for answers

- Can be linked to other data sources via Application Programming Interfaces (APIs)

- Can trigger processes (RPAs)

Below and Above the Line

Generic | Personal/Specific | When it goes wrong

Search | ChatBot | SMS

Integrations (APIs)

Single Source of Knowledge | Choices Engine | Notification Engine

What if? Calculators | Robotic Process Automation (RPA)

HRIS – Single Source of Truth | Payroll and Carriers systems
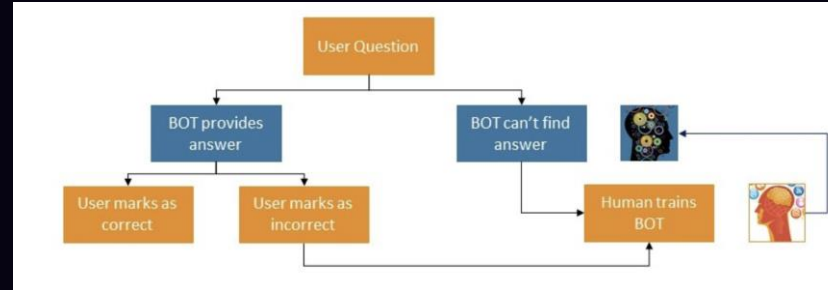
Digital (Adjective)
Social, mobile, cloud, analytics, internet of things, cognitive computing, biometrics

Digitization (Noun)
Standardized business processes, operational excellence

The Digital Benefits Journey

Key Messages

Design an experience for your employees as if they were customers by using Design Thinking Techniques like a Digital Marketer

Maximise adoption - get a fantastic Change Team in place

Create Knowledge Articles for Goldfish

Chatbots are Children – teach them language

Understand the difference between Digital and Digitization - Digitize your processes first

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