

TECHNOLOGY AND THE EMPLOYEE EXPERIENCE



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With Barry Morris, CEO, CapRelo

Q In recent blog posts you've discussed the importance of Employee Experience (EX). Why now?

A With the battle over talent being more critical, EX is a crucial driver of HR value. Onboarding new employees is expensive while keeping existing employees is more cost effective. I have found that many global mobility groups see EX as a critical indicator of the ability to attract and retain top talent.

Q How are Employee Experience (EX) and Consumer Experience (CX) related?

A Just like it is easier and less expensive to retain an existing customer than it is to acquire a new one, so it is with employees. In our business we link EX and CX because our customers experience immediately translates to employee experience. Our CX is founded in our abilities to relieve the stress and complications of the global relocation program from our clients. We provide people, subject matter expertise, technology and insight that helps make global relocation more efficient and predictable.

Q What other areas do you see are essential to a more cost-effective relocation?

A Data insight and transparency are critical. When we have visibility into the operations we impact, we can provide more in-depth insight to help drive better policy solutions. Those solutions can improve EX, employee engagement and bottom-line performance. Trust is the cornerstone to

being able to make an impact.

Data analytics allows us to be more proactive with the transferee. Stress is a result of being reactive versus proactive and that translates to the EX suffering. Proactive decision-making leads to improved expectations, thus resulting in improved EX. Being in front of the whole process lets employees and managers know where pitfalls might be, what to be careful of, and what to watch out for - making all the difference in the world.

Q What will be the biggest challenge facing global relocation professionals over the next year?

A Data isn't necessarily knowledge - the meaning of it isn't always a given. At CapRelo, we have a team of experts that continually work to find meaning in the data. We're uncovering new relationships all the time. Our clients leverage those new relationships to better understand how their relocation policies impact their business and EX.

Exceptions to the policies cost money. We're trying to find ways for client policies to have fewer exceptions. This means policies must evolve, so putting them under the microscope and using it as a tool to improve EX is the biggest challenge for our professionals this year.

Q How is technology improving relocation?

A Mobile devices have changed everything. Most importantly, they have altered expectations. Younger workers expect instant responses to almost everything. When you're moving, stress levels are high, and expectations

are the most important thing to manage. Having access to crucial data helps us define and manage expectations in ways that continue to amaze me. .

Q How are relocation programs affecting recruitment?

A We know that how far you move an employee significantly affects the expenses associated with placing them. We also know that specialized talent seems to cluster in specific geographic areas. Soon, we'll be able to look at a job description and understand whether a client can be recruited from the job location or where they will need to source it. We also know that relocation packages are a big part of how new hires view their value to their new firm.

EX, and the expectations that drive it, can be deeply influenced by the relocation experience. Moving is stressful, and our ability to mitigate that stress through insight and policy support impacts our customer's profitability.

Q How are relocation policies being changed by talent crunch?

A This varies from by client. Due to the all-time low unemployment rates there is a war for talent, and therefore talent acquisition is getting tougher every day. Our position is that talent acquisition should be considered as a part of the relocation program.

Interestingly now, we see companies moving to where the talent is rather than relocating the talent individually. Additionally, we're seeing companies more willing and able to support remote and mobile workers.