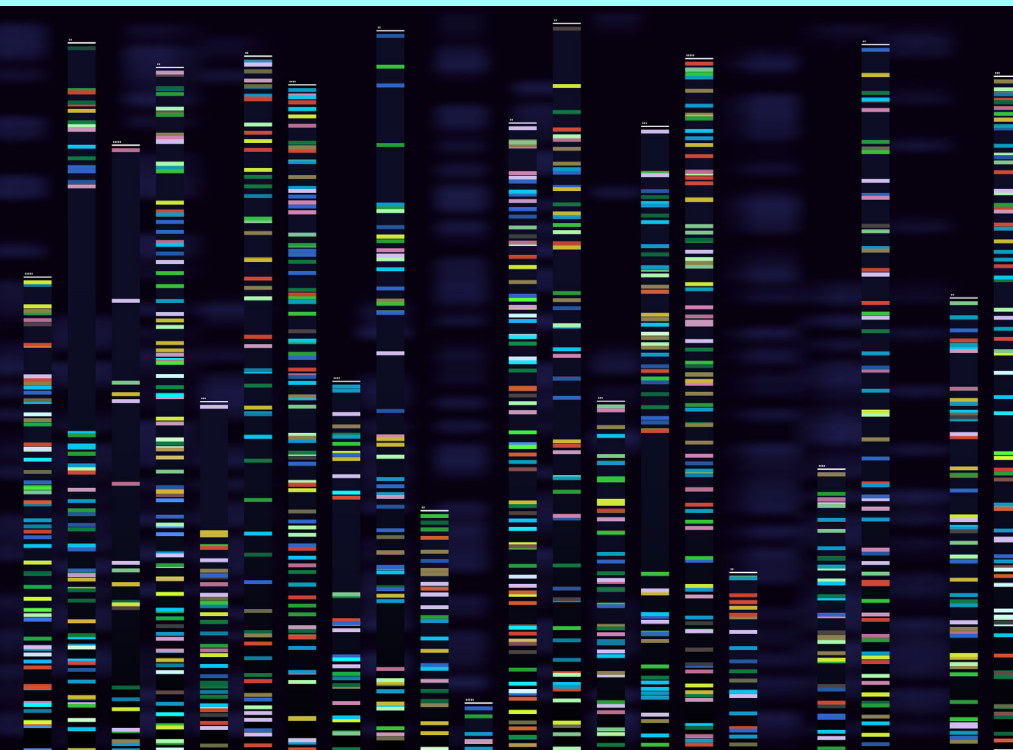


Pitney Bowes: Driving Results with a Holistic View of Employee Experience

Case Study

Visier®



Company Background

Pitney Bowes is a global technology company that provides solutions in the areas of ecommerce, shipping, mailing, and financial services. They chose Visier's full suite of people analytics solutions to easily analyze, identify, and predict issues based on a view of the entire employee lifecycle.

Challenges

- Inadequate visibility into hiring, movement, performance, retention, and other critical workforce trends
- Lengthy and resource-heavy process for manually bringing data together from disparate systems
- Data insights limited to expert users

Key results with Visier

- 10% reduction in truck driver turnover
- Over 400 self-serve people analytics users
- An increase in data confidence and more strategic conversations

“Visier’s full suite enables us to plan better, identify where our costs are, and more importantly, identify how we can avoid and fix turnover and engagement issues. Clearly, any employee that we can better retain and engage helps improve productivity.”

— Andrew Gold, Vice President of Total Rewards and HR Technology



Challenge

Pitney Bowes was founded as a postage meter company nearly 100 years ago. Today, it is a true technology company, delivering solutions in the areas of ecommerce, shipping, mailing and financial services. Key to the company's long-term success are employee retention and engagement, as well as diversity and inclusion.

The company's data-savvy senior leaders were increasingly coming to HR with questions related to all phases of the employee lifecycle, from hiring and onboarding through to performance and retention. However, it was difficult for HR to answer these questions in a timely way.

To extract insights from its workforce data, HR was using an analytics tool (in addition to crunching the numbers manually with spreadsheets), but the application was not user-friendly—and only the company's HR metrics and analytics manager could use the tool proficiently.

Data in disparate systems

Pitney Bowes also experienced challenges because their workforce data was located in many disparate systems. This meant that HR could not easily analyze, identify, and predict employee issues.

For example, the company needed more visibility into how quickly they were filling positions with the right people and, particularly, within the shipping and delivery lines of business where churn tends to be high. With their data related to hiring, employee performance, and retention all located in different systems, it was difficult to determine if they were hiring the right candidates.

Lack of trust in data

The data was also inconsistent and difficult to reconcile with Finance's numbers, which generated a lack of trust. Often, when HR presented data, leaders and managers would spend time questioning the validity of the information, instead of having strategic conversations.

It was also difficult for HR to get senior leadership's buy-in for key programs because they lacked the precision needed based on data required to quantify the ROI of such investments.

“You can't look at things like recruiting, engagement, and retention as individual pieces. They're part of one big employee lifecycle—you have to look at it holistically.”

— Andrew Gold

Approach

To address these issues, the company's CHRO pushed to make the entire HR function more data-driven and broaden access to people insights across the organization.

The company's HR technology team ultimately chose Visier's full suite of people analytics solutions: Visier People® Organization, Talent, Planning, Diversity & Inclusion, Talent Acquisition, and Learning.

With Visier, they can now connect data from disparate sources and enable HR and business leaders with access to information via self-service.

"By having the full suite, we can see a timeline for the employee experience—from the moment they start the recruiting process with us, through their hire, through when we do our workforce planning, which then feeds back into the recruiting process."

— Andrew Gold

Self-serve access to people data

The HR technology team first rolled out the platform to HR leaders, HR business partners, and HR field generalists. Once HR was comfortable using the platform, it was then deployed more broadly to senior leaders, general managers, key financial leaders, and line managers.

They all use the application on a weekly basis to look at trends related to areas such as headcount, talent acquisition, and retention.

HR also uses the platform to track applicant flow and sourcing. They have daily conversations with managers about how long applicants are in each stage and how long it is taking to fill a requisition so they can determine how quickly they can fill those requisitions with quality candidates.

This helps them improve talent acquisition processes, which is critical to revenue growth: The company's ability to deliver superior customer service, for example, is impacted by how quickly they can fill roles in shipping and delivery.

Quantifying the ROI of retention programs

With precise cost savings information delivered through the platform, HR can also pinpoint where investments will have the most impact. For example, when turnover among the company's truck drivers started to increase during a nationwide truck driver shortage, HR showed leaders that a reduction in turnover by just a couple percentage points would save the company millions of dollars. This made it easier to gain buy-in for retention interventions.

Creating the right employee experience

With Visier People Diversity and Inclusion, Pitney Bowes is building on its history of providing a positive experience for employees of all backgrounds.

The company's D&I leader uses the application to track how each business unit is progressing not just on hiring—but also promoting and retaining—the right mix of diverse talent. This data helps managers and leaders remain accountable as they make daily staffing decisions.

Results

With the Visier platform, HR leaders, managers, and senior leaders at Pitney Bowes are making more data-driven and strategic people decisions based on a full view of the employee lifecycle.

10% reduction in truck driver turnover

As a result of HR interventions, the company has reduced its truck driver turnover by 10%.

Because HR used Visier to quantify the ROI of retention programs, senior leadership was receptive to HR's recommendations for programs to reduce the company's level of truck driver turnover.

The platform has also helped the company address turnover in other areas of the business. When managers have direct access to the data, they are more accountable for day-to-day decisions that contribute to turnover trends.

More data trust, more strategic conversations

Previously, senior leaders and managers used to question the validity of the data whenever HR would approach them with new information.

But now, the HR data is so trustworthy that the CFO decided to source all reporting on headcount from the HR system—not the Finance system.

Over 400 self-serve people analytics users

Before rolling out Visier, only one analytics expert within the company could effectively analyze employee trends. Now, over 400 HR, business leaders, and line managers across the organization have real-time access to information based on a holistic, accurate view of the employee life cycle, and they can analyze whichever trends might be important to them.

“When managers are in the application, looking at their own data set, they can see things are accurate, and the conversation switches to being more strategic.”

— Tiffany Zanotelli, Metrics and Analytics Manager

Next Steps

The company's senior leadership team is focused on building a foundation for long-term revenue growth with a continued pivot to growing markets. As the business transforms, leaders must always keep their pulse on the effectiveness of learning programs, as well as employee engagement.

They are also focused on ensuring their talent plans align with the broader business strategy—even as this shifts. To achieve an in-the-moment, continuous workforce planning capability, the company will roll out Visier People Planning in the near future.

To measure and build learning programs more strategically, the company's HR team is planning on doing more than just tracking course completions. For example, they will use Visier People Learning to quickly determine which products people have learned how to use. This will make it easier to determine whether an employee has completed the right training before their manager sends them out on a service call.

The company's HR team is also planning on tying their sales training data more closely to their business metrics. They will use the data to answer key questions, such as whether people who completed a certain type of training have reached their sales quota. Eventually, they will map this data back to revenue.

The company is also taking steps to integrate its employee engagement survey results into the Visier platform. For several years, the company has been benchmarking how it performs on employee engagement, and integrating the survey data into their overall analysis will give them even more insight into what factors drive employee engagement. As Gold emphasizes, employee engagement plays a big role in driving productivity—and overall business success.



About Visier

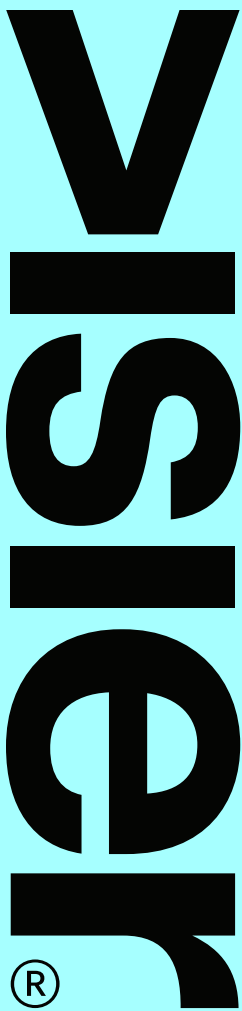
Our curiosity, the desire to understand, is inseparable from what it means to be human. But, in the hype of big data analytics, we've forgotten that data does not equal knowledge.

Visier was founded to focus on what matters: answering the right business questions, even the ones you might not know to ask. Questions that shape business strategy, provide the impetus for taking action, and drive better business results.

Visier is dedicated to transforming business analytics, to providing leaders with clear answers to critical business questions—out-of-the-box, without the hassle and cost of data management, statements of work, and development projects.

Visier lets companies say goodbye to data headaches, to complexity, to costly tools, to endless service fees, and to guesswork. A business strategy platform designed by domain experts for business leaders, Visier lets leaders say hello to clarity, to confidence, to meaningful answers—and to better business performance.

For more information, visit www.visier.com.



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