

Capgemini 



ALPARGATAS AND CAPGEMINI:

When experience and
satisfaction are built
on data, the result is
engagement.



ALPARGATAS

An innovative project measures the experience of employees at each strategic moment in the company, directing actions to engage, attract, and retain talent.



We were inspired by the way the marketing area conducted CX (customer experience) to formulate our EX guidelines (employee experience) and Capgemini has contributed a lot to consolidate this strategy."

José Roberto Daniello
Chief People Officer (CPO)
at Alpargatas

Founded in 1907, Alpargatas is a leader in the footwear and sporting goods sector. Owner of the Havaianas and Osklen brands, Alpargatas is confident in the strategy of growing as a global, digital, innovative, and sustainable powerhouse of desirable and hyper-connected brands.

It is also a company of firsts: the first Brazilian company with shares traded on the Stock Exchange, to hire women for its production line, and to provide labor benefits to its employees. Its employees are ambassadors for brands, leaders and integrators, entrepreneurs, promoters of quality and processes, and creators of value for the business. Visionary management that is focused on people drives Alpargatas to constantly seek to improve its management practices.

This attitude, which is already part of the company's DNA, has developed over the years and has led the People team – Alpargatas' HR – to work with Capgemini to lead an innovative project to even further improve the relationship between the company and its employees, with the help of technology.

Today, "Alpa" is a Brazilian company with a strong global presence with locations in more than 100 countries, eight manufacturing units in Brazil, and more than 17,000 employees around the world.



The challenge of delivering unforgettable experiences

Alpargatas has always maintained priorities in people management: consolidating a strong and convergent organizational culture, improving methodologies and evolving processes, managing talent with a watchful eye, and prioritizing diversity, inclusion, and sustainability at all times.

It was with this mission that José Roberto Daniello arrived at the company in early 2019 as Chief People Officer. "We defined our big dream: we want to be the best place to work, with the highest performance and most desired teams in the market."

To make such an ambitious dream come true, the People team took a deep dive into understanding the needs and desires of its employees, aiming to deliver truly transformative and unforgettable experiences, guided both towards employee satisfaction and a more sustainable business.



The ambitions of the project

After an initial survey, the team found the user interface and data analysis needed an intense digital transformation to support the ambitions of the project. Alpa chose the Qualtrics XM platform to manage the entire analytical process.

The goal was to expand information collection to diagnose potential issues and real employee scenarios, as well as analyzing the experiences with these processes and the impact on employee life. The measurements were carried out according to a cycle called the “Alpa People’s Journey,” divided into seven strategic moments.

1. Alpa no Radar: recruitment and selection process, measuring the positive or negative residual impact of candidates for vacancies in the company

2. Integration (check-in): first impression, with evaluations at the first seven, 30, and 90 days, in addition to a specific one with the manager, in parallel with the 90-day survey (the popular “honeymoon” period)

3. Routine and performance: measuring the effectiveness of the internal selection process in terms of the Alpa management system and day-to-day assessment of goals

4. Well-being: understanding the impacts of the company’s well-being actions on the daily lives of employees, as well as the impact of benefit packages and actions

5. I learn: assessing the perception of individual development and training actions

6. Career & development: measuring the evaluation/feedback process, post-promotion experience, and impact of recognition actions on the employees’ routines

7. Check-out (exit survey): a survey carried out at the time of voluntary or involuntary dismissal of the employee

The People team monitored these metrics monthly, with a detailed look at each of the locations and audiences, to quickly capture trends and action requirements, to solve any employee pain points and take advantage of new opportunities.

The resulting actionable insights made a significant difference, and addressing the pandemic also spurred additional research, such as on well-being at home.

Contextualizing

After the arrival of Daniello, Alpargatas has strengthened its investments in technology aimed at boosting its internal and external interpersonal relationships. Qualtrics' solution was already known by the company but without in-depth experience in its use or the necessary expertise to achieve the desired goals. It was necessary to expand the partner ecosystem, especially as the need to work remotely arose during the pandemic.

Customer-only framework

Capgemini was chosen to orchestrate the entire implementation, providing strategic advice for the evolution of the project. After the early success, it was expanded to other Alpargatas regions around the world.

To meet Alpargatas' expectations, Capgemini designed an exclusive framework for a bold plan based on the global goals for employee experience, built triggering strategies at each meaningful moment, structured a personalized

environment for monitoring results for each moment and, coordinated the mapping of processes, among other actions.

Dashboards were created to display real-time survey data in a simple and objective way. They provided a customized view of each moment of the research.

The effort was aided by a remote team of Capgemini professionals who provided agility in the implementation process.



Results based on data and analysis

Two evaluation metrics were used in the project: the satisfaction survey and the Net Promoter Score (NPS), which in this case was called the “employee Net Promoter Score” (eNPS), which measures loyalty and practices in EX projects. The first establishes the levels of employee satisfaction regarding the various items presented in the Alpa People’s Journey, and the second measures how willing the employee would be to recommend that item to a friend or colleague.



Alpargatas has a very inspiring challenge: to make Alpa the best place for everyone to work. The project that Capgemini has implemented is directly related to the achievement of this objective, because we structured a platform that could deliver actionable insights for actions to improve the employee experience.”

Hadassa Edueta

Innovation Strategy Leader at
Applied Innovation Exchange (AIE)
at Capgemini Brazil

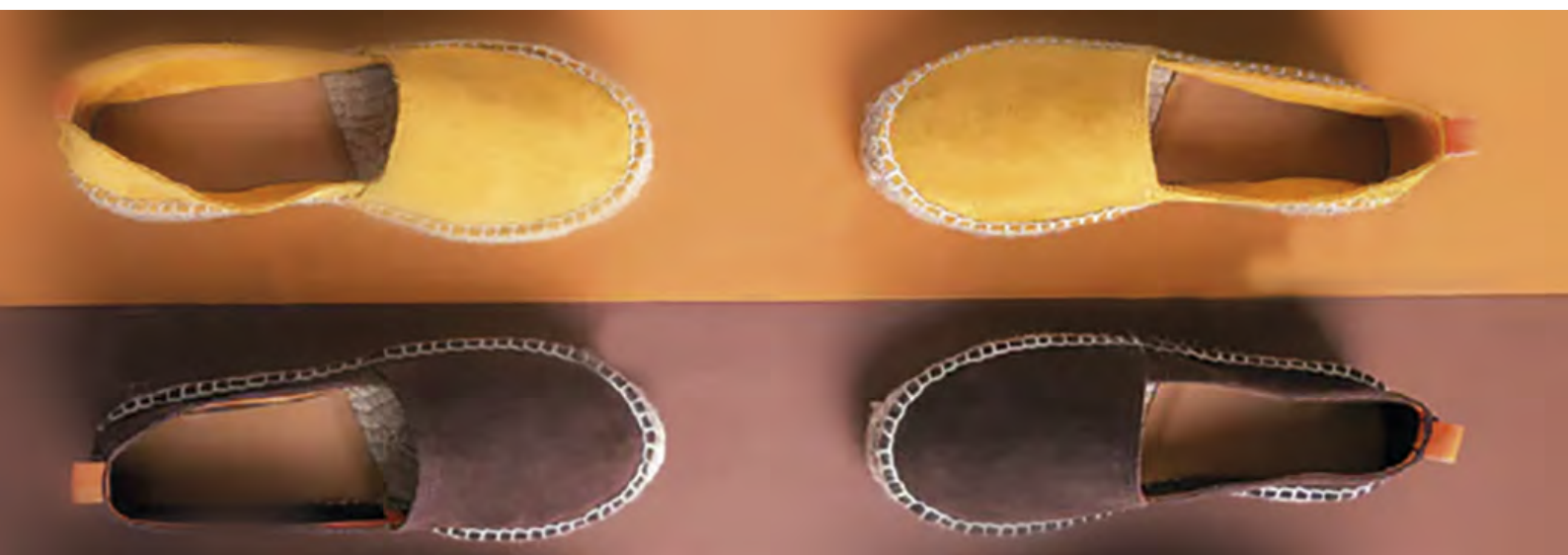
The results of the satisfaction metrics are tabulated on a scale from one to five, with one representing little or no satisfaction while five is high or total satisfaction. Previous surveys resulted in average results of around 3.8. After a few months of work, this improved to an average satisfaction level of 4.11.

In the survey of the eNPS, the scale ranges from -100 to 100 points, with an average above 40 points being generally interpreted as a positive result. In the case of Alpargatas, the first surveys showed a general average of 50 points and the last survey also registered a good improvement, rising to 56.3 points.

Continuing learning

After the project implementation, Capgemini and Alpargatas continued to look for areas of improvement, including helping the People team learn and implement new Qualtrics features and adjusting the surveys and analytical dashboards as the results evolved.

The project contributed to Alpargatas’ path towards what the People team calls “the HR of the future,” with a leading team that knows the business very well and has a genuine interest in people. With the help of technology, employees rely more on this smart solution to improve their professional journeys within the company, having a more analytical view of the paths employees are taking, which could impact business development and even reduce turnover in this market, as managers and the People area will have more support to retain talent.





About Capgemini

Capgemini is a global leader in partnering with companies to transform and manage their business by harnessing the power of technology. The Group is guided everyday by its purpose of unleashing human energy through technology for an inclusive and sustainable future. It is a responsible and diverse organization of 325,000 team members in more than 50 countries. With its strong 55-year heritage and deep industry expertise, Capgemini is trusted by its clients to address the entire breadth of their business needs, from strategy and design to operations, fueled by the fast evolving and innovative world of cloud, data, AI, connectivity, software, digital engineering and platforms. The Group reported in 2021 global revenues of €18 billion (about \$21 billion USD at 2021 average rate).

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