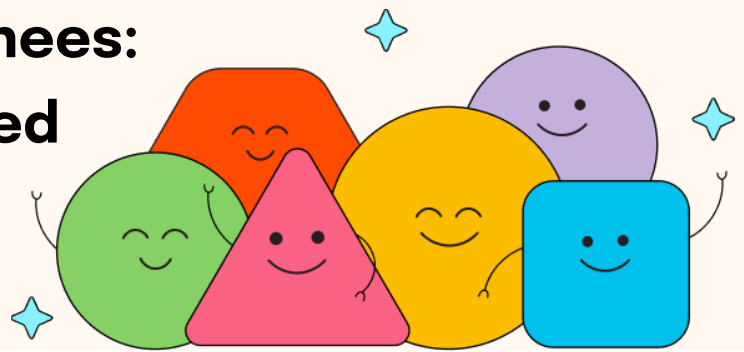


CASE STUDY

Case Study: Reducing Drop-Out Rates and Boosting Engagement amongst 11,000+ new joiners: One of the big 4's Gamified Onboarding Success



About the Client

The Big 4 are the four largest accounting firms in the world: Deloitte, PwC, Ernst & Young (EY), and KPMG. They are known for their global presence, high prestige, and ability to offer a wide range of services like assurance, tax and advisory to a wide range of clients, including the Fortune 500 companies.

Background

One of the big 4's, like several other organizations, wanted to streamline their onboarding process, reduce the effort it takes from their Talent Acquisition teams to touch-base with candidates and resolve their queries, and eventually wanted to increase the number of candidates who eventually joins the organization.

They faced a combination of business conditions and needs that led them to address the challenges they were facing around Onboarding. These include:

Business Conditions

Competitive Talent Market: In today's competitive job market, attracting top talent is difficult. Organizations compete for skilled individuals, making it crucial to retain those who accept offers.

High Turnover Costs: Replacing employees who leave shortly after starting is expensive. Costs include recruitment, training, and lost productivity.

Business Needs



Improved New Hire Retention: Reducing the drop-out rate of new hires saves the organization significant resources and ensures a steady stream of talent.



Increased Engagement and Productivity: A well-designed onboarding program gets new hires up to speed faster, leading to increased productivity and contribution.



Enhanced Employer Brand: A positive onboarding experience fosters a sense of belonging and satisfaction, leading to a stronger employer brand that attracts better candidates.

According to Economic Times, the offer drop out rates can be as high as 55% for certain roles in India. Also according to Randstad the new hire costs averaging 21% of the position's salary, high turnover rates can be quite costly.

So, the client wanted an intervention that could not only streamline their onboarding process but also engage potential new hires (before their joining date) so the likelihood of them joining the firm increases.

Aim

The primary goals of this intervention were:

- **Reduce Drop-Out Ratio:** By providing a smooth and informative pre-onboarding experience, the program aims to reduce the number of candidates who have accepted the offer letter of the organization from dropping out.
- **Increase New Hire Retention:** By providing a smooth and informative onboarding experience, the program aims to reduce the number of new hires leaving the company shortly after starting.
- **Enhance Productivity:** Equipping new hires with the necessary skills and knowledge, allowing them to contribute meaningfully to the team and reach full productivity faster.
- **Improve Employee Engagement:** By delivering a positive onboarding experience fosters, the program aims to imbibe a sense of belonging and connection to the company culture, leading to higher employee engagement.
- **Reduce Onboarding Costs:** By delivering the program in a structured manner, the program streamlines the onboarding process, minimizing administrative burden and associated costs.

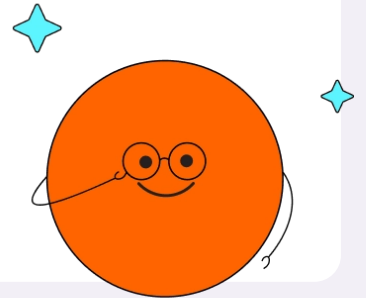
Solution:

FocusU implemented a comprehensive pre-boarding program designed to:

- Effectively reduce the dropout ratio of candidates who have accepted the offer letter
- Integrate new hires into the organization
- Ensure their success.

Called "Yes" to "Desk," it starts engaging candidates as they accept the offer letter and ends on their date of joining.

It is delivered asynchronously through an online platform (mobile application) called the "Talent Onboarding Hub."



How Storification and Gamification helped increase participant engagement:

This program, designed on a mobile application, distinguishes itself through its unique storied approach. Spread over 8 topics, it begins with a captivating flight analogy. Participants embark on a virtual journey, "flying" to the company's various national offices. During this simulated flight, they enjoy "in-flight entertainment" featuring welcome messages from the organization's leadership.

Thereafter, participants are paired with a dedicated buddy (or mentor) and assigned their manager. The role of the buddy and manager is to provide ongoing support and guidance after the new hire has joined the organization. The buddy also gives the new joiner an immersive introduction to the company's history and legacy. Virtual connects with both take place. This process breaks the ice and helps pave the way for ongoing support throughout the onboarding period and beyond.

This is followed by a "movie premiere" segment that unveils the organization's core values and available learning opportunities. The program cleverly adds an element of intrigue.

Just as new hires settle into the content flow, their virtual onboarding buddy disappears! Participants must then navigate their way through riddles to "find" their buddy. This engaging activity allows them to learn about the company's initiatives in Diversity and Inclusion, Wellbeing, and Rewards. Following the engaging riddle activity, participants are encouraged to connect with their assigned buddies and managers through a virtual teleconference, solidifying their integration into the team.

On the day prior to the new hire's first day, pre-boarding takes place. This involves tasks such as completing the necessary paperwork, setting up access to learning tools such as LinkedIn Learning, and familiarizing themselves with general company information, company policies, values, and benefits.

The program concludes with a comprehensive recap to ensure key information is retained.

Additional design features that enhanced engagement:



Feedback and Continuous Improvement:

The program prioritizes gathering feedback throughout the journey. Participants have ample opportunities to provide their thoughts on the content, overall interview experience, and hiring process. This valuable feedback allows for continuous improvement and refinement.



Pacing and Support:

To prevent information overload, the course moderator strategically publishes topics periodically. This measured approach ensures participants can absorb and engage with the content effectively. Imagery and relevant videos further enhance the program's rhythm and delivery.



Exceptional Support:

Dedicated course moderators and administrators are available to address participant inquiries promptly, ensuring a smooth and seamless pre-onboarding experience.

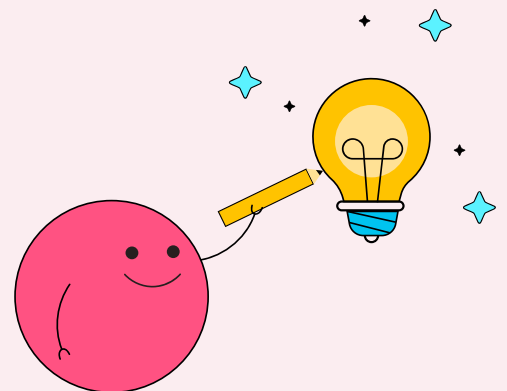
Impact:

We tapped into the following metrics to assess the effectiveness of the onboarding program:

- **Candidate Drop-Out Rate:** Tracking (and reducing) the percentage of candidates (who have accepted the offer letter) who join the organization.
- **Employee Satisfaction Surveys:** Gathering feedback from new hires regarding their pre-boarding experience to identify areas for improvement, for both the content as well as the hiring and interview process.
- **Drop-out Ratio:** The onboarding project significantly reduced the drop ratio less than 15%, demonstrating a positive impact on participant engagement and retention.
- **Engaged Participant Rate:** Among the engaged participants, more than 95% ended up joining the organization.

Overall, engagement levels are higher in the "Joined" category compared to the "Drop" category, suggesting a possible correlation between engagement and retention.

More than 8,000 participants joined the organization, accounting for more than 70% of the entire year's hiring effort (more than 11,000). More than 95% of the candidates who joined the organization were engaged (activity engaging with 50% or more content).



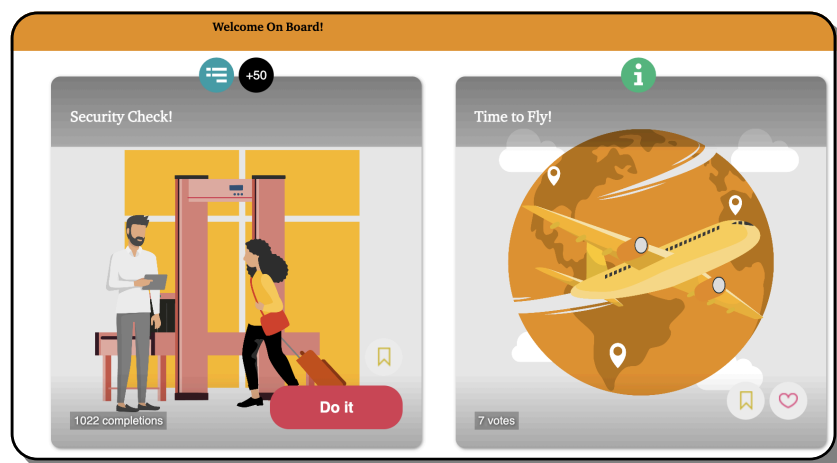
Participant Feedback:

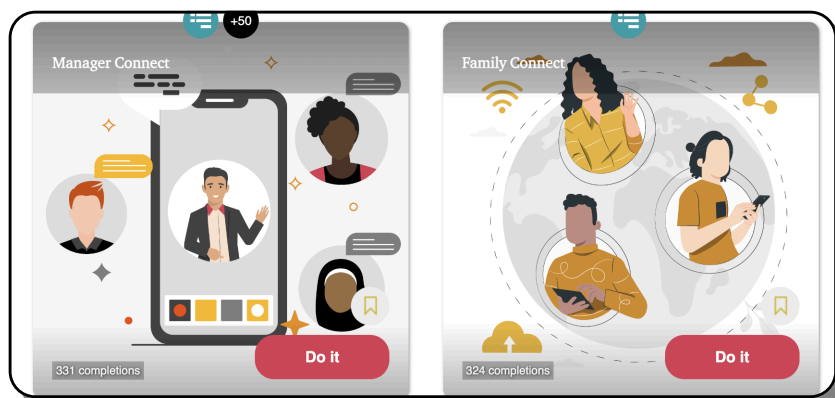
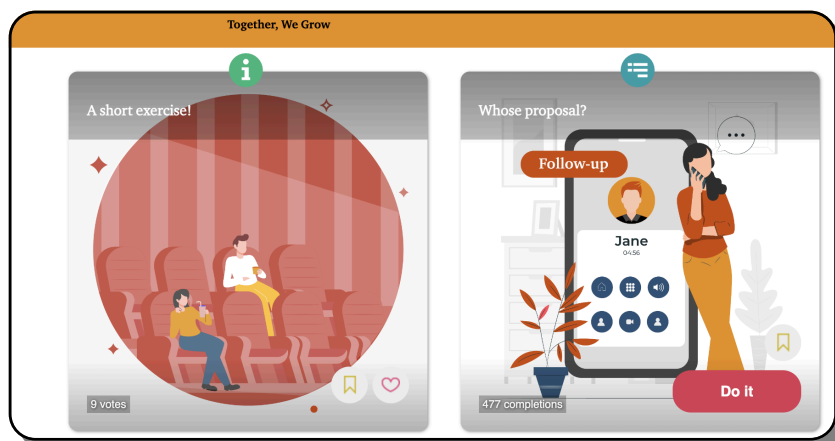
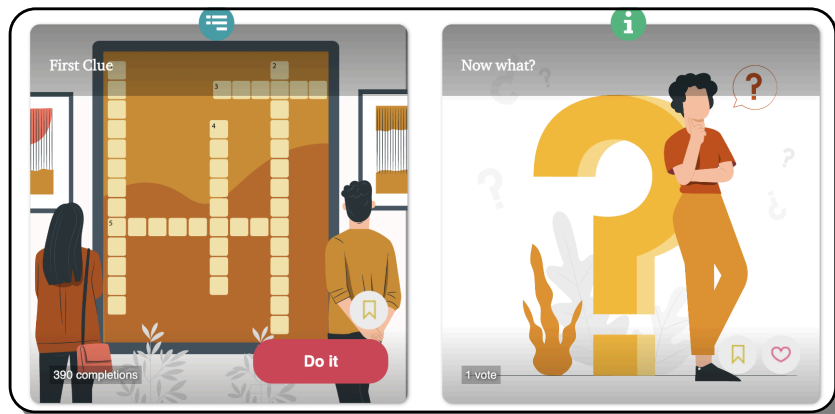
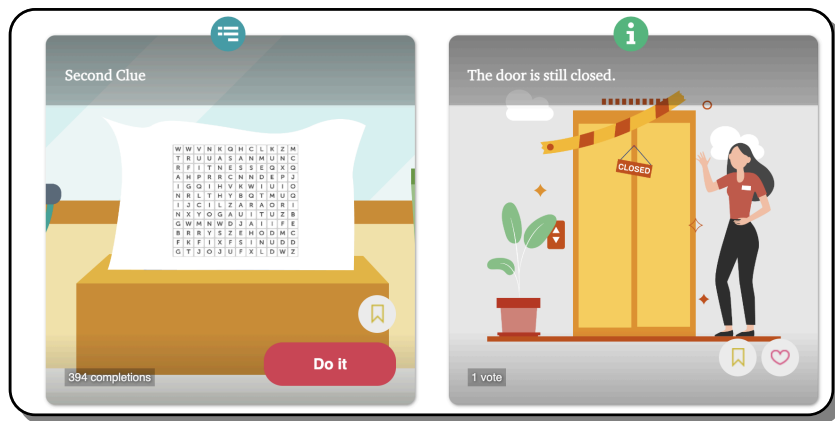
Overall Experience: More than 70% rated the experience as "Very Good," and about 25% as "Good," translating to an average rating of more than 4.5 out of 5.

This a clear indication of the success of the onboarding project in delivering a captivating and nurturing experience for the participants. The data shows that less than 5% of participants rated their experience as "Average", and there were no ratings in the "Poor" or "Very Poor" categories. This suggests that the onboarding project has been effective in meeting the needs and expectations of the participants and has contributed significantly to their engagement and retention.

Excitement to Join: Around 90% of participants rated their excitement to join as "Extremely Excited," and less than 10% rating it as "Very excited". This translates to a total rating of more than 4.5 out of 5.

Further data shows that less than 5% of participants rated their excitement as "Moderately Excited", and there were no ratings in the "Not Excited At All" and "Slightly Excited" categories.





Testimonials:

“

A heartfelt thank you to the organizers for curating such a remarkable journey. Your effort in creating a learning and bonding experience is deeply appreciated. This journey has made a positive impact on all of us.

“

It was a great experience in the midst of work life. I feel relieved after such great activities that you have planned in this journey. Thanks for making me feel positive about the company before joining.

“

My deepest gratitude to all the individuals who have played a part in planning and orchestrating this incredible journey I have embarked upon. Your efforts and dedication have made this experience truly remarkable, and I am grateful beyond words.

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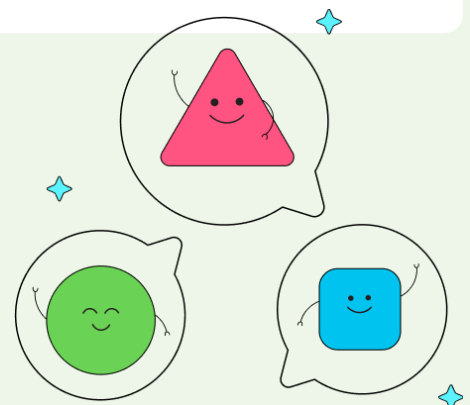
It was certainly a very interesting approach to the onboarding process. I have never had such an amazing experience with onboarding which is usually a boring process.

“

I wanted to express my gratitude for envisioning and creating this incredible journey. The opportunity to engage with talented individuals, witness their growth, and be a part of their creative process has been a remarkable experience.

“

Your thoughtful planning and effort have created a truly enriching experience. Thank you for the opportunity to learn, grow, and connect. Your hard work is deeply appreciated.



“

To the masterminds behind this remarkable onboarding journey, I extend my heartfelt gratitude. Your thoughtful planning and engaging modules made the transition smooth and enjoyable. Your dedication to nurturing new talents is commendable. Thank you for setting us up for success and creating a welcoming environment for growth.

“

A very warm thank you to the entire team for planning out such a smooth, crisp and well laid out onboarding journey for all us, really kept us excited and engaged throughout the journey.

“

I just wanna say thank you, for the efforts that you guys have made in making this course. It was such a beautiful journey that I can't even imagine can be done by just sitting and just our laptop.

“

Thank you for such a wonderful content and information. It really helped me understand the organisation at a high level - from offices to values to people & policies. Appreciate all the detailing and support provided from time to time.

“

Thank you for making our waiting days enjoyable with this beautiful journey. This journey made me feel great and gave me motivation when I was feeling a little nervous as I am about to start a new phase of my life. But thanks to this journey and makers of it, I am not nervous now but even more excited.

“

Thank you for planning out this journey, which was so well structured, and informative, and at the same time interesting which kept me engaged and invested during the entire journey. The efforts the team put in planning all of this is noteworthy. Kudos to you all.

“

Thank you for giving us this beautiful journey before onboarding because this really helped me to relax and understand the way my journey is gonna be.

“

Thank you for creating this wonderful journey for me and for many other users. You have shown your expertise, passion, and commitment to delivering a high-quality service. You have made a positive impact on the hiring process and outcomes of many individuals. I appreciate your efforts, creativity, and vision in planning this journey for me. You have made this journey a rewarding and enjoyable experience. You are awesome and I am grateful to you.

“

Thank you so much for this experience it was so fun and exciting to go through each step in such a unique and innovative way, you have made me love learning all over again. This was phenomenal.

“

Great innovative and fun challenges, every step of this journey has been an opportunity for learning and self-discovery. The challenges you've presented have allowed me to stretch my capabilities and explore new territories of knowledge and understanding.

“

It was well thought out. Kudos to the planning team, your work has been excellent in developing the challenges and making the onboarding process engaging with lots of challenges and visuals. Thanks from the bottom of my heart.

“

I'm in love with the way you've all planned each topic, with an intriguing storyline. It's such a different way to do things. The team took onboarding in the figurative and literal sense by crafting an elaborate journey which starts off with handing out boarding passes. I love that you've 'reimagined the possible' in the most wonderful way! Thank you!

“

I am truly grateful to those who planned this journey for me. Your guidance, mentorship, and support have been invaluable in shaping my career in the IT industry. You've provided opportunities for growth and learning, and I appreciate the trust you placed in me. Thank you for creating an environment where I could thrive and contribute to the success of our organization.

“

For the remarkable journey I am on, I want to express my heartfelt appreciation to the visionaries who planned it. Your leadership and foresight have fashioned an atmosphere where I can truly learn, grow, and make a significant impact. I find your commitment to my success truly inspiring, and I am grateful for the chances you have presented. Thank you for believing in my potential.

“

I sincerely thank the great innovators who planned this journey. You have designed a beautiful onboarding journey, which was self-explanatory and not monotonous. The journey was an exciting one and I was thrilled to participate in the quiz programs, solving crossword puzzles and riddles. It is overall very creative, informative and a super exciting journey. Thanks for creating the spark within me with your mind-blowing ideas.

“

This program is very well designed with a mix of various modes - videos, puzzles, case studies, etc. which enhances interactivity. It breaks monotony of the onboarding process in a creative way to communicate important details about the firm, values, purpose and policies.

“

Just a great job to helping the new joiners know about the firm, the work, the culture and the values through various engaging challenges like crosswords and fill in the blanks with finely crafted animated videos. Kudos to them.



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