



What sets recognition apart, is that it is unexpected. Whilst the overall monetary output from the organisation is relatively low, the impact is huge. What we've found is that employees don't focus on the amount, they are just happy that someone has appreciated and acknowledged what they've done. That is hugely powerful.

—SARA TURNER,
UK HEAD OF EMPLOYEE,
BENEFITS AND WELLBEING

KPMG in the UK is a leading provider of professional services including audit, tax and advisory. It has more than 12,000 partners and staff working in 22 offices and is part of a strong global network of member firms, making it the largest integrated accounting firm in Europe.

THE CHALLENGE

Given the competitive nature of the professional services market, ensuring staff are continually motivated and engaged is critical for KPMG to retain the best talent and provide excellent service to its clients. KPMG UK had tried employee reward schemes in the past but the results did not justify the investment required to make them a success organisation-wide. The models were seen as outdated, inconsistent and non-strategic. It also caused confusion amongst employees as to what KPMG was trying to achieve and what level of award would be appropriate in different circumstances. Because an existing bonus scheme was based on performance of an individual and also the Firm, it did not influence the entire company culture.

A new recognition scheme would have to complement KPMG's existing People Strategy, which seeks to foster world-class people performance and integrates tightly with the values of the organisation. A consistent framework for employees was also required to offer ongoing appreciation of each other, whilst also providing KPMG's UK employees with the flexibility to choose how they are rewarded. Moreover, the solution would have to be scalable, enabling KPMG to easily roll out the initiative to its international offices.

THE SOLUTION

KPMG implemented 'Encore!', a SaaS-based strategic employee recognition programme that removed the hierarchical barriers and evolved what was seen as a manager-run scheme into a company-wide initiative, all via a single, unified technology platform. With Encore!, KPMG employees recognise colleagues for behaviours or results achieved in a manner consistent with the company values. KPMG's Encore! programme includes manager-to-employee, peer-to-peer, and long service awards. Available in English, French, and German, Encore! also features a Standard of Living Index (SOLI), which automatically adjusts the value of awards to take into account variances in local standards of living. Customisable dashboards featuring strategic reporting and budget allocation functionality ensure the programme delivers the results the executive team cares about.



THE RESULT

Since its launch in 2008, the programme has been a tremendous success for KPMG. In just one year, KPMG saw a 25% increase in the number of employees receiving recognition awards whilst the total number of awards distributed jumped by 165%, with only a marginal increase to the total recognition budget. The most important achievement from Encore! has been the energy created in the KPMG offices. This excitement has spread around the firm, feeding the culture of appreciation that KPMG set out to build. It has also created a culture of empowerment, helping to retain star employees whilst increasing the engagement and commitment of all employees.

KPMG's Encore! has demonstrated the true power of recognition in the workplace. Recognition brings an emotional and motivational response like no other HR programme when implemented strategically. Encore! helps KPMG recruit and retain employees and continue to be a leading employer in the UK.

Quick Results

- 25% increase in number of employees receiving recognition
- 165% increase in total number of awards distributed
- Created a culture of recognition, increasing engagement and commitment of all employees.

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Founded in 1999, Globoforce is the world's leading provider of SaaS-based employee recognition solutions. Through its social, mobile, and global technology, Globoforce helps HR and business leaders elevate employee engagement, increase employee retention, manage company culture and discover the power of real-time performance management. Today, employees across the world are living their company values and achieving peak performance through the Globoforce platform. A private corporation, Globoforce is co-headquartered in Southborough, Massachusetts, and Dublin, Ireland. To learn more, please visit www.globoforce.com or the company's blog at www.globoforce.com/globoblog.

