


# The hidden ROI of employee experience

Driving productivity and innovation through human-centric leadership





A man with dreadlocks and glasses, wearing a beige sweater, is leaning over a woman sitting in a black office chair. The woman is wearing a white long-sleeved shirt and blue jeans. Both are laughing heartily. The background is a modern office with a large screen and a framed picture on the wall.

## ► Introduction

In today's hyper-competitive, hybrid world, where innovation and agility determine success, forward-thinking organizations are discovering an undeniable truth: happy, engaged employees aren't just a 'nice to have' – they're a critical component of high-performing organizations.

**And measurably so: research by Harvard Business Review suggests that a 5% increase in employee engagement leads to a 1.3% increase in customer satisfaction.**

With EXM fast evolving from an operational initiative to a critical driver of organizational performance, we spoke with Uvance Wayfinders consultants, Sachin Zad and Marcus Robbins, to find out more about how a human-centric approach to employee experience can unlock untapped workforce potential.



## ► Why Employee Experience should be a priority

Every day that organizations delay addressing employee experience is a day lost to disengagement, inefficiency, and turnover – direct hits to the bottom line. As Marcus, our Chief Digital Advisor, explains, “EXM is not about doing what’s on-brand or trending; it’s about delivering the capabilities organizations need to perform.”

When employees have the tools they need to perform in their roles, and feel supported, valued, and connected, their contributions go beyond expectations. They innovate, take considered risks, and experiment, all of which are essential for achieving higher levels of organizational success and competitive advantage. In addition, enhanced employee experience can help organizations address resistance to transformation, retain top talent, and boost productivity, while helping organizations navigate the complex landscape of evolving employee expectations.



## ► Redefining Employee Experience Management

“EXM addresses the physical, digital, and social aspects of the workforce, ensuring every touchpoint enhances well-being and success,” explains Sachin, Practice Lead for Experience Design and Delivery. It’s a holistic approach that ensures the entire employee journey – from hire to retire – is seamless, personalized, and engaging.

Key to ensuring the practice is effective is moving beyond traditional metrics like service-level agreements (SLAs) and focusing on real experience-level agreements (XLAs) that combine operational and sentiment data to deliver actionable insights that have a direct impact on individual, team, and organizational performance.



**We’re addressing an issue in performance through elevating employee experience, creating the right environment for them to be more fulfilled, happy, engaged, and connected.**

*– Marcus Robbins*



## ► Empathy at the heart of EXM: Uvance Wayfinders approach

Wayfinders is our global consulting organization, bringing nearly 90 years of technology heritage to solving modern organizational challenges. This experience has enabled us to understand the full spectrum of changes required to introduce technology into a variety of situations and environments. As such, our approach to EXM is built on the belief that transformation is not about technology alone – it's also about people.

Using the principles of Human Centric Experience Design (HxD), we combine empathy and innovation to create meaningful change. As Sachin explains, **"We don't just look at the challenge from a technical perspective, but also from the perspective of the employees – their emotions and feelings."**



Our Experience Management Framework is grounded in three interconnected stages: Envision, Evolve, and Elevate. In the Envision stage, we co-create a vision for employee experience with our customers, defining the challenge, analyzing user personas, mapping journeys, and identifying critical experience indicators (XIs) to measure success. Evolve builds on this by piloting solutions and testing minimum viable experiences, leveraging technology and data insights to scale the right solutions across the organization. Finally, Elevate focuses on continuous improvement through dedicated advisory services, proactively managing XLAs and uncovering new opportunities for transformation.

What makes our framework unique is our human-centric mindset and our shift from traditional SLAs to XLAs. By focusing on genuine employee experience, Fujitsu proven XLA methodology bridges the gap between theory and measurable outcomes, offering tangible impacts and value-based deals.

“

The key thing is to first understand what makes sense from the end user perspective – offering that impartial view of which tools, technologies, or combination thereof will help the customer achieve those results – and then helping implement them.

– Sachin Zad

”



## ► Moments that matter: Fujitsu XLA framework explained

Today's, fast-paced, experience-driven economy means traditional service metrics like SLAs fall short of meeting evolving expectations. "The future belongs to XLAs", says Sachin. With Fujitsu's bold, forward-thinking approach, we can transform the way organizations measure and enhance experiences. This way, we don't just talk about XLAs – we bring them to life. Moving beyond percentages and dashboards to focus on what truly matters: **the moments that define an employee's or customer's experience.**

Designed to capture the operational reality and emotional resonance of critical touchpoints, our XLA framework ensures that systems, services, and interactions perform when they matter most. Unlike conventional metrics, such as NPS or CSAT, we go deeper – integrating user sentiment with actionable insights to create a 360-degree view of experience. This isn't about static measures or disconnected data; it's about creating tailored XLAs that align directly with organizational goals and employee needs.



Wayfinders partners with clients to design customizable XIs, set dynamic thresholds, and define Experience Management Office (XMO) governance models that drive continuous improvement. Our XLAs emphasize user-centric innovation, prioritizing usability and regional needs while fostering a culture that champions ongoing improvement rather than settling for the status quo. By contractualizing XLAs, we deliver tangible, measurable results that ensure organizations achieve both strategic value and enhanced employee satisfaction. "We don't just redefine experience measurement, we transform it into a powerful lever for growth, engagement, and innovation – unlocking the potential of moments that truly matter", concludes Sachin.

Technology, of course, also plays a critical role. Although, it's never the driver of our solutions. Instead, we adopt a technology-agnostic approach that focuses on business challenges and employee needs before recommending the most suitable tools. Our framework is designed to be flexible and results driven, adopting an employee-first mindset that allows us to turn technology into a key enabler of productivity and innovation.



## ► Driving success through EXM: Two real-world customer stories

To demonstrate the significant, and often unexpected, impact that Wayfinders' EXM framework can have on organizations, let's consider the following case studies.

### Case Study: EXM drives \$1.25M in savings for global manufacturer

A global manufacturing company sought to reduce costs by moving from traditional user-based pricing to consumption-based pricing for their IT helpdesk services. This required reducing service consumption and shifting employee support interactions to digital channels. However, employees were accustomed to traditional support methods, posing a challenge to adoption. Additionally, the organization wanted to move from SLA-based service agreements to experience-focused XLAs.

Our solution was to implement a phased EXM strategy, including envisioning workshops, persona analysis, and IT journey mapping. XIs were developed for real-time monitoring, forming the basis for XLA contracts, while an experience advisory service and governance board ensured continuous improvement.

As Sachin explains, "transitioning the customer from an SLA to a contractual XLA, incorporating hard metrics and sentiment data together, helped us set up a new benchmark in the market. But most importantly, we were able to cultivate an experience-driven culture within the organization."

The results saw over \$1.25M in annual savings, including approximately \$750K in productivity gains and \$500K in license optimization savings. In addition, adoption of digital support channels reached 90%, significantly reducing traditional support costs.







## Case study: Delivering measurable business value for a global financial services company

In our second case study, a global financial services company was looking to prove the value of transitioning from IT-orientated services to a human-centered approach, alongside selecting the right Digital Experience (DEX) tools to invest in.

Using our Envision, Evolve, and Elevate methodology, we co-designed a vision for EX, defined success criteria, and developed personas and journey maps. Two competitive tools were then deployed and evaluated across 60+ use cases, including cost optimization, sustainability, and risk mitigation.

**This analysis revealed a key insight:** the true value lay in appropriate experience management, governance, and frameworks rather than in a tool.

Fujitsu's strategic guidance demonstrated ROI through initiatives like smart device refreshes and license optimization, proving the financial and business value of the recommended approach. The result was an EX roadmap that aligned with stakeholder goals and delivered measurable business value.



## ► What's next in EXM: AI, hyper-personalization, and beyond

While EXM is already transforming organizations, ensuring its long-term success requires addressing common pitfalls, such as unclear goals and lack of employee engagement. "Transformation efforts will often fall short when organizations assume that they know what employees need without engaging them," Sachin warns.

Equally important is recognizing that there's no "one-size-fits-all" approach to EXM. Employees have diverse roles and needs, and failing to tailor solutions to them risks alienating significant portions of the workforce.

Looking ahead, Sachin and Marcus believe that advances in AI and hyper-personalization are set to redefine the employee experience. AI's ability to analyze individual preferences and behaviors will allow for tailored career paths, automation of repetitive tasks, and proactive identification of well-being concerns, shifting current persona-based designs to true individualization. It's important, however, to ensure that the integration of AI remains human-centric. "We are focusing on how these tools can augment human capabilities, not replace them," Sachin explains.



Transparency and employee involvement in AI integration will also be critical to fostering trust and driving adoption. And, as mental health, work-life balance, and continuous feedback gain prominence, XLAs will continue to augment SLAs, enabling organizations to prioritize engagement and improvement.

## ► Conclusion

An engaged, motivated, and skilled workforce is a key driver of organizational performance. By embedding EXM into the core of your organization's strategy, you can not only address today's challenges in hybrid work, digital transformation, and well-being, but also lay the foundation for sustained growth and competitive advantage.





**Want to learn how to use XLAs that elevate your employee experience to drive strategic goals?**

Engage us for an interactive Human Experience design-based workshop and start your journey toward experience-driven success.



**[Contact us to find out more](#)**



## ► Contributors



### **Sachin Zad**

Practice Lead for Experience Design and Delivery, Fujitsu

Managing Consultant and Practice Lead for Experience Design and Delivery at Fujitsu Uvance Wayfinders UK. With over 20 years of experience across the public and private sectors, Sachin specializes in transforming workplace strategies and enhancing employee experiences. Sachin's expertise in human-centric design and digital transformation has seen him deliver innovative, results-driven solutions for global clients, seamlessly aligning business objectives with innovative employee experience solutions. His thought leadership in employee experience has established him as a trusted advisor in the evolving landscape of digital workplaces.



### **Marcus Robbins**

Chief Digital Advisor, Fujitsu

Team Leader specialized in digital, sustainability, data and analytics and an experienced consultant. With extensive experience in strategy, culture, and leadership across diverse industries, Marcus helps organizations pivot and scale around value. As a passionate coach in both work and sports settings, he combines his professional expertise with mentoring, guiding everyone from young people to international-level athletes to achieve their full potential.