



Manufacturing case study

# Barry Callebaut empowers HR to give 13,000+ employees a voice

Best-practice surveys provide insight into workforce engagement throughout the employee lifecycle, supporting a people strategy focused on talent attraction and retention.

## The challenge

Everyone who works in the chocolate and cocoa industry knows the name Barry Callebaut. The Swiss-based company is the world's top manufacturer of high-quality chocolate and cocoa products, present at every step in the value chain from sourcing raw materials to the production of high-end chocolates.

Its 13,000+ employees are the heart of Barry Callebaut's success, and the company strives to establish an inclusive environment where everyone can be their true selves while setting others up for success. With that goal in mind, growing competition for talent prompted the company to re-examine levels of employee engagement across the business, and further strengthen its focus on talent attraction and retention.



## At a glance

### Industry

Manufacturing

### Location

Belgium

### Challenge

Understand and measure employee engagement throughout the employee lifecycle, on an ongoing basis, to guide people strategy and boost talent attraction and retention.

### Success Highlights

- 72% response rate to first annual engagement survey of 13,000+ employees
- 62% response rate from blue collar workers in some Barry Callebaut plants
- Fast 3-month turnaround from project start to first annual survey results

## Taking the temperature of a global workforce

Barry Callebaut started by initiating an in-depth survey which would serve as a baseline to gauge enhancements in employee engagement and gather vital feedback from the workforce. Partnering with Cognizant allowed Barry Callebaut to plan, design and implement the in-depth survey to reach nearly 13,000 participants through the company's Qualtrics insights platform.

## The approach

Cognizant worked with the digital Human Resources (HR) team from Barry Callebaut to develop surveys around employee priorities, enabling a deeper understanding around the strategy needed to enhance the employee experience. The project was executed using a collaborative agile approach, with Cognizant working in close alignment with the Barry Callebaut team as an advisory and implementation partner.

## Designing a survey for global and local reach

Barry Callebaut trusted Cognizant's consulting

expertise to design a set questions for a survey that would achieve a high participation rate and result in measurable and actionable insights. Working closely with the company's HR leaders, we advised on establishing measurable KPIs, structuring survey questions to ensure clarity and designing an intuitive front-end to maximize employee participation.

A key consideration was that Barry Callebaut's workforce is spread across 42 countries and speaks 17 languages. Additionally, over half are blue-collar employees who are a challenge to reach with digital tools as they do not access digital devices during the workday. We therefore worked with in-country HR teams to localize surveys and advise on messaging to maximize local participation.

We also collaborated with Barry Callebaut to design role-specific dashboards that would provide at-a-glance metrics for C-level executives while also allowing line managers to analyze the data in greater detail.

The project was executed in three months, meeting the company's requirements for a fast and effective turnaround.



“By empowering our 13,000+ employees with a voice, we have achieved significant benefits for our organization. This inclusive approach has enabled us to establish a consistent baseline to measure progress on our People’s Agenda.”

Pau Coll, HR Digital Lead EMEA (Barry Callebaut)

## Business outcomes

Working with Cognizant, Barry Callebaut has developed the capacity to implement a system to gather feedback from its global workforce. This has yielded actionable insights that can be used in enhancing the employee experience. A set of effectively designed surveys, tailored to engage both white-collar and blue-collar employees, has provided a solid foundation to guide and inform future employee engagement initiatives.

Outcomes of the project included:

- **71% response rate** from 13,000+ employees in 20+ countries to provide quantitative and qualitative insights from across the workforce
- **An outstanding 62% response rate** from blue-collar employees, exceeding the industry benchmark and reaching even the most remote employees
- **A solid baseline** to measure future enhancements in the employee experience, and extract deep, actionable insights into the factors affecting key performance indicators (KPIs) in the experience

## Transforming employee experiences

Barry Callebaut is now in an ideal position to reshape the employee experience based on genuine feedback from its global workforce. With established survey tools and best practices, the company's Human Resources leaders are empowered to track employee engagement alterations and respond accordingly. The forthcoming integration with the company's core HR information systems will further streamline the process of delivering its surveys to relevant employees at critical stages in their employee lifecycle.

### About Barry Callebaut

With annual sales of about CHF 8.1 billion (EUR 7.8 billion / USD 8.6 billion) in fiscal year 2021/22, the Zurich-based Barry Callebaut Group is the world's leading manufacturer of high-quality chocolate and cocoa products – from sourcing and processing cocoa beans to producing the finest chocolates, including chocolate fillings, decorations and compounds. The Group runs more than 65 production facilities worldwide and employs a diverse and dedicated global workforce of more than 13,000 people. For more information, visit [www.barry-callebaut.com](http://www.barry-callebaut.com).



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