

## CASE STUDY

# Rexall Discovers Endless Survey & Insight Possibilities



## Industry

Retail, Pharmaceutical

## Company Size

7,000 employees

## Use Case

Leverage People Analytics

## Solution

Surveys & Insights

## 34%

Overall **engagement score** increased by **34 percent** from 43.5% to 77.5%

## 20%

Leadership scores **increased 20%**

## 42.2

Average eNPS score (which is a consistent measure to accurately track how employees feel about their company) started at 0 in 2017, grew to 12.2 in 2020 and leapt to a score of 42.2 by 2021

## Company Introduction

Founded in 1904, Rexall is a leading Canadian-based retail pharmacy chain. Headquartered in Toronto, Ontario with over 470 locations and 7,000 employees, Rexall is the second-largest retail pharmacy company in Canada.

The company manufactures many personal care products and also operates Rexall Direct—a national mail-order pharmacy, and Rexall Health Solutions—a division focused on providing specialized clinical care and complex medication management services in transitional care settings.

Rexall is owned by McKesson Canada Corporation, a subsidiary of McKesson Corporation, a U.S.-based public company. Its mission is to provide exceptional patient care and customer service in 180 communities across Canada.

## Challenges

Rexall first began conducting an annual employee engagement survey in 2016 to open lines of communication and collect sentiment from staff. After a few years, the technology being used could no longer accommodate

the needs of the organization and its growing workforce.

As an organization that is constantly evolving and changing for the better, Rexall needed an employee engagement vendor that was adaptable, responsive and offered sophisticated reporting and functionality. The company also needed a vendor that could keep previous survey data intact, and report and trend results year-over-year going forward.

## GOALS

Rexall had an existing employee engagement strategy in place but wanted their strategy to encompass more business operations and move towards a comprehensive active listening model. With thousands of employees, and most in-store, they needed a tool that included quite the list of requirements in order to adequately survey, report and subsequently take action. Digging into employee responses to guide future decisions was important to take their HR strategy to the next level.

## SOLUTION REQUIREMENTS

Rexall needed a tool and vendor that could meet the needs of both corporate and retail employees, provide expert-level support and guide best practices to create a unique strategy that aligned with Rexall's goals.

To achieve these objectives Rexall wanted a robust online solution that featured:

### User-friendliness and Accessibility

- Simplified survey setup and reports
- Made it easy for in-store retail employees to participate

### Science-Based Design with Customization Capabilities

- Encompassed statistically validated questions

- Aligned with previously established employee engagement index questions
- Offered frequent follow up / pulse survey deployment options
- Facilitated customization for specific company, issue and timely sentiment questions

### Exceptional Reporting & Actioning Capabilities

- Collected, measured, and tracked data against previous internal survey benchmarks
- Generated reliable, easily-accessible results in real-time
- Delivered superior slice-and-dice reporting (by store, region, division)
- Gave managers access to team results (parameters set by survey administrator/s)
- Streamlined processes for faster, more agile Action Planning
- Presented and accurately tracked employee Net Promoter Score (eNPS) and Employee Engagement Index data

### Superior Service

- Included all aspects of survey creation and implementation, adhering to industry best practices
- Assured reliable and fast 24/7 access to top-rated support via phone, email, chat bots



“We wanted to work with a vendor that was reliable, responsive, and supportive... The ease of setting up the survey was essential. In other platforms it can literally take hours to set up a survey. We're constantly looking for evolution – and wanted a platform that will continue to evolve and change with us for the better.”

**JASON GARON**

Director of Talent & Culture

With a list of requirements in hand, Rexall turned to their network in 2019 to see if there was anyone that could fit the bill. WorkTango came up. Conversations began. The possibilities became clear. And shortly thereafter the partnership was cemented.

## Implementation

After dotting the i's and crossing the t's, work began. Rexall's survey data from the previous year was brought into the platform to preserve past feedback and metrics for future comparative purposes.

WorkTango's customer success team then guided Rexall through their employee engagement survey deployment. This included question mapping, survey design, project management and the incorporation of Action Planning features to support managers in the development and improvement of their leadership styles. After all preparations were complete, Rexall's first survey with WorkTango launched in September 2019.

When the employee engagement survey closed, WorkTango helped Rexall interpret findings and take organizational action. Executive presentations were delivered, highlighting key survey insights and learnings. Rexall managers were given access to feedback and received Action Plans specific to the results from their team, ensuring maximum benefit and change were realized post-survey.

## Results

In partnership with WorkTango, Rexall enhanced its employee voice initiatives by focusing on continuous improvement and moving towards a deeper employee voice strategy. Through exemplary support, advisory, and award-winning technology Rexall increased participation in its annual engagement survey, and engagement levels climbed.



“We pulled our old data into this new platform for trending. This was important so we could identify those areas of improvement. We've seen participation always increase survey over survey, so employees are finding it more accessible and we've also found more ways to be able to make it accessible to our employees with WorkTango.”

**JASON GARON**

Director of Talent & Culture

Guidance on best practices thought leadership and the delivery of executive reports in combination with new-to-Rexall Action Planning features fostered positive organizational change.

Following the success of this initial survey deployment, Rexall continued to leverage WorkTango for ensuing employee engagement surveys and quarterly pulse surveys. Supplemental surveys were also used to gather feedback from their employee population as a compass for important people-centric decisions.

The company's people analytics soon expanded to cover more of the employee experience with the support of WorkTango. This included the start of onboarding and exit surveys, a remote work survey, and the introduction of more frequent pulse surveys that allowed for a better understanding of what employees were thinking and feeling about their work and workplace at any given moment in time.



“The possibilities on how to use the platform when it comes to surveying are endless.”

**JASON GARON**

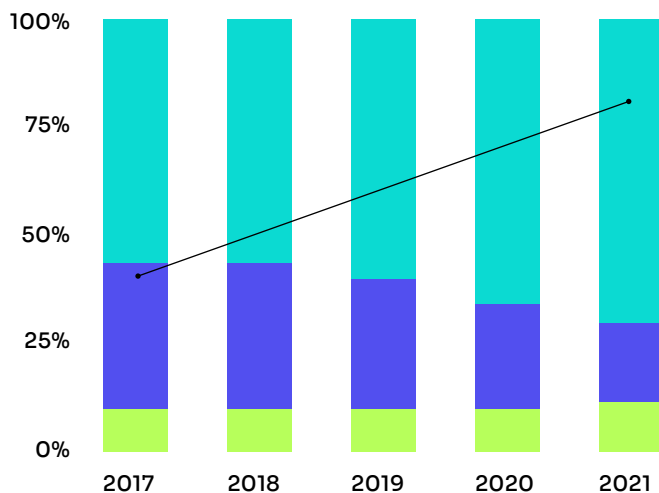
Director of Talent & Culture

## Employee Engagement & Employee Net Promoter Score (eNPS) Outcomes

Rexall’s annual employee engagement survey collects valuable engagement, satisfaction and sentiment responses. This information guides the direction of future operations.

Considerable positive gains have been achieved using WorkTango’s platform and methodology. Rexall’s overall **engagement score** has increased by **34 percent** from 43.5% to 77.5%, representing:

- an 8% increase by 2019 -- up from the original 2017 benchmark
- an 18.7% increase in 2020
- and another 6.3% increase in 2021

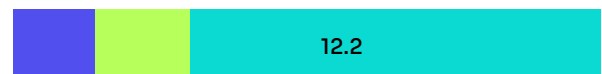


Similarly, Rexall’s average eNPS score (which is a consistent measure to accurately track how employees feel about a company) started at 0 in 2017, grew to 12.2 in 2020 and leapt to a score of 42.2 by 2021 with WorkTango.

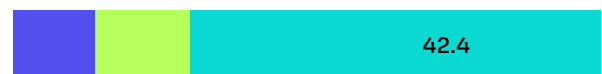
2017



2020



2021



As Rexall created a culture of continuous listening, took action, and implemented change, the company’s eNPS score increased by a whopping 42 in just a few years. Similarly, their engagement score increased by 34% in the same time, showing clear levels of increased employee engagement and satisfaction across the organization.

## Leadership Scores

Most of Rexall’s employee engagement survey questions remain the same for trending purposes, but not all.



“In our engagement surveys, we allow leaders to focus on the driver that they choose to improve. We’re not looking for mass improvement across a single driver across the entire organization. Depending on what your lowest scoring factors are, you choose with your team what to focus on and then Action Planning sessions take place where solutions are considered for a specific team.”

**JASON GARON**

Director of Talent & Culture

This targeted approach has served Rexall well and is reflected in a Leadership score that has increased 20%.

↑ **20%**

## Survey Response Rates

Strong survey response rates remained fairly consistent, with the only movement being positive.

September '21

77% response rate, 6,833 received survey

September '20

76% response rate, 7,038 received survey

March '20

COVID engagement survey

September '19

7,702 received (5,516 responded – 71%)

## Pulse Survey Implementation

In tandem with the annual employee engagement survey, Rexall adopted a robust active-listening approach through the use of regularly deployed pulse surveys. Retail employees are “pulsed” twice a year. Corporate staff are surveyed every two months.

The introduction of these supplementary surveys allows Rexall to measure and track eNPS to keep a pulse on the employee experience throughout the year.

While eNPS and open-ended questions remain constant, the theme of each pulse survey varies and is driven by what is going on in the company or the world at that point in time.

Topics have solicited input about COVID-linked

safety, health and wellness matters, diversity, equity and inclusion issues, and queries specific to a newly implemented system.

Earlier on, Garon recounts, “Rexall pre-mapped all the survey factors for the year, but went totally off rail because what we had mapped out, the questions being asked, weren’t relevant to the decisions that needed to be made.”

Reports now indicate that the agility and flexibility of WorkTango’s survey platform has meant the company is able to ask the right questions about pertinent issues, at the right time, to guide the right kinds of decisive actions.

Garon points to the following example:

**“Following a fairly recent survey that flagged low employee sentiment around communication we rolled out a career conversation tool across all levels of the business (hourly roles, store salary roles, support center and so on). Now employees and leaders both have the means to fuel conversations and promote internal growth in the business.”**

Rexall expects to see some significant movement on the communication score as a result of this initiative.

## Return to Work Survey

After the world went remote in 2020, Rexall did what many organizations that care about the employee experience did when it was time to return to the “new” normal: they surveyed their employees.

Since the pharmacy retail chain is considered an essential service, the return-to-work survey was only distributed to corporate employees.

With a participation rate of 76%, survey results showed that the majority of respondents, 87%, did not want to return to the office full-time. **“The results absolutely steered some of the decisions the company made in this regard,”** says Garcon.



The survey also highlighted employee concerns over safety, sanitization, and other COVID-related workplace issues.

**“The meat and potatoes of the information came out of the verbatim comments,”** Garcon adds, noting he could easily spend hours reading team concerns about sharing office space.

In response to survey findings, and in concert with the direction of parent company McKesson, as of 2022 a modern flex space that must be booked in advance of use replaces standard offices. Gone are the days of family photos and the odd trinket on personal desks. The voice of employees was heard loud and clear.

## Onboarding & Exit Surveys

In late 2021 Rexall expanded their employee voice initiatives to include both onboarding and exit surveys.

Onboarding surveys are now issued to new hires during their first 30, 60 and 90 days on the job. Insights are helping to positively shape the employee experience from day one.

While exit surveys had been conducted by Rexall in the past, there was little success or participation. Rexall has since found WorkTango’s technology addresses previous accessibility issues by making exit surveys readily available via a series of channels including mobile phones. The survey takes just moments to complete, yet provides rich insights.

**“The feedback is great, it’s feedback we’ve never had before”** Garcon reports. **“It all feeds into engagement. When you look at the information that our engagement surveys ask, those exit and onboarding surveys are giving us information for some of those factors.”**

Leaders have access to their team’s onboarding and exit survey results. They can see areas under their direct control that can be improved. Executives and HR have visibility to all survey results across the entire business, which keeps accountability high when leaders know their scores are seen by others and their progress is trackable.

**“If you see really high turnover in the first 1-3 months in a specific area, you can dig deeper into the results to see if there is a trend or a theme,”** says Garcon. **“That kind of information is so valuable and we didn’t have it before so there’s a huge benefit.”**

Since introducing WorkTango’s technology Rexall has experienced positive increases in participation, has established initial onboarding and exit benchmarks and, with details gathered from future surveys will be able to measure results against previous surveys and dig into findings to get at the heart of any underlying patterns.

## Conclusion

At their core it's clear Rexall cares deeply about their employees and is making strides to do all they can to better the employee experience for **every** current and future employee.

The company has identified areas of opportunity. They have empowered leaders across the organization by providing access to their results and linking those results to recommended actions. All in the name of positive organizational change.

In partnership with WorkTango, Rexall has expanded their employee voice initiatives to increase the frequency and type of feedback received. Initially beginning with an annual engagement survey, the retail chain now deploys pulse surveys at a regular cadence, and takes full advantage of the software, survey expertise, and services WorkTango offers.

Looking ahead, the next stage for Rexall is to continue to build their people analytics strategies and to provide more insights to leaders that make Rexall an ever-better place to work.

**“There isn't a thing that hasn't been delivered. And when it comes to support, there isn't a company that compares in terms of responsiveness. WorkTango always comes through with what we need. It's been great!”** Garcon says.

At WorkTango, we're revolutionizing how the world's most forward-thinking companies engage and inspire their people. We offer the only Employee Experience Platform that enables meaningful recognition and rewards, offers actionable insights through employee surveys, and supports alignment through goal setting and feedback.

WorkTango is built for the workplace we all want to be a part of – where priorities become clear, achievements are celebrated, and employees have a voice. So if you're ready to make work lives better, schedule a demo today.