



FROM ENGAGEMENT TO IMPACT - DESIGNING EMPLOYEE EXPERIENCES THAT MATTER

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OTP GROUP



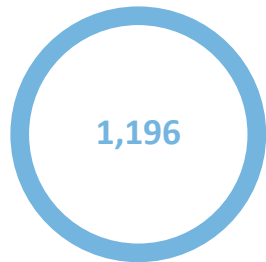
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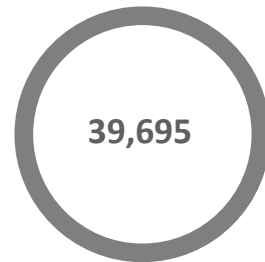
Market capitalization¹



Number of branches



Number of employees²



Number of customers



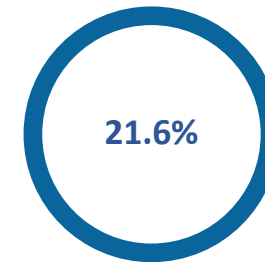
Equity



Profit after tax³



Return on Equity



A large green L-shaped graphic that frames the main title. It consists of a vertical line on the left, a horizontal line at the bottom, and another L-shaped line on the right side, extending from the top right towards the center.

FROM ENGAGEMENT TO IMPACT

*Dialogue and Data Create the Future of
Employee Experience*

A decorative graphic in the bottom right corner consisting of three overlapping, semi-transparent green circles of varying shades, creating a modern, abstract feel.

The world of work has shifted whether organizations have or not

51%

of employees are eyeing new job opportunities

Gallup, 2024

\$438B

drained annually from companies by low engagement

Gallup, 2025

45%

turnover reduction from quality recognition

Gallup, 2024

80%

say development gives their work purpose

Deel, 2024

170M

new jobs projected by 2030 (92M eliminated)

WEF, 2025

7%

of leaders are actually redefining leadership roles

Deloitte, 2025



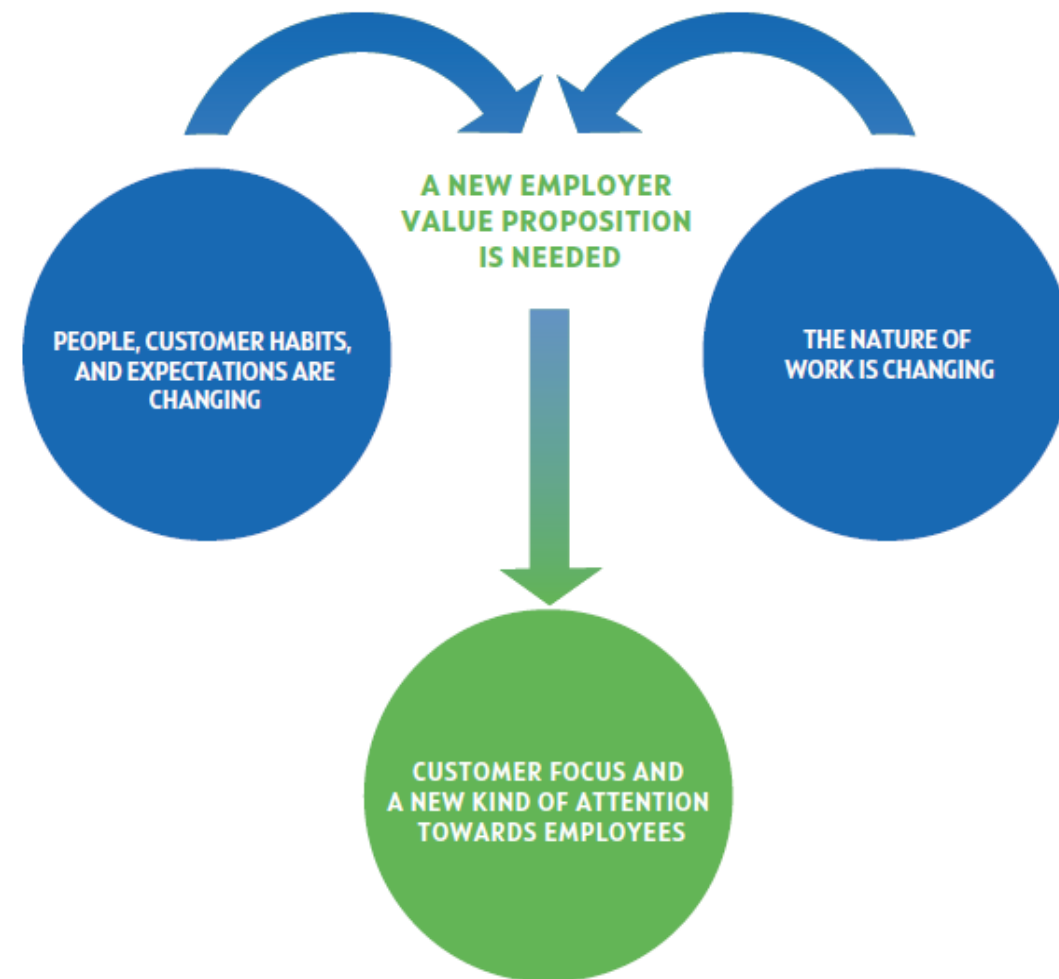
CUSTOMER EXPERIENCE

EMPLOYEE EXPERIENCE



If employees were truly our customers, would they stay loyal to us?

The question that changed our entire approach.



We consider our employees as our most valuable asset, our human capital, rather than just resource.



Does inspiring EX actually pay off?

Engagement starts or dies with leadership.



**Conscious
Leadership**



**Engaged
Employees**



**Exceptional
Customer EX**



**Loyal
Customers**



**Outstanding
Results**

All of this makes OTP a future-proof organization.

OTP Group engagement model



ENGAGEMENT

- I am proud to work for OTP
- My work gives me a feeling of personal accomplishment
- I rarely think about looking for a new job with another company
- OTP motivates me to contribute more than is normally required to complete my work
- I would recommend OTP to people I know as a great place to work

CULTURE

- I am encouraged to come up with better ways of doing things
- There is open and honest communication at OTP
- I trust my manager
-

CAPABILITY

- I have a clear understanding of what is expected of me in my role
- OTP provides me with the opportunity for learning and development
- Overall, I feel that my career goals can be met at OTP
-

CAPACITY

- I have the authority I need to do my job
- My current workload is manageable
- At OTP, there is effective collaboration between teams
-

CUSTOMER

- I would recommend OTP's products and/or services to people I know
- We regularly use customer feedback to improve the way we work
- OTP's processes enable me to effectively meet my internal/external customers' needs
-

ADDITIONAL QUESTION BLOCKS

ESG

COMPANY VALUES

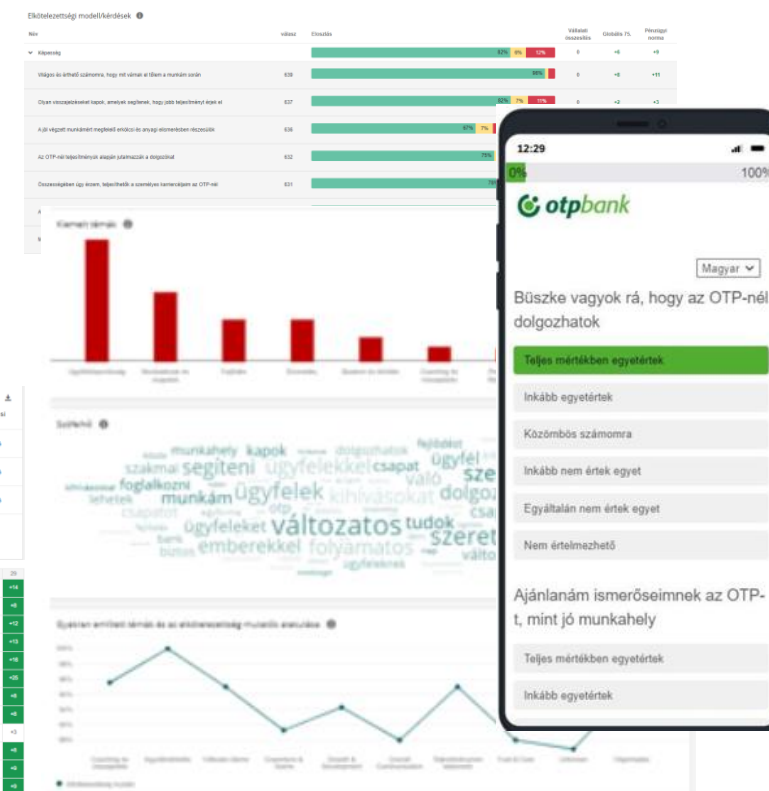
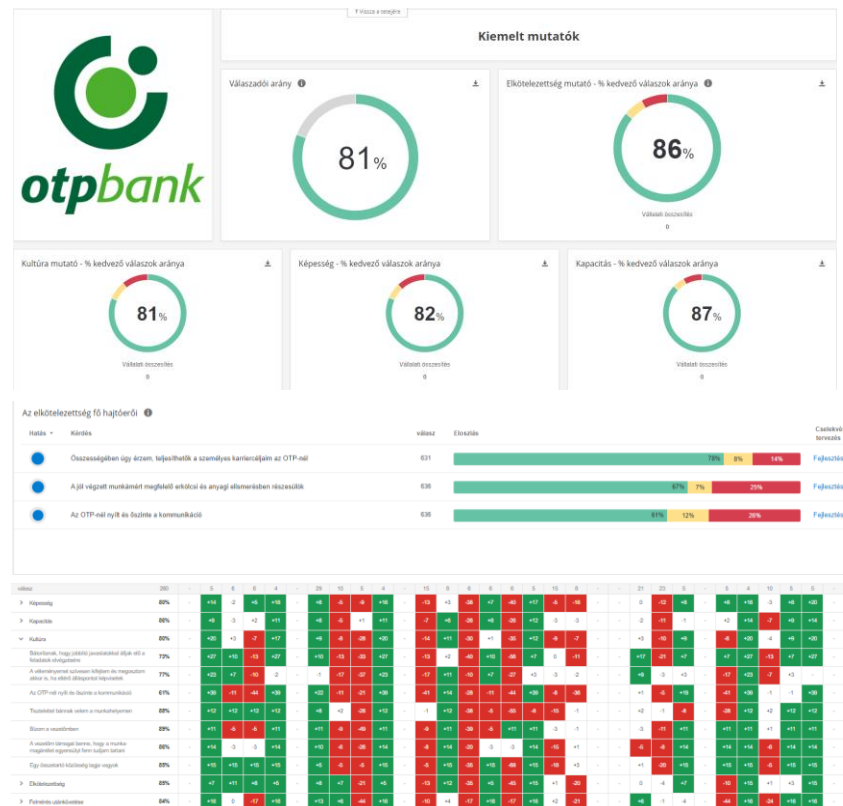
FOLLOW-UP

LOCAL QUESTIONS

Qualtrics' functionalities offer a great experience for completion, analysis and results distribution

Leader dashboard

- Immediate quantitative and qualitative feedback from their team, department
- Engagement drivers based on statistical analysis
- External/internal benchmark comparisons
- Heat map – team result comparison
- Demographic data segmentation
- AI supported insights and action planning tips



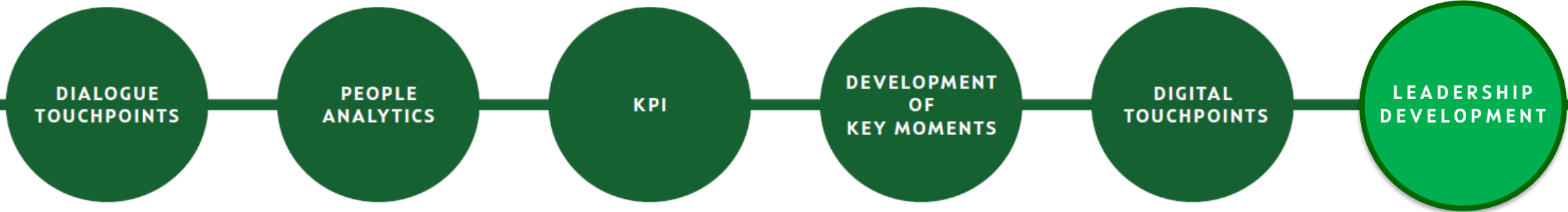
Anonymity protection
(min. 4 responses)

Easy to complete, from any
device, at any point during
the survey live period

Around 15 minutes to
complete

Employee Journey Framework

In each stage, we define the employee's needs and expectations and build on regular dialogue, process improvement, and leadership support.



Regular dialogue with employees about experiences in every key moment

Connecting, reporting and analyzing experience and operational data at key moments

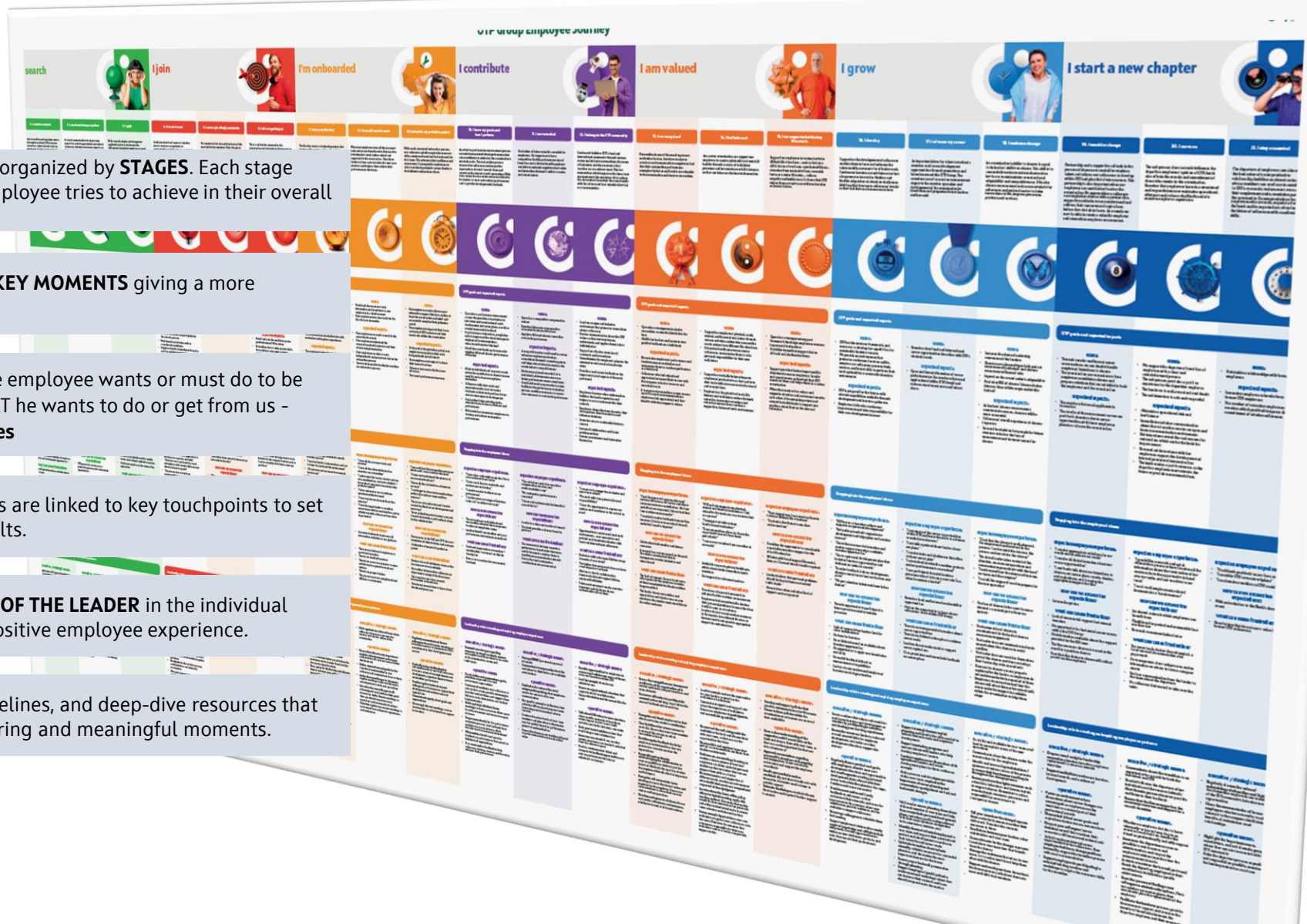
Setting target values based on benchmark data and tracking their achievement

Defining and prioritizing development actions based on employee feedback

Providing/ developing digital solutions that define the user experience

Raising awareness of the leadership role in creating an inspiring employee experience and providing development tools for it

Where Leadership meets the Employee Journey



STAGES

Employee journeys are typically organized by **STAGES**. Each stage represents a major goal your employee tries to achieve in their overall journey.

KEY MOMENTS

Phases are usually divided into **KEY MOMENTS** giving a more granular view of each phase.

EMPLOYEE VIEW

INTERACTION is a task or job the employee wants or must do to be with the OTP. Interaction is **WHAT** he wants to do or get from us - **goals, barriers and unmet wishes**

COMPANY GOALS AND EXPECTED IMPACTS

OKRs - Objective and Key Results are linked to key touchpoints to set ambitions and measure key results.

LEADER ROLE

The **ROLE AND RESPONSIBILITY OF THE LEADER** in the individual steps, which can influence the positive employee experience.

LEADERSHIP TOOLS

EASY-TO-USE TOOLS, clear guidelines, and deep-dive resources that empower leaders to create inspiring and meaningful moments.

Conscious leadership means paying attention to both your impact and your shadow

Impact

- Leadership impact is the result you achieve at various levels of the organization
- Your impact is interpreted through others, primarily your team

Leading myself

Self-awareness enables conscious leadership. The leader is also an employee.

Leading others

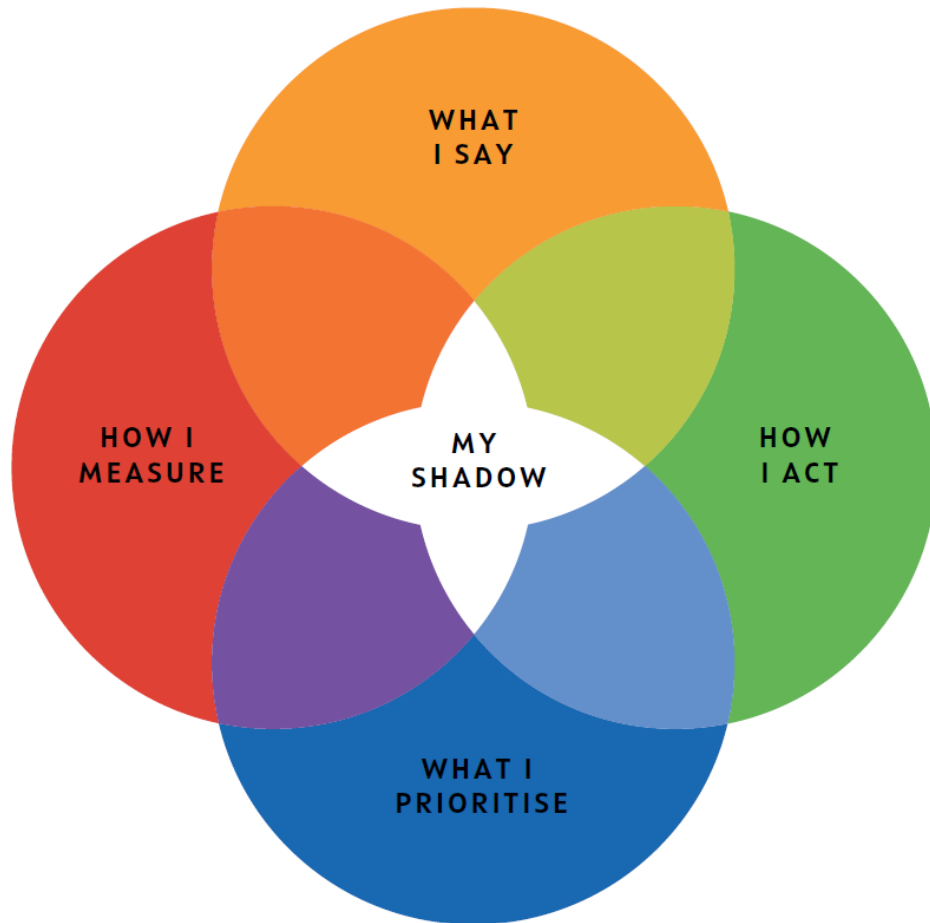
Directing, developing, and guiding colleagues along their employee journey.

Leading the organization

Business strategy and development of organizational human capital.



Your shadow is what your team says about you when you leave the room



Shadow

- Your shadow is essentially your personal leadership brand, how people see you and think about you
- You shape your shadow by what you say, how you act, and how you respond to situations

Everything you say, do, or tolerate shapes your leadership shadow and that shadow becomes the culture your people live in.

So the real question is:

Are you shaping the culture, or is your shadow shaping it for you?

The OTP Leadership Role model

By leading performance, engagement and change, our leaders support colleagues in their journey.



LEAD CHANGE

See future strategic opportunities, nurture learning, creativity and innovation.

DRIVING STRATEGY • FOSTERING INNOVATION • EMBRACING CHANGE



LEAD PERFORMANCE

Set direction, align capabilities with strategic goals. Foster high-performance.

SETTING GOALS • DELIVERING RESULTS • ENABLING TEAM



LEAD ENGAGEMENT

Create compelling vision, build trust, engage with passion. Care about well-being.

BUILDING TRUST • STRENGTHENING CONNECTIONS • ENERGIZING



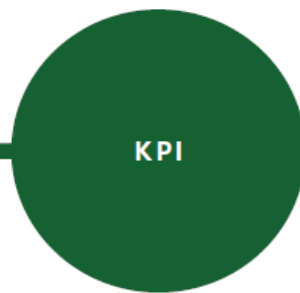
Dialogue Touchpoints



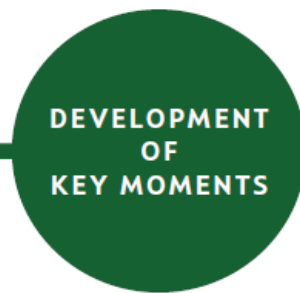
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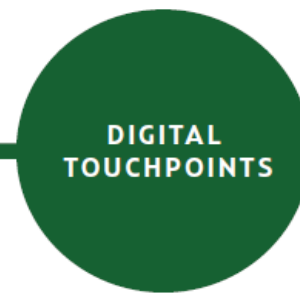
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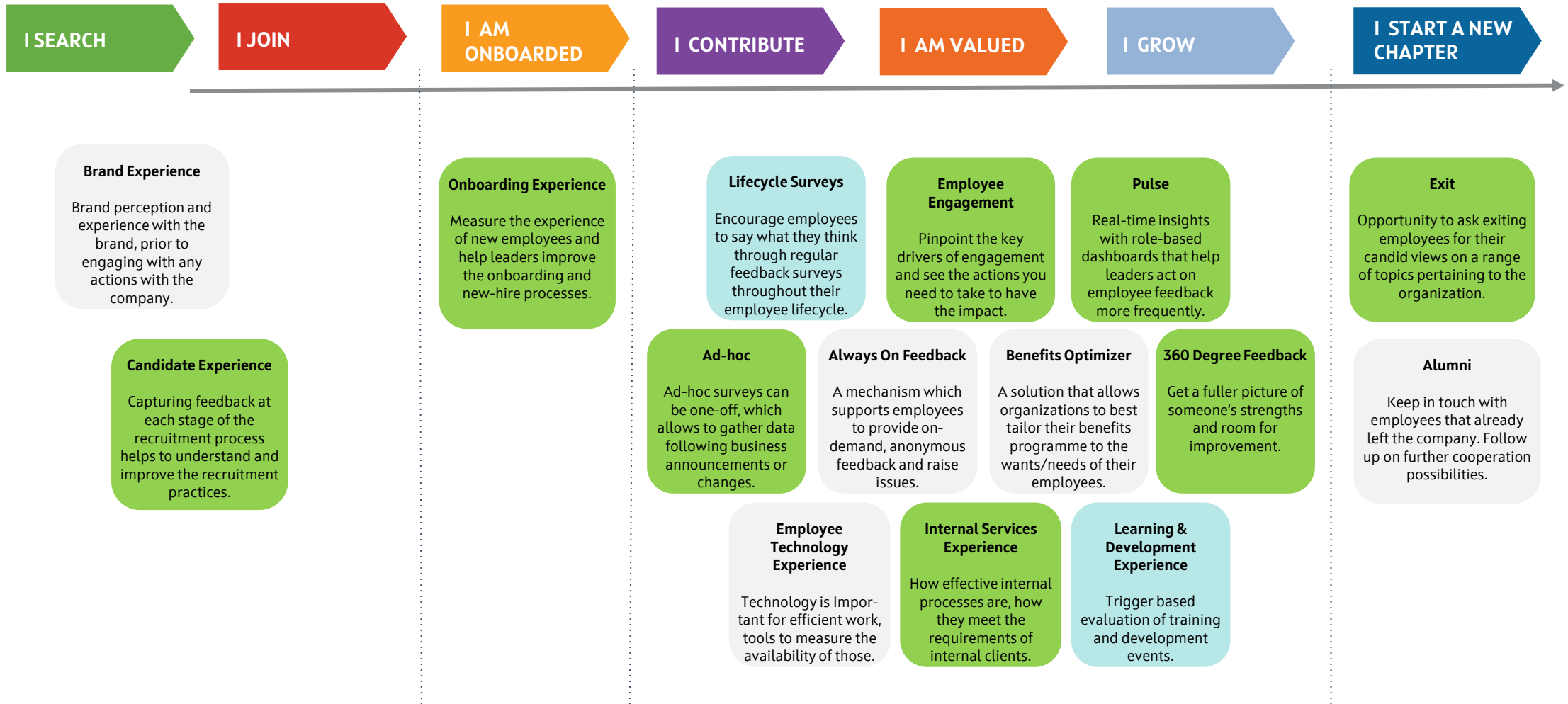
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Raising awareness of the leadership role in creating an inspiring employee experience and providing development tools for it

Qualtrics lifecycle solution

Better insights into employee experiences through diverse dialogue touchpoints.



Data driven insights in every key moment



7. I ENJOY MY FIRST DAY

Onboarding I - Introduction:

- My first day working here was a positive experience

8. I HAVE ALL I NEED TO WORK

Onboarding I - IV:

- I have a structured onboarding plan (I-II)
- I feel comfortable reaching out to my manager if I have questions (I-III)
- My physical workspace allows me to be productive (I-IV)
- I have access to the resources (e.g., materials, equipment, technology, etc.) I need to do my job effectively* (I-IV)
- I have a clear understanding of what is expected of me* (I-IV)
- I have a clear understanding of my division's / region's strategic objectives* (II-III)
- I have received the training I need to do my job effectively (II-IV)
- My manager provides me with timely and helpful feedback* (II-IV)
- I am able to independently complete my work tasks (III-IV)

9. I COMPLETE MY PROBATION PERIOD

Onboarding I-IV:

- I feel welcomed by my team (I)
- I have a clear understanding of my division's / region's strategic objectives* (II-III)
- I learned a lot of useful information from my onboarding activities (II-III)
- I have been connected with people (colleagues, customers, and key partners) from other areas of the company (II-IV)
- I feel as if I belong at this company (II-IV)
- My manager provides me with timely and helpful feedback* (II-IV)
- My first 3 months/6 months working here was a positive experience (III-IV)
- I have a clear understanding of this company's strategic objectives (IV)
- I can see a clear link between my work and this company's strategic objectives (IV)



EX 2.0: Data. Dialogue. Reality.

Where data driven listening and structured dialogue are becoming part of the employee journey.

2021–2023

I. Creating Foundations

Introducing the concept of engagement, strengthening the culture of dialogue

- Piloting dialogue platforms, selecting Qualtrics
- Creating OTP Group engagement model
- Launching group-level surveys & action planning
- Implementing Lifecycle, L&D, Exit, 360°, Pulse surveys

2024–2026

II. Strategic Priority

Introducing and operating the employee journey concept at a system level

- Employee Central – Qualtrics interface
- New surveys: Candidate EX, Onboarding, Exit, Internal Service, Interns
- Employee Journey Framework & EX Leadership Playbook
- Gradual international roll out

2027–2029

III. Fully Embedded

Linking XD and OD data, insights and actions on fast track

- Group-level Qualtrics toolkit
- Linking XD and OD data
- Reinforce desired EX mindsets
- Integrate EX insights into leaders' decisions
- Pilot linking Employee & Customer EX data

How are you shaping the employee journey?

*From listening to leadership decisions.
From enegagement to impact.*

Let's talk and connect:

