How GoDaddy Created a New Employee Experience with the Help of TotalRewards Software

GoDaddy is the largest Internet domain registrar in the world, making it a top destination for the most skilled professionals working today. Because of its position as a global leader, competition for talent is high. GoDaddy regularly competes with other industry giants – like Amazon and Google – for candidates, and many of its 5,000 employees have even migrated from competing enterprises. In order to solidify itself as a destination for the world's top talent, GoDaddy looked to create a next-generation employee experience that took employee satisfaction, engagement and retention to new heights. They started by re-examining the employee review process and in particular how they could create better conversations and awareness about employee total compensation packages among their employee base.

GoDaddy partnered with TotalRewards Software (TRS) in order to quantify the most powerful elements of employees' total compensation and evolve the employee review from a static conversation to an open dialogue between managers and employees. In addition to a customized rewards platform, GoDaddy gained a multi-phase total rewards marketing program that injected newfound transparency into its total compensation statements, offered one-of-a-kind flexibility to users and helped differentiate the GoDaddy employee experience from competing organizations.

Quick Facts

Employees:
    5,000

Headquarters:
    Arizona, USA

Customers:
    14 Million

Managed Domains:
    62 Million

2016 FORTUNE 'Best Companies to
    Work For®' Award

The Challenge

Prior to working with TRS, GoDaddy lacked the interactive tools and strategies to give its talent a full picture of their total compensation package. Existing processes meant the details of GoDaddy's total rewards program could only be quantified through word of mouth. Even then, manager-employee conversations largely stuck to the hard numbers of salaries and bonuses during annual performance reviews. This model left employees in the dark about some of the most impactful elements of their total compensation – perks that could potentially impact retention and satisfaction. Also, without customized total compensation statements or benefits, GoDaddy struggled to differentiate its employee experience from those at competing enterprises. Bottom line: GoDaddy needed to change its culture of employee engagement from being based around static conversations in the performance review to being a comprehensive, personalized experience for each employee.

This culture shift meant that GoDaddy had to build a total rewards marketing program from the ground up. It needed the tools to communicate benefits that had never been quantified before, such as stock equity, salary ranges and merit processes. But there was a catch – the tools and systems used to quantify and communicate these benefits needed to meet the requirements of GoDaddy's specific HR processes, brand standards and technical systems, which meant an off-the-shelf solution would be too inflexible to deliver the results leadership teams were looking for.

Challenges at a Glance

» Evolve total rewards marketing from being a word-of-mouth process into a personalized employee experience

» Communicate hard-to-quantify elements of the GoDaddy benefit package

» Build a total rewards marketing platform to meet highly specific HR, branding and IT requirements

The Opportunity

The challenge of constructing a multi-phase total rewards marketing program from scratch presented an exciting opportunity for GoDaddy to drive employee engagement, retention and satisfaction higher than ever before. Matt Toeller, GoDaddy's Vice President of Total Rewards & HR Operations, was convinced TRS offered the high-touch service and technological innovation needed to create a one-of-a-kind employee experience.
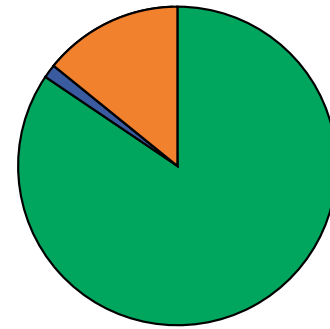
"I had worked with TRS previously and loved the flexibility of their platform – being able to pull in multiple data points, aggregate them, make them dynamic and customized, then send them to employees. It takes total comp statements so far beyond the generic pie chart," Toeller said.

Elements of GoDaddy's Enhanced Total Rewards Statements

- CASH: $92,288 (85%)
- EQUITY: $1,779 (2%)
- BENEFITS: $14,976 (14%)

The Process

Collaboration and flexibility were paramount throughout the development and implementation of the total rewards marketing platform. The TRS team worked hand in hand with GoDaddy's internal web developers, graphic designers and HR executives to ensure every fiber of
TRS's TotalRewards Builder platform aligned with the company's sophisticated systems and processes as well as brand standards.

This collaboration drove innovation to new heights. After exploring GoDaddy's intricate HR systems and processes and understanding the goals of GoDaddy's executive team, TRS's implementation specialists and total rewards marketing strategists optimized a version of the platform to unlock new levels of customization and configurability, including the ability to make on-the-fly changes to total rewards marketing materials and use custom branding designs and layouts on the platform's interface.

The Outcome

The uniquely collaborative development period enabled TotalRewards' team to cut the implementation time by 25%. GoDaddy was then able to roll the total rewards marketing program out to a test group of 1,500 employees ahead of schedule without sacrificing the user experience or phasing in core elements of the platform over an extended period of time.

Toeller said the accelerated implementation process could only be attributed to unparalleled levels of service and dedication from the TRS team:

> "TRS did everything we needed. I can't say enough about their team, especially our customer success manager. He would be emailing back and forth with me at three in the morning!"

Following the implementation of the TotalRewards Builder platform, positive results came quickly. GoDaddy's total rewards statements gained new levels of transparency, specifically the illustration of salary ranges as well as advancement paths. In addition, GoDaddy's unique set of organizational benefits were fully represented for the first time, including hard-to-quantify values like merit earnings and peripheral benefits like stock equity. This brought powerful aspects of GoDaddy's total compensation package to the forefront of the employee experience.

For Toeller, the value of quantifying such impactful employee benefits was groundbreaking for GoDaddy as an organization.

The value of the TotalRewards Builder platform was palpable inside the performance review, as well. New lines of communication were opened and impactful dialogues could be had between employees and managers.

Employee Comp. & Benefits Rating[1]

One month post TotalRewards Builder roll-out, GoDaddy's total compensation and benefit package rating already started trending

Employee Culture & Values Rating[1]

[1]Glassdoor.com, https://www.glassdoor.com/Reviews/GoDaddy-Reviews-E35337.htm#

GoDaddy managers in particular felt the value of having engaging, customized total rewards marketing content at their disposal. Suddenly they gained the ability to create a consultative review experience for their team members – instead of telling employees about an upcoming raise, managers could illustrate the full breadth of the raise and advise employees on how the elements of compensation impacted their career experience and future.

The Future

TRS is fast becoming an important building block in GoDaddy's organization. Due to such strong responses to TotalRewards Builder, GoDaddy has slated to roll out the platform to its full employee base in 2017.

In addition to serving GoDaddy's existing employees, TRS is making a difference in the company's talent acquisition processes, as well. Toeller plans on leveraging TRS's cutting-edge recruiting platform, CandidateRewards, to take candidate offer letters to new levels of transparency and personalization in order to communicate the full value of being a GoDaddy employee. CandidateRewards is a recruiting acceleration platform that enables companies to create and showcase personalized compensation and benefit packages for job candidates. By implementing CandidateRewards, Toeller hopes to take another step forward in differentiating GoDaddy's employee experience and quantifying why it's the perfect home for the world's leading talent.

Outcomes at a Glance

» Implemented a total rewards marketing platform at 25% of the estimated time

» Customized the platform to meet highly specific organizational systems, processes and brand standards

» Quantified unique elements of the GoDaddy benefit package with dynamic, personalized total compensation collateral

"For the first time, we could show employees that a $50,000 annual salary is really closer to $70,000, and here's why."

- Matt Toeller, GoDaddy's Vice President of Total Rewards & HR Operations