Bringing the power of the digital workplace to life

A guide on how UK businesses can drive digital adoption

avanade®
Results Realized

The workplace of the future

The digital workplace goes beyond having the right technology, or simply replicating the physical workplace online. Its benefits are far more all-encompassing.

According to Avanade's 2015 global survey, while 75% of companies understand the benefits of digital transformation, only 40% have adopted these tools*. Organisations know that they need to create a digital workplace, but the practical steps towards driving adoption elude many. Rigid corporate cultures, organisational complexities and the rapid pace of change are just some of the barriers companies are facing when it comes to embracing the future.

In order to drive the adoption of a digital workplace, people and processes need to align. Both IT and HR leaders must work together to match departmental strategic goals with business operational needs. This is the same for any company, regardless of size or sector.

This eBook outlines the practical steps that organisations must take to lead digital change management. It presents a step-by-step guide on how to use technology, people and processes to bring about the workplace of the future and crucially ensure adoption among end-users.

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The digital workplace of the future has arrived. The real barrier to change is no longer the technology. It's us. Our organisational complexities, our inertia, our corporate fears. 99

Chris Bingham
Customer Director, Avanade UK

* More details on the results of this survey can be found in our whitepaper, The Digital Revolution: Transforming Lives Inside and Outside the Workplace.

Digital Workplace

A work environment where employees are empowered by mobile and cloud technology, make better decisions using contextual analytics and stay engaged with online communities.

Key barriers to adoption

The digital workplace empowers employees to collaborate and connect in ways that truly enhance business value, helping staff do whatever they do, better, faster and more profitably. Many have realised the need for this – yet there are still common roadblocks businesses face.

Modernisation
Planning for change amidst rapid technological innovation means roadmaps must constantly be re-evaluated. They must also cater for the evolving needs and expectations users have of workplace tools to ensure continued productivity.

Data privacy
Businesses must manage the vast amounts of data they produce and collect in a way that ensures compliance. They must strike the balance between holding data that gives them a commercial advantage and ensuring sensitive personal information is protected in an age where cyber attacks are rife.

People and skills
The level of digital literacy across the workforce will vary, from frontline employees to leadership staff. This disconnect in skills can potentially lead to uneven adoption rates, as traditional workers will be reluctant to change.
The digital workplace must also be positioned in a way that means both the board and staff can buy into it.

Culture
Digital tools can break down long-established ways of communication – which can go against old habits. Building a digital culture requires a restructuring of how information is shared, and an update of legacy culture.

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STEP 1

The role of the CIO

Presenting the business value of digitalisation

The role of the CIO has changed in recent years. Where traditionally the focus was on cost control and operating IT infrastructure, today the CIO is a driver of transformational change. Cloud technology, big data and a whole host of future-forward tech solutions mean there is scope to drive revenue growth and create real business value.

Strong relationships with others in the business, especially other board members, will be imperative to success. This will require an ability to articulate the benefits of digital change – such as greater cost savings, productivity, and agility – and show how a digital strategy can assist wider business goals. While IT are responsible for the technical aspects of implementing new systems, they require the assistance of other departments, particularly HR, to drive user adoption.

Creating a new workplace paradigm is crucial.
The rate of innovation in consumer electronics outpace that of the workplace. People have access to technology far more sophisticated and user-friendly in their personal lives than in their 9-5. The office environment needs to mirror this. However, it's not enough to simply find or create new tools or platforms. IT leaders must also ensure workers have the right equipment they need. Intuitiveness needs to match with functionality.

> **"**
> **The Digital Workplace is not a single product, an Intranet or a Windows 10 tablet, it's all about combining all aspects of technology, from data to applications, and using these combined capabilities to help employees be more effective.**
> **"**

Andy Hutchins
Director, Digital Market Unit, Avanade UK

WILLIAMS MARTINI RACING
OFFICIAL PARTNER

With tyre optimisation app, Williams mines data for real-time insight

Who: Williams Martini Racing, F1 racing organisation

What: Williams wanted to take full advantage of the data generated during a race —including sensor data from its own cars, as well as weather information and GPS telemetry data - to make better trackside decisions.

How: As one of the first moves in its strategic partnership with Avanade to help drive its digital transformation, Williams commissioned a tyre optimisation application to isolate the performance of its tyres from the raw lap time data it receives during races.

Result:
• Unlocks the value of existing data to help improve car design and track performance.
• Provides data in an intuitive, highly visual interface to empower Williams' staff to make better, data-driven decisions.
• Enables real-time collaboration on data between Williams staff at headquarters and trackside anywhere in the world.

STEP 2

The role of HR

Empowering people with digital processes

The HR function has evolved over recent years. No longer do they exist simply for "tea and tissues" – they have a key strategic role to play when implementing change.

HR now looks at the digital tools being proposed and ensure they're fit for purpose, both in terms of current skillsets and future needs. They'll alleviate employee concerns, such as privacy and security, and help IT with engagement. Not all employees are on the same level of digital literacy, or are adaptable to change, and so HR will offer tailored support. Ultimately, HR will be responsible for managing change behaviour: are employees using the digital tools, and are they using them correctly?

In doing so, HR dramatically increases the chances of success. ROI is boosted and maximum business value is delivered.

Enable innovation by empowering employees.
HR should work alongside other departments within the business and make sure employees have the opportunity to customise their job role in accordance with new digital tools, skills and interests. With information flows being more transparent and structures becoming more horizontal, the digital workplace is a chance to forge truly new ways of working.

> **Digital transformation is about enabling employees to do their job. The aim is for a workforce that knows what to do, how to find the answers they need, and to feel supported every step of the way.**
>
> **Belinda Macaulay-Hick**
> HR Director, Avanade UK

Henkel

The importance of planning and metrics

Who: Henkel AG, global chemical manufacturer

What: Required a modern communications and collaboration platform that could work for all its 47,000 employees across various continents.

How: Deployed the full Office 365 suite of digital technologies and services. Implementing a systematic migration plan and designed clear metrics to judge success.

Result:
- Migration was achieved in 13 months, two months faster than anticipated
- Rapid user acceptance of Office 365, which proved successful culture change
- Unified cloud platform now delivers highly innovative and productive ways of working

The role of people

How cultural change is necessary for success

Businesses must rethink their corporate cultures to take into account the future of the digital workplace.

A millennial workforce has already impacted the way people communicate and collaborate, and it is essential that this digital mind-set continues to be ingrained across the entire workforce.

However, businesses must assume that not all staff are alike. Old habits die hard; many employees will either cling to the way they've always done things or will have greater difficulty adapting to more modern tools and processes. It's important to segment your end-user base and tailor your support accordingly.

What's your cultural follow-up?
How do you encourage personal change once you have implemented technological change? Giving people tools is one thing, showing them how they can benefit from them is another.

This requires a mix of modern communication and old-fashioned storytelling. It's also where a joint effort between IT and HR is essential. HR must communicate to employees the benefits of adoption – what's in it for them, and how these new tools can transform their day-to-day work lives for the better. Businesses should identify and engage those who are willing to champion digital change, and use those
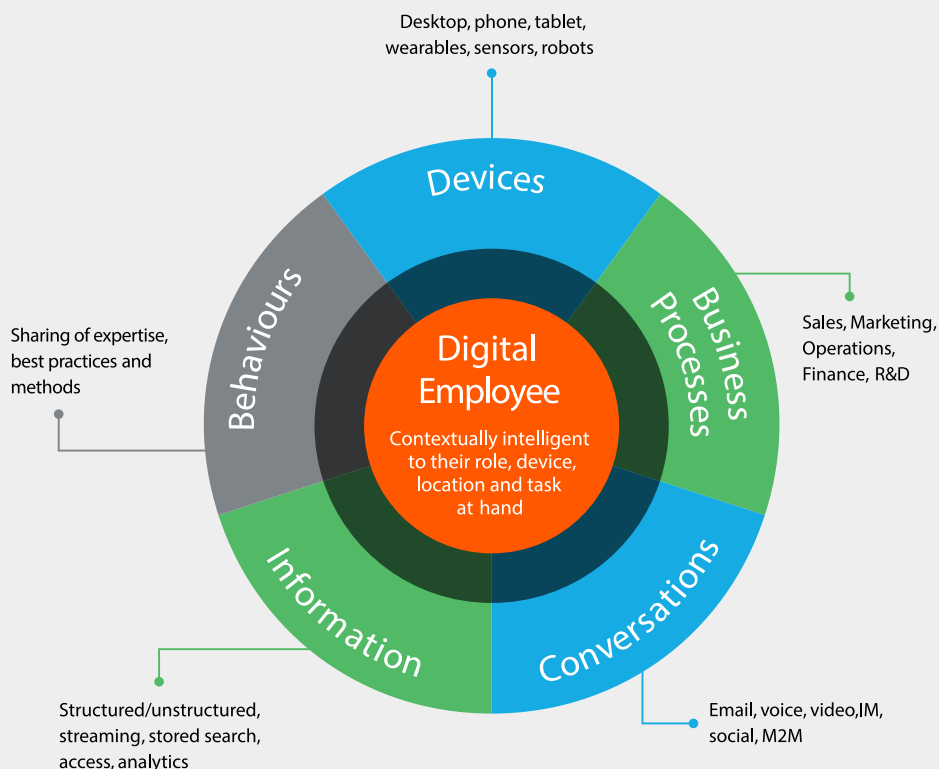
One of the biggest challenges is taking the employees on the adoption journey. They're nervous about what it means to them.

Belinda Macaulay-Hick
HR Director, Avanade UK

appointed to foster adoption. Their responsibility will be to actively promote new digital tools, solicit support among teams and advise IT and HR on how to increase the effectiveness of their roadmap.

Components of a digital workplace

Desktop, phone, tablet, wearables, sensors, robots

Devices

Business Processes

Sales, Marketing, Operations, Finance, R&D

Behaviours

Digital Employee
Contextually intelligent to their role, device, location and task at hand

Sharing of expertise, best practices and methods

Information

Conversations

Structured/unstructured, streaming, stored search, access, analytics

Email, voice, video,IM, social, M2M

Summary

Only by taking a holistic approach can the digital workplace be achieved. It requires the convergence of technology, people and processes for true adoption to be achieved. The considerations below highlight just how important each group of stakeholders are in the journey. But it's the sums of all parts that creates sustainable change.

Key responsibilities for making the digital workplace a reality

CIOs need to:
- ☑ Articulate the benefits of digital transformation to the board and end-users
- ☑ Introduce technologies that will increase employee productivity
- ☑ Ensure tools are intuitive and create less – not more – work for people
- ☑ Deliver these tools in a way that minimises disruption to employees
- ☑ Guarantee the security of all personal and commercial data held by the organisation

HR Directors need to:
- ☑ Alleviate employee concerns about data privacy and security
- ☑ Communicate the benefits of new tools to employees
- ☑ Ensure employees are using tools correctly
- ☑ Make sure employees have the opportunity to customise their job role in accordance with new digital tools
- ☑ Identify and engage with those willing to champion digital change

Prepare for tomorrow, today

Working towards a digital workplace amidst technological disruption can be challenging. Strong leadership, open communication and a desire for innovation are necessary to rise above any roadblocks along the way.

The end result of digital innovation will be transformational.
The workplace will become a more intelligent, contextual environment where real-time data and analytics can be harnessed to provide more accurate insights into how people work. Employees will be put in the centre of the user experience, and as a result, people will be able to perform their job in a way that is more effective, efficient and enjoyable.

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Success is about how far you change the digital culture and are able to provide your employees with tools that make a difference.

Jerome Thiebaud
WW Director of Digital Workplace Marketing, Avanade

Make the next step towards adopting a digital workplace today.

About Avanade
Avanade is the leading provider of innovative digital and cloud services, business solutions and design-led experiences delivered through the power of people and the Microsoft ecosystem. Our professionals combine technology, business and industry expertise to build and deploy solutions to realise results for our clients and their customers.

Avanade has 29,000 digitally connected people across 23 countries, bringing clients the best thinking through a collaborative culture that honours diversity and reflects the communities in which we operate. Majority owned by Accenture, Avanade was founded in 2000 by Accenture LLP and Microsoft Corporation. Learn more at
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