

# Digital Employee Experience

Building a digital workplace



**CGI**

Experience the commitment®

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# Digital employee experience

By  
**2018**

we believe most organizations will be forced to employ something like a digital workplace to coordinate a response to **workplace trends**. Most new organizations will employ digital workplace concepts from the start.

*Source: Gartner Report "What to Do When) Every Employee is a Digital Employee", May 2015*

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## Today, people increasingly expect to have the same digital experience in the workplace that they have as consumers.

Just as social, mobile and personalization technologies have shaped expectations around customer experience, they are now starting to influence employees' expectations of the workplace.

Combined with macro trends such as globalization, changing demographics and greater competition, organizations are under pressure to re-imagine not just their business models, but also their workplace.

The organizations that succeed in developing a digital workplace will realize substantial benefits:

- ▶ **Improved workforce productivity:** Routine tasks can be automated or sped up with tools that provide contextual information to help employees make better decisions faster.
- ▶ **More access to scarce talent:** This is made possible by remote working and new working styles such as job sharing and crowdsourcing.
- ▶ **Improved staff retention:** The digital workplace makes staff more satisfied and leads to greater levels of engagement.
- ▶ **Greater levels of innovation:** Teams can become more effective by collaborating and sharing best practices with one another.

The digital workplace brings significant benefits, but they're sometimes perceived as intangible. As a result, organizations tend to focus on the customer experience and operational efficiency, rather than the employee experience.

This has led to a piecemeal approach to workforce enablement, encompassing initiatives such as Bring Your Own Device (BYOD), mobile apps, social networks and gamification. These initiatives—although worthwhile—often fail to deliver their full potential when they're pursued in isolation.

An organization's workforce is central to its ability to deliver its objectives. Without a more strategic approach to digital employee experience, the wider digital transformation cannot succeed.

IT human capital is an emerging business priority for executives. **Twelve percent** of executives interviewed rated **attracting, retaining and retraining the workforce** as a priority.

*Source: CGI Global 1000 (2016)\**

\* The CGI Global 1000 outlook brings together the findings, insights, and CGI's point of view on the strategic topics that emerged through face-to-face interviews CGI consultants conducted with more than 1,000 business and IT leaders across 10 industries and 20 countries between January and April 2016.

# Business drivers

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Accelerating digital transformation is a top priority of CGI clients based on the findings of our 2016 Global 1000 outlook. Business and IT leaders are aligned on the top business priorities to drive growth. These point to an urgent need to adopt digital as a business model, not just as an efficient technology solution. CGI views IT human capital strategies as a key enabler of this transformation.

Specifically, CGI sees six main drivers that are reshaping the modern workplace:

- ▶ **Workforce demographics:** The global workforce is becoming more diverse. Younger, technology-savvy people are joining the workforce, while generation X and Y are choosing to retire later. Organizations now have access to a greater pool of talent, but tapping into it will require more flexible working practices.
- ▶ **Automation:** Routine tasks are being automated by a new generation of systems. Artificial intelligence tools are helping employees perform tasks faster and more accurately—giving them the contextual data they need to make better decisions faster.
- ▶ **Data:** Organizations have an unprecedented quantity of data available to them. They will increasingly demand the ability to interact with this data—understanding employees in the same way they understand customers.
- ▶ **Multi-channel experience:** People are used to accomplishing most tasks on their smartphones—and they expect the same to be true at work. Employees want a consistent experience on any device. The office environment will need to embrace these concepts while maintaining performance and security.
- ▶ **Globalization:** It's already common for companies to outsource routine functions overseas. Developing countries are starting to lead the innovation agenda, and companies are beginning to ask how they can create a dialogue that harnesses ideas from across the globe.
- ▶ **Virtual organization:** Organizations are becoming increasingly virtual, and they're able to source labour from numerous places. This is creating opportunities for companies to scale their operations more quickly and efficiently.

## Technology enablers



### ▶ **Mobile devices**

The employee experience needs to become mobile by default, just like the customer experience.



### ▶ **Unified communications**

Employees are able to become truly mobile when they can be contacted anywhere—on whatever device they're using.



### ▶ **Social collaboration platforms**

Employees can support one another more effectively when they're able to see who's in their extended network and search for the right person to help them.



### ▶ **Cloud computing and the virtual workplace**

The barriers to setting up new systems are disappearing. This is making it easier to test new ways of working without investing much time or capital.



### ▶ **Data analytics and visualization**

New visualization tools allow more people to use data to make informed, effective decisions.



### ▶ **Business process management**

Routine tasks can be automated or outsourced more efficiently, freeing up employees to add maximum value.



### ▶ **Content management**

Wasteful duplication of information can be reduced with systems that give everybody access to the information and documents that exist inside their organization.

# Anatomy of the digital workplace

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Developing a digital workplace requires a number of changes to be put in place:

- ▶ **Experience:** Working practices need to be designed around the employee, transcending departmental silos and physical boundaries. The focus should be on delivering a personalized working environment that allows staff to use their experience in order to deliver business outcomes—rather than simply complete specific tasks.
- ▶ **Culture:** Flattening hierarchies and introducing more collaborative ways of working fosters innovation. Such a workplace requires a culture that rewards new behaviours while de-emphasising some of the more traditional ones.
- ▶ **Physical space:** Smarter working will see the role of the office change. Facilities may need to be reconfigured to offer open spaces and meeting rooms that encourage face-to-face collaboration, rather than cubicles and private workspaces.
- ▶ **People:** Leveraging talent within diverse workforces inside and outside the organization, with flexible employment contracts and working patterns, will become increasingly important.
- ▶ **Information:** People can be more effective when data analytics and data visualization tools help them automate routine tasks and make better decisions faster.
- ▶ **Technology:** Adopting a more consumer-like approach that emphasizes mobility and usability is becoming more and more critical. Employees have greater access to personal and professional networks, knowledge, decision support and analytics relating to personal performance versus objectives and targets.
- ▶ **Infrastructure:** Using cloud services to provide faster, more scalable access to services speeds up provision and reduces the risk of data loss.



## Retail and consumer services

- ▶ Shop floor assistants can view stock availability in real time and provide customers with better product information.
- ▶ Burberry uses facial recognition to alert store sales staff to a customer's buying history and tastes.
- ▶ John Lewis uses integrated teleconferencing to cut travel and improve productivity, training and communications.
- ▶ Target has introduced gamified checkouts that score cashiers' transaction speed and accuracy.



## Financial services

- ▶ WestPac developed apps to allow sales teams to help field workers advise customers on their financial planning.
- ▶ Barclays made its intranet available via in-branch tablets, so staff can get fast access to the information they need to support customers.
- ▶ An insurance company ran a contest to improve its sales forecasts, rewarding points for updating opportunities and close dates.



## Manufacturing

- ▶ Tata Steel's global knowledge management strategy focuses on capturing tacit knowledge and transforming it into explicit knowledge.
- ▶ ARM Holdings uses collaboration tools to better understand emerging requirements and potential engineering solutions.
- ▶ Siemens Plantville uses gamification to educate people on what it takes to effectively run a manufacturing facility.
- ▶ Amazon uses robots to help warehouse workers choose storage locations based on how often products are ordered.



## Local and central government

- ▶ Dashboard-mounted tablets can simplify data collection on street-sweeping and waste collection routes.
- ▶ The U.S. Department of Energy uses a knowledge capture and transfer program to protect institutional knowledge in mission-critical occupations.
- ▶ The UK's Department for Work and Pensions (DWP) created a game to allow its employees to help change the organization.
- ▶ Hawaii has applied gaming components to its web services, improving online service adoption by 20%.
- ▶ More than 25,000 NATO staff in 14 countries are using a digital document handling system for business on a daily basis.





## Utilities

- ▶ The Edison Electric Institute (EEI) built an app to let network operators monitor repair crews and respond to incidents more effectively.
- ▶ Conoco Phillips and UniCredit removed information awareness barriers by creating a system to query several intranets at once.
- ▶ EDF integrated smart whiteboards into its enterprise-wide collaboration platform to absorb insight into EDF's knowledge base.
- ▶ Schneider Electric replaced 12 systems for partner and customer engagement with a single platform.



## Health

- ▶ "Find my patient" apps can help hospital staff reduce delays and improve service utilization.
- ▶ Virtual user personas can guide medical professionals to the relevant sections of a hospital intranet.
- ▶ Bupa implemented a single global collaboration and communication platform to replace 12 intranets and connect staff worldwide.
- ▶ Blue Shield's "Daily Challenge" uses social media to make wellness fun and has cut smoking among employees by 50%.

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## Transportation

- ▶ Drivers can receive real-time information on congestion and passenger capacity.
- ▶ Station staff can use mobile terminals to provide information and help passengers on the platform.
- ▶ The U.S. Department of Transportation combines information from the public with its internal knowledge to provide a real-time view of the transportation network.
- ▶ Transport providers can use mobile tools to capture safety and maintenance data.



## Public safety and justice

- ▶ Justice processes can be streamlined by digitizing case files.
- ▶ Merseyside Police uses a cloud knowledge platform to manage case loads, run projects and disseminate information.
- ▶ The UK's National Probation Service uses a secure collaboration platform to improve internal communication and collaborate with police forces.
- ▶ Kent Police used predictive analytics software to review real-time and historic crime data to help reduce violent crime.

# Building a digital workplace

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## Our guiding principles

### Value

All investment programs need to focus on business outcomes and the value delivered. We work with you to understand your business strategy and assess how your business processes and employees contribute.

We focus on delivering tangible value fast, whether driving efficiencies, improving knowledge sharing or driving innovation.

### Insight

We use insight to inform and guide our approach. This may come from an analysis of structured and unstructured data, from our network of subject matter experts, and from your own staff as well.

This principle continues beyond design. We apply insight to help measure existing operations and find ways to continuously improve and build a culture of excellence.

### Experience

We apply UX design principles to help you envision the ideal “employee journeys,” which transcend functional silos. This helps to break down organizational boundaries and focus on what’s really important in your business.

## Our offerings

- ▶ Smart digital working
- ▶ Mobility
- ▶ Innovation and collaboration
- ▶ Information and knowledge management
- ▶ Automation
- ▶ Dell Virtual Workplace

# How we work

We believe in taking a holistic approach to transforming your digital employee experience and creating a digital workplace.

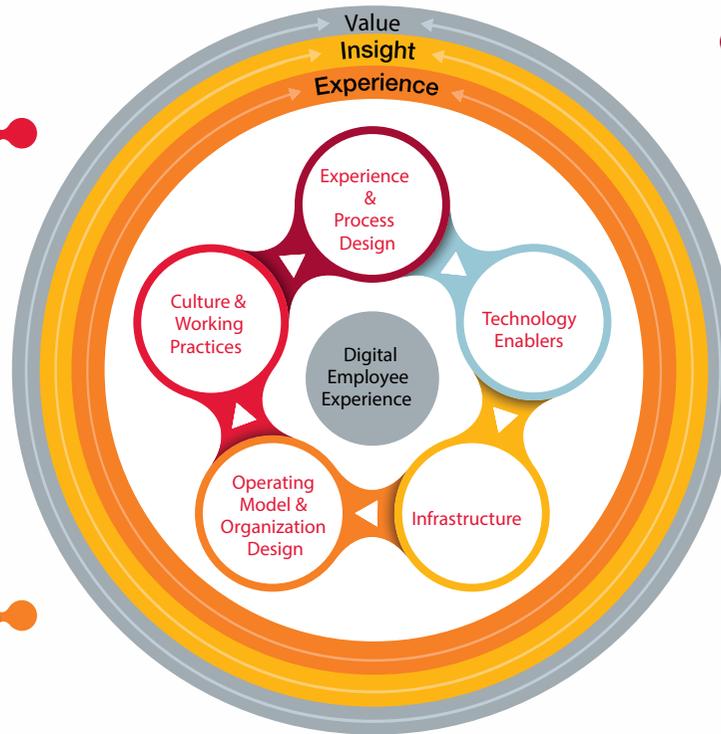
Our starting point is always the employee experience. We put in place the people, processes, technology and information enablers—using an agile, iterative approach throughout—to make the solution a perfect fit.

## Culture & Working Practices

- ▶ We're focused on business outcomes rather than isolated tasks
- ▶ We start with the employee experience and work backwards from there
- ▶ We help you reduce functional silos
- ▶ We help to embed working practices that adapt to working style

## Operating Model & Organization Design

- ▶ Business and operating model design
- ▶ Organizational design
- ▶ Business process design and re-engineering
- ▶ Performance management
- ▶ Benefits realization



## Experience & Process Design

- ▶ Focus on “employee journey”
- ▶ Elimination of non-value-added processes
- ▶ Multi-device, with assumption of mobile-first
- ▶ Collaborative
- ▶ Information rich

## Technology Enablers

- ▶ Integrated toolset driven by target user experience
- ▶ A more consumer-like working environment that emphasizes mobility and access to information
- ▶ Mobile by design, allowing employees to complete their tasks from wherever they are working
- ▶ Fast, accurate and relevant access to information
- ▶ Social collaborative interactions to share ideas with one another
- ▶ Personal analytics to provide associates’ performance metrics results and progress, such as daily/weekly sales performance, to help them reach goals
- ▶ Gamification to promote awareness of targets and desired behaviours

## Infrastructure

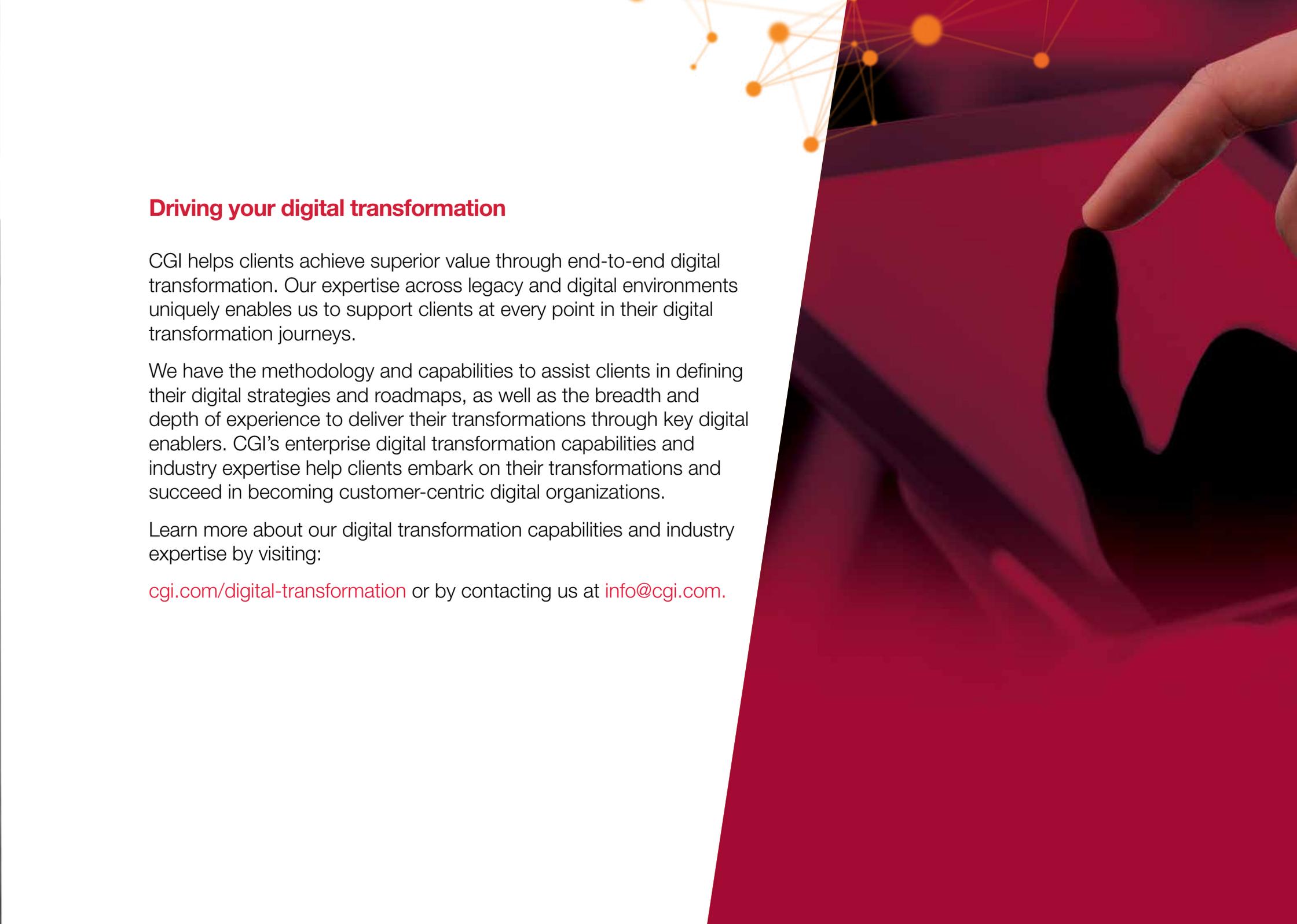
- ▶ BYOD
- ▶ Virtual desktop
- ▶ Cloud-based services

# Why CGI?

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- ▶ A market leader with deep experience and expertise
- ▶ Client focus and delivery excellence leading to consistently on time, within budget results with 9+ out of 10 client satisfaction rating
- ▶ Industry expertise—digital workplaces face similar challenges across sectors, but the key challenges are often unique
- ▶ Rapid development and deployment, reducing your time to market
- ▶ Consumption-based, “pay as you go,” agile service models
- ▶ Expertise across legacy and digital environments that uniquely enables us to help clients at every point in their digital transformation journeys



A hand is shown pointing at a tablet screen. The background is a dark red gradient. In the top right corner, there is a network diagram with orange nodes and lines. The text is on the left side of the page.

## Driving your digital transformation

CGI helps clients achieve superior value through end-to-end digital transformation. Our expertise across legacy and digital environments uniquely enables us to support clients at every point in their digital transformation journeys.

We have the methodology and capabilities to assist clients in defining their digital strategies and roadmaps, as well as the breadth and depth of experience to deliver their transformations through key digital enablers. CGI's enterprise digital transformation capabilities and industry expertise help clients embark on their transformations and succeed in becoming customer-centric digital organizations.

Learn more about our digital transformation capabilities and industry expertise by visiting:

[cgi.com/digital-transformation](https://cgi.com/digital-transformation) or by contacting us at [info@cgi.com](mailto:info@cgi.com).

# About CGI

Founded in 1976, CGI is one of the largest end-to-end IT and business process services providers in the world, helping clients become digital organizations through high-end consulting, enabling IP solutions and transformational outsourcing. With a deep commitment to providing innovative services and solutions, CGI has an industry-leading track record of delivering 95% of projects on time and within budget, aligning our teams with clients' digital transformation strategies to help them better run, change and grow their businesses.

The CGI logo is displayed in a bold, white, sans-serif font. The background of the slide features a close-up of a hand with fingers slightly curled, set against a dark red background. A network of glowing orange nodes connected by thin lines is visible in the lower right quadrant, extending from the hand's position.

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