Digital Employee Experience

Digital Customer Experience

Digital Employee Experience

Digital Insight

Internet of Things

Payments

IP Solutions

Cyber Security

Cloud

CGI

Contents

Digital Employee Expreience

Digital employee experience

Today, people increasingly expect the same experience from organisations they work for that they're used to as consumers.

Just as social, mobile, data analytics and personalisation technology has shaped expectations around customer experience, they are now starting to influence employees' expectations of the workplace.

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

The organisations that succeed in developing a digital workplace will realise 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** by enabling 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 well-being.

▶ **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, organisations tend to focus on customer experience and operational efficiency, rather than 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 organisation'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.

By 2018, we believe most organisations 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

81% of managers reported an increase in productivity after a shift to **flexi-working**

Source: Regus Productivity Report, 2013

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Business **drivers**

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

▶ **Workforce demographics**
The UK workforce is becoming more diverse. Younger, technology-savvy people are joining the workforce, while generation X and Y are choosing to retire later. Organisations 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 (AI) tools are helping employees perform tasks faster and more accurately—giving them the contextual data they need to make better decisions faster.

▶ **Data**
Organisations 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 standards.

▶ **Globalisation**
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.

▶ **The virtual organisation**
Organisations are becoming increasingly virtual, and they're able to source labour from numerous places. It's 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 visualisation**
New visualisation 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 organisation.

Anatomy of the digital workplace

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 personalised 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 whilst 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 organisation, with flexible employment contracts and working patterns.

▶ **Information:** People can be more effective when data analytics and data visualisation tools help them automate routine tasks and make better decisions faster.

▶ **Technology:** Adopting a more consumer-like approach that emphasises mobility and usability. 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.

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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 stores' 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.

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 organisation.
- Hawaii has applied gaming components to its web services, improving online service adoption by 20%.

Financial services

- WestPac developed apps to allow sales teams to help field workers advise customers on their financial planning.
- Barclays made its intranet available on in-branch tablets, so staff could 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 and consumer packaged goods

- 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.

Financial services

Utilities

Retail

Transport

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Energy and utilities

- The Edison Electric Institute (EEI) built an app to let network operators monitor repair crew and respond to incidents more effectively.
- Conoco Phillips & 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.

Healthcare

- 'Find my patient' apps can help hospital staff reduce delays and improve service utilisation.
- Virtual user personas can guide medical professionals to the relevant sections of a hospital intranet.
- Bupa uses 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. It's cut smoking by 50%.

Digital employee experience in practice

Manufacturing

Healthcare

Local and central government

Law enforcement and justice

Transport

- 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 US Department of Transport 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.

Law enforcement and justice

- Justice processes can be streamlined by digitising 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 programmes 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 this is to realise efficiencies in your business, better share knowledge or become more innovative.

Insight

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

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 organisational boundaries and focus on what's really important in your business.
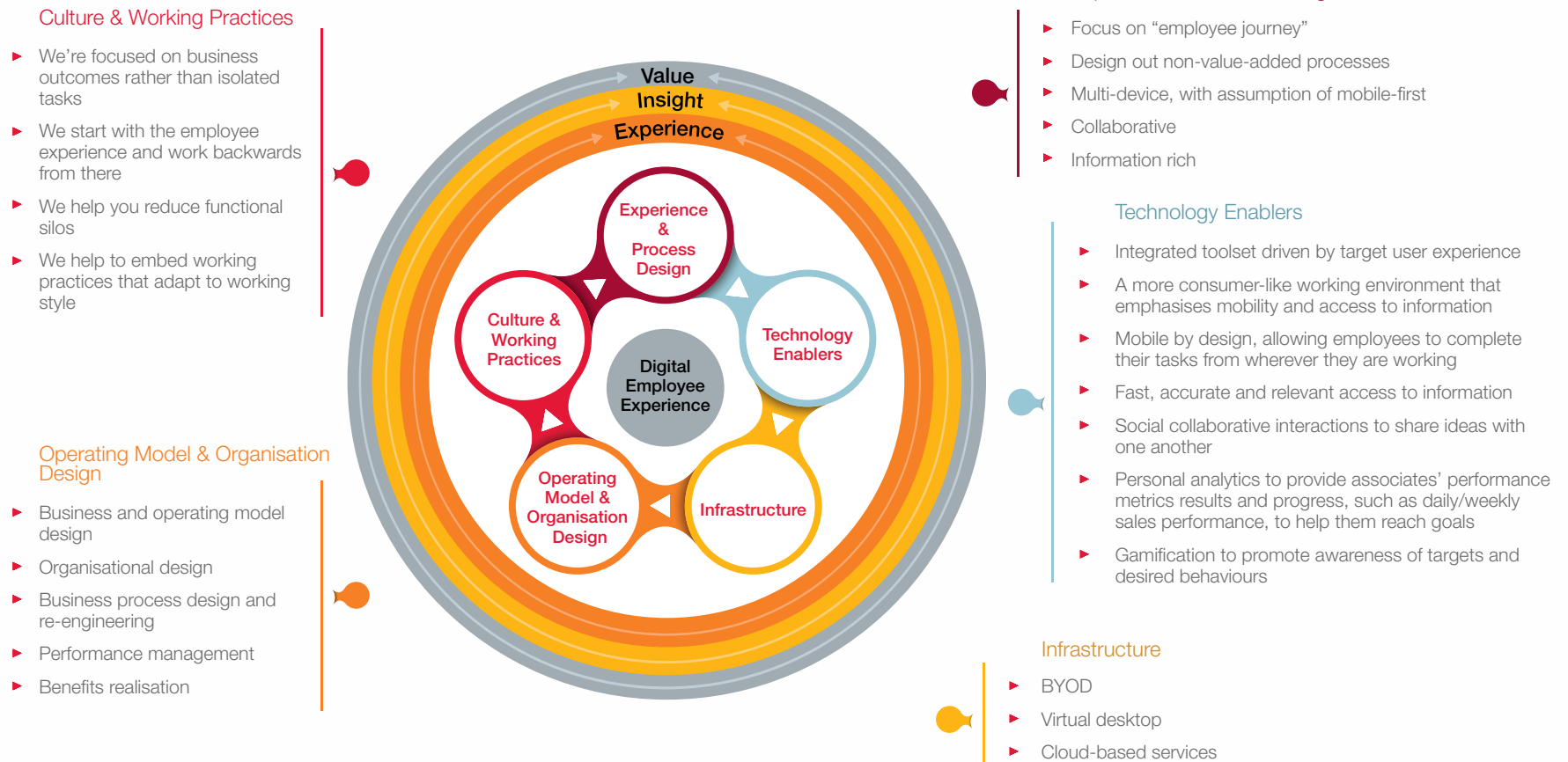
Our offers

▶ Smart digital working

▶ Mobility

▶ Innovation and collaboration

▶ Information and knowledge management

▶ Automation

▶ Dell Virtual Workplace

8

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, process, 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 & Organisation Design

- ► Business and operating model design
- ► Organisational design
- ► Business process design and re-engineering
- ► Performance management
- ► Benefits realisation

Experience & Process Design

- ► Focus on "employee journey"
- ► Design out 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 emphasises 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

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Why **CGI?**

1 A market leader with deep experience and expertise.

2 Commercial off-the-shelf, scalable and integrated services using standardised cloud-based platforms.

3 Cross-industry expertise—digital workplaces face similar challenges across sectors, but the key ones are often unique.

4 Rapid development and deployment, reducing your time to market.

5 Consumption-based, "pay as you go", agile service models.

10

Smart working—CGI's own experience

A number of years ago, CGI introduced smart working as part of its digital workplace programme. The programme incorporated a number of the digital workplace elements—such as working practices, staff empowerment, improved technology to enable a mobile-first approach—as well as improved communication and collaboration tools.

The programme yielded a number of significant benefits:

▶ Reduction in costs related to the physical estate (offices) of 20%.

▶ Increase in rental income (from renting out freed-up space) of 25%.

▶ Staff satisfaction surveys showed:

 – An 89% improvement in work-life balance.

 – A 62% increase in overall satisfaction.

 – An 87% reduction in the likelihood of wanting to leave the company, with a consequent saving in recruitment costs.

▶ 70% of managers reported higher levels of engagement and increases in productivity amongst staff.

▶ Reduction in CO_2 footprint.

▶ CGI certified as one of the top employers in the UK and Europe by the Top Employers Institute.

Virtual workplace

CGI manages over 500,000 desktops and 65,000 mobile devices across North America, Europe and Australia.

Virtual workplace is a key enabler of a mobile-first and BYOD approach for staff by separating the personal computer desktop environment, data and applications, from the physical device. Virtualised desktops, data and applications are stored on a remote central server instead of the local storage of a physical end-user computer.

This provides users with a secure, seamless and consistent way of accessing their personal virtual workplace on any capable device, including thin clients, tablets and smartphones, while ensuring their data is secure in a corporate data centre.

Virtual workplace offers substantial cost savings from operational efficiencies, less expensive end-user devices, and the ability to reduce corporate real estate costs by transforming dedicated personalised workspaces into shared hoteling spaces.

Benchmark savings include:

▶ 80% reduction for the next Windows OS migration project.

▶ 50% reduction in operating systems imaging support costs.

▶ 25% reduction in helpdesk incidents.

▶ 10–20% reduction in real estate costs.

In addition, the BYOD approach offers the potential for organisations to reduce or eliminate the costs associated with providing end-user devices.

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About **CGI**

Founded in 1976, CGI is a global IT and business process services provider delivering high-quality business consulting, systems integration and managed services. With 68,000 professionals in 40 countries, CGI has an industry-leading track record of delivering 95% of projects on time and within budget, aligning our teams with clients' business strategies to achieve top-to-bottom line results.

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www.cgi-group.co.uk

Email: ian.watts@cgi.com
Web: www.cgi-group.co.uk/digital-transformation/digital-employee