

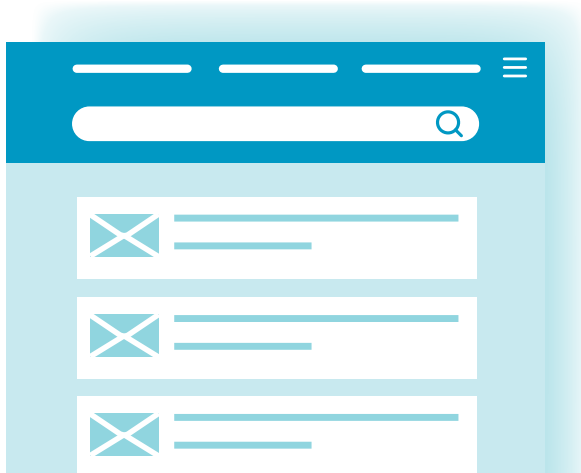
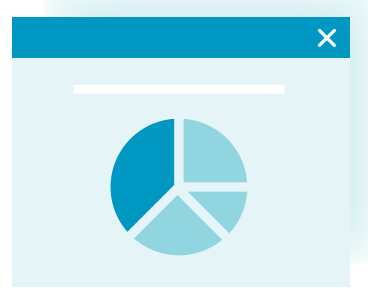
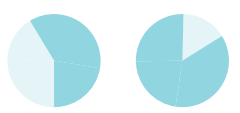
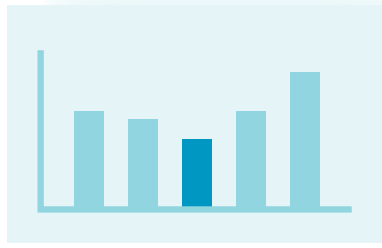
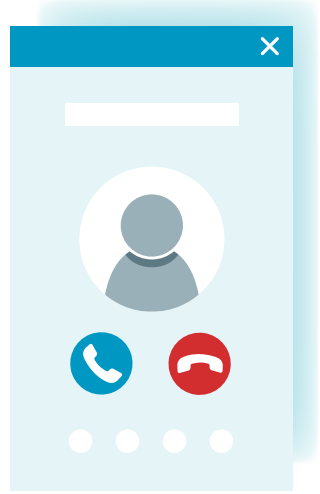
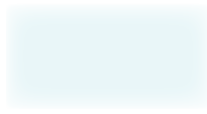
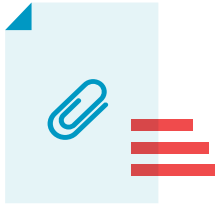


Getting the digital workplace right

A no-nonsense guide for IT managers

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INTRODUCTION

Today's Digital Workplace Defined

In this day and age, the workplace is no longer just a physical space, office or desk. Work, and the physical locations where that work is performed, are increasingly decoupled. As such, the workplace has digitized and it has come to mean: the set of tools and technologies people need for getting their job done. Efficiently, effectively, and just about anyplace, anytime and on any device.

If we take this a step further, we come to see it is not just about tools and technology. Gartner defines a digital workplace program as “a business strategy to boost workforce digital dexterity through an engaging and intuitive work environment.” And ultimately, it is exactly that: something that turns out to be of such extreme value to users, they do not want to revert to the old way of working. This, it often turns out, is a real challenge.

We all know there is no such thing as ‘the’ digital workplace. Digital workplaces vary from one sector to another, one business to another, even one employee to another. So the first thing to do, when starting a project, is to find as exact as possible an answer to the questions:

1. What does a digital workplace for my organization look like?
2. How do we get there from here?
3. How will we define and measure success?



PART 1



The Need for a Digital Workplace

In most cases, the need for a digital workplace is defined by one of **three main drivers:**

1.

There's a **legacy system** which is nearly end-of-lifecycle, possibly underperforming, and as such under scrutiny.

2.

Employees **waste too much energy on time-consuming and avoidable tasks**, such as unproductive information searches, unnecessary travel, excessive email, technology bugs etc.

3.

Employees **lack a digital work experience** that feels as if it was “made for them”, i.e. shaped to fit their unique needs and circumstances.

In all three cases there's a sense of urgency and/or frustration which can be heightened by extra business driven requirements, such as the need to:

- Facilitate a merger or acquisition
- Eliminate shadow IT
- Increase security
- Move to the (hybrid) cloud
- Boost the attractiveness of the company as ‘a great place to work’
- Help IT move on up to the next maturity level

This illustrates something which we all know: digital workplace projects are first and foremost **business initiatives** – not IT projects, albeit a large portion of the budget usually comes from IT – which have far-reaching consequences for the company at large. As such, these projects do not only need C-suite buy-in, but dedicated commitment from the entire company: end users, middle management and C-suite alike.



PART 2



What You Will Get from this Guide

This working guide is by no means a complete primer on how to select and/or implement a new digital workplace. It is actually trying to be useful in a more hands-on way: help decision makers and their teams and colleagues (in IT, HR, Communication and so on), i.e. help you tackle a number of hurdles on the road towards a solution that is the right fit for your organization, and that users embrace.

These are the hurdles we will tackle in this guide:

1. Building the case

Insider tips & tactics that help you secure C-suite buy-in

2. Legacy migration

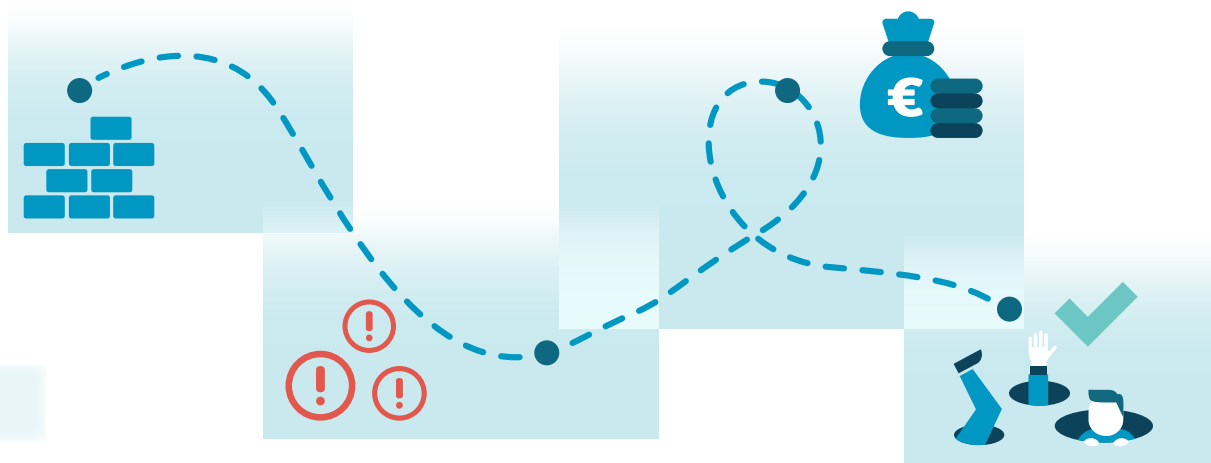
Often overlooked non-technical risks you need to factor in from the start

3. Cost

What you need to know when comparing offers from different vendors

4. User adoption

How to avoid the biggest pitfall in digital workplace projects



PART 3



Digital Workplace Workbook

BUILDING THE CASE:

Insider tips & tactics that help you get the C-suite buy-in you need

Many of the tips and tactics for building a case are about cost. This is a tangible pain, as it is not simple to calculate TCO or even to compare offers from different vendors. Other tactics revolve around non-financial issues such as the need for a communication strategy, as well as an implementation strategy.

1. Try to utterly demystify TCO

Calculating the TCO of a digital workplace project is hard. The total sum of hardware, software and services is usually very complex, especially given the fact that some aspects can be taken on by either customer or supplier, for any given period of time - licencing is a good example. You can ask your vendor to construct a timeline, detailing who will bear which cost during which timeframe.

When it comes to comparing offers between vendors (something which we cover in detail further on), ask for a TCO breakdown in as much detail as you can, as this will help you compare apples with apples, instead of bananas. Again: this is something a vendor should be able to help you with.

2. Put a value on intangible gains

Many of the gains of a digital workplace project are 'intangible': higher productivity, improved business processes, increased happiness at work, better employer reputation etc. Try to allocate each of these advantages to a specific department or departments, and work with them to put a monetary value on it.

Take 'reputation': hr will greatly benefit from a brand lift as a great place to work. What could this mean in terms of decreased costs for, say, recruitment, employer branding or employee attrition? The same goes for productivity. If

every employee frees up one hour a day as a result of the new workplace, what does that mean in terms of getting more core tasks done?

3. Talk about internal cost upfront

The most overlooked 'cost' in any project – be it a digital workplace project or any other – is the time and energy it requires from people on your side. A good vendor will work with you, in that they will try to make clear which workload from which type of resources you will need to factor in at which phase of the project. A timeline is a great visual to make this clear.

This will also allow you to plan ahead, and work out ways in which these dedicated resources' workloads can be taken on by others - be it internal staff or external help – if they threaten to overwhelm them. You do not want people to burn out over the project! Some companies create a pool of 'butterflies', i.e. people from other departments who can be called upon to pitch in.

4. Share the budget load

We know that digital workplace projects benefit the entire business. Yet strangely enough, IT is often asked to shoulder the (entire) budget burden. As a result, when cuts need to be made, these occur in places IT departments do not consider to be crucial, such as change management. A bad move, as a lack of user adoption is the number 1 fail factor for IT projects worldwide.

Instead of looking for ways to make cuts, it makes sense to look for ways to share the budget burden. We already talked about allocating specific gains to specific departments (hr, communication, marketing, sales, ...). The same goes for the budget. If you make clear who

benefits to which degree from the digital workplace project, it is not so unusual to ask them to co-fund it.

5. Unearth hidden advantages

Make sure that you mention hidden and/or future advantages. For instance: when you migrate an environment that consists of Exchange, SharePoint and Outlook to Office 365, you get much more than an updated version of the features in those tools. To expand on this example: with Office 365, users get access to a whole range of extra (often: free) applications that help them communicate and collaborate more efficiently and effectively, 24/7, anyplace, anytime and on any device.

By giving users access to a uniform set of extra tools within their new workplace, you actively help combat and decrease Shadow IT (a genuine headache for many a C-level executive) and reduce the risk of security breaches (a factor which is gaining in importance in digital workplace projects).

6. Connect the dots

A digital workplace project is not an island. When convincing the Board to invest in this, it makes absolute sense to show the connection to the company's strategy, mission, vision and ambition whenever you can. Prove that the digital workplace is a tactic for the strategy, an enabler for the goals. Weave your story into the corporate story.

Another way of connecting dots is to translate IT capabilities into business value, for instance with a business value model. The people holding the purse strings are not interested in functions and features so much as they are in the (monetary) value the project will bring to the table.

7. Tell a convincing story

Digital workplace projects are all about change. They urge, and sometimes force, people to adapt to (radical) new ways of communicating, collaborating and going about their daily tasks. This is exactly why people can be slow in accepting their new work environment, or even point blank refuse to embrace it. User adoption is a - if not *the* - critical success factor in a digital workplace project.

That is why it is crucial to be able to tell a compelling story, and to explain not only what will change and when, but why and how and - most importantly - what's in it for everyone involved. You basically have one shot at this, so the story better be easy to digest and even easier to pass on. Tip: give the project a (catchy) name, preferably one that symbolizes what you want to achieve with it.

8. Assign ownership right from the start

Everyone knows that projects without dedicated ownership are doomed to fail, yet it happens frequently that large-scale projects have no primary sponsor, people don't know who the primary sponsor is (if there is one), or the primary sponsor does not really have the mandate to manage the budget or assign resources as he or she sees fit.

Projects do not just need a main sponsor, they also need a building coalition that supports the sponsor from start to finish, including the messy middle that occurs in any project. Be sure to include IT and middle management in that coalition, two groups that are often overlooked when it comes to building a solid support base.

9. Identify clever quick wins

The need for a digital workplace is usually triggered by a number of urgent problems, such as badly performing legacy software (that may also be end-of-licence) or a productivity drainer, such as the inability to find the right data or information fast and securely. Tackling one of the faster or easier-to-solve problems early on - and thus creating a quick win - might help you build your case and get buy-in for the project at large.

Whatever quick wins you identify, be sure that they are not perceived as fringe activities, but that they tap right into the heart of the project, i.e. the shared understanding of the 'why.' As we mentioned above, all the dots need to be connected in order for the project to make sense. So identify and select your quick wins with precision, as they will be the proverbial foot in the door (or not) for buy-in and the project at large.

LEGACY MIGRATION

Three non-technical risks you need to factor in from the start

Legacy software migration comes with a lot of technical challenges – data validation and cleansing, security, application dependencies, to name just three – that need to be factored in right from the start in order to avoid setbacks or failure.

In this chapter, we want to focus on a number of non-technical or cultural issues that often occur in migration projects. These get a lot less attention than the technical hurdles, but turn out to be as crucial in getting your digital workplace project done properly first time around.

Risk 1: Pouring old wine into new bottles

Implementing a new application without changing any of the underlying processes is like taking the motor out of an old car, dumping it into a shiny new body and digitizing the highway underneath it. You lose when you do business the old way with a new system, and you lose more than just money (though that as well). What it boils down to is an unwillingness, inability or fear to take difficult decisions: about business processes or Shadow IT or legacy applications.

Shadow IT and legacy software can never just be wiped off the board in one go. If you can't offer a better alternative, shadow apps will keep popping up. With legacy software, things are more complicated. Sometimes, core legacy applications need to be kept on board for various reasons. This introduces integration and management challenges that need to be addressed. In other cases, legacy software will need to be phased out over a period of time, technically and financially.

What this means is that the 'new' and 'old' world will need to coexist, for a certain or even an indefinite period of time, with as little end user disruption as possible.

Risk 2: Taking middle management and IT for granted

When people talk about buy-in, they usually think of the C-suite and the end users, without whose cooperation the project will fail. Very often middle management and/or IT are somehow overlooked or taken for granted, 'sandwiched' as they are between these two groups.

And that is strange, since the people in middle management are often the ones who will need to evaluate whether or not the project is successful. If the main goal of a digital workplace project is 20% more efficiency, it will be up to middle management to determine if that goal has been achieved. Which is why these middle managers need to be represented in the building coalition.

In the case of IT, it pays off to remember that any project where manual tasks are automated overnight may trigger a defensive reaction. The fear of losing control, coupled with a need to mark 'IT turf' can slow the project down considerably and jeopardize a successful outcome on time and within budget. IT needs to be onboard and all-in. One way of doing that is by highlighting all the other – more challenging and interesting – projects IT will be able to tackle with the extra time.

Risk 3: Underestimating the impact of operational disruption

Operational disruption (such as the inability to ship products or close the books) are common pitfalls of IT-projects, and they have wide-ranging repercussions on the bottom line. Which is why it is crucial to do everything you can to contain or avoid it altogether. One of the tactics is to work with a pilot group on which you unleash and test your approach and roadmap.

Question is: which group or department is best suited to be a pilot? This depends, but it is not necessarily the group where the need for change is most urgently felt, or the department with the highest amount of issues. The *willingness* to change, for example, is more important than the *need* to change. That said, **these are the characteristics of a good pilot group:**

- not mission critical
- wants to change and is willing to change
- has enough leverage in the organization
- has a certain visibility in the organization
- has enough 'weight' in terms of business processes (not necessarily people)

COST

What you need to know when comparing offers

As we mentioned earlier on in the workbook, customers struggle when comparing offers for digital workplace projects from different vendors. The proverbial figure on the bottom of the last page can vary so much between offers, one simply knows there must be differences in what is being offered.

Transparency and detail are key in an offer. The tips below should help you to detect and unearth inconsistencies, assumptions or hidden costs.

1. Detail, detail, detail

As we mentioned above, it is important that you insist on drilling down costs in as great detail as possible. Make sure the distinction between project cost (= cost for implementation), run cost (= cost for management and support) and change cost (= cost for standard changes and custom changes) is clear. If you see a fixed price, go into the details and unearth any assumptions it might come with.

2. Assumptions

Offers usually contain a number of assumptions, intentionally or not. Examples include licencing (a vendor can assume a customer already has certain licences), availability of customer resources (a vendor can assume the proposed timeframe is feasible for the customer, and that he can allocate resources accordingly) and hardware (a vendor can assume that the current end user hardware is capable of running all the applications). Make sure all the assumptions are on the table.

3. Lead time

Remarkable differences in lead time usually point to differences in scope or to hidden assumptions. Check what is included and what is not (testing? project management? change management?). A 3-month lead time might look more attractive than a

6-month one, but look for assumptions. Your vendor might be able to maintain a 3-month lead time in terms of resources, but the pressure on your own people might turn out to be too high. Ask for details.

4. Scope

When there's a considerable difference in price, check the following things. Does the offer contain training, change management, a user adoption program, project management etc? Does it include addons or tools which automate manual tasks and which come at a fee, but save money in the long run? Is documentation of your specific (custom) solution and setup included (we're not referring to manuals here, but tailor-made documentation of your solution). All these features come at a cost, but all of them reduce the risk of failure.

5. Daily rates

Differences in daily rates can point to differences in seniority, business process knowhow, sector expertise and so on. You might want to take a look at cv's. Also check lead times: high(er) daily rates may come with short(er) lead times, which in turn means you need to check feasibility on your side. Find out whether the mentioned daily rates are also applicable after go-live. Often interventions 'at call' after a solution has been delivered, come at a much higher rate.

6. Licencing

Licencing is a pretty complex issue which requires specialist skills. When checking licencing cost, does the offer contain the licences you need today, or did the vendor take into consideration your (not-so-distant) future needs? If your company has a growth strategy, or is planning to make an acquisition, it might be more advantageous to buy licencing with that scenario in mind, than to stick to what you need today and upgrade later.

7. Scalability

A more expensive offer might point to a higher degree of scalability and future-proofness. This can include: the possibility to offer IT support from start to finish and across several disciplines, the possibility to implement the solution in different countries and/or several languages, and so on. Again, the real question here is not what you need today, but what you might need in the (not-so-distant) future.

8. Service Level Agreements (SLAs)

Service Level Agreements come in different flavors. The most crucial question here is: what does your company need? Do you really need a response time of 1 hour as opposed to, say, 4 hours? What is must-have versus nice-to-have? Flexible vendors can offer a wide range of standard SLA components, and thus create a solution that perfectly aligns with what your company (minimally) requires. This way, you don't end up paying for what doesn't bring you any added value anyway.

9. The final figure

Is the price in the offer for the entire project or part of it? If this seems like kicking in an open door, here's a not so hypothetical example: if a project consists of rolling out a workplace for 65 departments, some vendors will give the price for 1 department (assuming the customer will make the calculation himself), whereas others will include the total cost for all 65.

10. Data driven or guesswork?

What is the offer based on? There will be a huge difference between an offer that is based on a high-level analysis, and one which is not. A high-level analysis guarantees more accuracy, both in terms of budget and roadmap feasibility. And while such an analysis comes at a cost, this is negligible compared to the transparency gained. Because, in the end, nothing is as expensive as the wrong choice.

USER ADOPTION

The biggest pitfall in digital workplace projects

So you've recently implemented a new digital workplace, or you are planning to do so. That is great! But how do you convince end users to embrace the new solution? It sounds simple – just use the tools, right? But in daily practice, it is more difficult than that.

Implementing change in an organization, even when it is desperately needed, is often met with resistance. Many people buy into the old saying: “better the devil you know than the devil you don't”, and insist on sticking to their old way of working, even if this is far from ideal.

Change is hard. It means a loss of control, and it strips away our routines and habits, which is really challenging for us. Change also creates anxiety, as people ask themselves: Will I be able to handle the change? Am I going to have to work harder? Will I end up getting fired?

Three questions lie at the heart of effective change management: Do employees **want** to work with the new digital workplace? Are they **able** to, meaning: do they have all the skills and knowledge it takes? And **will** they?

Here are a number of tips for each of these three categories.

1. Go all-in and launch a marketing campaign

Present your story as an attractive marketing campaign, with its own logo, slogan and original name. Keep in mind that people are at the heart of the project. Choose your slogan and project name based on what you want to achieve with the new tool. Feel free to get your inspiration from other organizations and their change management campaigns.

2. Stay ahead of the gossip

Digital workplace projects are not always well received: employees can be afraid of the learning curve and they may think that the tool will make their job more difficult, or even obsolete. That is why you need a solid story. Why are we doing this? What impact will the project make? How will it help us to work more efficiently in the future? By thinking about such questions in advance, you can debunk any unjustified criticism from the start.

3. Be aware of the 'conflict of generations'

Once your story is clear, you can gradually share it across the business. The intranet, strategy meetings and receptions are great tools for this. A 'conflict of generations' is often mentioned as the main reason for the failure of change projects. Typically, there are three to five generations working within any organization, each with their own preferred communication channels. If you only share your story digitally, you are likely to miss out on part of your target group. It is much better to use a healthy mix of online and offline channels.

4. Lead by example

In addition to a good story, getting the management involved is essential to the success of this phase – and all future phases – of the change management project. Management don't only have to communicate the objectives and benefits in a clear manner, they also have to set a good example. So it's important that the senior management has a strong and visible position in the project.

'Setting a good example', however, is not solely the responsibility of the management. You also need to recruit ambassadors and 'power users' amongst the end users, as they will play a major role in the next phase.

5. Train the trainer

A tried and tested approach is the 'train the trainer' principle, where you choose a number of internal ambassadors or 'power users' who will master the tool first. They will then pass on their knowledge to their colleagues. Ambassadors or power users don't only learn to use the tool themselves, but are also directly involved in its roll-out. They test the solution and provide feedback in an iterative process. Based on this feedback, you can adjust the project where necessary. This ensures that the needs of the end users always come first.

6. Start user training from daily activities

Many training courses start from the perspective of the tool itself – "SharePoint training", "Office 365 training", etc. A better approach is to use the day-to-day tasks of employees as your starting point – "How do I create new projects, and how do I follow up on them?". This will immediately link the new solution to concrete efficiency benefits.

You should also tailor the training materials to the role of the specific user as much as possible, because not everyone will need the same features. By focusing on what the tool can do for specific roles, you shorten the learning curve and increase the chance of a successful learning cycle.

7. Provide sufficient 'dedicated' resources

The introduction and roll-out of a new tool in your organization often requires a great deal of commitment from the parties involved. For certain stakeholders, such as the project manager and the ambassadors, it is a part-time – or even full-time – job. Research shows that this is one of the most underestimated factors in change management, so it is important that the management is aware of this.

A possible solution is to provide a (part-time) replacement, or to temporarily outsource some tasks. By providing sufficient time and space, you ensure that the quality of day-to-day work does not suffer during the project.

8. Bonus tip: it is an excellent opportunity for

IT managers to shine!

Digital workplace projects are about changing the way we work – sometimes radically. And although technology is obviously key, the people who actually use it are the most important aspect of these projects. Because no matter how you look at it, without dedicated users a great tool is nothing but an empty shell.

IT is expected to take care of the technology side; everyone agrees on that. But IT managers can also play a key role when it comes to user adoption, which is often overlooked. These are some of the reasons why IT managers can – and indeed should – play a crucial role:

- **Reducing the gap between IT and the business:** Implementing a digital workplace is not an IT project, but an improvement project with strategic business objectives. IT is mainly an enabler in this context. Assessing the importance of user adoption correctly – and taking responsibility for it – shows that you are close to the business.
- **Thinking of yourself as the CIO of the future and building bridges:** The roll-out of a digital workplace tends to have many sponsors, from hr to communication. Someone has to be the linchpin or link between all these departments, and IT managers are in the best position to take up this role. But there's more. By reaching out to the other sponsors, you show that you are a visionary CIO, who can bridge the gap between different stakeholders in the organization.
- **Expanding the budget for the digital workplace:** IT budgets usually leave little room for change management. But digital workplace projects are business projects, not IT projects. So it is only logical that part of the budget should come from the other stakeholders involved, such as hr and communication.

- **Taking on a proactive and more strategic role:** People often think of IT as being stuck in a reactive comfort zone. Coming up with a smart and pragmatic change management plan in a timely manner means breaking out of this comfort zone and adopting a proactive stance. This also demonstrates your strategic value.

PART 4



**The key to success is
to start on the right
track**

Digital Workplace Analysis

The key to success is to start on the right track. That is why, prior to a digital workplace project, we offer our customers the opportunity to collaborate with us on a lightweight, pragmatic and transparent **Digital Workplace Analysis**.

- A Cegeka Digital Workplace Analysis combines insights gathered from what we see as the three main stakeholder groups or 'streams', all of whom need to be aligned: Business, end users and IT.
- The different components of a Cegeka Digital Workplace Analysis – from as-is blueprint to to-be design – allow us to define and propose tangible business cases for each of these groups or streams.
- The cases are plotted onto a modular Digital Workplace Roadmap, prioritized by the customer, and including a high-level budget and an actionable end-to-end plan for each stream.

The Cegeka Digital Workplace Analysis is a paying service, but there is no lock-in: if you decide not to pursue the project, then the buck stops there.

For more information about the Cegeka Digital Workplace Analysis or to get into contact with **Bart Swerts** at bart.swerts@cegeka.com

Digital Workplace: why Cegeka?

We have sector-specific business process knowhow in a wide range of sectors, including industries with critical applications such as banking and healthcare.

We operate with a firm focus on key success factors such as business-IT alignment, change management and user adoption.

We offer an end-to-end solution and a Single Point of Contact, supported by a dedicated team of more than 250+ Digital Workplace specialists.

We have international and hands-on experience, having implemented over 20k digital workplaces for 35K users at for 30+ customers worldwide.

Digital Workplace at Cegeka: a high-level overview of our offer

Our offering for Digital Workplace includes out-of-the box as well as custom solutions for:



Intelligent communication and collaboration platforms



Workplace insights



Personal employee experience



Infra and enabling technologies



Security

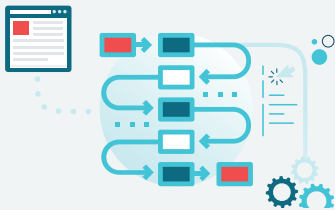
We offer Digital Workplace services for:



Workplace Governance



Device as a Service



**Adoption and Change
Management**



Support

