The New Digital Workplace
Employee Productivity, Brand Image, Business Value
Key Takeaways
The Digital Workplace is considered as an overall company asset.

Seen as an IT infrastructure component for years, the workplace is now a strategic challenge for companies; the “Digital Workplace” brings a disruptive value-added differentiating element in a highly competitive market where new needs have emerged: mobility, seamless experience across multiple devices, self-care, social media and global collaboration... Furthermore, these needs cannot be addressed through traditional methods of delivering workplace services.

Addressing the Digital Workplace as a whole is a fantastic opportunity for CIOs to emerge as Digital Champions.

The Digital Workplace raises a question about its ownership in the organization: who shall now be accountable for an asset that must address such a wide range of needs? For the Chief Technical Officer, the primary concern would be to implement new IT services and support new devices. For the Chief Human Resources Officer, it would be about determining new employee benefits policies and improving the standard way of working. For the Chief Digital Officer, it would be about channels and improving the customer experience through better interactions with the employees of the company. Today, the Digital Workplace has become a functional area. However, unlike the other functions such as CRM, Finance, and Supply chain, it doesn’t have a clear representation in the executive committee. For the CIO, it’s a tremendous opportunity to leverage his/her traditional position in the company by going beyond their traditional role of ensuring service quality or providing systems when requested by the business.

The Digital Workplace will become the future “Digital Hub” for cloud services in the company.

As emerging technologies are rapidly integrated in the consumer market, the time-to-user becomes critical for companies. For IT organizations, this need for speed cannot be addressed through standard delivery models. With the rise of Cloud services, positioning the workplace as a “digital hub” presents a disruptive opportunity for promoting new services to end users by combining cloud or in-house services.
From a Traditional Workplace to a Digital Workplace
The workplace constantly undergoes a game-changing transformation, driven by new technologies, approximately every 10 years when these technologies – considered “new” for a certain time frame – have finally proven their viability to the public. Each transformation is the stepping stone for the next, and missing one makes the climb even more challenging. In the 90s, companies connected their employees together through networks, and in the 2000s, the Internet connected these computers to the world. Throughout the history of digital collaboration, by and large, organizations have been following these changes in their business ecosystems either as early adopters or as aware followers. Today, organizations are at the threshold of a new digital revolution: the era of mobility and the “Digital Workplace”.

End-users want no less than an experience as close as possible to what they get at home. Employees often have better digital solutions at home than they do at work, and many customers are more technology savvy than the people trying to sell to them. They want to access their data anywhere and anytime. They also want to communicate with tools and applications that they use in their personal space as well. Owing to the high expectations of their employees, businesses are compelled to get their services in line with their stakes. With these ever-increasing demands, they need to accelerate the time-to-market and have quick access to relevant data.

IT organizations are aware that the quality of workplaces that they provide mirrors their capacity to answer business needs: they must adapt their services to this new situation and contain the dwindling use of in-house services. The gap between IT and businesses will continue to rise unless IT organizations understand that they have to transform the way they deliver services if they do not wish to lose this battle.
The Digital Workplace is a Business Enabler
The Digital Workplace is the core of a complex digital ecosystem. Whatever the function in the organization and whatever the business challenge, addressing the digital dimension is akin to addressing the Digital Workplace. Transforming the traditional workplace into a Digital Workplace involves re-inventing the working environment, taking control of the disruptive digital technologies, optimizing capital costs, while providing a new end-user experience. The Digital Workplace is therefore not just a pure IT topic; rather it’s an opportunity for companies to become end-user centric in order to activate new performance levers. By doing so, the Digital Workplace will be considered as an overall company asset, which is critical for the business just as any other core services.

The Digital Workplace is at the core of the Digital Ecosystem

- Fast ongoing technological cycle
- Ultra mobility
- “Expert user”
- “Fun”
- Up-to-date technology
- Performance
- Multi channel approach
- Extended working environment
- Cloud Services
- Efficiency
- Agility
- Communication
- Mobility
- Brand Image
- Attractiveness for digital generation
By taking ownership of the Digital Workplace, CIOs become enablers of the digital transformation, fostering behavioral changes of stakeholders and end users. The Digital Workplace topic can be handled in many different ways, from employee benefits policies for the CHRO to social media and customer interactions for the CMO and CDO. In the last 18 months, several technical and high-investment projects have been launched in certain companies: OS upgrades to move away from Windows XP, mass roll-out of tablets to address the growing demands of end users and IT consumerization, testing the BYOD to find levers to optimize running costs, etc. The workplace is one of the few topics that impacts the vast majority of users in a company; it is now time to address it globally. Furthermore, without clear ownership of the Digital Workplace in the organization, the CIO can leverage this opportunity to extend his/her footprint and move beyond simply implementing new IT services. By embracing these new digital technologies, the CIO will strengthen and develop his/her strategic position within the digital ecosystem, improving employee experience, regulating innovation intensity and optimizing costs.

The Digital Workplace is an innovative and business focused “Digital Hub” and no longer a technical infrastructure component. Organizations have spent years and a lot of efforts to industrialize the workplace. Today, the arrival of several new cloud-based operating models enables organizations to leverage disruptive methods for delivering services. To address the new business requirements related to mobility, collaboration or self-care, while ensuring performance and cost efficiency, CIOs have to build a new service platform which is accessible both in-house and on the Cloud. The digital maturity of companies varies from one company to another. Nonetheless, the journey of setting up the Digital Workplace as a digital hub has already begun.

The journey towards a Digital Workplace
The transformation of the Digital Workplace is a sustainable phenomenon: it is likely to evolve further and IT must be ready for that. As emerging technologies are rapidly integrated in the consumer market, the time-to-user in workplace innovation becomes critical for the business. Digital users expect the IT to manage new technological trends once these appear in the consumer market, but the adoption process can be a long and complex task. Several innovations are already on their way: Google glass, iWatch, connected objects, electronic pens, 3D printing, Wi-Fi printing, curved screens... Clearly, there is no end to innovation. The IT organization must optimize the time-to-user by launching technology watch programs to identify the potential value that the emerging technology brings to the business and the share of users who are likely to be impacted due to the arrival of an emerging technology in their workplace. It is fundamental for an IT organization to adapt its governance model to prevent the “gadgetization” of the landscape and to make it possible to industrialize innovation.
Capgemini Consulting's Digital Workplace Transformation Framework
We have applied our in-depth experience and knowledge acquired through years of consulting to top IT executives to develop the Digital Workplace Transformation Framework. Capgemini Consulting develops its perspectives on the best practices related to digital transformation trends across the world through our joint research program with the MIT Center for Digital Business. The research program allows us to better understand the profound impacts of the changing digital technologies and to further refine our framework and approach.

Capgemini Consulting’s Digital Workplace Transformation Framework comprises 3 service areas which are detailed in the following segment:

**Digital Workplace maturity assessment**

The starting point of the Digital Workplace Transformation journey is an assessment of the company’s current maturity with regard to the Digital Workplace agenda. The findings will be compared to industry benchmarks and real use cases across 6 key areas in the assessment to quantify tangible performance results:

- Strategy & Ownership
- Devices & Mobility
- Applications & Cloud services
- Data & System security
- Collaborative services
- User Care

With this assessment, our clients have a concrete “snapshot” of their current maturity with regard to their operating model, their tools and their financial KPI.

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**Example of a Digital Workplace maturity assessment outcome**

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<th>State of the art</th>
<th>Strategy &amp; ownership</th>
<th>Devices &amp; Mobility</th>
<th>Applications &amp; Cloud services</th>
<th>Data &amp; System security</th>
<th>Collaborative services</th>
<th>User Care</th>
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<td>Low</td>
<td>No commitment from the Executive Committee</td>
<td>Ongoing projects all across the Group</td>
<td>Early ongoing initiatives on strategic topics</td>
<td>Some solutions available</td>
<td>Lack of interoperability and global consistency of all solutions</td>
<td>No appropriate service catalog</td>
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<table>
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<tr>
<th>Comments</th>
<th>Market adoption</th>
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Transformation of the end-user experience

When thinking about the Digital Workplace, CIOs have to solve a complex equation resulting from User Satisfaction, Innovation Intensity and Cost Effectiveness. To resolve this issue, all end-user experiences have to be reassessed and all services realigned.

Figure 5: The Digital Workplace strategic positioning model

Focus the workplace transformation on initiatives targeting user centricity
Capgemini Consulting helps companies to completely rethink their workplace services (technology, global collaboration, mobility) to achieve lean and error-free processes, leveraging Business Process Management techniques. Business cases, people performance and change management analyses, combined with financial and user satisfaction criteria, provide the right insights to CIOs enabling them to achieve an optimal state in this equation: in other words, an efficient innovation process, built to quickly deliver tailored services, designed at the lowest cost, to guarantee the highest end-user experience.

**Digital Workplace enterprise architecture**

Capgemini Consulting, in collaboration with our network of experts across the Capgemini Group, provides services related to the design and optimization of enterprise architectures incorporating digital technologies like mobility, security, cloud services, collaborative solutions, and the intelligent service desk to establish an agile interaction layer, while preserving your legacy foundations for transactional processes. Our Digital Workplace Enterprise Architecture Model, end-user experience, applications and infrastructure are supported by a fully service-based and integrated “Global Architecture”.

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### Global architecture of the Digital Workplace

#### Guiding principles
- Defining discrete value
- Loosely coupled and highly cohesive
- Re-use and integrated
- Clear service level definition and management
- Virtualization
- Based on pervasive standards

#### Service based

#### Service formulated

#### Service orchestration

**Integrated framework**

- Potential consumer
- Private consumer
- Business consumer
- Business partner
- User

**Devices**

- Headquarters
- Fields
- Stores

**App store**

- Access layer
- Identity management service
- Partner extranet
- Context based access control

**Interface layer**

- Self service portal
- Self provisioning portal

**Service orchestration**

- Application integration & business process
- Service integration
- Service aggregation

**Private hybrid cloud**

- Workplace & OA Back-end
  - Virtual desktop
  - User environment management

- IT services IaaS, PaaS, SaaS
  - Oracle
  - Fusion
  - Service storage

- Business Apps
  - Global Bridge
  - Regional Bridges

**Public Cloud / SaaS**

- Office 365
- AWS
- Salesforce.com
- Box
- Radian 6
- Azure
- MS
The Transformation Journey
The Digital Workplace Transformation journey is flexible, but based on a few key steps which are discussed below. Each organization will go through its unique digital transformation journey with the individual starting point depending on its digital maturity and the direction set by its strategy and ambitions.

**Discover – "Digital Day"**

The Discovery Workshop is a one-day collaborative session between experts and key decision-makers from our client organizations and Capgemini Consulting. At the end of the day, the case for change is drafted based on discussions around worldwide trends and the current assessment of your organization, highlighting the:

- Ambitions for the Digital Workplace in your organization
- Future business and operating model expectations
- Overall timeline for the future digital journey.

This one-day session is organized using facilitation workshop techniques, either in your premises or ours, to bring collective intelligence and innovation together.

**Prove the value**

A short diagnosis around the case for change, developed during Phase 1, the “Discover” phase, is carried out based on our Digital Workplace Maturity Assessment. This comprises focus interviews with key executives and also data gathering to complete the benchmarking segment of the maturity assessment. The value is proven through factual evidence and value models. Alternative operating models are also explored to unleash the potential value of digital disrupters.

The case for change is completed with the following deliverables:

- A complete vision
- A transformation roadmap with the appropriate governance model
- A documented business case.

**Initiate the transformation**

After a positive outcome from Step 2, “Prove the value”, the next phase involves piloting the real case implementations for a well-defined scope of services. The Digital Workplace Enterprise Architecture is completed to start planning for the overall transformation while assessing the impacts on the operating model and the organizational changes. In addition, detailed transformation maps are developed.

**Support a sustainable transformation**

Several transformation waves will be launched with clear milestones defined for every 3 months. Our Digital Workplace Transformation journey enables you to leverage the complete range of services of the Capgemini Group, as well as our partner alliances.

To support this transformation, the governance model will be addressed as a whole. Given that technologies continuously evolve, our transformation efforts are combined with specific work carried out for setting up a sustainable governance model to address these constant changes.
Contact us to begin your Digital Workplace journey

Capgemini Consulting has developed a range of services to help our clients address their Digital Workplace transformation. By leveraging our network of experts across the Group, we are in a position to support you from your early maturity assessment to the management of your transformation. Our Digital Workplace Transformation Framework has been developed based on our in-depth experience and knowledge acquired through years of consulting to top IT executives. Furthermore, Capgemini Consulting gains its perspectives on the best practices related to digital transformation trends across the world through our joint research program with the MIT Center for Digital Business.

Our expertise and research centers across the world, as well as our external partners, support Capgemini Consulting by providing fresh ideas and innovative services to leading-edge organizations that have already embarked on their journey towards BYOD, application stores, self-care and cloud services. For example, these services include:

- Redesigning the employee experience by leveraging social media, cloud services, mobility and self-services
- Providing platform solutions for implementing new operating models
- Optimizing processes through IT, business process management and real-time analytics
- Enhancing the digital nomad experience through the integration of all IT services on tablet computers.

The Digital Workplace is a major market trend that a CIO must embrace to stay ahead of the pack: on top of the agenda of every company, this new digital challenge is no longer a mere fashion statement. By addressing this strategic challenge, the CIO will become the “Digital Workplace leader” of his/her organization.

Contacts

Cyril François
Vice President
cyril.francois@capgemini.com

Benjamin Alleau
Vice President
benjamin.alleau@capgemini.com

Johann Desemery
Principal
johann.desemery@capgemini.com

Jaufre Surroca
jaufre.surroca@capgemini.com

Romain Pasquale
romain.pasquale@capgemini.com

About Capgemini

With more than 125,000 people in 44 countries, Capgemini is one of the world's foremost providers of consulting, technology and outsourcing services. The Group reported 2012 global revenues of EUR 10.3 billion. Together with its clients, Capgemini creates and delivers business and technology solutions that fit their needs and drive the results they want. A deeply multicultural organization, Capgemini has developed its own way of working, the Collaborative Business Experience™, and draws on Rightshore®, its worldwide delivery model.

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