Capgemini

7 solutions for successful technology adoption

How a scattered workforce can adapt to change

"Is your corporate communication effective?"

"Do your training efforts improve employees' skills?"

"Do your employees use the full potential of technology?"

Introduction

Questions that have been around since I started in this field. Because of this, I always had to be inventive and offer more effective solutions to reach, train, and motivate employees to fully leverage (new) technology. Various types of organizations, with different engagement mechanisms demanded a different strategy to effectively reach the workforce.

Due to Covid-19 the workforce is even more scattered. Organizations struggle to maintain employee engagement and happiness. Not a very fruitful situation to aspire digital transformation. But Covid-19 made us harshly aware that digital transformation is critical for the business. Digital transformation projects improvise to make progress and reach their initial objectives.

Real-life example

How I experience this firsthand in 2020:

Continuous education – 30.000 students; waiting to see if they can take their exam, reaching out for their teacher with questions, or trying to access their coursebook. When my engagement with a regional educational institute started, everybody was in panic mode. Sure, they invested in technology and their application landscape was up to par, but most teachers and counselors were struggling to teach remote, to examine students. With all employees at home, we had an even greater challenge to help them get leverage the collaboration technology, and to have student finish the academic year properly.

So how can you transform your business while it is even more challenging to reach your employees? How can you avoid a setback in productivity and business continuity while new technology is introduced? How can you avoid shadow IT? With Digital Adoption. But the way we used to do it, doesn't suit the "hybrid" working paradigm. So, you need to reset your Adoption Strategy. Fast.

This whitepaper contains 7 examples of effective solutions you can invest in to improve adoption of (new) technology while the workforce is scattered. With these solutions you can turn change resistance into change resilience and continue your digital transformation efforts.

About Digital Adoption

Digital Adoption is a term for all efforts that accelerate functional usage of (new) technology, achieve behavioral change and enhance the employee experience. With Digital Adoption you turn change resistance into change resilience. We make change happen more fluently, rapidly, and effectively, and ensure business continuity by using gamification, change communication, coaching and learning concepts.

People define the pace of digital transformation.

Digital Adoption puts the employee in the center of digital transformation. They define the pace of change and success. With our program and support we help them to change how they work without affecting their productivity, business continuity and joy they find in doing their job well.

It should not be a question whether to add Digital Adoption activities to a project; chances are that it would mean a loss of investment in new technology not to include Digital Adoption. This will hurt the initiator of these projects, as well as the (future) owner of new technology.

Not including Digital Adoption will harm your business in multiple ways:

- High potential of losing return on investment.
- Drop of the IT service satisfaction rate.
- Strain on the Service desk due to recurring questions.
- Hardly any buy-in from internal stakeholders for the Technology Roadmap.
- More need for shadow IT.
- A disappointing employee experience.

Real-life example

I will use Avon Products as a real-life example:

The app that nearly broke the company – Improve the order process and reduce the costs, while improving the user experience. Avon Products, a Canadian beauty product supplier was set out to write its own success story. They developed an application to provide their voluntary representatives an easier access to full assortment of products and to quickly place orders.

The infrastructure that supported the application was thoroughly set-up. But the interface made it most crucially, incredibly complicated: representatives had difficulty singing in, submitting orders, and accessing the inventory. Avon Products not only lost their huge investment (between 100 and 125 million dollars), but also a reasonable large number of representatives. One sales team alone reported a loss of 300 representatives, one third of the team, that had lost faith in the company and stopped sell Avon products.

Source: The Catalogue of Catastrophes

Reset your Digital Adoption Strategy

As a specialist with over 7 years of experience I learned how to manage the people side of digital transformation. The best practices I used in my projects seem easily translated into a digital version, but just don't suit the needs of a hybrid workforce anymore. Let me share a few:

- Open consultation hours
- Floorwalking
- Classroom training
- Roll-out banners, posters, and gadgets
- (Townhall) Events
- Ambassadors

Obviously, these solutions are so intertwined with the physical workplace, that they are either pointless or profoundly less effective. Even the ones that have a virtual alternative, such as online classroom training, I would recommend leaving out and replaced them with more powerful solutions.

So, what are 'more powerful solutions'? I will get there in a bit. But first let me prove why I am comfortable in posing such a bold statement. I have experience with clients with workforces located in numerous sites, clients who deliver to a great number of front-line workers, and across multiple time zones. Therefore, I always had to rely on remote, asynchrony mechanisms that had a big impact with little resources. It led to a whole different approach that helps us now deliver more engaging and effective solutions to all our clients.

Real-life example

Self-service adoption portal – A leading provider of paper-based packaging in the world operates in over 30 countries. For the Microsoft Competence Center, I developed an adoption strategy aligned with the existing project approach to better serve all sites. This led to an online Adoption portal accessible for all 45.000 employees. The platform contains motivational and instructional materials, such as quick start guides and videos. But more importantly is the persona-based navigation structure. An employee would recognize his roe within the company and could easily navigate to relevant Microsoft services and consult the adoption materials. Thanks to this support tool factory workers could educate themselves from everywhere, and in every shift.

A Hybrid-proof Adoption Strategy

We introduce the Hybrid-proof Adoption Strategy that now also companies with knowledge workers working from home can benefit from. Our Hybrid-proof Adoption Strategy is based on 3 principles:

On-demand

Getting work done is your primary focus, let's be frank. How heavy the workload is, can vary from day to day. For knowledge workers it is a challenge to stay in control of their workday, some might even work very early in the morning, and frontline workers are preoccupied with work during their shifts. Engaging with corporate priorities might seem distracting, at least it is time consuming. Therefore, we

need to let go of the idea we can involve the workforce all at the same time.

Our change campaign, learning possibilities and support adhere to the realistic demand of an employee. (S)he is always in control of their involvement and can schedule activities. Thus, we put their work first, and the technology posed to better the company's realistically second.

Gamified

The on-demand approach will succeed only when an employee is motivated enough. (S)he wants to make time to engage in something that seems less important that the daily tasks at hand. Gamification methods will overcome the first resistance and motivate employees to immerse into the change campaign, learning possibilities

and support provided. Employees are lured into an interactive and fun learning experience in which they explore and apply all future benefits of the digital tool(s).

Gamification in our opinion, should offer a fun break from a busy schedule. Making functional usage and achieve behavioral change a not so serious obligation between your meetings or shifts.
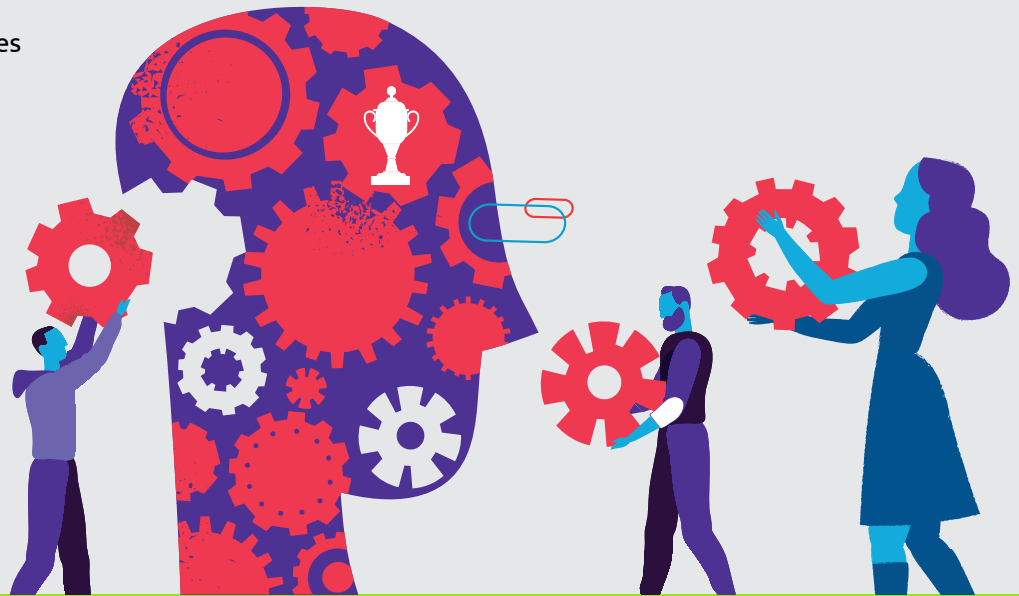
Measurable

When Digital Adoption becomes more individually programmable and fun, it does not mean it becomes optional. We stay in control by measuring the engagement, the effectiveness of our campaign, and even the advancements of employees. These figures inform us on the speed of Adoption and help us to scale up or down. They help us assign our support resources to the ones in need of it, making it less cost intensive. We also facilitate direct management with the needed statistics to create more urgency if needed.

Next, we will define 7 solutions to make your Adoption Strategy on-demand, gamified, and measurable.

7 Effective solutions

In this section I will show you multiple effective solutions I prefer to reach, train, and motivate employees to fully leverage (new) technology.

Capgemini has the capabilities, the products, and a track-record for successful Digital Adoption in the workplace. We assisted a Belgium-based financial services company improving their internal collaboration and UK-based water distribution company to adopt a virtual service desk agent.

Our approach differentiates us because:

- Our program is persona-centered to fit the needs of your employees.
- We can intensify or differentiate our program to the actual needs by constantly measuring how employees progress.
- Our program is designed to motivate employees to complete it rapidly and voluntarily.
- We make it less cost-intensive by limiting the needed resources with to our scans and automation.
- We embed the new status quo to make it easy to sustain for the current workforce, as well as you new hires.

Digital transformation can happen more fluently, rapidly, and effectively using these 7 solutions:

1. Gamification platform
2. Virtual Learning paths
3. Productivity Coaches
4. Chatbot
5. Marketing automation software
6. Digital Adoption platform
7. Follow-me content

Follow-me content

With corporate screensavers and digital signage, we can reach employees effectively no matter where they are. No matter who they are. Employees notice and engage more with our change communication outings because we are where they are: on their laptop at home, or on-site. Furthermore, the targeting features can even personalize the message based on their role, location, or outcomes from analytics. These solutions both facilitates and engages employees who don't have a personal account and creates extra touchpoints for remote employees who feel lost and disengaged.

Gamification platform

As stated, gamification offers a broad range of engagement mechanisms for exploration, enhance learning, and reward good behavior. It can be employed throughout the whole Adoption phase but is especially powerful applied as a mandatory onboarding game. As an introduction we provide a full first impression of the digital tool(s) so an employee can explore all benefits. It is also set out to fictitious overcome a relevant daily challenge, so the benefits are instantly clear. This will create desire to learn and apply in real life.

Explore our game Help Clare to master Teams and win![1]

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[1] https://microsoft-teams.demo.powergam.com/

Virtual Learning paths

To facilitate learning, multiple interactive learning path activates employees to get to know and apply a set of features related to their job responsibilities. We start with the basic features and in their own pace within a given timeframe the employee reaches Champion status. Our learning paths contain video's, quizzes, and interactive online sessions hosted by learning specialists. Capgemini Academy offers the 'Netflix of learning'. No matter the skill, behavior or mindset, our digital learning professional includes the right training courses to train digital 'hard' skills and digital 'soft' skills.

Productivity Coaches

A Productivity Coach offers 1 hour of dedicated online assistance to those in need of help. In a video call our experienced coaches interacts with the employee accelerates functional usage, achieve behavioral change, and enhance the employee experience on the individual level. This is the most valued method to motivate the employee and have him benefit immediately by demonstrating how features, or working principles apply to his daily job. This solution will lift the burden on your Support desk tremendously.

Chatbot

No matter where they are, or regardless of the time, employees can easily reach out to a virtual agent, our chatbot called Chip. Chip is a self-service tool that can help troubleshoot or refer to instruction videos, a forum or other self-help means. We program Chip to offer an employee answers to standard questions about the new technology, but due to its intelligence (AI), Chip learns fast. Not only is this enjoyable for the employee in need, also your Service desk will benefit since Chip helps reduce the ticket volume.

Marketing automation software

Are you using a Marketing automation tool for external communication? Consider using it for your change communication campaign. Marketing automation software offers you the possibility to target, measure, and plan content supporting all messages in the Adoption Phase. The whole logistic part of corporate communication ceases, and the campaign's progress and more importantly its effect becomes easy to monitor thanks to clear milestones and Call-to-Actions.

Digital Adoption Platform

Ideally, we communicate, support, and motivate in the context of the tools needs to be adopted. As consumers we are used to start-up tours, tooltips, walkthroughs in technology we use and websites we visit. Now we can have the same contextual in-app assistance in the workplace. A Digital Adoption Platform makes communicating with employees contextual, tailored, interactive, and real time. You can integrate a Digital Adoption Platform into Salesforce, MS Dynamics, Office 365, G-Suite, and multiple other applications.

Step 2 of your **journey**

Training completed **successfully**
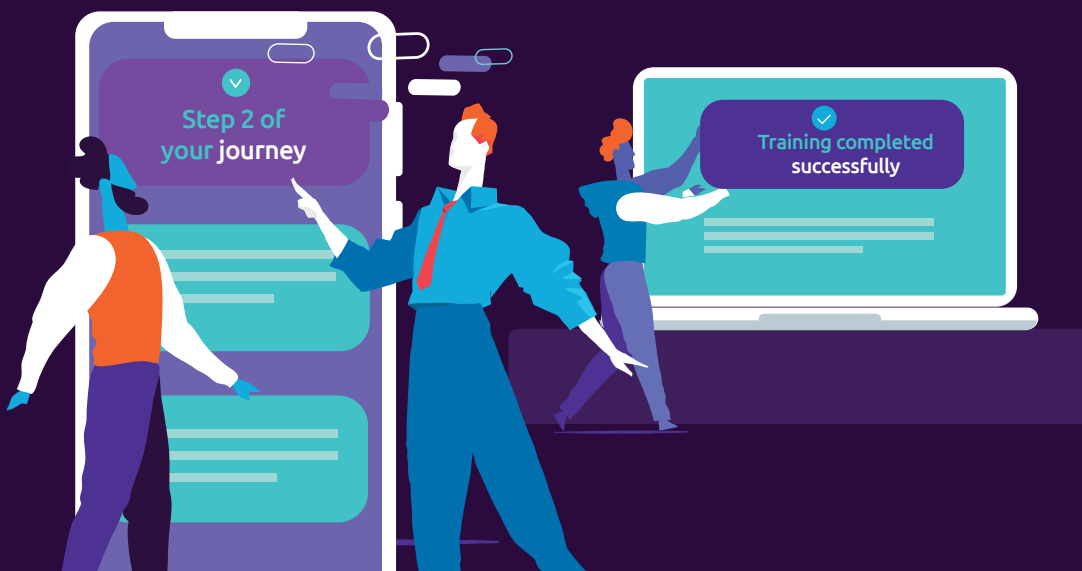
Your employee's future experience

To give you a clear picture of our program and how we make change in the Digital Workplace happen more fluently, rapidly, and effectively, we show you how your employees will experience the program. Again, we make the employee experience our priority.

All new technology will highly impact you workforce's work, so we provide them support in adopting new tools. Let's see how their journey begins, and how they experience a few of our adoption solutions.

Real-life example

We meet Noah. Noah has enjoyed working for a large IT company for five years and has since grown into the role of senior manager of a software development team. Noah recently hired a new colleague to expand the team, Zoë. It's Zoë's first real job and she's looking to bring into practice what she learned at school.

As a manager, Noah does everything he can to make the technology used work for his team, so that everyone can make the most of everything that is available. When he receives an email from the board informing him that the company is introducing a new collaboration platform, he is immediately curious about the possibilities for his team. The email contains a video about the future of work within the company. Seeing the benefits Teams will have, Noah decides to show this video to the team during the stand-up that same day. Zoë sees the video and is immediately curious about this way of working.

In the following week, all employees will receive an invitation to participate in the big "Onboarding game". Triggered by all the previous information, both Noah and Zoë take up the challenge and participate in the game. They both learn in a playful way what the possibilities are of virtual collaboration and how they can integrate this into their daily activities.

The next step for both Noah and Zoë is to gain knowledge and experience via a series of tailormade learning activities. Some exercises are induvial, but they also take part in virtual activities together with the whole team. Although they learn from each other, Zoë is struggling to apply the collaboration techniques and features in effectively her work. Her struggle is reflecting in the intermediate evaluation.

One morning, Zoë receives a friendly introduction from Paul. As Productivity Coach Paul offers to connect and assist her in her learning journey. Paul knows what Zoë's job entails so he quickly shares relevant examples and workflows. He even adjusts Zoë settings, so her collaboration space fits more to her needs!

Want to know how the story continues? How we make the progress of both Zoë and Noah measurable and pleasurable? Feel free to contact me!

Digital Adoption in your organization

Change in the workplace is the norm. Considering your ambitions and Technology roadmap you need to invest in your employees with Digital Adoption. So, be a change resilient organization where employees love to work. Be the organization that can answer all questions in my introduction with a firm "Yes!". Incorporate Digital Adoption in your Digital Transformation projects and successfully create a digital agile workforce.

Are you ready to take your employee experience to the next level?

Feel free to contact me!

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About Connected Employee Experience

Capgemini's Connected Employee Experience services brings a new level of choice and flexibility to employee interactions, engagement, collaboration, and support. Capgemini expedites your journey to building a superb experience with the Connected Experience Framework and offers four core elements that can be delivered individually or integrated to meet your requirements: Connected Workspace, Connected Collaboration, Connected Office, and Connected Support. Together, these capabilities deliver transformative end user experiences, creating a host of benefits for IT, the business, and their employees.

About Capgemini

Capgemini is a global leader in partnering with companies to transform and manage their business by harnessing the power of technology. The Group is guided everyday by its purpose of unleashing human energy through technology for an inclusive and sustainable future. It is a responsible and diverse organization of 270,000 team members in nearly 50 countries. With its strong 50 year heritage and deep industry expertise, Capgemini is trusted by its clients to address the entire breadth of their business needs, from strategy and design to operations, fueled by the fast evolving and innovative world of cloud, data, AI, connectivity, software, digital engineering and platforms. The Group reported in 2020 global revenues of €16 billion.

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