The CIO’s guide to Workplace Experience.
Cost-efficient, highly responsive and secure evergreen workplace platforms.
The workplace: The new frontier of competitive advantage

There was a time when a workplace "initiative" was just an operational investment.

But the introduction of digital technologies like AI, analytics, cloud computing, smartphones and sensors has had a profound impact on organizational culture and operations – and an even bigger impact on employees’ expectations.

Now employees expect the same kinds of experiences they get as consumers – things like intuitive applications, immersive experiences, being recognized across devices and constant innovation.

As a CIO, you’re no doubt aware of these evolving expectations among your people. At the same time, you know that the traditional view of the workplace is that it’s nothing more than a cost center.

But it doesn’t have to be this way. Workplace experience is a huge opportunity for you to go from cutting costs to contributing to the top line – while giving your people exactly what they want.

After all, it’s not just the workplace that’s changing. Your role is changing too. As digital initiatives take center stage, CIOs are playing an increasingly larger role in driving innovation and performance across the business.


Workplace Experience drives business success

Recent research from the MIT’s Center for Information Systems Research (CISR) shows that companies with the best employee experiences see dramatic business benefits. The top quartile performers in employee experience saw these gains:

- Double the customer satisfaction (industry adjusted Net Promoter Score, NPS).
- Twice the innovation in terms of percentage of revenues from new products and services.
- 25% greater profitability compared to competitors.
The 2018 State of the CIO report notes that 45% of CIOs consider their role to be primarily transformational, and 36% consider it to be primarily strategic – while only 32% see their role as merely functional.²

And the bigger picture shows that companies that provide great employee experiences reap big, profitable, long-term benefits.

So here’s the opportunity: CIOs like you are ideally placed to work strategically across the business to redefine the workplace experience. You can enable cost efficiency, productivity and growth – not just across your team, but across every team.

This guide is about how you, the CIO, can realize these benefits for your organization, and help turn your workplace into a source of sustainable business value.

Sound good? **Let’s go.**

---

² Gartner, “How to Market and Sell Digital Workplace Solutions”, Craig Roth, Feb. 23, 2018

² “Building business value with employee experience,” Kristine Dery and Ina M. Sebastian, MIT Sloan Center of Information Systems Research (CISR), Research Briefing, Volume XVII, Number 6, June 2017
So what is Workplace Experience?

Workplace Experience (WX) is a new, holistic approach to managing people and technology that’s about driving sustainable business value. It combines technology, operations, culture and employee experience to deliver cost efficiencies, productivity and growth.

But it isn’t easy to master. Organizational silos, legacy technologies and constrained transformation initiatives have all had a profoundly negative impact on employees.

For many organizations, the scale and complexity of the challenge to redefine the workplace experience is immense. And in reality, very few are ready.

Here are six of the most common reasons businesses are being held back:

- **Modernizing IT**
  Traditional workplace platforms, security and infrastructure are expensive and often not fully user-centric, which compromises adoption, experience and reputation.

- **Managing evergreen IT**
  Continual changes delivered by evergreen IT introduce business and technology risk. Releasing the full benefits requires a mindset change and modernizing the technology organization.

- **Scaling automation and AI**
  Businesses need to scale workplace automation and artificial intelligence strategically, while adapting a business model and workforce to deliver sustainable competitive advantage.

- **Optimizing culture and employee experience**
  The impact of culture and employee experience on business performance is increasing. Businesses need to address these areas to secure sustainable long-term growth.

- **Profitability**
  Increasing revenue while lowering the cost-to-serve without impacting service and staff morale is an ongoing challenge, particularly with constrained investment and operations.

- **Talent retention**
  The war for talent is intensifying. Attracting and retaining top talent while embracing changing workstyle expectations to increase competitive advantage is becoming more difficult.
Transforming the workplace experience is at the heart of achieving these changes, and the smartest companies are doing everything they can to move from left to right.

As a CIO, you’re ideally placed to become a WX champion for your organization. You know how to build and sustain cost-efficient, responsive and secure evergreen workplace platforms – the very foundation of the workplace experience. You can also advise the business more broadly on the right technologies to adopt.

### Transforming the workplace experience

<table>
<thead>
<tr>
<th>From</th>
<th>To</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hierarchies and silos</td>
<td>Culture and leadership</td>
</tr>
<tr>
<td>Siloed processes, systems, data, tooling and KPIs</td>
<td>Service innovation and continuous improvement</td>
</tr>
<tr>
<td>Limited collaboration, too many tools</td>
<td>Employee experience</td>
</tr>
<tr>
<td>Tactical implementation for individual processes and applications</td>
<td>Intelligent automation</td>
</tr>
<tr>
<td>Personalization is a veneer</td>
<td>Customer experience</td>
</tr>
<tr>
<td>A demo of what you could do</td>
<td>Extended reality</td>
</tr>
<tr>
<td>Conventional systems and approaches unable to meet emerging digital expectations</td>
<td>Devices, platforms and security</td>
</tr>
<tr>
<td></td>
<td>Sustainable modern IT that is cloud native, uses modern engineering approaches and context based security</td>
</tr>
</tbody>
</table>

Transforming workplace experience from hierarchies and silos, culture and leadership, empowered trust based networks and coaching models, to culture and leadership, empowered trust based networks and coaching models, to culture and leadership, empowered trust based networks and coaching models, to culture and leadership, empowered trust based networks and coaching models.
We can help transform your WX.

Avanade can help you build and sustain cost-efficient, highly responsive and secure evergreen workplace platforms.
The three elements of WX

Let’s look at each of the three elements of WX in more detail to understand how they impact your role as a CIO and what that means for the rest of your organization.

Modernized platforms

The foundation of WX is a modernized, evergreen platform that’s cost-efficient, highly responsive and secure – very much your territory as a CIO. By modernizing your workplace platforms, tools and physical spaces, you’ll have everything you need to deliver differentiating capabilities and more responsive technology services.

As CIO, you can help by:

- Adopting cloud-native, evergreen software, for an agile, optimized operating model that keeps pace with your organization’s level of change
- Embedding security into all parts of your technology strategy to manage risk, ensure compliance and maintain customer trust
- Creating seamless experiences – through a workplace that gives everyone secure, real-time access to information and easy collaboration across work environments
- Implementing the right tools, which (used in the correct way) will inspire new ways of working – whether that’s the right operating system or collaboration products which allow employees to work better together
Reimagined culture & employee experiences

Too often, “digital transformation” initiatives simply put a digital veneer over existing culture and operations. Which means problems like suboptimal experiences, clunky ways of working and poor information sharing never get solved.

Typically, it’s on the CHRO to make sure this doesn’t happen. But you and other business leaders are all stakeholders in your employee and customer experiences too.

As CIO, you can help by:

• Providing the capabilities needed to deliver high-quality, real-time employee experience (EX) insights
• Working with the CHRO or EX lead to rearchitect the end-to-end employee experience with a focus on enabling technologies
• Role modeling how cross-functional teams create and continually evolve user-centric services
• Establishing a culture of innovation and continuous learning

Optimized operations

This is about continually improving services and the customer experience faster than your competitors. AI and automation are the key catalysts here – and their transformative impact on the workplace will only increase. The COO, CFO and other business leaders will champion this area with you. But you can add the most value by helping the business understand the technologies needed to rewire operations, and ensure these are efficient, responsive and secure.

As CIO, you can help by:

• Being a crucial part of the cross-functional team of executives that identifies the key opportunities for operational improvement
• Helping the business identify opportunities to lower the cost-to-serve and improve the employee experience using technology
• Sidestepping silos by examining the end-to-end business process and how technology can be used to optimize it before deploying at scale
• Driving the adoption of the right AI and analytics technologies to automate things like repetitive high-volume tasks, back-office processes or service management

But these changes can’t happen in a silo – they require cross-functional collaboration. It’s the only way you’ll be able to step up and drive the changes needed both across and within your business.
The CIO’s role as WX champion

Business value begins in the workplace. It’s why smart organizations are now recognizing the massive importance of WX.

And as a CIO, you own the technology strategy and the platforms that form the foundation for a successful WX transformation.

You have the necessary insight to advise your organization on the ‘art of the possible’, acting as the technology business consultant to drive modernization. And you are ideally placed to partner with your colleagues to fuel adoption.

So your business can bridge the gap between IT, operations, culture and employee experience – and reap the benefits.

So what are you waiting for? Be the catalyst that helps drive true transformational change in your organization.

Towergate leverages cloud to fuel the real-time enterprise:

“We wanted to go all in and leapfrog what others in the industry were doing.”

Adrian Brown,
Towergate COO

Watch the client video here*  

*https://www.avanade.com/en/clients/towergate
How Avanade can help

We help businesses redefine their workplace by transforming their culture, technology, experiences and operations to increase cost efficiency, productivity and growth.

Our end-to-end approach combines strategy, implementation and managed services, augmented by industry expertise, specialist tools and IP. So if you want to transform your WX, we’re your people.

Here’s how we do it.

01 | Invest in cloud-based evergreen platforms and services to provide scalability and release funding for differentiating capabilities.

02 | Leverage your technology investments to drive business performance improvement.

03 | Reboot your culture and the employee experience to drive sustainable growth.

04 | Transform your business operations through workplace automation and artificial intelligence to increase competitive advantage.

Visit www.avanade.com/WXplatform to find out more.

© 2018 Avanade Inc. All rights reserved.
About Avanade

Avanade is the leading provider of innovative digital and cloud-enabling services, business solutions and design-led experiences, delivered through the power of people and the Microsoft ecosystem. Majority owned by Accenture, Avanade was founded in 2000 by Accenture LLP and Microsoft Corporation and has 30,000 professionals in 24 countries.

Visit us at www.avanade.com/WX