



From intranets to Digital Workplaces

Lessons and keys to a comprehensive approach
to new digital work environments

minsaït

An Indra company

Introduction

The intranet is dead. Long live the new collaborative and digital work environments! A new way of conceiving work, through relevant experiences for employees and collaborators. Effectively managed digital platforms that enhance productivity, the quality perceived and co-worker satisfaction.

Work has become an increasingly dynamic activity. Organisational models change and so do the needs of co-workers. Companies and organisations must readjust to this new mouldable and adaptive scenario.

The new demands and needs of employees and organisations have given rise to the proliferation of applications and platforms that introduce new paradigms in time management, productivity and relationship models between collaborators.

That was how the Digital Workplace came about. An ecosystem that brings together all the tools designed to enhance the worker's capabilities. An integrated platform that seeks to facilitate daily collaboration, communication and decision making, improving competitive skills while increasing productivity, innovation and collaboration.

However, providing the technology alone is not enough. If we want the Digital Workplace to truly add value, it must be accompanied by a flawless digital experience that meets the needs of workers and learns from their interactions. We need to devise a good model of adoption to avoid disuse and to encourage new habits and interactions.

This white paper analyses how the new digital habits adopted by workers and companies lead to new work organisation models. It gives details about the process of building a Digital Workplace, with the attributes and levers on which it must rely. It also assesses the impact the digital ecosystem has on process optimisation, corporate culture, and worker satisfaction.

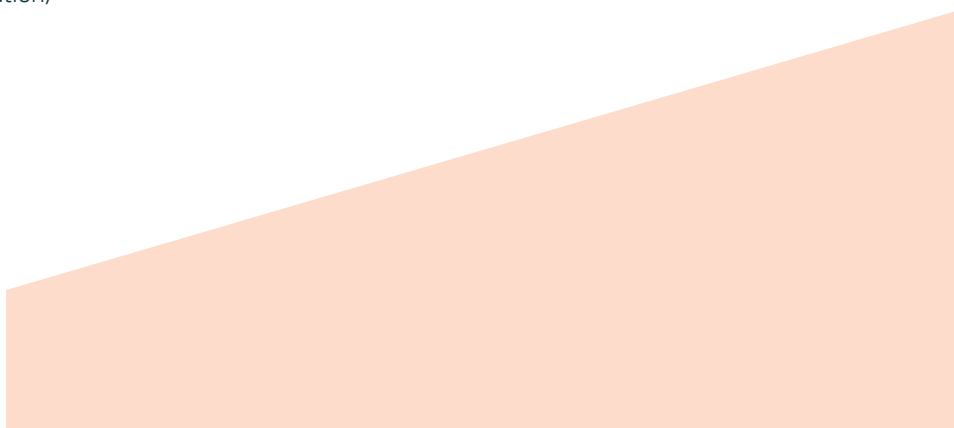


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New working models: reasons for change

In the wake of socio-economic and cultural changes, the productive force is undergoing far reaching changes. New generations of employees are permanently connected and are used to interacting with digital tools and services. They demand the possibility of working from any location through intelligent platforms that facilitate high productivity ratios and allow them to easily meet and contact other highly talented professionals, regardless of their location.

The evolution of the worker profile has brought about a change in both needs and expectations. New talents and abilities have emerged, with flexibility and agility becoming personal attributes. Workers expect applications and corporate resources to be as efficient as the ones they are accustomed to as consumers. What do employees demand today? These are some of their main needs, which organisations (and especially talent recruitment departments) must take into account if they want to attract and retain talent.

The need to work from anywhere

Omnichannel and ubiquity are now fundamental in operations: the co-worker takes for granted that he/she will be able to access vital information or applications without any restrictions, regardless of location, device or access channel. Elements such as physical presence have lost importance. More and more companies are introducing “easy working” and remote working models, where tools that facilitate dialogue, collaboration and coordination are essential.

At the same time, organisational models have transformed and diversified. The corporate experience changes radically: traditional hierarchical and inflexible structures, both physical and organisational, have given way to more open, smoother relationships and work spaces. **New cloud-based tools have broken the silos that separate information, organisation charts and processes.** Communication paradigms have undergone profound changes moving from unidirectional to multidirectional.

The need to work productively

Spending more hours a day working does not mean better performance. In fact, it can be counterproductive. “As the study by John Pencavel, professor of economics at Stanford University, demonstrated, productivity per hour declines sharply when a person works more than 50 hours a week. More than 55 hours, productivity drops so much that putting in any more hours is pointless. And, those who work up to 70 hours a week are only getting the same amount of work done as those who are putting in 55 hours”¹. Therefore, it is essential to concentrate and dedicate effort to what really contributes value. The automation of tasks and the application of intelligence to each context can improve productivity ratios between 25 and 35%.



¹ <http://ftp.iza.org/dp8129.pdf>

The need to connect talent to grow more competitively

Hierarchical structures evolve into connected and collaborative networks, where roles, skills and talent flow according to market demands. This generates the need to facilitate new spaces of collaboration and communication to meet business objectives, which can no longer be conditioned by traditional roles or departments, but are articulated around common interests, areas of expertise or specific projects. If organisations aspire to move forward and become more competitive, they must foster talent connection above individuality.

The idea is to put technology at the service of the employee, and not the other way round

In the past, employees were at the service of corporate resources: they could only go as far as resources allowed. The situation has now been reversed, **and employees expect that the resources work for them, that they are at their complete disposal**. This is now possible thanks to new technologies, which allow the creation of global platforms, equipped with innovative services and functionalities, which become a determining competitive advantage for the organisations that implement them.

The rise of the new culture Employee-Centric

All these transformations have led to a profound change in organisations and a new employee engagement and relationship paradigm: **an Employee-Centric is spreading, which places people / employees at the core**. Inspired by the models of the digital insurgents, the company's new value proposition provides employees with the tools and resources necessary to improve their satisfaction, and consequently, their productivity.

Employees who are not provided in-house with the new environments, platforms and resources they expect (i.e. spaces that facilitate conversation, knowledge management tools, usable and accessible environments and/or environments that boost collaboration and sharing) are going to look for an external solution: they will go to third-party tools that are freely available on the market (Slack, Dropbox, WhatsApp, etc).

When this happens, there is a risk of breaching the organisation's policy on data protection and security, or of relegating the organisation's own resources to only marginal use.

And most importantly, **companies will be showing they are incapable of properly meeting employees' demands for agile, flexible, intelligent solutions**. And that will affect their levels of productivity, satisfaction and engagement.

To sum up: If employees use free resources available in the market to satisfy their needs, it is clear that the company is unable to meet their demands

Digital Workplace: the new digital work environment

Lacking a standard definition, the Digital Workplace can be described as the set of applications and tools that empower employees. An integrated platform designed to facilitate collaboration, communication and daily decision-making by improving competitiveness, increasing productivity and the capacity for innovation and collaboration.

The leading companies in the implementation of new models of digital organisation concentrate their efforts on developing a holistic vision of corporate culture, which gravitates around the needs of the employee. In that context, **the Digital Workplace becomes an articulating element of the entire Employee-Centric strategy**: a key tool to facilitate collaboration and connection among employees, and an essential element that speeds up digitalisation and makes the changes in corporate culture a reality.

The new organisational paradigm: the Employee-Centric model

"Intranet" has now become obsolete for many. It is associated with the early stages of digital transformation and with a one-way communication and productivity dynamics, from the company to the employees. **The way employees access and use the company's internal resources has changed.**

The new usage patterns as regards mobility, ubiquity, utility, cooperation, etc. have defined and conditioned the new digital workspace.

The new employee relationship and communication paradigm

From the AS IS Intranet 2.0 model

"b2mass"

- Conventional intranet
- Generalist Employee Journey
- One-way and passive
- Corporate
- Specific departments
- Company-centric process



Employee-Centric

"b2me"

- Digital Workspace DWS
- Personalised EJ
- Two-way and proactive
- Collaborative
- Distributed response
- Customer-centric

To the TO BE Digital Workspace model

The evolution of the basic intranet model gives rise to the Digital Workplace concept: new digital work spaces equipped with applications and tools, designed to enhance employees' skills. In them, the processes are no longer based on the priorities of the organisation,

but on those of the employees. **A new paradigm of relationship with the co-worker or collaborator is established, going from a massive, one-way and undifferentiated character (B2Mass) to a proactive and customised one (B2Me).**

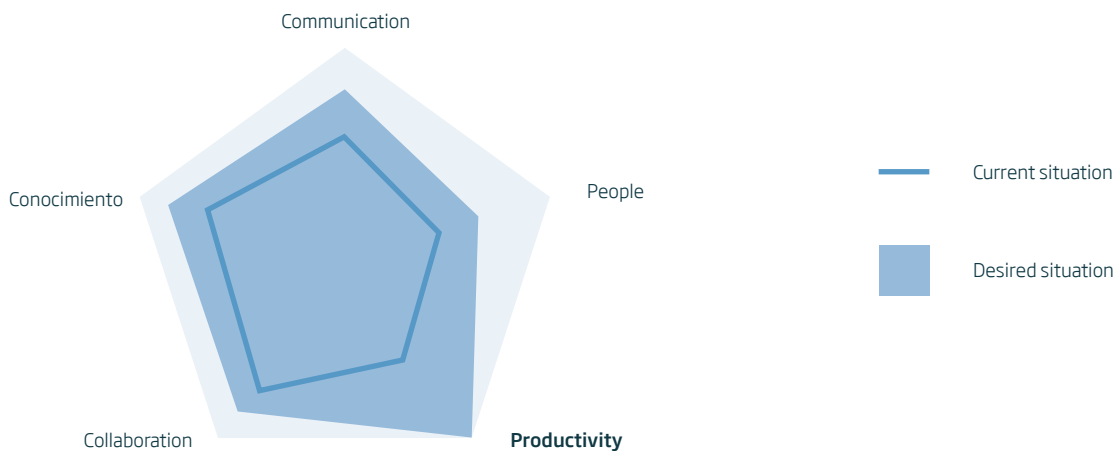
The five most wanted change levers

Employees identify the intranet as the channel to obtain information and to access corporate resources, but which fails to meet their full needs. Instead, **they demand a solution that could make their day to day tasks easier**, a solution capable of centralising all corporate resources, integrating applications, streamlining procedures, storing documents in the cloud, collaborate in an agile way, communicate in a relevant and personalised way, locate experts and so a smart search for internal knowledge. The Digital Workplace is the answer.

Different surveys on internal projects revealed that **productivity is the aspect most valued by employees**. It is also the most difficult one to tackle, because companies haven't placed it as one of their main priorities.

The second aspect most valued by employees is communication, understood as the daily knowledge of what happens inside and outside the organisation. The facilitation, differentiation and organisation of internal communication requires the use of interest-based subscription channels, as well as the right audience management tools to carry out targeted communications applying relevance criteria, different means and formats (notifications, stories, articles ...) adapted to each type of message.

Priority levers of change for employees



Source: Minsait

Each organisation must establish their own strategy for adopting the new Employee-Centric paradigm. We at Minsait have identified five common levers of change towards the Digital Workplace.

Lever #1. Productivity

Multiple tools combined in a single interface

What employees believe would truly boost productivity **is to group all resources and applications together** (i.e. personalised welcome experiences and virtual assistants, dynamic organisation charts and smart search engines of content and people capable of prompting recommendations and speeding up queries). The search engine is the functionality most widely demanded by employees, who spend too much time browsing for what they need, in most cases, unsuccessfully.

Lever #2. Communication

From a general one-way communication to a guided two-way communication

Employees keeping up to date on those issues that concern them, and demand instant communication with their colleagues regardless of their location. In that regard, they take for granted that the new working environments will have spaces for two-way dialogue and communications, a personalised information feed based on profile, interests and relevance criteria. Employee participation is encouraged through visibility and direct interaction through likes and comments, gamification, video tutorials, etc.

Lever #3. Knowledge

From knowledge contained in documents to a readily-available practical knowledge

Employees need quick and easy access to internal knowledge. The idea is to avoid having to browse for documents, having all useful and practical information at hand (good practices, repositories, documentation, etc.,) based on internal search criteria and easily accessible from the search engine.

Lever #4. Collaboration

From individual contributions to group contributions

Collaboration must be understood as a broad concept that goes beyond participation in work groups. It implies productivity built around a mobility and cloud-based concept. Also, collaborative work tools must be supported by clear policies concerning access from any device and place and cloud storage.

Lever #5. People

From static profiles to establishing dynamic connections with experts

Finding experts within the organisation in the most efficient way requires the incorporation of profiling models capable of delimiting the areas of expertise, the location and contact data.

Organisation charts are no longer static directories and become dynamic expert maps and networks that incorporate powerful filtering and instant-communication features. The most advanced smart features permit capturing the volume and quality of the contact networks of employees, identifying the internal networking potential or capacity.

In an employee-centric strategy, processes are built around the employee priorities to the detriment of those of the organisation. Productivity and internal communication are the two aspects most demanded



Three essential attributes in the construction of the Digital Workplace

We often find that employees have unnecessary or superfluous resources and functionalities at their disposal. In such cases, we at Minsait recommend they are simplified. However, there are three attributes that must inevitably be part of any digital working ecosystem:

Mobile first

Whether they work from a PC or not, employees expect the digital space to be accessible on their Smartphones so they can enjoy a perfectly adapted experience. On the mobile version, notifications, **content updates** and frequently used applications are prioritised, whereas the most complex functionalities and operations, (which require a larger interface) are derived to the desktop version.

Usability

The architecture and design of the digital space must be geared towards a seamless user-friendly experience, with an attractive interface and a modern design to encourage use and consumption of content. Similarly, accessibility and adaptation to all types of devices must be ensured. Users demand a look and feel and user-friendliness on par with the top apps (Amazon, Google, Instagram, Apple, etc).

Customisation

One of the features most demanded by employees is the automatic profiling of contents, functionalities and tools according to their roles, needs and previous consumption patterns. Each user can then configure their custom version of the platform. Everything can be customised (i.e. bookmarks, pinned content, information associated with each role, etc.) Digital technology and tools must all be able to be customised, unlike the intranets of the past, overloaded with content and information.

The mantra “Less is more” should be applied to the digital space, without forgetting the three main attributes: mobile first, usability and customisation

Pillars and lessons for the change

The methodology for the design and adoption of a Digital Workplace can be raised from different perspectives and work models. There are four fundamental mainstays: an employee-centric strategy and co-creation approach; an understanding that technology is a facilitator rather than a limiting factor; the idea that innovation must be encouraged through challenging and disruptive technologies once the basic objectives have been met; and the idea that the adoption model should not be postponed.



The four stages of maturity towards the advanced Digital Workplace

The path to the most advanced Digital Workplace model is charted through an evolutionary process with **four maturity scenarios**. Evolution is not always linear: in some cases, companies jump from the first to the third stage. They can also decide to not evolve beyond the third stage and implement some more sophisticated functions.

Stage 01

Basic intranet

Limited to a one-way information channel conveying the corporate vision.

Information channel with a corporate vision

News	Repositories Directory
Corporate information	Basic search engine
Policies and benefits	Access to employee services

Stage 02

Extended intranet

It becomes a communication and collaboration channel that focuses on the employee, increases productivity and introduces a certain degree of dialogue.

Employee-centric communication and collaboration channel

Adaptation to mobile	Collaboration groups
Content segmentation	Location of people
Customised access to services	Advanced search engine
	Pending tasks

Stage 03

Basic Digital Workplace

A collaborative digital channel focused on productivity and the development of relationships between areas.

Digital channel focused on productivity and development of relations between areas

Personal space / bookmarks	Service integration with other systems
Instant communications	File delivery systems
Knowledge management	Innovation processes
Expert profiles	Semantic search engine
	Care and consultation services

Stage 04

Advanced Digital Workplace

Digital channel that fully serves the purpose of cultural transformation, through the empowerment of the employee.

Digital channel focused on the company's digital transformation

Broadcast centre	Artificial Intelligence
Notification management	Contextualisation
Push in real time	Advanced social models
Status traceability	Apps and mobile / tablet
Cross-functional support	Process automation
Smart search engine	Transparent integrations
Local and global mobility	

The main pillars for developing the Digital Workplace

The main purpose of the Digital Workplace (apart from meeting the business objectives) is to provide value to employees. More than users, they should be considered customers; and as such, they will expect the same performance than in other web services (social networks, news sites, e-commerce, etc). So when they read, buy, or communicate through a digital channel, users will take both responsiveness and a fully satisfying user experience for granted.

When we think of speed and user experience, we should not just think about page loading times. We must ask ourselves, for example, if the navigation structure allows users to quickly find what they are looking for, if we are using a correct taxonomy or if the information architecture allows us to find what we are looking for with the least number of clicks. In short, if the interaction with the digital space is a faultless experience from the point of view of usability.

Pillar #1. The employee at the centre of the strategy. Co-creation of the approach

The entire Digital Workplace design process starts from understanding the consumer. By applying Design Thinking methodologies we will be able to detect the present and future demands of the employees. Ideation and exploration processes, together with co-creation sessions, will allow us to draw the map of the employees' needs and expectations.

We follow the **Solving Problems** methodology and start with series of sessions that listen to what a representative sample of employees and collaborators have to say. These sessions allow us to identify macro and micro frictions, enabling us to define solutions and the best way to achieve them.

Empathise with the employee and understand their daily activity: Employee Journey map

The first objective of strategic design is to gain an in depth knowledge of the company and its employees. It is important to know what type of employees you work with (are they in front of a computer or not?). Which sector they are in (do they access from mobile devices? What conditions do they work under?). What type of tasks do they perform (in a supermarket, there will be someone who works in an office and someone who distributes perishable goods). The experience will be different for each employee, and each of them will want to see their ideal work environment reflected.

In this phase, **we will apply investigation and exploration techniques based on observation and empathy**: personal interviews, barometers, surveys, etc. We will listen to the voice of the different employee profiles, in collective and individual sessions, to have an overview of the co-worker. We will study in detail their points of contact with the current digital space (when they access it, what they use it for, which pain points trip them up, what kind of emotions are shown, etc.) to draw their full journey map.

Through surveys of samples of employees and collaborators of the company, we can evaluate the current As Is model at this stage (quantitative and qualitative assessment, friction points, etc.) and configure the To Be model, or the benchmark of the ideal work platform.

It is also advisable to engage in the co-creation process all those business units, areas and stakeholders who are involved in the creation and maintenance of the work environment. In many conventional intranets, problems and frictions arise not only from the technological component or the configuration of the platform, but also from the degree of involvement and responsibility that people in each area must take on to ensure the information is updated and cleansed, and does not lack the functionalities and adequate services to respond to their needs.

Co-create and map value functionalities: Card Sorting

In this second phase, we will continue to use another series of employee exploration and understanding techniques. Using Card Sorting techniques, we will ask employees to group and associate the functionalities of the Digital Workplace in order to approach an initial conception of the ideal model. Living with them in their workplace, we will engage in conversation in search of new opinions, contradictions, recommendations and value keys.

With all the information collected up to this point, we will be able to segment the results and draw the archetypal employee. It is common to find this recurring situation: the average employee is used to digital uses and practices that they cannot be run on the intranet of their work. In other words, their digital culture is superior to the possibilities offered by the corporate workspace, which, to a certain extent, limits their performance capacity.

Prototype and challenge the digital experience: mock-ups

Finally, we are in a position to transfer the value proposition to a first prototype (mock up). We will evaluate the experience of using this early design through different iterations: using A/B tests we will estimate the suitability of messages, content and information architecture, and to what extent they meet user expectations, making the appropriate modifications.

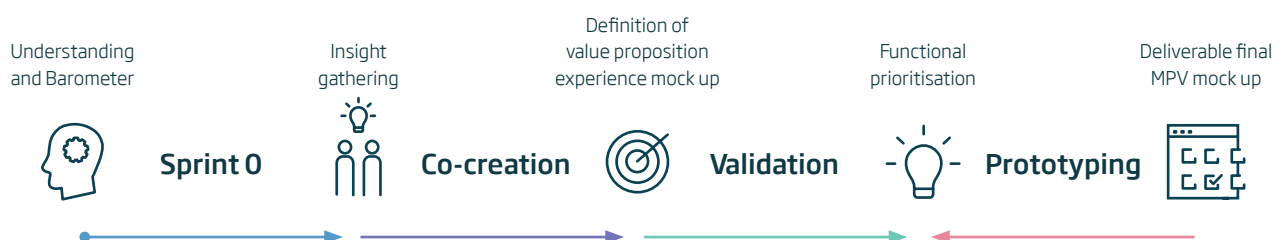
Design a superior UX/UI/CRO experience: Digital Experience

After the conclusions report and its validation, we will build the final design of the user interface, incorporating the visual identity (look & feel), integrating corporate services and resources, and addressing content creation, which will follow the tone and style manual defined by Brand and Communication.

In this section, it is recommended to approach the design project from a multidisciplinary perspective of talent, combining UX, UI and CRO. That means, define the site thinking about improving the attention of users and the conversion. Previously, the strategic objectives and tools that you want to promote in the company must be defined, to highlight them when configuring the design, copywriting and placement of CTAs (call to action buttons).

Phased type of projects

Design Thinking methodology for the design of Digital Workplace



Pillar #2. Understand that technology is a facilitator

In the last phase of the construction of the Digital Workplace, the one that usually lasts the longest, technology is put at the service of the proposed experience. Specialists in strategic design, UX/UI and content, analytics and CRO will accompany the architects and technicians who select the platform, the type of development and the technologies that will convert the prototype embodied in the mock up into a fully functional Full Digital Workplace.

It is important to highlight that these specialists and architects have been involved in the project from the initial stages of understanding and definition, so that all the proposed experience is validated from the point of view of the platform, that is to say, it is feasible to build the mock ups as such without affecting the project or the maintenance of the platforms.

In this phase, it is recommended to work with agile methodologies, applying the strategy and the final design in sprints, facilitating the coordination and transfer of knowledge between areas and profiles. As we have already said, it is essential to involve a technical profile from the beginning of the project, so it is usual for at least one person from the technical team to participate (although not full-time) in the strategic design and prototype phases. Failure to do so could lead to mismatches (technical and budgetary) between what is desired and what can be done.

Technology, marketing and UX must work together from the early stages of design, working hand in hand without losing focus on common objectives, which is a guarantee for the success of projects.

High productivity platforms

Before starting the design phase, we will carry out an in-depth analysis of the client's needs, decide which are the most appropriate technologies that can provide an answer to them and we will present the corresponding offering. This is the reason why technology must be present from the start of any project.

Equally, it is important that the technology is flexible and grant some room for manoeuvre, both to adapt to customer demands and to allow future extensions once the project is completed.

Specialist technicians are responsible for ensuring the areas of Design (front), Support (back) and Mobility. The omnichannel approach is a mandatory requirement: All the applications and data necessary to work must be accessible from any device. It is important to remember that mobility is not limited to mobiles and tablets, it also includes smartwatches, IoT devices, virtual assistants such as chatbots, etc.

The most experienced architects and programmers will be able to identify the most appropriate options among the many available from the beginning of the Digital Workplace creation process. Basically, the choice of the technological platform must be made between:

Proprietary developments from scratch

In general, the riskiest and most expensive solution. It is usually the option chosen for the development of very specific functionalities, with little range or very limited capabilities. Examples of this type of development are the new microservices platforms (using Node, Angular, React, Vue libraries) and more traditional libraries, such as Struts, Hibernate or Spring.

Commercial packages

Three options are identified:

- **Supported business solution:** The most common option for large developments, generally associated with a product under license or subscription with proven guarantees in the business world. Digital experience platforms stand out. Gartner has recently recognised Adobe AEM, Liferay DXP, or SiteCore, among others, as leaders. Not forgetting companies like Oracle, which with its Oracle CX platform starts a migration path for customers of the old Oracle WebCenterSites. or Microsoft and its Office365 suite.
- **Open Source Solutions:** common on websites with a specific purpose, without extremely sensitive data, where a system crash would economically impact the company. It relies on widely used products, supported by a large community, such as WordPress or Drupal.

- **Solutions created by low code tools:** in the case of developments that do not require much custom code but which can be very extensive, you can choose low code tools that allow you to create custom code through drag & drop, and incorporate connectors for widely used platforms, such as SAP or Salesforce, in addition to working tools for sources such as Microsoft documents. Examples of these tools are: Appian or OutSystems.

Which option to choose? In a market flooded with technical options, all of them valid, it is advisable when choosing the most appropriate to consider compatibility with the technological ecosystem that is already available, as well as with the new technologies to be incorporated in the future.



Source: Gartner (Enero 2020)

Pillar #3. Boost innovation with challenging and disruptive technologies

The greatest competitive advantage for organisations stems from the ability of their employees to explore and creatively use digital technologies. There has been a sharp rise in many technologies over the last few years: well used, they will not only contribute to the achievement of the Digital Workplace's objectives, but they will also add an important competitive factor to the organisation and its employees.

The basic version of the Digital Workplace can be deployed on high-performance platforms that meet their basic needs. But as digital transformation moves toward smart organisations, it is time to adopt more sophisticated or specialised technologies, which will push the organisation to the next level of efficiency.

Tecnologías digitales workplace		
To increase Productivity & Efficiency	To improve Mobility	To strengthen Culture and motivation
<p>Cognitive Computing Interactive systems with dialogue and memory capabilities. Draw context understanding from digital and/or sensory data</p> <p>Proactive Search Answer questions before they are asked, relate content to people, discover content and know in real time who does what</p> <p>Communication Embedded Business Process Communication services integrated with our business processes to streamline simple tasks</p> <p>Predictive Analytics Cloud tools such as email, file sharing, document management and editing, and instant messaging</p>	<p>Cloud office Cloud tools such as email, file sharing, document management and editing, and instant messaging</p> <p>IoT Connectivity of physical objects for room management or geolocation for the reassignment of meetings</p> <p>Enterprise Mobile App Stores Easy to mobilise applications for internal and external use</p>	<p>Personal Analytics Using data to achieve a target: savings, connection with other employees...</p> <p>Smart Workspace Sensory and redistribution of physical workspace</p> <p>Workstream Collaboration Conversational space with direct messages, alerts, activity flows, files, tasks, bots, audio and video in real time in groups or channels that can be searched</p> <p>Worker Engagement Platforms Gamification systems, virtual coins or employee engagement and incentive programmes</p> <p>Augmented Reality Training, campaigns or virtualisation of remote desktops that integrate real objects</p>

Source: Gartner (Enero 2020)

Pillar #4. Do not postpone or separate the adoption model

It is usual for the process of design and implementation of the Digital Workplace to be separated from the adoption and change management model; even different suppliers are contracted, some for the design and development phases, and others for the communication and change management campaign. **This division penalises the entire process, preventing a compact and comprehensive experience of the entire project,** easier to assimilate and implement by the organisation.

A Digital Workplace implies changes in the organisation and work methods, and **entails new conduct and habits that are not only behavioural, but also cultural.** Therefore, in any scenario of change, the adoption model must be present and command the global strategy from the beginning, so that it can not only identify the promoters and those responsible for the change, but also the reasons and levers to carry it out.

For an adoption plan to maximise its results, it is important to follow these methodological steps:

Appoint roles and assign people capable of applying the change: Executive Leaders

Three out of four companies report that the transformation project is most successful when the CEO is quite or highly visible. The first rule for the success of the adoption is, therefore, the creation of a team made up of the areas and business lines affected by the change, made up of the right people to implement and drive the change.

It is essential to correctly identify and select the **executive sponsors, success owners and drivers.** Owners are essential when it comes to achieving goals and ensuring value for the employee; the drivers or champions are a mandatory component to ensure that the project filters through the organisation.

Identify and prioritise the levers of change according to boost and value: Impact Stories

Levers of change allow you to effectively measure achievements and assess tangible results after the launch of the Digital Workplace. These levers help teams to understand the transformation better, maximise the performance of their daily activities, put features in context, and ensure that people know when and how to use the resources at their disposal.

It is recommended to define the levers and their success metrics in joint co-creation sessions with the different designated roles (sponsors, owners and drivers). These sessions are led by experts in Design Thinking methodologies; They **locate specific cases of change with impact on the organisation, from which an inspiring narrative is drawn:** specific dates and actors, along with a visual representation of achievements, help employees identify with success stories.

These joint work sessions should also include the identification of transformer levers in the As Is/To Be states, and then evaluate them based on their impact and value, and establish an adoption roadmap. It is important to note that visible achievements must be made at every stage, so the difficulty and experience of delivering to the employee must be considered.

Design an excellent host experience: Onboarding Experience

Launching a Digital Workplace requires not only making it known, but raising awareness and generating interest. It is advisable to create a pre-launch expectation, and then promote the benefits of its use.

To maximise the success of the launch it is important **to emphasise the most aspirational levers of change,** raising awareness of the new ways of working and their enormous benefits for the employee, and to let the employee discover the functional details for themselves.

Logically, each organisation will decide on the allocation of resources for the communication and launch of the Digital Workplace, and will adapt the launch strategy according to its volume of resources. In the market there are simple and inexpensive options that cover the basic objectives of communication. Nevertheless, **a project of the magnitude of the Digital Workplace deserves to be accompanied by a great welcome experience.** This includes everything from raising awareness to the change to a personalised onboarding experience, through actions that emotionally connect the values and aspirations of the employee.

Design an excellent training experience: Training Experience

Most change management plans include a calendar of sequenced actions, under four types of action: Leadership, Communication, Training and Dynamisation/Motivation.

Today, we can go beyond the old paradigms of Change Management to offer a completely renewed adoption experience.

There has also been a **paradigm shift in the adoption model, shifting from an organisation-centred approach to another: Employee-Centric.**

The paradigm shift in adoption models

We go from the model “Focused on the organisation”

The employee is offered training

Focus on tool functionality

The company chases you

Action Plan

O1

O2

O3

O4

To the model “Employee Centred”

The employee learns by doing

Focus on the purpose of the tool

Challenge yourself and show what you know

Challenge and improvement experience

These new models include practices or training aimed at promoting new habits and behaviour. For this, gamified or competitive models are normally used, which immerse the employee in an improvement challenge in which the tool is used as the means to achieve a purpose.

Evaluate results and package achievements: Success Experience

After the training period, it is advisable to examine the data and establish what achievements have been made. This information is shared with employees, using everything from traditional communication methods to **special commemorative events**. In the most experienced and sophisticated cases, galas are organised to award outstanding employees in the proposed competitive challenges.

Impact beyond productivity: A better place to work

It is time to assess the real impact of the Digital Workplace on the organisation. Beyond the ratios and KPIs associated with process optimisation, the digital ecosystem affects corporate culture, talent and innovation flows, as well as worker satisfaction and well-being.

We can identify three major areas in which the benefits of implementing the Digital Workplace are appreciated:

Corporate Culture

- The pride of belonging to the organisation is reinforced
- Improve connectivity based on growth, acquisitions and international vision
- Internal communication expands in all directions: ascending, descending and horizontal

Talent and innovation

- Self-learning models foster competitiveness
- Digital talent acting as an ambassador is identified
- Increased popularisation multiplies relationships and fuels innovation
- The strategic information available in the company incorporates added value to the work

Productivity and processes

- Increased collaboration and shared resources improve efficiency and productivity
- Collaborative tools increase the effectiveness of work groups



There is another facet to the benefits of the Digital Workplace: **worker satisfaction**. According to an Aruba study, 74% of employees working in digital environments rate their level of job satisfaction as good or very good, and 70% state that they have achieved a better balance between their personal and professional lives.

Other relevant indicators extracted from the same study:

Productivity improvement

Almost 75% of employees say that digital tools have increased their productivity.

Improvement in competitiveness

Almost 60% say they are learning new skills at work. 61% complete multiple tasks during the workday.

Improvement in self-esteem

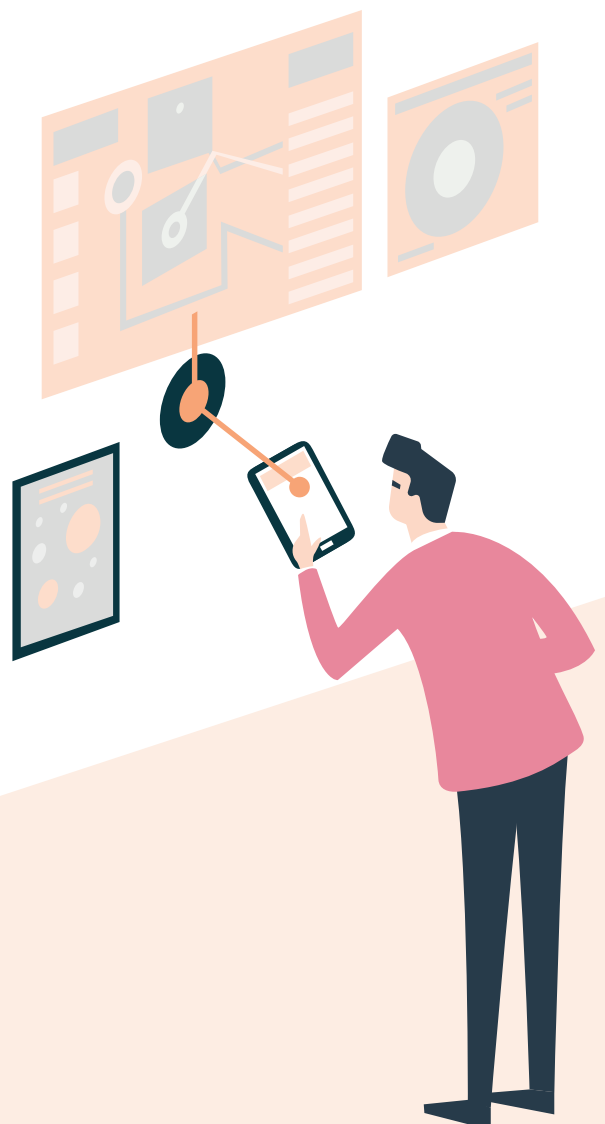
65% consider that their role is strategic within the organisation.

Alignment with the corporate vision

73% praise the corporate culture and vision of the company.

Improvement in the work environment

78% are satisfied with the work environment, and 67% with the levels of creativity.



Some final recommendations

At Minsait we have spent years planning, developing and maintaining Digital Workplaces for all types of clients, adapting each ecosystem according to the particular needs of each organisation. From this work we can synthesize, by way of conclusion, the main lessons learned:

Apply intelligence to the way you work

More hours on the job do not translate into increased productivity. The essential purpose of the Digital Workplace can be summarised in a few words: Work smart.

Never lose the focus on people

The new digital work platforms are designed in an inclusive way, always based on the analysis and understanding of the needs of the employees.

Services that make the daily routine easier

On the basic premises of communication and productivity improvement, the Digital Workplace articulates processes, content and services that facilitate relevant, agile and efficient experiences.

The Digital Workplace is built between everyone

The HR, Technology, Marketing and UX/UI departments must work hand in hand throughout the Digital Workplace construction process to ensure the success of the project.

Create and share experiences around new work models

Involve project sponsors and drivers, identify success stories and designing an Employee-Centred strategy before and after launch is essential for the change to materialise in tangible impacts on the organisation.



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