Agenda

EX + CX = ROI – The case for Workplace Experience
Building physical experiences
AI & the modern workplace
Measuring success
How tech plays a role
Employee Experience is Critical

• Customer experience and employee experience are related and impactful
• Digital experiences are tied to successfully integrating physical experiences
• Artificial intelligence isn’t optional – it’s how we’ll create long term achievement
• Measurement is your key to continuous improvement – make sure metrics matter
EX + CX = ROI

Employee experience has a direct impact on organizational financial performance
Key drivers are: cost efficiencies, productivity and growth.

Senior decision makers from across the business understand the potential gains from a successful WX transformation and are equally clear about the challenges.
The top six workplace challenges facing organizations

1. Modernizing IT
2. Managing Evergreen IT
3. Scaling Automation and AI
4. Optimizing Culture and Employee Experience
5. Profitability
6. Talent Retention
The workplace is the way to differentiate

"By 2020, the greatest source of competitive advantage for 30% of organizations will come from the workforce's ability to creatively exploit digital technologies."¹

"Companies with great EX* outperform the S&P 500 by 122%."²

³ Source: "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. *EX = Employee Experience
### So, where are you on the Workplace Journey?

| How we see organizations implementing ‘Whole System’ Workplace Transformation |
|--------------------------------|-----------------|-----------------|-----------------|-----------------|
| **Culture, Leadership and Ways of Working** | **Disconnect at Executive level. Overlapping silos. Employees are focused on tasks.** | **Shift to service centric culture and cross functional teams with delegated responsibilities and outcome focus but still in product silos. Focus on delighting customers or obsession with customers.** | **Trust based fully empowered networks that extend beyond own employees. Decisions made with whole system view in mind. Coaching models and systems are pervasive.** |
| **Service Innovation and Continuous Improvement** | **Product and paper based processes persist supported by isolated teams and systems.** | **Existing product based processes digitalised with some automation. Siloed processes, systems, data, tooling and KPIs.** | **Services, interactions, capabilities and capacity re-configured in ‘real time’ based on predictive and in-flight whole system insights and customer context.** |
| **Customer Experience** | **Manual management and interactions with customers, intensive and reliant on higher cost channels e.g. call centres.** | **Pseudo channel of choice and product personalisation offered to customers. Some automated interaction via chatbots and AI analysis of requirements.** | **Experience is re-configured dynamically to reflect context, customer need, risk and value to the business. Switch from product to trust based service relationship.** |
| **Employee Experience** | **Employees assigned functionally. Low innovation, stale out of support systems with counter intuitive integration – too many systems and manual repetitive working practices.** | **Limited collaboration and personalisation. Work experience uplifted through new productivity tools but not tailored to a particular business or personalised for an employee/job function.** | **Predicts and adjusts experience based on employee sentiment, requirement, work context, expertise, value and connections. Employees perform jobs from anywhere with digital assistants, RPA and AI.** |
| **Intelligent Automation** | **Application focused automation. Limited visibility of areas that would benefit from RPA. Reliant on worker and in-depth application/code knowledge.** | **RPA used to automate processes and tasks to create capacity, reduce costs and improve quality.** | **AI changes the configuration of rules, services, processes and resources to improve responsiveness. Tracks every entity in the workplace.** |
| **Extended Reality** | **Technology demo or consumer experience, no corporate use case identified to date.** | **Virtual assistants and cognitive used to improve experience, processes, linking of entities, next best action and outcomes.** | **Integrated cognitive services enables more intelligent, responsive augmented workspaces, redefined processes and customer and employee experiences.** |
| **Devices, Platforms and Security** | **Legacy infrastructure hosted on-prem or with a service provider, low innovation or change. Hosted desktops with some laptops. Siloed application services and security run by IT with minimal business engagement.** | **Widespread deployment into production services enabled by Social VR services and lower cost devices. Increased device capabilities (phone replacement, integration of sensors).** | **Liquid cloud based micro-services and APIs that enable services to be created/changed safely and economically on the fly. Seamless physical and digital role and context based security.** |

**Business as usual**

- Power hierarchies and silos retained with talent communities and innovation veneer. Organisation is mainly focused on products and short-term operational outcomes.

**Digital Online**

- Existing product based processes digitalised with some automation. Siloed processes, systems, data, tooling and KPIs.

**Frictionless Digital**

- Shift to service centric culture and cross functional teams with delegated responsibilities and outcome focus but still in product silos. Focus on delighting customers or obsession with customers.

**Reimagined Business**

- Trust based fully empowered networks that extend beyond own employees. Decisions made with whole system view in mind. Coaching models and systems are pervasive.
Employee Experience Maturity Scale

<table>
<thead>
<tr>
<th>Employee Experience</th>
<th>Business as usual</th>
<th>Digital Online</th>
<th>Frictionless Digital</th>
<th>Reimagined Business (Sense and Respond)</th>
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<td>Employees assigned functionally. Low innovation, stale out of support systems with counter intuitive integration – too many systems and manual repetitive working practices.</td>
<td>Limited collaboration and personalisation. Work experience uplifted through new productivity tools but not tailored to a particular business or personalised for an employee/job function.</td>
<td>Employees assigned to outcomes, requiring cross-functional coverage. Personalised experience delivered through combination of BPI and AI.</td>
<td>Predicts and adjusts experience based on employee sentiment, requirement, work context, expertise, value and connections. Employees perform jobs from anywhere with digital assistants, RPA and AI.</td>
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Building physical experiences

Create corresponding physical experiences with digital ones
Planning for your WX Success

Many tools... many goals... many participants.

Improving employee engagement requires a holistic approach.

Re-imagine culture and EX

Modernize technology platforms, services and physical spaces

Optimize operations
The devices you use...
Scaled to the spaces where you work...
AI’s role

Artificial intelligence can and does play a role in employee experience – take advantage

This Photo by Unknown Author is licensed under CC BY-SA-NC
Advanced AI to deliver insights and expertise, to harness collective knowledge and to empower people to learn, upskill and innovate faster

Project Cortex – AI and Machine Learning to KM

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We’ve explored the customer journey, understanding that many construction project managers prefer to have a licensed operator to fly drones even with the latest technical abilities. This along with many other customer insights is a way we see this as a new set of services we can offer at Contoso Electronics.

As part of Project Core, we have identified this set of opportunities on how our customers can best use our technology in their work from the beginning of the construction project including site identification, all the way through to ongoing inspections for safety and insurance documentation.

Our value proposition with Project Core is to boost productivity at sites from the moment the project is underway. In the past helicopters were used to film construction progress, which was expensive and had a low safety record, now with the Mark 8 we can support the entire construction lifecycle. Rendering 3D models also allows our customers to estimate drainage needs and gives a complete 360 view. This is the same technology pioneered in Project Soar.

Using Mark 8 solutions, we were able to survey a 63 acre sites in 75mins and captured 997 images, for a 700ft TV tower

Diego Siciliani, GM of Global Real Estate and Facilities
If you’re going to transform your organization, how do you measure success?
Measuring Success Against the Business Case

Measuring key components of the employee experience and digital workplace investments

- **EMPLOYEE SENTIMENT**
  - Measured by interviews, surveys & Glass Door

- **PRODUCTIVITY & USER ADOPTION**
  - Measured by interviews & surveys

- **BRAND REPUTATION**
  - Measured by social media, Glass Door, & surveys

- **CONSUMER & PATIENT RETENTION**
  - Measured by organizational financial information

- **HIGH VALUE TASK EXCHANGE**
  - Measured by innovation & roadmap acceleration
Avanade’s “Project X”

We help our clients better understand **where to focus**.

We started ‘Project X’ as an R&D effort to help clients **quantify their EX and CX** and their **significant influence on the bottom line**.

We add their data to our models and algorithms, generate bespoke and immediately actionable areas of focus, and target financial opportunities.

**POWER BEHIND PROJECT X**

- 386 companies, 21 industries
- 180,000 earnings call transcripts
- 1000+ employee, customer, and financial attributes
- 600,000 individual data elements
- 300+ strong correlations
- 32 machine learning models

**Data Sources**

FACTSET  versium  Shareablee  GLG  PROFESSIONAL SERVICES GROUP
EX is strongly correlated to company performance

We have found **strong positive correlations** between:

- **Company Performance and Valuation**
  - (average $r = 0.630$)

  &

- **Employee Experience**
  - (213 strong correlations, average $r = 0.627$)
  - (191 strong correlations, average $r = 0.633$)
  - (135 strong correlations, average $r = 0.634$)

- **Diversity & Inclusion**
  - (213 strong correlations, average $r = 0.627$)

- **Salary & Benefits**
  - (191 strong correlations, average $r = 0.633$)

- **Personal Growth**
  - (135 strong correlations, average $r = 0.634$)

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EX is a leading indicator to CX

We have found strong positive correlations between:

Customer Engagement on Social Platforms

&

Employee Experience

- Salary & Benefits
  (9 strong correlations, average r 0.565)
- Workplace Options
  (8 strong correlations, average r 0.580)
- Consumer Grade Technology
  (5 strong correlations, average r 0.524)
Reducing work complexity drives positive EX

We have found strong positive correlations between:

Employee Experience & Personalization of Technology $(r=0.491)$ & Investment in New Technologies that Increase Ways to Connect $(r=0.478)$

Work Complexity Technology & processes that reduce complexity, facilitate sharing, simplify work, and allow for the use of consumer-grade devices
Productivity

Devices
Workplace available anywhere - desktop, phone, tablet, wearables, sensors, virtual assistant

Interactions
Streamline department procedures in Field Sales, Marketing, Operations, Finance, R&D

Conversations
 Seamlessly connect through email, voice, video, IM, social, Virtual Assistant

Information
Secure & relevant structured and unstructured information, streaming, stored search, access, data & analytics delivered automatically

Behaviors
Sharing of expertise, best practices, and methods with automation of routine tasks
CASE STUDY: AVANADE

Increase retention

Inspired

Confident

Cared for

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<thead>
<tr>
<th>Work-Life Balance</th>
<th>Project Placement &amp; Rotation</th>
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<tbody>
<tr>
<td>Client Experience</td>
<td>Chargeability</td>
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<tr>
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<td>Training Availability</td>
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Culture & Company Values

Growth Opportunities

Career Movement

Peers & Social Support

Challenging & Diverse Work

Events & Social Opportunities

avanade
“When employees are satisfied and engaged, the result is deeper customer connections and an elevated customer experience.”

- Corey duBrowa, SVP of Global Communications at Starbucks

Source: Zendesk Employee Engagement Guide
Contact Us / Teams Assessment and more

Read our research on Workplace Experience and Employee Engagement

More great sessions from Accenture & Avanade:

• PANEL: Stump the O365 Consultant!
  Wednesday, November 6, 2019  4:00 p.m. – 5:00 p.m.

• Accenture Lunch Keynote: The 3 Pillars of AI & Their Impact on KM  Thursday, November 7, 2019  12:15 p.m. – 12:30 p.m.
Thank You!!

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