zensar

Empowering the Enterprise Workforce through **Digital Workplace Solutions**

User Experience and Engagement to Drive the Workplace of Tomorrow

Powering clients to a future shaped by growth

F R O S T *&* S U L L I V A N

White Paper

Contents

EXECUTIVE SUMMARY

In today's digital economy, work has shifted from a physical to a more digital workplace. Organizations are fast recognizing the importance of reimagining the role and configurations of the modern workplace. The nature of work has also undergone a significant shift due to the infusion of social, mobile and cloud technologies. Data-driven decisions are increasingly sought by business leaders to align their goals with organizational performance. Despite the technological advancements of the digital era, many organizations are hamstrung by siloed functionalities and cumbersome user experiences.

While artificial intelligence (AI) and predictive analytics have tremendous potential as key enablers of the digital workplace, user experience and engagement are equally important to ensure there is sufficient clarity on how a digital workplace can be created for a multi-dimensional workforce. Today's workforce, predominantly characterized by the growing Gen Z population, possesses unprecedented ease with digital technology and a willingness to embrace the digital environment. Organizations with an employee-centric workplace strategy are increasingly finding success in multiple areas, including higher productivity, smoother change management and higher employee retention.

Understanding and evaluating the workforce's digital requirements is critical for business leaders to create a seamless workplace solution that can positively affect the workforce and the work environment. Therefore, organizations need to select the right digital workplace solution that fits their organizational objective.

This white paper explores the digital workplace requirements, assesses adoption issues, and provides insights that can help organizations transform their knowledge workers' user experience and create a holistic digital workplace for the future.

SECTION 1: DIGITAL WORKPLACE TRANSFORMATION: DRIVING SYNERGIES BETWEEN KEY WORKPLACE FUNCTIONS

The meteoric rise of digital technologies has led to a corresponding surge in the "digital workforce" — a collective group of digitally savvy employees who rely on new-age technologies for every aspect of their work and personal lives. The growth of this digital workforce has been synonymous with the growth of digital transformation recently. In this digital era, there is a significant shift in thinking from a legacy IT status quo, where different business functions worked in silos and fragmentation was experienced across the business processes. The modern workforce is more flexible and agile, and has ubiquitous access to enterprise applications, customer data and communication channels across several devices and platforms. This new-age workforce demands a work environment that is consistent with their personal lives — instant access from any device at any location, mobility, flexibility, and the ability to synchronize workflows. In such a scenario, digital and social boundaries become blurred and often become the cornerstone of digital workplace enablement rather than individual technology functions.

The frenzied pace of IT consumerization and the organizations' prime focus on the consumer journey have placed immense pressure on enterprises to deliver productive and innovative solutions. However, organizations become oblivious to the fact that to create a positive consumer journey, they must maintain a positive workforce to drive the consumer experience. Against this backdrop, user experience becomes capital and business organizations use it as a differentiator to stand apart from competitors. Therefore, it is critical to first develop a people-centric approach toward addressing the internal needs of the organization to meet external demands. It is this crucial requirement that led to the advent of digital workplace solutions. Essentially, the digital transformation of an organization's work process and systems could constitute a digital workplace solution. Furthermore, we can define a digital workplace solution as a digitally mature environment that drives employee engagement and allows the workforce to be more knowledgeable, informed and responsive to customers.

Figure 1: Trends Driving Digital Workplace Solutions in Enterprises

Business/IT/ User Challenges
Create internal cohesiveness and collaboration between enterprise functions

Focus on Engagement & Experience
Shift towards cultural and workforce requirements to increase productivity

Trends Driving Digital Workplace Solutions in Enterprises

Technology Convergence
Leveraging advanced technologies to provide optimized solutions

Digitally Efficient Ecosystem
Ensure the availability of a digital workplace that is scalable to meet future demands

While digital workplace solutions (DWS) integrate a suite of services, applications and digital offerings, enterprises must ensure that the solution meets the demands of the business, users and the IT function. From a business perspective, DWS is an integral component of the IT function's transition to an integrated business provider. This transition mandates a shift in terms of replacing the legacy top-down IT services (ITSM) model with a more user-centric one. From the users' perspective, a DWS must meet multiple demands, and enterprises need to have a holistic profile of the challenges faced by the users. By profiling the individual requirements and mapping the solution offerings to those profiles, a DWS can be made more customizable and personalized to each organization. Resultantly, the employees could seamlessly adapt to the shift toward a digitally powered work environment.

As we move toward a digitally dominant future, enterprises will need to uncork novel business processes and harness the opportunities brought about by the convergence of digital functions within their work environment. The rise of hybrid workplaces, consisting of traditional and modern processes, has created its own mix of opportunities and hurdles. While technological advancements are expected to increase in the coming years, the importance of engagement and experience across the enterprise functions will define the role of the digital workplace in the future.

SECTION 2: HURDLES AND HOLDUPS FOR DIGITALLY HOLISTIC OPTIMIZATION

As organizations increasingly leverage a plethora of heterogeneous applications and devices within their IT ecosystem, today's modern workforce is swiftly rendering the once-dominant legacy IT model obsolete. A significant technical and cultural evolution has manifested itself across multiple business segments to create digital opportunities for enterprises and users. Modern enterprises are at an inflection point; unlike the legacy IT era, the present-day modern workplace is not defined by a singular entity — like how desktops predominantly defined the core component of the legacy IT environment. Today's digital workplace is composed of an aggregation of multiple applications, services and devices along with an intelligence component of how enterprises can utilize and capitalize on the benefits of such an aggregation to drive business results.

> **At best, one can say that the ideal digital workplace is more of a journey than a destination, and different organizations are at different stages in this journey across the world. A successful, modern digital workplace is one that can swiftly create digital strategies to cater to employee empowerment, redefine their business models and restructure functions to meet the demands of the future.**

Considering the digital workforce's evolving preferences and the nature of digital adoption across organizations, the modern workplace requires a dynamic model that defines how users consume applications and data across devices and how IT functions deliver and manage the applications. It must also define how businesses can leverage the integration of their digital components.

At best, one can say that the ideal digital workplace is more of a journey than a destination, and different organizations are at different stages in this journey across the world. A successful, modern digital workplace is one that can swiftly create digital strategies to cater to employee empowerment, redefine their business models and restructure functions to meet the demands of the future. Such a holistic, digitally mature workplace becomes a melting pot of efficiencies, technology, strategy and organizational culture. While this is appealing in terms of the inherent value that modern workplaces can deliver, most enterprises find that they are stifled by limitations that inhibit the adoption of such a digital ecosystem within their work environments.

1. Internal Resistance

A key component that inhibits the transition from a native, legacy IT environment to a digitally mature workplace is the pushback from the workforce — one that is comfortable or used to the current model. The possibility of creating a digitally efficient workplace largely depends on the willingness of the users to learn new technologies and hone the necessary skills required for the modern workplace environment. Typically, this comes across as an additional overhead to the users who have to, along with their current responsibilities, spend time to get trained and acquainted with unfamiliar technological components. Along with this, the IT functions within enterprises are often mission-critical and consequentially sensitive to process-level changes. Therefore, enterprises find themselves at the crossroads of creating a digital workplace and ensuring that workforce productivity is not affected.

2. Data Security and Privacy

Cybersecurity and data privacy issues are still prevalent in the current digital era. Security and privacy are key concerns for organizations when it comes to transitioning to a new technology or business model, even today. While most organizations have robust security policies in place, the advent of the digital workplace has led to the consumption of data and applications across multiple devices outside the enterprise premises, such as mobile phones and laptops. This brings to fore another concerning variable in the form of "Shadow IT," wherein organizations have to be wary of unauthorized access of data either by personnel or across devices and platforms. While this is largely dependent on user behavior, it can pose a significant degree of risk — one that has caused enterprises to think twice about adopting modern digital workplace solutions.
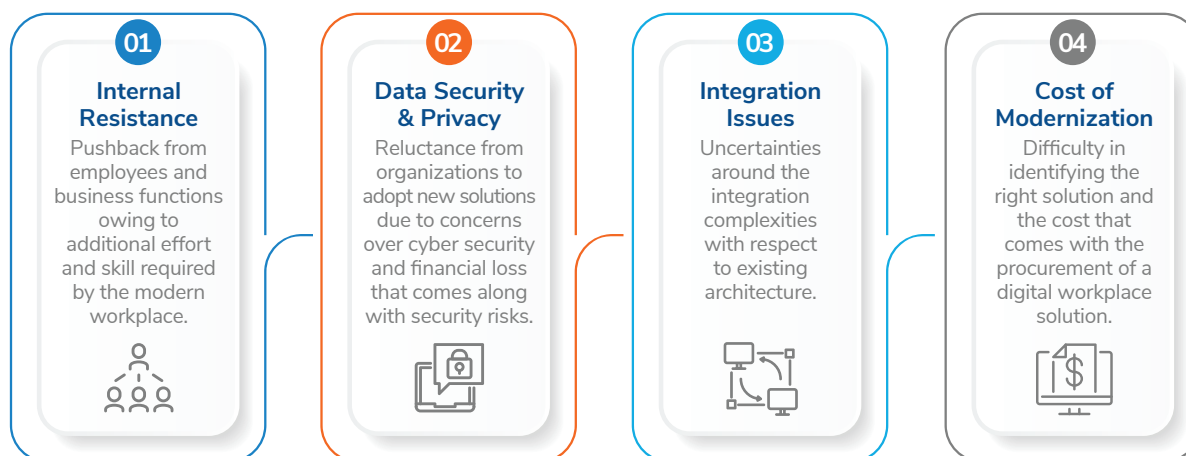
3. Integration Issues

The adoption of a modern workplace requires the merging of several enterprise functions and departments. In organizations that traditionally have disjointed, standalone departmental functions, each department is only responsible for its function and delivers the expected output. However, the integration of business functions is a key component of digital workplace solutions, and the input/output variables can change for every departmental function. The management of each department must ensure that their employees have access to the same data and are communicating properly to achieve the common goal of bringing operational excellence through a digital experience.

4. Measuring the Cost of Modernization

A digital workplace solution is a long-term investment that needs to be measured, monitored and improved. Investing in a DWS involves spending a significant chunk of the enterprise budget, and organizations must deal with shrinking IT budgets and business leaders' demand for "maximum benefits from minimal investment." Therefore, it is extremely critical to identify the right digital workplace solution and ensure that the spend on such a solution does not become an afterthought. Organizations are often faced with challenges in identifying the elements that can or cannot work, difficulties in calculating a digital workplace return on investment (ROI) and, more importantly, the right degree of digitization required. If these variables are measured, an effective solution can be implemented and enterprises can decide how best to incentivize its use.
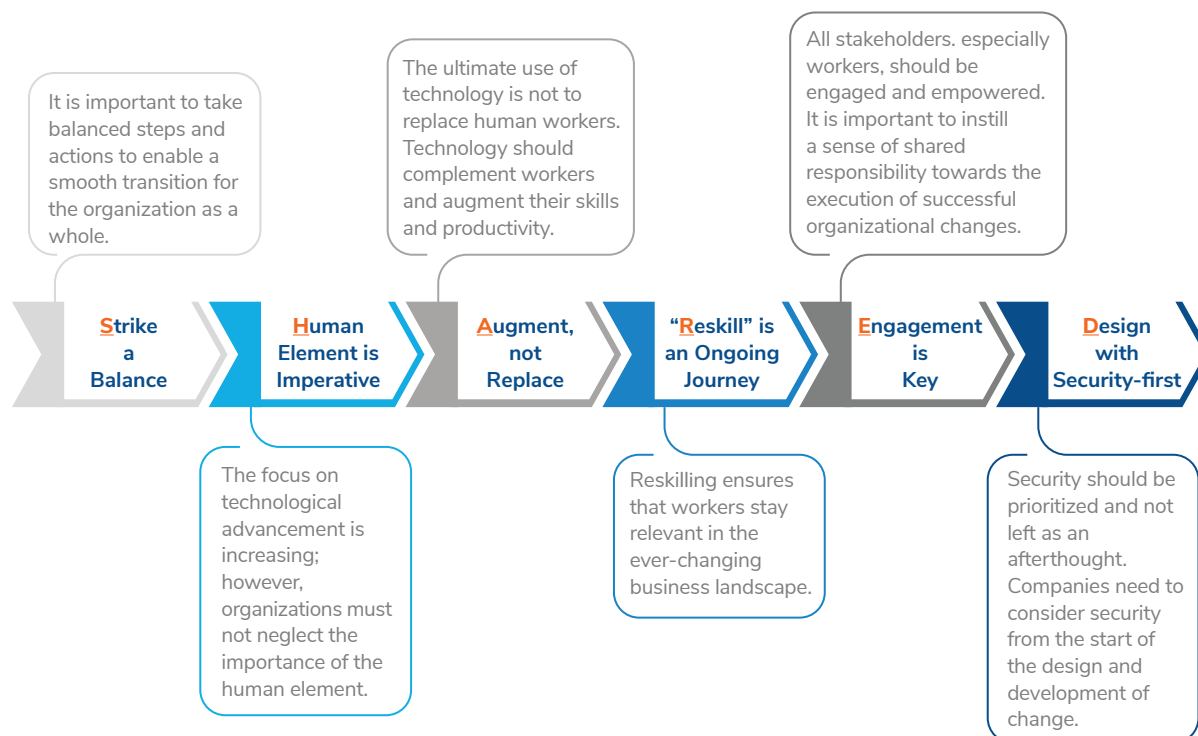
While there are several challenges in an enterprise's journey as it progresses toward creating a digitally mature workplace environment, it is better to identify these challenges and address them before investing in a digital solution. Organizations must identify what will work for their unique needs as opposed to just viewing what competitors are purchasing or which solution is gaining more traction in the market.

Figure 2: Challenges faced by enterprises in selecting a digital workplace solution

01

Internal Resistance

Pushback from employees and business functions owing to additional effort and skill required by the modern workplace.

02

Data Security & Privacy

Reluctance from organizations to adopt new solutions due to concerns over cyber security and financial loss that comes along with security risks.

03

Integration Issues

Uncertainties around the integration complexities with respect to existing architecture.

04

Cost of Modernization

Difficulty in identifying the right solution and the cost that comes with the procurement of a digital workplace solution.

Enterprises can address the challenges in their digital transformation journey by taking a SHARED approach:

Figure 3: SHARED approach toward resolving digital workplace challenges

It is important to take balanced steps and actions to enable a smooth transition for the organization as a whole.

The ultimate use of technology is not to replace human workers. Technology should complement workers and augment their skills and productivity.

All stakeholders. especially workers, should be engaged and empowered. It is important to instill a sense of shared responsibility towards the execution of successful organizational changes.

Strike a Balance → **Human Element is Imperative** → **Augment, not Replace** → **"Reskill" is an Ongoing Journey** → **Engagement is Key** → **Design with Security-first**

The focus on technological advancement is increasing; however, organizations must not neglect the importance of the human element.

Reskilling ensures that workers stay relevant in the ever-changing business landscape.

Security should be prioritized and not left as an afterthought. Companies need to consider security from the start of the design and development of change.

SECTION 3: TECHNOLOGY TRENDS: DECODING WHAT IS SHAPING DWS

As organizations evolve to cater to consumers' changing requirements, there is a corresponding shift in the resources utilized to achieve operational goals. Modern digital workplace technologies present opportunities and disruptions to the enterprise workforce and business functions. This is where organizations need to realize a key benefit of an effective DWS — the ability to select a digital solution based on user experience and business objectives.

Two major technologies that have had a profound impact on the digital workplace are:

1. Artificial Intelligence

AI has transformed from being a luxurious feature upgrade to becoming a key component in enhancing the enterprise workforce's digital dexterity. Providing turnkey solutions for growing business complexities requires the adoption of AI constructs within enterprises to foster digital innovation. In enriching the workforce experience and business productivity, AI has found key use cases within the digital workplace, such as:

▶ **Predicting Workforce Requirements:** Enterprises can identify workforce needs through AI-powered predictive intelligent algorithms and fine-tune the workplace model to extract the maximum potential out of their workforce. This can enhance employee satisfaction and engagement and also help create a future-ready workforce.

▶ **Positioning Talent:** Productivity depends largely on the mapping of the right talent for the right business requirement. A DWS powered by AI helps organizations assess their workforce behavior, generates skill maps and provides intelligent recommendations to business leaders who can then optimize and streamline their workforce efforts to drive efficiencies.

▶ **Providing Intelligent Information:** AI systems within a DWS inform employees of available resources and content. They help uncover several hidden business opportunities by providing a sense of the context and understanding of the invisible areas within the complex data structures that employees might not know or have difficulty finding.

▶ **Personalization of User Experience:** An effective AI-powered DWS can augment the workforce expertise, enhance employee engagement and knowledge sharing, and help organizations drive a push-oriented workforce-improvement model. AI systems can sense the rich and personal user experience and assemble optimal channels accordingly, creating a unique employee experience.

▶ **Productivity through Connectivity:** AI systems can leverage the connected intelligence opportunities that arise from the increasing number of connected devices used within enterprises for business purposes, such as smartphones and social platforms.

▶ **Performance Optimization Using Automation:** Natural language processing (NLP) and conversational interfaces are already widely used to automate several features within enterprises. Virtual assistants and chatbots can help optimize workflows, and employees can focus more on the core business tasks.

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2. Predictive Analytics

A key prerequisite of a digital workplace is the availability of tools and resources to make real-time decisions by collecting and consolidating data from different applications, devices and channels. The application of analytical insights over the data would then be used to make strategic business decisions, making predictive analytics a quintessential part of the digital ecosystem.

▶ **Continuous Improvement Loop:** Using predictive analytics, businesses can fine-tune areas such as workforce experience, skill scores, productivity and visibility, enabling adaption rapidly and objectively.

▶ **Configuring Proactive Work Functions:** Using predictive analytics, employees can receive relevant information and content without requesting it. Such predictive content generation and measurement can also correlate processes to identify potential bottlenecks and delays. With predictive analytics, enterprises fix the problem and can avoid it in the future.

▶ **Capturing Workforce Experience:** The workforce experience is evolving continuously and can be captured using predictive analytics to measure, improve and deliver the outcome that the business requires. Businesses can analytically model employee behavior to identify churn and performance management and develop policies accordingly to enhance the employee experience.

Other technological components such as Internet of Things (IoT), cloud-driven workspaces, and immersive media are also gaining traction across multiple enterprise functions. Modern, digital workplaces are expected to be a function of a technological convergence that seamlessly creates business efficiencies while delivering a favorable user experience.

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SECTION 4: HOW ENTERPRISES CAN NAVIGATE THE NEW PARADIGM OF PRODUCTIVITY, ENGAGEMENT AND USER EXPERIENCE

As technology evolves, it creates new markets, which, in turn, create new business opportunities and market players. Due to this, enterprises are faced with an inherent need to increase their competitive edge or risk losing their market share or customer base. As the digital ecosystem expands, organizations must understand what digital really means to them. For some organizations, it is about purchasing new technology to improve their service offerings. For others, it could be about enhancing workforce productivity and engagement. And for some, it could represent a completely different way of doing business. Such a branching out of a definition could, at times, cause business leaders to wander around in a cloud of uncertainty.

More often than not, organizations are quick to jump on the technological bandwagon as they assume that buying the right software or automating a specific business function would instantly guarantee productivity and revenue. But such a piecemeal approach could lead to inefficient efforts, sub-optimal performance and derailed future initiatives. Business leaders must create strategic initiatives around their digital objectives and structure those initiatives in accordance with their hierarchy of priorities. In this regard, the definition of digital shifts from being an ultimate objective to a process-oriented journey that can help organizations get their work done efficiently using the tools and resources of the digital workplace.
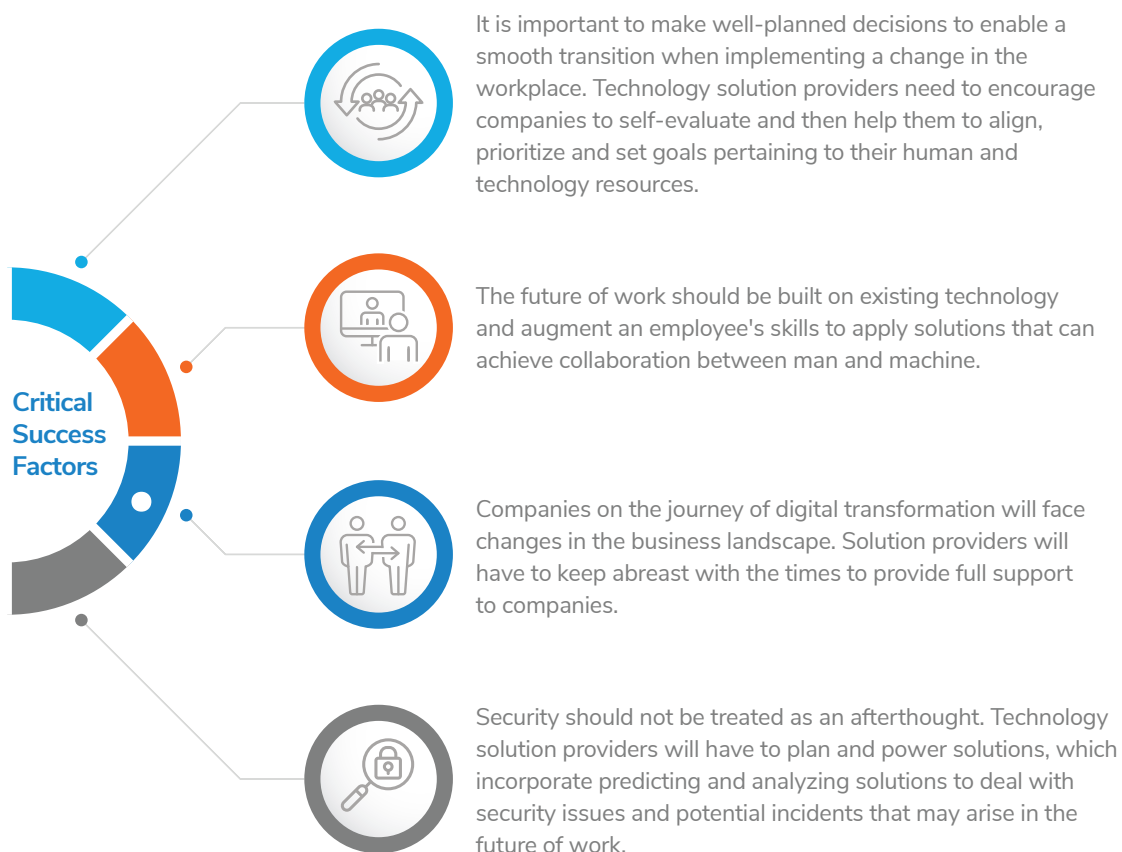
> **Business leaders must create strategic initiatives around their digital objectives and structure those initiatives in accordance with their hierarchy of priorities.**

Once the digital requirements of the enterprise workplace and business functions are identified, enterprises face the challenge of identifying the right solution and service provider that can satisfy their business demands. Navigating through a market inundated with multiple digital service providers could be an intimidating task because a digital workplace comes with a significant upfront cost. There is also a need to customize a digital workplace according to the unique needs of employees based on their different types of user profiles. Employees, who work remotely or are in transit have different requirements in terms of accessing resources based on their user persona as well as context. Therefore, enterprises had to focus on context-aware workplace solutions wherein employees would be able to access their data, applications and systems based on their attached user persona and context. These factors paved the way for a new business model — Workplace as a Service (WaaS). The ability of WaaS to offer a context-aware and persona-based solution in the digital work environment reduces the IT department's burden, and makes life easy for the finance department. As a result, businesses can now focus on their core tasks without worrying about managing their workplace solutions or complexities associated with them.

As service providers try to compete by offering different digital solutions and services, enterprises need to assess their internal requirements and vision to ensure that they opt for the right vendor partner. To do this, they must address the following:

1. *Business objective and strategic intent*
   E.g., Identifying enterprise challenges, hurdles to current processes, and the value of addressing the challenges

2. *Workforce utility and cultural alignment*
   E.g., Identifying new solutions to support or replace legacy solutions, potential workforce engagement challenges, and value-add for non-technical functions

3. *Time and cost of implementation*
   E.g., Upfront costs, the impact of implementation on business continuity, and identifying future risks

4. *Measuring success through digital key performance indicators (KPIs)*
   E.g., ROI from digital process implementation, customer gains, and efficiency improvement

5. *Roadmap for the future*
   E.g., Post-implementation support, upgrades and scalability

Figure 4: Critical success factors for an effective DWS implementation for enterprises

It is important to make well-planned decisions to enable a smooth transition when implementing a change in the workplace. Technology solution providers need to encourage companies to self-evaluate and then help them to align, prioritize and set goals pertaining to their human and technology resources.

The future of work should be built on existing technology and augment an employee's skills to apply solutions that can achieve collaboration between man and machine.

Companies on the journey of digital transformation will face changes in the business landscape. Solution providers will have to keep abreast with the times to provide full support to companies.

Security should not be treated as an afterthought. Technology solution providers will have to plan and power solutions, which incorporate predicting and analyzing solutions to deal with security issues and potential incidents that may arise in the future of work.

SECTION 5: ZENSAR'S DIGITAL FOUNDATION SERVICES: REFERENCE ARCHITECTURE FOR DIGITAL BUSINESS SUCCESS

Digital connectivity enabled by advanced and innovative technologies is likely to fundamentally change society. The enterprise 4.0 model is designed to deliver unmatched human experience and remain relevant in different cycles of change. Successful businesses in enterprise 4.0 must understand the disruptions of both demand and supply sides. They will have to continuously innovate to understand the shifting customer expectations and be experience-centric, collaborative and AI-driven. To be successful in enterprise 4.0, businesses will have to deal with four new realities of disruption: differentiate on experience; develop data-enhanced and digitally connected products; adopt digital operating models; and adhere to new digital regulations.

To empower enterprises to deal with their IT realities and fulfill their digital business aspirations, Zensar provides Digital Foundation Services (DFS). DFS is the reference architecture for businesses to successfully meet their aspirations for enterprise 4.0. The DFS architecture is built on five foundational capabilities to help customers succeed by empowering and enabling their businesses to run digitally and deliver unique customer experiences. These pillars are digital experience management, digital workplace services, digital infrastructure, digital operations and digital skills. With a diverse range of advanced services across various technology areas, DFS is already enabling enterprises to be future-ready and gain sustainable competitive advantage.
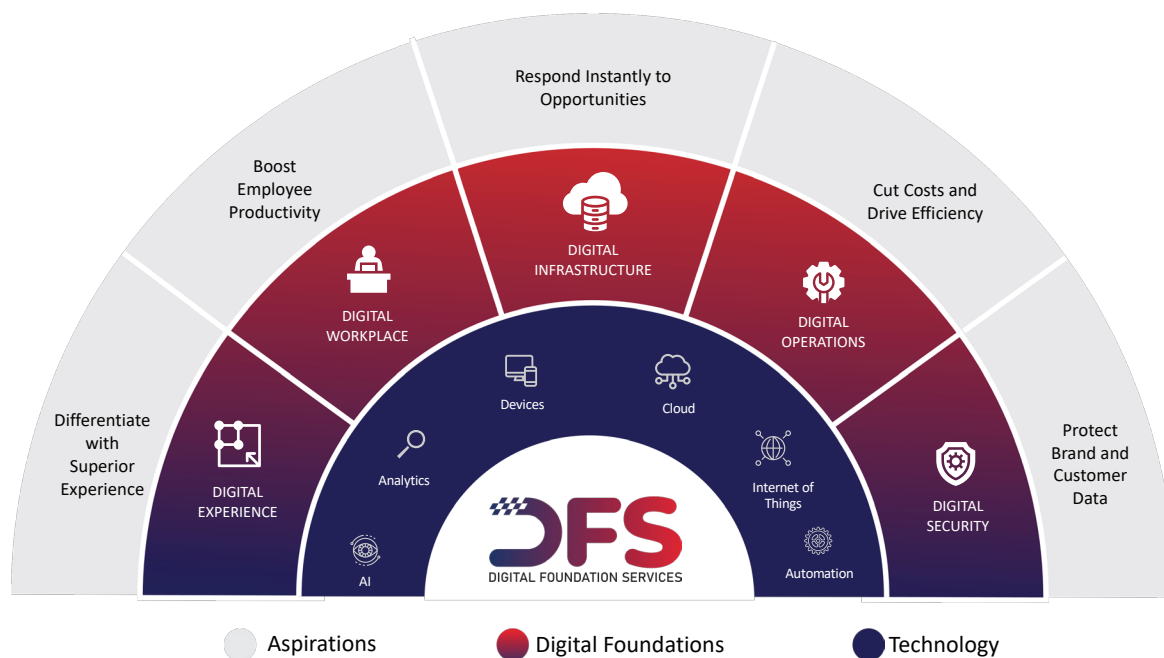
▶ **Digital Experience Management:** Get full visibility into every customer's journey across all digital touchpoints, such as mobile or web, and monitor the full stack to ensure every click, swipe or tap is flawless.

Increase revenue and ROI | Lower churn (higher loyalty) | Increased satisfaction

▶ **Digital Workplace Services:** Persona-based connected and intelligent workplace solutions are infused with AI, self-healing and BYOD to boost productivity and collaboration within the enterprise.

40% ticket elimination and 35% faster resolution | Shift left using self-help and self-heal | 33%-90% reallocation of workforce to strategic initiatives

▶ **Digital Infrastructure:** Respond with speed, agility and scale with proven cloud advisory and migration services across core, edge, network and security to build resilient and scalable software-defined infrastructure.

10X higher frequency of release | Guaranteed 99.99999 availability | 3X accelerated cloud adoption

▶ **Digital Operations:** Drive IT operations with human intelligence and machine intellect to manage digital assets by infusing cognitive automation into operations.

75% lower MTTR | 35% higher agility | 30% ticket prevention

▶ **Digital Enterprise Security:** Best-in-class threat hunting and advanced remediation solutions to ensure brand and customer trust is protected. Build cyber resilience from the inside out with proven solutions and framework from Zensar.

5X faster threat remediation | Proactive threat hunting | 24x7 certified SOC

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## SECTION 6: ZENSAR'S SOLUTIONS FOR DIGITAL WORKPLACE TRANSFORMATION

Zensar's Digital Workplace Services provide a flexible and customized solution model. The company's services include workplace consultancy, implementation services and managed services. As part of its flexible and customizable services, Zensar constructs the solution model around customers' specific needs, their current execution model and technology investment.

Zensar's DWS offerings create intuitive, immersive, and intelligent workplaces, enabled by human+ services, making it easy to create pleasant user experiences. Through its business-aware solutions, Zensar is uniquely positioned to help clients overcome the challenges of running their existing businesses and enable business transformation and planning for growth and expansion through innovative, digital processes.

Solution Focus:

The digital transformation journey is envisioned as a two-step process to transform an enterprise to Modern and Connected Workplace where core focus of the model is on integrated intelligence and AI driven solutions; whereas an IT and technology led model become an underlying platform for a successful business led model.

Figure 5: Zensar's vision for the digital workplace journey
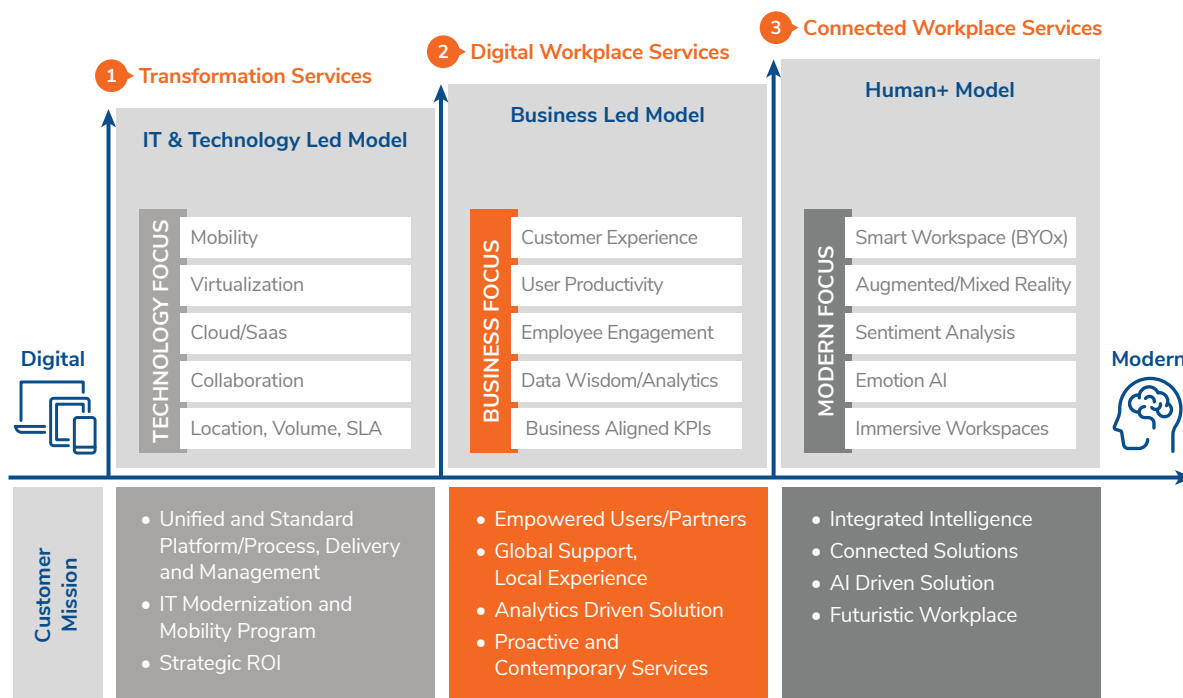
Zensar's digital workplace journey starts with a digital maturity assessment, identifying where an organization is in its journey, key gaps and digital roadmap. The DWS maturity assessment identifies gaps in:

- User experience and employee productivity.
- Workplace technology alignment.
- IT support services model.
- Technology investment and ROI.
- Process/KPIs alignment.

Zensar's DWS user-centric services are built to address the overall needs of workplace management.

1. **Business Aware:**
   The solution aligns with the different business functions of any industry, including retail, manufacturing, banking, financial, healthcare or government organizations, through proactive and 360-degree visibility of business processes and activity. It impacts users and business productivity enterprise-wide.

2. **User Aware:**
   Zensar's services are focused on delivering highly personalized and contextual workplace support using constantly evolving user personas for changes the organization goes through at the business and IT levels. These user personas are different from traditional personas where user mapping is done based on the user's IT equipment, designation, usage type and location.

3. **IT Aware:**
   With growing needs and increasing requests from end users, IT constantly changes as part of continuous service improvement. Zensar's solution handles these changes in the most optimal manner by providing pre and post-usage, adoption and impact analyses, which help IT and CxOs have full visibility to determine if the changes positively impact users and business. Digital workplace solutions also help deliver a return on investment in the fastest and most controlled way.

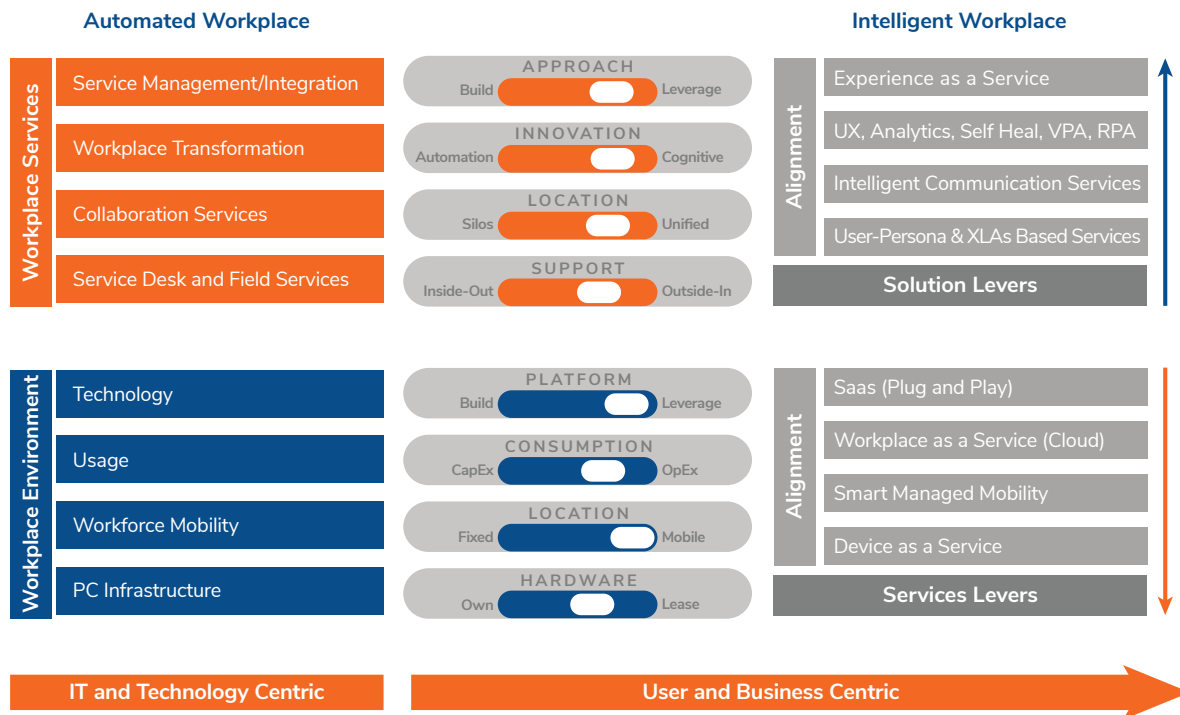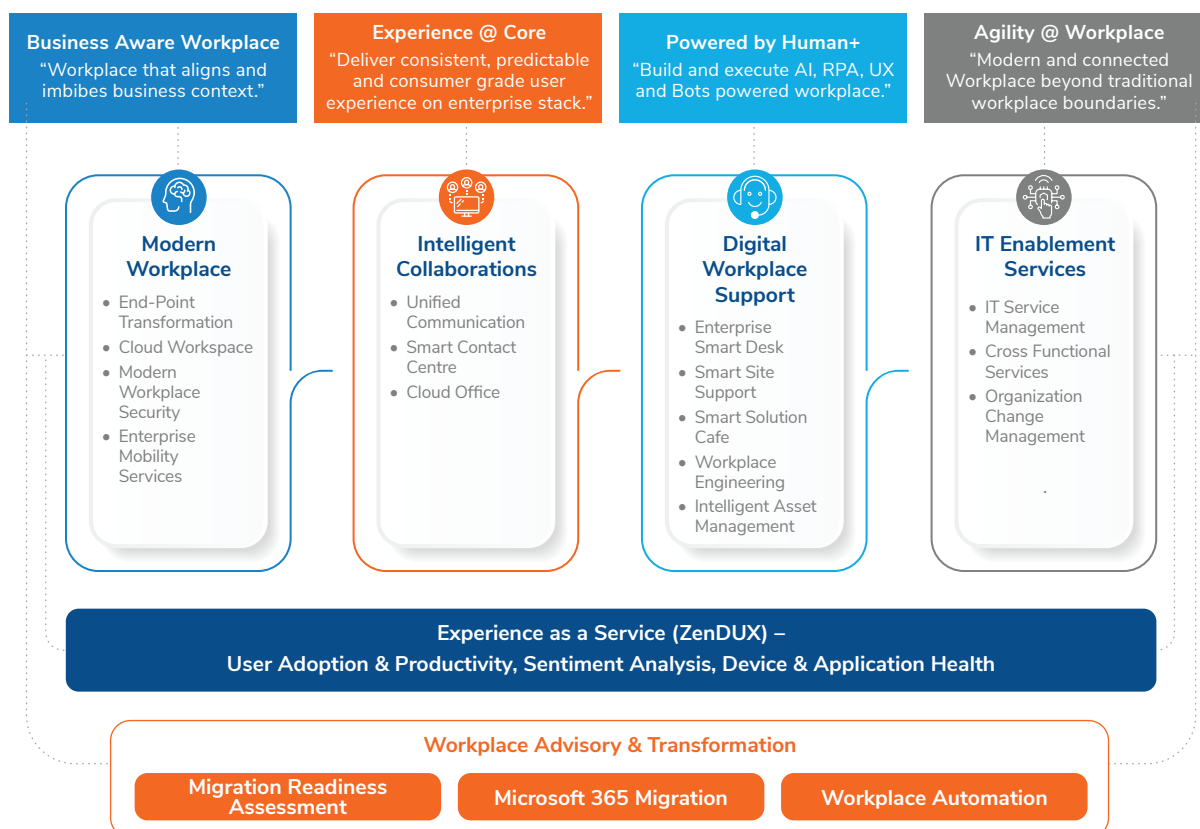**Figure 6: Zensar's vision of 21st century digital workplace strategy**

Figure 7: Zensar's digital workplace offerings

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SECTION 7: SUCCESS STORIES: ACHIEVEMENTS IN DELIVERING DWS SOLUTIONS

Internal Initiatives for DWS Implementation within Zensar

As a digital service provider, Zensar has demonstrated the efficiencies of its solution offerings by effectively digitizing the organization's internal workflows. Zensar's internal digital transformation and its success can be broadly classified into three major initiatives, listed below:

▶ **Digitization:** A talent management app was launched as a platform for HR digitization to enhance every touchpoint across the employee lifecycle, such as onboarding, performance management, leave management and grievance redressals. The AI-enabled platform also uses chatbots and matching engines to help employees find roles within the organization. From a productivity enhancement perspective, this platform allows Zensar's associates to track work and details on the go with in-built features such as quick time management, leave management, compliance and work details. A sales-focused internal platform was launched, providing users with on-demand insights and resources relevant to the sales and customer-engagement community. Information on the various industries, solutions and services is provided through engaging content, video and interactive presentations on this platform.

▶ **User Experience:** To improve employee productivity and efficiency, Zensar introduced collaborative solutions with Skype for Business and also undertook the migration of the Office 365 program. Through this, employees received support for remote working from most connected devices and reduced their dependency on emails. A unified email and collaboration platform ensured a consistent experience across all of the employees of the organization and saved operational costs.

▶ **Remedy Management:** Zensar created a BOT leveraging automation tools. It has closed about 250-300 requests per month, providing admin rights without human intervention. Zensar also resolved a significant number of the overall tickets. By customizing the service desk tool, the company has witnessed significant improvement in the service desk turnaround time and first point of contact resolution for ticket numbers. Implementing robotic process automation (RPA) has also relieved engineers from the high volume of repetitive tasks and helped utilize their time for critical tasks.

Case Studies for DWS Implementation

The following case studies demonstrate Zensar's success in understanding the customer's business requirements and delivering a successful solution that generates tangible business impact.

CASE STUDY:

Workplace Optimization Through Digital Collaboration

A leading pharmaceutical company headquartered in the United States wanted to enhance workplace performance and transform its legacy workplace and collaborations into a modern and globally connected workplace. The existing fragmented legacy technology could not support the expectations of the new-age employees and affected the user experience. The digital workplace solution by Zensar delivered a seamless user experience through a unified global solution. Zensar also ensured a consistent workforce experience by deploying next-gen collaborative tools such as Office 365, Skype for Business and enterprise mobility solutions. As a result of the DWS offered by Zensar, the customer IT organization could invest more time into strategic technology projects and operate with improved efficiency. The solution delivered a reduction in the total cost of ownership (TCO) of more than 30% and helped the customer achieve 98% customer satisfaction (CSAT) across all service levels and KPIs. Also, the company's vision of a highly personalized, engaged and collaborative workplace was achieved; employees were empowered to collaborate, and the enterprise was future-proofed against potential disruptions.

CASE STUDY:

Enhancing Operational Productivity Using Digital Performance Management

A global multilateral financial advisory firm wanted to reduce operational expenditure and cost through infrastructure modernization. The customer wanted to provide a seamless experience to employees through digital transformation, focus on core competencies and mitigate business risks. The business agility of the organization suffered from the inability to accurately assess the performance of its applications, devices and users. Furthermore, the absence of self-help and self-heal solutions only compounded the operational issues. Zensar formulated a technology strategy and implemented the Aternity application to monitor the end user experience and proactively identify issues by analyzing application usage, application launch time and crashes. The implementation of self-heal and "one-click" self-help solutions by Zensar led to a drastic reduction in repeat calls to the service desk. This translated to a 20% reduction in L1 incidents. Zensar helped improve application performance and reduce boot time and login time, resulting in much higher end-user satisfaction. As a result, the customer increased application performance management and reduced downtime for business-critical applications.

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SECTION 8: LOOKING THROUGH THE THOUGHT LEADERSHIP LENS

To become an organization with an effective digital workplace, the C-suite must become the driving force in implementing enterprise-wide change from the top-down to ensure business efficiency and competitive advantage. A digital workplace transformation involves a significant overhaul of the enterprise's business model. The responsibility of handling such a structural and operational overhaul falls directly on the business leaders, and they must ensure that the organization can handle the transformation and maintain business continuity. Without the support and involvement of the entire C-suite, digital transformation cannot thrive.

Two key roles within the C-suite — the chief information officer (CIO)/chief technology officer (CTO) and the chief financial officer (CFO) — play a pivotal role in formulating the right digital strategy and deciding how the enterprise workplace is going to take shape. The roles of the modern CIO/CTO have shifted from "functional" to "transformational," and the modern CEO looks to the CIO/CTO for solutions for unprecedented technological complications. Hence, the modern CIO/CTO must understand the technological gaps and play a key role in providing strategic knowledge to the leadership and workforce to create successful digital initiatives.

> **" To reap the benefits of an enterprise workplace transformation, it is necessary that appropriate planning for digital investments is not overlooked.**

Similarly, the CFOs of the digital era are not just confined to signing off on IT budgets; they also play an active role in developing a digital strategy for their enterprise. For any enterprise, digital workplace transformation is a journey in which funding plays a key part. The modern CFO has the financial acumen to look at digital initiatives as a long-term investment rather than an upfront cost for the enterprise. To reap the benefits of an enterprise workplace transformation, it is necessary that appropriate planning for digital investments is not overlooked. The most expensive solution might not be the most appropriate one for the enterprise; however, CFOs should ensure that workplace efficiency is not sacrificed by opting for cheaper solutions. This is one reason the modern CFO must be kept informed about the workplace performance and requirements, including the need for customization, upgrades, maintenance and additional systems.

An effective digital workplace solution requires an accurate understanding of enterprise requirements. The CxOs play a vital role in deciding the digital strategies that translate into business strategies for the enterprise. The entire C-suite must be on the same page when determining how best a digital strategy can enhance the enterprise workplace. Just as multiple business functions need to be integrated for an effective digital workplace, it is key that multiple leadership roles come together to ensure that the enterprise has the right solution and is on the correct path.

To learn more about how Zensar's Digital Workplace Services can help you simplify IT complexity and support your business's digital initiatives, please contact us at Marketing@zensar.com

NEXT STEPS

◎▶ **Schedule a meeting with our global team** to experience our thought leadership and to integrate your ideas, opportunities and challenges into the discussion.

◎▶ Interested in learning more about the topics covered in this white paper? Call us at 877.GoFrost and reference the paper you're interested in. We'll have an analyst get in touch with you.

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