

# The digital employee experience

Global commentary report

May 2019

# Agenda

Demographics

Business success factors

Digital employee experience and business success

Challenges and disconnect during the digital employee experience

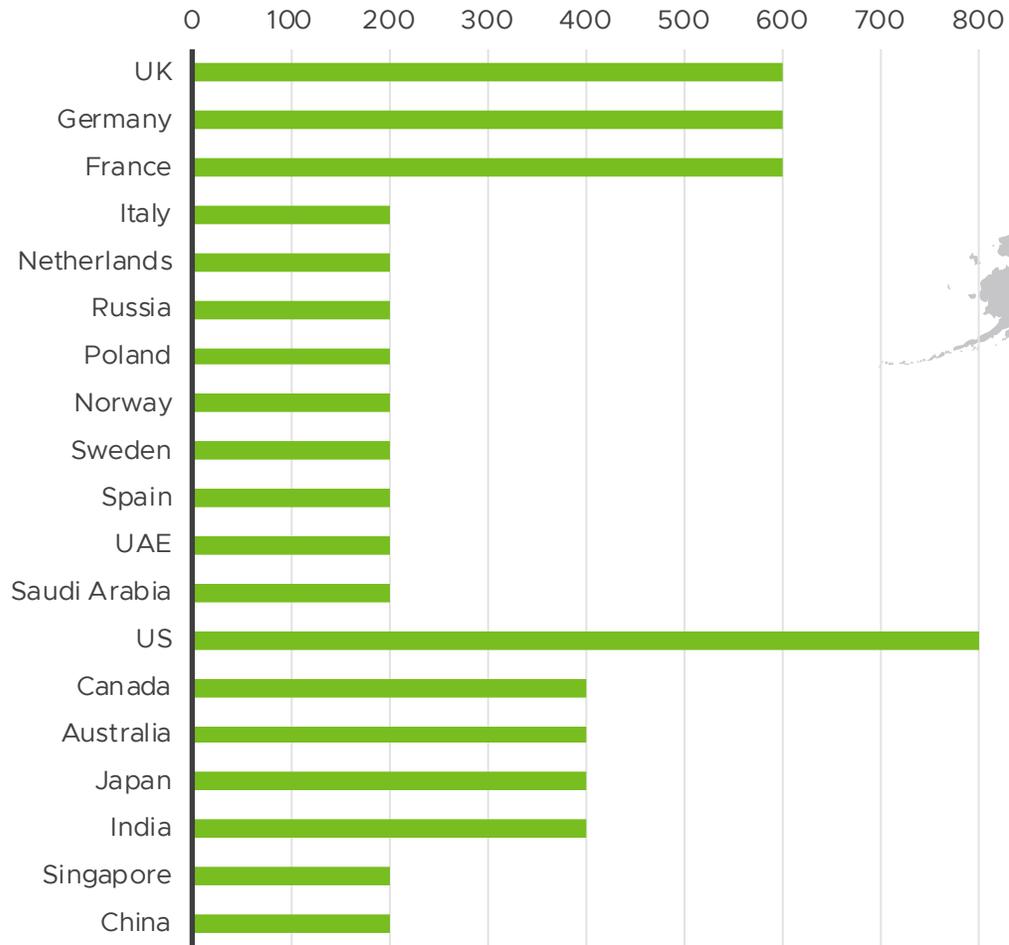
The role of IT and HR in the digital employee experience

Appendix

# Demographics

6,400 respondents who use a computer/smart device for work purposes were interviewed in March and April 2019, split in the following ways...

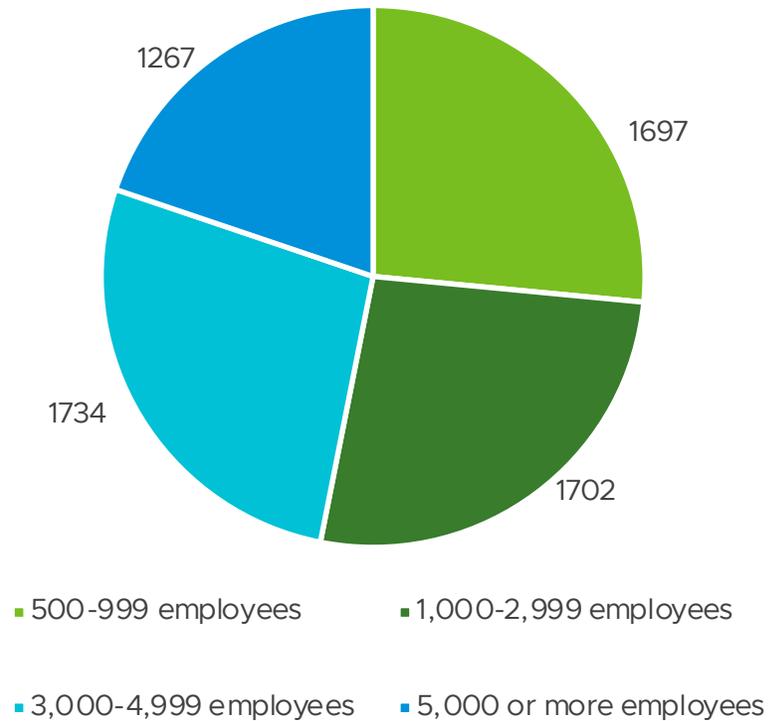
# Country



D1: Analysis of respondent country, asked to all respondents (6,400)

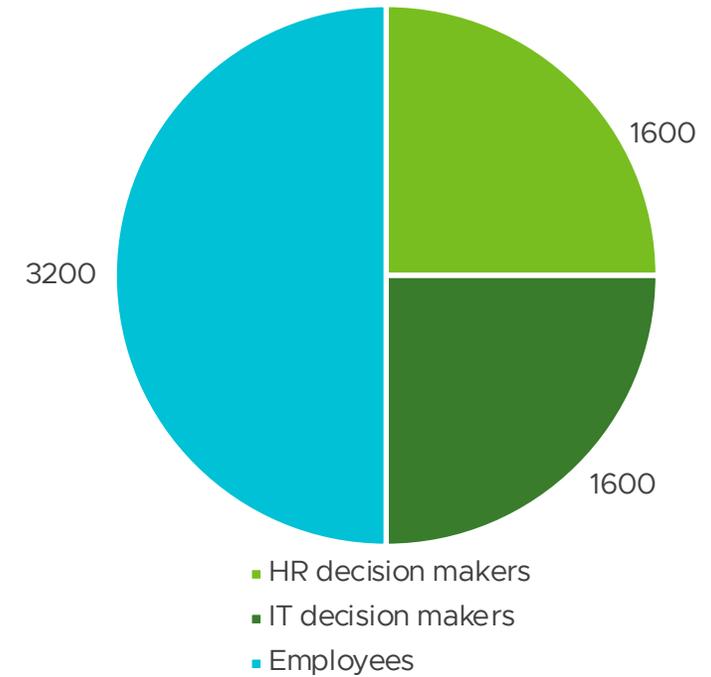
# Demographics

...number of employees



D2: "How many employees does your organization have globally", asked to all respondents (6,400)

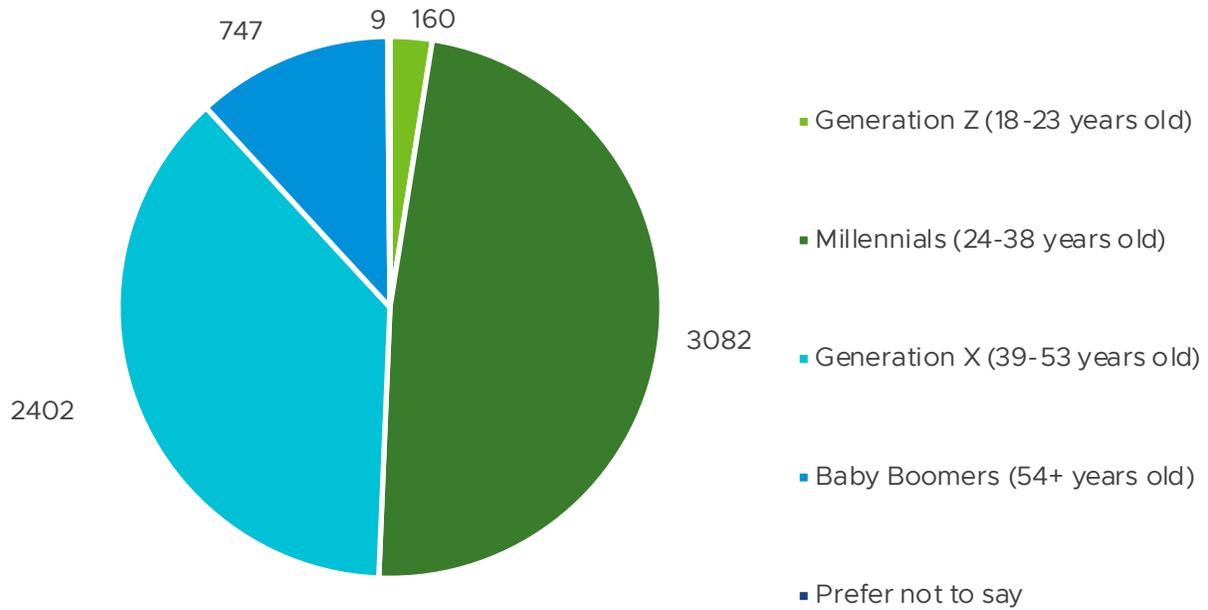
...respondent type



D3: Analysis of respondents' seniority/job role and function in their organization, asked to all respondents (6,400)

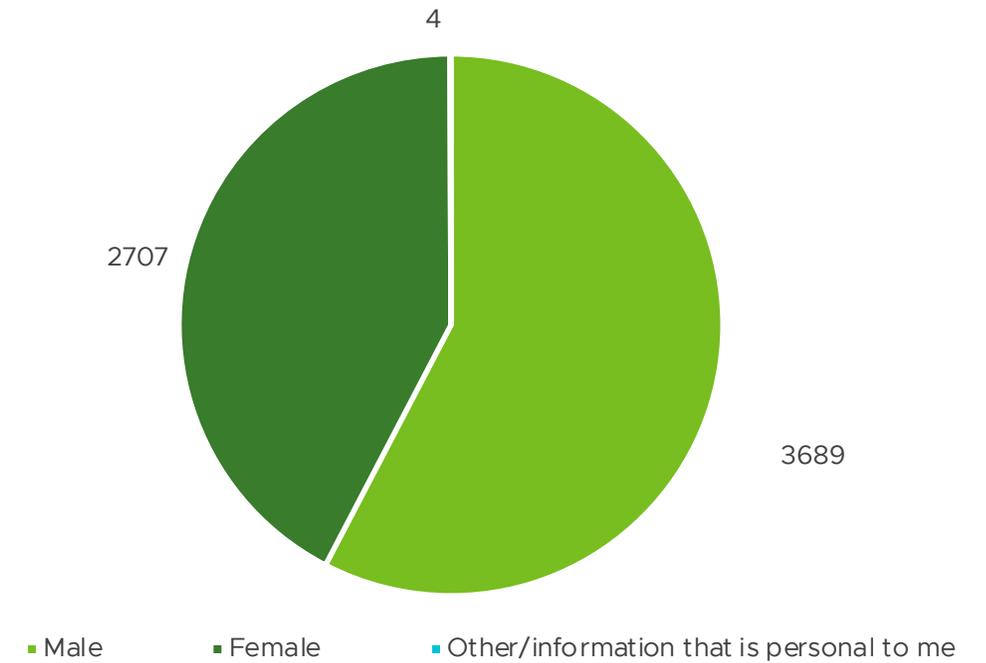
# Demographics (2)

...age



D4: "What is your age?", asked to all respondents (6,400)

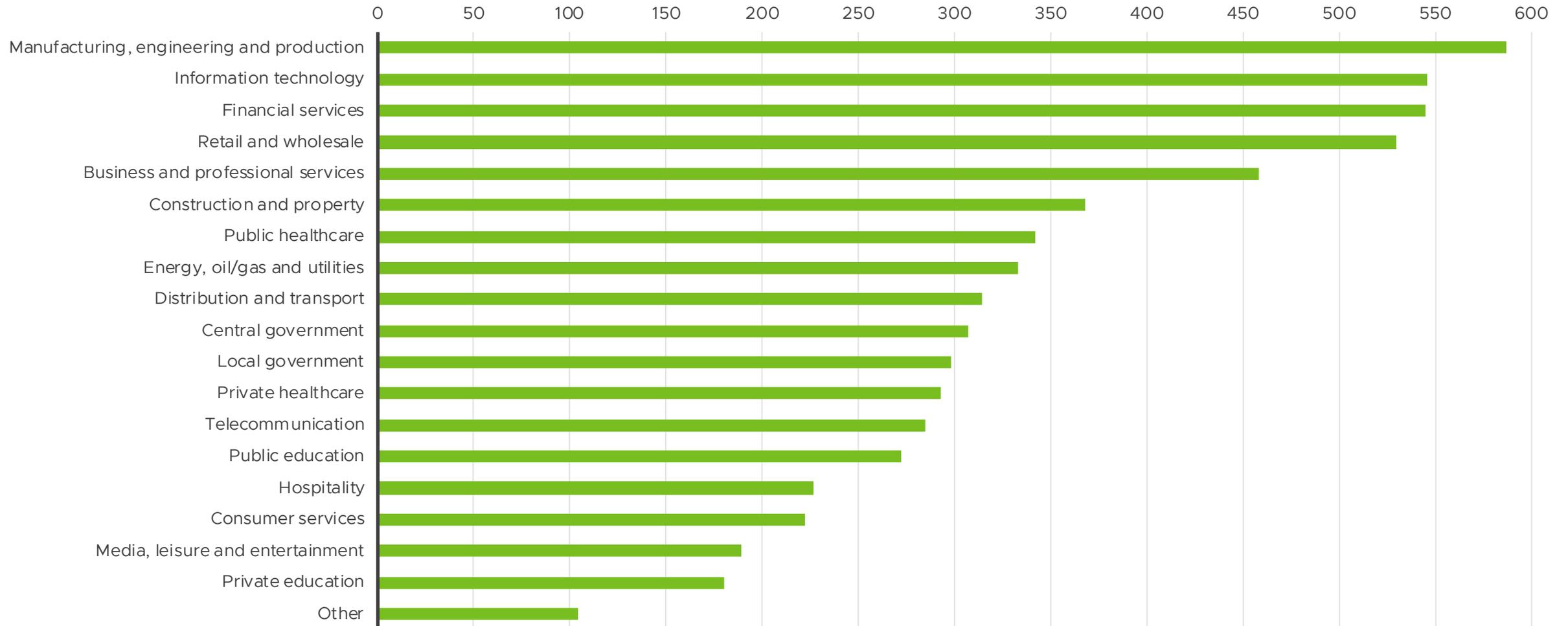
...gender



D5: "What is your gender?" asked to all respondents (6,400)

# Demographics (3)

...sector

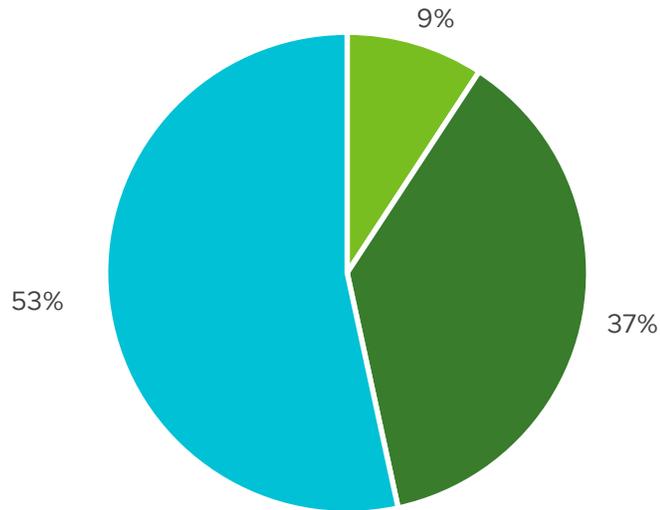


D6: "Within which sector is your organization?", asked to all respondents (6,400)

# Business success factors

# Business success factors (1)

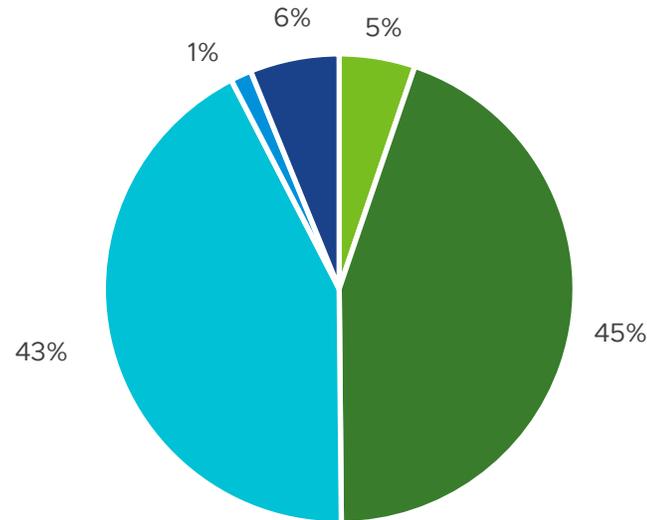
## Competitiveness in the industry



■ Follower ■ Middle of the pack ■ Leader/Pioneer

BS1: "Please rate your organization by its competitiveness in your industry:", asked to all respondents (6,400)

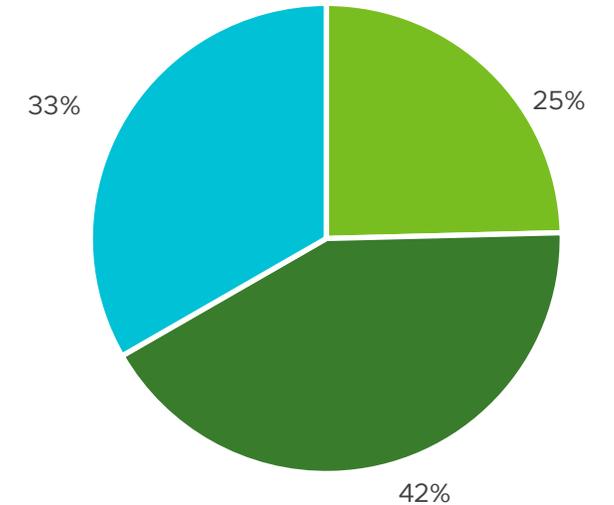
## Annual revenue growth



■ Underperforming (-1%+)/Not growing (0%)  
 ■ Low growth (1-5%)  
 ■ Medium growth (5-15%)  
 ■ High growth (15-25%)/Hypergrowth (25%+)  
 ■ Don't know

BS2: "Please characterize your organization's annual level of growth in terms of revenue:", asked to respondents who are supervisor level or above (4,784)

## Net Promoter Score categories

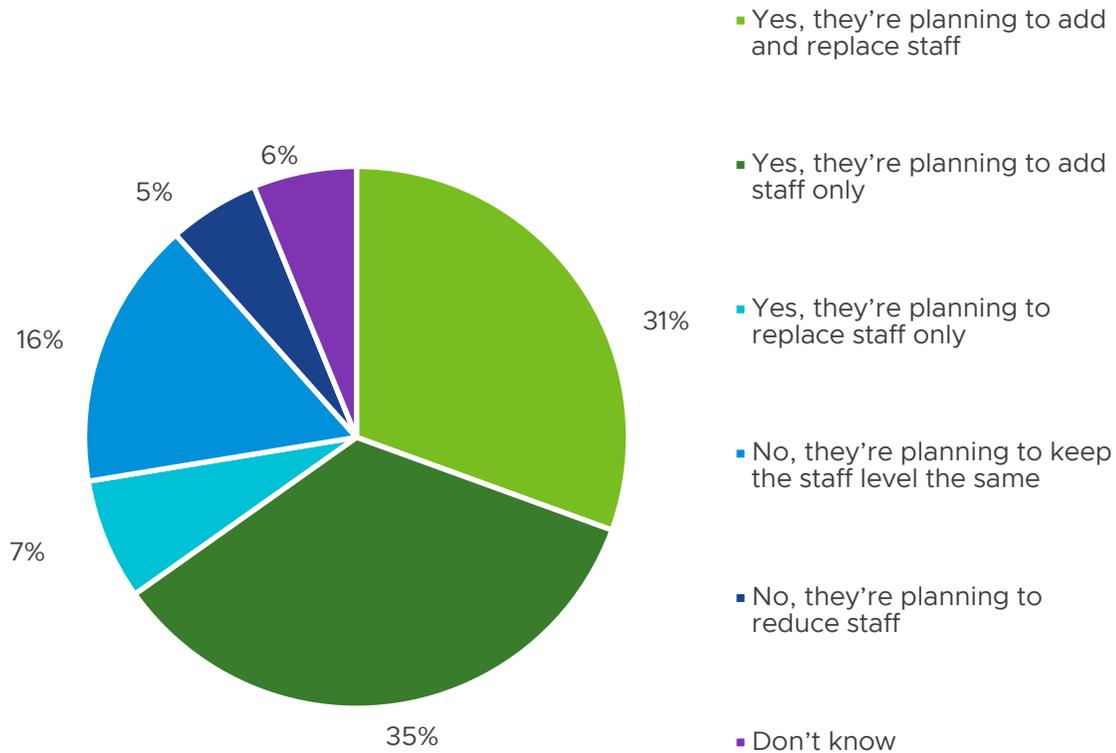


■ Detractors ■ Passives ■ Promoters

BS3: Analysis showing the Net Promoter Score categories of organizations, asked to all respondents (6,400)

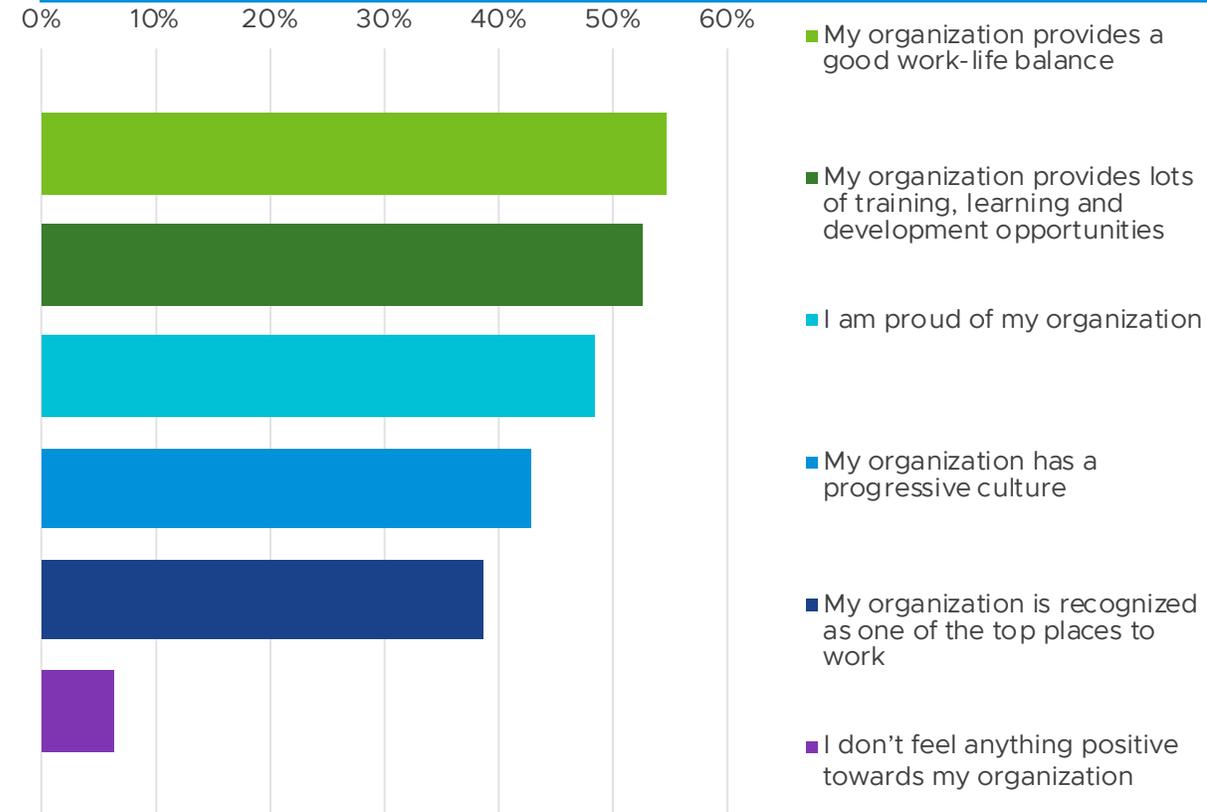
# Business success factors (2)

## Plans to add or reduce staff over the next year (2019)



BS4: "Is your organization planning to add and/or replace staff to your team over the next year (in 2019)?", asked to all respondents (6,400)

## Positive statements towards the organization



BS5: "If any, please select which of the positive statements you feel about your organization:", asked to all respondents (6,400)

# Digital employee experience and business success

# Digital employee experience factor categories

Factors marked with a tick are categorized as a positive digital employee experience

Please answer yes or no to the following questions about your digital employee experience at work...	Yes	No
Does your organization let you choose between using a MAC or PC for work purposes?	✓	✗
Does your organization let you choose between using Android or iOS for work purposes?	✓	✗
Does your organization give you the freedom to work from your personally owned device(s)?	✓	✗
Does your organization give you the ability to work from anywhere as easily as from in the office?	✓	✗
Does your organization give new employees access to all of the apps and data they need to be productive in their role on the first day of the job?	✓	✗
Do you need multiple passwords to get through a working week?	✗	✓
Do you ever have to take/send your device to IT to update or fix?	✗	✓
Can you easily find and install the right app for any new task/process at work?	✓	✗
Outside of email, do you have applications on your phone or tablet for the three most important tasks in a given working week?	✓	✗
Does your organization have policies and practices to stop you taking files and email messages if you left the company?	✓	✗
Regardless of whether you actually would, if you left your organization tomorrow, could you take email messages and files with you?	✗	✗

The above table shows whether the answer “yes” or “no” to each question was considered to contribute to a good digital employee experience so that an average could be calculated to understand how many factors respondents have. The maximum number of digital employee experience factors respondents can have is 10. Answers were shown to all respondents (6,400)\*

# Average number of digital employee experience factors (1)

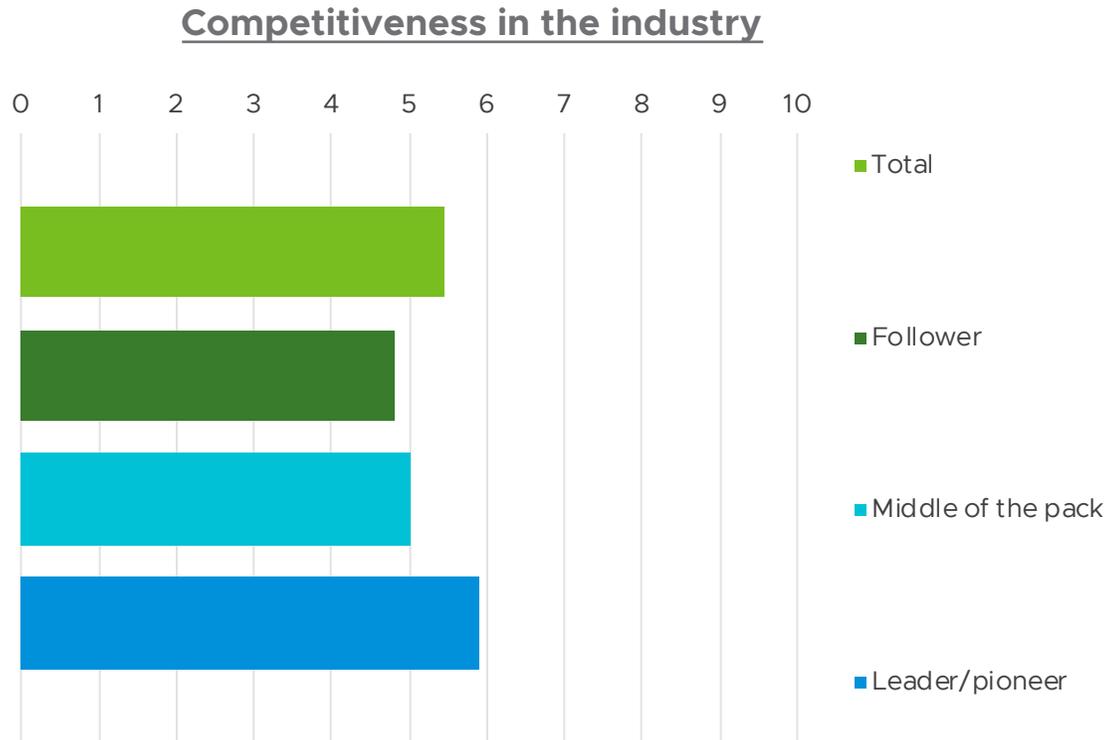


Fig. 1: Analysis showing the average number of digital employee experience factors respondents have out of 10 factors, asked to all respondents, split by competitiveness in the industry (6,400)\*

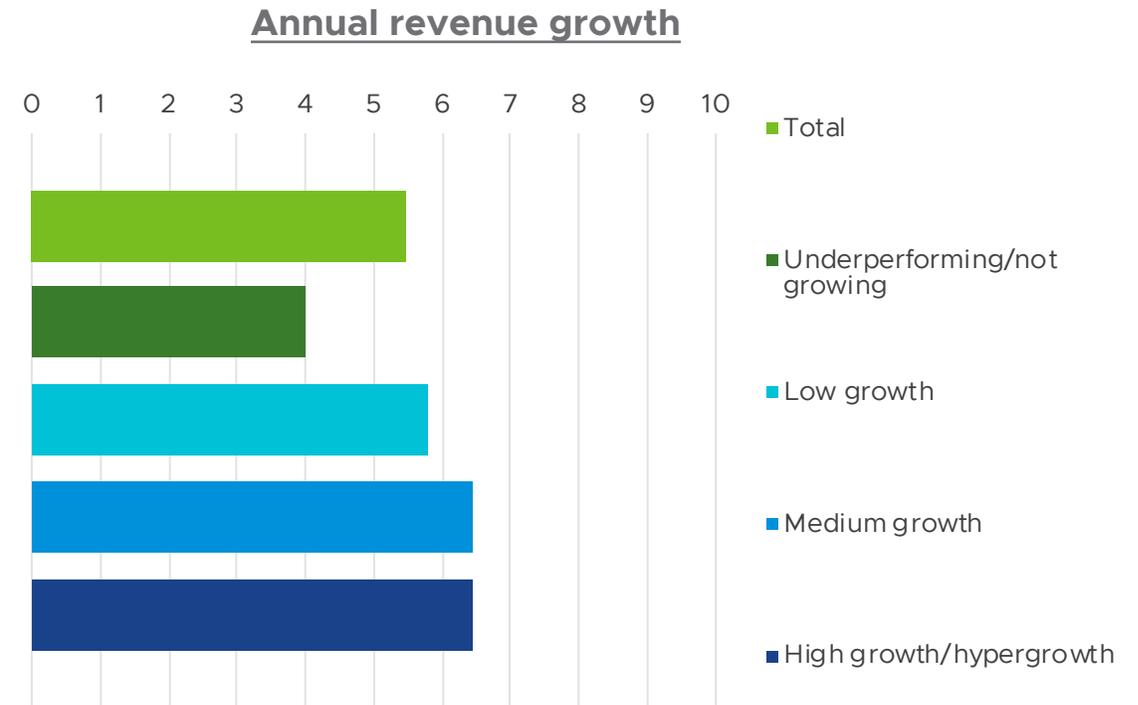


Fig. 2: Analysis showing the average number of digital employee experience factors respondents have out of 10 factors, asked to all respondents, split by annual revenue growth (6,400)\*

On average, respondents have five digital employee experience factors in their organization out of ten; however, those who consider their organizations to be a leader/pioneer are more likely (6) to have more digital employee experience factors than those from organizations that are middle of the pack (5) or a follower (5) (fig. 1)

Respondents from organizations that are underperforming/not growing are likely to have fewer digital employee experience factors (4) than those whose organization has low growth (6), medium growth (6) or high growth/hypergrowth (6), on average (fig. 2)

This shows how providing employees with a good digital employee experience contributes to the competitiveness and financial growth of organizations

# Average number of digital employee experience factors (2)

Organizations seen as promoters give employees a higher (6) average number of digital employee experience factors, than those seen as passives (5) or detractors (4), on average, suggesting that having digital employee experience factors contributes to feeling happier at work and results in them recommending the organization to others (fig. 3)

In addition, organizations that plan to add staff give their employees more (6) digital employee experience factors, than those planning to reduce staff (4), on average (fig. 4), which emphasizes the positive growth impact we've already seen the digital employee experience can bring

## Net Promoter Score categories

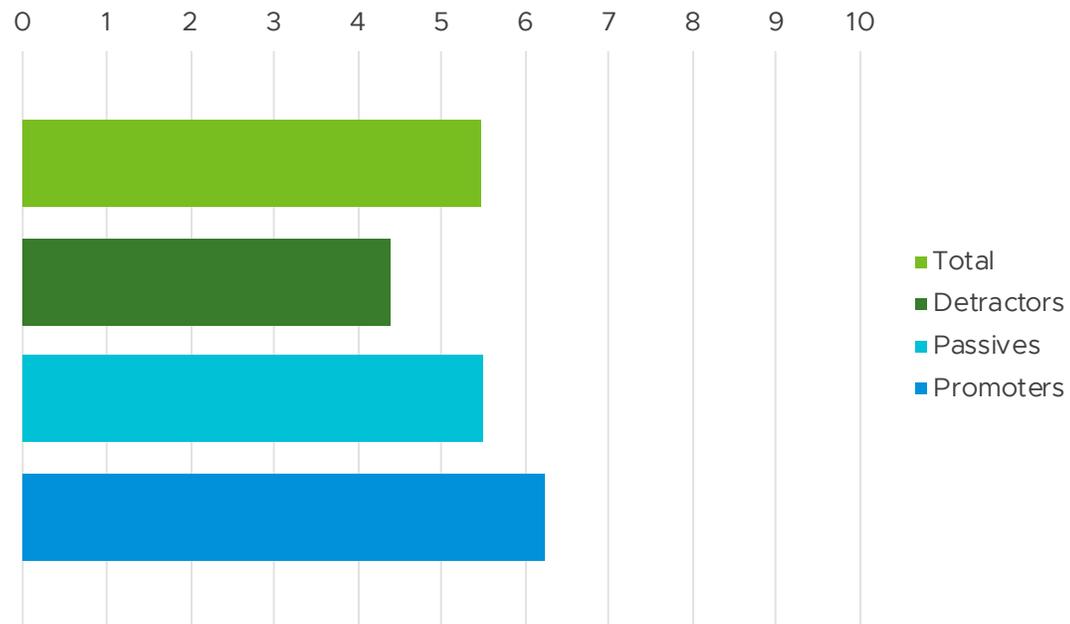


Fig. 3: Analysis showing the average number of digital employee experience factors respondents have out of 10 factors, asked to all respondents, split by Net Promoter Score categories (6,400)\*

## Plans to add or reduce staff over the next year (2019)

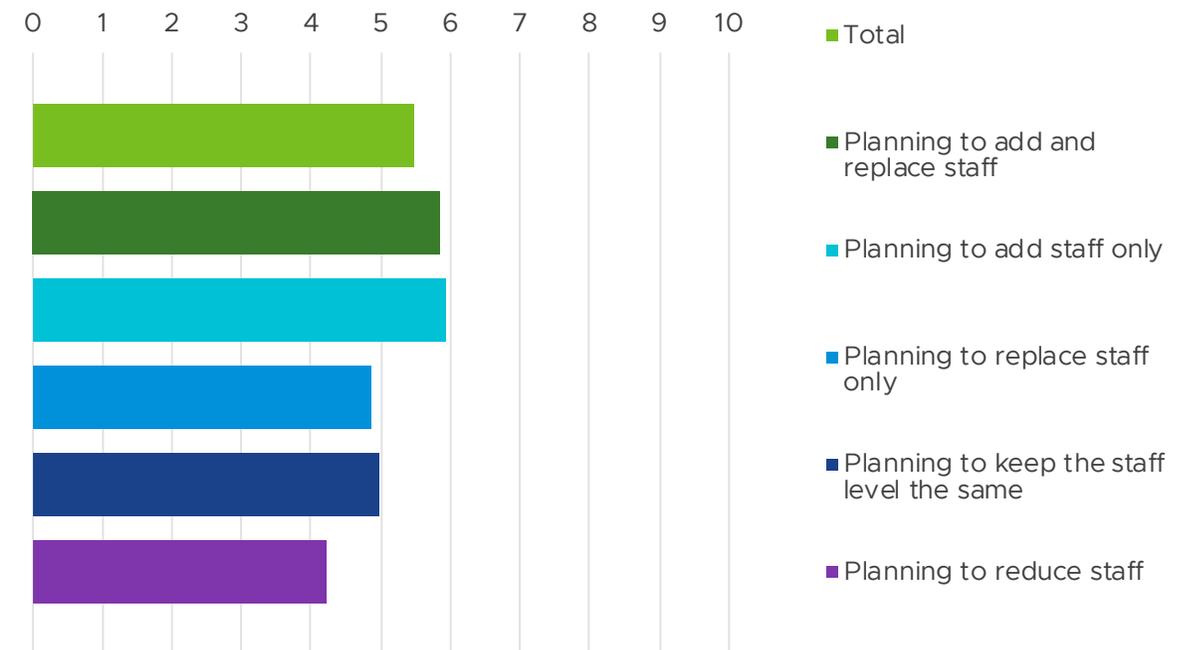


Fig. 4: Analysis showing the average number of digital employee experience factors respondents have out of 10 factors, asked to all respondents, split by planned staff level over the next year (6,400)\*

# Average number of digital employee experience factors (3)

## Positive statements towards the organization

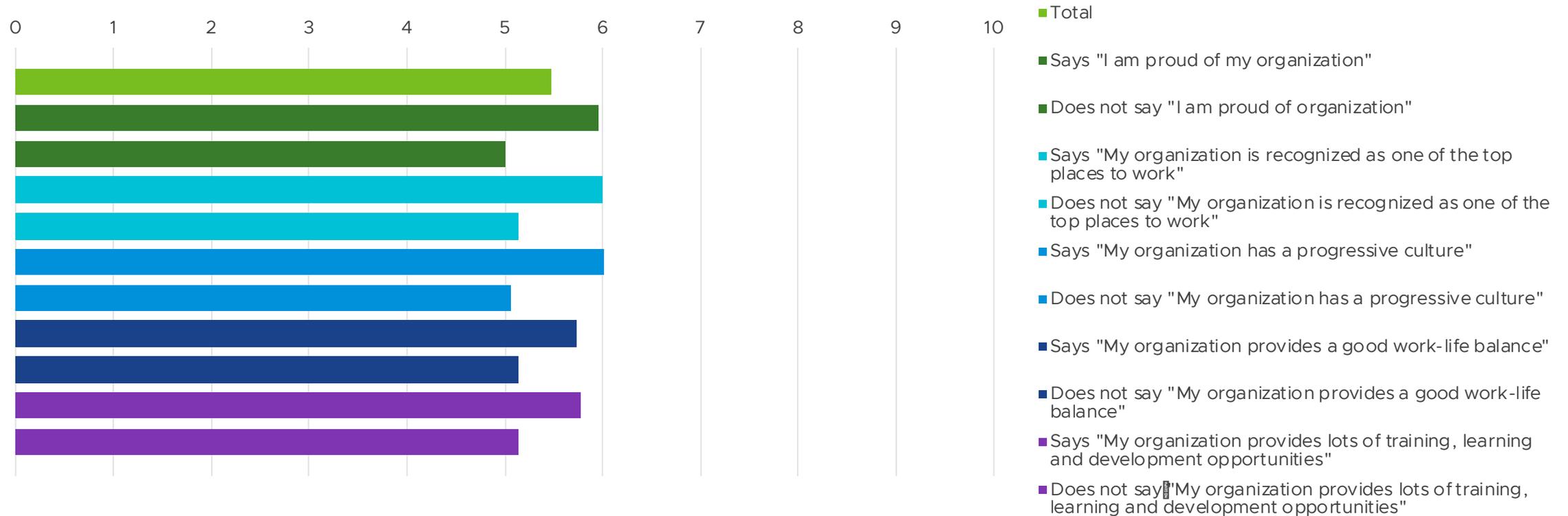


Fig. 5: Analysis showing the average number of digital employee experience factors respondents have out of 10 factors, asked to all respondents, split by positive statements respondents say about their organization (6,400)\*

Respondents who say positive statements about their organization are more likely to have more digital employee experience factors at work

For example, respondents who are proud of their organization and/or report that their organization is recognized as one of the top places to work, have six digital employee experience factors in place, while those who don't say these statements have five digital employee experience factors, on average

Not only does providing a good digital employee experience contribute to bottom line success (fig. 2), but there are also cultural benefits where employees feel happier and more positive about their organization

# Digital employee experience – positive “yes” answers

We’ve already seen that organizations who are promoters give their employees a higher average number of digital employee experience factors, compared to passives or detractors (fig. 3)

This is the case for all digital employee experience factors – for example, promoters are more likely to have employees that have applications on their phone/tablet for the three most important tasks in a working week outside of email (83%), and/or employees who can more easily find and install the right app for any new task/process at work (81%), compared to detractors (60% and 50% respectively)

Giving employees a choice about their digital experience, and providing them with the tools, technologies and applications they need to perform well increases the likelihood of them recommending their organization to others

## Net Promoter Score categories



Fig 6: Analysis showing the respondents who answered “yes” to the above questions about their digital employee experience at work, asked to all respondents, split by Net Promoter Score categories (6,400)\*

# Importance of a digital employee experience at work

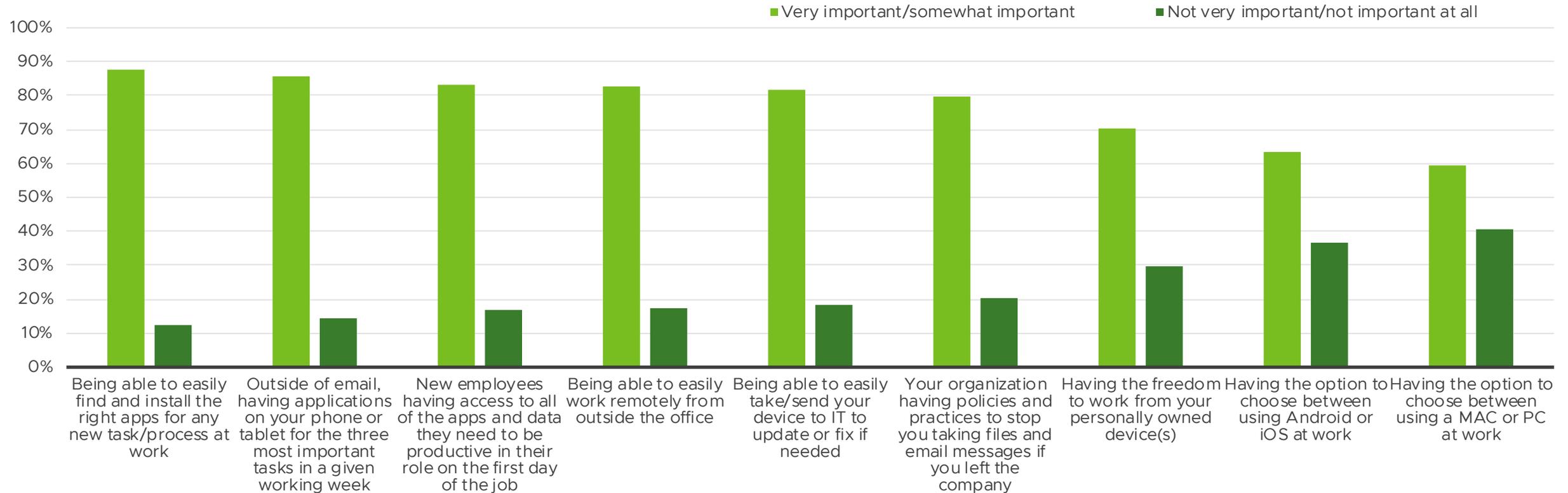


Fig. 7: “How important are the above to your overall digital employee experience at work?”, combining answers ‘very important’ and ‘somewhat important’ and answers ‘not very important’ and ‘not important at all’, asked to all respondents (6,400)\*

For each digital employee experience factor, the majority of respondents say that they are important – for example, around nine in ten report that being able to easily find and install the right apps for any new task/process at work (88%) and/or having applications on their phone/tablet for the three most important tasks in a working week (outside of email) (86%) are important to their overall digital employee experience at work

Employees recognize how important a good digital experience is to their role, so organizations that put the effort into creating this are likely to have happier employees who feel digitally supported and listened to. Organizations who fail to keep up with the digital demand are at risk of losing talented employees who might choose to seek opportunities elsewhere

# Importance of a digital employee experience at work

Those who say each are “very important” – annual revenue growth



Fig 8: Analysis showing the respondents who say that each of the above are very important to their overall digital employee experience at work, asked to all respondents, split by annual revenue growth (6,400)\*

Around half of respondents report that being able to easily find and install the right apps for any new task/process at work (49%) and being able to easily work remotely from outside the office (48%) are very important to their overall digital employee experience at work

The higher the growth of the organization, the more likely respondents are to see aspects of their digital employee experience as very important – for example, 58% of respondents from organizations experiencing high growth/hypergrowth see having the option to choose between using a MAC or PC at work as very important, compared to only 10% of those from organizations underperforming/not growing

We’ve already seen that organizations with a higher annual revenue growth give employees a better digital experience (fig. 2). This could then explain why these employees are also more likely to see aspects of their digital experience as very important, as they are exposed to more of these, giving them a greater opportunity to see the benefits they can bring

# Improvement to digital employee experience factors

For each digital employee experience factor, the majority of respondents say that it requires improvement

The three most common factors seen as needing improvement are being able to easily work remotely from outside the office (76%), the ability to find and install the right apps for any new task/process at work (75%) and to have applications on a phone/tablet for the three most important tasks in a given working week (outside of email) (75%)

These three digital employee experience factors are among the top four most likely factors to be seen as important (figs. 7 & 8), which makes it crucial that improvements are made - this can be a challenging task (fig. 12) but with the right third-party support and software, barriers to achieving the optimum digital employee experience can be minimized

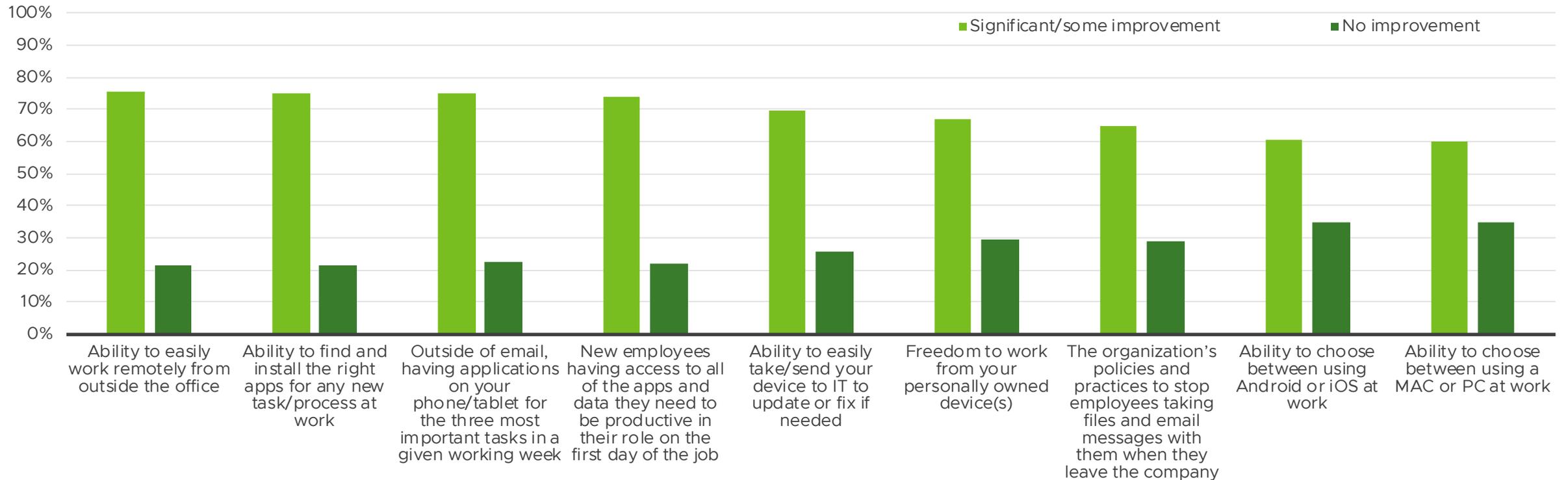
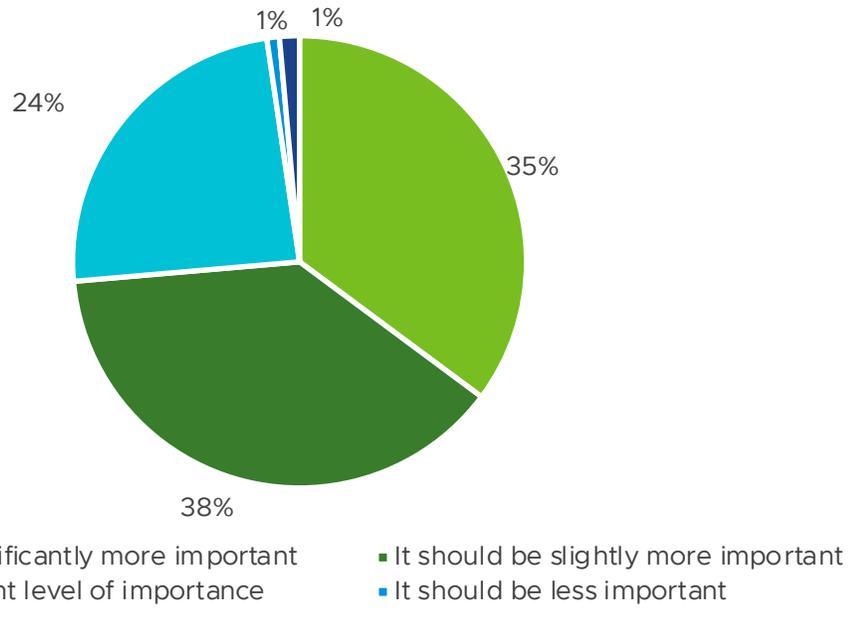


Fig. 9: "How much improvement would you like to see in the above digital employee experience areas at work?", combining answers 'significant improvement' and 'some improvement', asked to all respondents (6,400)

# Placing more importance on ensuring employees have the best tools



“It should be **significantly more important**”...

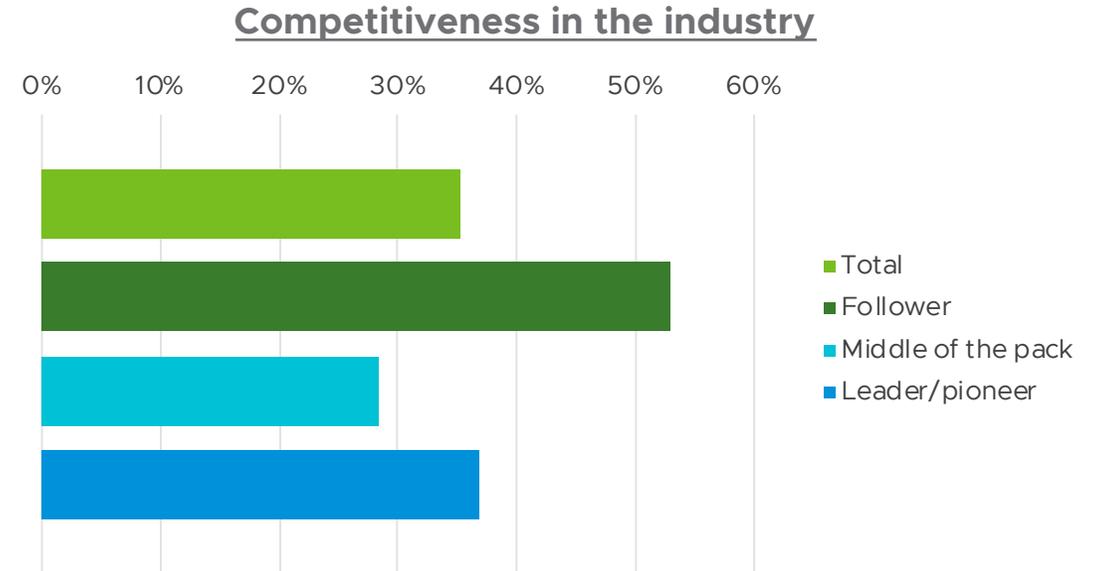


Fig. 10: “Should your organization place more importance on ensuring employees have the best tools (e.g. technologies, apps, devices etc.) to do their jobs?”, asked to all respondents (6,400)

Fig. 11: Analysis showing the respondents who say that ensuring employees have the best tools (e.g. technologies, apps, devices etc.) should be significantly more important in their organization, asked to all respondents, split by competitiveness in the industry (6,400)

Around three quarters (74%) of respondents say that their organization should place more importance on ensuring employees have the best tools, with 35% saying it should be significantly more important (fig. 10)

Those from organizations that are a follower are the most likely (53%) to say that significantly more importance should be placed on this, followed by leaders/pioneers (37%). Those from organizations that are middle of the pack are the least likely (28%) to say this (fig. 11)

Followers recognize that they should do more when it comes to employee’s digital experience and are trying to catch up, and despite leaders/pioneers offering the most digital employee experience factors (fig. 1), they also feel that even more importance and emphasis should be placed on this. It’s possible that those who are middle of the pack don’t recognize how much they might be falling behind and that the followers may in fact catch up and even overtake them

# Challenges and disconnect during the digital employee experience

# Challenges to delivering the optimum digital employee experience

The majority (84%) of respondents say that there are challenges to delivering the optimum digital experience in their organization

Around a third (32%) report that there is a lack of understanding of what employees want and need. A quarter (25%) report that there are a lack of technical skills, while two in ten state that there is a lack of senior support (20%) and/or ambiguity over who is responsible (20%)

Employees are the least likely to see these as challenges, which could suggest that they are oblivious to how difficult it is for organizations to provide a good digital employee experience

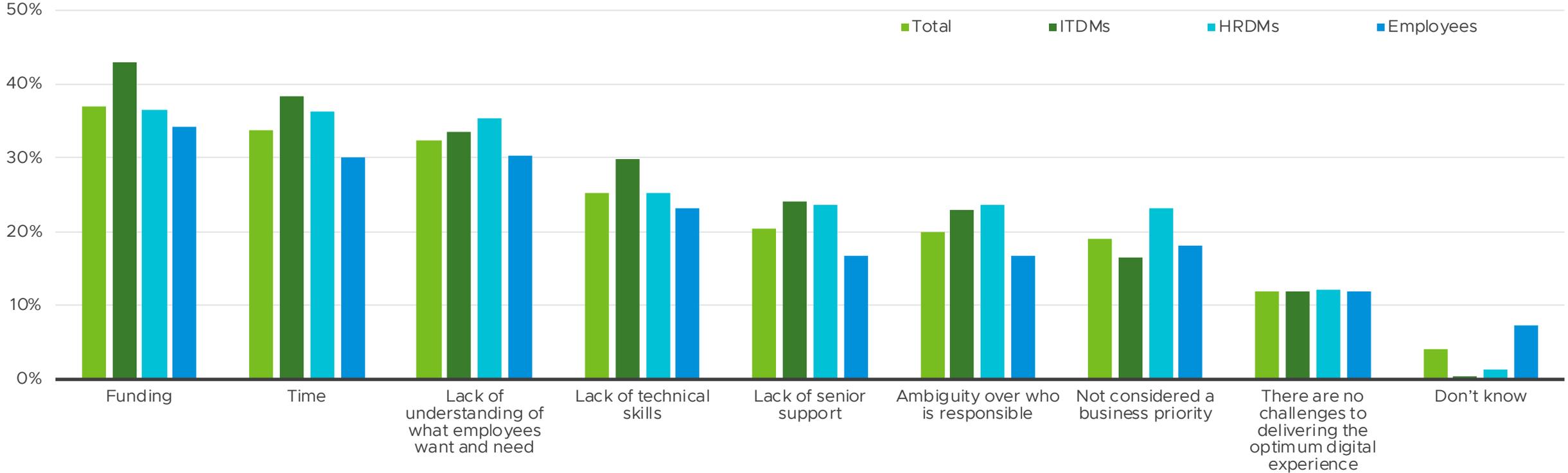


Fig. 12: “What are the challenges to delivering the optimum digital experience in your organization?”, asked to all respondents, split by respondent type (6,400)

# Priority of employee experience projects

## 82% agree...

“Employee experience projects should be a **top priority** for my organization”



Fig. 13: Analysis showing the respondents who agree with the above statement, asked to all respondents (6,400)

## Employee experience projects have and/or will become more of a priority in the...

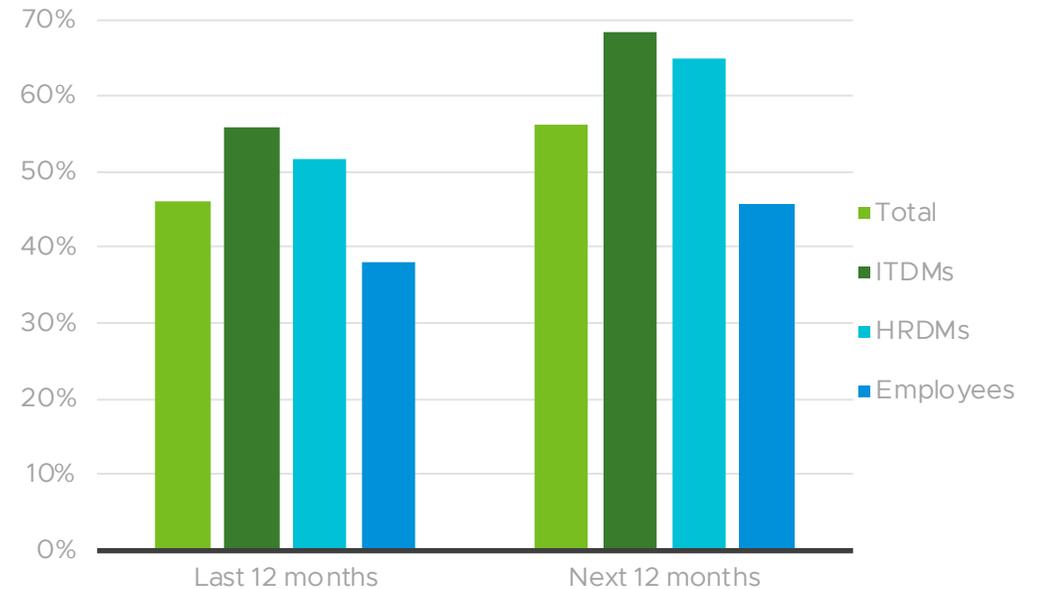


Fig. 14: Analysis showing the respondents who say that employee experience projects have become more of a priority over the last 12 months, and/or who expect them to become more of a priority in the next 12 months, asked to all respondents, split by respondent type (6,400)

Over eight in ten (82%) respondents report that employee experience projects should be a top priority for their organization (fig. 13)

Encouragingly, employee experience projects have become more of a priority in the last 12 months for 46% of respondents' organizations, and this is expected to become a priority for even more (56%) organizations in the next 12 months (fig. 14)

This highlights the increasing cruciality of providing a good digital employee experience, and makes it important to overcome the challenges to delivering this (fig. 12)

Employees are the least likely to say that these projects have (38%) and/or will (46%) become more of a priority (fig. 14), which could suggest that IT and HR aren't communicating and reassuring the rest of the organization on the increasing priority of these projects

# Disconnect between IT and employees

Nearly all (95%) ITDMs claim that they provide employees with the digital tools they need to be successful in their job, yet 42% of employees don't have the digital tools they need for this. In addition, while over nine in ten (91%) ITDMs say that IT respect employees' personal digital privacy, 44% of employees don't feel that their organization respects this.

What's more, while 83% of ITDMs say that they give employees a voice when it comes to which digital technologies they can use at work, around two thirds (64%) of employees don't feel that they have much of a voice in this area (fig. 15).

IT aren't doing enough to support employees with their digital experience and don't have visibility of this – organizations that minimize the disconnect between IT and employees, ensuring that IT listen to what employees want and need are going to provide the best digital employee experience, and likely overcome some of the challenges faced in providing this (fig. 12).

## IT decision makers say...

## Employees say...

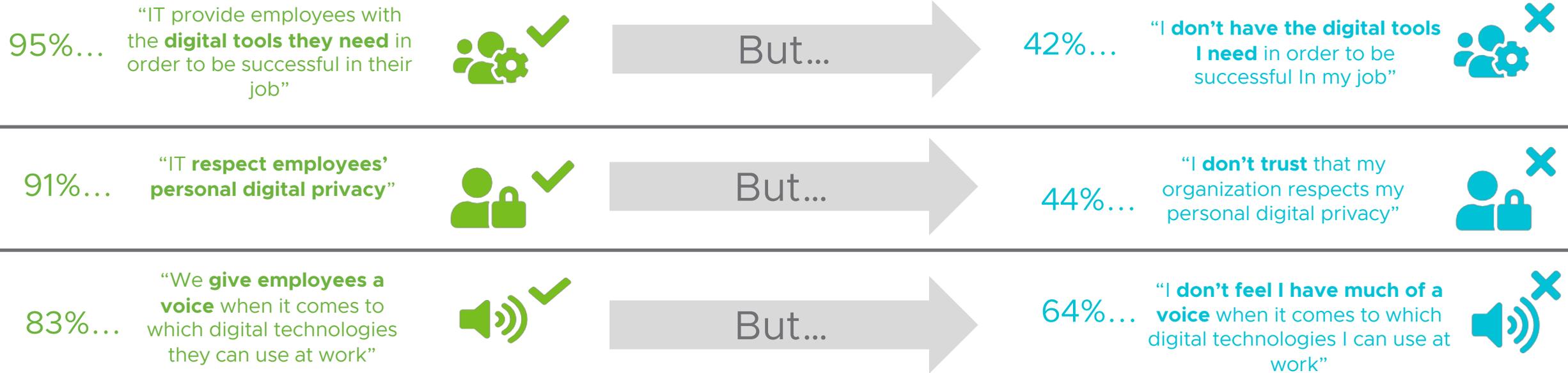


Fig. 15: Analysis showing the respondents who agree with the statements listed. Statements on the left were shown to IT decision maker respondents (1,600) and the statements on the right were shown to employee respondents (3,200)

# The role of IT and HR in the digital employee experience

# Departments who would do the best job at managing the digital employee experience

When it comes to having the right mindset, tools and internal support to manage digital employee engagement, two thirds (67%) of those surveyed report that IT is among the two departments that would do the best job at managing this area

Just over half (51%) say the same when it comes to HR

Clearly respondents recognize that IT and HR are best placed to manage their digital employee experience, but how good are these departments at doing this?

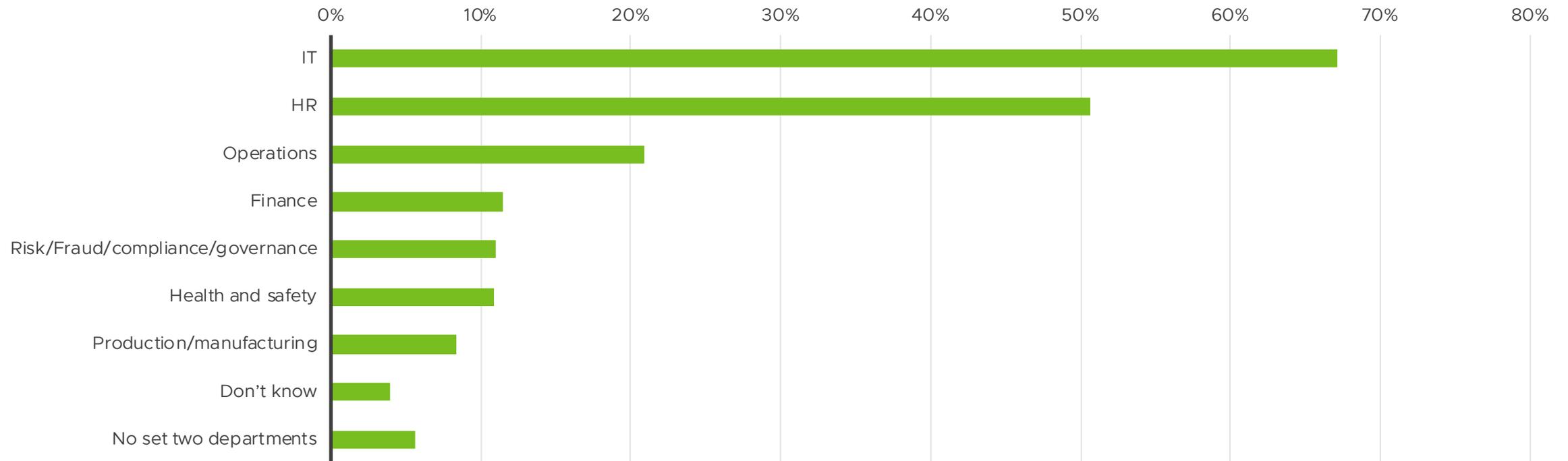


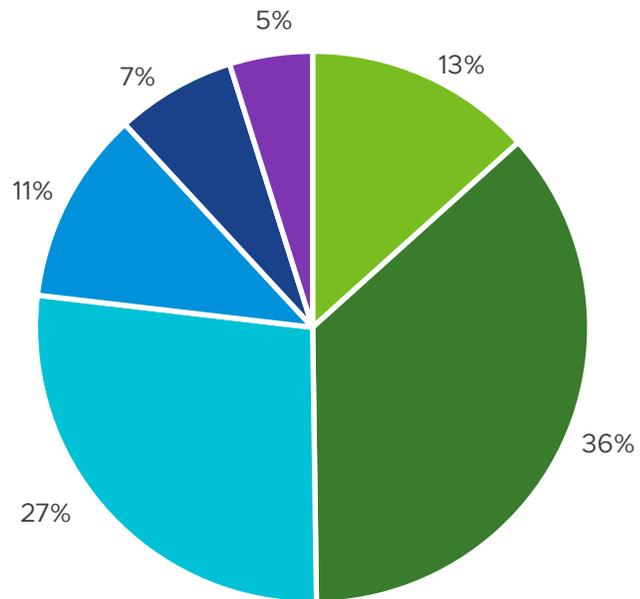
Fig. 16: "Which department(s) do you feel would do the best job at managing digital employee engagement in your organization, in terms of having the right mindset, tools and internal support to take this on?", respondents were asked to select two departments, asked to all respondents (6,400)

# How much responsibility HR have for the digital employee experience

Just over three quarters (77%) of respondents report that HR have at least some responsibility in improving the digital experience for their organization's employees, with 13% who state that they have complete responsibility (fig. 17)

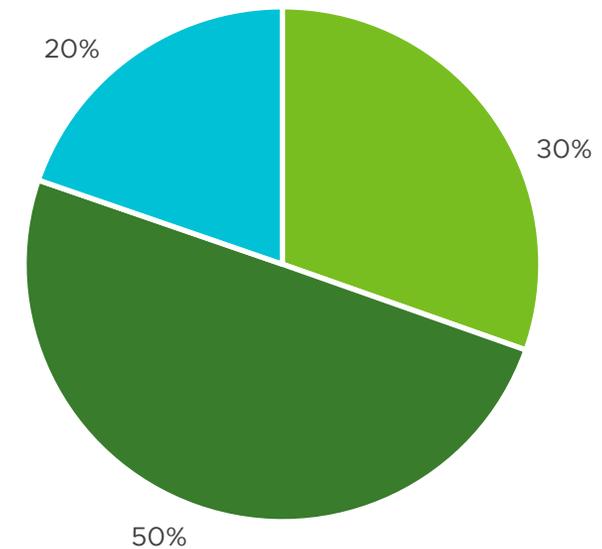
However, of those who don't think complete responsibility sits within HR, as many as 80% cite that HR should have more responsibility in this area (fig. 18)

This shows that HR should play a bigger role in providing employees with a digital experience, but it's important that they work alongside IT when doing this given they're the best two departments to manage this (fig. 16)



- Complete responsibility
- High responsibility
- Some responsibility
- Low responsibility
- No responsibility
- Don't know

Fig. 17: "How much responsibility do HR have in improving the digital experience for employees within your organization?", asked to all respondents (6,400)



- Yes, much more
- Yes, slightly more
- No, not at all

Fig. 18: "Do you think HR should have more responsibility for improving the digital experience for employees within your organization?", asked to respondents who don't say that HR have complete responsibility for the digital experience for employees within their organization (5,238)

# Level of trust in HR and IT boosting digital employee engagement

Those who say they “completely trust” them

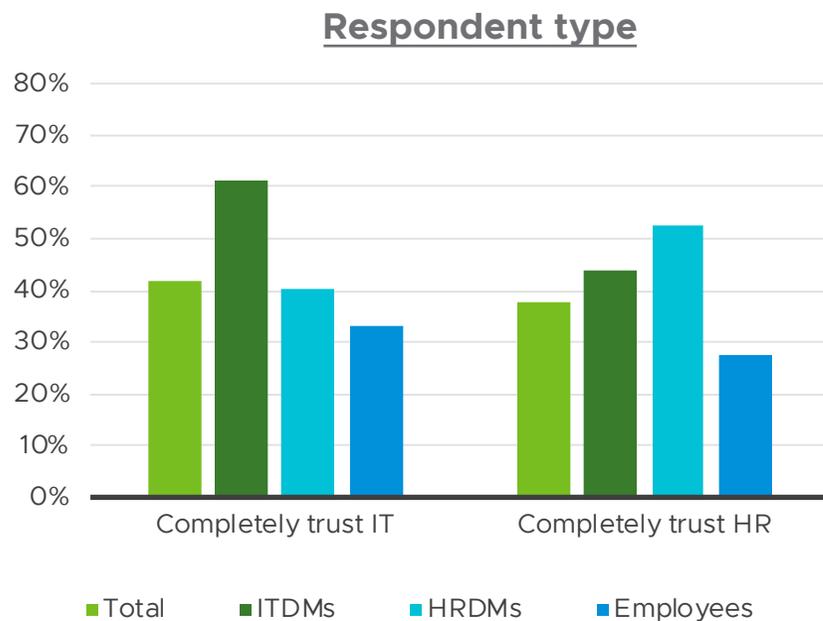


Fig. 19: Analysis showing the respondents who have a complete level of trust in HR and/or IT for boosting digital employee engagement in their organization, asked to all respondents, split by respondent type (6,400)

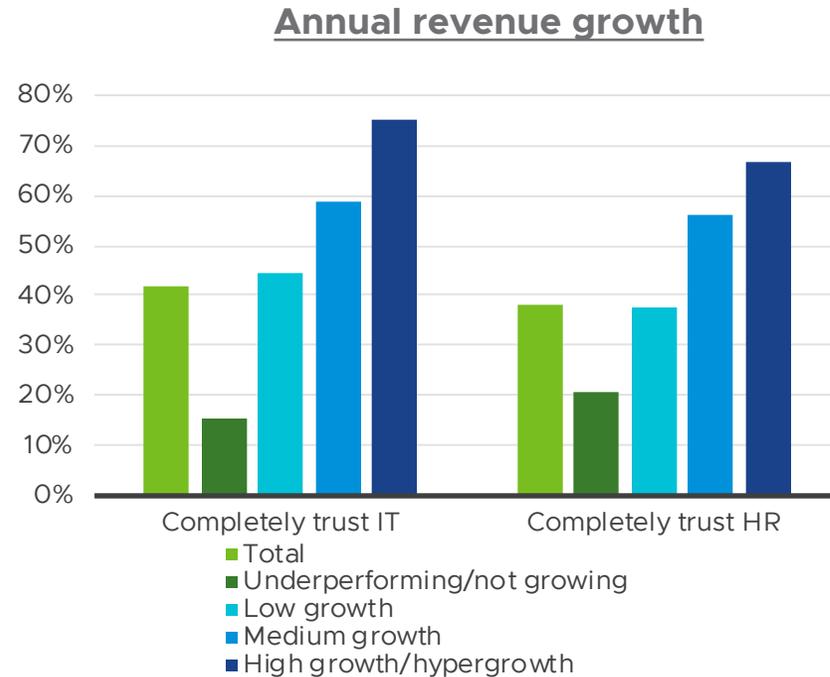


Fig. 20: Analysis showing the respondents who have a complete level of trust in HR and/or IT for boosting digital employee engagement in their organization, asked to all respondents, split by annual revenue growth (6,400)

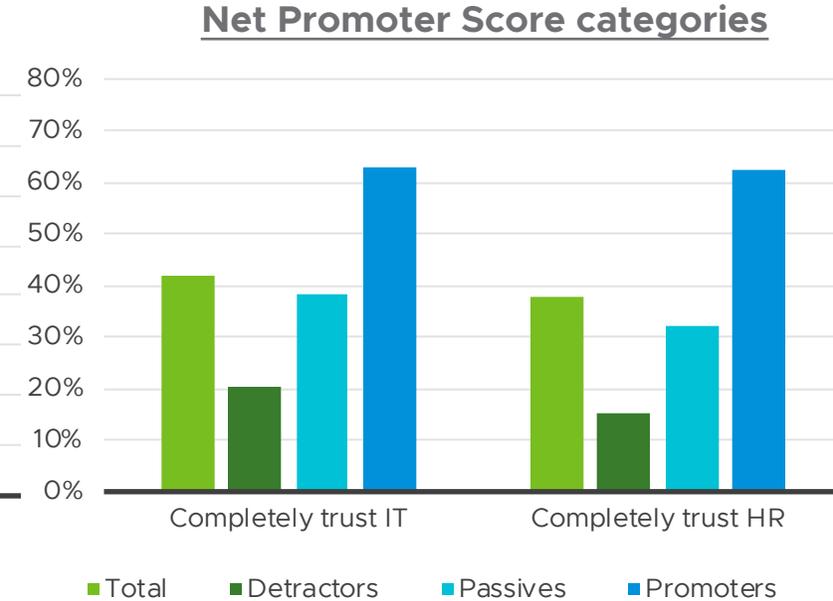


Fig. 21: Analysis showing the respondents who have a complete level of trust in HR and/or IT for boosting digital employee engagement in their organization, asked to all respondents, split by Net Promoter Score categories (6,400)

Only around two in five respondents completely trust IT (42%) and/or HR (38%) to boost their organization’s digital employee engagement

ITDMs are the most likely (61%) to completely trust IT, while HRDMs are the most likely (53%) to completely trust HR. Employees are the least likely to completely trust these departments (33% and 28% respectively) (fig. 19), showing how IT and HR need to do more to earn trust from their employees when it comes to the digital experience they want and need

This is really important because it links to business success, where trust levels are much higher among those in high growth/hypergrowth organizations (75% and 67% respectively) (fig. 20) and those who are promoters (63% and 62% respectively) (fig. 21), which suggests that IT and HR departments that build trust in their employees on their digital engagement have happier employees and higher revenue figures

# How often IT and HR work together to improve the digital employee experience

Those who say they work together “all of the time” for this purpose

Just under a quarter (23%) of respondents say that IT and HR work together all of the time to improve their organization’s digital employee experience (figs. 22, 23 and 24)

Employees are the least likely to say this (fig. 22), which suggests that IT and HR aren’t communicating and reassuring employees of the work they’re doing to improve their digital experience

It’s important that they do though, because IT and HR are more likely (52%) to work together all of the time in high growth/hypergrowth organizations (fig. 23) and/or in organizations seen as promoters (37%) (fig. 24)

This makes it vital that IT and HR work together and collaborate more often in order to create a good digital experience for employees, as this can lead to greater business success

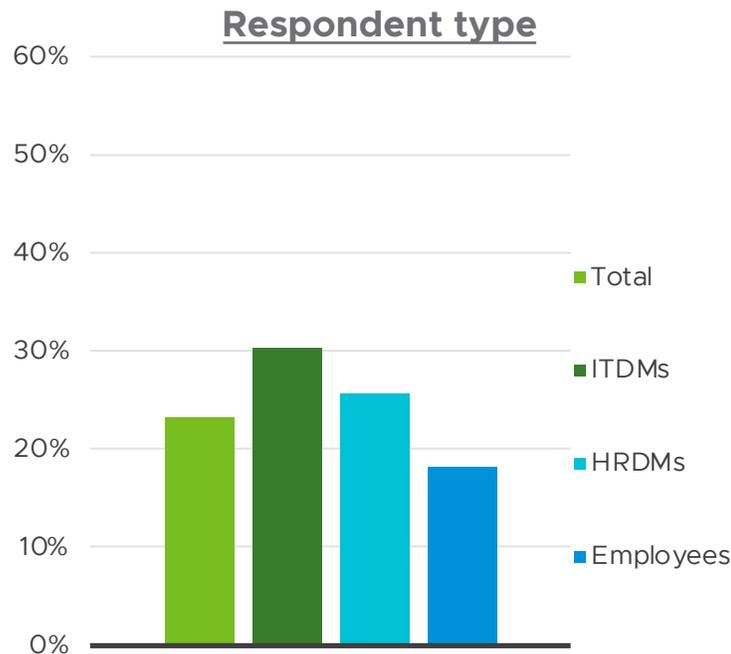


Fig. 22: Analysis showing the respondents who say that IT and HR work together all of the time to improve the digital employee experience, asked to all respondents, split by respondent type (6,400)

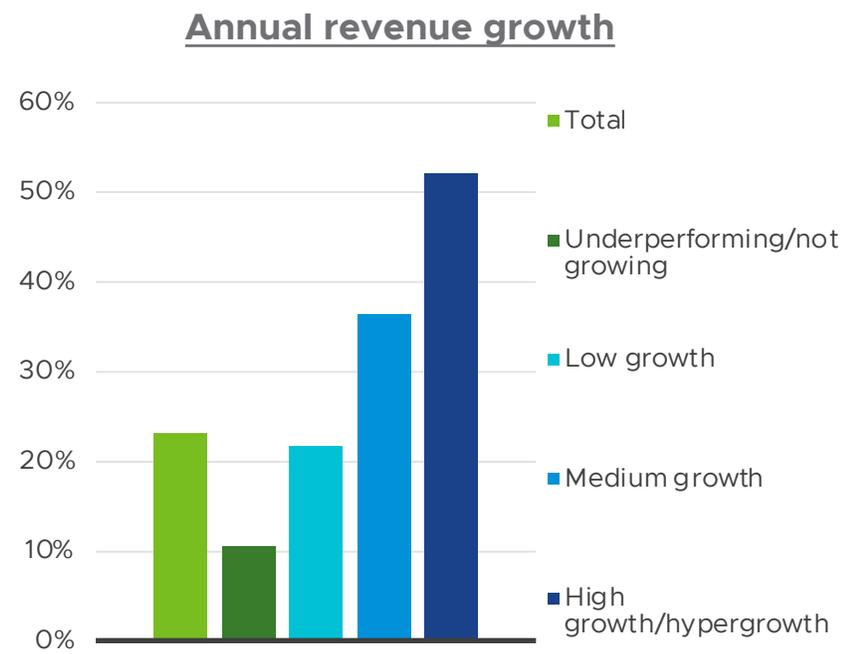


Fig. 23: Analysis showing the respondents who say that IT and HR work together all of the time to improve the digital employee experience, asked to all respondents, split by annual revenue growth (6,400)

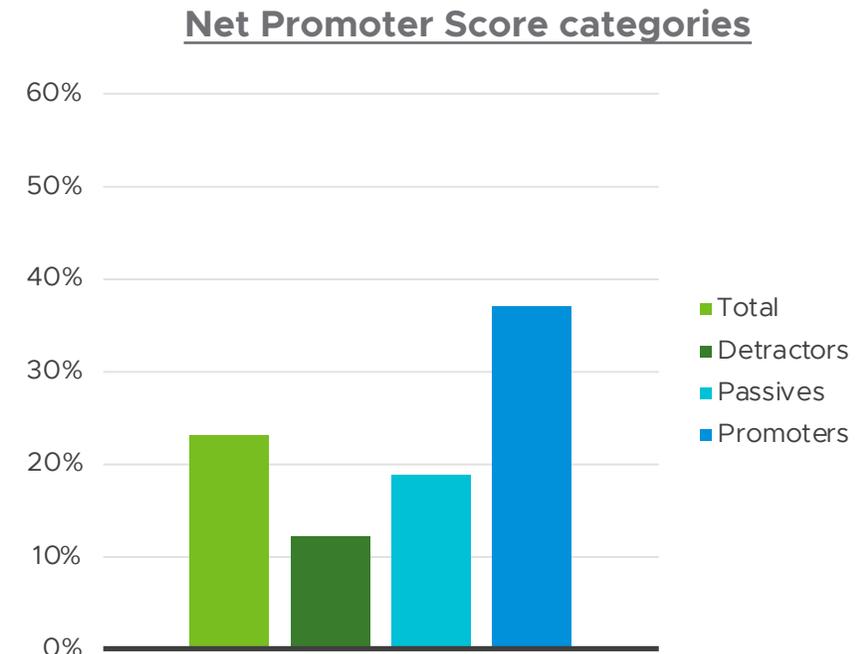


Fig. 24: Analysis showing the respondents who say that IT and HR work together all of the time to improve the digital employee experience, asked to all respondents, split by Net Promoter Score categories (6,400)

# IT and HR – working better together to improve the digital experience

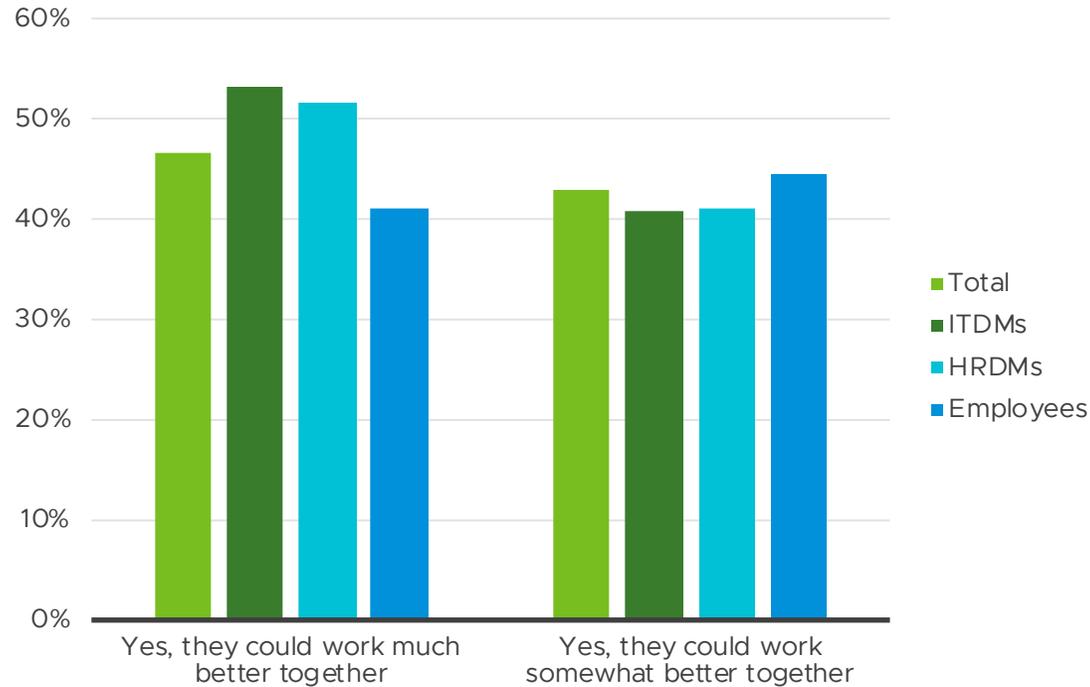


Fig. 25: Analysis showing respondents who believe that HR and IT could work better together to improve the digital experience of employees, asked to all respondents, split by respondent type (6,400)

## 49% agree...

“I don’t know if it’s IT or HR I should approach about my digital experience”



Fig. 26: Analysis showing the respondents who agree with the above statement, asked to employee respondents (3,200)

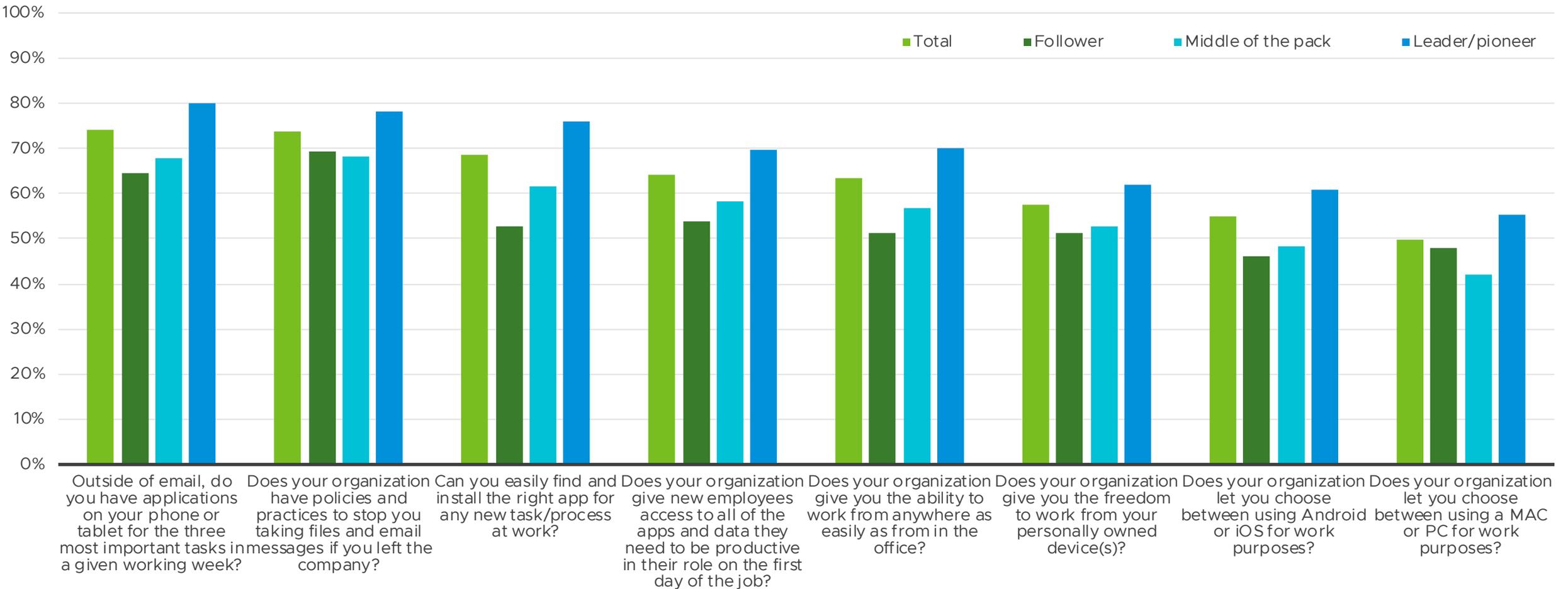
Almost nine in ten (89%) respondents state that HR and IT could work better together to improve the digital experience of their organization’s employees (fig. 25) – not only do these departments need to work together more often (figs. 22-24) but they should also improve the quality of their collaboration

What’s more, around half (49%) of employees don’t know if it’s IT or HR they should approach about their digital experience, which suggests that while the collaborative approach is important, there still needs to be an element of guidance that is offered to employees around who is responsible for which elements of their digital experience

# Appendix

# Digital employee experience – positive “yes” answers

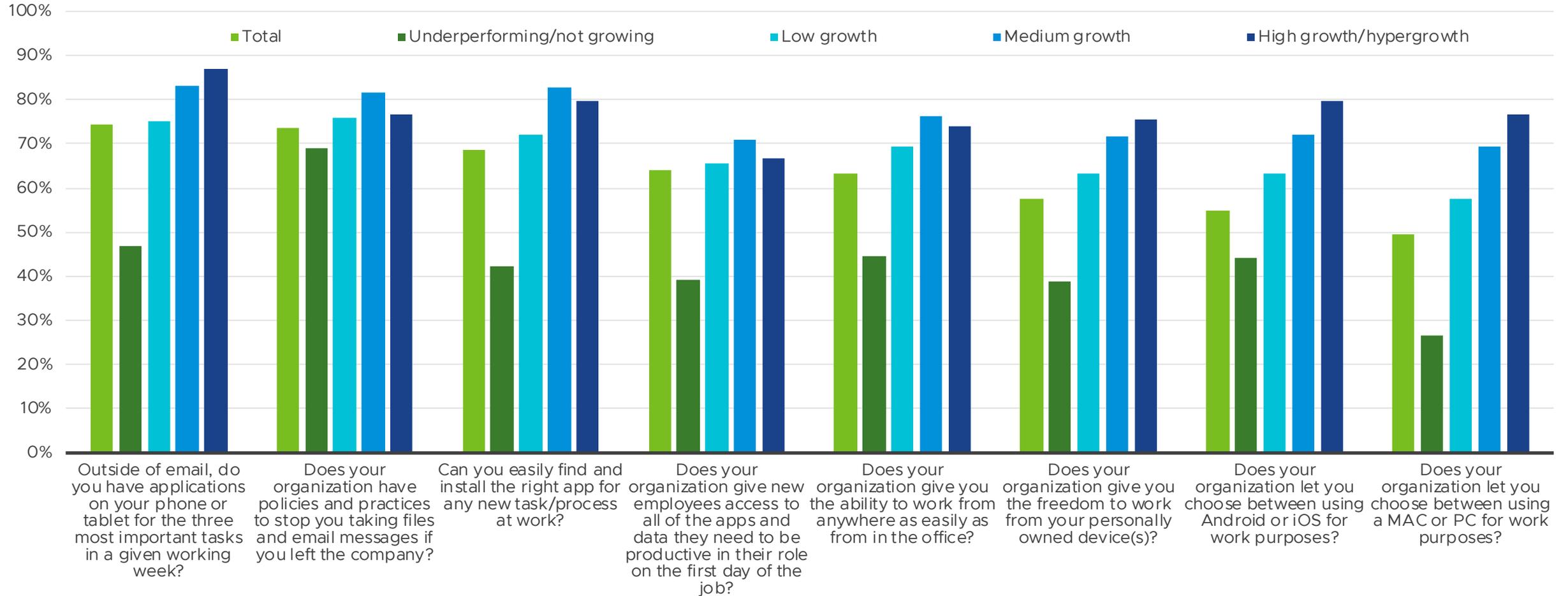
## Competitiveness in the industry



A1: Analysis showing the respondents who answered “yes” to the above questions about their digital employee experience at work, asked to all respondents, split by competitiveness in the industry (6,400)\*

# Digital employee experience – positive “yes” answers

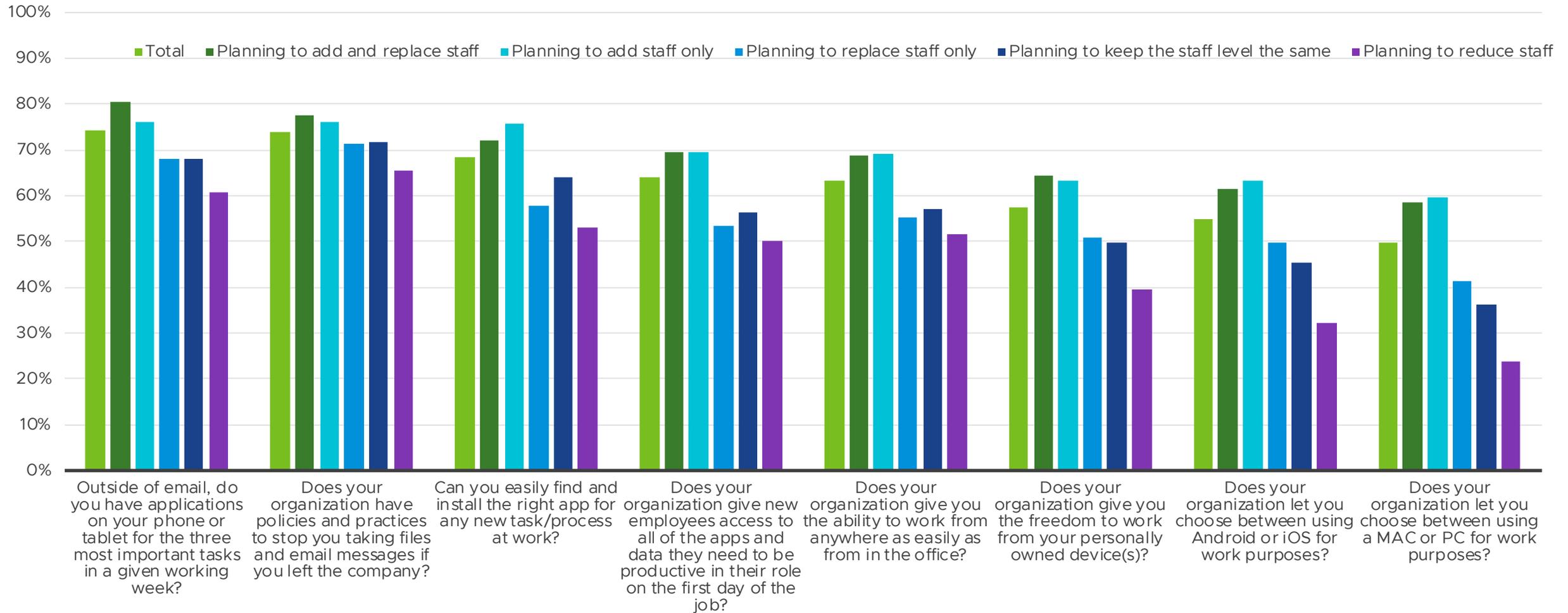
Annual revenue growth



A2: Analysis showing the respondents who answered “yes” to the above questions about their digital employee experience at work, asked to all respondents, split by annual revenue growth (6,400)\*

# Digital employee experience – positive “yes” answers

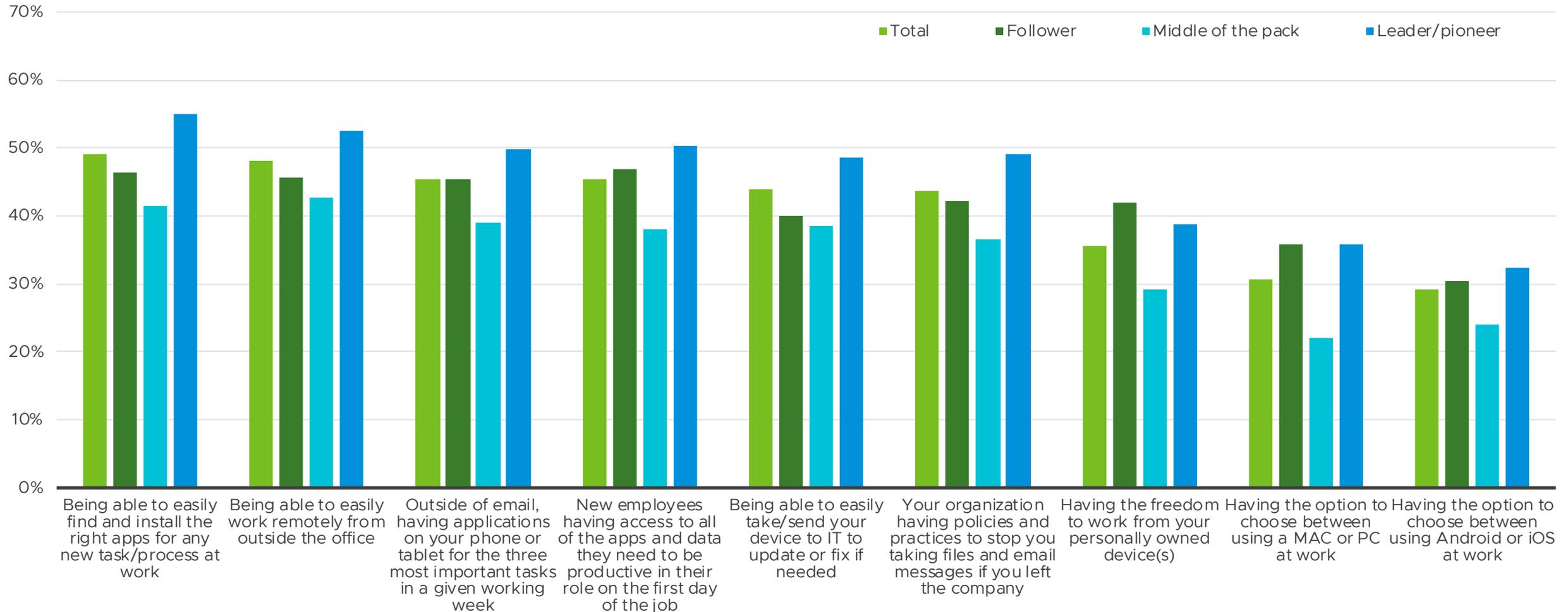
Planned staff levels over the next year



A3: Analysis showing the respondents who answered “yes” to the above questions about their digital employee experience at work, asked to all respondents, split by planned staff level in the next year (6,400)\*

# Importance of a digital employee experience at work

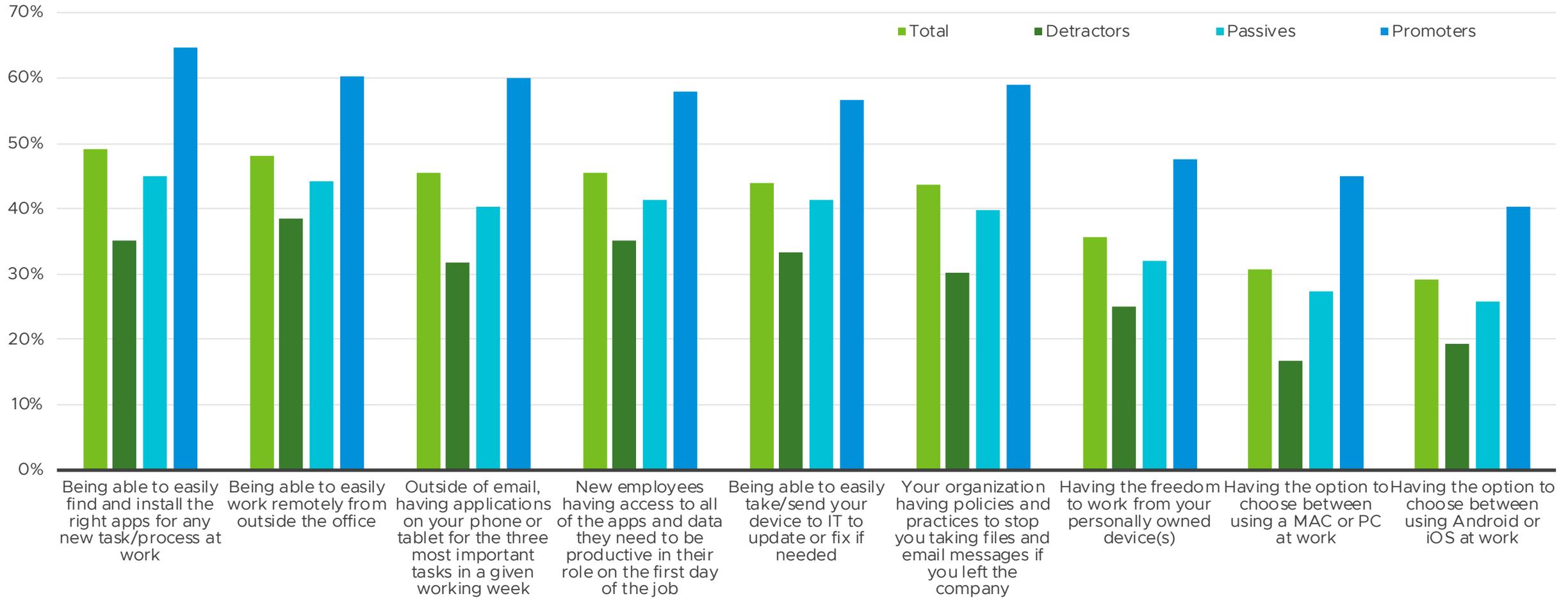
Those who say each are “very important” – competitiveness in the industry



A4: Analysis showing the respondents who say that each of the above digital employee experience factors are very important, asked to all respondents, split by competitiveness in the industry (6,400)\*

# Importance of a digital employee experience at work

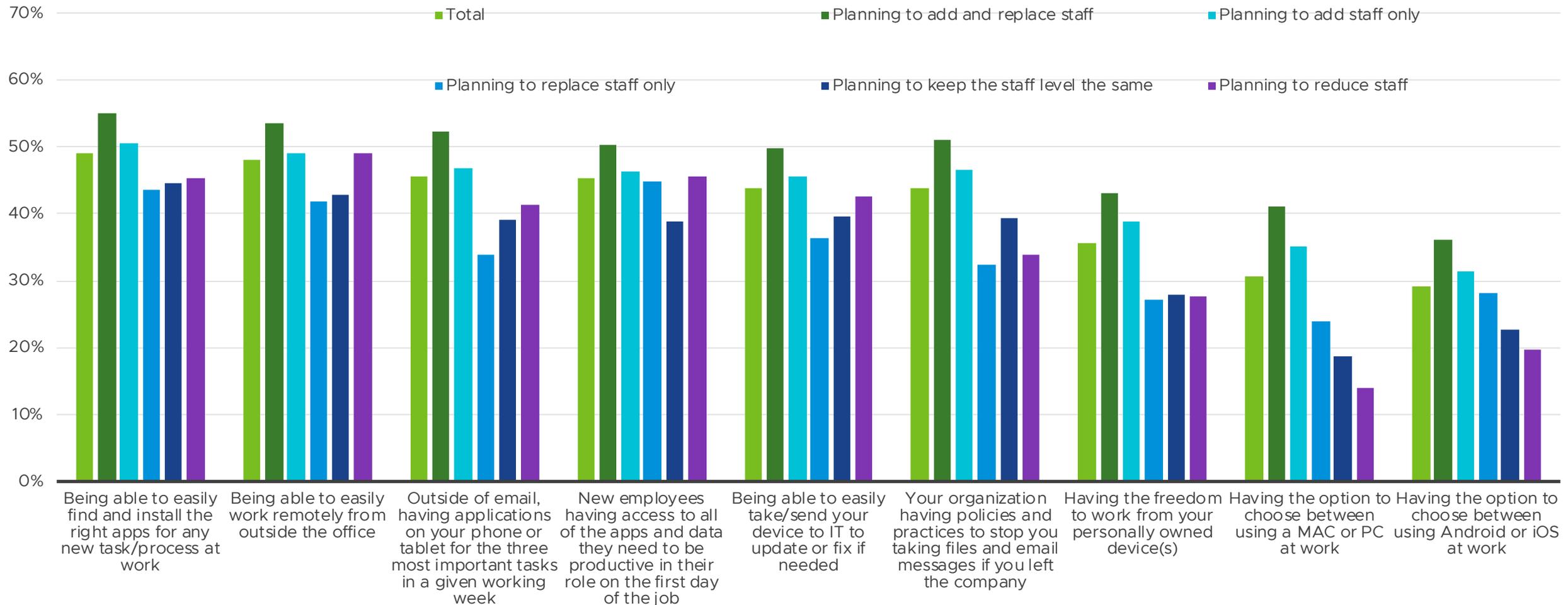
Those who say each are “very important” – Net Promoter Score categories



A5: Analysis showing the respondents who say that each of the above digital employee experience factors are very important, asked to all respondents, split by Net Promoter Score categories (6,400)\*

# Importance of a digital employee experience at work

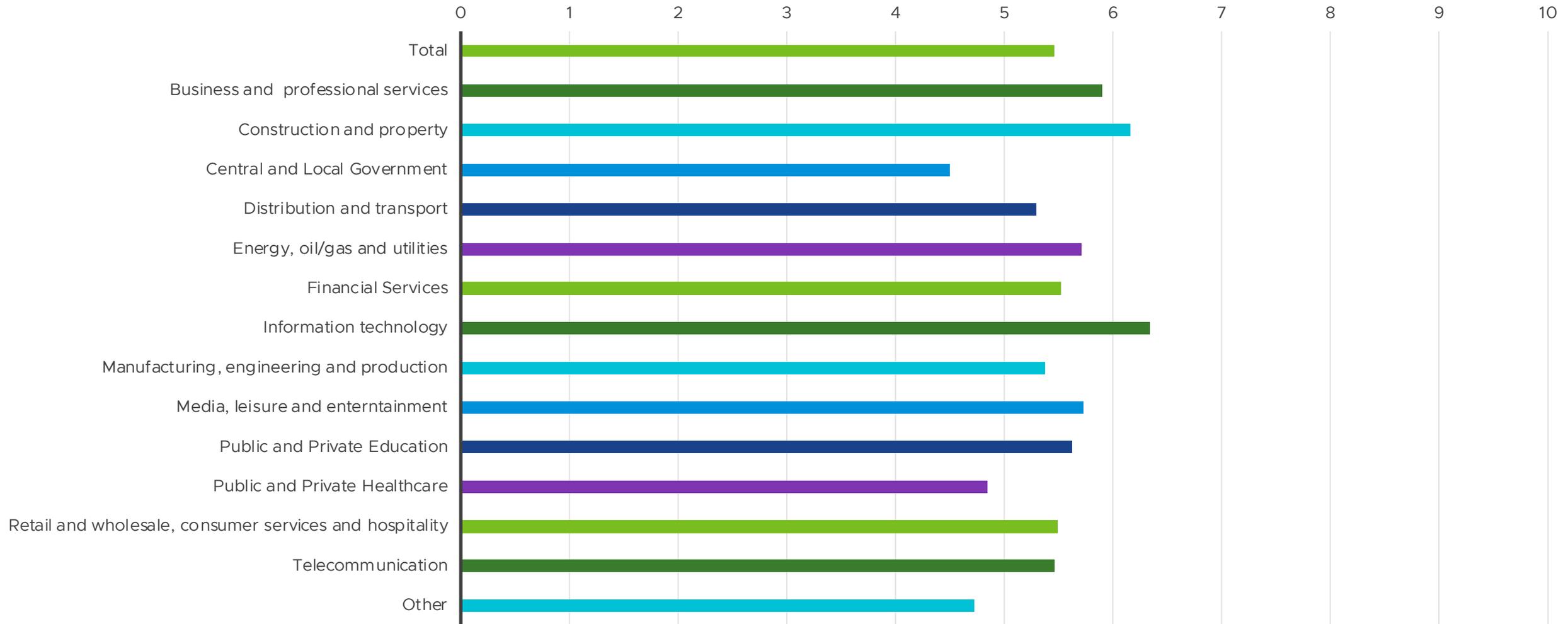
Those who say each are “very important” – planned staff levels over the next year



A6: Analysis showing the respondents who say that each of the above digital employee experience factors are very important, asked to all respondents, split by planned staff levels over the next year (6,400)\*

# Average number of digital employee experience factors

Organizations in the IT sector have the highest number of digital employee experience factors, while those from central and local government have the lowest number, on average

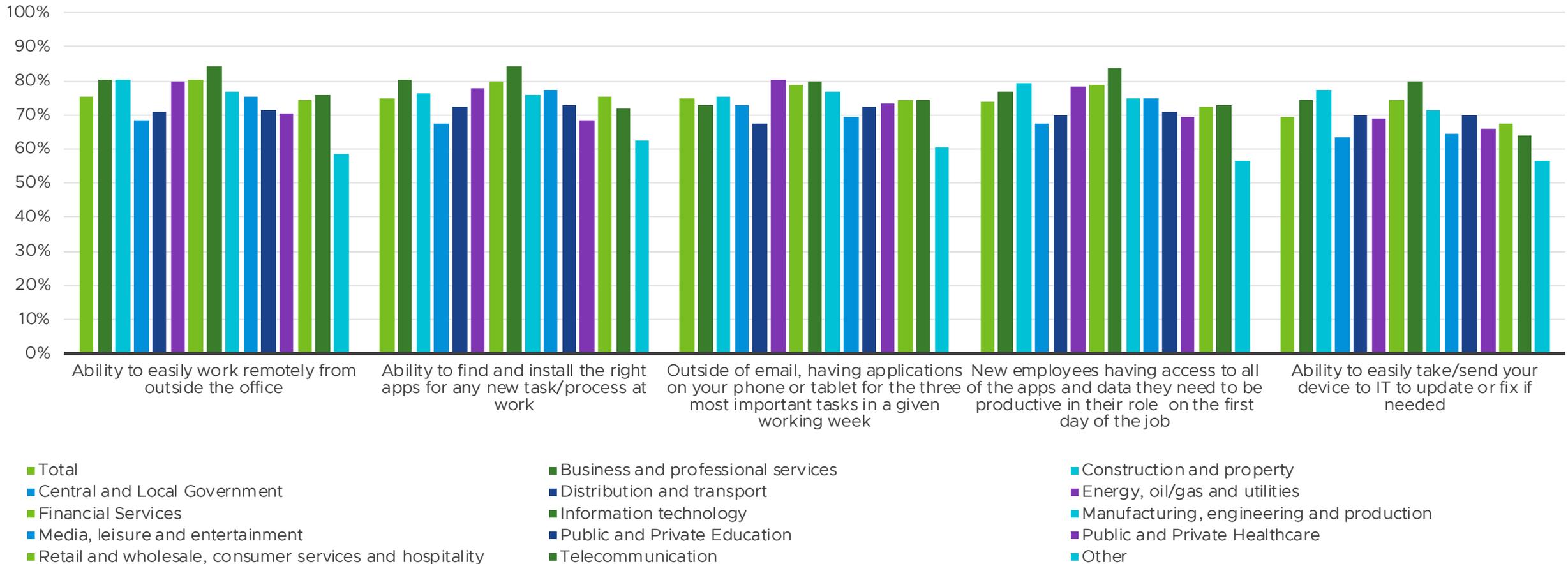


A7: Analysis showing the average number of digital employee experience factors respondents have out of 10 factors, asked to all respondents, split by sector (6,400)\*

# Improvement to digital employee experience factors

Those who say each require “Significant/some improvement” – top five

Organizations in the IT sector are the most likely to say that digital employee experience factors require significant/some improvement

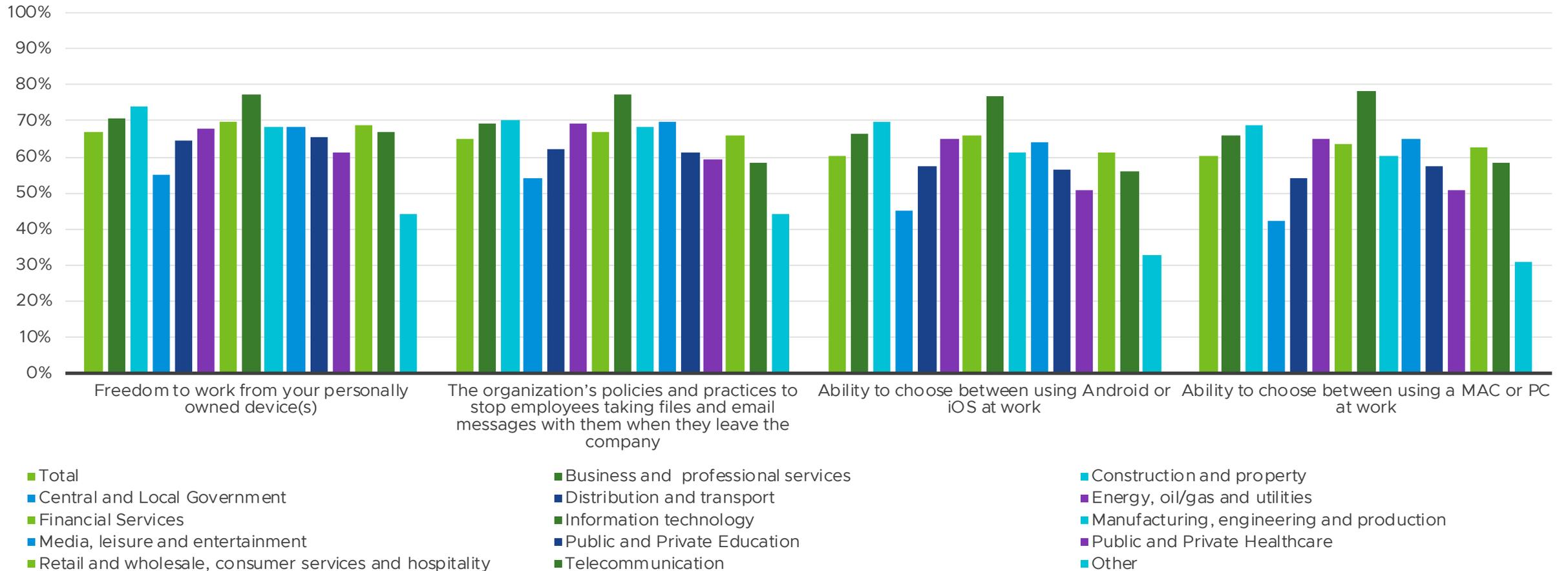


A8: “How much improvement would you like to see in the above digital employee experience areas at work?”, showing the top five digital employee experience factors that require significant/some improvement, asked to all respondents, split by sector (6,400)

# Improvement to digital employee experience factors

Those who say each require “Significant/some improvement”

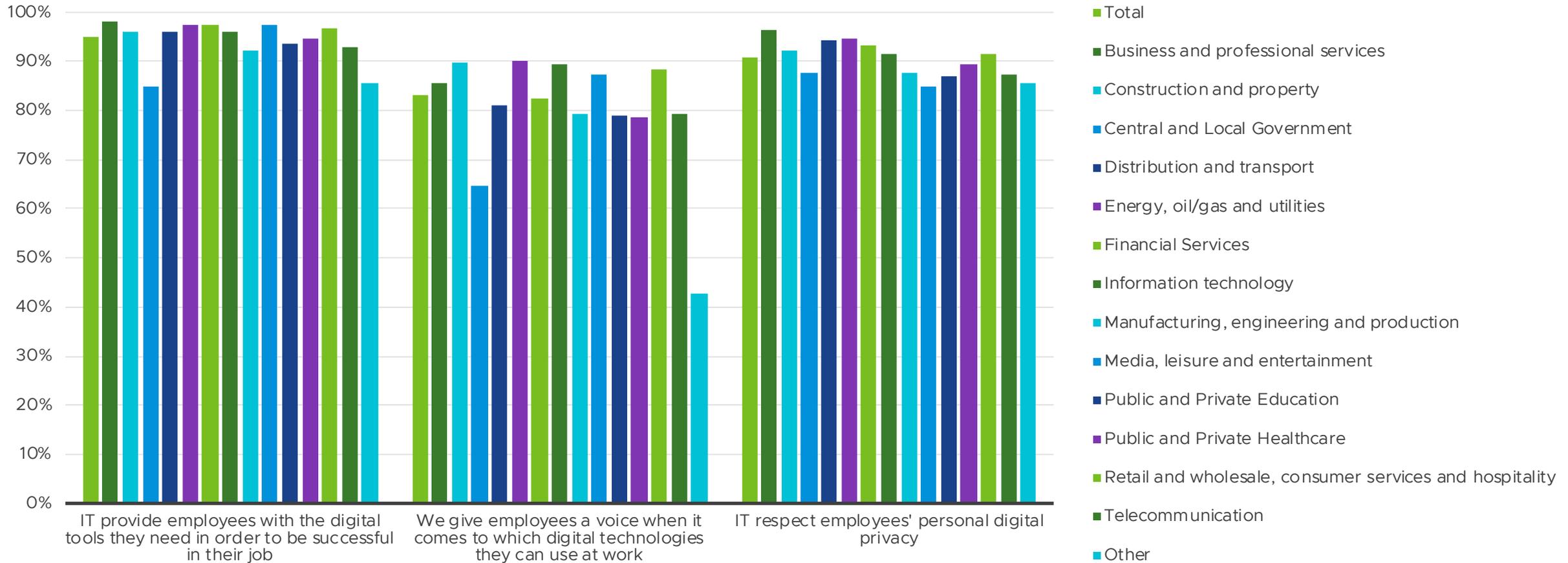
Organizations in the IT sector are the most likely to say that digital employee experience factors require significant/some improvement



A9: “How much improvement would you like to see in the above digital employee experience areas at work?”, showing digital employee experience factors that require significant/some improvement, asked to all respondents, split by sector (6,400)

# Disconnect between IT and employees

IT decision makers say...



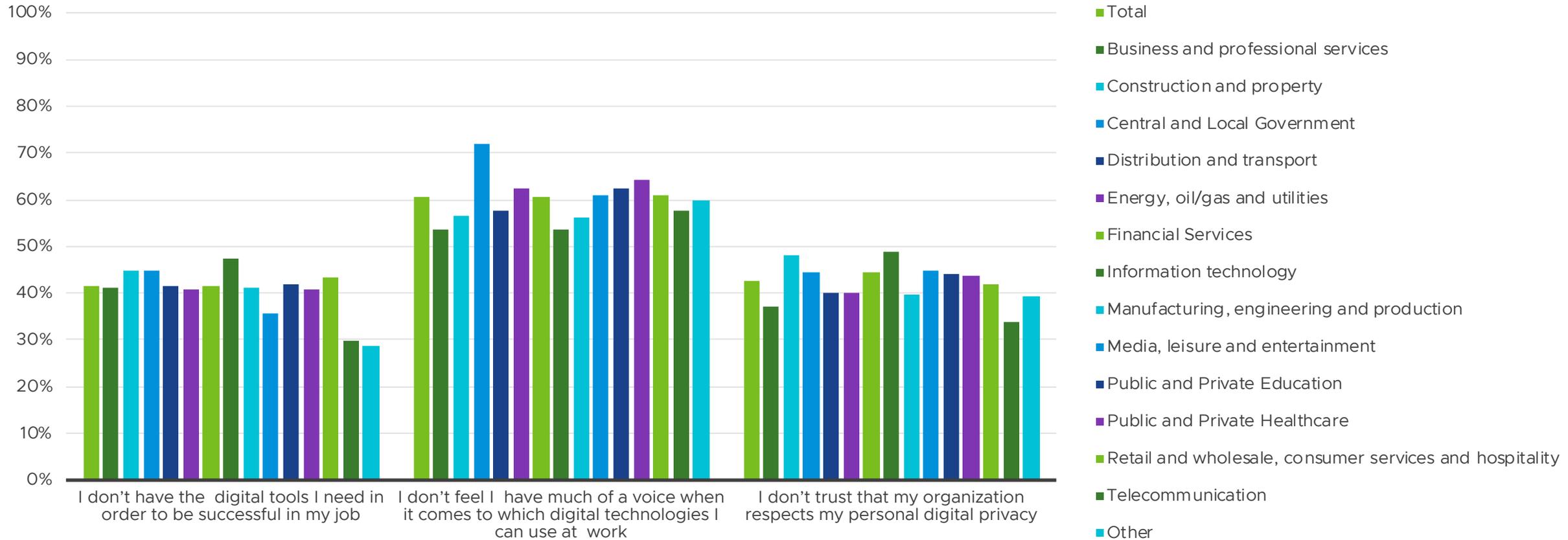
A10: Analysis showing the respondents who agree with the statements listed, asked to IT decision makers, split by sector (1,600)

IT decision makers from organizations in the central and local government sector are the least likely to say that IT provide employees with the digital tools they need in order to be successful in their job, and that they give employees a voice when it comes to which digital technologies they can use at work

# Disconnect between IT and employees

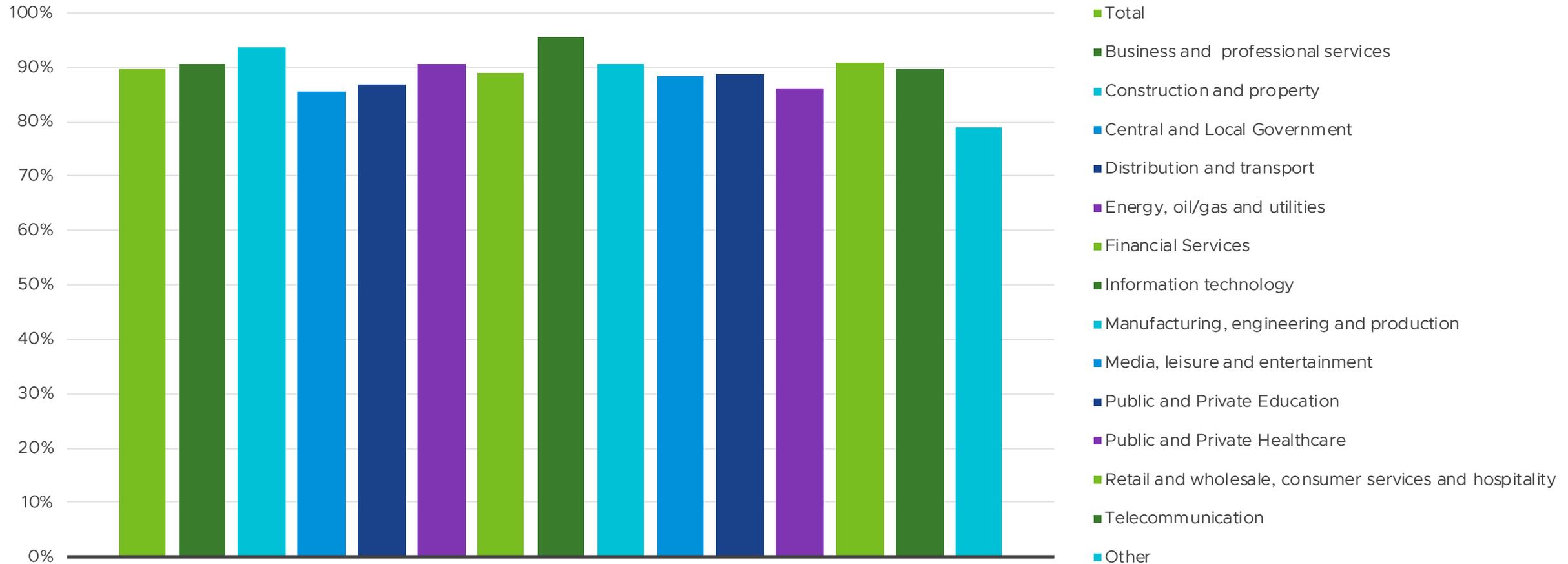
## Employees say...

Employees from organizations in the IT sector are the most likely to say that they don't have the digital tools they need in order to be successful in their job (48%) and/or who don't trust that their organization respects their personal digital privacy (49%), while those from central and local government are the most likely (72%) to feel that they don't have much of a voice when it comes to which digital technologies they can use at work



A11: Analysis showing the respondents who agree with the statements listed, asked to employees, split by sector (3,200)

# IT and HR – working better together to improve the digital experience



A12: Analysis showing respondents who believe that HR and IT could work better together to improve the digital experience of employees, asked to all respondents, split by sector (6,400)

Organizations in the IT sector are the most likely (95%) to say that HR and IT could work much better together, while those in central and local government are the least likely (85%) to say this



Thank You