Lakeside®

The Digital Experience Guide

7 Qualities of Digital Employee Experience Leadership

Table of Contents

THE DIGITAL EXPERIENCE GUIDE:

Introduction

Workplaces are changing. Technology is always evolving. And it's becoming more and more apparent that digital employee experience (DEX), the quality of employees' interactions with workplace technology, is more important than ever before.

But what does this mean for organizations?

This Digital Experience Guide is the first-ever DEX market maturity report to gather real insight and research from organizations at every stage of maturity and crystalize it into actional steps for IT leaders. To create it, we delved into global survey results gathered from a total of 600 respondents — including executives, IT leaders, and employees — on the state of workplace technology and its effect on business productivity.

Our findings demonstrate that, while digital employee experience is a critical need for organizational health and productivity, its value is not yet appreciated by many business leaders. For example, our research showed that employees on average perform at only 60% of their total potential productivity given their current digital tools and infrastructure, and also lose nearly an hour of productive work time (54 minutes) each week to tech disruptions and downtime.

There is a persistent perception gap between employees and leadership on the state of digital experience. Only 20% of executives see the need for major improvement in DEX while 52% of employees believe DEX should be a top priority for management.

That left us with a couple critical questions: How do organizations improve DEX? And at what point can they become DEX leaders?

In this guide, Lakeside takes a closer look at our research to define DEX leadership, where organizations fall on the DEX maturity curve, the business outcomes of improving DEX, and exactly what it takes to bring DEX to the next level.

Haven't read Lakeside's Digital Workplace Productivity Report 2022?

Download it at: https://bit.ly/ProductivityReport2022

SECTION 1:

Exploring DEX Maturity

Providing the best possible digital experiences for employees is no easy task these days. Not only is IT expected to streamline and maintain infrastructure and operations to prevent technology disruptions and minimize costs, but organizations also need to be agile enough to adopt new technologies and adapt to changing work environments for greater productivity and better business outcomes.

Striking this careful balance requires more visibility into the end-user experience. By understanding how end users are impacted by workplace technology, organizations can make informed, data-driven decisions about digital workplace optimization, IT service delivery, resource rationalization, desktop transformation, and other initiatives that can help them on their journey toward quality digital employee experience.

Every organization is at a different point in this journey, however. While some enterprises might be just starting to monitor digital experiences, others could already be adapting IT operations and infrastructure to deliver higher-quality DEX and more value to the overall business.

Lakeside research has identified three main DEX maturity categories:

○ **Beginner:** Taking the first steps toward DEX maturity by collecting device and application data for more proactive IT operations; enhancing root cause analysis with historical and real-time data; and coordinating operations and data-sharing across sub-teams.

○ **Intermediate:** More innovative and DEX-driven with IT infrastructure, operations, and initiatives. Leverages deep data collection and artificial intelligence capabilities to optimize Level 1-3 service desk workflows; detect and prevent technology issues across the IT estate; create user persona groups for customized support and service delivery; and deploy automated remediations, such as mass and self-healing.

○ **Leader:** Fully committed to improving digital employee experience as part of the overall business strategy and willing to invest in IT resources. While IT anticipates business needs and drives efficiency, its impact is closely measured and tracked across functions — human resources, finance, operations, etc. Optimized digital experience and well-supported flexible work environments also drive better customer experiences.

Calculating DEX Maturity

Based on IT staff responses to survey questions, we scored organizations on the following criteria and grouped them into three maturity categories — beginner, intermediate, and leader.

1. The value their organizations' digital employee experience currently delivers to the business, and how much more value is expected over the next 18 months.

2. The transitions organizations have successfully implemented to enhance IT:

   ○ **Reactive to proactive**

   ○ **Siloed to integrated**

   ○ **Incomplete to complete end-user data**

   ○ **One-size-fits-all to personalized**

   ○ **IT dependent to self-reliant support**

   ○ **Manual to automated**

   ○ **Static to predictive analysis**

3. Organizations' current level of development in providing effective digital experiences across the business.

SECTION 2:

What Makes a DEX Leader?

To become a DEX leader, an organization must deliver highly valuable business outcomes through quality digital employee experience and evolve its IT strategy to center around end users. There are seven key improvements IT can make to accomplish this:

○ **Reactive to proactive:** Shifting from a traditional approach to IT service operations and support that relies on reported issues to begin remediation to a modern approach that aims to identify and prevent issues from occurring in the first place.

○ **Siloed to integrated:** Having a single source of truth that provides a holistic view of the environment to all sub-teams, instead of relying on disparate tools and workflows.

○ **Incomplete to complete data:** Having the ability to gather objective system details, device performance, and user behavior data directly from endpoints, as well as user sentiment and other qualitative metrics.

○ **One-size-fits-all to personalized IT:** Eliminating over- or under-provisioning by providing end users with the specific hardware, software, and IT support they need based on their job responsibilities, technology requirements, and work styles.

○ **IT dependent to self-reliant:** Creating an "always on" IT environment that supports users continuously with self-help remediations instead of limiting support only to times when IT personnel are available.

○ **Manual to automated:** Setting up automatic actions to remediate, update, patch, and more when certain thresholds are met rather than having IT personnel perform these tasks one by one.

○ **Static to predictive analysis:** Leveraging artificial intelligence and machine learning to surface patterns and trends that can negatively impact digital environments and end users.

Beginner
22%

Intermediate
58%
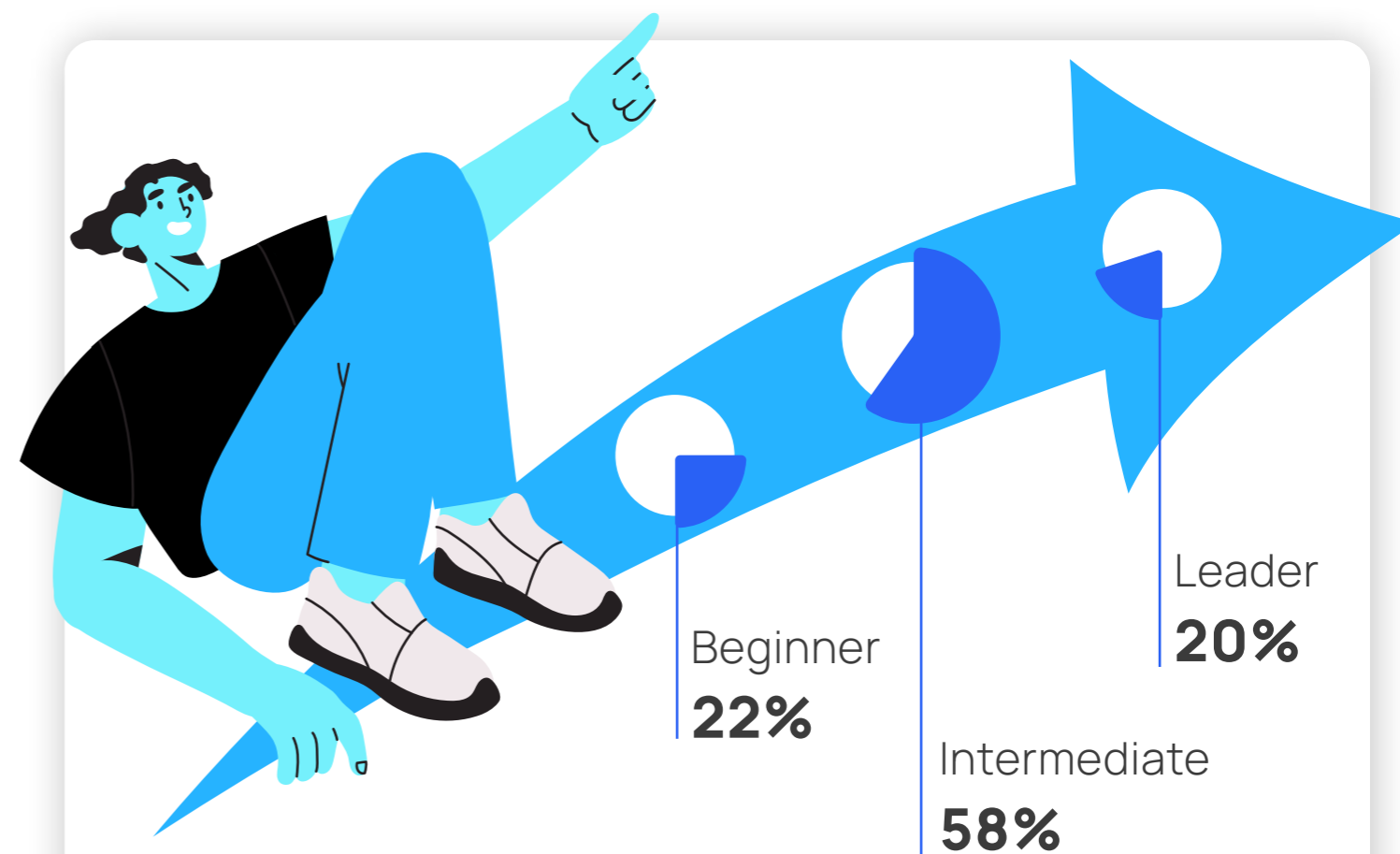
Leader
20%

Only 20% of organizations can be classified as leaders in DEX, despite the significant benefits they enjoy over less DEX-proficient organizations.

Today's DEX-focused enterprises are largely progressing toward leadership, though most aren't there quite yet. Global survey results show that **more than half (58%) of organizations are in the "intermediate" category while only 20% are considered leaders and 22% are just getting started.**

Although there may be several reasons for this shift toward DEX leadership, probably the most obvious is the rising need to fully support remote and hybrid workers. As workforces have become more dispersed and IT is less centralized in the wake of the Covid-19 pandemic, organizations depend on expanded visibility into digital experiences to provide the right hardware and software; prevent tech disruptions and downtime; and improve overall productivity for end users working at home, the office, or anywhere else.

In fact, **6 out of 10 employees say that technology plays a large or very large role in their digital experiences while working remotely, and half (50%) of IT executives say hybrid work is the top internal issue driving IT to adopt new tools and technologies.**

SECTION 3:

What Best-in-Class DEX Looks Like

Research shows that just 1 in 5 organizations are leaders in digital employee experience. And although they might differ in many ways, there are a few trends this elite class has in common.

Technology and financial services currently lead in DEX across all industries. Healthcare and insurance, however, carry the most intermediate organizations while most DEX beginners can be found in manufacturing and professional services.

The bigger the organization, though, the more likely it is to advance in DEX maturity. **Among organizations that earn more than $10 billion in revenue, a quarter (25%) of them are DEX leaders** and 69% are intermediate — the highest percentages across all the different revenues.

DEX leaders also invest more resources in improving digital employee experience. On average, **DEX leaders raised their service desk budgets by 5.7% and increased their IT staff by four people from 2021 to 2022** — well above the average 3.9% budget increase and three additional staffers across organizations of all DEX maturity levels.

And the more resources IT has, the more effectively teams can manage and shape digital employee experience. According to IT executive responses, the top five digital experience management traits among DEX leaders include:

○ Constantly measuring and monitoring how tech impacts employee experiences to guide business decisions.

○ Leveraging device and application data to make proactive decisions about hardware/software provisioning during refresh cycles.

○ Having access to both real-time and historical device and application data for root cause analysis.

○ Prioritizing workloads by understanding the IT incidents that most affect digital employee experience.

○ Having an L1-L3 service desk that's highly coordinated and works together seamlessly.

But there are also other valuable business gains that come with greater digital employee experience. By becoming DEX leaders, organizations can reap the benefits of improved employee satisfaction, less staff turnover, and reduced downtime and IT costs.

Companies in the technology and financial services sectors are the furthest ahead in DEX maturity. Professional services are furthest behind, with almost half just starting out on their DEX journey.
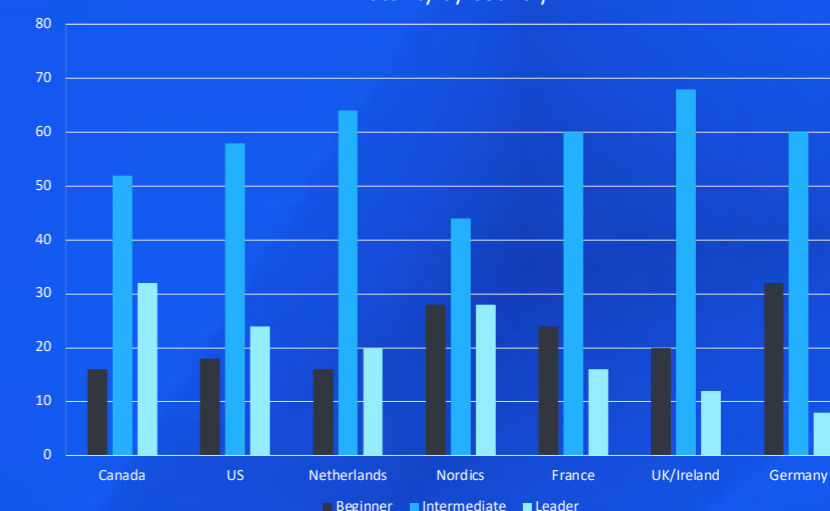
Maturity by Industry

	Tech	Financial	All	Insurance	Healthcare	Pharma /Life Sci.	Mfg.	Prof. svc.
Weighted avg. score	83	78	67	66	64	63	57	53
Beginner	3%	4%	22%	17%	14%	25%	38%	48%
Intermediate	45%	61%	58%	69%	79%	61%	52%	41%
Leader	52%	36%	21%	14%	7%	14%	10%	10%

Maturity By Company Revenue
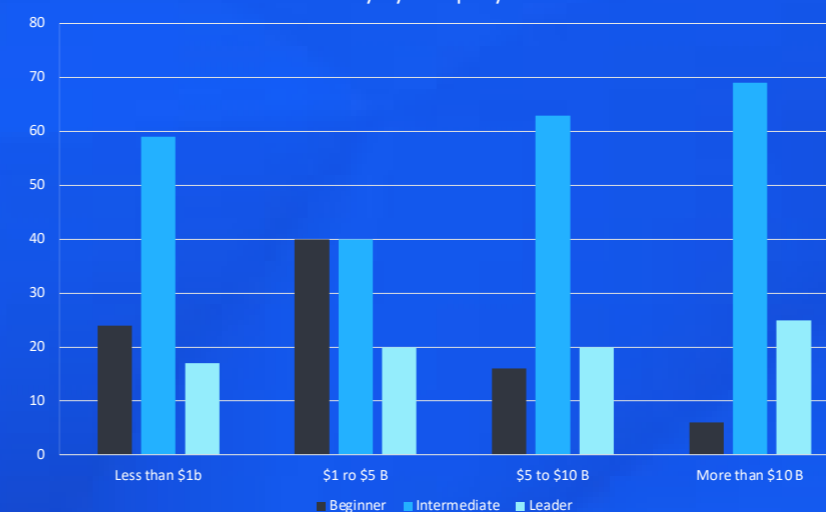
The bigger the firm, the more advanced they are likely to be in DEX. Companies with more than $10 billion in revenue have the largest percentage of leaders and the fewest beginners.

North American firms are the most mature, led by Canada with a third categorized as leaders and only 16% as beginners.

Maturity by Country

SECTION 4:

Benefits of Becoming a DEX Leader

Being a leader is more than just a bragging right. Organizations that prioritize high-quality digital employee experience can also deliver greater outcomes and value that help their business grow and stay competitive.

Increased employee recruitment and retention

Organizations that lead in DEX are much more likely to attract and retain top talent. More than half of employees say DEX is an important or very important factor when deciding whether to stay with their current employer (54%) or when considering a future employer (61%). **Thirty-six percent of employees also say they have considered leaving their employers due to poor DEX quality — and 14% actually have.**

Greater ability to support a hybrid workforce

The future of work is becoming increasingly flexible. More than a third (36%) of employees cite working from home as an important or very important factor in staying with a current employer. More than half (57%) also consider it an important or very important factor in deciding to work with a future employer.

But the **key to supporting a productive remote or hybrid workforce is a high-quality digital employee experience when using devices and connecting to apps.**

Sixty percent of employees say the right technology plays a large or very large role in their digital experience when working remotely. The percentages are particularly high

in the technology (83%), financial services (62%), and insurance (61%) industries, which can be well suited for remote working.

Higher productivity

With a deeper understanding of end-user experience and expanded IT visibility, DEX leaders are in a better position to provision and support more productive digital workplaces

On average, employees believe they are only working at 60% of their productive capacity with their current digital toolsets and infrastructure. But if organizations were able to provide the right digital tools, employees estimate that their **productivity could go up more than 20%.**

Better provisioning

About 40% of employees and 44% of executives believe workforces are either somewhat or significantly over-provisioned. At the same time, 22% of employees feel like they are somewhat or significantly under-provisioned.

DEX leaders, however, can avoid this conundrum with more personalized IT. Organizations with a clear understanding of DEX can **right-size and optimize provisioning to match the needs of individual users, resulting in more satisfied and more highly performant users at less cost.**

Reduced downtime

The average employee loses about an hour (54 minutes) due to tech interruptions and downtime, though employees in some industries lose an average of 79 minutes.

Workplaces that prioritize quality digital employee experiences, however, can limit the costs of and time lost to technical issues. **Employees of organizations with high DEX maturity lose only a half hour (30 minutes) of productive time per week on average** compared to those employed by organizations with low levels of DEX maturity that face more than four times (128 minutes) as much productivity loss.

For a business with 10,000 employees, for example, that could be the difference between roughly 5,000 hours in lost productivity per week versus more than 21,000 hours.
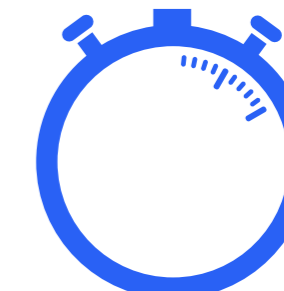
Organizations with **high levels of digital employee experience maturity** experience

30 minutes of downtime a week

30 mins

Organizations with **low levels of digital employee experience maturity** experience

much more downtime 128 minutes

128 mins

SECTION 5:

How Businesses Can Improve Their Level of DEX Maturity

Delivering high-quality digital experiences takes organizational commitment and investment. Lakeside's research highlighted several key qualities that DEX leaders had made in order to ensure outstanding digital experiences for their employees.

Surveyed DEX leaders reported that they had committed to:

- Proactive remediation

- Integration across IT functions

- Complete IT visibility

- Personalized IT infrastructure and support

- Self-help options for employees

- Automation

- Predictive analysis

With digital experience management solutions such as Lakeside's Digital Experience Cloud platform, powered by SysTrack, organizations possess the data-driven insights and tools to make these changes.

Here's what the Lakeside team, customers, and partners have to say about these vital transformations to DEX leadership.

Reactive to Proactive

Shifting from a traditional approach to IT service operations and support that relies on reported issues to begin remediation to a modern approach that aims to identify and prevent issues from occurring in the first place.

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There will always be a part of the IT function that will be committed to reactive fixes. There will always be a "who ya gonna call?" situation, but shifting to a proactive stance is about getting ahead of system-wide issues and bringing back some control to the IT function.

What we've found at LexisNexis is that IT can only be proactive when they have the visibility to see problems occurring on the endpoint before they impact the end user. There are a couple of reasons for this: First, many users would rather suffer in silence and use work-arounds rather than file a ticket, which means problems are not seen unless there is a critical impact on their productivity; second, it's hard to spot system-wide issues even when multiple users submit tickets, because they may be seeing or describing different symptoms of the same problem.

With Lakeside's Digital Experience Cloud, we have access to system-wide data that can show us where problems are occurring before it impacts the end user. We've made consistent progress at driving down the amount of time and effort spent on reactive fixes. **A year after onboarding SysTrack, about 5% of the logged incidents across the local IT support teams were filed proactively. We set a goal to reach 20% by the end of 2021, which we surpassed in November. Today, we are solving 50% of issues proactively, purely because of the level of visibility that we have into endpoints.**

Greg Dolphin
Director of Global Support

Siloed to Integrated

Having a single source of truth that provides a holistic view of the environment to all sub-teams, instead of relying on disparate tools and workflows.

Siloed data is a side effect of organizations that are unwilling or unable to share information horizontally across functions or teams. When data is stored beyond the reach of IT teams, it reduces their ability to use that information for optimal and informed decision-making or to form an understanding of how well the organization is being supported by workplace technology.

In my experience of working with some of Lakeside's biggest finance and technology customers, I've found that the IT organizations that are most responsive to change, most agile to challenges, and most able to drive transformation initiatives are not only those that have the most complete data, but also those that have the ability to share that data internally.

When Lakeside introduced our Executive Insights feature, I immediately saw the impact for customers. It enabled them to bring that employee-centric IT focus into strategic conversations across the organization, and share data from across the IT estate. All of a sudden, they had the data that they needed to report on and evaluate the impact of IT investments in terms of organizational productivity.

Bob Hobbs
Senior Director of Business Development
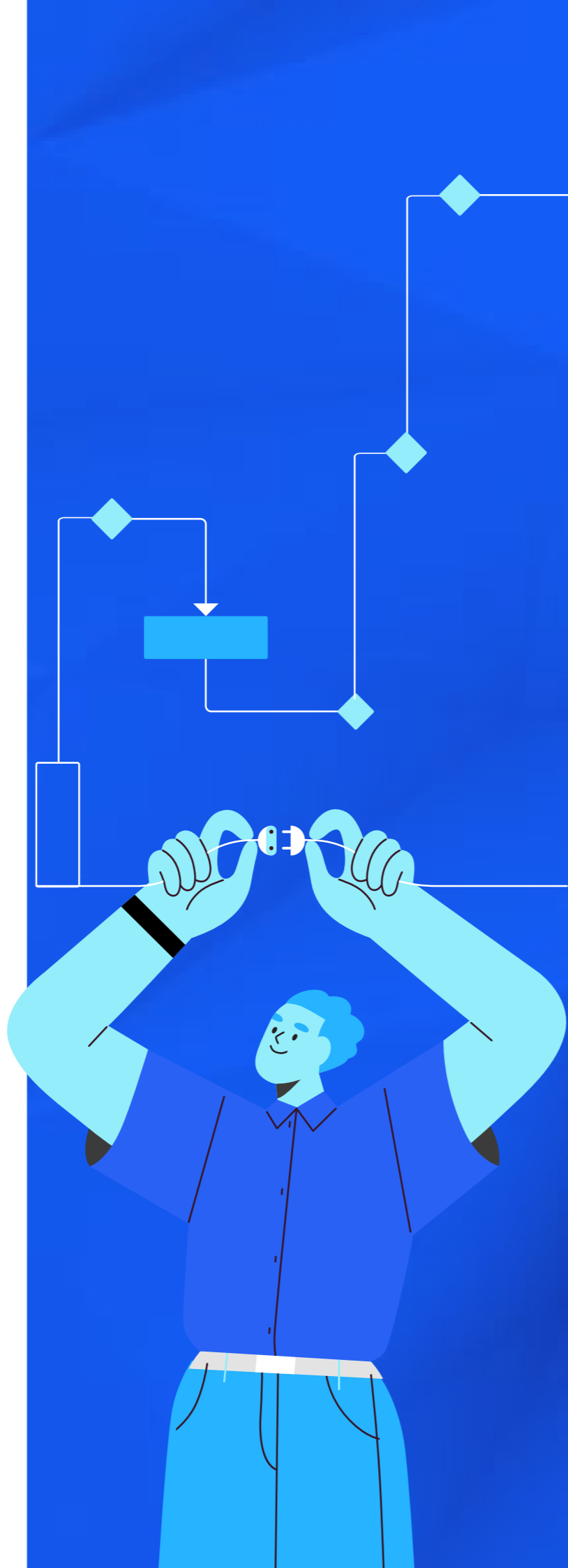
Lakeside

Incomplete to Complete Data

Having the ability to gather objective system details, device performance, and user behavior data directly from endpoints, as well as user sentiment and other qualitative metrics.

Hybrid workplaces and the increase in remote working have changed the boundaries for organizations in terms of what defines a modern working experience for their employees. It has become a necessity to offer flexibility to work from multiple environments — at home, in the office, or another remote or temporary location. It's no longer just a perk. In essence, it's about delivering a modern workplace to mobile users. Their devices are their offices, and they need to be enabled with all the tools to do their best work securely and effectively, wherever they are working. This helps organizations remain competitive, attract the best talent, and so on.

For IT, working from anywhere comes with a price and added risks. Lack of insights or incomplete data restricts the ability to identify risky behavior, such as working on unsecured Wi-Fi networks or accessing confidential workplace data in non-secure environments. It also prevents teams from quickly pinpointing the root cause of problems and where they started.

To drive enhanced employee experience, you need to be able to prioritize and assess the impact of user issues, and if there are outages respond swiftly and effectively. Poor digital experience impacts employee productivity, which hurts the bottom line, and it effects employee's ability to best serve their customers, which is bad for business.

From what I have seen working with Lakeside customers, the organizations most adept with transitions to hybrid work culture are those with comprehensive insights. Lakeside customers benefit from the detailed insight into the broadest range of devices and operating systems available.

The survey function in the Digital Experience Cloud also enables IT to survey users using free text, option pick lists, and radio buttons. Likewise, IT can perform sentiment analysis on those responses to gauge if answers are positive or negative without having to read every word that indviduals have written. Being able to capture and balance both qualitive and quantitive user experience feedback is key to measuring the holistic employee experience and to drive improvements from actionable insights.

Chris Kirkpatrick
Global Portfolio Leader
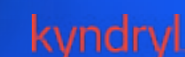
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One-Size-Fits-All to Personalized IT

Eliminating over- or under-provisioning by providing end users with the specific hardware, software, and IT support they need based on their job responsibilities, technology requirements, and work styles.

To maximize the impact of hardware and software investments, leaders must adopt effective provisioning strategies that take into account employee needs and preferences. Personalization is a strategy for unlocking greater performance through an optimized work setup where employees are engaged with what they do every day because their digital experience — this includes both individualized training programs as well as tools designed around the job — is catered to them.

IT teams that want to move away from one-size-fits-all provisioning need to uncover user data. The most DEX mature organizations combine sentiment data, such as pulse surveys and questionnaires, with hard metrics on device usage and performance, software adoption, and so on.

This level of detail gives IT the data they need to create more accurate personas and more closely personalized

experiences. Rather than grouping workers by role or location, IT can group them by the problem they're working to solve or the way in which they do their work. Digital workers are no longer defined by their physical location or even role, they are instead defined by the teams to which they contribute, and the ways in which they work together cross-functionally. One thing that is universal across all industries is that a good digital experience lends itself to overall increased productivity and happier employees — or, as the case often is, fewer angry employees."

Elise Carmichael
Chief Technology Officer

Lakeside

IT Dependent to Self-Reliant

Creating an "always on" IT environment that supports users continuously with self-help remediations instead of limiting support only to times when IT personnel are available.

Most organizations already understand the value of 24/7 IT monitoring and support, but what that looks like in practice is very dependent on the technology that the organization has to support its employees. DEX leaders are not only focused on around-the-clock assistance. They also need remediation on demand.

True 24/7 support is beyond the help desk. It's about enabling Level 0. We have to empower users with self-help tools and diagnostics that can truly deliver a 24/7 support situation. We already know that 60% of the time, users will try and fix an issue themselves rather than file a ticket with IT. We shouldn't be working against that. Instead we should be trying to improve outcomes.

In practice this means giving users their own toolbox to run scripts and remediation. Lakeside customers often provide users with playbooks to help fix the most common issues. This ensures that issues are solved by users. On the help desk, some of Lakeside's most satisfied customers use our Level 1-2 All-in-One Workspace to enable any and all service desk personnel to quickly diagnose and resolve issues. This combination of resolutions has led to faster triaging, shorter first-contact resolution times, and lower MTTR.
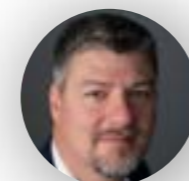
Geoff Hixon
Director of Sales Engineering

Lakeside

Manual to Automated

Setting up automatic actions to remediate, update, patch, and more when certain thresholds are met rather than having IT personnel perform these tasks one by one.

It's no secret that the war for technical talent is leaving most organizations with a severe shortage of capable IT staff. Part of the problem can be attributed to a sudden rise in the need for staff that can build and support digital infrastructure.

This has created a talent squeeze that is keenly felt on the help desk. Highly proficient staffers are harder to find than ever, so IT is looking for more and more ways to automate simple processes in a way that saves valuable person hours.

With Lakeside's L1-L2 All-in-One Workspace, our customers have a toolkit of automations that solve issues remotely, without manual intervention by the help desk or end user. Out of the box there are over 300 pre-programmed scripts ready for any use case. Lakeside customers can now deploy fixes for the most common issues across any number of systems, allowing issues to be fixed early, even before they arrive at the help desk.

Mark Moesse
SVP of Product

Lakeside

Static to Predictive Analysis

Leveraging artificial intelligence and machine learning to surface patterns and trends that can negatively impact digital environments and end users.

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The idea of the "self-healing service desk" has become a constant in conversations with Lakeside customers over the last two years. Almost all are seeking ways to use data to intelligently help IT anticipate issues and ensure that problems are on the radar so they can be quickly resolved.

Many Lakeside customers choose us because of the depth and quality of data that the Digital Experience Cloud delivers. Customers benefit from continuous monitoring of virtual and physical infrastructure, applications, networks, user usage data, and more. The Digital Experience Cloud even detects patterns in this data — and can then prevent disruptions. Automated sensors continuously evaluate the IT environment and trigger alerts when certain conditions reach a threshold or an anomaly is detected. Because the Digital Experience Cloud also prioritizes issues based on severity and number of systems impacted, IT teams have the information that they need to triage and resolve problems by level of importance.

Jason Coari
VP of Product Marketing and Strategy
Lakeside

Methodology

Lakeside Software's Digital Experience Guide is based on commissioned research from ESI ThoughtLab, a specialized technology thought leadership research firm. Results from the global survey, conducted in February and March 2022, feature responses from 200 C-level executives, 200 IT leaders, and 200 employees in manufacturing, financial services, professional services, healthcare, technology, pharmaceuticals/life sciences, and insurance. Respondents also represent organizations ranging in size, revenue, and DEX maturity.

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About Lakeside Software

Lakeside Software is a leader in cloud-based digital experience management. Lakeside's Digital Experience Cloud gathers and analyzes data on everything that may impact end-user experience and business productivity and provides the unmatched visibility IT teams need to design and support rapidly changing digital workplaces. Customers use Lakeside's technology to perform end-user experience management, digital workplace planning, IT asset optimization, remote work management, and proactive service desk operations. For more information, visit www.lakesidesoftware.com.

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