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Unleash the power of
a connected, productive
digital workplace

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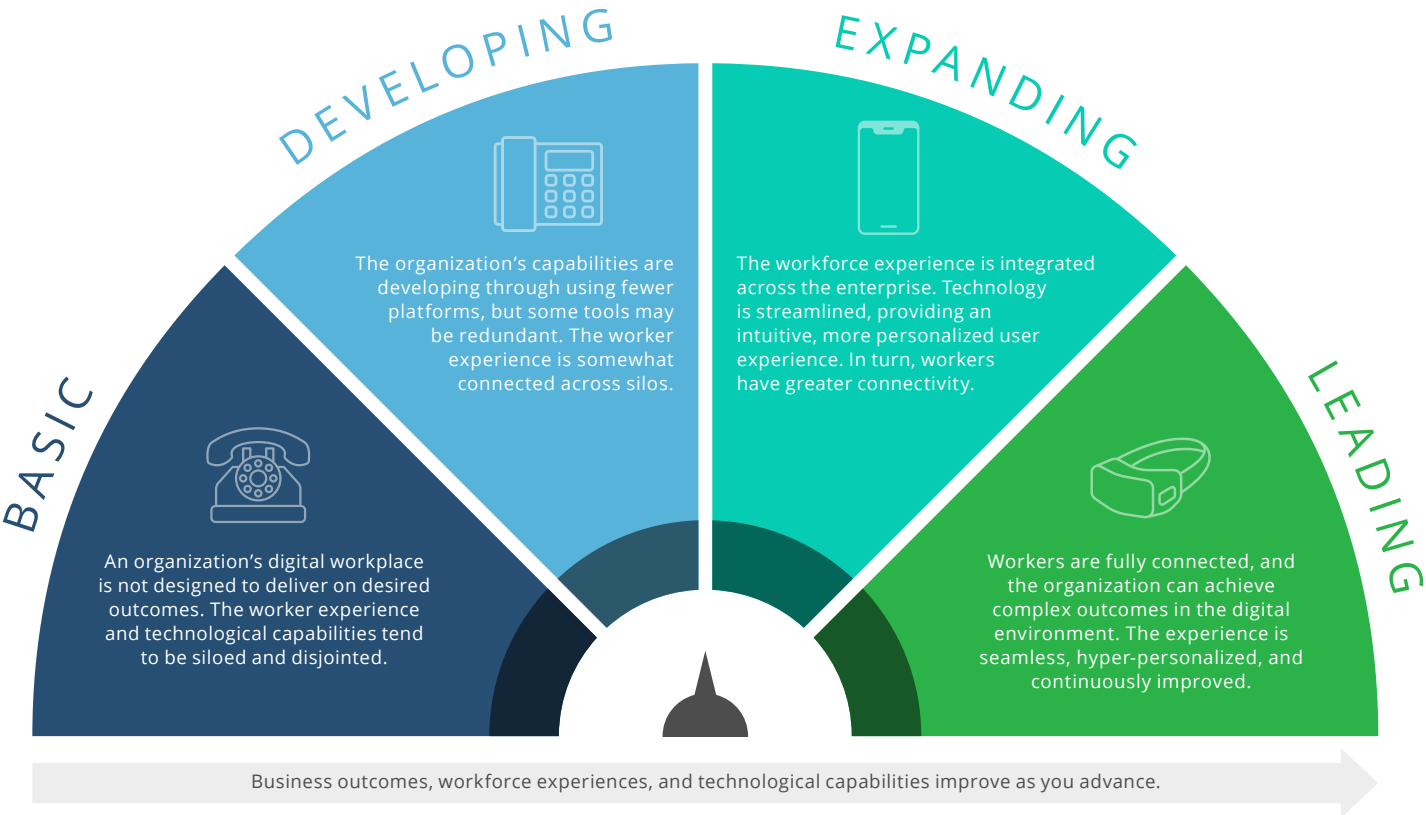
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Summary

As work becomes increasingly dispersed across organizations, the labor market more competitive, and teams more reliant on hyperconnectivity to get their jobs done, building a digital workplace on par with the experiences workers have as consumers is an essential part of your business strategy. Companies with digital workplaces that do not mature risk decreased productivity, low retention, and the inability to stay competitive.

Identifying your level within Deloitte’s digital maturity model can help you determine, prioritize, and address how to reach your organization’s imperative. The more mature the digital environment, the more your business can elevate the workforce experience, drive successful outcomes, and maximize resiliency for years to come. Investing in the digital workplace helps you create an environment in which employees can thrive—and your business can become future-proof.



Deloitte’s digital maturity model

Deloitte’s digital maturity model is a tool companies can use to identify where they are in their digital journey versus where they want to be, providing guidance for how to evolve their digital workplace.

A place we go for work and meaning

The workplace is no longer just where we work. Often without a physical location, it is still where we connect, collaborate, and seek belonging through shared experiences. We call this new environment **the digital workplace**.

What is the “digital workplace”?

The digital workplace is an ecosystem of tools and solutions used to enable positive business outcomes by empowering workers to:



Self-serve for key tasks and needs

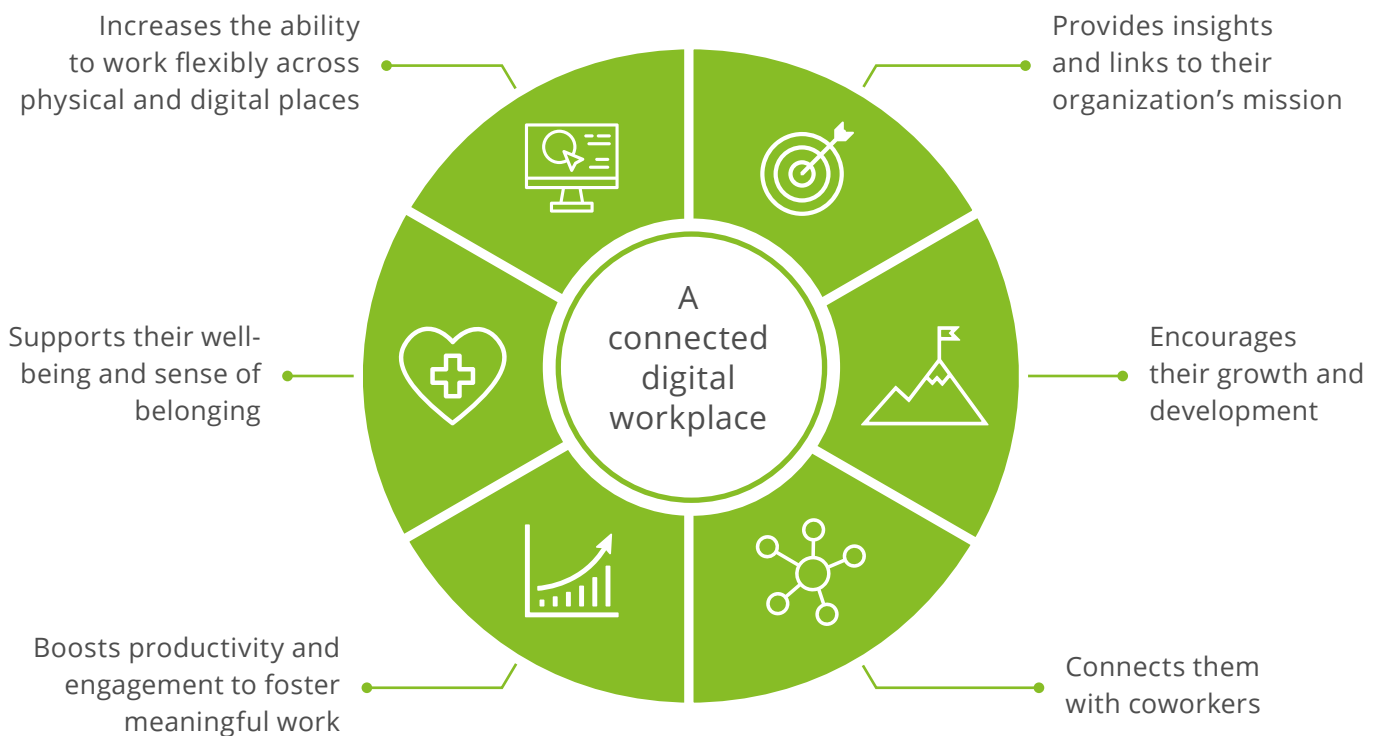


Collaborate and innovate with teams



Do their jobs efficiently

A robust digital workplace enables a range of positive business outcomes, helping organizations prioritize initiatives and define success. It also amplifies the workplace experience to improve how people work.



We are all familiar with the opportunities technology creates for businesses, from connecting a global workforce to helping organizations pivot and grow.

But most of us realize its potential pitfalls, too: Staying organized, efficient, and collaborative can be hard for employees and teams to manage virtually.

For businesses and workers to clear these hurdles and realize their potential, companies must embrace the digital workplace rather than merely tolerate it. And to gain a competitive edge in an evolving business landscape, the digital workplace itself must mature.



The more advanced a digital workplace is, the better equipped it is to overcome challenges and deliver on the promises of business resilience, positive workforce experiences, and effective technological capabilities. Like the rest of your business, your digital workplace needs continuous improvement to stay competitive.

Advancing your organization’s digital maturity future-proofs your business and positions it for growth. But to know how to get where we want to go, we must first know where we stand.

How do we determine digital maturity?

The digital workplace should feel like a part of life, and life at work should not be more complicated than life outside of work.

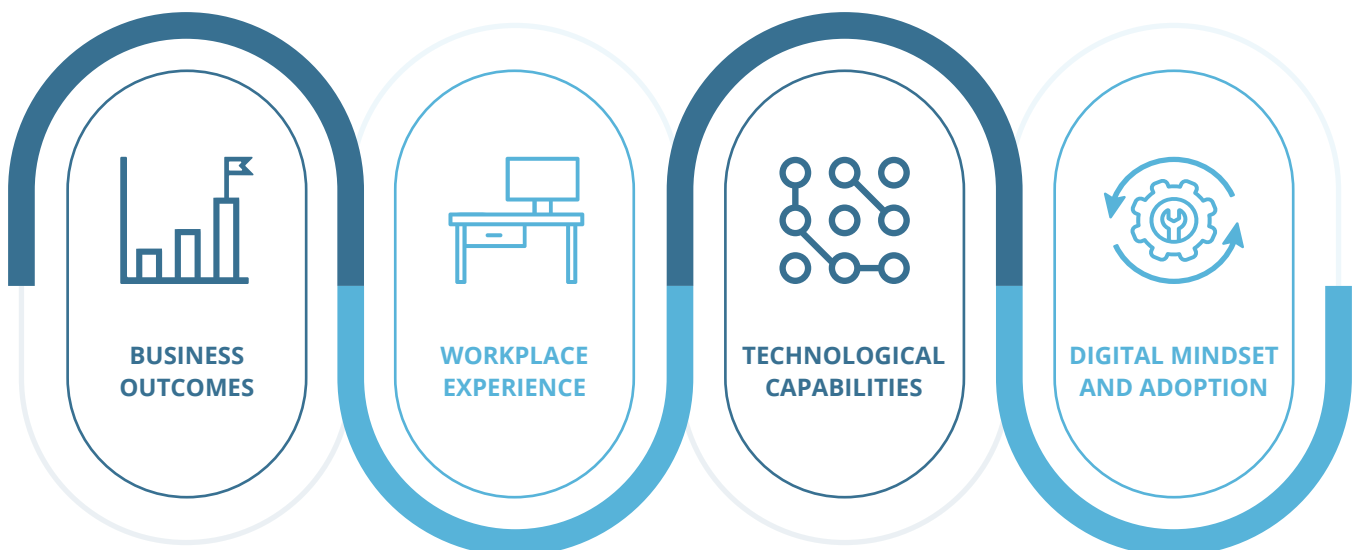
The digital workplace functions best when human experience is at the center.

People crave a digital experience that is reliable, equitable, productive, helpful, and pleasant. In an increasingly competitive labor market, organizations that solve problems by taking into account what it means to be human—and reimagining and deploying the digital workplace the right way—are the ones that will attract and retain top talent. Ignoring workforce experience or its link to the technology workers interface with daily can pose business risks.

The digital maturity model helps companies understand the different stages of maturity and assess where they are as an organization, allowing them to prepare and thrive. It helps create the digital experience workers are looking for while serving as a point of reference for measuring progress and driving clearer, more ambitious outcomes.

Like the digital workplace itself, the maturity model and the outcomes it helps organizations measure are fluid, evolving alongside technological advances and worker expectations.

The maturity model is informed by four dimensions of digital maturity:



1. Business outcomes

Measurable, quantifiable goals an organization wants to achieve.



THE SCENARIO

When business outcomes are not explicitly linked to how the digital workplace operates, retention and productivity suffer.



THE SOLUTION

Human-centered design drives business outcomes, creating a virtuous feedback loop.

2. Workplace experience

The sum of a person's lived experiences at work and how the workplace affects their outlook on factors including the role itself, their coworkers, the company mission, and their personal growth.



THE SCENARIO

Because workers' digital experiences are only assessed annually, they are often left disjointed or poorly understood. Teams and experiences are siloed across the workplace and problems are typically solved with a waterfall or triage approach. Workers feel disconnected and are less productive.



THE SOLUTION

Workers' digital experiences are continuously monitored and workplace mission and belonging are emphasized. Workers feel connected, intentional, and productive.

3. Technological capabilities

With a clear sense of their intended business outcomes and a deep understanding of the optimal workplace through lived experiences, companies can implement and sustain the systems or platforms that enable the digital workplace.



THE SCENARIO

Disparate solutions and entry points fracture the employee experience and team communication.



THE SOLUTION

Seamless integration of solutions empowers workers and their teams.

4. Digital mindset and adoption

Companies understand that to effectively set and meet business objectives, their digital workplace must be equipped to mature, and the teams behind it must embrace an agile mindset.



THE SCENARIO

Solutions and tools are siloed. Issues are triaged through a waterfall approach rather than a cohesive plan. Digital infrastructure is seen as a means to an end, contributing to burnout and disengagement and inhibiting productivity, results, and revenue.



THE SOLUTION

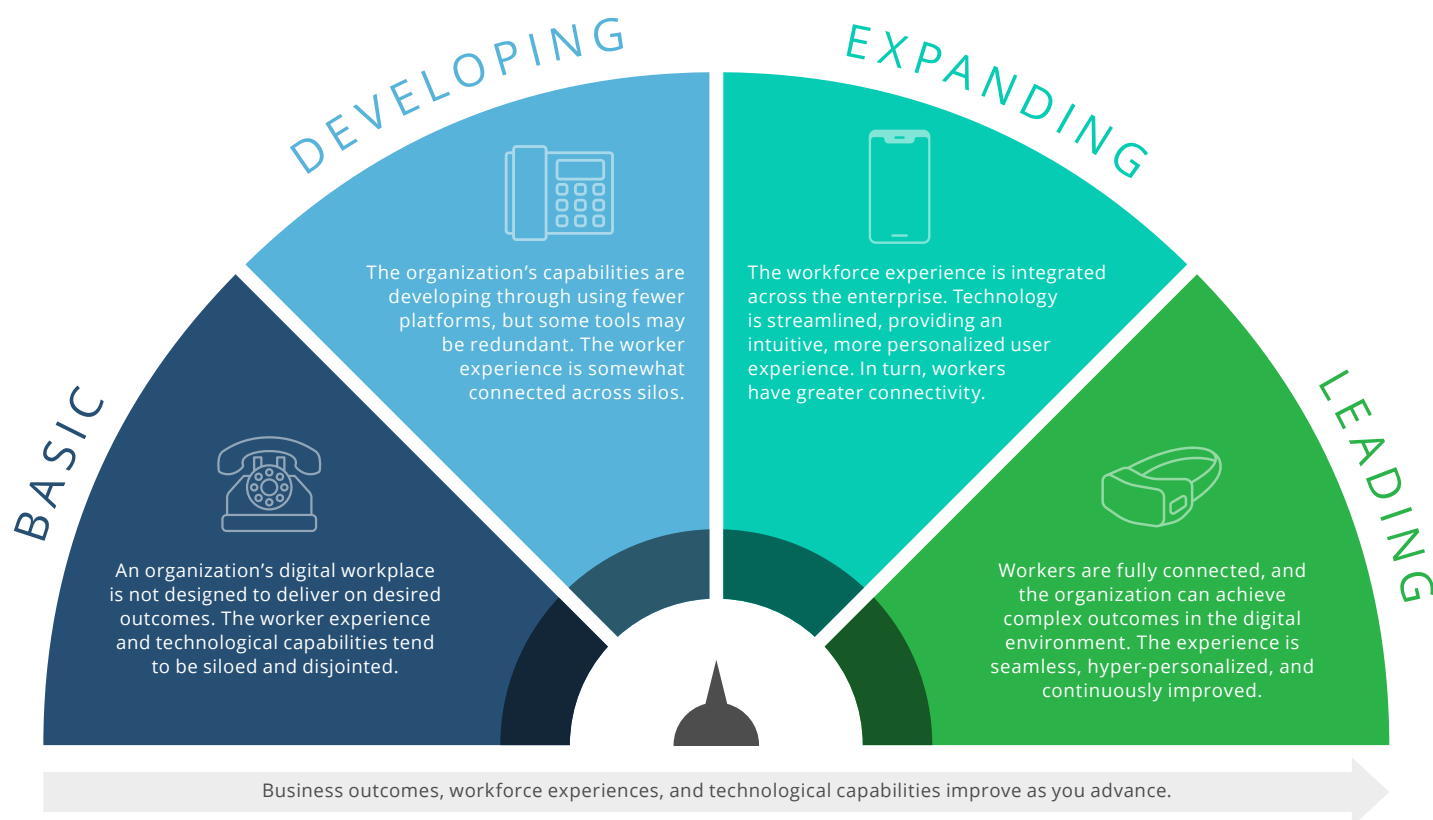
A digital-first approach creates a hyper-agile, symphonic C-suite. The digital workplace is a pillar of the business strategy and accelerates productivity, engagement, and profitability.

Unlocking digital workplace ambitions

To evaluate where a company stands and help determine the next steps to enhance the digital workplace, Deloitte's digital maturity model uses a continuum comprised of four levels. Each accounts for an organization's business outcomes, workplace experiences, technological capabilities, and digital mindset.

Surveying your digital landscape

Self-assessing digital workplace maturity can be tricky because it is not always immediately clear what level you are starting from. Deloitte guides companies through the dimensions of digital maturity by helping them identify their starting point within the model as well as what they need to accomplish to reach the next level.



Deloitte's digital maturity model

Upleveling the digital workplace through worker experience

Equally important as the four levels themselves are the spaces in between, and companies must navigate those spaces to grow in digital maturity. As a company travels from one level to another, pursuing paths and addressing potential pitfalls along the way, it can ultimately improve retention, engagement, and productivity. To help, we have detailed the route businesses can take to get to the next stop, and what it will look like on a granular level for employees and teams.

Forward movement is what matters. Planning how to move from “basic” to “developing” is more important in the long run than worrying about being at the “basic” level right now.

Here, we explore the digital maturation process from the perspective of three sample employees—each representing different roles, challenges, and maturity levels—as they advance toward leadership in the digital workplace.



Phase 1



Basic to Developing Manager at a media company



The disjointed nature of their company's tech capabilities has become unsustainable after revenue and staff have grown.

MATURITY LEVEL **BEFORE** INVESTING IN THE DIGITAL WORKPLACE

Basic: Limited functionality

Their team is siloed, causing them to feel disconnected from the organization as a whole and dampening their enthusiasm, productivity, and engagement in their day-to-day work. This impedes business outcomes and creates a negative feedback loop.

Must file redundant help-desk tickets for repeat IT issues

Serves as go-between because the team cannot connect in one place

Mired in administrative burden, not facilitating creative work

Has no buy-in with company tools, feels burned out

MATURITY LEVEL **AFTER** INVESTING IN THE DIGITAL WORKPLACE

Developing: Sustainable path forward

They can step back and focus on team-building and goal-setting, which better positions them to create assets that improve the bottom line.

▶ With clear self-service options for IT and HR functions, they and their team members are empowered to work more productively across departments

▶ Has time for high-value work. Despite some redundancies and inefficiencies, the team connects, meets, and creates content more seamlessly

▶ Focuses on leading their team toward goals that drive business outcomes, enhancing productivity and belonging

▶ With annual assessments, trusts that their voice contributes to the C-suite's investments in the digital workplace

Phase 2



Developing to Expanding

New hire at a financial services institution



The employee chooses the right environment—physical or virtual—for the right task, shaping their setting and schedule to suit their needs and fuel worker well-being and engagement.

MATURITY LEVEL **BEFORE** INVESTING IN THE DIGITAL WORKPLACE

Developing: Integrated but unaligned

They have teaming solutions with many social and collaboration tools, but redundancy and limited features make it hard to feel a sense of inclusivity or belonging. As a new team member, they feel overwhelmed and do not know where to direct questions, leading to unmet business potential and a loss of productivity.

Required to use multiple logins to access siloed information, which decreases productivity and limits the time and desire they have for team-building

Must collaborate with colleagues in disparate settings, which leaves them feeling excluded, and self-reports hours spent on “work about work,” like hunting for information or guessing at processes

Must rely on legacy solutions, which create redundancy, limit self-service, and result in a counterintuitive experience for everyday tasks, such as scheduling a hybrid meeting

Provides feedback on their work experience annually, which is triaged in a waterfall approach

MATURITY LEVEL **AFTER** INVESTING IN THE DIGITAL WORKPLACE

Expanding: Aligned for agility

They onboard quickly and become an engaged employee because seamless technology and practices have been put in place to help them connect, collaborate, and get answers readily. This encourages connection and fosters positive workplace culture across the company.

Has more time for work and collaboration because the organization streamlines logins and improves self-service options

Gains a unified experience, whether they are working remotely or onsite, because the organization co-locates services and routes their issues to a colleague who can support

Easily initiates and participates in hybrid meetings and information-sharing because tools are fully embedded in their daily work

Provides feedback through focus groups and surveys, which the organization uses to improve worker engagement and well-being across digital and physical workspaces

Phase 3



Expanding to Leading

HR agent in a service center



When their employer commits to being a leader in the digital workplace, the company's improved technological capabilities could liberate them to do high-value knowledge work and engage with colleagues.

MATURITY LEVEL **BEFORE** INVESTING IN THE DIGITAL WORKPLACE

Expanding: Productivity piqued

Human-centered design creates efficiencies: Content is centralized (easy to find) and personalized (pushed to the people who need it based on personas). But their organization still has silos, limiting them from offering the level of cross-functional support that best serves employees and job candidates.

Can work efficiently on tasks such as case routing and project management because the platform's AI capabilities locate the right information at the right time

Accesses their work and their own team easily—the service center and case management are integrated into one platform

Triages and resolves requests within one console, avoiding toggling and task-switching

Hits limits when working with colleagues in other departments—HR itself is still siloed from other teams across the organization

MATURITY LEVEL **AFTER** INVESTING IN THE DIGITAL WORKPLACE

Leading: Humans at the center of work, meaning, and belonging

Human-centered design helps construct meaning: Because they are doing the work they are uniquely qualified for alongside other engaged employees, they have a greater sense of belonging. Meanwhile, their productivity increases, and employees across the organization self-report higher satisfaction interacting with HR.

Stays focused on high-value work because an AI virtual agent helps them self-serve tasks and even removes rote tasks from their plate

Looks for candidates and resolutions—not login information—because experiences are seamless from end-to-end from a single point of entry

Free to engage more often with colleagues because they use automation tools to assign tasks, rather than relying on time-consuming, manual processes

Connects with employees across the company to collaborate, resolve requests, and share information

Technological capabilities that accelerate digital maturity

Deloitte's digital workplace framework leverages existing investments—complementing and connecting the tools and solutions already in place to deliver an end-to-end digital workforce experience across your company.

To move technological capability further in order to impact digital maturity, organizations must unify tools and systems. Workers are accustomed to their experience as consumers; a platform should feel familiar, acting as a centralized hub that makes work easier to do, information easier to find, and communication easier to transmit. Having a single platform that unites all these systems and tools also underscores and roots out redundancies and overly complicated processes, further honing an intuitive worker experience.

But companies do not need to upend their entire ecosystem to evolve their digital workplace. Deloitte and ServiceNow have developed a clear framework to leverage existing investments—complementing and connecting the tools and solutions already in place. Together, we will deliver an end-to-end digital workforce experience across your company. Here, we will illustrate how ServiceNow solutions have helped companies bridge gaps in their digital infrastructure to mature the digital workplace.



Putting it into practice: How we help clients grow their digital maturity

The ServiceNow platform accelerates the digital transformation journey for companies and their workers by offering a rich set of functionalities to support tech capabilities and integrate teams in a collaborative framework.

[Revolutionizing HR service delivery](#) | Amplifon

Amplifon's personalized hearing-care solutions have transformed the lives of millions of people by reconnecting them with family, friends, colleagues, and the world around them. To help employees focus on providing a caring and professional service to customers, Amplifon strives to keep its team members connected and provide them with easy access to the HR support they need.

With the support of Deloitte, which has played an important role in partnering with Amplifon on relevant transformation initiatives, Amplifon launched an HR digital transformation program featuring a new HR operating model. Building on its widespread use, trust, and confidence in ServiceNow IT Service Management, Amplifon selected ServiceNow HR Service Delivery as the platform to automate many of the everyday HR processes and tasks that were time-consuming both for employees and the HR teams. Now, 45% of HR professionals' daily tasks and more than 80 HR services are automated. The solution has proved to be intuitive, with employees reporting high confidence levels within just two or three weeks of use. Amplifon staff appreciates having a fast and streamlined way of managing their day-by-day needs.

[Elevating support with a smarter portal](#) | Coca-Cola Europacific Partners

When Coca-Cola Europacific Partners (CCEP) was formed following a merger of three Coca-Cola bottlers in 2016, it inherited multiple disparate systems, legacy technology, and manual processes—with up to 90% of the 200,000 annual service desk requests coming in via email. ServiceNow Customer Service Management helped CCEP streamline services and unlock greater transparency in the source-to-pay department, so the company could provide the best possible service to partners and customers.

With the solution, agents have a standard dashboard to automate case allocation. Leveraging AI and machine learning offers the potential to automatically scan emails and populate request forms. For invoice queries, which make up 40% of all service desk cases, it can establish the status of the invoice automatically without the need for a human touchpoint. With the source-to-pay department running efficiently and effectively on ServiceNow, agents can focus on more complex and valuable activities, respond to queries faster, and ultimately increase productivity.

“Now,
45%

of HR professionals' daily tasks and more than 80 HR services are automated.”

.....

“For invoice queries, which make up

40%

of all service desk cases, [the solution] can establish the status of the invoice automatically without the need for a human touchpoint.”

Navigating the route

Moving successfully through the maturity model starts with adopting a mindset centered on evolution and adaptability. This mindset invites you to explore the digital workplace landscape with curiosity and a willingness to learn from the process.

How we can mature your digital workplace



What will *leading* look like in the digital workplace?

Most companies are still advancing toward the leading level of the digital maturity model. What will it look like when you get there? True leaders in the digital workplace will be optimized to elevate the workplace experience and amplify business outcomes. Every worker's experience across the digital workplace will be cohesive and connective to foster belonging. A leading digital workplace is solid, sturdy, and purposeful.

When a company empowers its workforce with a robust digital workplace, a human-centered design experience feels:



Personalized
and intuitive



People-focused



Continuously
innovated



Connected



Proactive and
intelligent



Service-centric
for workers

As companies ascend the digital maturity model, teams will collaborate seamlessly—managing projects and connecting with each other in the same place where they access tools, enroll in benefits, and contact IT support. The personal and collaborative digital space will share a platform. A worker could set up a meeting, assign tasks within a project, request a visitor parking pass, sign a nondisclosure agreement, and install the VPN from the same channel.

In the digital maturity model, leaders realize that outcomes, capabilities, and human experience are inextricable. And while the digital workplace is always evolving, those who have reached the leading level are more than ready to evolve with it.

Key takeaways



Based on the clarity of desired business outcomes, responsiveness to workforce experience, and technological capabilities, organizations fit into one of four levels of Deloitte's digital maturity model: basic, developing, expanding, or leading.



Pinpointing a company's current location on that continuum helps clarify next steps, which often include defining goals, incorporating worker experience, and connecting and simplifying tools. Deloitte can help create and implement the roadmap to get your business where you want it to go.



Digitally mature organizations center human experience in design. For leaders, human-centered design is baked into every touchpoint across the digital workplace, most likely with one platform that seamlessly connects the workplace and provides a personalized user experience.



Leaders in the digital workplace promote worker inclusivity and belonging not as byproducts of business, but as directly tied to achieving business outcomes through fully integrated platforms.



Get started today



Take our [quick assessment](#) to evaluate your company's digital workplace maturity.

Deloitte and ServiceNow can help organizations connect the digital workplace with speed, scale, and insight. We bring deep expertise across a range of industries and issues to build the foundation for a connected and productive workforce. Together, we help businesses enhance worker experiences—future-proofing the enterprise and driving meaningful business value with a suite of proprietary frameworks, prebuilt accelerators, and tools.

Unleash the power of your workplace.

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The logo for ServiceNow, featuring the word "servicenow" in a lowercase, sans-serif font. The "o" is a light green color, and the "w" is a darker green color. A registered trademark symbol (®) is located at the end of the word.

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