NEW *TECH.* NEW *WORK.*

Your old value case isn't enough.

WORK | **WORKFORCE** | **ORG & CULTURE**

NEW ***TECH.*** NEW ***WORK.***

Your old value case isn't enough

How do I get more value out of work and workforce technology?

It used to be relatively easy for organizations to decide whether to invest in technology and which technologies to choose. No longer. In the face of a changing tech and work landscape with a myriad of new work and workforce technologies emerging daily, leaders need a new calculus to identify the metrics, approaches, and governance needed to create a value case that will realize human and business outcomes.

Automation ▶▶ ◀◀ **Augmentation**

Output ▶▶ ◀◀ **Outcome**

Predictability ▶▶ ◀◀ **Potential**

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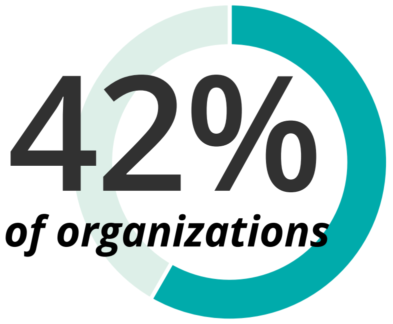
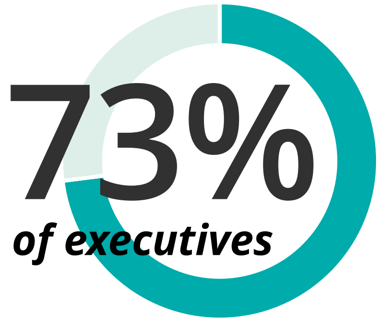
WHAT THE DATA SHOWS



cited unrealistic business cases or lack of data as key reasons for tech investments failure



listed the inability to define metrics as their top tech investment challenge

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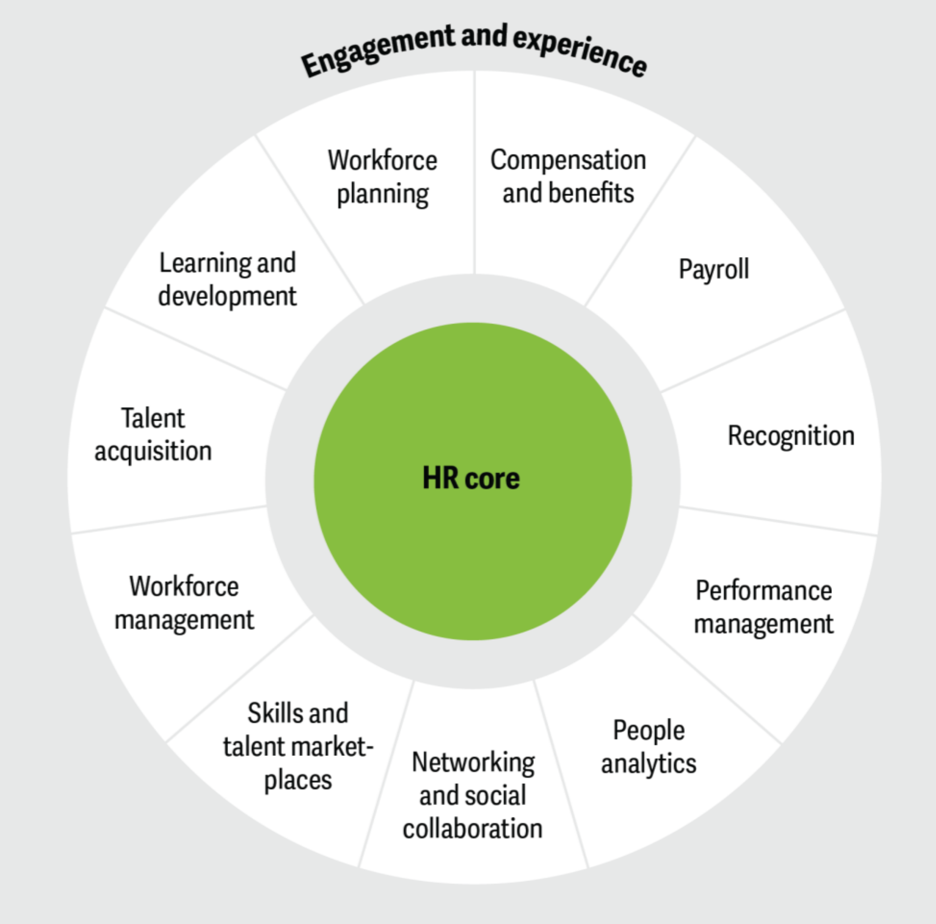
Work and workforce tech value cases

IN THE PAST	NOW AND IN THE FUTURE
Four to five tech players	Hundreds of tech players
Two to three use cases	Dozens of use cases
ROI driven by automation, labor savings	ROI driven by wide range of metrics
Platform/ERP-driven tech	Ecosystem of tech options
Enables existing operations and processes	Enables new ways of working
Single functional owner/stakeholder	Multiple cross-functional owners/stakeholders

Emerging workforce technology ecosystem



Source: Deloitte analysis

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ACTIONS

Reframe the value measures

- Identify goals and metrics for human outcomes as well as business outcomes
- Identify when the investment case warrants a nontraditional approach
- When you need a nontraditional approach, take a cue from R&D

Expand the stakeholders

- Include interdependencies and multiple stakeholders in a portfolio business case
- Decide what you will do with the value your investments create

IN PRACTICE

EATON

Eaton, a global power management company, needed to establish new metrics to measure the value of modernizing its talent acquisition process using AI. Their value case began with metrics that would improve the candidate experience and then expanded to include improved metrics for hiring managers and recruiters. The AI implementation helped them achieve double-digit increases in these metrics, including time to market, time to present, and time to offer. In addition, the company saw a 30% to 40% increase in candidate velocity and a four-fold increase in their talent network.

A Fortune 100 food and beverage company sought to justify the value case of implementing a digital Experience Hub for its 300,000-plus global employees. Their value case focused on three key pillars: Faster- Give time back to workers to focus on value-add tasks; Stronger- Reduce cost to serve and enhance resilience and agility; and Better- Improve the employee experience to increase engagement and retention. The company identified two million hours of time as part of its value case that would be given back to workers each year, and The Experience Hub played a pivotal role in setting the foundation for adoption of more advanced technologies in the company's future roadmap.

Namibian Readiness Gap

From a Namibian perspective, 25.49% view new technology and ways of working as critically important, yet only 20.93% are currently leading with innovation. While 30.77% are exploring, an equal share are still just considering it, and 17.95% have not started at all.

50% of participants indicate that Efforts are largely hindered by insufficient understanding of approaches, and governance needed to create a value case that will realise human and business outcomes.