



Achieving Success with Digital Workspace Solutions

How adoption and change management
programs help

Table of contents

The role of digital workspaces.....	3
Change management challenges to deployment and adoption	4
Measuring success	5
Laying the groundwork with readiness assessments.....	5
Meeting the adoption challenge with user campaigns.....	6



87%

of organizations worldwide report skills shortages across the enterprise.¹

In an era when the very nature of work is in flux, making the most of limited IT resources to boost employee productivity is more important than ever. According to McKinsey & Company, [87 percent of organizations](#) worldwide report skills shortages across the enterprise.¹

At the same time, the digital transformations underway at organizations in every industry are falling short of expectations. In fact, according to McKinsey & Company, [less than a third](#) of transformations are successful.² Given the skills gap, that should come as no surprise as successful transformations require new skillsets.

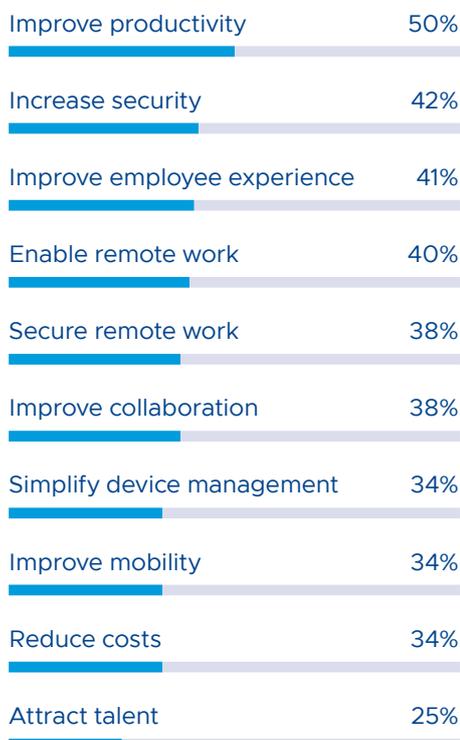
To meet this challenge, many organizations turn to digital workspace solutions. Such solutions increase employee engagement, improve their experience, and reduce turnover. And they share a critical goal: to boost productivity through upskilling.

But simply deploying software isn't enough to get results; organizations must also ensure people use it.

To this end, the organizations with the greatest success in user adoption make it happen with formal adoption and change management (ACM) programs. Most experienced organizations, in fact, prioritize communication and empowering their IT teams and end users as they introduce digital workspace technologies.

These are just some of the key findings of VMware and Foundry's latest research on digital workspace adoption and change management.

Top goals



The role of digital workspaces

VMware and Foundry surveyed 560 IT and business leaders in the United States, Europe and Australia in April 2022 to uncover their goals and best practices for adopting digital workspace software.

Organizations' top goal in deploying digital workspaces is to improve productivity, as cited by 50 percent of respondents. Improving the employee experience (41 percent) and enabling remote work (40 percent) were also highly rated.

But the benefits of digital workspaces extend beyond the workforce. They also benefit IT and business leaders. That's why improving security—a top priority for both—came in second, named by 42 percent of respondents.

Reflecting the concerns of IT departments, 34 percent of survey respondents reported simplifying device management as a high priority. And respondents echoed the needs of business leaders in citing reducing costs (34 percent) and attracting talent (25 percent) as goals for digital workspace deployments.

The results highlight the potential of digital workspaces to serve employees and leaders across the enterprise with features and benefits for all. Among other benefits, digital workspaces help employees work more efficiently away from the office, giving them greater freedom and workplace flexibility.

1. McKinsey & Company. "Mind the [skills] gap." January 27, 2021.

2. McKinsey & Company. "The science behind transformations: Maximizing value during implementation." Michael Bucy, Bill Schaninger, Kate Van Akin, Brooke Weddle. June 6, 2022.

Users often lack the necessary skills to use new digital workspace software, creating a vicious cycle as they find themselves unable to use the very tools that can help them learn the skills they need.

Business leaders value them for their ability to foster effective collaboration across locations. And IT departments look to digital workspaces to ensure robust security on disparate devices and networks.

However, challenges remain for digital workspace adoption. For example, while organizations tend to focus on the technical aspects of rolling out digital workspace solutions, most overlook the impact of the transformation on people and processes. And, as the survey found, users often lack the necessary skills to use new digital workspace software, creating a vicious cycle as they find themselves unable to use the very tools that can help them learn the skills they need. The survey also reflected privacy concerns on the part of users, highlighting the need for more education. IT departments, too, struggled to adjust priorities to take up the new initiative that digital workspace deployments represent.

Change management challenges to deployment and adoption

According to the VMware and Foundry research, ACM challenges occur on two major fronts: in IT and, following deployment, within the user community.

The challenges IT departments face as they work to roll out digital workspace software include:



At the same time, even after rolling out the new software, organizations face critical user adoption challenges, which can prove equally debilitating. Challenges to user adoption include:



21%

of organizations cite end-user resistance and low adoption rates as critical challenges.

Overall, survey respondents cite end-user resistance and low adoption rates at the rate of 21 percent, reflecting frustration on the part of organizational leaders who successfully navigate the challenges facing their IT departments.

Clearly, organizations must change their approach if they are to realize the benefits of digital workspaces. An important step: effectively measuring success.

Defining organizational maturity

VMware and Foundry define organizational maturity in the context of digital workspaces by whether and how they deploy adoption and change management programs. An ACM program represents a concerted effort to define the activities and resources required by IT managers and end users to realize the full value of digital workspace platforms.

Novice

Organizations new to the processes of rolling out digital workspaces either don't formulate ACM processes or do so on an ad hoc basis that doesn't return consistent results.

Capable

Organizations with a little more experience do understand the tactical importance of ACM processes but may still struggle to implement them consistently. That's partly as a result of limited experience in completing ACM programs, although capable organizations have realized some of their benefits.

Experienced

Experienced organizations implement comprehensive ACM strategies, shaped by the lessons learned in previous ACM campaigns. They also use a variety of components, including readiness assessments, to ensure rollout success and user adoption through adoption campaigns and education. And, in evaluating software vendors, they consider vendors' ability to help with adoption and change management.

Measuring success

Broken processes cannot be fixed if IT and business leaders don't understand how, where and why they fall down. That's why successful software rollouts start with establishing useful key performance indicators (KPIs).

According to the survey, the most successful organizations undertake two critical steps around software rollouts:

- Launch formal adoption campaigns
- Assess the results based on KPIs

Among organizations that run adoption campaigns, those with more experience track KPIs at greater rates. Those with the most successful campaigns (rated a 9 or 10) track these campaign-related KPIs among others:



Perhaps unsurprisingly, both novices and more adept organizations track software utilization rates as their top KPI. However, capable and experienced organizations measure employee satisfaction with the software at higher rates than novices. Measuring satisfaction and related metrics is a key distinction as utilization alone doesn't indicate how effectively employees use the software to realize the gains hoped for by organizational leaders.

In addition to defining and measuring KPIs, more experienced organizations also make more extensive use of readiness assessments than novices.

Laying the groundwork with readiness assessments

Readiness assessments lay the groundwork for software deployments by helping organizations determine what resources they need to deploy to ensure the success of their software rollouts.

Stakeholder, employee and overall organizational readiness assessments serve three major functions. They:

- Create a shared vision for the project within the organization, aligning stakeholders around shared goals, roles and responsibilities
- Help leaders determine what is required to support the people aspect of the project, including communications, training and documentation
- Reveal any potential risk areas to address during deployment and where the project might encounter organizational resistance



99% vs. 29%

Experienced organizations rely on readiness assessments to ensure the success of their software deployments at a greater rate than novices.

Organizations typically conduct readiness assessments through open discussions, formal interviews, and surveys that can include open-ended as well as multiple-choice questions.

However they conduct them, experienced organizations rely on readiness assessments to ensure the success of their software deployments at a greater rate than novices (99 percent compared to 29 percent). And experienced organizations cover more factors (6.4) than novices (2.2) in their assessments.

Top factors examined as part of readiness assessments by experienced organizations include:

Training needed	70%
Employee awareness and understanding of the software	70%
Resources needed	65%
Implications to user satisfaction and experience	65%
Business impact of change	60%
Risks involved	57%
Roles and responsibilities of stakeholders	57%

Meeting the adoption challenge with user campaigns

The most successful organizations also rely on formal adoption campaigns for effective software rollouts, according to the survey. An adoption campaign communicates to end users the reasons for deploying a new digital workspace platform, promotes the benefits it will bring, and empowers users to make the most of it.

IT department leaders are typically most involved in campaigns, followed by business unit representatives.

Thirty percent of respondents with formal adoption campaigns rate the success of their end-user adoptions as a 9 or 10. Only half the percentage of respondents without adoption campaigns (15 percent) rate their end-user adoptions as highly.

Respondents across the board ranked training for IT support staff as the most effective component of their campaigns. That was followed by communication strategy and end-user support for onboarding.

Communication is a key component of successful adoption campaigns. Novice organizations rely mostly on email to communicate with their employees, whereas experienced organizations use a variety of communication channels, including webinars, virtual and in-person meetings, internal chat, and messaging in addition to email.



30%

of respondents with formal adoption campaigns rate the success of their end-user adoptions as a 9 or 10.



15%

of respondents without formal adoption campaigns rate the success of their end-user adoptions as a 9 or 10.



70%

of all survey respondents expect vendors to provide IT and support staff training.

Also in the top five campaign components were employee enablement resources, such as tutorials and readiness assessments. When curating user enablement resources, novices focus on enrollment guides, while experienced organizations use presentations, tutorials, how-to videos, end-user websites, and FAQ documents.

Despite the effectiveness of adoption campaigns, not every organization creates them, mostly due to lack of resources, budget or knowledge.

Whether or not they use adoption campaigns, most organizations turn to their software vendors to actively support deployments. And those using adoption campaigns look to their vendors to help with them.

Nearly three-quarters of all survey respondents (70 percent) expect vendors to provide IT and support staff training. Fifty percent also want vendors to help train end users. Nearly half (45 percent) want vendor support for end-user onboarding, and more than a third (37 percent) want vendor guidance on developing an adoption campaign. A large percentage (44 percent) of experienced organizations consider the ACM capabilities of software providers a significant factor when evaluating providers.

Digital workspace solutions play a vital role as enterprises of all stripes navigate digital transformations, especially during acute skills shortages. Readiness assessments, adoption campaigns, and vendors able to lend a hand can all help ensure successful rollouts.

Learn more at [vmware.com](https://www.vmware.com).

