



How EUC Can Take the Lead in Digital Workspace Evolution

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Executive Summary

For many organizations, the rapidly adopted hybrid workforce in response to the pandemic is here to stay. Investments made to support workforce continuity are now being scaled, secured and operationalized to become the foundation of the next-generation workspace. VMware Anywhere Workspace embraces this vision by enabling a distributed workforce to work effectively and securely from any location with the same great experience. VMware Anywhere Workspace initiatives are based on integrated components built on VMware Workspace ONE®, a comprehensive digital workspace platform. VMware SASE provides a converged cloud networking and cloud security service that delivers a great user experience with secure, reliable and efficient access from any location to cloud applications. VMware Carbon Black provides a modern endpoint protection platform to identify emerging threats and analyze attack trends.

The end-user computing (EUC) team, with its goal to engage and coordinate with other teams within the organization, is naturally positioned to drive this workspace evolution that puts employee experience first; but this organization-wide effort cannot be undertaken in isolation. Scaling and securing an Anywhere Workspace solution relies on integrated technology components deployed and operationalized by different IT groups. A successful implementation requires strong sponsorship; coordinated management and collaboration between EUC, other IT teams and various business stakeholders; change management to introduce new technology and methodologies; leadership to champion new practices; and program management to ensure coordination and governance.

Making Temporary Working Solutions Permanent

In response to the pandemic, many companies quickly adopted technology and tools from VMware to support workforce continuity. According to a December 2020 Gartner study, the temporary remote working solutions that many organizations deployed at the start of the pandemic must be operationalized for long-term use to accommodate future disruptive events.¹ Scaling, securing and operationalizing these investments involves addressing three primary concerns: the subpar experience of the hybrid workforce, fragmented security, and operational costs and complexities.

VMware Anywhere Workspace, which brings together the benefits of proven VMware solutions such as VMware Workspace ONE, VMware services and VMware Carbon Black, addresses these concerns.

Managing a multimodal experience. As the demand for workspace flexibility is expected to increase, organizations must address the most common challenges for the remote workforce, such as poor bandwidth, limited support for technologies of choice, and friction with remote support. It is time to close the workspace experience gap for a hybrid workforce and deliver a consistent experience to all employees, regardless of how they work and where they work. VMware Anywhere Workspace supports expanding bring-your-own-device

(BYOD) initiatives for all applicable use cases, improving application performance for remote users, providing a simple, automated onboarding experience to new employees wherever they are, streamlining PC procurement processes to enable drop-ship provisioning directly from PC OEMs to an employee work location, moving away from VPN concentrators to a more efficient and secure access model, and offering employees self-service applications and self-service support options.

Securing the distributed edge. The rapid shift to remote work has increased exposure to cybersecurity risks for employees and businesses. It is critical to secure remote endpoints, regardless of ownership, by enforcing endpoint protection and compliance as part of authentication, modernizing application access through federated identity and user-centric policies, and enabling monitoring of data through a single pane of glass for unified visibility of devices, applications and networks.

Automating the workspace. Supporting a hybrid workforce with traditional endpoint management models does not scale and is resource-intensive. Efficiencies can be gained by adopting modern management processes for desktops and mobile devices, automating patch compliance and management, supporting multi-cloud for scalability and efficiency, and implementing effective software-as-a-service (SaaS) application lifecycle management.

The EUC team's leadership role

The digital workspace has become a catalyst for the evolution of EUC teams. Traditional silo-based EUC models that are organized around separate functional areas, such as desktop management, mobile device management, productivity and collaboration, are unable to accommodate the rapid pace of the workspace technology evolution and are not effective in supporting employee experience and proficiency. The digital workspace benefits from a team that breaks down silos and converges in a single strategy. Industry analysts have recommended these changes for years, but many organizations have been slow to adopt them. Consolidating functional areas enables the EUC team to reset its priorities and focus on increasing governance and coordination for digital workspace projects, improving end-user support, and driving technology adoption and employee proficiency.²

Anywhere Workspace pushes EUC modernization even further by expanding its engagement with other teams within IT, especially security and networking, and across the organization. Anywhere Workspace initiatives drive tighter collaboration by establishing common objectives and KPIs.

Five Steps to Digital Workspace Success

The EUC team, in its capacity of employee experience curator and with the ability to engage with all major stakeholders, is best positioned to lead the digital workspace evolution. The effort requires close alignment and collaboration with other IT teams and business stakeholders. These five steps, which integrate change management and project management principles, can help you successfully implement Anywhere Workspace and deliver significant business outcomes.

1. Identify the appropriate sponsorship

Projects that are backed by strong sponsorship have higher success rates and are more likely to realize value faster.³ Sponsors provide active and visible support to an initiative by communicating the reasons for change to peer executives, managers and employees. Many digital workspace projects are successfully championed by the leader of the enabling technology domain. However, given the variety of projects and business outcomes potentially involved in an Anywhere Workspace initiative, a top-down approach, with sponsorship coming from a C-level role or business leader, will prove most effective because it embodies urgency for change and reflects a broad consensus.

2. Appoint an Anywhere Workspace governance team

A governance team is the glue that holds together the different projects that contribute to an Anywhere Workspace initiative. The team combines program management and change management capabilities to:

- Ensure that the various projects contributing to an Anywhere Workspace initiative align with your strategic goals
- Work with internal or external project management functions to oversee the creation of an adoption map and prioritize projects
- Coordinate the internal and external (vendors and service providers) stakeholders
- Facilitate and promote collaboration across teams
- Track the progress on the initiative's KPIs, producing status reports and reporting on realized value

3. Align stakeholders

Anywhere Workspace initiatives have multiple stakeholders:

- Those who oversee the decisions and resources that Anywhere Workspace projects depend on
- Those who expect specific outcomes from the initiative
- Representatives of all those impacted by the change, including end users

Typically, each of the various stakeholders have different, and at times diverging, objectives and expectations. For example:

- Business stakeholders want the workspace environment to be a catalyst for business performance, employee engagement and proficiency. They are also looking for workspace continuity and resilience.
- The CHRO aims at creating flexible, frictionless work options to provide a workspace environment that attracts talent and retains employees.
- The CIO seeks the development of workspace services that enable employees while simplifying workspace management and reducing costs through consolidation and automation. Their goal is to deliver secure, optimal and automated access to applications and workloads in the cloud to all employees in a scalable and cost-effective way.
- The CISO is concerned about the acceleration of threat detection and remediation, implementing a Zero Trust approach to managing access, and having early visibility into potential cybersecurity threats.

It is imperative to understand what each stakeholder wants to achieve and their perceived risks. Conducting a stakeholder assessment can clarify which key objectives to pursue and align the success criteria. The assessment also reveals areas of misalignment, resistance and risk. Gartner found that ineffective communication and collaboration with key IT, business and vendor stakeholders is often to blame when a digital workspace initiative fails to achieve its full potential.²

4. Establish big-picture objectives, shared long-term KPIs, and short-term success metrics

Each organization will have its unique Anywhere Workspace journey designed around their immediate needs and their long-term goals. Many will start by focusing on delivering the workspace to a distributed workforce, others will work on improving performance, and some on securing access from any device or modernizing IT processes. The Anywhere Workspace governance team is tasked to define and prioritize shared objectives and the related KPIs and success metrics. As a general best practice, each strategic outcome prioritized should have at least one KPI associated with it, and no more than three. Examples include:

Outcome	Example KPIs and metrics
Agility Productivity Employee engagement Cost reduction Workforce resilience	Business KPI examples: Time to productivity Impact on productivity Rate of workspace mobility Employee retention rates, Net Promoter Scores
Security and risk mitigation Compliance	Security KPI examples: Compliance rating Number of incidents Time to detect and resolve incidents Cost per incident Device health ratings Days to patch Security awareness training attendance
IT efficiency	Operational KPI examples: Resource utilization Workspace performance Total cost of ownership IT project earned value Number of tickets Cost per ticket
Solution activation Employee proficiency Employee experience Platform adoption	Adoption KPI examples: Number of users onboarded Number of users actively engaged Number of users trained Qualitative and quantitative employee experience metrics Platform components activated vs. number of components owned

Responsibility for making progress on many of these KPIs is shared by multiple teams and stakeholders. For example:

- The Security, EUC and Networking teams are involved in pursuing device, application and network security KPIs.
- The HR, EUC and Networking teams share responsibility to make progress in areas of employee adoption, proficiency and experience.
- The EUC and I&O teams work toward workspace management modernization and automation goals and other operational KPIs.
- Anywhere Workspace leaders establish the big-picture objectives and define a small but meaningful set of KPIs to monitor the impact and progress while adjusting the underlying short-term metrics as the initiative matures and evolves to reflect the iterative nature of Anywhere Workspace implementations.

5. Use a journey map to prioritize projects, identify dependencies, and assess readiness

VMware Anywhere Workspace initiatives involve a set of integrated components. To ensure full value on these investments, you should establish an adoption journey to balance the desired outcomes, and project interdependencies and opportunities that deliver value in the shortest amount of time. While some organizations will start with a greenfield deployment, most organizations already have some of the foundational components in place, influencing the direction and pace of the adoption journey. For instance, many organizations already use Workspace ONE for mobile management. Others have implemented VMware Horizon® or the unified endpoint management capabilities of Workspace ONE to enable remote work and BYOD. For many organizations in this situation, the quickest path to value realization might be to ensure the right level of performance for employees working remotely by introducing VPN-less secure access while expanding the Workspace ONE platform to modern management, identity-based access and intelligence. At this point, it becomes possible to deploy adjacent technology components and pursue the benefits of multimodal experience, secure distributed edge, and workspace management automation in parallel.

The governance team that coordinates the Anywhere Workspace implementation must prioritize projects based on their

- Contribution to the most-desirable business outcomes
- Interdependencies
- Time to value

Conclusion

VMware Anywhere Workspace enables organizations to deliver a consistent, secure and scalable workspace experience to their hybrid workforce. Evolving the digital workspace benefits from the guidance of a modern and unified EUC team that can engage with other IT and business stakeholders. Anywhere Workspace initiatives drive tighter collaboration across the organization by establishing common objectives and KPIs. Anywhere Workspace success involves a combination of change management to introduce new technology and methodologies, leadership to champion new practices, and program management to ensure coordination and governance.

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1. Gartner, Inc. "Predicts 2021: Digital Workplace Infrastructure and Operations." Stuart Downes, Dan Wilson, Nathan Hill, Michael Silver, and Chris Silva, December 7, 2020.
 2. Gartner, Inc. "Adapt the IT Operating Model to Deliver Indispensable Digital Workplace Services." Dan Wilson, December 24, 2020.
 3. Association for Project Management. "Effective sponsorship is key to success." Martin Samphire. August 1, 2017.

