

Realizing Value Through Employee Adoption

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EUC PROJECT KPIS

FINANCIAL

- Return on investment
- Total cost of ownership
- CapEx vs. OpEx mix
- Payback period

OPERATIONAL

- Project schedule variance
- Project cost variance
- Resource utilization
- Employee satisfaction
- IT project earned value
- Cost per ticket

BUSINESS

- Impact on revenue
- Impact on customer service
- Impact on operating costs
- Time to market
- Rate of innovation
- Impact on decision-making
- Talent retention rates
- Recruiting efficiency rates

EMPLOYEE ADOPTION

- Level of solution activation
- Level of proficiency
- Impact on productivity
- Impact on employee experience
- Business outcomes achieved
- Level of platform adoption

SECURITY AND RISK MITIGATION

- Overall security posture rating
- Compliance rating
- Level of preparedness
- Device health metrics
- Intrusion attempts
- Days to patch
- Security awareness training attendance

Creating a digital workspace strategy is critical to build the resiliency and flexibility needed today to enable employees to work securely from home or on-premises. Typically, a digital workspace strategy requires a business transformation by connecting various initiatives, projects and teams. Most organizations progress in their journey by taking one project step at a time to better manage the impact of the organizational and technological changes. Each end-user computing (EUC) project must deliver value back to the business for the organization to be comfortable taking the next step in its digital workspace journey. Consequently, in addition to the traditional IT metrics, digital workspace strategies require a new mix of success metrics that are focused on creating business value and improving employee engagement and productivity.

The most important success factor for an EUC project is employee adoption, because it indicates the share of onboarded and active users, their proficiency level, and the impact on their experience. It is these elements that ultimately lead to the desired business outcome, measured in terms such as increased productivity or simplification of workflows.

Achieving this critical success factor should not be left to chance, but rather intentionally pursued.

The Digital Workspace Requires New Success KPIs

In 2020, many organizations sharply accelerated their digital workspace strategy to continue building workforce resiliency and agility through remote work and bring-your-own-device (BYOD) initiatives. As the footprint of the digital workspace increases across the business, the range of invested stakeholders extends to include business units, HR executives, and information security leaders. Each of these groups has its own objectives and expectations, so the expected outcomes from a digital workspace strategy need to expand to reflect the goals of this broader set of stakeholders.

An IT project is evaluated through key performance indicators (KPI) that show how effective an organization is in achieving its business objectives. The KPIs in the sidebar—by no means exhaustive—are often used for EUC projects. Each organization selects the mix of KPIs that best reflect the outcomes expected. Traditionally, EUC projects are measured through cost reductions or increased IT efficiency. Today, these KPIs no longer represent the full value that this broader group of stakeholders expects of an EUC project. A well-executed EUC technology deployment is no guarantee that the organization will realize the value intended from a project unless the target users are enabled to do something better or new. Accordingly, the relative weighting of the KPIs used to evaluate an EUC project is shifting, as shown in Figure 1.

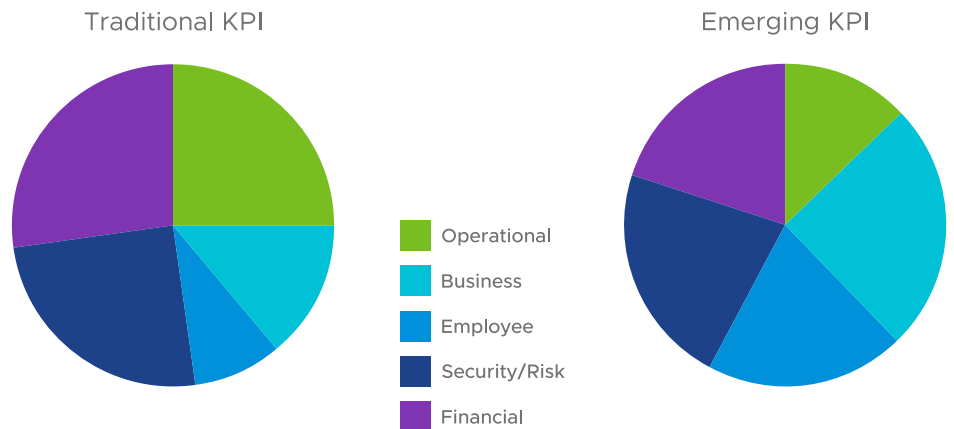


FIGURE 1: Example of how the digital workspace can modify the relative weight of the success KPIs.

With the advent of mobility and the emergence of digital workspace strategies, EUC projects have shifted from being major hardware and software updates and migrations at regular intervals of 3 to 5 years to continuous updates and improvements. Their focus has shifted from ensuring compliance to enabling workstyle innovation and employee dexterity. As a consequence, stricter scrutiny of the results attained is often demanded.

Financial KPIs are still important, but now include additional elements, such as the mix of CapEx and OpEx and assessments of future value. Security and risk mitigation KPIs are expanding from a focus on compliance to securing access to corporate resources from any location and any device. Operational KPIs remain critical, but because projects are no longer recurrent and predictable in nature, the relative importance of operational KPIs has decreased in favor of the achievement of expected business outcomes. Employee adoption KPIs are starting to be weighed more in the mix, and this trend is set to continue.

This shift in how EUC projects are evaluated has taken place over the course of a decade, but many IT organizations still struggle to demonstrate the value derived from their investments back to the business stakeholders.

EXAMPLES OF METRICS TO MEASURE EMPLOYEE ADOPTION

SOLUTION ACTIVATION METRICS

- Share of users informed or aware of the new technology deployed
- Number of enrolled devices
- Number of onboarded users
- Share of target users onboarded
- Onboarding time
- App downloads
- Time to provision apps
- Number of support tickets on activation

PROFICIENCY METRICS

- Number of users trained
- Number of advanced features used
- Most and least used features
- Utilization rates among high-performing teams
- Issues resolved through self-service
- Number of tickets on advanced features

Employee Adoption Is the Main Success Factor of EUC Projects

When assessing the contribution of EUC projects to business objectives, employee adoption is increasingly important. Employee adoption KPIs are usually based on the correlation of IT, HR and business metrics that assess the status of the EUC project from the employees' perspective in five key areas. Each organization should select the mix of employee adoption KPIs that best reflect its desired outcomes.

Solution activation – Solution activation is the most common type of measure used to evaluate the success of an EUC project. Data on levels of activation can be gathered from the reporting capabilities embedded in the technologies being deployed, such as VMware Workspace ONE®, or by standalone monitoring tools. Activation indicates to which extent the target user group has adopted the new technology or the number of users who have been enabled for the desired change. Solution activation levels are considered satisfactory when a large percentage of the target users are onboarded. If activation stalls, it is useful to promptly survey users to identify what the main roadblocks are and to address resistance appropriately.

Solution activation is a popular measure because it is relatively simple to assess. It is also a necessary milestone to achieve, because it represents the precondition to other outcomes, including increases in user proficiency, improvements in employee experience, and the overall achievement of business objectives. However, solution activation and overall employee adoption do not happen automatically following a successful deployment. Rather, they often require deliberate planning and execution, as described later in this paper.

Proficiency – When the level of platform activation is satisfactory, employees might need to be guided and trained on how to best use the new tools or technology. This training usually happens through formal or informal education, plus being led by the examples of peers and executives. Measuring employee proficiency shows how well users are able to take advantage of the new tools they have at their disposal.

Proficiency is evaluated through a mix of measures. For example, IT monitoring tools, such as the Workspace ONE dashboard and the Intelligence module, generate detailed up-to-date data on the depth of features being used. This information can be complemented with surveys or interviews to capture qualitative data on what users find useful and why. Surveys provide a measure of user sentiment and expose requirements for further education, training and support.

EXAMPLES OF METRICS TO MEASURE EMPLOYEE ADOPTION (cont.)

BUSINESS OUTCOMES METRICS

- Impact on productivity
- Time to productivity
- Rate of workspace mobility
- Number of mobile workflows
- Number of collaborative workflows
- Share of corporate vs. personal devices enrolled

EMPLOYEE EXPERIENCE METRICS

- Impact of technology on employees' roles
- Impact on work process experience
- Ease of use rating
- Ease of setup rating
- Most appreciated features
- Features not used
- Reasons for not using technology or features
- Top pain points
- Overall satisfaction
- Workspace Net Promoter Score

PLATFORM ADOPTION METRICS

- Number of mobile devices enrolled (personal and corporate)
- Share of virtual applications over total
- Share of virtualized desktops over target
- Number of self-service applications over total
- Number of applications accessible with SSO over total

Business outcomes – After a technology is deployed and adopted, it is possible to determine whether the business outcomes that the organization hoped to achieve have materialized.

Business outcomes of an EUC project typically involve optimizing an existing work process or creating a new one. To assess these goals requires a mix of IT and business metrics to show how the technology or tools deployed have impacted the business processes in question and contributed to business results.

Employee experience – Employee experience is a critical component of a digital workspace strategy. When introducing a new tool or technology, the organization should assess how it has impacted employees' perceptions of the workplace, the inclusiveness of the workspace, and whether employees feel more empowered to achieve their goals and grow their competencies. Many organizations launch EUC projects to improve employee satisfaction, but this intent is rarely articulated upfront and rarely measured at project completion. As a result, most organizations are unable to document and capitalize on any value achieved in this area.

Employee experience related to a workspace change is usually measured through a combination of HR and IT metrics, often collected through surveys or interviews. Elements to investigate include the evaluation of changes to work processes, ease of use, challenges, satisfaction, and the impact on broader employee experience within the workplace. These metrics are increasingly being used as the basis of the business KPIs that describe an organization's ability to attract and retain talent, plus the level of employee engagement.

Platform adoption – Digital workspace initiatives often involve the deployment of comprehensive IT platforms, such as Workspace ONE, that are designed to achieve multiple goals. For example, Workspace ONE enables mobility, modern EUC management, application and desktop virtualization, self-service applications, and federated identity-based access. Although all these features can be enabled at once, the platform components are typically deployed in stages based on priority, with a roadmap to guide the incremental activation of additional features. Investments in such platforms are typically decided on their ability to deliver immediate value as well as provide further value in the future.

Platform adoption describes the level at which each component of the tool or platform is being used. When an organization deploys a platform with multiple functionalities, such as Workspace ONE, utilization is usually driven by one use case at a time. For example, mobile device and app management might be rolled out first across different departments and user groups. After that project is completed, many organizations then look to embrace modern EUC management models for their notebooks, too. Platform adoption is mainly an IT measure and is used to understand how much of the investment made is being leveraged in the context of the priorities established.

Setting Up Your Organization to Achieve Employee Adoption Goals

Today, the relative importance of employee adoption KPIs in the evaluation of an EUC project has increased to the point that a failure to deliver on them usually compromises the overall value derived from the project, even if other KPIs are on target. A perfectly executed technology rollout will be quickly branded a failure if employees do not find a reason or motivation to use the new tools at their disposal. EUC projects, such as those in support of workforce resiliency and adaptability, are enabled by technology, but they also involve changes for people and processes. Changes that impact the way people work and collaborate do not happen naturally and require preparation, communication, education and support.

VMWARE EMPLOYEE ADOPTION KIT

For an example adoption campaign for Workspace ONE, with all stages described in detail, including written and designed communication, promotion and educational assets, visit: <https://techzone.vmware.com/utilities#end-user>

OTHER RESOURCES

Look up our adoption and change management white papers in the resource section of <https://www.vmware.com/products/workspace-one.html>

Yet, driving employee adoption is often an afterthought. The issue is addressed only after the technology has been deployed and with the realization that having new tools in place does not guarantee a successful transformation of employees' work processes. Many VMware customers, looking in retrospect at their EUC projects, say they should have begun work to achieve higher levels of employee adoption much earlier.

The best way to realize the full value being targeted is to design, plan and execute an employee adoption campaign that goes hand in hand with the technology deployment, as shown in Figure 2.

When the project enters the plan and design stage, the main outcomes expected should be crystal clear and the success KPIs defined. This is also the right time to form a team to lead the adoption campaign and to identify the sponsors for the projects that will support communication and promotion of adoption with authority and credibility throughout the campaign.

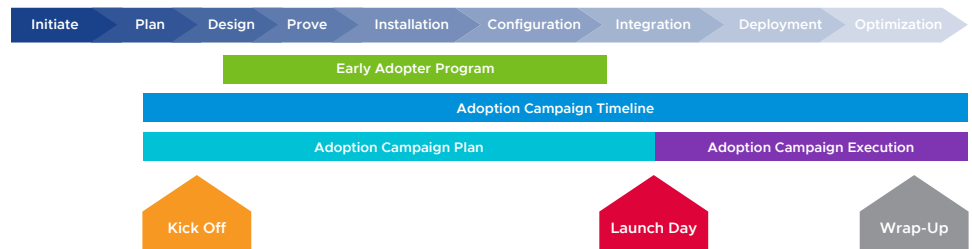


FIGURE 2: Adoption campaign timeline sample.

An employee adoption campaign that is executed after a rollout could still be successful, but a lack of preparation could negatively affect stakeholders' perception and ultimately dilute evaluations of the value realized.

Enabling Adoption Through Change Management Processes

Change management principles can be usefully applied to structure an employee adoption campaign to enable and engage users. An employee adoption campaign:

- Creates awareness about the new technology being deployed
- Generates interest and curiosity, and addresses personal concerns
- Unveils and addresses areas of resistance
- Provides the training required, and addresses skill gaps
- Measures uptake and the growth in proficiency
- Monitors change over time by requesting feedback and suggestions

An effective adoption campaign is based on the five components shown in Figure 3.

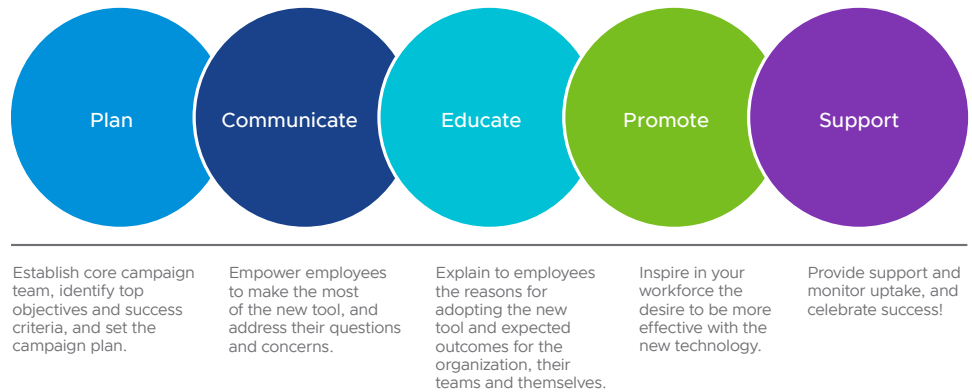


FIGURE 3: The five pillars of an adoption campaign.

The following activities are typically carried out during the planning phase of an employee adoption campaign.

- **Defining a communication strategy** – Determining the communication style, frequency, channels, how to tailor the message to company culture, and the appropriate message senders.
- **Designing communication and promotional assets and engagements** – Creating the assets and initiatives that will instill the user base with a genuine curiosity and desire to engage.
- **Developing end users' enablement resources** – Developing the resources that will empower employees to use the new tools proficiently.
- **Training support staff and defining support offerings** – Designing support options appropriate to each employee group to be made available at launch.

Campaign execution is most effective when it takes place over a relatively short time, typically 8 to 10 weeks. Executing the campaign involves the following tasks.

- Inviting users to a launch event hosted by the campaign sponsor
- Communicating at a regular pace via email and other appropriate corporate channels. Each communication addresses the reason for deploying the tools, the results expected, information about the tools selected, and the expected impact on users.
- Promoting user enablement assets, such as enrollment guides, onboarding videos, FAQs and other support options
- Distributing promotional assets and hosting promotional events and contests
- Reporting on established metrics and success, and celebrating as the campaign closes

Not Leaving Success to Chance

The set of KPIs used to measure the value of EUC projects is changing to reflect the objectives and expectations of the broader range of stakeholders that sponsor and support digital workspace initiatives. Employee adoption KPIs for EUC projects are based on the correlation of metrics in the areas of platform activation, user proficiency, satisfaction and platform adoption. To achieve success in these areas, organizations need to make deliberate efforts through adoption campaigns built on change management principles. An adoption campaign ensures that employees understand the importance and benefit of the new tools at their disposal—and provides the necessary support so they can become proficient in using them, ultimately enhancing their competencies, workplace satisfaction, and value to the organization.



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