Employee Experience
Governance & Innovations

In this whitepaper, we shall look at the aspects of EX governance and maturity models, and ROI metrics. We will elaborate on the key success factors, best practices, and innovations in the space of EX. Apart from closely examining the key trends and innovations in the space of EX, we will also look at tools, services and methods to build an EX platform.

The whitepaper is beneficial for CXOs, architects and digital practitioners.

EX Governance

Governance is a cross-cutting horizontal concern across various phases of Employee Experience (EX). Broadly, governance defines the processes, roles and responsibilities for EX. In this section, we discuss the EX maturity model that defines various stages of organization readiness for providing a robust workplace. We also define the key metrics that can be used for measuring the effectiveness of EX.

EX Maturity Model

The EX maturity model defines various stages of an organization's readiness for building a robust digital workplace. We have defined the four phases of the EX maturity model (in figure 1). In the basic EX stage, the technology ecosystem has multiple disparate applications with complex business processes and siloed communication. There is no standard or uniform technology stack. This leads to continuous context switching among employees, causing loss of productivity. In the integrated EX stage, the technology and tools are standardised, while the service and functions are consolidated. The organization uses the unified search and collaboration strategy to provide a holistic and integrated experience to the employees. In the optimised EX stage, the EX will be optimised through user journey mapping, persona definition and personalised digital workplace tools. The organization enables multiple productivity improvement self-service tools and monitors the effectiveness continuously. A well-defined governance is deployed to engage and improve the EX. In the smart EX stage, the organization uses innovative and state-of-the-art technologies such as cognitive computing, advanced analytics, voice search, conversational interfaces like AI, AR/VR to provide a continuously engaging experience to employees.

Basic EX
- Multiple applications
- No mobile apps
- Complex & Rigid processes
- Multiple technology stack and standards
- Lack of personalization
- Absence of centralized integration layer
- Multiple communication modes
- Ex building blocks
- Non-optimized
- Benefits & compensation

Integrated EX
- Technology standardization
- Function, data, service consolidation
- Process standardization
- Kpi/metrics definition
- Improved search
- Unified collaboration
- Seamless single-sign-on applications
- Omni-channel experience
- Defined governance
- Basic mobile apps
- Effective leadership communication

Optimized EX
- Optimized mobility strategy
- User journey mapping
- Personalized based experience
- Personalized experience
- Agile processes & delivery
- Productivity improvement tools
- Metrics monitoring
- Self-service
- Partner and social collaboration
- Localization
- Cloud-based services
- Basic analytics
- Devops
- Optimized governance
- Ex building blocks optimized
- Regular one-on-one meetings with manager

Smart EX
- Smart automation
- Process automation
- Cognitive computing
- Advanced analytics
- Voice search
- Conversational interfaces
- Integrated ecosystem covering employees and partners
- Artificial intelligence based tools
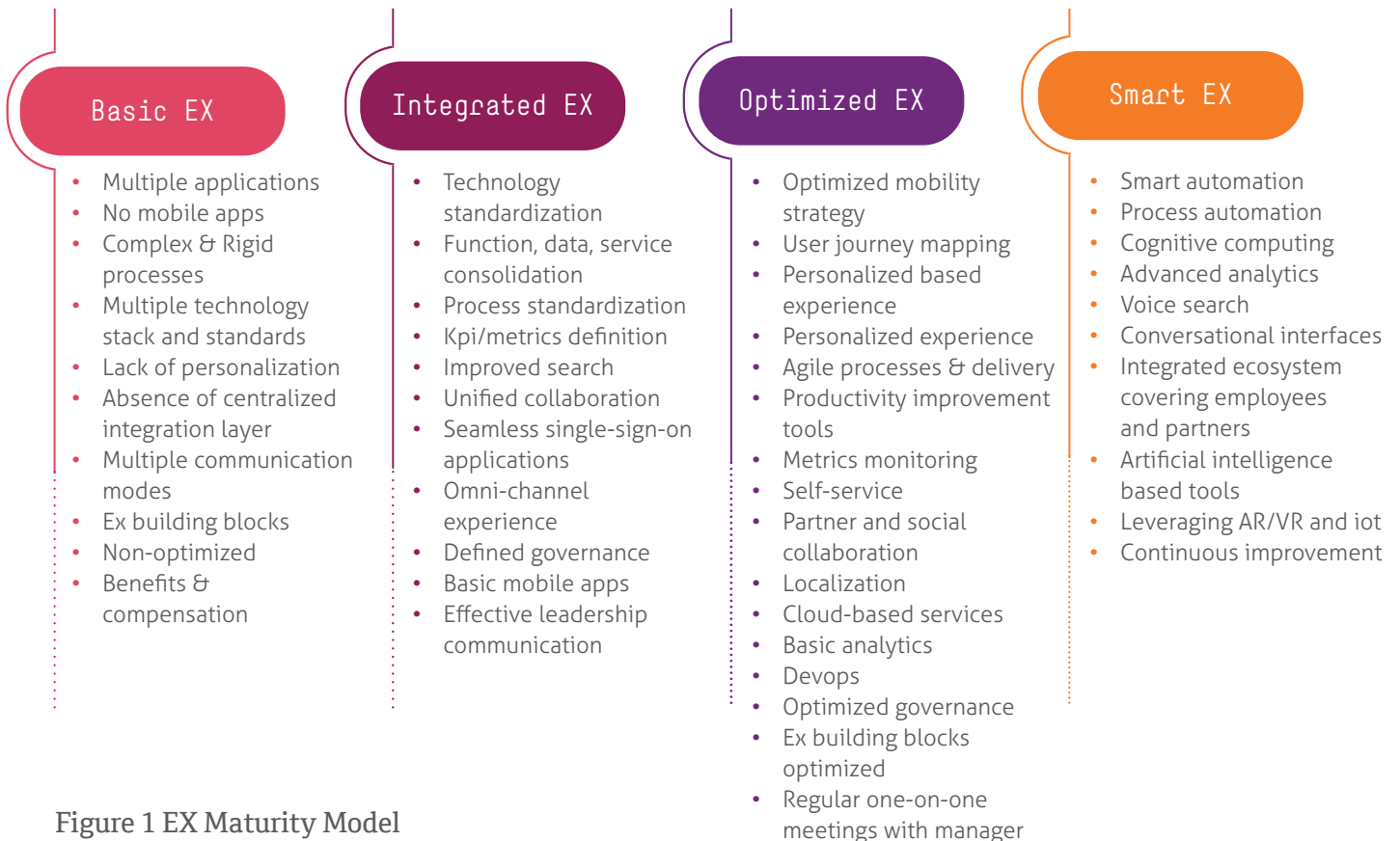- Leveraging AR/VR and iot
- Continuous improvement

Figure 1 EX Maturity Model

Transformation to a Modern Digital Workplace

We have defined the four prioritised stages to transform the existing platform into a smart digital workplace and derive maximum business value, and find a quicker time-to-market (in figure 2). We can start using the 'lift and shift' method, where we reskin the existing platform with the new experience and provide a gateway for existing enterprise applications. This is a low-hanging-fruit as we can quickly reuse the as-is processes. In the second step, we evaluate various commercial tools and cloud platforms to select the most appropriate one to define the next generation of EX. We can identify the quick wins that can be implemented using the selected tools. We then leverage the inbuilt features of the selected platform such as collaboration, security, personalization, integration and analytics to enable modern EX features. We can derive maximum business value in a quick time using out-of-the-box features. In the next level, we consolidate data, features and services to maximize the information value for the employees. We also automate the core activities, redesign processes and enable AI for building smart digital workplaces. The next step in the journey is that of continuous innovation wherein we build a service marketplace in our platform and leverage cutting edge technologies such as AI, AR/VR, wearables etc. to actively engage with employees.
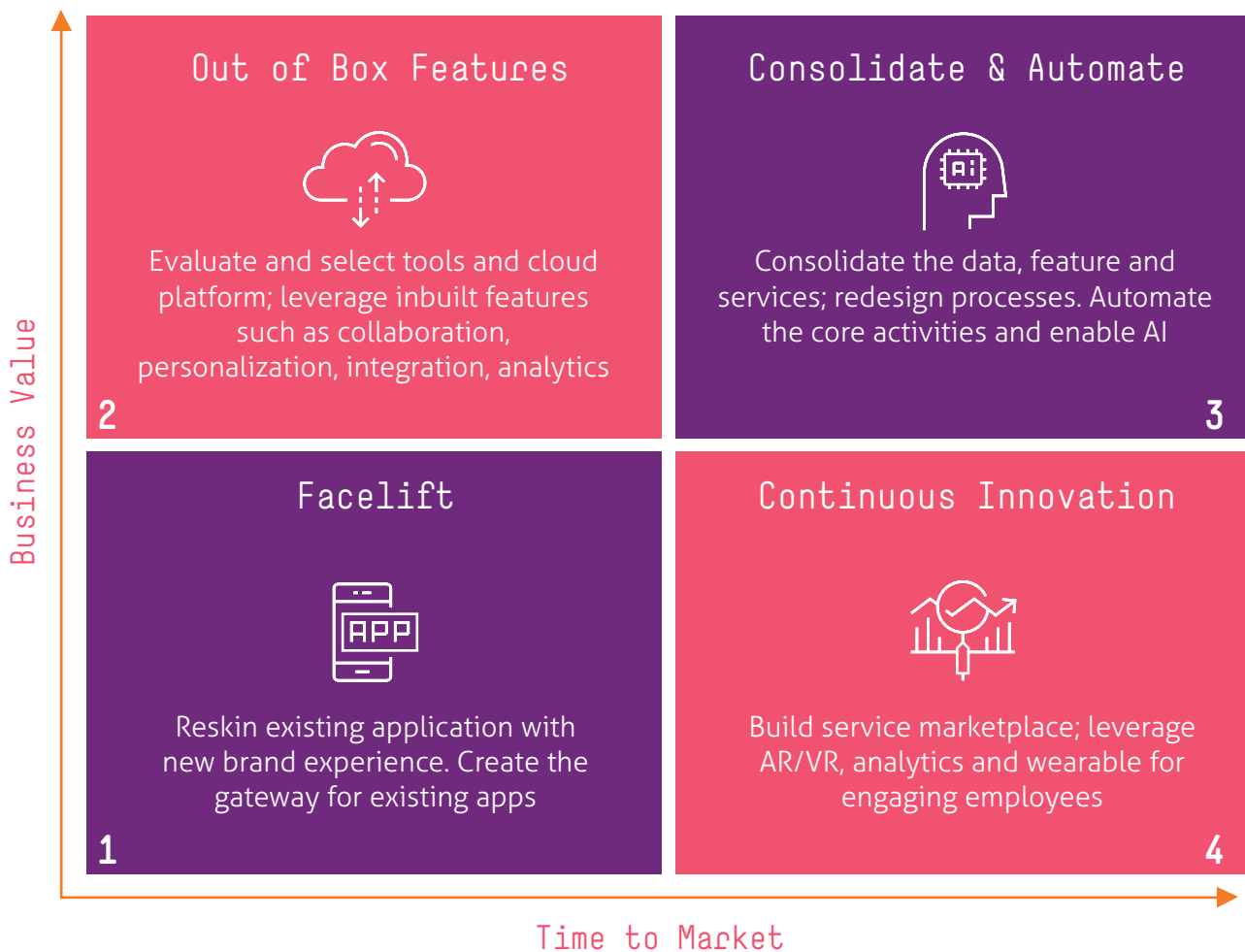

Figure 2 Transformation to Modern Digital Workplace

ROI Metrics of EX

We need to measure the effectiveness of EX through well-defined metrics. We have depicted in Figure 3 the key metrics to measure the ROI (Return of Investment) of an effective EX:

Figure 3 ROI of EX

- **Increased productivity:** Employees completing more tasks with increased quality is a measure of increased employee productivity.

- **Higher inclusivity:** Greater diversity of the workforce is an indicator of higher inclusivity.

- **Overall cost reduction:** Overall reduction in the infrastructure, application maintenance, employee training and employee attrition-related costs can be achieved through an elegant EX.

- **Increased business revenue:** If the organization provides self-service and analytics tools to employees, they will use it to cross-sell and up-sell the products, thus improving the business revenue.

- **Faster time-to-market:** Agile delivery models and productivity improvement tools help in accelerating the time-to-market for products and services.

- **Rate of innovation:** The shared knowledge hub, innovative culture and autonomy accelerate the rate of employee innovation.

- **Improved customer satisfaction:** Engaged employees with right set of tools and quicker access to relevant information lead to improved customer satisfaction.

- **Increased organization agility and flexibility:** Productivity improvement tools help employees to be more responsive to implement organizational and business changes.

- **Higher talent attraction:** Brand image and efficient interview processes help in talent attraction.

- **Higher employee retention:** Improved employee engagement increases the employee retention rate.

- **Improved employee satisfaction:** Employee-friendly policies, personalization and flexibility improves the overall employee satisfaction.

- **Business process time:** The time taken for employee-related business processes is measured by this metric.

- **Time to productivity:** The time taken by a new joiner to be fully productive is measured by this metric.

- **Adoption of the digital workplace:** The percentage of knowledge workers who are using digital workplace tools is measured by this metric.

- **Automation percentage:** This determines the number of rules-driven processes that are automated.

- **Utilization of knowledge base:** This comprises various metrics such as the percentage of incidents avoided and articles shared to understand the effectiveness of the knowledge base and search efficiency.

- **Employee engagement score:** Understand the overall employee engagement through the employee engagement survey.

Key Success factors for EX

In this section, we define the best practices and improvement guidelines of EX .

Key best practices of EX:

1. **Reduce the cognitive load on employees:** The EX platform should provide intuitive information architecture, personalization, contextual information and smart search to reduce the overall cognitive load on the employees. Employees should be able to find the relevant information quickly.

2. **Enterprise social media:** More than a third of the 'Best Places to Work' have internal social media platforms[39]. Enable corporate social media platforms where employees can voice their opinions, connect and share.

3. **Optimizing information value:** Organizations should be able to maximize the information value for the employees by providing relevant, timely and reliable information. The information should be usable and actionable for the employees. As majority of employees' time is spent in finding relevant information[13], the organization must make it easier for employees to find what they're looking for that is spread across multiple systems. This includes providing intuitive information architecture, smart search, personalized content delivery, personalized recommendations, metadata tagging etc.

4. **Optimal user experience:** The user experience for the digital workplace should provide a holistic and a 'single-stop-shop' experience. Provide a simplified and minimalist user interface that is easy to navigate and easy to find. Organizations should use rapid and iterative design principles to continuously improve the user experience.

5. **Unified Security:** Enable a single employee identity across all applications. This helps the employee to get consistent access across all applications.

6. **Analytics:** Organizations can use the employee surveys and feedback, and analyse the employee voice to identify and address the gaps. Based on the employee journey mapping, we can identify the popular touchpoints and optimize the employee journey.

7. **Omnichannel assistants:** The EX platform should provide chat bots and virtual assistants to employees on all channels.

8. **Data-driven decision making:** EX platforms should provide tools such as calculators to help employees make informed and data-driven decisions.

9. **Gamification:** The concept of gamification can be used to align, encourage employees for achieving the organization goals. Gamification can be used for features such as leader boards, sales dashboards, health initiatives, employee wellness goals, collaboration features and others.

10. **Idea hub:** Employees should be able to contribute to the organization's knowledge base through blogs, articles, how to documents and such. The idea hub acts as an innovative tool to promote innovation and knowledge sharing culture amongst employees. We could also use the idea hub to brainstorm various initiatives and internal campaigns, and for innovating process improvements. By harnessing the collective intelligence of its employees, an organization can innovate faster and be more agile.

11. **Employee safety, health and wellbeing:** EX platforms should provide tools to promote and encourage the overall wellbeing of the employees.

12. **Insights and analytics:** EX platforms should understand the employee behaviour and provide vital insights to the employees and management. In essence, cognitive digital workplaces that analyse the employee data to recommend the tools needed for better work quality.

13. **Removal of barriers:** The organization should proactively remove all the barriers that restrict employee productivity. Employees will be better engaged and motivated, with their productivity improving, given that there are no barriers.

14. **Rewards and recognition:** The organization should be able to recognize and reward its employees, and celebrate their contribution, participation and achievements. Build a culture of appreciation and recognition. Reward employees to recognize the organization values.

15. **Less complexity and simplicity:** The organization should simplify the business processes and make it simple so that employees' productivity is not impacted.

16. **Tools and technologies:** Provide tools, technologies and processes to enable employees to work from anywhere anytime. Make the work enjoyable again by introducing policies such as BYOD (Bring Your Own Device), on-the-job learning and training opportunities.

17. **Articulation of organization goals:** Articulate and communicate the organizations goals and vision clearly and define the quantifiable metrics for each employee to fulfil them. More than half of the employees feel that communication of core values improves the positive relationship with managers[40]

18. **Collaborative culture:** Define, design, build and adopt a collaborative culture across the organization. Encourage regular one-on-one discussions between the manager and employee. The manager could provide regular feedback, appreciation, track progress, identify growth opportunities, define mutually agreed future goals and increase their trust with their reportees. Regular one-on-one meetings also act as open communication mechanism for employees where they can voice their concerns and policy questions. 82% of employees who had regular one-on-one meetings reported positive EX[41]

19. **Team bonding:** Encourage team building and professional bonding among employees. For instance, an employee with a best friend at work performs better41. Investing in team development improves the overall organization efficiency [59]

20. **On-the-job learning:** Enabling employees for on-the-job learning as professional growth acts as a key motivating factor and improves the employee performance. Incentivizing the learning, training and growth ultimately leads to a positive EX[40,42]

21. **Work-life balance:** Organizations should design policies to provide the right work-life balance for their employees. This includes predictable paid time offs, paid vacation, flexible work hours, leaves to take care of family commitments and such. Employees with predictable time offs have lower turnover rate[43]

22. **Innovative culture:** Foster a culture of creativity and encourage employees to innovate and take risks. When employees are more creative and share innovative ideas, the team performs better.

23. **Continuous monitoring:** Define a continuous result-oriented metrics-based employee progress monitoring mechanism. Establish regular 360-degree feedback channels and articulate quantifiable goals for each of the employee and track them.

24. **Ways of working:** Define 'ways of working,' providing common terms, processes, tools, standards and protocols for each job role. Managers should clearly articulate the responsibilities for each role. Also address and remove all the barriers that come in the way of working. This includes language barriers, complex processes, multi-level approvals and such.

25. **Digital workplace ecosystem:** The digital workplace should be leveraged for suppliers, partners, vendors, contractors and partners wherein all the participants can contribute, share knowledge and get involved in the seamless process.

26. **Career mobility:** Providing newer roles and job responsibilities help employees to widen their skills and improves engagement, productivity and teamwork[58]

EX measurement and improvement

EX can be measured with five dimensions – **belonging** (a feeling of being part of team), **purpose** (understanding the importance of one's work), **achievement** (sense of accomplishment of the completed work), **happiness** (a general pleasant feeling in the work environment) and **vigor** (energy, excitement and enthusiasm at work)[37]. As per the research, employee-friendly practices such as building organizational trust, work relationships, meaningful work, recognition feedback and growth, empowerment and work life balance heavily influence the EX dimensions[37]. These dimensions ultimately impact the work performance and employee retention[37].

As per the research[38] the below given practices are needed to create effective EXs:

Personalization: An employee should be able to personalise the workspace as per his/her needs. The organization should be able to provide personalized learning, training and development opportunities at work. The organization should also provide the personalized tools and information to the employee based on his or her needs and goals through the digital workplace.

Transparency: Employees seek to understand the contribution of their work to the organization goals. The organization should also be pro-active and open in its policies and communications.

Simplicity: Organizations should remove barriers and non-value adding processes to ease the EX. Organizations should provide easy and relevant information access and simplify processes for its employees.

Authenticity: The EX should be part of the organization culture and value system. Organizations should implement employee friendly practices.

Responsiveness: Employees should provide and seek feedback about their performance from the organizations. Organizations can use the employee voice to understand the concerns and warning signs, and pro-actively act upon them to improve the productivity, performance and the overall EX.

Microsoft Viva - EX Platform

Microsoft Viva[70] is an industry-leading platform to reimagine EX. The Microsoft Viva platform caters to the key elements of the EX including communications (such as announcements, news, events), company resources (workplace applications such as benefits, pay), insights (such as analytics), knowledge management (document and content management), communities (forums, interest groups), wellbeing (physical, mental), and growth and development (learning, onboarding, recuritment, on-boarding, career development). The Microsoft Viva platform leverages Microsoft Teams to provide an open, personalized and extensible EX platform. We can implement a robust communication strategy using Microsoft Viva connections. It is possible to provide a personalized communication, curated news and relevant resources to employees through Microsoft Viva connections. Microsoft Viva provides data-driven insights to improve the overall productivity of employees. It is also possible to provide personalized recommendations, quantify the impact of work and address complex business challenges using Microsoft Viva connections. Organizations can share artefacts, and organize and discover knowledge through AI-driven Microsoft Viva Topics. Microsoft Viva Learning can be used to train employees on various topics, and enables microlearning, centralized learning and empowers employees to meet their learning goals.

Mindtree NuB – A Modern Digital Workplace Solution

Mindtree has extensive experience in designing and implementing modern digital workplaces. Leveraging its experience in building digital workplaces, Mindtree has incorporated the optimal framework in Mindtree NuB. Mindtree's NuB (read as New-Bee) is a framework that visualizes contextual, location-specific and personalized engagement of visitors, employees, contractors, customers. Mindtree's NuB can be used to accelerate the implementation of a robust digital workplace for enterprises.

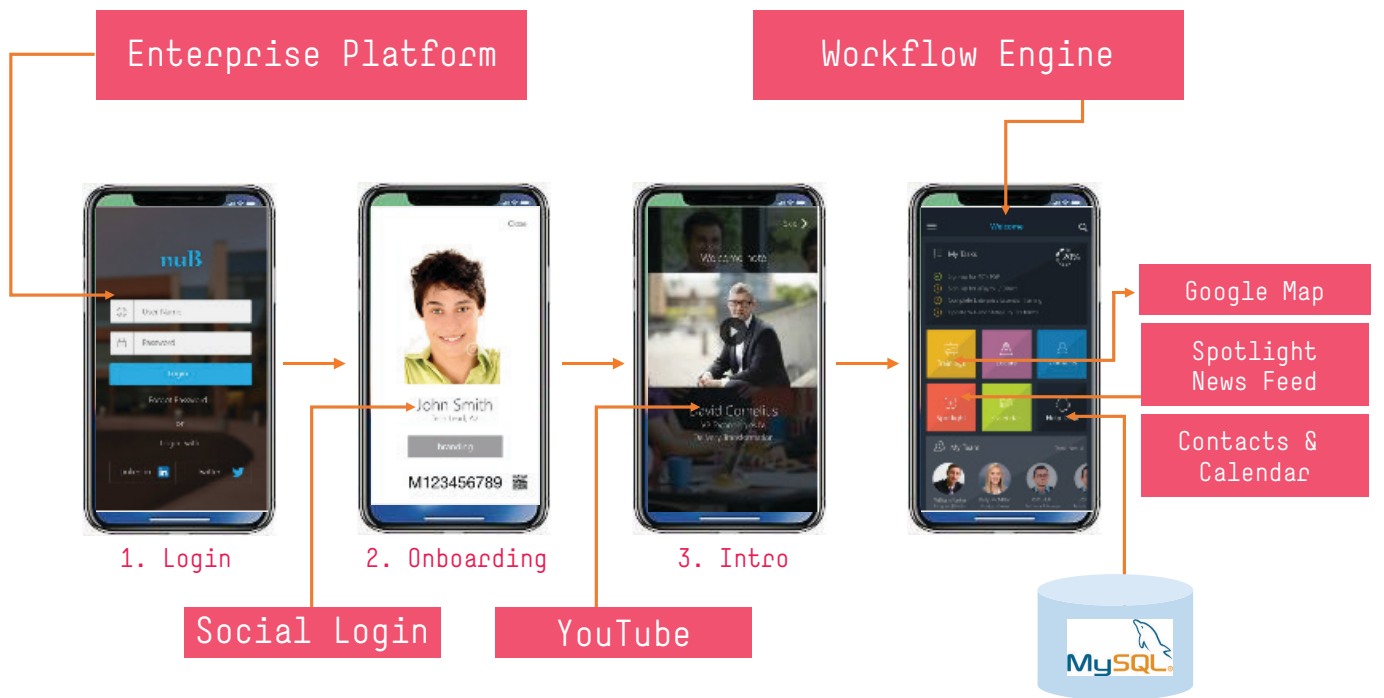We have depicted the key features of Mindtree NuB in Figure 4.

Figure 4 Mindtree NuB

We can leverage Mindtree NuB to optimize the phases in the employee journey. Starting from employee onboarding (through social login, authentication), we could use the Mindtree NuB accelerator for employee orientation, video-based learning and employee engagement. We have depicted the core features of Mindtree NuB in Figures 5 and 6.
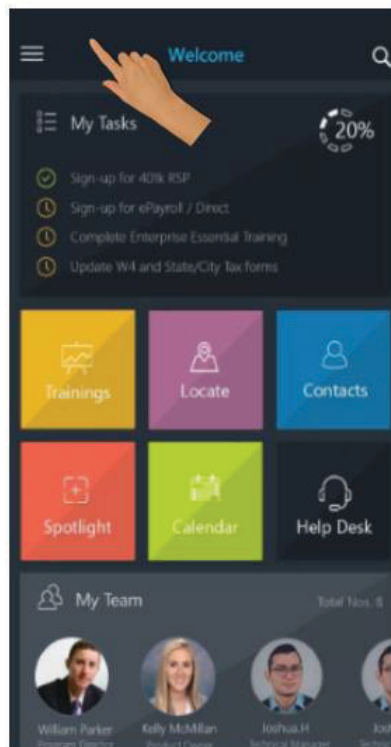

Figure 5 Mindtree NuB Views

Figure 6 Mindtree NuB Core Features

As depicted in Figure 6, Mindtree NuB provides the below given features for seamless EX:

- Employee onboarding workflow through Employee ID card generation and seamless login to enterprise systems. The Mindtree NuB acts as a façade to provide a single-stop-shop experience for all enterprise systems.

- The *'My Task'* section helps the employee by managing activities. It lists all the pending activities assigned to the employee.

- The 'Contacts' section helps the employee to quickly find the contact details of his/her colleague.

- Mindtree NuB incorporates innovative indoor mapping to identify the location of the colleagues (person locator) and meeting rooms in real-time.

- Organizations can use the 'Spotlight' for news and communications.

- Employees can also use the 'Calendar' for meeting scheduling and the 'Helpdesk' to resolve their queries.

Mindtree NuB is built on a standards-based open platform that can be easily extended and integrated with enterprise systems such as Microsoft Office 365, Microsoft SharePoint, Drupal, MS Teams, email servers and others.

Reference Digital Workplace Architecture with Mindtree NuB

We have depicted a reference solution architecture for a modern digital workplace based on Mindtree NuB in Figure 7. Mindtree NuB implements the best practices and transformation principles, and integration principles such as headless integration and decoupled architecture.

		nuB Frontend				nuB Custom			
In Scope — **Facade**		**Login** Social Login Facial Authentication AD Based Login DB Login	**On Boarding** Multi Factor Authentication Profiles Org Introduction	**Dashboard** Workflows & Tasks Locate Indoor/Outdoor Navigation Newsfeed, Search Contact & Calendar, My Team	**BOT**	**Social Collaboration** Event, Polls, Announcements, What's New / **Analytics Dashboard** Polls & Surveys	**Group Collaboration** Private, Public & Hidden groups, Share Files, Search & Communication	**Apps** FZTP, 3rd Party Apps / **Push Notifications**	**Market Place** Staff Shop / **Recognitions, GA Integration**

		nuB Middleware				nuB Custom			
Middleware		**Authentication/ Authorization, OTP Generator**	**Session & Data Management**	**Workflow Integration**	**DB CRUD, File Upload**	**Enterprise CMS/DMS Integration**	**Collaboration Platform Integrations, BOT**	**Single Sign On** / **RBAC**	**3rd Party Integration (Push Notifications, etc..)**

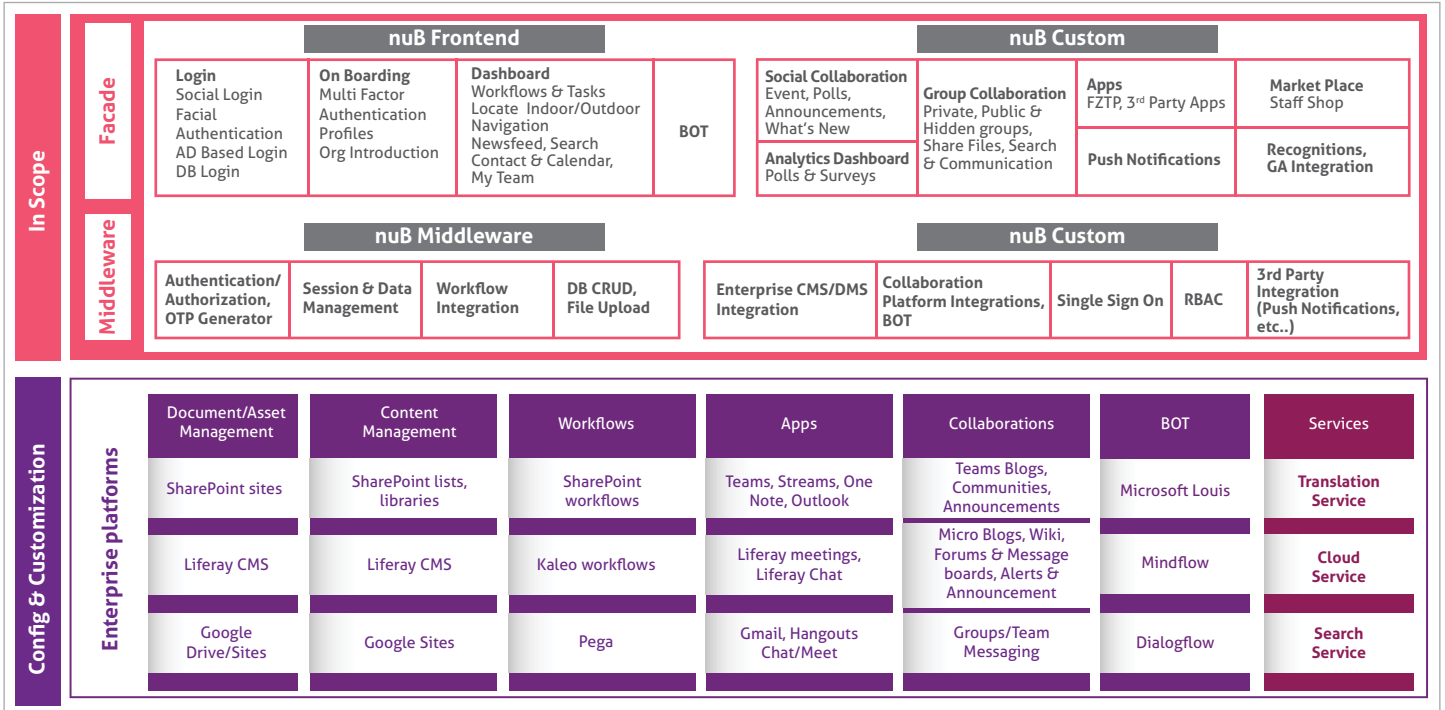| **Config & Customization** — **Enterprise platforms**	Document/Asset Management	Content Management	Workflows	Apps	Collaborations	BOT	Services
	SharePoint sites	SharePoint lists, libraries	SharePoint workflows	Teams, Streams, One Note, Outlook	Teams Blogs, Communities, Announcements	Microsoft Louis	**Translation Service**
	Liferay CMS	Liferay CMS	Kaleo workflows	Liferay meetings, Liferay Chat	Micro Blogs, Wiki, Forums & Message boards, Alerts & Announcement	Mindflow	**Cloud Service**
	Google Drive/Sites	Google Sites	Pega	Gmail, Hangouts Chat/Meet	Groups/Team Messaging	Dialogflow	**Search Service**

Figure 7 Reference Solution Architecture based on Mindtree NuB

The overall solution consists of three layers:

System of Engagement/Presentation: Mindtree's NuB acts as the front-end façade for creating a decoupled future-ready digital workplace platform. NuB comes with in-built modules and capabilities such as social login and user onboarding, which are ready-to-use for the solution. The NuB presentation layer consists of 2-factor authentication features, onboarding modules and dashboard modules. NuB can be integrated with enterprise systems and third-party systems for features such as collaboration, analytics, streaming, search and chatbots. NuB is a ReactJS-based framework that is well suited for decoupled and headless API-based integration with other systems.

Middleware Layer: The middleware is responsible for orchestrating the integrations. We can use existing middleware product or custom NodeJS based middleware. The middleware is responsible for providing centralized integration and service orchestration and it integrates with the authentication provider, PingFederate, CMS system and other systems of records.

System of Record: The core capabilities are fulfilled by the enterprise systems. We have categorized the existing enterprise systems into categories such as document management (such as MS SharePoint, Liferay CMS), content management (such as Adobe AEM, Liferay, Google Sites, SharePoint etc.), workflow systems (such as Kaleo, SharePoint workflows, Pega), enterprise apps and collaboration systems (such as MS Teams, blog, wikis etc.), bots (using Microsoft Luis service, Mindflow, Dialog flow) and enterprise services.

EX Innovations

Smart organizations continuously innovate and leverage the best of breed technologies to provide a superior EX. In this section, we detail the main innovations that can be deployed for EX.

Cognitive Computing

Cognitive computing analyses structured and unstructured data, trends and provide insights enabling employees to improve their productivity[47]. Cognitive computing uses AI-based tools and provides relevant, personalized and contextual information, helps employees learn on the job, recommends relevant content and solutions, recalls earlier transactions/history for providing the relevant details, facilitates voice-enabled assistance, helps users with tickets and ensures that employees make data-driven decisions[47]. Cognitive tools can be used to anticipate employee needs, provide self-service and IT support, chat/virtual assistants through natural language, and provide productivity improvement tools and content[45]. We could use other cognitive computing features such as continous learning, dynamic automation, automated maintainence and such.

Mindtree's digital workplace solutions eases the workplace transformation through the fusion of experience, intelligence and hyper-automation, using a design thinking approach, agile engineering and technology platforms [62].

Employee bot

We could use various employee bots to enhance efficiency and operational effectiveness. Employee bots can be used for automating the employee induction, employee screening, schedulers and reminders, employee training, recommending relevant content and others.

Employee mobile app

An employee app can reduce redundant work by 15% [46] An employee mobile app can be used for organization communication, employee training, learning, onboarding, recruitment, employee feedback, virtual assistants and to drive employee engagement. The employee app can provide personalized information that is relevant to the user.

Virtual assistants

Voice-based search, intent recognition, natural language conversations, and continuous learning based on employee behaviour and transactions are some of the potential tasks of virtual assistants in the EX. This provides a self-service model for improved quality and productivity.

Consumerization of Digital Workplace

This involves treating the digital workplace tools, technologies, products from the consumer's lens. Accordingly, define the user experience by applying design thinking principles, optimizing touch points and the employee journey map, and provide consumer-grade user experience.Unified EX By designing intuitive and personalized dashboards, and consolidating the data from various systems, organizations can provide a unified experience for its employees. Mindtree's workplace technology solutions have designed connected workforce experiences with the right balance of human-centric and assisted technologies across diverse IT systems and business processes[64].

Advanced Analytics

Analytics can be deployed to track, measure, quantify and improve the overall employee productivity. Mindtree's workplace solutions leverage advanced data analytics and insights-driven business process automation to facilitate more quality time on 'knowledge work,' thus improving engagement, quality of output, and overall productivity[65].

AR/VR

Augmented Realty (AR), virtual reality (VR) and extended reality technologies can be used for employee training, process orientation, remote operations and learning.

Cognitive Search

Cognitive search provides intuitive features such as natural language processing, machine learning and intent identification, and provides relevant answers instead of search results. The cognitive search also anticipates employee needs and provides the relevant information even before it is requested.

Wearable and location-based services

Employees can use wearables, indoor mapping and location-based technologies for navigating, scheduling meetings, finding the parking lot, take part in wellness initiatives and others.

Hackathons

Organizations can leverage hackathons to get in-house solutions to improve the workplace, solicit ideas for performance management, innovations for collaboration, identify the main pain points and reward the top contestants.

Conversational Agents

Conversational interfaces are going to redefine the digital workplace and the way employees use technology[49]. Smart agents and advisors radically change the working relationship between people and technology[50]. Conversational agents can be deployed to understand and respond to employees in natural language. Conversational agents can answer employee queries, provide first-level response for employee tickets, explain the organization's policies, and send reminders to employees. MindFlow is a comprehensive platform built on the MS Bot framework that helps organizations build, customize and orchestrate conversational applications at scale, and provides an intuitive interface to optimize customer experience across channels and devices[69].

Build next generation EX with Mindtree

Mindtree has extensive knowledge in building next-generation EX and modern digital workplaces. Table 1 provides various Mindtree services for building next generation EX

Category	EX Optimization Framework Component	Mindtree's Offering
Strategy & Consultation	*Employee Journey Phase Optimization*	*Mindtree Workplace Solution Group is the premier consulting organization that can provide technology ideation, consulting, experience design, persona analysis, employee journey mapping, and strategizing using a design thinking approach. The Mindtree Workplace Solution Group is an innovation hub that invites clients to a free, collaborative environment to create cutting-edge digital solutions.*
Strategy & Consultation	*Optimization of EX Dimensions*	
Strategy & Consultation	*EX Building Block Optimization*	*Mindtree's Digital and Customer success teams have extensive knowledge in building workplace solutions that integrate unified experience, hyper automation, personalization and analytics by leveraging design thinking a approach and agile engineering.*
Design and Development	*Digital Workplace Design & Development*	• *Mindtree's ShotClasses microlearning platform can be used to accelerate talent onboarding and for training purposes.* • *Mindtree's NuB solution can be used to accelerate the mobile experience for employees.* • *Mindtree MindFlow is a conversational interface that be used for digital workplace solution.*

Table 1: Mindtree's Offerings for Next generation EX

Mindtree Digital Workplace Offerings and Key takeaways

- The Mindtree Workplace Solution Group can be used to define a comprehensive strategy for digital workplace transformation, and define personas and user experience.
- Mindtree's ShotClasses microlearning platform can be used to accelerate talent onboarding and for training purposes.
- Mindtree's NuB solution can be used to accelerate the mobile experience for employees.
- Mindtree's MindFlow is a conversational interface that be used for a digital workplace solution.
- Mindtree has extensive knowledge in building workplace solutions that integrate unified experience, hyper automation, personalization and analytics by leveraging a design thinking approach and agile engineering.
- ROI on EX can be measured with metrics related to productivity, business revenue, employee satisfaction, time-to-market, rate of innovation, overall cost, employee retention, organizational agility and employee satisfaction.
- The main innovations in EX include cognitive computing, employee bot, mobile app, virtual assistants, consumerization of the digital workplace, AR/VR, cognitive search, wearables and location-based services, hackathons and conversational agents.

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Dr. Shailesh Kumar Shivakumar has 19+ years of experience in a wide spectrum of digital technologies including, enterprise portals, content management systems, lean portals and microservices. Dr. Shailesh holds a PhD degree in computer science and has authored eight technical books published by the world's top academic publishers such as Elsevier Science, Taylor and Franscis, Wiley/IEEE Press and Apress. Dr. Shailesh has authored more than 14 technical white papers, five blogs, twelve textbook chapters for various under-graduate and post graduate programs and has contributed multiple articles. He has published 20+ research papers in reputed international journals. Dr. Shailesh holds two granted US patents, apart from ten patent applications. Dr. Shailesh has presented multiple research papers in international conferences. Dr. Shailesh's Google Knowledge Graph can be accessed at https://g.co/kgs/4YoaiN . He has successfully led several large scale digital engagements for Fortune 500 clients. Shailesh can be reached at Shaileshkumar.Shivakumarasetty@mindtree.com

Dr. Shailesh Kumar Shivakumar

Solution Architect

About Mindtree

Mindtree [NSE: MINDTREE] is a global technology consulting and services company, helping enterprises marry scale with agility to achieve competitive advantage. "Born digital," in 1999 and now a Larsen & Toubro Group Company, Mindtree applies its deep domain knowledge to 260 enterprise client engagements to break down silos, make sense of digital complexity and bring new initiatives to market faster. We enable IT to move at the speed of business, leveraging emerging technologies and the efficiencies of Continuous Delivery to spur business innovation. Operating in 24 countries across the world, we're consistently regarded as one of the best places to work, embodied every day by our winning culture made up of over 32,000 entrepreneurial, collaborative and dedicated "Mindtree Minds."