

DIGITAL WORKPLACE

WHAT IF EMPLOYEES WERE TO BENEFIT FROM INNOVATION TOO?

82% of the world's 18-34 year-olds consider the technological environment to be a deciding factor when signing up for a new job. 42% state that they would consider quitting if the workplace failed to meet their expectations¹. 47% of employees in the European Union feel that they lack the skills and confidence to use the digital tools made available to them².

And yet, more than ever, the work environment:

- / is a factor that conditions employees' satisfaction with their company, i.e. the visible part of the employee experience. The work environment is becoming a central part of what the employer has to offer, and a response to expectations in terms of the "symmetry of attention" between customer digitalization and internal digitalization. Attractiveness, loyalty, image and commitment are at stake;
- / is a lever for performance and efficiency, an essential catalyst for the transition towards new uses and new ways of working: collaboration, telework, mobility, flexible office, etc.;
- / can and must also embody and support the company's new values in the digital era, including transversality, openness, modernity, eco-responsibility and innovation.

While technologies (mobility, cloud, artificial intelligence, internet of things, etc.) effectively multiply opportunities each year, most employees working in large corporations would without a doubt still argue that there have been no major breakthroughs to speak of since the introduction of the smartphone.

What if innovation today were to revolutionize the daily working lives of employees tomorrow?

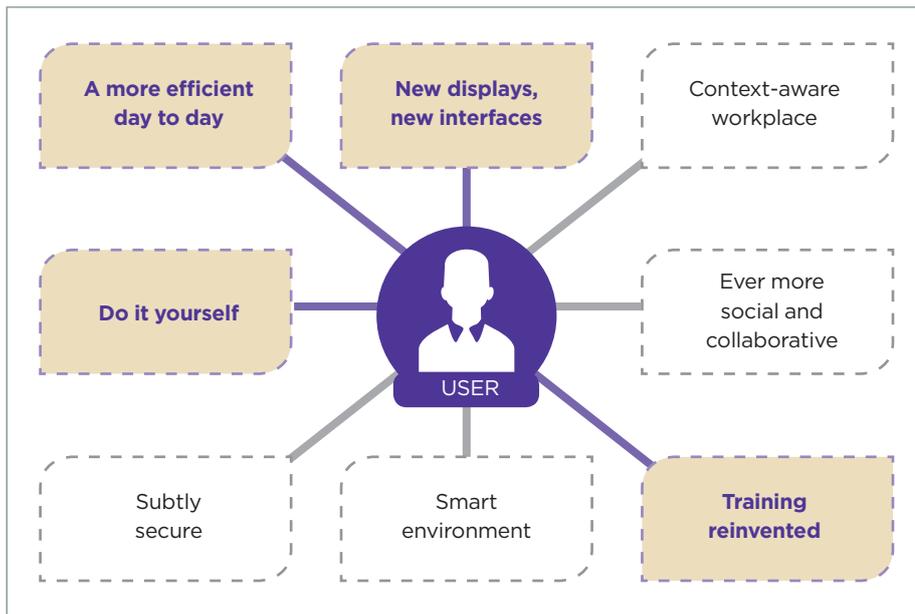
Here we will look at eight trends to follow in order to rethink tomorrow's workplace, illustrated by a handful of startups operating in a thriving ecosystem.

CONTACT



FLORENCE NOIZET
florence.noizet@wavestone.com

8 trends to follow in order to rethink tomorrow's workplace



4 initial trends must be put at center stage. Utilizing highly topical technologies (such as artificial intelligence) with a considerable potential for revolutionizing uses, these trends stand out in a thriving market!

CLEVY, FOR GREATER DAY TO DAY EFFICIENCY

Are we at last going to escape the nightmare of emails? Despite being accused of all evils and considered a source of addiction, stress, permanent interruption and inefficiency, email is happily continuing its ever-upward trajectory. And the figures prove as much: worldwide, email use is expected to grow by 20% between 2016 and 2020, reaching a daily total of more than 250 billion emails³... On average, managers spend five hours a day dealing with emails⁴.

Resolving this modern scourge will clearly imply reinventing our various channels of communication: social networks, collaborative spaces, discussion threads, and instant messaging. In the meantime, rather than dreaming about zero email, some startups such as Timyo or Gwapit have already devised clever systems to better manage our cluttered mailboxes.

More generally, the solutions that will make us more efficient at work are in the very early stages of developing their potential. Artificial intelligence is key, and the first use cases are becoming clearly apparent in the daily lives of employees:

Doing away with energy-intensive tasks that offer no added value: make way for the Julie Desk virtual assistant, which schedules meetings on our behalf;

Gaining easier access to information: startup Clevy offers companies a service for simply creating their own chatbots, to effectively inform their employees about day to day services (HR, IT, etc.);

Responding to e-mails more swiftly: the Yseop solution provides customer advisers with automatic, tailored responses to customers' e-mails, using natural language based on business rules.

NEW DISPLAYS, NEW INTERFACES

As the main stars of the VivaTechnology trade fair in Paris in June 2017, Virtual Reality and Augmented Reality caused a stir with stunningly realistic demonstrations, announcing nothing more - and nothing less - than the imminent arrival of the next major technological revolutions. While continuing to improve at an increasingly fast pace, they are set to transform our daily lives as consumers, and provide us with radically different experiences.

What about the corporate world? While some might smile at the thought of Minority Report-type interfaces in our present-day open workspaces, the first steps already taken in this direction hint at a future in which immersive 3D videoconferencing, holograms or augmented reality will play their part. In fact, the first concrete applications have already appeared in the world of training. For example, it is now possible, with no risk and at reduced cost, to test operators' tasks in industrial environments, or, for field technicians, to display the instructions for the parts in front of them via a completely new generation headset.

What if, tomorrow, we were to cast aside our tactile interfaces and interact by simply speaking out loud? With the progressive arrival of voice transcription or intelligent voice assistants, voice too is disrupting the world of interfaces. It is highly likely that, once early developments prove to be successful and are extended to a larger number of end consumers, GAFAM assistants (Google Now and Google Assistant, Apple Siri, Facebook, Amazon Echo & Alexa and Microsoft Cortana) will be an integral part of how voice is used at work.

TRAINING REINVENTED

Faster transformations, ongoing technological change and the relentless momentum of innovation are compelling companies to rethink their training systems. At the heart of the matter lie a number of substantive questions. What career path do we want for our employees? How can we foster and even guarantee actual continuous training?

In addition to substance, however, it is also a question of form. Once one has tried out reinvented training, there's simply no going back to previous formats that recall the classroom, where one had to - gasp! - passively listen and take notes.



Cognitive science allows us to better understand the essentials to optimizing learning: short formats, simple and repeated messages, and a high-quality learning experience. Physical training is transitioning towards a seminar-like experience where learning goes hand in hand with sharing, co-construction and a hands-on approach.

Here too digital tools come into their own. Traditional, dreary e-learning must step aside for short messages, microlearning capsules, quizzes and serious games. Training courses are becoming tailor-made and customized.

In response to this transition, the sector is positively thriving, as seen by the activity of France's "HR Lab" (Lab RH) association. We can also highlight a number of start-ups such as 2Spark (see below) or Domoscio, which have successfully proved their merits.

Simple, direct access to the company's internal information



The companies that succeed today are those that demonstrate their agility and innovate continuously. Transformation therefore lies at the core of all strategies. To successfully go about this change management, companies must enhance the commitment of their employees and speed up the learning curve.

The 2Spark solution can be used to significantly improve the adoption and subsequent implementation of new practices within the company, all in just one minute per day. It draws on all the power of digital, key to successfully managing change and undertaking strategic and operational transformations.

DO IT YOURSELF

What if the workplace could also embody the Do It Yourself trend? The latest vogue for DIY at work hinges on a promise: that of democratizing the tools, hitherto reserved to specialists, as widely as possible among employees so that they can become more self-sufficient in their daily actions.

By focusing on ease of use and covering straightforward, widespread needs, the ecosystem is already flourishing! We can consider three examples:

- / The development of straightforward applications, without having to worry about coding, so that anyone can build their own mobile applications or their own chatbots;
- / Access to "Studio" services allowing employees to create their own striking

Watch out Steven Spielberg and Luc Besson



If you thought that creating high-quality video clips required specialized skills, took considerable time and came at a high price,

Pitchy, the company that won our Shake'Up (Wavestone start-up incubator) 'coup de coeur' prize in 2017, will make you think again.

Founded in 2013, the start-up devised an SaaS solution for creating and editing company videos to make the generation of video content easier, faster and more affordable.

Pitchy achieved all of this by providing advisory services and customizable templates covering the entire process: defining the video strategy, storyboarding, choosing the graphic universe, editing the content, distributing the video and gauging its impact.

These models can be adapted to the specific needs of a company's business lines.

For example:

- Sales, to respond to requests for proposals by video;
- Human Resources, for hiring, and for massive open online courses (MOOC);
- Communication, both internal and/or external;
- Marketing, for launching a product, etc.

In an age where data is increasingly exchanged in video format (just look at the global success of YouTube), video has become simply unavoidable.

videos (as with Pitchy, see above), computer graphics and presentations;

- / Simple possibilities for processing and analyzing data, with the creation of customized data visualization views...

With so many things constantly changing, it is easy to overlook the basics. Here we focus on another four trends which, while certainly less center-stage today, are also set to transform our employee experience.

EVER MORE SOCIAL AND COLLABORATIVE

More than ever, tomorrow's work environment will foster enterprise social collaboration.

Within large corporations, the core of the collaborative and social workplace (and the associated innovations) clearly rests on solutions developed by the market's major players: Google, IBM and Microsoft. However, these solutions are now connected to a budding ecosystem, and the APIs that facilitate their integration are on

the increase, breaking down some of the barriers that lie between our personal and professional universes.

Moreover, collaboration tools on targeted uses are now increasingly widespread. Two start-ups supported by Shake'Up, Wavestone's incubator, offer a perfect illustration of these uses:

- / **Beekast** improves the interactivity of our seminars. The start-up has already won over 300 clients (including French heavyweights such as Crédit Agricole, Dassault Systèmes, EDF);
- / **Kinov** puts the employee at the heart of the Open Innovation approach adopted by major corporations. Kinov is an Open Innovation platform that can be accessed by all employees, notably featuring a newsfeed populated each day with content from start-up data sheets which employees can like, comment and share. The twofold aim is to generate maximum team commitment very early on in innovation projects, and to easily identify internal sponsors in order to work with external start-ups.

CONTEXT-AWARE WORKPLACE

What lies behind this umbrella term? Quite simply a work environment that knows me (me, its main user), and which analyzes my behavior to assist me in my decision-making, better support me, bring me useful information when I need it, allow me to build and extend my network, seamlessly support my mobility, and so on. Ultimately, we may wonder whether the workplace itself will become the true assistive system in the daily life of employees.

The market's first niche services are now being developed. To illustrate these services more clearly, we can refer to Kimind's simple but ingenious idea in favor of digital dexterity: analyzing employees' individual behavior with their digital tools, and assessing their maturity to be able to bring them highly personalized assistance (tips, targeted e-learning, etc.) and, in so doing, help to improve digital proficiency.

SMART WORKSPACES

With the development of new methods or models of work organization (flexible office, teleworking, project teams and communities, agility, open innovation) comes the need to better connect individual workspaces to



the overall workplace. While this may seem obvious, few genuinely new solutions have emerged on the market.

However, the IoT offers new possibilities, and opens the door to smarter and better equipped workspaces. Tools that gauge the occupancy of rooms and offices (Jooxter, Axible's connected "QuB", *see below*), or connected objects that can be used to book a cab in the company reception area, or quickly report an incident, offer a peek at what tomorrow's workspaces should look like.

SUBTLY SECURE

Recent headlines about cybersecurity attacks serve as yet another reminder of the risks and stakes that are present. In today's increasingly open environment, it goes without saying that the workplace must develop a model that natively integrates cybersecurity.

Making optimal use of my workspace



Jooxter, a company that specializes in connected objects applied to the work environment, has developed a SaaS solution which, combined with the IoT, can dynamically manage workspaces, fluidify their usage and facilitate the daily lives of their occupants.

In other words, it responds to the need of companies looking to optimize the use of their available office space.

By way of example, here are some of the solution's uses:

- **Booking a workstation in advance in a flexible office space;**
- **Booking a temporary office for nomad workers;**
- **Finding the nearest available meeting room (using Beacon);**
- **Providing indoor guidance to access a resource or join a colleague;**
- **Automatically freeing up booked rooms when not occupied;**
- **Gauging workspace occupancy (via sensors that measure live occupation).**

Founded three years ago, Jooxter's solutions have already won over major French players such as Sodexo, Vinci or BNP Paribas.

For employees, ensuring workplace security while maintaining a high-quality experience and respecting their privacy represents a real challenge.

In response to countless exasperated employees having to repeatedly enter passwords to access their applications, a number of startups have set about devising less intrusive forms of authentication, and it looks like they have tapped into a highly promising market. Based on the same underlying idea, different approaches can be adopted to improve our experience, such as two-factor authentication by smartphone (Inwebo) or authentication by behavioral biometrics, to continuously detect sensitive or unusual situations (Biocatch, Behaviosec)... Watch this space in the coming months!

THE REVOLUTION IS WELL AND TRULY UNDER WAY

The days when the business work environment evolved slowly via a series of carefully thought out and prepared major breakthroughs spaced years apart (e-mail, laptops, smart phones, etc.), is definitely over. Major events that have come to represent buzzing hubs of creativity, such as Paris VivaTechnology or the CES in Las Vegas, offer a very direct reminder of this.

Most of the trends touched upon here are still at their experimental stage, or else deployed on a limited scale. However, ongoing innovation, multiple solutions and an abundance of opportunities are now the new rules in the sphere of the workplace, as well in many other areas for that matter.

For large corporations, the goal will be to leverage the full potential of this new rule set, transform it into a differentiating factor, and ensure it gives them a competitive advantage. This is no small feat considering that, on the scale of the big players, it potentially concerns tens of thousands of users throughout the world.

Today, we can but stress the importance of no longer considering the employee working environment as a mere cost item or a standalone IT infrastructure issue.

We must now think of the Digital Workplace as an enterprise issue within a B2E (Business to Employee) approach. It involves substantially improving the quality of the employee experience, turning a corner in the adoption of - and proficiency in - new uses, and supporting new practices.

For those involved in devising and building the Workplace services of their company, it basically means thinking outside the box. Demonstrating agility, finding the keys to quickly deploy the best solution, offering greater choice to employees in a secure manner: these are some of the challenges which these players will have to face. To do so, they will need a broader vision, one that combines the issues and competencies inherent in IT, HR, real estate and business. The Digital Workplace also means developing know-how previously associated with customer relations or business information systems: listening to users, design thinking, agility, services marketing, digital communication, change management, etc.

The Workplace revolution is under way!



In a world where knowing how to drive transformation is the key to success, Wavestone's mission is to inform and guide large companies and organizations in their most critical transformations, with the ambition of a positive outcome for all stakeholders. That's what we call "The Positive Way."

Wavestone draws on some 2,800 employees across 8 countries. It is a leading independent player in European consulting, and the number one in France.

Wavestone is listed on Euronext Paris and recognized as a Great Place to Work®.