

Deloitte.

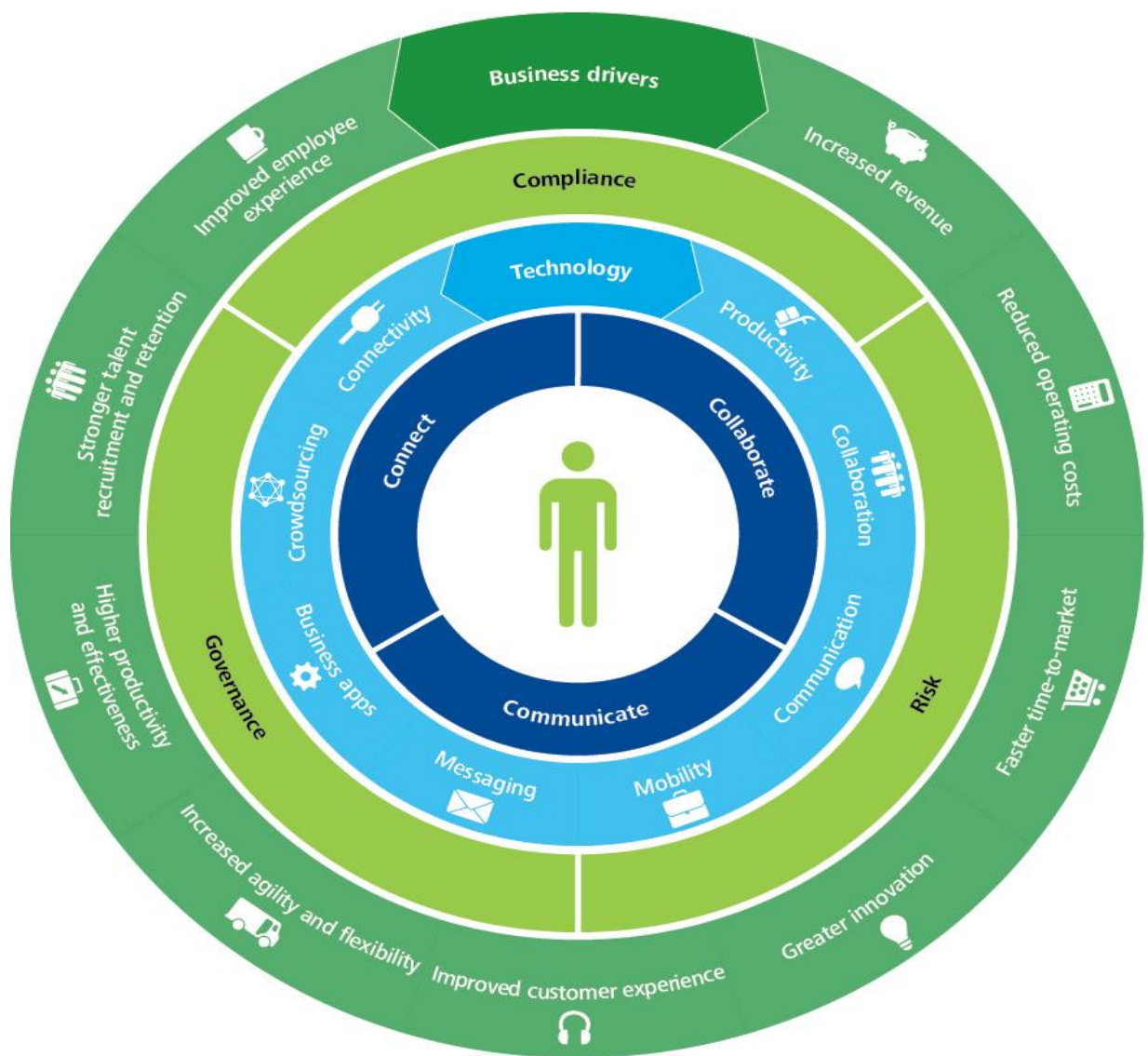
The digital workplace:
Think, share, do
Transform your
employee experience





Gone are the days when the workplace was merely a physical space employees occupied during regular office hours. Today's always connected, instant access environment has blurred the lines between the physical office and the place where work actually happens. As the distinction between professional and personal life dissolves, and the workplace becomes truly digital, employees are communicating and collaborating in unprecedented ways. To enable knowledge sharing across the organization, they want the ability to forge productive business relationships beyond natural work groups. As a result, it is increasingly clear that the traditional 'create and push' information approach no longer meets employees' evolving needs.

To accurately reflect their staff's changing work experience, leading organizations have begun to implement an entirely new working environment – the digital workplace. By integrating the technologies that employees use (from e-mail, instant messaging and enterprise social media tools to HR applications and virtual meeting tools), the digital workplace breaks down communication barriers, positioning you to transform the employee experience by fostering efficiency, innovation and growth. The key to success, however, lies in the effective implementation of a digital workplace strategy capable of driving true cultural change.



Embrace the evolution

Track changing trends

While the workplace began transforming as far back as the agricultural and industrial revolutions, the widespread proliferation of information technology forever changed the ways in which employees connect, collaborate and communicate.

This change accelerated over the last 30 years due to the emergence of three fundamental trends:

- **Changing workforce:**
 - As the baby boomers retire, knowledge is leaving the company, increasing the need to capture it. On the other side the new generation of workers is very IT savvy and expect to have flexible easy to use tools just as they have in their private life.
 - .
- **Information overload:** information is still growing at exponential rates and employees can't find what they need, even with technology advances.
- **The need for speed:** with the rapid pace of today's work environment, employees increasingly need to work faster and collaborate more effectively to get their jobs done.

As workplace demographics continue to shift, employers struggle to meet the varying needs of a multi-generational workforce. As the use of the Internet and mobile devices grows, the pace of change continues to accelerate. These changes are further exacerbated by ongoing demands to increase productivity and cut costs, making it harder for employees to meet market expectations. Together, these trends are reshaping the work environment.

Respond to change

The emerging digital workplace can address these concerns by helping organizations:

- **Support changes in working styles** that enable employees to work more transparently and better leverage social networks.
- **Unify offline and online communications** by keeping employees connected through their mobile devices to provide anywhere, anytime access to tools and corporate information.
- **Focus on employee experience** by providing them with user experience they have outside the firewall.
 - Provide choice, flexibility and personalization.
- **Support virtual work environments** that allow employees to stay connected in distributed and virtualized work locations while balancing customer privacy and operational risk.
- **Minimize spending and enhance productivity** by providing employees with the right tools and right information at the right time.
- **Win the war on talent** by offering the progressive and innovative environments that top candidates now expect.



Define the digital workplace

What is a digital workplace?

The digital workplace can best be considered as the natural evolution of the workplace. Comprised of your employees' technology working environment.

The digital workplace encompasses all the technologies people use to get work done in today's workplace – both the ones in operation and the ones yet to be implemented.

It ranges from your HR applications and core business applications to e-mail, instant messaging and enterprise social media tools and virtual meeting tools. Because most organizations already use many of these components, you generally do not have to build the digital workplace from the ground up. In fact, if your staff respond to e-mails from smartphones, check their pay stubs online or digitally enter a sales opportunity, you may be closer to operating a digital workplace than you think.

Yet even in cases where new technologies are required, the benefits increasingly outweigh the costs. As the workplace continues to evolve, and employee expectations shift, organizations that do not embrace the digital workplace risk falling behind.

Why adopt a digital workplace strategy?

If the risks of inaction are not sufficient motivators, the benefits of adopting a digital workplace make a compelling business case. Consider the gains in:

- **Talent attraction:** 64% of employees would opt for a lower paying job if they could work away from the office.¹
- **Employee productivity:** organizations with strong online social networks are 7% more productive than those without.²
- **Employee satisfaction:** organizations that installed social media tools internally found a median of 20% increase in employee satisfaction.³
- **Employee retention:** when employee engagement increases, there is a corresponding increase in employee retention by up to 87%.⁴
- **Communication tools:** information workers prefer newer communication tools, particularly instant messaging, over more traditional ones like e-mail or team workspaces.⁵

Given these advantages, more organizations are committing IT budget on supporting digital workplace strategies that promise to deliver measurable returns. This trend is only set to accelerate as employees increasingly choose to forge productive business relationships beyond natural work groups in an effort to enhance knowledge sharing across the organization.

To support these outcomes, you need to provide employees with the tools they require to collaborate, communicate and connect with each other and your back-end systems. You need to coordinate your technology groups and investments to avoid the traps of siloed implementations and disparate ownership. You should adopt clear roadmaps to ensure your digital workplace delivers measurable business value while mitigating risks and adhering to compliance requirements.

The digital workplace framework

While there are no hard and fast rules governing the design of a digital workplace, leading practices do exist. The following digital workplace framework, for instance, provides organizations with a tool to understand their current digital workplace and identify areas of opportunity to support a better way of doing business by helping you think holistically about the tools you use in your workplace.

The digital workplace framework includes four layers covering the following components:

Use: collaborate, communicate, connect

The digital workplace is all about the employees' ability to do their job by collaborating, communicating and connecting with others. The goal is to forge productive business relationships within and beyond natural work groups and to enable knowledge sharing across the organization.

Technology: the digital toolbox

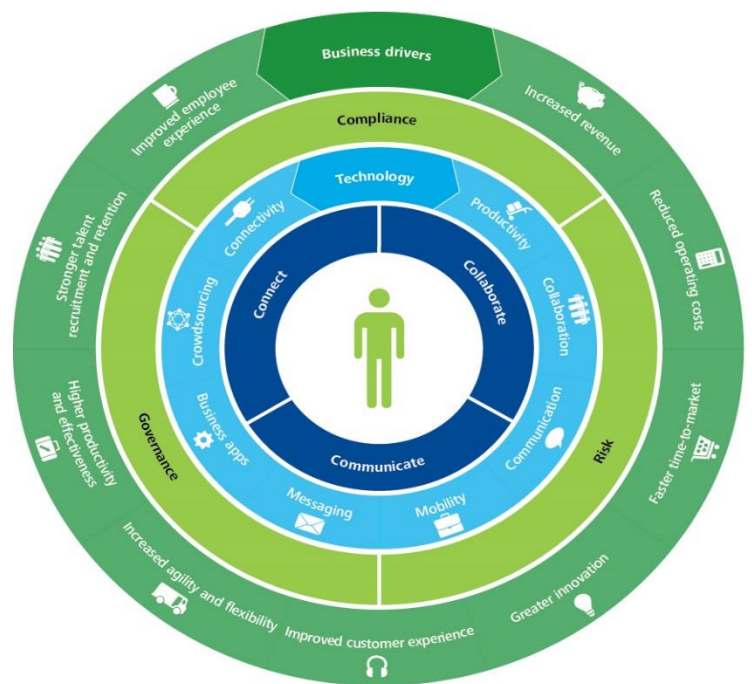
Technology enables the digital workplace. Each organization already has a digital workplace toolbox with different tools. Depending on your industry and business needs, the tools needed to support your digital workplace will vary. The key is to adopt the right tools for your employees to do their jobs.

Control: governance, risk and compliance

The effective use of technology in the digital workplace is underpinned by appropriate controls. This means you must support the digital workplace with appropriate governance structures and management processes. Information flow and use must also comply with your organization's policies and industry regulations.

Business drivers: measurable business value

As with any core initiative, it is essential for business needs to drive the digital workplace. To deliver the necessary benefits, the direction of your organization should guide the direction of your digital workplace.



Leverage your existing investment to support a new and better way of doing business



Use: collaborate, communicate and connect

The implications of culture

It is no secret that your organization's culture guides the way your employees behave and work. People and culture lie at the heart of organizational performance and typically drive both success and failure. This means your culture ultimately determines how and to what extent your employees leverage the digital workplace to connect, communicate and collaborate.

The key is to understand how your employees prefer to work. You can then develop a change management plan and digital workplace strategy that aligns to your organizations working culture.

By fostering this type of cultural change, and unifying your technology components, the digital workplace can help you improve:

- **Collaboration:** to solve business problems and operate productively, organizations need the ability to leverage knowledge across the enterprise with online, seamless, integrated and intuitive collaboration tools that enhance your employees' ability to work together.
- **Communications:** as information continues to grow at an unprecedented rate, more tools exist that enable people to create their own content, rather than simply consuming existing content. To ensure the right information reaches the right audience, employees need tools that support two-way communication and the personalization of content.
- **Connections:** self-sufficiency no longer guarantees effectiveness. Employees need tools that allow them to connect across the organization, leverage intellectual property and gain insight from one another. The digital workplace delivers on these goals by fostering a stronger sense of culture and community within the workplace.

Online, seamless,
integrated and intuitive
collaboration tools play
a dominant role in your
workplace





Technology: the digital workplace toolbox

Your digital toolbox is comprised of the tools and technologies your employees need to do their jobs. All organizations have a digital toolbox but their tools vary depending on their industry and job functions. Ideally, your business strategy and the goals of your digital workplace initiative should determine which tools belong in your digital toolbox.

Build your digital workplace toolbox

In most organizations, the digital workplace toolbox can be broadly defined in eight categories to support the ways in which you communicate, collaborate, connect and deliver day-to-day services. Too often, organizations implement these tools in silos without the benefit of a holistic digital workplace strategy.

To remedy this issue, you should take the time to create a digital workplace strategy that clearly articulates your business focus and can guide the development of your digital toolbox. By assessing your capabilities in each category, you can then identify your focus areas and refer to your organization's culture and business requirements to identify the tools you most need.

Messaging

Provides a fast way to communicate with your colleagues

- E-mail
- Instant messaging
- Micro Blogging
- Mobile messaging

Productivity

Enables knowledge workers to get their jobs done efficiently

- Word processors
- Spreadsheet Software
- Presentation Software
- Calculator

Collaboration

Enable employees to work with each other and with partners

- Team rooms
- Communities
- Wikis
- Web conferencing
- File sharing

Communication

Supports information sharing and internal publishing

- Portals/intranet
- Blogs
- Personalized Homepage

Business applications

Enable employees to access self-service applications online

- Expense claims
- HR systems
- ERP
- CRM

Crowd sourcing

Enables organization to gather ideas, inputs and thoughts from employees

- Ideation platform
- Polling
- Survey
- Forums

Connectivity

Helps locate experts and colleagues across the organization

- Employee directory
- Organization chart
- Rich profile

Mobility

Enables access of tools away from the physical office or workplace

- PC/laptop/ Tablet
- Mobile/smart phone
- Home office
- Remote scanners



Control: governance, risk and compliance

Beyond setting a strategy and building your digital workplace toolbox, you need to resolve any challenges your organization may face in the areas of governance, risk and compliance. When creating a digital workplace, organizations must also develop a governance model that supports connectivity and collaboration while mitigating risks and enabling compliance.

Components of digital workplace governance

- **Guiding principles:** identify the business goals you are trying to achieve with the digital workplace and translate them into guiding principles to drive ongoing development.
- **Information governance strategy:** determine the focus of your digital workplace strategy and align it with your organization's existing information management or information governance strategy.
- **Roles and responsibilities:** identify your key stakeholders and create a suitable and sustainable interaction model. Define governance processes, metrics and oversight processes.
- **Training and certification:** ensure your employees have access to training that allows them to harness the digital workplace to their advantage. Also track and ensure that technical personnel are trained and certified to properly support the underlying technology.

Risk mitigation and compliance

- **Information monitoring, collection and analysis:** this allows you to determine the information being shared and the risks that may impair your organization's reputation, competitive edge, productivity or protection of confidential information.
- **Policy training:** in addition to technical training, employees need policy training on the type of information they should or should not share in the digital workplace. You must also communicate policies on how to properly handle personal data and how to avoid damaging your organization's brand.
- **Orchestrated presence:** organize your channels within the digital workplace. Orchestrate the flow of information to and from different channels. Avoid a disjointed model where different groups leverage different tools and communicate in silos.
- **Crisis management:** news travels fast thanks to the digital workplace's social networking capacity. If a crisis occurs, react quickly (within the first day), be transparent, establish a listening platform and create a dialogue.

Develop a governance model that maximizes connectivity and collaboration while mitigation risks



Business drivers: measurable business value

By connecting employees beyond the boundaries of their geographies or departments, the digital workplace empowers your people to direct their efforts from the bottom up, build communities of interest, drive knowledge management and collaborate in ways that make sense to them and delivers measurable business value.

What does it mean to your organization?

To realize these benefits, your digital workplace must address existing challenges and provide business value. Your employees need to know what is in it for them. Here are some ways to achieve measurable value:

- **Increase revenue:** provide applications that help employees identify cross-sell and up-sell opportunities
- **Reduce operational costs:** introduce more effective ways to meet virtually, cutting travel and telecommunication costs and eliminating wasted time at the airport
- **Accelerate time-to-market:** supply tools to help research, develop, test and deliver new products and services more quickly, such as remote scanners that let you fulfill orders remotely
- **Enhance innovation:** foster two-way communication to drive discussions and build communities of interest and practice to drive the innovation agenda
- **Improve the customer experience:** enable employees to find the information they need more quickly and serve their customers more efficiently
- **Increase agility and flexibility:** provide the tools that mimic organization and business changes and reflect employee behaviours
- **Heighten staff satisfaction:** implement easy-to-use tools that can be used the same way both inside and outside the firewall on several devices.
- **Raise productivity and efficiency:** provide tools and technologies that help employees execute business processes and functions as currently designed anywhere, anytime.
- **Strengthen talent recruitment and retention:** develop a brand of exceptional work environments
- **Improve employee experience:** provide the right tools at the right time for their employees to their jobs

Tangible results

- **Time savings:** one company found that a manager saved 43 minutes a month with improved workplace tools. With over 30,000 managers, the company estimated an annual productivity increase of \$12 million.
- **Customer efficiency:** sellers reduced the time they spent on management activities by one to three hours due to system integration and increased collaboration tools.

Address existing challenges and provide value in new ways

Make it real

The digital workplace exists in every organization and industry today. It will take a different form depending on what your industry is and what your business needs are. The technologies within your organization and how they are used will vary.

Financial services

Subscribing to communication channels of interest to you

- **Challenge:** Financial institutions are highly competitive and employees are often under time pressures to provide answers to their customers. Information is frequently pushed to front line employees in a cascading fashion and does not support two-way communication.
- **Scenario:** Andrew, a small business advisor (SBA), has recently joined the financial institution and is meeting with a few customers to discuss their borrowing needs.
- **Traditional outcome:** Unsure of how best to prepare for these meetings, Andrew tries to call a few people he has met in the small business banking area. Most do not respond, but David, another SBA directs him to two other SBAs, one of whom provides him with the training manual.
- **Digital workplace outcome:** Andrew comes into the office and sees news personalized to the small business banking advisors on his home page. He sees a link to subscribe to news and browses the channels available for subscription. He finds a channel for “Small business banking with professionals”. The news stream is added to his job-related news and he learns about new developments in this space. He meets his clients with a pre-understanding of the type of challenges they face and great opportunities for the bank to assist them financially.

Public sector

Connecting with experts to make the right business decisions

- **Challenge:** Many government departments deal with complex decision making on a day-to-day basis. Public servants need to make business decisions based on policy, legislation, and other directives. Knowing that their decisions have a direct impact on citizens and immigrants, the right decisions need to be made.
- **Scenario:** Maria is an immigration officer processing a residency application. She comes across some information in the application that needs to be reviewed against current policy that she is not yet familiar with.
- **Traditional outcome:** Unsure of the decision to make, Maria searches for the policy document. Struggling to find the most recent version, she is now faced with the task of familiarizing herself with the document. After reading pages of content, she finds the relevant section. Maria is still not 100% certain of the right decision but decides to go with her gut feel. She has made a decision that took a lot of time and may not be the right one.
- **Digital workplace outcome:** Unsure of the decision to make Maria sends an instant message to a colleague. Her colleague gives her two names to follow up with as they cannot remember which one is the policy expert. Maria is able to visit their professional profiles, identify the right person and instantly connect with them. They give Maria the right answer and are even able to point her to the latest policy document and sub clause so that she can verify the decision for herself. Maria has made the right decision and in a timely manner.

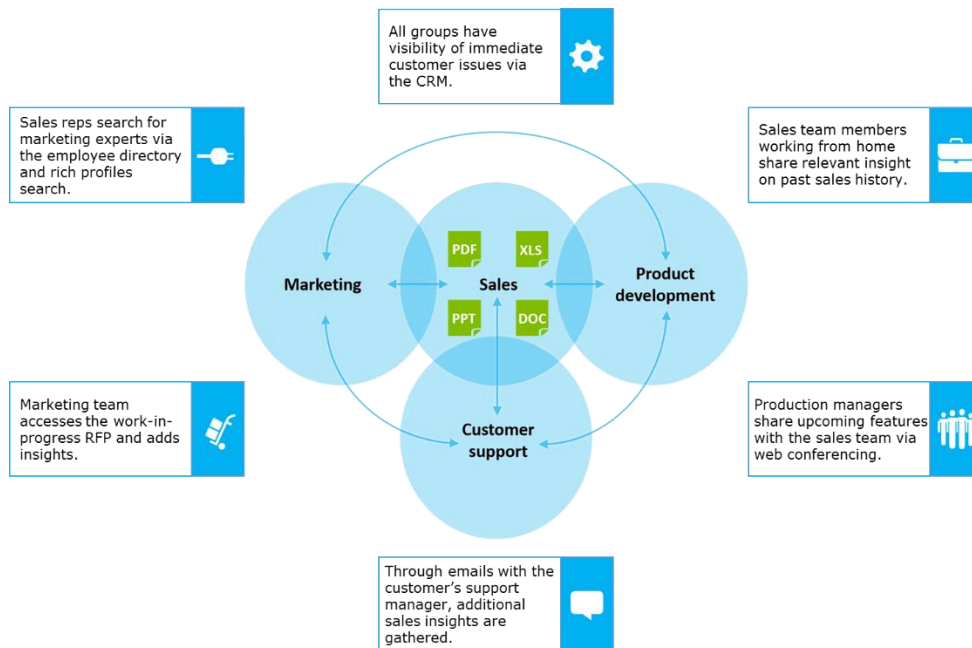
Energy & resources

Collaboration beyond boundaries to solve business problems

- **Challenge:** Oil companies have widely dispersed global teams that need tools to enable collaboration, irrespective of geographical locations. With increasing pressure to find new oil supplies, this industry is facing a challenge to meet growing energy needs around the world.
- **Scenario:** Lenard, a drilling surveyor, needs access to site information to make sure that the right location-based information is used. Once obtained, he needs to validate elements before it can be passed to the engineers.
- **Traditional outcome:** Lenard asks one of his colleagues to provide him with the required document. After a few days, the document is finally tracked down. Productivity suffers as remote and geographically dispersed employees struggle to work collaboratively on documents and access corporate information.
- **Digital workplace outcome:** Lenard navigates to the team’s community page where he is able to access all working documents. He makes his changes directly to the document and notifies the rest of the community once complete. The team lead is able to author the document at the same time allowing changes to be seen in real time. Lenard is then able to confirm the document as final and forwards it with the agreed coordinates.

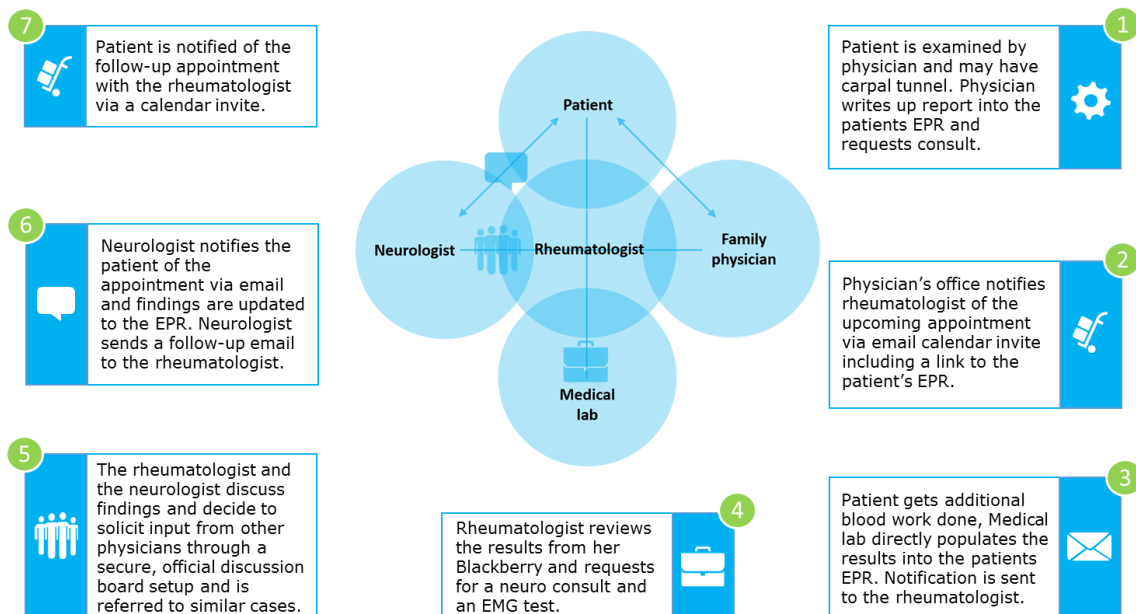
Facilitate the sales process

By enabling all aspects of the digital workplace, you can simplify the sales process, increase awareness of sales pursuits and reduce 'information clutter.'



Improve diagnosis and treatment efficiency

Unified electronic patient records (EPRs), instant notifications and secure discussion boards ensure efficient and proper treatment of patients. They also reduce the paperwork and clutter associated with this process.



Digital workplace case studies

As the digital workplace delivers on its potential, it is finding traction across a broad array of industries. Already, success stories thrive:

Healthcare

Minimal training with maximum benefits

- **Company snapshot:** With ~18,000 employees, RehabCare provides rehab and post-acute care services, operating in over 1,200 hospitals and facilities across 43 states.
- **Challenge:** At RehabCare, every minute counts – employees need to track and record every detail, including the diagnosis, treatment and when the appointment began and ended.
- **Digital workplace solution:** RehabCare equipped its staff with easy-to-use, process-driven applications on iPhone and iPad mobile devices. The mobile devices are used at point-of-care to capture information quickly and easily, such as the treatment delivered, the time spent and other relevant clinical information. The cloud-based applications allow access to detailed patient information anytime anywhere.
- **Key benefits:** The devices offer an intuitive user interface that requires minimal training and appeals to employees. RehabCare estimates it is saving millions per year in job retention as a result of iPhone and iPad integration. Before this integration, patient pre-admission screening was a time-consuming process involving multiple paper forms and questionnaires.

Source: Apple Inc.⁶

Financial services

Using technology to foster deep and lasting relationships

- **Company snapshot:** Standard Chartered Bank is an international bank with ~1,800 branches on six continents, dozens of recent industry awards and steadily-increasing profits through organic growth and acquisitions.
- **Challenge:** In the wake of the 2009 global financial crisis, Standard Chartered Bank immediately set to work reinforcing customer relationships. The Head of Consumer Banking in Hong Kong stated: “As a leader in the industry, we needed to regain customer confidence. And rebuilding that confidence is not about just pushing products and services – it’s about using the best technology to foster deep, longstanding relationships with our customers. It’s about helping them manage their money better.”
- **Digital workplace solution:** For consumers and corporate customers, the bank developed a suite of mobile banking and lifestyle applications. Corporate customers use the bank’s Sraight2Bank platform, which includes a mobile authorization app that gives corporate treasurers better control over transactions. Internally, Standard Chartered deployed thousands of iPhones to employees worldwide, developed more than a dozen in-house iPhone applications and is rapidly expanding its iPad use.
- **Key benefits:** iPhone and iPad use helped personalize customer service, simplify everyday business activities, streamline internal processes, securely transmit financial data, improve communication between customers and banking staff, and even tap into back-end systems for approvals and collaboration.

Source: BRO Study Online⁷

Transportation

Quickly building a full repository of information

- **Snapshot:** With ~9,800 employees, Alaska Airlines provides a fleet size of 117 aircrafts across 91 destinations operating all over the United States.
- **Challenge:** Alaska Airline pilots must carry 25 pounds of hardcopy flight manuals every flight. These manuals must also be reprinted for all pilots every time a change is made to their information.
- **Digital workplace solution:** Alaska Airlines equipped all its pilots with iPad tablets that hold all flight manuals. The iPad enables pilots to find a full repository of information faster and easier in one location, as well as provide instant updates to the manuals before and after a flight. Pilots can also access additional information in the manual with a simple link. It has become the pilots' one stop shop for manuals and flight information.
- **Key benefits:** The tablet devices give the pilots a lighter and cheaper method to bring all their flight manuals on the plane. Alaska Airlines estimates that it saves ~2.4 million pieces of paper and flight weight of ~25lbs, especially for trips in Alaska where weight is a big concern.

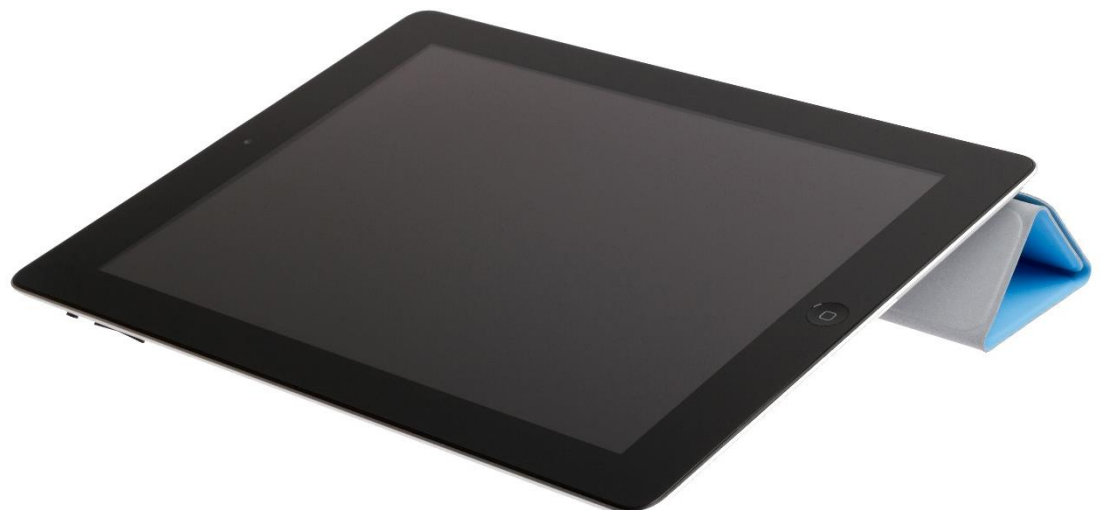
Source: PCWorld⁸

Technology solutions

Healthy collaboration with more personalization and relevance

- **Snapshot:** With over 70,000 worldwide employees, Cisco is a multinational corporation that specializes in leading-edge electronics, networks and communication technologies.
- **Challenge:** As a large and global organization, Cisco noticed the trends in collaboration and the need for an integrated workforce. Cisco needed to expand its current capabilities to keep its competitive edge as trends with collaboration evolved with global teams, resulting in more empowered employees, the introduction of collaboration tools and an increase in employee mobility.
- **Digital workplace solution:** Cisco implemented various solutions to create an integrated workforce experience. It launched a Cisco video communication and collaboration platform to communicate more effectively. It also uses enterprise social software to facilitate healthy collaboration with personalization and relevance. All these platforms connect to each other for an integrated and user-friendly experience.
- **Key benefits:** With the implementation of seven distinct collaboration programs, Cisco recorded a total of \$1.052B in net benefits from Web 2.0 collaboration solutions. These programs include a connected workspace, wiki, c-vision and video blogs, expertise locator, sales productivity, remote collaboration and telecommuting.

Source: Internet Business Solutions Group, Cisco⁹



The time is now!

The digital workplace gives employees the tools they need to improve their communication, collaboration and connections with each other. Implemented effectively, it also allows organizations to mitigate common risks, adhere to their regulatory compliance mandates and ultimately realize enhanced business value.

To transform your employees' working experience, you must begin by understanding how the digital workspace works and what it means to you. The following steps can help you gain that understanding:

Assess your current state

Leverage a maturity model to understand where your organization is and how your employees work. This assessment will help you identify the appropriate tools for your digital workplace toolkit.

Develop a digital workplace strategy

Align your digital workplace strategy with clearly-defined business objectives and technology priorities. Seek to understand what you want to accomplish with your digital workplace initiative and how it will deliver business value.

Select your tools and technologies

Choose the right technologies to deliver a cohesive digital workplace that meets your specific business needs. Pick the tools that drive collaboration and employee engagement. Implement technologies with low barriers to contribution and participation.

Execute change management

Strive for a pervasive and ubiquitous digital workplace. Provide the necessary training and communication to your employees.

Measure success for continuous improvement

Establish performance metrics aligned with business and technology strategies. Regularly review your status and continuously improve your digital workplace – it doesn't stop. The business case for a digital workplace is clearer than ever – and you already have the ingredients in place to make it happen. Now is the time to take action. Study the facts, then think, share and do.

Employees won't wait! They will find a way to do what they need

Tips for deploying a digital workplace

1. Ensure senior ownership: manage the digital workplace at senior and strategic levels.
2. Build strategic alignment: align your digital workplace strategy with your business direction and strategy.
3. Think holistically: think about a holistic digital workplace rather than simply implementing individual technologies.
4. Understand culture: understand and support the existing organizational culture. Don't try to force something that is not part of the current culture.
5. Deliver business value: focus on delivering business value rather than technology implementation.
6. Research technologies: choose carefully – it is an active market with strong innovations and improvements.
7. Make it easy: introduce better ways for employees to do their work with widespread operational impact.
8. Involve risk, compliance and legal: don't forget it or you could pay the price.

You've got questions

- How can I best understand how my employees work and how the digital workplace can support this?
- How do I build a business case and roadmap to deliver my digital workplace vision and strategy?
- How can I best leverage my existing tools to deliver a truly valuable user experience, and what other tools do I need to supplement this with?
- How do I manage cultural change, rollout and adoption?
- How can I measure success and ensure continuous improvement and ongoing success?
- How do I make sure my information is appropriately managed and in compliance?
- How do I minimize risk of data loss and inappropriate use?



Discover the Deloitte difference

We've got answers

Our **Consulting** practitioners can help you design and implement your digital workplace, as well as help drive your innovation agenda through the effective implementation of your digital workplace:

- Our **Strategy and operations** practitioners can:
 - Determine the state of the digital workplace in your market segment and your competitors
 - Define a digital workplace strategy aligned with your business strategy and needs
 - Build a business case to support a digital workplace strategy and implementation
- Our **Technology** practitioners can:
 - Assess the maturity of your digital workplace and determine your areas of focus
 - Align your technology initiatives and information management needs to deliver a holistic digital workplace
 - Deliver your technology initiatives (large or small) with the employee experience in mind
 - Train and roll out your digital workplace initiatives to drive adoption

- Our **Human capital** practitioners can:
 - Identify the appropriate governance models to manage and measure your digital workplace
 - Understand your multi-generational workforce to tailor your digital workplace
 - Design a virtualized workforce and provide them with the tools they need to be more agile, responsive and positioned for growth
 - Design change management and communication plans to help drive adoption and long-term transformation

Our **Enterprise risk** practitioners understand the risk and compliance issues and can help protect the information flow in your digital workplace

Our **Tax services** practitioners can help you identify qualified activities and create documentation to leverage available federal, provincial and local tax incentives

Delivering the digital workplace As One

Deloitte is able to help you deliver your digital workplace *As One*. We function as a unified team and deliver the culmination of individual action into collective power. We collaborate to achieve extraordinary results – together. Together – we can deliver your digital workplace *As One*.



Contacts

For more information, please contact:

Aart Joppe

Partner, Information Management
+ 32 479 79 20 34
ajoppe@deloitte.com

Sven Wylock

Director, ECM Practice Lead
+ 32 475 95 44 19
swylock@deloitte.com

Jens Ophalvens

Manager, ECM Practice
+32 478 25 54 22
jophlavens@deloitte.com

Endnotes

- ¹ "The Cisco Connected World Report". *Cisco Systems*. October, 2010. Presentation.
- ² Pentland, Alex. "How Social Networks Network Best". *Harvard Business Review*. February, 2009. p 37.
- ³ "How companies are benefiting from Web 2.0: McKinsey Global Survey Results". *McKinsey Quarterly*. September, 2009. Web.
- ⁴ "The Value and ROI in Employee Recognition". *Human Capital Institute*. June, 2009. Web.
- ⁵ IDC via: Lupfer, Elizabeth. "Social Technology & an Innovative Intranet can Increase Employee Productivity". *The SocialWorkplace*. 22 January, 2010. Web.
- ⁶ "RehabCare: Post-critical care using iPhone and iPad". *Apple Inc*. 2011. Web.
- ⁷ "Multinational Banking Goes Mobile". *BRO Study Online*. 2011. Web.
- ⁸ Suarez, Paul. "iPad Enters the Cockpit on Alaska Air". *PCWorld*. 28 May, 2011. Web.
- ⁹ "Economics of Collaboration at Cisco". *Internet Business Solutions Group, Cisco*. September, 2010. Presentation.

For further information, visit our website at

www.deloitte.com

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee, and its network of member firms, each of which is a legally separate and independent entity. Please see www.deloitte.com/about for detailed description of the legal structure of Deloitte Touche Tohmatsu Limited and its member firms.

Deloitte provides audit, tax, consulting, and financial advisory services to public and private clients spanning multiple industries. With a globally connected network of member firms in more than 140 countries, Deloitte brings world-class capabilities and deep local expertise to help clients succeed wherever they operate. Deloitte's approximately 170,000 professionals are committed to becoming the standard of excellence.

© April 2014 Deloitte Belgium
Member of Deloitte Touche Tohmatsu Limited.

The digital workplace: Think, share, do