Is digital collaboration shattering or shaping your culture?

Find out how EY and Microsoft can help accelerate your digital strategy and make it a reality.

Your digital world. Realized.

The better the question. The better the answer. The better the world works.
Digital collaboration can help drive new levels of productivity, innovation and employee engagement.

It is the “future of work.”
The nature of work is changing. For the first time in history, five generations are working alongside each other. By 2020, the millennial generation will account for more than 50% of workers and generation Z (those born after 2000) will comprise up to 20%. These generations have different expectations when it comes to the tools and approaches they use to interact. Employees expect service levels and interactions that mirror their personal technology. Cross-functional, cross-geography and cross-organizational teaming is seen as critical to organizations’ success. These workplace trends are driving what EY calls the “future of work.”

- **Consumer-like experiences**: Employees want tools like instant messaging, apps and sharing to be as easy as their personal digital experiences.
- **Working out loud**: Employees are on twice as many teams as five years ago, which marks a transition from personal productivity to group productivity. Employees “work out loud,” exposing their whims and drafts for expediency, validation and connection.
- **Inside-out teams**: Teams are now “inside-out” - comprised of a mix of employees, vendors, contractors and customers, many of whom are in different geographies, at home or on the go. In the US, 40% of the workforce is comprised of contingent workers, and the share is growing.
- **From channel to platform**: Work moves from siloed channels (email, page) to an interactive platform. Teams and crowds now can interact on websites that are pinnable, searchable and - to the chagrin of the lawyers - discoverable.
- **Mixed media collaboration**: Voice response and mixed and virtual media are becoming mainstays of collaboration and collaborative outputs. As mixed reality becomes more accessible, it, too, will inspire new ways to collaborate.
- **Data-driven all the time**: The decision-making can be more data-driven. Employees are better able to measure, analyze, predict and augment collaboration. Using machine learning, employees can drive new impacts.

As paradigms shift, employees and teams want and need tools to improve collaboration and enhance their productivity. But, often challenges get in the way of effective collaboration. For example, when knowledge is dispersed in applications, hard drives and individuals’ heads, employees become frustrated with information complexity and data fragmentation. A lack of policy, paired with a multiplicity of tools, can lead to data that is not portable, duplicate licensing and greater risks related to compliance, personally identifiable information and litigation holds. When collaboration standards are lacking it can lead to redundant work or employees turning to the familiar, which reduces diversity of interactions and constrains innovation. All of these barriers place productivity, innovation, compliance and employee engagement at risk. Employees need digital workspaces to communicate, access their data and stay productive.
EY believes the future of work is a collaborative ecosystem that:

- Shifts tasks from searching to interacting (for example “working out loud”)
- Co-creates freely, without barriers
- Provides platforms and forums for knowledge-transfer
- Is comprised of new processes that build in ideation, bot-assisted notes, scheduling, and dashboards
- Is data-driven in most actions and decisions
- Provides employees with more mindful and fulfilling work lives

The EY modern workplace offerings are designed to address these challenges, spreading from collaboration strategy through application and activation (see Figure 1: EY modern workplace services).
Modern workplace enablement: Strategy, governance and operating models that lead to a future state plan that is compliant, secure, employee-centric, risk-sensitive and forward-looking.

- Assessing current behaviors, ways of working, adoption of digital tools and opportunities.
- Developing operating models for the modern workplace (including IT, communication, collaboration, knowledge management, etc.) that address the challenges of an evergreen platform that is continuously enhanced. These also address issues of provisioning, security, performance, sources of record, measurement and continuous improvement.

The output of modern workplace enablement offerings include blueprints, policies, procedures, guidance, and operating models that enable compliance, information security, platform security, and risk-sensitive IT service management for a Microsoft 365 environment.

Modern workplace applications: New collaboration models and Office 365 platform applications, including:

- Intelligent employee experiences – Designing and delivering employee-centric intranets, web and mobile applications built on Microsoft Office 365. These leverage the Microsoft Graph, SharePoint, Cortana, and Teams platform with a high degree of information “findability,” social collaboration, and real-time virtual meetings.
- Information governance - Structuring policy and governance to protect information privacy, security and efficiency across the data life cycle.
- Collaboration behavior and models - Changing employee behaviors and supporting them with relevant applications such as document co-authoring in communities of practice, and project management within the construct of the Microsoft Teams platform.
- Collaborative innovation - Providing the models, disciplines and interaction guidance via Microsoft Teams to support crowdsourcing of ideas, competitive intelligence, and commercialization.
- Knowledge sharing in the future of work – Designing knowledge sharing and findability, e.g., for improving firm-wide productivity, employee cohesion, and sales.

Digital program activation for the modern workplace: Technology activation and employee adoption of processes, tools, and governance in a systematic way:

- Shifting the emphasis from “onboarding users” to “inspiring and engaging new behaviors.”
- Driving engagement by linking technology use to specific collaboration outcomes, like document co-authoring, crowdsourcing or virtual meetings.
- Designing future collaborations, such as for teams, communities, and functions. This frequently includes working with clients to define employee “personas” and picture “a day in the life” to map the user experience and journey. These insights are used to outline a future state collaboration model (tools, processes, behaviors, content) aligning to the client’s strategic priorities.
- Shifting the idea of “change” from adopting a new tool, to having a fulfilling interaction.
- Combining digital strategy, user-centered design, analytics, and consumer marketing, to help improve the employee experience, address barriers to digital adoption, and generate improved ROI of digital technologies.
The EY modern workplace services are enabled by Microsoft technologies. Microsoft 365 brings together the best of Windows 10, Office 365 and Enterprise Mobility and Security. The Microsoft platform provides an integrated, complete and secure solution for collaboration (Figure 2).

- **Teams** as the hub for teamwork where groups actively engage and are working on core projects can connect and collaborate
- **Yammer** for people to connect across their company and across organizations, sharing ideas on common topics of interest
- **Outlook** where teams can communicate in a familiar place, and can easily create modern distribution lists with groups
- **SharePoint** for keeping content at the center of teamwork, making files, sites and all types of content easily shareable and accessible across teams
- **Office Apps** that enable co-authoring in familiar apps like Word, Excel and PowerPoint
- **Microsoft Graph** offering suite-wide discovery intelligence

Microsoft 365 has intelligence built-in, whether it is artificial intelligence to drive user creativity or it is artificial intelligence to help secure and manage the environment.

Figure 2: Landscape of Office 365 tools
Why EY

EY brings 15 years of digital workplace experience, digital transformation insight, fine-tuned strategy approaches and deep industry knowledge.

Collaboration strategists: In many collaboration strategy projects we have identified both leading-edge futures, and realistic, measurable near-term improvements. Using the accelerators, we can help you to rapidly scope, assess, strategize, roadmap and visualize a vibrant new ecosystem of collaborative applications and behaviors. We can prepare you to further detail requirements, refine the architecture, conduct tool selection and deploy “quick wins.”

Experience: EY services teams have built dozens of collaboration platforms, taught at universities on digital workplace and collaboration and led large-scale digital transformations (see Figure 3). We have a range of talent: strategy, user experience, information architecture, process improvement, cognitive search, engineering, security, social networks, content, governance, and analytics, to name a few.

We bring diverse industry and digital strategy experience and deep knowledge in intellectual property, confidentiality and privacy risk and related regulations (e.g., GDPR).

We also bring the deep knowledge management experience as practitioners. EY is a MAKE (Most Admired Knowledge Enterprise) award winner. EY practitioners possess a deep understanding of underlying dynamics/feedback loops (including psychology and neuropsychology of collaboration), change integration and digital program activation.

With EY modern workplace services you can be confident you have the right strategy, technology, capabilities and governance to fuel and sustain your own future of work.

To learn more contact your EY or Microsoft representative or visit www.ey.com/Microsoft or www.ey.com/en_gl/digital

Figure 3: EY modern workplace success stories

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<th>Large auto parts manufacturer</th>
<th>Media conglomerate</th>
<th>Large global insurer</th>
<th>EY</th>
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<td>EY helped define and create a mobile-enabled modern workplace based on Office 365. It improved operations, streamlined tasks, materials, reduced content search time, and reduced the quote process from 80 to 30 days through automated decision workflows.</td>
<td>EY helped define and build an engaging employee-centric mobile-enabled intranet and collaborative digital experiences, especially for remote workers. Improved UX, search, expedited page rendering, along with better design, integrated apps improved efficiency and user responsiveness on the news sets.</td>
<td>EY helped transform a global insurance provider’s intranet clogged with a mix of brands and customer experiences into a cohesive user experience that presented personalized content and apps, consolidated content, and a clean user interface (UI).</td>
<td>Modern, integrated, intuitive digital knowledge tools on Microsoft O365 with scalable architecture and search let global EY people collaborate spontaneously. EY people access far-flung content and tools, and co-innovate with clients.</td>
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About EY
EY is a global leader in assurance, tax, transaction and advisory services. The insights and quality services we deliver help build trust and confidence in the capital markets and in economies the world over. We develop outstanding leaders who team to deliver on our promises to all of our stakeholders. In so doing, we play a critical role in building a better working world for our people, for our clients and for our communities.

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