

**2023**  
EDITION

# The State of the Digital Workplace

Hybrid working, generative AI and the digital workplace

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1000+ EXECUTIVES

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# Introduction

Recent events have meant that digital workplace teams are now used to delivering connected, employee-centered experiences during times of profound change. And just as hybrid and remote working is starting to feel like business-as-usual, the arrival of generative AI through ChatGPT and other solutions suggests yet another round of disruption is underway.

This year's State of the Digital Workplace report arrives at a truly fascinating juncture in the evolution of the digital workplace. The clichés about “unchartered waters” are true; nobody really knows what's going to happen next.

The digital workplace resolutely remains a work-in-progress, with low maturity and work still to do. The arrival of the age of generative AI has the potential to rapidly transform the tools we use across the digital workplace and the way we use them.

There is now a profound and urgent need for oversight, governance, training and support. So far, digital workplace practitioners have proved very adept at navigating the challenges of the last three years. Now, they need to step up to deal with even more change.

While hybrid work is becoming normalized, there are also continuing challenges to overcome, particularly around strengthening organizational culture, which requires more deliberate effort and tactics from a managerial standpoint than those distant days when everyone traveled to the office every day.

The information included in this year's report about the impact of generative AI and other trends will help practitioners make the right decisions and interventions for the next chapter of the digital workplace.

This report is based on a survey of over 1,350 digital workplace executives and practitioners who submitted their responses between early March and mid-April 2023. This eighth annual State of the Digital Workplace remains a unique and authoritative overview of our collective digital workplace journey.

As with every year, the survey results included in this report confirm there is a lot to do. But when we come together as an industry we can produce amazing results. Vendors, consultancies, experts, practitioners and yes, even AI, will ultimately help to improve digital employee experience.

I hope the insights in this report prove to be a good starting point. And just to reassure you, this report was written, reviewed and edited by human beings.

**Brice Dunwoodie**

Founder and CEO, Simplr Media Group



# 10 Key Takeaways

## 1 The priority placed on the digital workplace is declining

63% of organizations say the digital workplace is a critical or high priority, a significant decline from last year, and a sign it could be returning to pre-pandemic levels.

## 2 More organizations have further to go with their digital workplace journey

Only 27% of organizations feel their digital workplace is “fully mature,” while the proportion of those who feel its core elements are “fully implemented” has reduced to just 9%.

## 3 Organizations are focusing on automation, culture and digital literacy

The most frequently mentioned strategic priorities are digitization and automation, culture and change and improving digital literacy, with the latter rising by 11% from 2022.

## 4 Constrained budgets are limiting the ambitions of digital workplace teams

40% of organizations mention “constrained budgets” as their number-one digital workplace challenge (up from 29%), but 60% of digitally mature organizations have increased their budgets.

## 5 Digital practitioners are less confident about the effectiveness of tools

For the first time in five years, the overall confidence in the effectiveness of digital workplace tools has declined. Seven out of 10 tools were judged to be less effective than in 2022.

## 6 Business leaders are leading the way in technology investment decisions

For the first time, the proportion of business leaders making technology investment decisions is equal to the IT function, showing the strategic importance of the digital workplace.

## 7 Hybrid working is supporting productivity, but virtual meeting fatigue is real

There are positive and negative consequences from hybrid working at scale. Thirty-nine percent report increased productivity, but 39% report a lack of informal interaction between employees.

## 8 The number of fully remote businesses continues to increase

13% of businesses say they are “mostly or entirely remote working,” up from 10% last year. The proportion of businesses working fully back at the office remains unchanged at 23%.

## 9 Generative AI is already being used by people to support their role

80% of organizations believe that at least some employees are using generative AI to help in their job duties, with three in 10 suggesting this is the majority of employees.

## 10 Businesses are preparing for the generative AI revolution

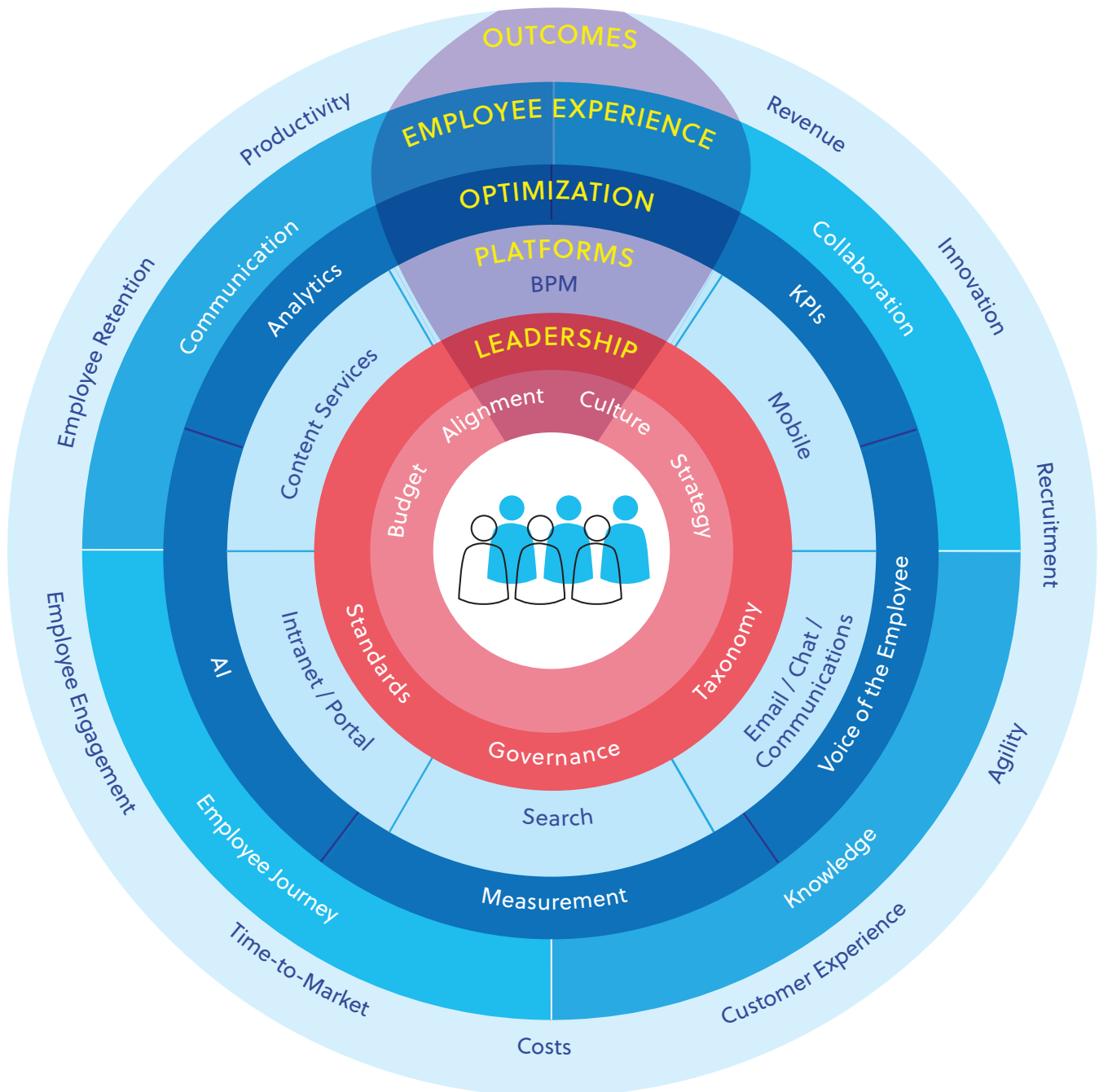
41% of organizations already have formalized guidelines for employees who intend to use generative AI, while an additional 35% intend to create guidelines.





# Defining the Digital Workplace

Ever-evolving, the digital workplace combines leadership, culture, technology and practices to yield critical outcomes that impact both operational effectiveness and employee engagement.



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# Digital Workplace Evolution

The “digital workplace” and the related “digital employee experience” have become increasingly mainstream concepts, although not always necessarily with those labels applied.

Anecdotally, we’ve seen many organizations realize the importance of investing in tools that support remote working and collaboration. They are also focusing on a strong employee experience by ensuring these tools are accessible through a cohesive, integrated environment with the needs of employees at the center.

This trend has also been reflected in responses to the survey from previous years. But we also know habits, trends, perception and attitudes can change very quickly. We wanted to see overall whether the digital workplace and attitudes toward it are evolving and what the future may hold.

## The priority placed on the digital workplace is returning to pre-pandemic levels

During the COVID-19 pandemic, perceptions of the digital workplace as an organizational priority rose significantly. In 2020, just as the pandemic was emerging (with most answers provided pre-pandemic), 56% of respondents regarded the digital workplace as “extremely important” or “very important.” By 2021, this had increased significantly to 77%, although in 2022 this dropped to 72%. At the time we suggested that this decrease could be a blip or be the start of a trend where the prioritization placed on the digital workplace returns to pre-pandemic levels.

In 2023, priority levels dropped for the second year running, with 63% of respondents regarding the digital workplace as a “critical priority” or “high priority.” This dip may be partly due to a change in the way we described the choices in the survey (with “extremely important” equating to “critical priority”).



However, it may also confirm our hypothesis that we are returning to a level of prioritization placed on the digital workplace similar to before COVID-19. This may be due to several factors, including more people returning to the office, as well as the digital workplace being well established and other initiatives taking precedent.

The results also indicate that overall opinions about the digital workplace have shifted. The proportion of organizations regarding the digital workplace as a “low priority” or “not a priority” has not returned to the level it was before the pandemic. In 2023 this was 6% (down 2% from last year) and less than a third of the pre-pandemic level of 19%, which was recorded in 2020.

**Figure 1: How does the digital workplace rank in terms of your organization's priorities?**

Answer	2019	2020	2021	2022	2023
Critical or high priority (Extremely or Very important)	48%	56%	77%	72%	63%
Moderate priority (Important)	29%	25%	17%	20%	32%
Low priority or not a priority (Slightly or not important)	23%	19%	6%	8%	6%

SOURCE: REWORKED / SMG STATE OF THE DIGITAL WORKPLACE REPORT 2023

Answer	2023
Critical priority	16%
High priority	47%
Moderate priority	32%
Low priority	5%
Not a priority	1%



## The digital workplace is a work-in-progress for most

Each year we ask respondents about the maturity of the digital workplace, both to ascertain the extent they feel there is more work to be done, and also understand how it matches perceptions of importance. The pandemic accelerated the development of the digital workplace across most organizations, but we also wanted to see if perceptions were changing as we leave the upheaval of the pandemic behind.

In our 2023 responses, perceptions of digital workplace maturity have remained similar to last year. Just over a quarter of respondents (27%) report that their digital workplace is “at a mature phase,” up only 1%. Those declaring their workplace to be “at an early stage,” have only risen by 2% to 27%. Meanwhile, only 2% of organizations say they have “not yet started” their digital workplace journey.

These numbers confirm two things. First, that the digital workplace is still a work-in-progress for the large majority of organizations (73%), but also that perceptions of maturity have not changed a great deal since the start of the pandemic. While collectively it might feel like we have made progress since 2020, with new technologies like ChatGPT arriving, there are always new opportunities to improve the digital workplace as well as new tools to introduce. Our expectations of what can be achieved has perhaps also grown. It may be that the perception of the digital workplace as a “work-in-progress” is more to do with a feeling that the changes in digital workplace technology are currently outpacing the rate of actual changes within an organization's digital workplace; however, it doesn't necessarily mean no progress is being made. The goal posts just keep on shifting.



**Figure 2: How do you rate the maturity of your organization's digital workplace?**

Answer	2019	2020	2021	2022	2023
At a mature phase	14%	22%	29%	26%	27%
About mid-way	25%	36%	40%	45%	43%
At an early phase	42%	33%	28%	25%	27%
Not yet started	16%	5%	2%	3%	2%
I'm not sure	3%	3%	1%	1%	1%

SOURCE: REWORKED / SMG STATE OF THE DIGITAL WORKPLACE REPORT 2023

### More organizations continue to formalize approaches

Over the course of seven years since the start of our annual survey, there has been a growing awareness of the digital workplace with many organizations choosing a formal approach to implementation through defined strategies, programs and projects. The proportion of organizations saying they have a formal approach to the digital workplace has almost doubled from 46% in 2017 to 89% in 2023. This figure has remained relatively stable for the past three years, growing modestly each year from 84% in 2021.

However, the majority of organizations still clearly feel that programs have room to evolve. Only 39% believe their strategy or program is “well-established,” a similar figure to the 38% from last year. Meanwhile the proportion of organizations saying that they are still at the “earlier stages” or the approach is “embedded within other initiatives” has increased very slightly 48% to 50%.

These results align with the perceptions of maturity already mentioned that both remain relatively static and show most believe their digital workplace has more work to do.



**Figure 3: Do you feel your organization has an established digital workplace strategy or program? Seven-year trend.**

Answer	2017	2018	2019	2020	2021	2022	2023
Yes	46%	54%	65%	72%	84%	86%	89%
No	54%	46%	35%	28%	16%	14%	12%

SOURCE: REWORKED / SMG STATE OF THE DIGITAL WORKPLACE REPORT 2023

**Figure 4: Do you feel your organization has an established digital workplace strategy or program?**

Answer	2021	2022	2023
Yes, it is well established	39%	38%	39%
Yes, but it is still at the earlier stages	25%	29%	27%
Yes, but it is embedded within other strategies and initiatives	21%	19%	23%
No, but we plan to implement one in the next year	9%	5%	4%
No, but we are considering it	4%	4%	3%
No, not at the moment	3%	5%	3%
Don't know	0%	1%	0%

SOURCE: REWORKED / SMG STATE OF THE DIGITAL WORKPLACE REPORT 2023



## The majority of organizations are at the earlier stages of investment

While perceptions lean toward less digital workplace maturity, we wanted to ascertain if these perceptions carried over to the actual deployment of core components of the digital workplace.

Last year we saw a significant shift in results, with the proportion of organizations saying their digital workplace was fully implemented falling from 31% to 11%. This year this has fallen again to 9%.

At the same time the percentage of organizations who told us they had not started, were building a business case, carrying out market research or still drawing up requirements has increased slightly, rising by 3% from 51% to 54%. This shows that the majority of organizations are still at the earlier stages of planning their investment in core digital workplace elements, validating the overall view that despite advances made during the pandemic, the digital workplace now has a long way to go in a greater proportion of organizations.



**Figure 5:** Considering your investment in the core elements of your digital workplace, which of the following options best describe the current state of your organization?

Answer	2020	2021	2022	2023
Not started / not active	8%	1%	6%	6%
Building a business case	14%	6%	15%	13%
Researching tools and trends	13%	8%	19%	22%
Developing / thinking our requirements	13%	11%	12%	13%
Researching vendors	2%	4%	3%	5%
Conducting an RFI or RFP	1%	2%	5%	8%
Purchases made, implementing now	9%	10%	9%	7%
Some implemented, some pending	25%	26%	19%	16%
Fully implemented	15%	31%	11%	9%

SOURCE: REWORKED / SMG STATE OF THE DIGITAL WORKPLACE REPORT 2023





# Priorities and Challenges

Change is a constant both within organizations but also the wider business climate. Hybrid working and the return to the office continue to be in a state of flux. Rising inflation and economic uncertainty are creating difficult decisions around investment. Recruitment and high employee turnover remains an issue. In addition, some sectors like technology are facing their own specific challenges. The power of AI also continues to accelerate at an incredible pace.

All these factors and more impact the digital workplace. As with previous years, we wanted to pinpoint the strategic priorities and the challenges that are coming into focus, and are likely to prevail over the next year.

## Digital workplace teams double down on automation, culture and literacy

Each year we ask organizations to list their top three digital workplace priorities with a set number of choices. Without fail, there are always a wider set of answers provided, showing that no two organizations and no two digital workplaces are exactly the same.

We also see some priorities rising in importance, and others diminishing. “Digitization, automation and process improvement” has consistently been a top priority over the past few years. This has risen from 26% to 32% and is the most popular answer for the second year running. The reason for this growth could be due to the greater opportunities presented by different platforms, as well as automation and process improvement being a likely focus in a difficult economic climate.



“Culture and change” has always been a key priority for digital workplace teams; in fact, it has been among the top five responses for the past four years of the survey. In 2023 it continues to be important, with a modest rise of 3% from 23% to 26%, making it the second most common digital workplace priority mentioned by respondents.

This rise corresponds with anecdotal evidence coming from organizations that suggest that many leaders and HR functions recognize the deliberate effort required to maintain a positive organizational culture in a hybrid working environment. Subsequently organizations are investing in events, communications, content, change management initiatives and even platforms that help nurture and reflect organizational culture.

A priority that has grown significantly in popularity is “Digital literacy and capability,” up from 15% to 26%, having already risen by 4% the previous year. Helping employees get the best out of the tools at their fingertips arguably supports the ROI of digital workplace tools, but also aligns with the priority placed on change management. (The topic of how digital literacy is actually delivered is covered later in the report.) This could also be a reflection of the onset of generative AI and the recognition that employees need new skills to not only work with it, but also general digital literacy to recognize its capabilities as well as its very substantial flaws.

Other priorities rising in popularity included “Governance, risk and compliance” (up to 12% from 8%) and “Enterprise service/app store,” up to 12% from 6%. Meanwhile there were some notable slips in the prioritization of some HR-related approaches including “Onboarding and training” (from 12% to 8%) and “Performance management” (from 14% to 8%). This may point to a worrying backsliding of EX, or it may simply be that HR processes in these areas are already established, and digital workplace teams are focusing on fresh areas.

Another area that has declined as a priority (because it is potentially already established) is “Team communication & collaboration/enterprise social,” down from 13% to 8%. Tools in this area were commonly rolled out during the pandemic and anecdotally we know they are often well adopted.

**Figure 6: What are your organization's top three digital workplace priorities?**

Answer	2021	2022	2023
Digitization, automation and process improvement	25%	26%	32%
Culture and change	22%	23%	26%
Digital literacy and capability	11%	15%	26%
Advanced analytics and decision support	21%	23%	24%
Employee lifecycle (HR-related software)	10%	14%	16%
Flexible working options	16%	18%	15%
Improving customer service	22%	11%	14%
Integrated digital workplace environment	26%	15%	14%
Governance, risk and compliance	8%	8%	12%
Enterprise service/app store	6%	6%	12%
Intelligence workplace (chatbots, AI, integrated workflows)	12%	10%	12%
Learning and development	18%	11%	11%
Knowledge management	13%	11%	10%
Project management	9%	11%	9%
Team communication & collaboration/enterprise social	16%	13%	8%
Performance management	6%	14%	8%
Onboarding and training	6%	12%	8%
Mobile services and adoption	5%	5%	7%
Supporting frontline workers	N/A	7%	7%
Supporting hybrid work/return to the office	N/A	9%	6%
Standardization of tools and processes	12%	9%	6%
Intranet effectiveness	9%	5%	6%
Ideation tools and platforms	2%	5%	6%
Starting a citizen development program	N/A	2%	5%
Search & information findability	9%	5%	4%
Unified communications and related tools	9%	4%	3%
Smart buildings (hot desking, location awareness)	5%	3%	3%
Workforce analytics	4%	4%	3%
Other	1%	1%	1%

SOURCE: REWORKED / SMG STATE OF THE DIGITAL WORKPLACE REPORT 2023

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Comparing the strategic priorities of organizations with mature and non-mature digital workplaces reveals some differing priorities. It's important to note that the agenda items for these two groups are not wholly different. Three of the top five priorities for each group are the same (Digital literacy and capability, Advanced analytics and decision support, Digitization, automation and process improvement) and for some areas the proportion of respondents mentioning them are relatively similar. For example, 29% of the mature group mention “Digitization, automation and process improvement” compared to 33% of the non-mature group.

However, it is worth noting that the mature group tends to prioritize advanced digital workplace management practices compared to the non-mature group. 32% of the mature group mentioned “Advanced analytics and decision support” compared to 22% of the non-mature group. Similarly, 33% of the mature group were focusing on improving “Digital literacy and capability” (their top answer) compared to 23% of non-mature organizations. This may be because the more mature group feels they can focus more on these areas to make a difference.

Correspondingly, the non-mature group were more likely to focus on “Culture and change” (30%) compared to the mature group (18%). It's hard to pinpoint exactly why this is but it might be that organizations with digital maturity have already tackled some of the cultural and change management challenges that arise, particularly relating to hybrid working at scale.

We also compared the priorities of organizations of different size bands. Here there was actually a relatively consistent level of importance attributed to different priority areas, although there were some notable differences. The most striking of these was in regards to “Digital literacy and capability” which was more frequently mentioned by smaller companies with less than 1,000 employees (31%) compared to only 10% of large organizations with more than 10,000 employees. Another notable anomaly was that large organizations were much more likely to mention “Integrated digital workplace environment” than smaller companies (24% compared to 12%).



**Figure 7: Top five priorities of mature and non-mature organizations**

Priority	Mature Group	Non-mature group
1	Digital literacy and capability	Digitization, automation and process improvement
2	Advanced analytics and decision support	Culture and change
3	Digitization, automation and process improvement	Digital literacy and capability
4	Integrated digital workplace environment	Advanced analytics and decision support
5	Employee lifecycle (HR-related software)	Improving customer service

SOURCE: REWORKED/SMG STATE OF THE DIGITAL WORKPLACE REPORT 2023

## Constrained budgets are keeping digital workplace teams awake at night

As well as the top strategic priorities for the digital workplace, we also asked about the top three associated challenges for the next year or so. What's keeping digital workplace teams awake in the middle of the night?

This year there is an increase in the proportion of those listing “budget constraints” as a top three challenge, rising from 29% to 40%. While budget has always been nearly or the most popular challenge mentioned, we were mildly surprised to see the size of the leap, especially as the proportion of respondents mentioning budgetary challenges remained static the last two years. The leap seems likely to be caused by continued difficult economic circumstances fueled by global events such as the war in Ukraine, high inflation and a world still recovering from the full impact of COVID-19.

Similar to last year, budget constraints were also mentioned more frequently by smaller organizations who cannot benefit from economies of scale. It was a top challenge for 44% of organizations with under 1,000 employees but only mentioned by 31% of organizations with more than 10,000 employees.



The second most-cited challenge, “Competing initiatives or departments,” also rose sharply, mentioned by 28% of respondents, up from 14%. This suggests a lack of digital workplace governance, and could reflect more organizations transitioning from tighter control over their digital workplace to a situation where local stakeholders have more autonomy in the digital tools they introduce. Unsurprisingly, this was slightly more of a problem for large companies (30%) compared to smaller companies (26%).

The third most mentioned answer was “digital workplace adoption,” an answer that perennially is mentioned as a top-level challenge. This has been rising gradually over the past four years — up from 15% in Q3 2020. This may be a reflection of a drop-off in the use of digital workplace tools as more people return to the office.

Meanwhile it appears that working patterns are stabilizing. Those declaring the “Return to the office” as a top challenge have reduced from 13% to 8%, with a similar fall for “Moving to agile/hybrid working” (12% to 5%).



**Figure 8: What are your organization's three biggest digital workplace challenges?**

Challenge	2020	2021	2022	2023
Budget constraints	41%	30%	29%	40%
Competing initiatives or departments	24%	18%	14%	28%
Digital workplace adoption	15%	16%	19%	22%
Lack of change management	9%	13%	14%	20%
Lack of digital literacy among employees	13%	14%	16%	17%
Lack of cross-departmental collaboration	16%	15%	17%	16%
Limitations of current platforms/technology	19%	19%	16%	15%
Disconnected workforce	10%	15%	16%	15%
Lack of strategic direction	11%	17%	12%	15%
Measuring digital workplace success/impact	18%	14%	11%	13%
Lack of executive support	5%	13%	9%	12%
Staffing shortages/hard to fill digital workplace roles	N/A	N/A	13%	11%
Organizational culture	24%	18%	11%	11%
Limited employee data accessibility	4%	11%	13%	11%
Lack of digital workplace governance	8%	8%	12%	9%
Limited cross-functional alignment	10%	13%	11%	9%
Return to the office	N/A	N/A	13%	8%
Limited technical expertise	8%	6%	12%	8%
Proliferation of applications/Shadow IT	8%	12%	11%	8%
Siloed systems and data	26%	13%	8%	8%
Limited operational processes	3%	11%	10%	6%
Moving to agile/hybrid working	12%	12%	12%	5%
The chaos of organic evolution	12%	8%	6%	5%
Other	6%	2%	1%	1%

SOURCE: REWORKED / SMG STATE OF THE DIGITAL WORKPLACE REPORT 2023

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We also wanted to check whether the challenges faced by digitally mature and non-mature organizations were similar. Here, four of the top five challenges were the same. Moreover, the proportion of organizations mentioning individual challenges across both groups was broadly similar across the majority of challenges listed. However, there were some notable differences.

“Budget constraints” was mentioned by a significantly greater proportion of non-mature organizations (45%) compared to the mature group (28%). It was the top challenge mentioned by the non-mature group as well as the challenge with the highest level of divergence across both groups. The fact that non-mature groups are experiencing more budgetary challenges than their mature counterparts may be because they need to spend more as they have more work to do, or because the mature group’s digital workplaces are generally better funded.

Other challenges where the proportions mentioning them differed across both groups included “Competing initiatives and departments” (33% mature, 26% non-mature) and the “Proliferation of applications/Shadow IT” (14% mature, 6% non-mature).

**Figure 9: Top five challenges of mature and non-mature organizations**

Challenge	Mature Group	Non-mature group
<b>1</b>	Competing initiatives or departments	Budget constraints
<b>2</b>	Budget constraints	Competing initiatives or departments
<b>3</b>	Digital workplace adoption	Digital workplace adoption
<b>4</b>	Lack of change management	Lack of change management
<b>5</b>	Disconnected workforce	Lack of cross-departmental collaboration

SOURCE: REWORKED / SMG STATE OF THE DIGITAL WORKPLACE REPORT 2023





## Budgets are under pressure in digitally immature organizations

With “budget constraints” seeing such a significant leap in those declaring it a top challenge, it was useful to be able to dig deeper and find out about how budgets are being impacted.

When we asked respondents how they expect digital workplace budgets to change over the next year, we were expecting more to indicate that their budgets are being reduced. However, the proportion of respondents reporting a reduction in budget has hardly changed since 2022. Those telling us their budget is constrained and they have had to scale back remains at 11% while those telling us their budget is severely constrained with funding on hold has only risen from 3% to 4%.

Actually, in total, more budgets are going up rather than down. Thirty-eight percent of respondents told us their budget is increasing, an increase from 26% last year. Meanwhile 47% of budgets are staying the same, although of these, 21% are reprioritizing different investments, suggesting that there are potentially some challenges and compromises to make.

Comparing the responses of those with a mature digital workplace and those without correlates with our findings that the non-mature group are far more likely to mention “Constrained budgets” as a top challenge. The mature group are twice as likely to have a budget that is increasing compared to the non-mature group (60% compared to 30%) and are also less likely to have a budget that is “constrained” or “severely constrained” (7% compared to 18%).

The different responses from mature and non-mature respondents appears to be part of the reason why there are slightly conflicting results in the survey relating to budgets — overall, more organizations citing constrained budgets as a challenge, but also a greater proportion of digital workplace budgets that are actually increasing.



**Figure 10:** How do you expect your budget for Digital Workplace investment to change over the next year?

Year	2021	2022	2023
Budget is increasing as we invest in upgrading digital workplace infrastructure	29%	26%	38%
Budget is staying the same, and we are continuing with planned investments	31%	33%	26%
Budget is staying the same, although we are prioritizing different investments	24%	26%	21%
Budget is constrained: We've had to scale back and reprioritize	13%	11%	11%
Budget is severely constrained: Funding is on hold until market situation improves	3%	3%	4%

SOURCE: REWORKED / SMG STATE OF THE DIGITAL WORKPLACE REPORT 2023



# Technologies and Tools

Effective tools and technologies are critical to the overall success of any digital workplace, and even digital employee experience. One poor tool experience can not only reduce the impact of a platform, but also influence perceptions about the value of other parts of the digital workplace.

Expectations about what a digital workplace can and should deliver also don't stand still. Stakeholder and user expectations are shaped by our technology experiences outside work, as the art of the possible shifts. Perceptions of effectiveness are also influenced by what we need to do. Over the past four years we've seen perceptions of tool effectiveness rise, particularly as the digital workplace has responded to the challenges of the digital workplace. As employees return to the office and hybrid working is normalized, are the tools we use still fit for purpose?

## Fewer tools are 'working well' and more 'need work'

Each year we ask about the importance of individual digital workplace technologies and then their relative effectiveness. This year there are two main observations to make.

The first is a common characteristic that we observe each year — the continuing disconnection between the levels of those declaring a technology or tool to be “very important” and those observing it as “working well.” The gap between importance and effectiveness is more pronounced in some tools; for example, 61% believe “document management” is “very important” but only 35% think it is working well.

This continuing disconnect is likely down to a combination of overambitious expectations and obvious room for improvement in all tools across the digital workplace. Technologies and tools are clearly not reaching their full potential.



The second observation is a modest decrease in the perception of effectiveness of tools — the first time this has happened in five years. Overall, seven out of 10 tools were rated as being less effective last year. Removing email which tends to be an outlier, the average percentage of those saying tools are “working well” fell from 33% in 2022 to 20% in 2023. Correspondingly, the average percentage of those saying tools “needs work” rose from 20% to 24%. However, this is still much lower than the 2019 statistics when 52% said that tools needed work, indicating that considerable progress in effectiveness has been made over the course of the pandemic.

Why has there been a decline in perceptions of effectiveness? The fall is modest, so it could just be a blip, but it also may be due to both a failure to fully support hybrid working as well as shifting perceptions of what a digital workplace should be able to do.

**Figure 11: Average perceptions of effectiveness of digital workplace tools (minus email)<sup>1</sup>**

Answers	Working well	Satisfactory	Needs work
2019 average response rates	13%	35%	52%
2020 average response rates	26%	44%	30%
2021 average response rates	33%	43%	24%
2022 average response rates	33%	47%	20%
2023 average response rates	30%	46%	24%

<sup>1</sup> Note that the average scores for 2019 and 2020 have been recalculated to take into account the removal of “Not applicable” responses.

SOURCE: REWORKED/SMG STATE OF THE DIGITAL WORKPLACE REPORT 2023

Among the results there were some noteworthy trends relating to individual tools.

“Personal productivity tools” was another area where there was declining confidence. The proportion of respondents saying these were “very important” fell by 9%, and those saying they were “working well” declined by 8%.



Knowledge management is regarded as an important area with 59% of organizations declaring it “very important,” up 1% from last year and making it the second most important technology or tool. However, respondents are less confident that knowledge management tools are truly delivering the goods. Only 28% of respondents rate it “working well” — making it only the fourteenth rated tool in terms of effectiveness, and down from 33% last year. Meanwhile 25% of respondents say knowledge management “needs work.”

One surprise is that there wasn’t a great change in those rating the importance of AI, machine learning and automation. Fifty-three percent of organizations rate it as “very important” — up just 2% from 51%, while those declaring it “not important” reduced by just 2% to 10%. Meanwhile, those saying AI is “working well” reduced from 40% to 36% and those saying it “needs work” fell slightly from 23% to 21%. With the likely impact of ChatGPT still to be felt, the figures for 2024 will make fascinating reading.

There was one tool that seemed to perform well again this year. Email often divides opinion but it’s also the great survivor of the digital workplace. Most IT departments and communicators want to reduce reliance on email, although they don’t always follow through with actions that will actually make a difference.

In our 2023 survey there is no indication that our collective reliance on email is loosening. In the ratings of importance it is the third most important tool with 58% of respondents declaring it “very important.” It is also the most highly rated tool in terms of effectiveness, with the highest proportion of respondents declaring it as “working well” (46%), significantly in front of the second most effective tool (AI/Machine Learning/automation on 36%). If we’re looking for evidence that our collective email habits are changing, these results don’t provide that.



**Figure 12:** How important do you consider the following digital workplace technologies?

Question	Very Important	Somewhat Important	Not Important
Document management	61%	36%	3%
Knowledge management	59%	36%	5%
Email	58%	36%	6%
HR portal and related self-service	56%	36%	7%
AI/Machine Learning/automation	53%	37%	10%
Unified communications	53%	40%	7%
Group chat/Team collaboration tools	52%	42%	6%
Forms and workflow	49%	42%	8%
E-learning/Microlearning	48%	46%	5%
Community and social platform	48%	47%	6%
Intranet/Employee portal	47%	47%	6%
Enterprise service center (Helpdesk, Travel, etc.)	45%	45%	10%
Personal productivity tools	45%	48%	7%
Mobile enablement	40%	47%	12%
External collaboration tools	39%	53%	8%
Mobile apps for frontline workers (e.g. Blink, Speakap, Staffbase)	38%	44%	18%
Integrated task centers	37%	52%	11%
Enterprise search	34%	55%	12%
Ideation management	33%	55%	13%
Microservices/Aggregator services	32%	47%	21%

SOURCE: REWORKED / SMG STATE OF THE DIGITAL WORKPLACE REPORT 2023



**Figure 13:** Please rate the effectiveness of your organization's digital workplace tools.

Answer	Working well	Satisfactory	Needs work
Email	46%	40%	15%
AI/Machine Learning/automation	36%	43%	21%
Document management	35%	38%	26%
HR portal and related self-service	35%	44%	21%
Mobile apps for frontline workers (e.g. Blink, Speakap, Staffbase)	34%	43%	22%
Group chat/Team collaboration tools	33%	52%	15%
Microservices/Aggregator services	30%	45%	25%
Enterprise service center (Helpdesk, Travel, etc.)	29%	47%	24%
Integrated task centers	29%	44%	27%
Ideation management	29%	41%	30%
External collaboration tools	29%	47%	25%
Unified communications	28%	47%	25%
Enterprise search	28%	46%	26%
Knowledge management	28%	47%	25%
E-learning/Microlearning	27%	48%	24%
Forms and workflow	27%	47%	26%
Intranet/Employee portal	27%	46%	28%
Personal productivity tools	26%	54%	20%
Mobile enablement	26%	49%	25%
Community and social platform	26%	56%	18%

SOURCE: REWORKED / SMG STATE OF THE DIGITAL WORKPLACE REPORT 2023



## A digital workplace needs to reach maturity for tools to be more effective

Each year we also track the impact of digital workplace maturity on the effectiveness of tools by comparing the answers from digitally mature and less mature organizations. As in previous years, there is a strong correlation between maturity and how well the tools are perceived to be working. Across all 15 technologies and tools mentioned in the survey, the mature group shows a greater proportion of organizations considering that tool “working well” and a smaller proportion saying it “needs work.”

For some tools the differences are considerable. For example, 52% of the mature group say their “Unified communications” is working well, compared to only 19% of the non-mature group. Meanwhile 32% of the non-mature group say this area needs work compared to just 9% of the mature group. This pattern is repeated across multiple tools including “AI, Machine learning and automation” and “E-learning/Microlearning.” Even in highly mature tools like email there is a marked difference with 56% of the mature group saying it “works well” compared to 42% in the non-mature group.

This correlation sends a strong message that a mature digital workplace has real world benefits, and that it takes time for different technologies and tools to be effective. By allowing sufficient time for usage to become embedded and putting the right management practices in place, the digital workplace can start to deliver more value.





**Figure 14: The effectiveness of digital workplace tools: digital workplace maturity impact<sup>2</sup>**

Answer	Working well		Needs work	
	Mature	Not mature	Mature	Not mature
Email	56%	42%	5%	18%
Mobile apps for frontline workers	55%	25%	14%	26%
AI/Machine Learning/automation	55%	27%	8%	27%
Document management	53%	29%	9%	33%
Unified communications	52%	19%	9%	32%

<sup>2</sup> This covers the top five tools ranked “Working well” by the Mature group.

SOURCE: REWORKED/SMG STATE OF THE DIGITAL WORKPLACE REPORT 2023



# Ownership

The question of which part of the organization owns the digital workplace has always been less straightforward than it might seem. Does the technology function own it? Or do different departments own different parts? And who gets to make the investment decisions? Arguably, the question of who owns employee experience is even more confusing.

As in previous years, we wanted to find out where the center of gravity lies in terms of the digital workplace and who is influencing its direction.

## Business leaders are having more say in technology investments

Each year in the survey we ask which function makes digital workplace technology purchase decisions in the organization, a question that perhaps most accurately indicates who has the most influence over the digital workplace. Respondents can indicate more than one option if they wish. The resulting pattern, which we've consistently seen over the years, is that more than one function is making the buying decisions for digital workplace tools.

This year there is a clear trend of the decline in IT making investment decisions — down from 54% to 45%, while there has been a modest increase in the proportion of respondents saying the C-suite is deciding on investments, up from 42% to 45%. Those mentioning Knowledge Management, HR or a specific Digital or Digital Workplace group have also increased.

This is the first year that IT has not stood alone as the most popular response, putting it on the same level as business leaders. While it is too early to tell if this is a blip, it could be an indication that business leaders are taking a more strategic view of investing in the digital workplace, which is to be encouraged.



Comparing the responses from organizations with mature and less mature digital workplaces finds the C-Suite significantly more likely to be making technology purchase decisions in the former (75% compared to 41% of the non-mature group), a likely reflection of the strategic importance placed on the digital workplace. In the non-mature group, the IT function is more likely to be having the final say on purchases (47% compared to 40%).

**Figure 15: Who makes digital workplace technology purchase decisions in your organization?**

Answer	2020	2021	2022	2023
C-Suite/Executive	42%	49%	42%	45%
Information Technology Department	48%	61%	54%	45%
Knowledge Management	10%	11%	16%	20%
Human Resources	23%	21%	18%	20%
Digital Group or Digital Workplace	15%	25%	15%	20%
Corporate Communications	16%	12%	13%	14%
Innovation or Business Transformation	16%	12%	16%	14%
Line of Business/Department level	18%	16%	13%	12%
Operations department	18%	16%	11%	10%
Other	3%	2%	1%	1%

SOURCE: REWORKED / SMG STATE OF THE DIGITAL WORKPLACE REPORT 2023



## HR is increasing its influence on employee experience

Employee experience is now a relatively common concept in organizations, but to date, no one function has really assumed ownership of it. Over the last four years of this survey we've asked respondents which function owns employee experience, and up to last year perceptions have changed little. The two most commonly cited functions have been HR and IT, both with 23% of respondents attributing ownership last year.

However, this year more organizations say that HR owns employee experience, up 3% to 26%, suggesting HR is increasing its influence in this area. At the same time, the proportion of those saying IT own employee experience has reduced from 23% to 15%, a statistic that mirrors the fall in IT functions having a say in digital workplace investments. Other functions mentioned as owning employee experience include the C-suite (15%) while 7% say that there is mixed ownership across different functions, with a further 7% saying “everyone” owns employee experience.

It is hard to fully explain why HR is now more clearly the organization associated with employee experience and IT is less so. However, it may suggest the formalization of employee experience as a term that is being used in strategies and communications from the HR function, potentially in relation to hybrid working.

Digging deeper into the data, we found the statistics were broadly similar across organizational size bands, although smaller companies were more likely to attribute employee experience to HR. However there were some more notable differences between the responses between digitally mature and non-mature organizations. In the mature group, the C-suite are far more likely to own “employee experience” than the non-mature group (28% compared to 10%) suggesting that leadership is actively working with the concept, which may also explain a more enlightened view of and focus on the digital workplace. At the same time the non-mature group are more likely to have HR as owning employee experience (28% compared to 20%).



It's tempting to conclude that in organizations at an earlier stage of digital maturity, employee experience is still a concept mainly used by HR, but in those with more advanced maturity it has also now been embraced by leadership.

**Figure 16:** Which function owns 'employee experience' in your organization?

Answer	2020	2021	2022	2023
Human Resources	19%	22%	23%	26%
Information Technology Department	12%	22%	23%	15%
C-Suite/Executive	14%	15%	13%	15%
Knowledge Management	4%	4%	7%	10%
Mixed ownership across departments	13%	12%	7%	7%
Everybody owns employee experience	11%	5%	8%	7%
Corporate Communications	5%	3%	4%	6%
Digital Group or Digital Workplace	5%	7%	5%	6%
Line of Business or Department	3%	3%	4%	3%
Innovation or Business Transformation	4%	4%	2%	2%
Don't know/No one	0%	3%	2%	2%
Other	1%	2%	1%	0%

SOURCE: REWORKED / SMG STATE OF THE DIGITAL WORKPLACE REPORT 2023



# Managing the Digital Workplace

How different teams manage the digital workplace will have a major impact on success, particularly when it comes to improvement and adoption. We wanted to explore management practices in more detail across two important areas for digital workplace teams — measurement and digital literacy.

## You need a multi-faceted approach to measuring the digital workplace

Anecdotally, measurement is often an area where digital workplace teams feel they need to improve. This is certainly borne out by responses to the survey; “advanced analytics and decision support” is consistently one of the highest ranked strategic priorities identified by digital workplace teams, this year being our third most popular choice.

As with previous years, we wanted to get a sense of how teams are measuring the digital workplace and whether there are any clues to the effectiveness of their approaches.

In general, there doesn't seem to be many general patterns evident in terms of the metrics used. Some metrics have risen in popularity this year, while some have fallen. And looking back over the results over four years, there are some metrics that fall and rise in popularity each year.



Some types of metrics are consistently popular. “Employee engagement metrics/surveys” has been the most common metric used over the past four years, while “Business case/ROI” and “Customer satisfaction metrics” have also been commonly used. However, some metrics that we might expect to be more frequently used appear to be in decline. “Employee satisfaction metrics” including NPS also continue to be commonly used, despite falling from 33% to 28%. One welcome trend was that the number of organizations saying they simply don’t measure remained relatively low at 7%, the same proportion as last year.

As we observed last year, it’s perhaps easiest to conclude that there is a lack of consensus about how to measure the digital workplace, and that a multi-faceted approach to measurement covering different aspects of the digital workplace is required to capture its complexity.

We also compared the answers from digitally mature and less digitally mature organizations. This reveals that the mature group is measuring more than the less mature group; for every metric we listed except “increased revenue,” an equal or greater proportion of the mature group are using that metric. For example, 46% of the mature group are using “customer satisfaction metrics” compared to 36%, while 24% of the mature group are measuring user adoption rates compared to 13% of the non-mature group. Non-mature organizations are also more likely not to be using any metrics to measure digital workplace improvement, with 9% compared to 2%. A clear picture emerges that digitally mature organizations are more likely to be more active in measuring the digital workplace.



**Figure 17: Which metrics does your organization use to measure the success of digital workplace improvement efforts?**

Answer	2020	2021	2022	2023
Employee engagement metrics/surveys	38%	46%	39%	46%
Customer satisfaction metrics	34%	39%	35%	39%
Business case/ROI	22%	31%	25%	28%
Employee satisfaction metrics (e.g. eNPS, etc.)	25%	29%	33%	28%
Increased efficiency/time saved	35%	40%	29%	28%
Employee turnover rate (ETR)	20%	21%	28%	24%
Increased revenue	22%	21%	17%	19%
User performance (task testing)	20%	22%	25%	18%
User adoption rates/Application monthly active users (MAUs)	20%	22%	19%	16%
Related reduction in use of other channels (e.g. calls, email)	12%	17%	17%	13%
Other analytics/reporting	19%	17%	12%	12%
Gamification analytics	6%	8%	9%	10%
We don't use any metrics to measure digital workplace success	17%	10%	7%	7%
Don't know	N/A	N/A	3%	2%
Other	1%	1%	1%	1%

SOURCE: REWORKED / SMG STATE OF THE DIGITAL WORKPLACE REPORT 2023





## Digital literacy grows in importance with increased e-learning

Having digitally skilled and confident employees is a priority for many organizations, particularly as new roles and opportunities emerge due to advances in technology such as AI. For digital workplace teams, digital literacy has always been regarded as important and is frequently part of the change management and support efforts involved in rolling out digital workplace tools. Increasing the digital dexterity of employees helps to drive adoption and generates value.

In 2023 it seems as important as ever. This year we've seen a growth in the proportion of organizations declaring "increasing digital literacy" as a strategic objective (up 11%), so this is a growing area of focus.

We also asked specifically about the methods used to increase digital literacy and improve the use of tools. Over the past three years, the methods deployed have remained very consistent, with the top four answers of 2023 (E-learning, Self-help resources, Digital communications and Embedded training within applications) also being the same top four for both 2021 and 2022.

There have been some intriguing fluctuations. E-learning has increased by 6% to 63% and is again the most prevalent method. "Embedded training within applications" has also increased from 8% to 44%. With "self-help resources" continuing to be popular at 42%, this suggests an overall growth in self-serve approaches to learning that people can use to increase their digital skills when working remotely.

Interestingly, despite the return to the office, there has been only a modest increase in classroom-based training, up to 24% from 21%. The use of printed material — more likely to be used within the office — has also reduced by 3% to 16%.



There has been a decrease in the use of digital communications by 9% from last year to 29%, while the proportion of organizations reporting lunch and learns has increased modestly from 14% to 17%. This might suggest a move from more formal communications that are part of a roll-out or change program to a more informal and ongoing support found in “business-as-usual,” perhaps indicating some programs have come to an end.

However, the proportion of formal digital literacy programs has risen very slightly from 11% to 12%. This is still relatively low, indicating that digital literacy is more likely to be embedded in the local change management and adoption efforts across different product and support teams, rather than in one overarching program. It may also be that budget restrictions have led to an overall reduction in learning and development efforts.

Comparing responses from mature and non-mature digital workplaces does not show huge differences in approaches to digital literacy. However, as expected, mature digital workplaces with more advanced tools are more likely to have embedded training within applications (57% to 39%). There are also some indications that mature organizations have a more advanced approach to digital workplace change management with more likely use of digital communications (34% to 25%) and also having a fully-blown digital literacy program (21% compared to 8%). Meanwhile non-mature organizations were more likely to use senior management setting an example (23% compared to 16%).

It’s also worth remembering that some organizations still have a less enlightened view of digital literacy. As one respondent amusingly commented “*There is no formal program or interest in adoption, management is still deciding if this email fad is going to stick.*”



**Figure 18: What methods are you using to raise digital literacy and improve use of tools across the digital workplace?**

Answer	2020	2021	2022	2023
E-learning	53%	61%	57%	63%
Embedded training within applications (online help, videos, etc.)	28%	36%	36%	44%
Self-help resources including video	40%	44%	42%	42%
Digital communications	38%	42%	38%	29%
Traditional classroom training	29%	18%	21%	24%
Local champion network/Peer to peer	26%	30%	24%	22%
Senior management lead by example	26%	26%	20%	21%
Expert support community	19%	25%	22%	18%
Lunch and learn sessions or equivalent	26%	23%	14%	17%
Printed materials	21%	14%	19%	16%
Gamification	5%	7%	12%	12%
Formal 'digital literacy' program	12%	18%	11%	12%
Paired learning/buddy system	13%	15%	14%	12%
Drop-in clinics/Genius bars	13%	10%	9%	8%
Other	2%	1%	2%	1%

SOURCE: REWORKED / SMG STATE OF THE DIGITAL WORKPLACE REPORT 2023



# The Impact and Evolution of Hybrid Work

The pandemic acted as a powerful catalyst to the development of remote and hybrid work at scale, in turn driving the rapid advancement of the digital workplace within many organizations. Arguably, we're still in a state of change, with working patterns still evolving and hybrid work being established, although many organizations have settled into a pattern.

However, we wanted to get a better sense of whether events have stabilized, as well as the likely working patterns we're going to see in the longer term.

## Remote working has had a profound impact on working life, both positive and negative

Remote working is a profound change to the world of work and has had a range of consequences for individual employees, teams and organizations. We wanted to ascertain where most change is being felt, whether the changes were regarded as broadly positive or negative, and whether they were temporary or for the long term.

We asked respondents about how their organization had changed as a result of remote and distributed work, with a series of areas of positive changes. We also asked about the relative pain points.



From the responses given, two high-level observations can be made. Firstly, remote working has definitely had an impact. Only 4% of organizations told us they had not experienced any of the changes we asked them about. Secondly, the impact of remote work is both positive and negative, and the experience of remote work appears to vary from organization to organization. For example, 37% of organizations report a positive increase in work life balance from remote working, but 27% report a negative impact with employees actually working more hours. And this doesn't need to be either/or, as it is possible that organizations are experiencing both trends with different sets of employees.

There are definitely some positive outcomes reported from remote working that are being felt both at the organizational and individual level. Forty-two percent of organizations are experiencing increased adoption of technology, 37% are still reporting an increased work/life balance and 39% report increased productivity. For many, the choice to continue with hybrid and remote work appears to be paying dividends.

Despite these headline benefits, hybrid working causes some very pragmatic challenges. One of the most significant of these challenges is maintaining the interaction within different teams and departments, with 38% reporting they are experiencing a “Lack of informal/spontaneous interaction between employees/teams.” This can also have a negative impact on organizational culture. Employee onboarding — which was previously mainly done in-person — is also mentioned as a key pain point by 26% of respondents.

There are also some specific challenges mentioned including our overreliance on online meeting solutions with 36% reporting “Zoom/video conferencing fatigue,” the second most popular answer. Other issues reported include lack of ergonomic or home office equipment (16%) and disruptions caused by a lack of childcare (15%).

One potential byproduct of hybrid work is changes to organizational culture over time, caused by people no longer working together face-to-face every day.



Here, survey responses seem to suggest that this is producing more challenges than positive benefits. Twenty-seven percent of organizations told us it was harder to maintain organizational culture — a trend also reflected in “Culture and Change” being the most popular strategic challenge mentioned by organizations.

In general, fewer organizations report experiencing what might be regarded as positive cultural change brought around by the pandemic; 24% reported a “flattening of hierarchy” and 19% reported “increased cross-department collaboration.” Those stating that there has been “Increased empathy for co-workers” have significantly declined, from 35% in 2021 to only 16% in 2023. It seems that the sense of community and cohesion that some of us experienced with our colleagues during the pandemic has not been as long-lasting as we may have hoped for. However, at the same time, there doesn’t seem to be an increase in tension; only 12% of organizations report “increased hostility” between employees.

With deeper analysis of the data comes some interesting trends. Segmenting and comparing results between mature and non-mature organizations reveals that the former group were more likely to have perceived a positive change from remote work adoption. Across nine out of 10 benefits listed (excluding “Not applicable” and “We have not experienced any changes”) more of the mature group report a positive change than the non-mature group.

On some of these areas of benefit, the difference is pronounced; for example, 58% of the mature group report improved productivity compared to 32% of the non-mature group. This is also true for some cultural areas; 23% of the mature group have seen increased empathy for co-workers compared to 14%. However, a higher proportion of the non-mature group has seen a flattening of hierarchy, with 25% compared to 21%.

However, some pain points were felt less sharply by non-mature organizations. For example, mature organizations were more likely to experience Zoom fatigue (40% compared to 35%), and also “increased hostility/conflict between coworkers” (20% to 9%).



**Figure 19:** Has your organization changed in any of the following ways as a result of remote/distributed work adoption?

Answer	2021	2022	2023
Increased employee interaction through technology tools (e.g. Slack, Teams)	46%	49%	42%
Increased productivity	44%	33%	39%
Increased work/life balance	38%	40%	37%
Increased employee satisfaction/engagement	31%	25%	30%
Increased employee health and wellness	24%	22%	25%
Flattening of hierarchy	14%	19%	24%
Decrease in bias in team/meeting interactions	15%	22%	22%
Increased cross-department collaboration	25%	19%	19%
Tighter integration of those who work in satellite locations (outside the corporate hub)	21%	27%	19%
Increased empathy for co-workers	35%	27%	16%
We have not experienced any of these changes	5%	6%	8%
Not applicable	0%	0%	4%

SOURCE: REWORKED / SMG STATE OF THE DIGITAL WORKPLACE REPORT 2023



**Figure 20:** Which of the following pain points, if any, has your organization experienced as a result of remote/distributed working?

Pain point	Respondents
Lack of informal/spontaneous interaction between employees/teams	38%
Zoom/video conferencing fatigue	36%
Lack of work/life balance (employees overworking)	27%
Harder to maintain company culture	27%
Difficulty onboarding/integrating new hires	26%
Challenges with employee health and wellness	21%
Misaligned views about the value of hybrid work between leaders and employees	17%
Lack of ergonomic home office equipment	16%
Disruptions from lack of childcare	15%
Decreased productivity	14%
Less integration of those who work in satellite locations (outside of corporate hub)	12%
Increased hostility/conflict between coworkers	12%
Employees less willing to collaborate	12%
Increase in bias/lack of inclusion	10%
Not applicable	6%
Other	0%

SOURCE: REWORKED / SMG STATE OF THE DIGITAL WORKPLACE REPORT 2023





## Hybrid looks here to stay, but the number of fully remote organizations is increasing

We also wanted to get a sense of how permanent hybrid and remote working is likely to be and the extent to which organizations are going remote. Are there more organizations becoming completely virtual?

We asked organizations where they think will be in the next year with the mix of a remote and distributed workforce. Here the proportion of those mostly working in the office is the same as last year, with 23% saying they envisage “a return to normal.” The majority of other organizations envisage a hybrid future with 59% saying they foresee a “slight increase” or “substantial increase” in remote working. In light of responses since the pandemic began, it looks as if hybrid working is here to stay.

There has also been a modest increase in those saying that they foresee the workforce “most or entirely remote working” and saying “we have made a permanent shift toward the digital workplace.” Last year the proportion of organizations stating this doubled from 5% to 10% and this year it has risen again to 13%. Organizational size was also a significant factor with smaller companies more likely to be fully or almost remote; 16% of respondents with under 1,000 employees reported this option compared to only 9% of organizations with over 10,000 employees.

Some smaller organizations are clearly finding the benefits from being fully remote without necessarily needing a permanent HQ.



**Figure 21:** What do you think your organizational mix of remote/distributed workforce will look like next year?

Answer	2021	2022	2023
Mostly working in the office, a return to normal	22%	23%	23%
Slight increase in remote working, while most return to the office	31%	34%	33%
Substantial increase in remote working, while some return to the office	38%	30%	26%
Most or entirely remote working, we have made a permanent shift toward the digital workplace	5%	10%	13%
Not sure/haven't decided	4%	3%	5%

SOURCE: REWORKED / SMG STATE OF THE DIGITAL WORKPLACE REPORT 2023

We also wanted to get a more detailed view of how they expected the digital workplace to evolve over the next year, so we asked respondents what they thought would happen with the opportunity to provide free text responses.

Here there were a wide variety of responses, although a common sentiment was that the proportion of remote work would increase. One respondent foresaw “Continued adoption and acceptance for a primarily remote workplace and increase of home office work by 50%, at least” while another predicted they would have “More hybrid set-ups.”

Others felt that flexible and hybrid working would also gain more strategic acceptance. One commented “Organizations are starting to realize that the Flexible Workspace is here to stay — as such there is a requirement to move to an agile and digital workspace to value a culture of collaboration and teamwork to achieve strategic objectives.”



Another stressed the importance of having the right approach. "Productive, forward-thinking companies will embrace digital and flexible work models and see higher productivity and increased employee retention. But that's only possible if work processes and policies are aligned to support a digital-by-default model."

However, not everyone agreed that hybrid and flexible work would prevail. One person commented "I think people will tire of remote work, and there will be a return to an office structure. People will look for work locally to go into an office if the pay and benefits are good."

Some people commented on some of the practical challenges associated with the digital workplace. One person wrote "The digital workplace will get less focus and less budget. More 'keep the lights on work' and less 'transformative' work."

Another said they intended to "Slow down for a bit and implement well what's already in place. Too fast doesn't mean people will use all programs and apps. Overwhelming our people will decrease productivity and create fatigue."

Others foresaw different technologies having more influence. One person thought they would see "More AI programs helping productivity and efficiency in development" while another said "I expect VR and AR and AI to make huge shifts in how people meet and hold meetings as the global team is now the new working normal."



# Artificial Intelligence: real progress?

Artificial intelligence (AI) and machine learning (ML) are now a core part of the digital workplace and have been a product feature or attribute for a while. In the past, responses to this survey have indicated a general lack of maturity (or perception of maturity) with the deployment of AI across the tools that employees use everyday.

The release of ChatGPT 3.5 and 4.0 have received incredible levels of media attention, and appear to be a key milestone in the development of workplace technology. Most observers agree that ChatGPT and generative AI in general are game-changers that will have a profound impact on how we work and live. But it is a journey into the unknown. We wanted to take a deep dive into where organizations are with AI, how they are reacting to the introduction of ChatGPT and what the impact will be on the digital workplace in the future.

## AI across the digital workplace is in a holding pattern

We wanted to find out the extent to which AI and ML are actually being used across the digital workplace. Here responses suggest that use of AI and ML are maintaining a holding pattern. Since last year the proportion of organizations with “extensive” use of AI has risen from 15% to 19%. However, at the same time those with either “sporadic” or “middling” use has fallen slightly from 54% to 51%. And those with embryonic or no use of AI have remained steady, decreasing by only 1% from 28% to 27%. Note that since ChatGPT is still very new, it is unlikely that this is being considered within these responses.



In considering responses to questions about AI, it is possible that perceptions of what AI actually is and can do has shifted with the introduction of ChatGPT; this has shown us the mind-bending potential of the future evolution of AI-powered services. With current AI solutions in the digital workplace likely focused on modest tasks, these existing tools may no longer be considered to be next-generation AI.

Digging deeper into the data, it's also clear that digitally mature organizations are far more likely to be adopting AI. Forty-six percent report extensive use of AI, compared to 8% of the non-mature group, while 12% have no or embryonic AI compared to 33% of the non-mature group. This matches patterns in the perception of the importance and effectiveness of AI, machine learning and automation. Here, 74% of mature organizations regard this technology as “very important” compared to 46% of non-mature organizations; and 55% of the mature group say it is “working well” compared to only 27% of the non-mature group. Responses in the survey indicate that with the right tools, culture and management approaches in place, you are more likely to enjoy benefits from AI and automation.

**Figure 22: To what extent are you using Artificial Intelligence and Machine Learning in your digital workplace?**

Answer	2020	2021	2022	2023
Extensive: embedded in multiple applications	9%	21%	15%	19%
Middling: it's in a few applications, but it's visible	26%	29%	34%	28%
Sporadic: it's in a couple of applications	19%	17%	20%	23%
Embryonic: we're just starting out	20%	17%	14%	13%
None: we don't have any AI/ML	20%	16%	14%	14%
Don't know	6%	N/A	3%	3%

SOURCE: REWORKED / SMG STATE OF THE DIGITAL WORKPLACE REPORT 2023



As in previous years, we also wanted to explore how organizations are actually using AI now and in the future. We asked respondents where they expected AI to have the most impact within their organization. For four years in a row, “Helping employees find content, people and apps” (26%) and “Automating, simple, repeatable processes” (23%) have been the top two answers, reflecting the popularity of using AI to help locate information on topics such as HR and IT processes, as well as robotic process automation (RPA). Using chatbots and AI to relieve pressure on support help desks is another popular use case, although this has reduced from 21% to 15%.

For the first time, we also included a choice relating to one of the many uses of generative AI, with one in 10 people saying they believed AI would support “producing content for employees, customers and other stakeholders.”

**Figure 23:** Where do you expect artificial intelligence and machine learning to have the most impact on your organization’s digital workplace and related digital employee experience?

Answer	2020	2021	2022	2023
Helping employees find content, people and apps they need	25%	21%	24%	26%
Automating simple, repeatable processes	28%	24%	26%	23%
Reducing the pressure on help desks (IT, HR, etc.)	9%	17%	21%	15%
Minimizing risk and improving data quality	16%	15%	14%	10%
Delivering insights to help improve ways of working	14%	15%	9%	10%
Producing content for employees, customers and other stakeholders	N/A	N/A	N/A	10%
Nudging employees with reminders and suggestions for actions	7%	8%	4%	5%
Other	1%	1%	1%	2%

SOURCE: REWORKED / SMG STATE OF THE DIGITAL WORKPLACE REPORT 2023



## Generative AI is already infiltrating the workforce

While AI appears to be less prevalent in the core digital workplace applications, we also wanted to see whether generative AI services such as ChatGPT and other existing services were being used by people to help with their jobs.

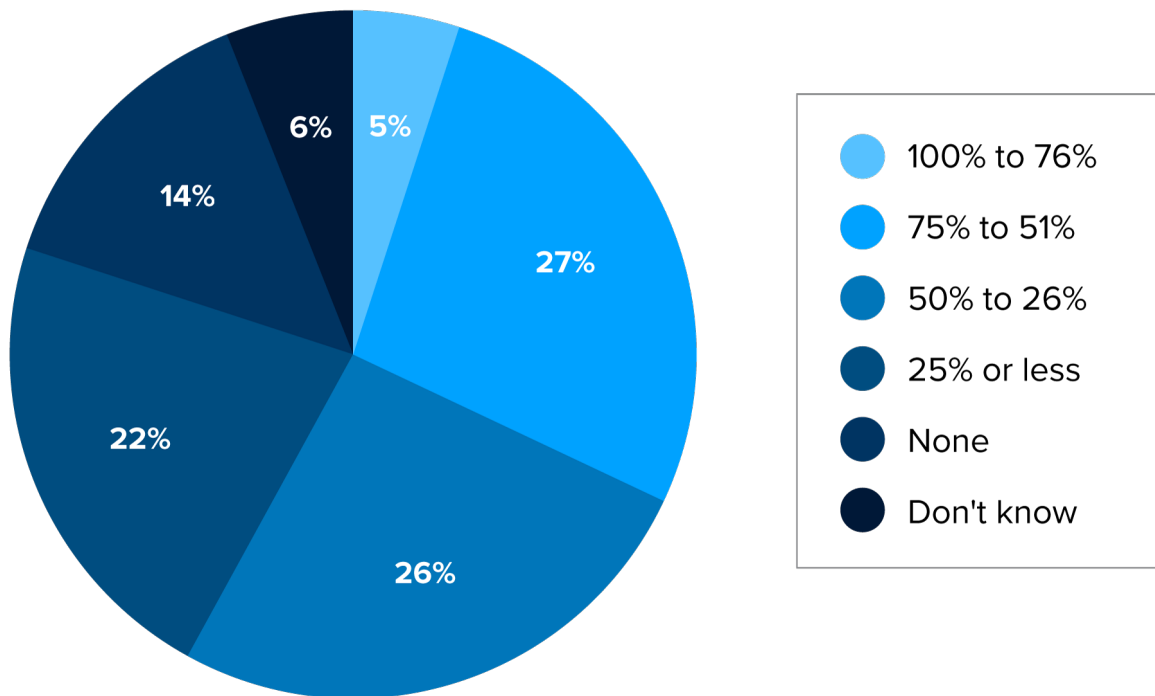
We asked respondents to estimate the percentage of their workforce that are using generative AI. These are just estimates, but it appears that generative AI is already starting to be used by significant levels of the workforce. Only 14% believe no employees are using these services — and indeed some organizations have banned the use of ChatGPT — while a further 6% said they didn't know.

However, this means that at least 80% of organizations believe that at least some employees are using generative AI to help in their job duties, and 32% believe that over half of the employees in their organization are doing so. Unsurprisingly these figures are even higher for digitally mature organizations; 49% of mature organizations believe that over half of their organization is already using generative AI, compared to 25% of non-mature organizations.

We think this is a clear message that the majority believe that generative AI will have a profound impact and become a core tool in the working day for many employees.



**Figure 24:** What percentage of your workforce uses generative AI (e.g. ChatGPT, JasperAI) to aid in their job duties or daily workflow?



SOURCE: REWORKED / SMG STATE OF THE DIGITAL WORKPLACE REPORT 2023

## Organizations are planning policies around generative AI

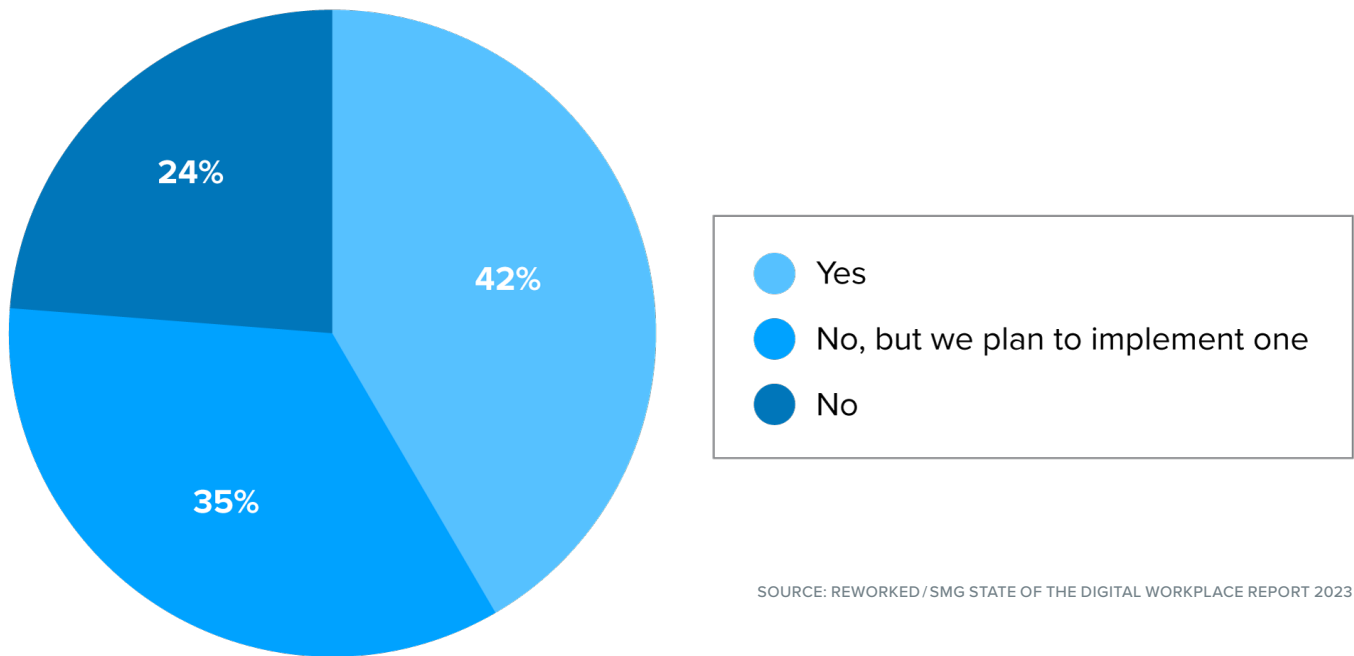
With generative AI already starting to be used in everyday work, we also wanted to see whether organizations are prepared for the potential benefits and associated risks.

We asked respondents whether they had a formalized strategy with guidelines for employees using generative AI. Forty-two percent of organizations told us they already had something in place, with a further 35% saying they were planning to implement one. This means that over three quarters of organizations have or are planning to have a strategy. Digitally mature organizations were more likely to belong to this group, with 89% having or planning a strategy. Given the potential of generative AI, we expect that this figure may rise in next year's survey.





**Figure 25:** Does your organization have a formalized strategy with guidelines for employees who intend to use generative AI to assist their work?



We also wanted to get a deeper sense into what the impact of generative AI applications will be. We asked respondents what they think will be the biggest impact of new generative AI applications like ChatGPT in their digital workplace and invited free text responses. These views varied greatly on where ChatGPT would have most impact and the relative extent.



It somehow seemed fitting to leverage generative AI itself, so we asked ChatGPT to analyze the variety of different themes emerging from the responses, all of which were completely anonymized. ChatGPT identified the following themes, within seconds:

1. Increased productivity, efficiency and automation: saving time, reducing workload, streamline processing, increasing productivity and efficiency, making up around 25% of all responses.
2. Content development and communication: Help with content creation, ideation, and communication, making up around 20% of all responses.
3. Uncertainty and minimal impact: Responses that suggest minimal impact or uncertainty, with some saying they are still figuring things out, or generative AI is not applicable to their organization or industry, making up around 20% of all responses.
4. Integration with other technologies: Integration with conversational virtual assistants, customer support, or resource management, making up around 10% of all responses.
5. Data security, ethics, and privacy: concerns about data security, ethics, and privacy when using generative AI, making up around 5% of all responses.
6. Other themes identified by ChatGPT included competitiveness, access to information, finding resources, and impact on specific departments or roles, making up around 20% of all responses.

Perhaps if one quote could sum up the advantage of generative AI, it is the respondent who wrote that it will be “Reducing the mundane, repetitive work and move us in the direction of more creative thought-invoking efforts.”



## Citizen development activity is ongoing but seldom formalized

The popularity of low-code no-code solutions has opened up possibilities for non-IT professionals to start creating simple apps and configure their own automation. This is helping drive efficiencies within lines of business and specialist teams, while relieving the pressure on central development functions. We wanted to find out the extent to which “citizen development” is carried out and formalized.

We provided three different descriptions of approaches to citizen development and asked respondents which most closely described their situation. The answers suggest that while ad hoc citizen development activity is remaining steady, there is no growth in formal support. Forty-seven percent of respondents agreed “this is happening ad hoc, as different departments experiment with it” — a figure similar to last year’s 45%. However, the proportion of those with a “formalized program with underlying governance” has remained unchanged at 16%, with those saying “this is not something we have considered or tried” decreasing slightly from 39% to 37%.

It will be interesting to see where citizen development goes next. The likes of ChatGPT means non-IT professionals can even generate code, and low code no code solutions seem likely to become more powerful. Our observation is that there will be a growing need to add a layer of governance and formalization to get the best out of these low code no code solutions and truly empower citizen developers.



**Figure 26:** Which of the following choices best describes your approach to citizen development (non-IT professionals developing their own apps and solutions using no-code platforms)?

Answer	2022	2023
This is not something we have considered or tried.	39%	37%
This is happening ad hoc, as different departments experiment with it.	45%	47%
We have a formalized program with underlying governance.	16%	16%

SOURCE: REWORKED / SMG STATE OF THE DIGITAL WORKPLACE REPORT 2023



## Case Study

# How BCD Travel supports digital employee experience



Beth Gleba, Senior Director of Digital Workplace, BCD Travel

BCD Travel is one of the world's leading business travel management companies. Working with some of the largest global brands, the company employs over 11,000 employees with wholly owned operations in more than thirty countries and partner operations in dozens more. Like all travel companies, the pandemic proved to be highly disruptive for BCD Travel, but the company is quickly returning to full strength.

Beth Gleba is BCD Travel's Senior Director of Digital Workplace. She is responsible for the global intranet strategy and is increasingly working with other tools across the company's digital workplace. We spoke to Gleba about BCD's approach to bring different digital teams together to collaborate and improve digital employee experience across BCD Travel.

### Why digital employee experience is important to BCD Travel

For a people-centered business such as BCD Travel, digital employee experience (DEX) is a concept whose importance continues to grow. The company's strong digital culture, reflected in the innovative, proprietary digital platforms they use to serve customers, is a contributory factor, as is the travel industry's broader digital trajectory.

Gleba comments: *"People used to refer to us as a travel agency. But in reality, we are a digital travel services company. When you think about your own business travel experience, it's probably centered around your mobile phone. Data and digital experience are key in delivering our services to our customers. That means it's essential to focus on our digital employee experience too."*



The emphasis on the “digital” part of employee experience is also critical in the age of hybrid and remote working. As a company, BCD Travel has adapted well to new hybrid patterns, partly because remote working was already embedded into the business.

Gleba reflects *“We’re a highly virtual company, with 65% of our global workforce now working remotely post-pandemic. Even before the pandemic, over 75% of our US employees worked virtually.”*

### A global intranet

An important channel supporting DEX is MySource, the company’s award-winning global intranet based on SharePoint Online. Under Gleba’s stewardship this has turned into a highly effective intranet that provides information to employees in multiple languages at the country level. Here, establishing robust governance and working in partnership with different stakeholders has been critical in establishing a successful and sustainable site.

Gleba explains: *“A large part of my work is around guiding the global intranet strategy. This means working closely with the senior governance team to be able to say, what is an intranet? How do we define what that component is? And then how do we connect with other tools? It*

*means clarifying and driving projects that have a significant impact on defined use cases, working with change, implementing and solving technology needs within the organization, and then connecting with users, testers and more.”*

Recently the intranet has started to incorporate a wider set of Microsoft tools, such as using Microsoft Viva Connections to allow access to MySource through Microsoft Teams and embedding Viva Engage (formerly Yammer) communities within the intranet itself. The intranet has also evolved to become the front door or first point of entry to the wider portfolio of applications throughout BCD Travel.

Gleba comments: *“My role starts to extend beyond ‘intranet’ thinking toward nurturing relationships across different platforms.”*

### The Digital Employee Experience (DEX) network

As Gleba’s role has evolved to include more coordination and collaboration with other stakeholders, she has worked to support a wider, more holistic view of DEX at BCD Travel. The primary way this is done is through a group of key digital stakeholders that meets every month.

Gleba explains: *“We don’t have a formal DEX governance structure at the moment, so instead we’ve gone for a less formal*



*and more flexible approach, which has proved extremely effective. I am the chair of our DEX Network.”*

This DEX Network includes representatives from Strategic Communications, HR (including service management and knowledge management representatives) and ICT (including IT service, case management and the team responsible for Microsoft 365). Some customer-facing platform teams, including those currently doing innovative work around AI and Chat, are also represented.

Gleba explains: *“The idea behind our DEX Network is to build relationships with one another and exchange knowledge. We have roundtable chats where we tell one another what we’re doing, and that’s resulted in real business benefits. It avoids all the friction and misunderstandings that can happen in a busy organization and means we work in a more coordinated way. And we learn from each other, sharing best practices on areas such as moving to the cloud and measurement.”*

As the Network has continued to meet, Gleba has seen a noticeable change in the way different stakeholders work together, thanks to strong relationships and mutual learning.

*“When we started this group, people tended to be operating in silos, with little interest in ‘bringing others along on the journey.’ But it’s very different now, and we’re working together more to help our leaders take a*

*more strategic and holistic view of the digital workplace. The DEX Network has allowed us to increase how we think about our capabilities and make tangible progress.”*

## Helping employees to work smarter

One example of collaboration between DEX Network members is a shared approach to help employees better use BCD technology.

Gleba explains: *“We’ve put together a collective communication channel called WorkSmart, where we speak to employees about the tools they can use. This means different tool and platform owners are communicating in a joined-up and consistent way under the WorkSmart umbrella.”*

*“WorkSmart offers news and updates, as well as self-serve resources. There’s a section that maps out digital collaboration options, to help employees understand what kind of work happens in what channel. There’s a landing page which lists (and links to) all the tools available to employees, divided into categories such as personal productivity and service management for our customer agents. That list is personalized per region and country, so that employees are immediately shown the tools that are relevant to them. We even have a WorkSmart Viva Engage group that allows us to share tips on topics such as optimizing Microsoft Teams.”*



## Moving forward

As the DEX Network continues to meet each month, it helps different digital stakeholders navigate current challenges.

Gleba comments *“There’s currently a lot of energy in thinking about how to make the most out of the digital channels we have and the ones we may need. For example, we’ve been thinking about how we improve the recruitment and onboarding journeys for people who don’t yet have access to a BCD Travel computer. When does their digital experience start? BCD Travel has started a recruitment program called Join the Journey where we post material on YouTube and LinkedIn. We’re really creating and celebrating community from before candidates join us.”*

Reflecting on the company’s DEX journey so far, Gleba believes that BCD Travel’s people-focused and can-do culture has been a contributory factor, not only helping the company come through the pandemic, but also in moving forward after it.

Gleba remarks: *“Our organization – which is a family-owned company – has a very people-focused approach. One of the mantras that we’ve adopted across the company is ‘Think Possible.’ It means we’re focused on collaboration and finding our way past barriers. We’re bringing positivity to everything we do – and backing it up with care for one another, alignment and hard work.”*





## Case Study

# Embedding hybrid working at Digital Services, Radio-Canada



Dominique Gagné, Senior  
Director of Operations,  
Radio-Canada, CBC

Radio-Canada is the French-language service of CBC, the Canadian national broadcaster. Within Radio-Canada, the Médias numériques function (Digital Services) ensures that French Canadians can access content and services across different media, including websites and apps. They are also responsible for supporting the internal Content Management Systems that supply digital content and managing responsible data analysis. The function employs approximately 300 people.

In last year's report we spoke to Dominique Gagné, the department's Senior Director of Operations about Radio-Canada's new headquarters, the introduction of hybrid working and some of the everyday challenges faced. This year, we caught up with Gagné again, to check in on progress.

### Embedding hybrid working

Radio-Canada's brand-new headquarters in Montréal didn't fully open until September 2022 due to delays caused by COVID-related restrictions. However, employees started working there on a hybrid basis in 2021, including people from Digital Services, where each employee has an assigned desk.

Gagné explains, *"When we returned to the office, Radio-Canada started a hybrid working pilot that was set to last one year. Everyone had a teleworking agreement to complete. Now the year is up, and it's now been confirmed that hybrid is an accepted way of working."*

Digital Services was an even earlier adopter of hybrid working, meaning an easy transition into working under lockdown conditions.



*“Before the pandemic, Digital Services ran a small pilot project where we were allowed to work from home one day a week only. This was a big culture change and we were trying to innovate. But I’m thankful that we did because it really helped us prepare for the pandemic. We had already tried remote working and we were all set up.”*

Introducing permanent hybrid working at Radio-Canada will help Digital Services overcome some of the recent recruitment challenges that it has faced.

Gagné comments, *“Hybrid working is critical in attracting talent. All technology firms offer working from home so if we don’t offer the same we would lose as much as 40% of our staff, because they really want flexibility. For younger employees, the culture fit is very, very important, and that includes allowing them to work from home.”*

### Challenges around culture

While hybrid working within Digital Services has mainly fallen into a rhythm and is working well, it has come with some specific challenges, particularly around maintaining organizational culture.

Gagné comments, *“Our culture is hit by remote working. When we have all our people together, we feel the difference. But we’ve kind of forgotten what it’s like. We now have to make sure that when people*

*come to the office, it means something. You have to have a purpose, you have to have something special that makes it worthwhile for people to come. Mondays and Fridays are pretty empty, so perhaps there’s less incentive to come. Tuesdays and Thursdays are our biggest days, so perhaps we have to try and organize social events on these days if possible.”*

At an organizational level, Radio-Canada is also trying to attract people back to the office by appointing a role responsible for *“milieu de vie.”*

Gagné explains, *“She’s responsible for organizing life at the entire Montreal building. She’s already organized some things such as food trucks, some activities at lunchtime and different initiatives.”*

### Challenges around collaboration

Hybrid working is also providing some challenges around collaboration. For example, hybrid meetings don’t always provide an equitable experience.

Gagné comments, *“If you’re attending virtually, you miss a lot of information. You miss the body language, you miss the fact that once the meeting closes people are still together in a room, continue to talk and then you’re not there.”*

To compensate, the team ensures that physical meetings involving a whole team are carried out at important times.



*“When you are starting a project or when you need to do a brainstorm or when the project ends, they make certain that everybody comes in one day to meet.”*

Digital Services also emphasizes the use of asynchronous tools such as Slack to better coordinate work across the function.

Gagné remarks, *“I’m trying to have people write down more work-related content so that we can be synchronized. So, depending on where you are, if you’re not available, you can go and check what has happened.”*

This approach is proving particularly useful for bilingual teams where, for example, English speakers don’t always speak fluent French, and can use asynchronous approaches to give them time to translate what has been said.

## **Doubling down on wellbeing and diversity**

With the recruitment challenges that Digital Services has experienced, Gagné and her team are prioritizing staff retention.

Gagné comments, *“We really want to make sure that the people that we hired stay. We need to make certain that the office is an attractive place to be but also that the work is interesting and keeps developing.”*

One priority area for investment is wellbeing. Gagné explains, *“We have a new wellbeing portal where you can get a lot of health information. We also offer training on topics such as relaxation and managing stress. There is a place where people can ask for medical information and help. We also have a sports association that organizes activities during lunch hours.”*

Diversity, equity and inclusion is another strategic priority for Radio Canada.

*“We’re really working at that so that all our workforce reflects the public and makes sure all voices are heard.”*

One of the practical approaches that is helping Gagné make the right interventions to retain staff is an ongoing listening program based on regular surveys.

*“We had 150 new employees during the pandemic who were hired virtually. We needed to get feedback from them so having a survey every second week was very useful. However, we’ve started to see the participation go down so we’re going to be switching to once per month. We’re also revising all the questions to make sure they are still accurate and introducing personalization to target particular questions to parts of the workforce.”*



## Using ChatGPT and artificial intelligence

As a technology function, the use of artificial intelligence is an exciting prospect for Digital Services, but as a public broadcaster, the need to retain the confidence of the public that their data is safe is paramount.

Gagné says, *“Radio Canada has used artificial intelligence for some time, for example in recommending content and in a language app which we worked on with the Canadian government. We already have a machine learning team. We also partner with IVADO which is an academic institution that specializes in AI where experts like Yoshua Bengio work. We work with them on different projects such as identifying fake news and making sure news gets to the right people and doesn’t get modified.”*

*“But as a public broadcaster we have to be extremely careful that in using AI any data we’re using is not compromised. ChatGPT also raises questions about rights infringement as it takes content from everybody but doesn’t acknowledge the source. But at the same time, you can’t stop the evolution of using AI. There are also potentially things that we can use ChatGPT for, but we have to be very careful. So we’re in discussion right now to see if, how and when we can use it.”*

The team is also closely following the development of a new law in Canada that will bring clarity to many areas around data privacy and the use of AI.



# Methodology

Readers and followers of Simpler Media Group's (SMG's) CMSWire and Reworked publications, and other digital workplace professionals were invited to respond confidentially to the 2023 State of the Digital Workplace online survey between February and March 2023.

This report is based on an analysis of the full and partial responses of 1,369 total respondents, representing organizations of all sizes, ranging from those with less than 100 employees to those with over 50,000. A good spread of different organizational sizes has been achieved. A wide variety of industries and geographies were represented, with a focus on organizations based in North America. The individuals completing the survey came from a range of different functions and job levels.

To remove bias from the survey responses and ensure more accurate comparisons with surveys from previous years, most of the statistics quoted refer to the analysis of 1,054 responses from practitioners and executives who are referring to the digital workplace and associated practice in their organization. We removed the responses of digital workplace consultants, thought leaders and software vendors, although we are interested in their views.

Unless otherwise noted, all data and figures are taken from the survey. Please note: percentages have been rounded up or rounded down to the nearest whole number in the report's text. Because of the rounding it can mean some total percentages add up to 99% or 101% in total. Some of the responses have been compared with responses from SMG's previous year digital workplace surveys.



# Appendix

**Figure 27:** What is your organization's size?

Answer	Responses
1 to 100 employees	20%
101 to 200 employees	16%
201 to 500 employees	13%
501 to 1,000 employees	16%
1,001 to 2,000 employees	11%
2,001 to 5,000 employees	9%
5,001 to 10,000 employees	6%
10,001 to 50,000 employees	7%
More than 50,000 employees	3%

**Figure 28:** Which of the following best describes your industry?

Answer	Responses
IT Services	11%
Computer Software	6%
Architecture & Engineering	5%
Advertising/Marketing	5%
Beverages	5%
Financial Services	4%
Banking	4%
Professional Services	4%
Retail	4%
Construction	4%
Hospitals/HealthCare	3%
Manufacturing-Durables	3%
Accounting Services	3%
Broadcast/Media	3%
Agriculture & Forestry	3%
Government	3%
Higher Education	3%
Non-profit	3%
Automotive	2%
eCommerce	2%
Health Insurance	2%
Telecom/Communications Services	2%
Consumer Products	1%
Gaming Software/Systems	1%
Insurance	1%
Manufacturing- Non-durables	1%
Logistics/Transportation	1%
Pharmaceuticals	1%
Chemicals	1%
Legal Services	1%
Medical Devices	1%
Print & Digital Media	1%
Services	1%
Wholesale	1%
Casinos & Gambling	1%
Leisure	1%
School Districts	1%
Staffing & Recruiting	1%
Travel & Tourism	1%

**Figure 29: Which department do you work in?**

Answer	Responses
IT/Engineering	23%
C-Suite/Executive	21%
Human Resources	13%
Digital/Web/E-Commerce	8%
Operations	7%
Administrative	6%
Finance	4%
PR/Marketing	4%
Sales/Business Development	3%
Knowledge Management	3%
Research & Development	2%
Internal Communications	2%
Line of Business	2%
Legal	1%
Real Estate/Facilities	1%
Independent Consultant	0%

**Figure 30: What is your role relative to the digital workplace?**

Answer	Responses
I lead the Digital Workplace at my organization	21%
I implement/manage aspects of the Digital Workplace at my organization	44%
I influence how Digital Workplace is implemented at my organization	36%





**Figure 31:** Which best describes your role in making digital workplace technology purchase decisions?

Answer	Responses
I authorize decisions	18%
I am the primary decision-maker	30%
I recommend new purchases	29%
I influence purchases	18%
I am not involved in these decisions	5%

**Figure 32:** Which of the following best describes your job level?

Answer	Responses
Manager	33%
Director	24%
Executive	16%
Team Leader	7%
Individual Contributor	6%
Consultant	6%
Operations/Delivery	3%
Administrator	3%
Other	3%



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