

CONNECTED WORK™

THE ESSENTIAL FRAMEWORK FOR
THE FUTURE OF WORK

LeapPoint 



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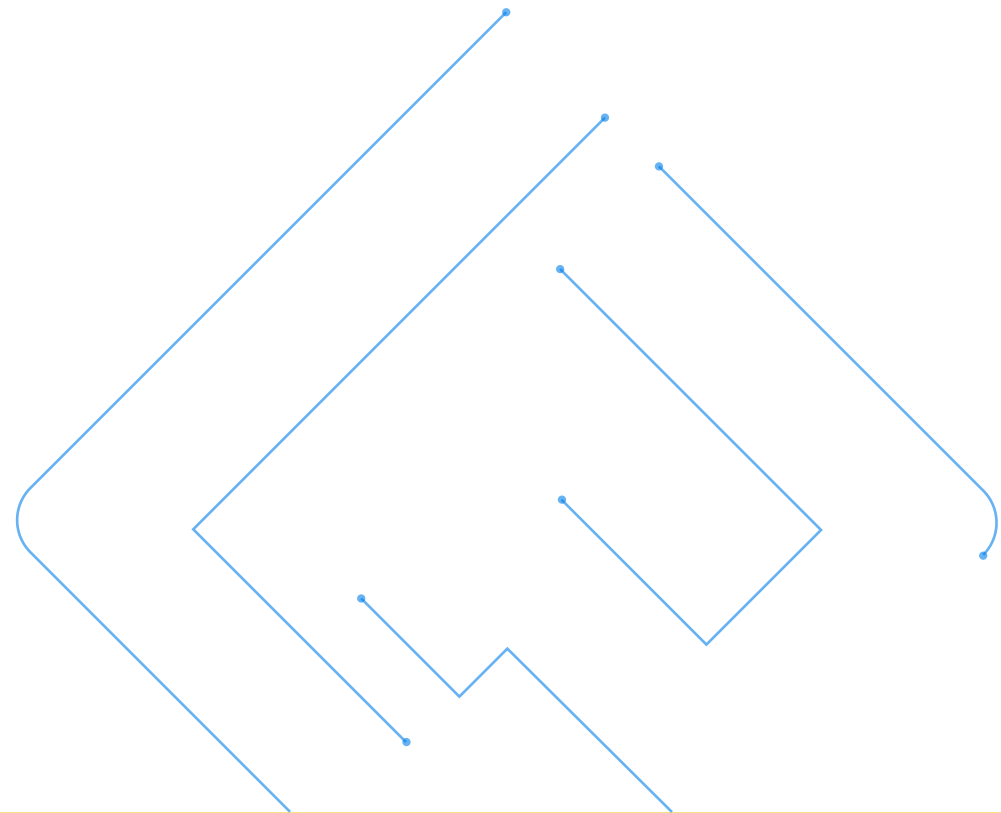
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INTRO

It seems like you can't go anywhere without hearing how the Future of Work is going to revolutionize everything. Artificial Intelligence (AI), Machine Learning (ML), Robotics Process Automation (RPA), and a host of other buzzword bingo acronyms are constantly marketed and trending. Some have shown real promise in key business areas and will eventually come to a store near you.

But in order to prepare for the Future of Work, we must accept the reality that its future is tied to the past. Very few companies can build the software, systems and processes needed for the Future of Work from the ground up. Too much time and money has already been spent and legacy tools and processes are well entrenched.

For the overwhelming majority of corporations around the world, the first step toward the Future of Work is **Connected Work™**.



I. WHAT IS CONNECTED WORK?

Envision a world with better business outcomes, increased production volumes, automated predictive planning, extraordinary customer service, new skills development, optimized resources, innovative career opportunities, and geographically dispersed employees working asynchronously in a coherent fashion, concentrating on what they do best.

Where the highest priority items are identified and addressed and data automatically flows between systems, giving back the time typically wasted toggling between applications.

When work moves lightning fast and nothing falls through the cracks because processes and functions are simplified, automated and connected, no matter how big or how small. Where all data is governed across the enterprise and the information needed to inform accurate decisions is available at a moment's notice.

That is Connected Work.

It is the essential backbone that ensures talent and technology work in a harmonious and efficient manner for the achievement of strategic goals and maximum gain.



II. HOW WE GOT HERE

The great Software as a Service (SaaS) rush of 2010-2020 made technology more visual, sophisticated, and uber-targeted to specific functions of the organization. Technology budgets increased dramatically and Finance, HR, Marketing and other divisions amassed their own point-solution arsenal to accomplish specific goals.

But there was a problem. The proliferation of siloed SaaS applications by departments made maintainability, scalability, and governance incredibly difficult to manage. It created massive inefficiencies for organizations looking to share insights, intelligence, and data for faster and better business decisions.

Far from interconnected and efficient, the typical enterprise suffers from acute digital bloat - using 141 SaaS apps¹ with workers switching between job-critical applications more than 1,000 times a day².





Connected Work solves for this problem by looking at the plethora of software within an organization to remove the redundancies and inefficiencies that slow business down.

By re-architecting and reconfiguring technology in a manner that supports strategy, **Connected Work** aligns systems with the way in which people need to work across functions.

Through **Connected Work**, collaboration across all functions and levels becomes second nature. Boxes get checked. Deadlines are met. Leadership can have meaningful visibility into critical dimensions of work spanning teams and departments. Work is refocused on what you want to achieve and why you want to achieve it, rather than dominated by how you are going to make it happen.

III. EMPLOYEE PERFORMANCE, SATISFACTION & RETENTION

Today, employees spend only 43% of their day on primary job responsibilities, mainly due to a lack of strategic alignment, work planning, work status communication and standard processes for workflow³.

McKinsey estimates employees spend 1.8 hours a day searching and gathering information. IDC puts the number closer to 2.5 hours per day, or 30% of the workday.

The typical employee performs 134 copy and paste functions per day² to do their job.



Great employees need great tools. When systems are cumbersome, convoluted and not connected, top talent either leaves, or resists using the technology at all if it's not supportive and user friendly⁴.

Connected Work removes the burden associated with non-connected systems and gives employees the integrated and automated tools they need to execute efficiently and remain satisfied in their roles. With technology and processes aligned, the manual and redundant burden associated with data entry is eliminated, reporting has higher integrity and employees get their time back to focus on the work that matters most to them.

60%

of Millennials say they want more input on the tech they use at work.

20%

of Millennials are more likely to apply for jobs if the company has a reputation for great technology.

34%

of managers, directors, and executives have turned down a job because the technology was out of date or hard to use.

84%

of all knowledge workers say their companies are missing opportunities by not moving to modern technology solutions.

83%

of workers across age groups say having the right tech improves productivity.

72%

of workers across all generations and countries said technology was important in supporting collaboration.

- Adobe Workfront State of Work Report 2020³



IV. THE URGENT NEED

Without **Connected Work**, companies will continue to struggle with unstable, compromised environments that are at best duct-taped together, at worst, completely broken.

“The goal is to improve the overall experience where all of these pieces intersect, from technology to employees to customers and users.”

- Gartner, Top Strategic Tech Trends For 2021⁵





V. PEOPLE, PROFIT AND PROCESS

Gartner makes it clear that any company not working to streamline a “patchwork” of technologies will be left behind⁷. Adobe Workfront's State of Work 2020 global report seconds this assertion.

From its front-row seat designing and implementing transformations for over 3,000 corporations around the world, Workfront observed that companies that outperform all competitors have four things in common:



FOUR TRAITS OF SUCCESSFUL ORGANIZATIONS:

1

Provide visibility and context bi-directionally between leadership and knowledge workers.

2

Actively manage work.

3

Deploy a digital backbone that ties together individual tools into an orchestrated whole to help people get work done.

4

Focus on agility as a core competency.





USE CASE | CONNECTED WORK IN THE REAL WORLD

A prominent global organization used **Connected Work** to execute upon a larger executive vision for omnichannel campaigns across creative, marketing operations, email marketing and multiple other business units.

As with many large enterprise implementations, technology was being “used” by a myriad of different stakeholders but managed and “owned” by a different, centralized function. This organizational disconnect only heightened the need for strong change management as well as early (and ongoing) stakeholder engagement to help the different user groups have a voice in the design and configuration of the new system.

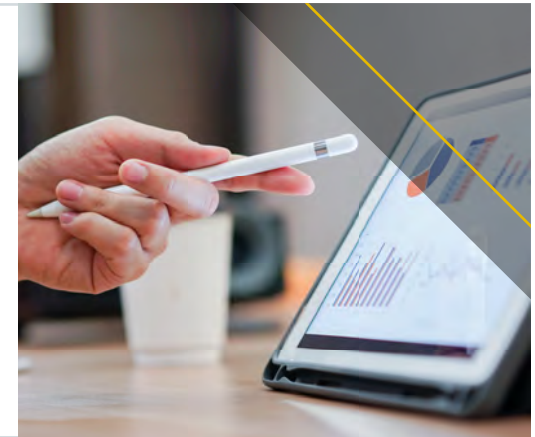
Using **Connected Work**, the company implemented a detailed discovery and design process that, for the first time ever, documented, standardized and codified their end-to-end workflow. Once the framework was in place, the company could analyze actual processes to develop a project management approach that made day-to-day work management more efficient.





Investment Decisions Based on True ROI

By aligning its CRM with a full picture of the costs and work necessary to complete campaigns and programs before they start, the company could decide which projects to undertake based on the greatest projected ROI and attribution.



Integrated Insight Across Any Medium

From planning to budgeting to execution, the company can now align messaging and brands to understand what channels are performing the best at any moment in time for an entire campaign, a single project, or even an individual asset across any medium. By standardizing processes across the organization with **Connected Work**, they are able to achieve an integrated level of insight for upwards of 3,000 unique projects each year.



Better Resource Management

They are now able to better scope and budget their projects, leading to more precise estimations with more realistic grounding in the resources available. Perhaps more critically, all of this is done while better balancing workload across resource pools, helping to minimize over-allocation and employee burnout.



Cost Savings

By improving the efficiency of collaboration, enhancing the creative workflow and limiting the amount of administrative time campaign managers spend on consolidating information and reporting out, the company was able to dramatically lower the overhead costs associated with typical campaign development. Over the course of an average fiscal year, the company is seeing time savings that equate to over 12 Full Time Equivalent (FTE) which, in turn, allows them to reallocate resources to new initiatives and drive more substantial ROI.



VI. THE BENEFITS OF CONNECTED WORK

The successful execution of **Connected Work** requires expertise across multiple domains and functions to bring work, technology, and talent together.

Here are specific ways LeapPoint's customers are benefiting from **Connected Work** across people, profits and process.



I. PEOPLE

- ✔ Everyone feel a sense of purpose and knows how their work is impacting the business.
- ✔ Employees are more productive and efficient at what they are doing.
- ✔ Leaders know who is performing each task and functions of the organization (marketing, technology, finance, etc.) work together to drive results.
- ✔ Human input errors are reduced and data flows between integrated systems to support timely and accurate decision making.
- ✔ Human input errors are replaced with automation that supports timely and accurate decision making.



II. PROFIT

- ✓ ROI is easily demonstrated by connecting key data points across functions and systems.
- ✓ Stakeholders are engaged with data and insights that communicate investments and prioritize decisions in terms of business-impact tradeoffs (e.g. reduced help desk staff means additional customer service wait times).
- ✓ CEOs deliver a portfolio that aligns business functions and enterprise expectations.
- ✓ Organizations quickly and easily pivot to constantly changing market conditions.
- ✓ CMOs accelerate and hyper-personalize content, quantify marketing ROI and better forecast campaign costs.
- ✓ Employees are more satisfied and costs go down for recruiting and training top talent.



III. PROCESS

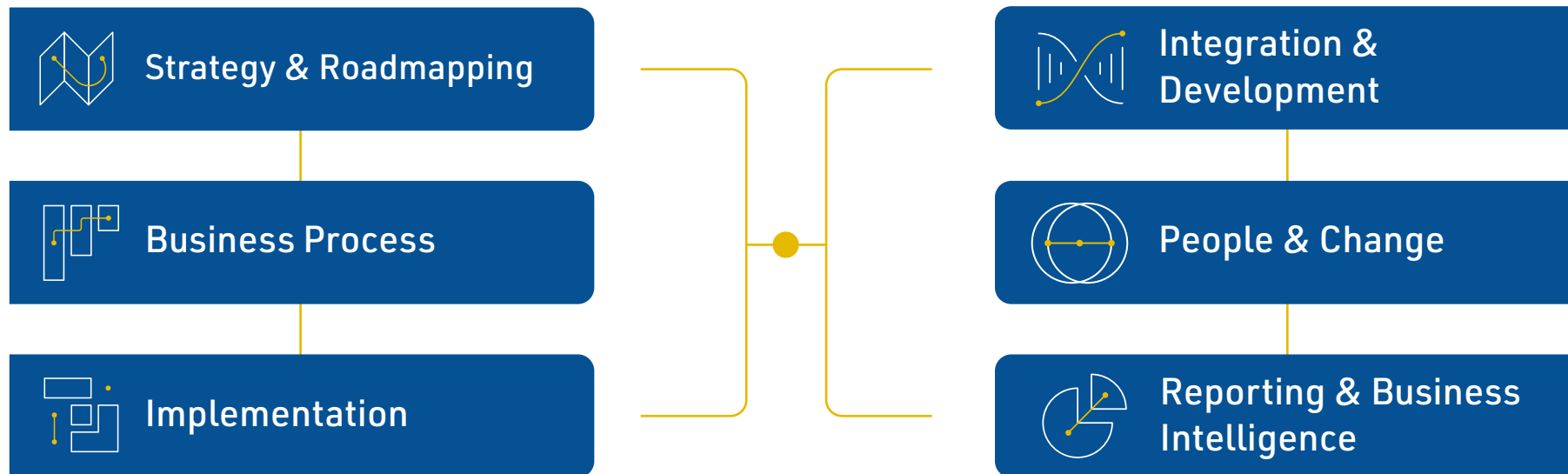
- ✔ Work is centralized across all corporate functions with the right systems architecture and data to drive consistency, collaboration and efficiency end-to-end.
- ✔ Data integrity and governance improves by removing the inefficiency of opening, copying & pasting and learning how to access data within other systems.
- ✔ Users align strategic goals and objectives with day-to-day work to make sure the most valuable work gets done first.
- ✔ Operational and tactical work are connected with corporate objectives to show performance and quantify results.
- ✔ Customer segments and campaigns adjust to embedded analytics.
- ✔ A data-driven culture is promoted at all levels.



VII. ACTIVATING CONNECTED WORK ACROSS SIX KEY AREAS

Regardless of industry - *financial services, healthcare, retail, higher education, government or high tech* - there are six interconnected areas of **Connected Work**. If companies are not ready to leap into all areas of Connected Work at once, they can determine their most critical area for immediate impact and build outward from there.

The end goal is to align teams with a common Connected Work framework and company strategy for greater efficiency and productivity that gets everyone working on the same page.





STRATEGY & ROADMAPPING

Knowing what drives your organization is just as important as how you get work done. The Strategy and Roadmapping component of Connected Work helps organizations clearly define what success means to them and then align resources to achieve it.

Strategy and Roadmapping is about far more than coming up with a strategic plan; it is about positioning your mission and goals at the center of all you do to accelerate impact and maximize results.

When an organization is aligned around its goals, there are fewer prioritization conflicts, less internal struggles, more collaboration and faster decision making. Organizations are equipped to formulate a living strategic plan, set a budget that is aligned with it, and execute tactical actions that achieve tangible business outcomes.

“80% of strategists say they don’t have the tools and skills to carry out growth initiatives.”

- Gartner, The Five Pillars of Strategy Execution, 2019⁶





BUSINESS PROCESS

The old way of doing business with highly structured and slow traditional processes no longer works in our new digital world.

Truly understanding Business Process is about re-thinking and re-engineering digital barriers and enabling digital accelerators in a way that maximizes talent's time and abilities by putting the right digital practices in place.

Business Process done well must cross department, system and organizational boundaries to uncover where the chaos actually resides⁸.

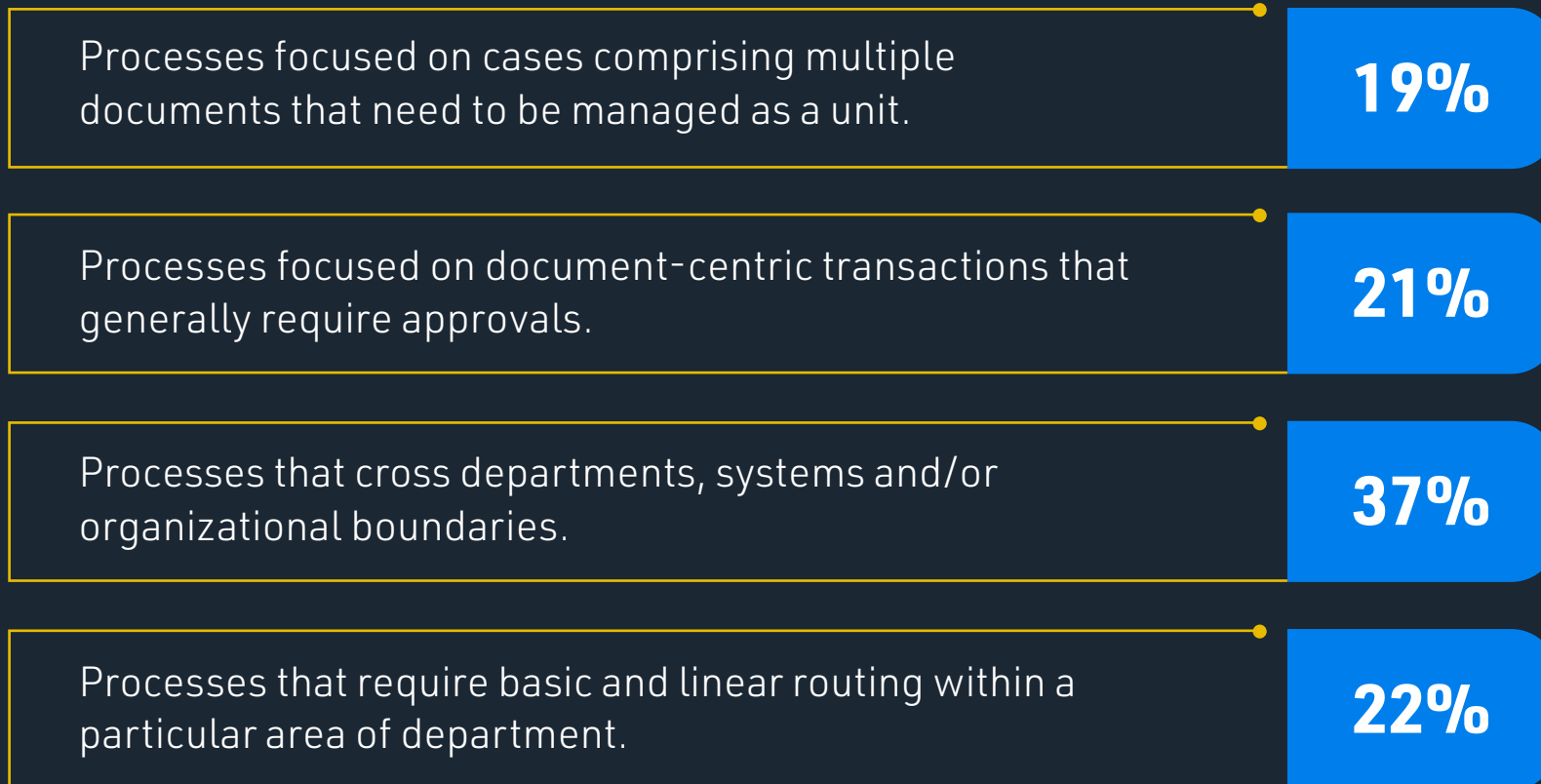
Companies using **Connected Work** to build an integrated architecture are outpacing the competition and driving toward the Future of Work by streamlining, integrating and automating systems to better support strategy, business intelligence and talent across the entire organization.



AUTOMATION THAT CROSSES BOUNDARIES IS KEY

Connection points are likely where information chaos is the greatest.

Processes that would yield the greatest benefit from an increased investment in automation.



- AIIM, IndustryWatch Survey of Directors, Managers and Decision Makers¹²





IMPLEMENTATION

New software solutions hit the market every day. Knowing what solution to use and when to use it in relation to business strategy is critical.

Companies waste a tremendous amount of money on duplicative software and subscriptions that only create inefficiencies, user frustration and resistance to change.

Connected Work Implementation engages with stakeholders to understand the pain points they are experiencing and identify which system capabilities are the right ones to leverage for every need.

By reducing costly duplication and equipping users with the best and most efficient experience possible across technologies like Adobe, Allocadia, Salesforce, Seismic, Sprinklr, Welcome and Adobe Workfront, companies can maximize their current and future investments.

"CMOs who utilize 70% of their MarTech stack's capabilities by 2022 will achieve 20% better marketing ROI than peers."

- Gartner, Marketing Technology Drivers of Genius Brand Performance⁷





INTEGRATION & DEVELOPMENT

Leading organizations know that integration is a strategic investment that advances them closer to the Future of Work but they are hamstrung by centralized integration teams that lack the agility to cope with the demands of business-driven, product-centric delivery⁸.

Companies also often require custom software development skills to extend the capabilities of technology to meet feature gaps and improve the end-user experience.

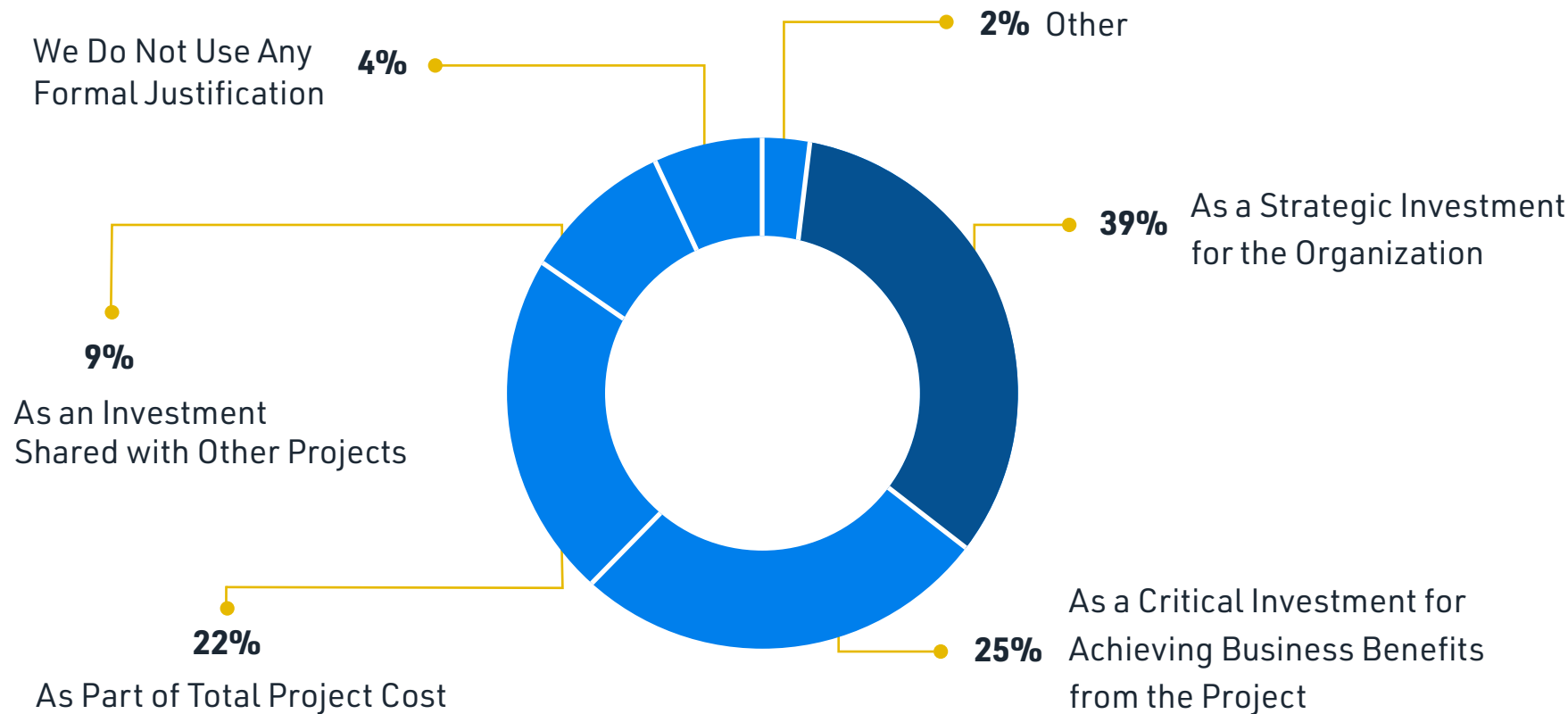
Connected Work brings integration, automation and development together to optimize technology investments so internal talent can focus on doing what they do best.

This includes streamlined integration mappings, advanced integrations for multiple solutions, automating processes, and building an integrated data exchange architecture across a **Connected Work** environment using leading platforms like:

- Adobe
- Allocadia
- Ally.io
- Custom built applications
- JIRA
- Monday.com
- Mulesoft
- Oracle
- SAP
- Salesforce
- Seismic
- ServiceNow
- SharePoint
- Tray.io
- Welcome
- Workato
- Workfront Fusion



Investment in Integration Technology Is Deemed as Strategic or Critical



- Gartner, Integration Maturity Model, 2020⁹



PEOPLE & CHANGE

When compared to the cost of failure, enabling technology with a people and change management plan is worthwhile insurance to protect any transformation investment.

Connected Work helps organizations prepare, respond and succeed by quickly and efficiently facilitating communication through a coordinated, orchestrated response to establish change from the top down and bottom up so it is handled with confidence at every level.

Executives are able to champion new ideas, users are aware of how change impacts them, and all teams are equipped with the information and training they need to hit the ground running.

Digital Adoption Solutions (DAP) like [JumpSeat](#) replace the problems associated with slow and ineffective “cascade communication” from senior executives to managers to system administrators to users, and instead provides employees with real-time application training, guidance and communication so they can adapt quickly and confidently as solutions continue to evolve.

“As we move into 2021 and beyond, the rate of disruption will potentially accelerate as the implications from 2020 play out across the next several years.”

- Harvard Business Review, 2021¹⁰





REPORTING & BUSINESS INTELLIGENCE

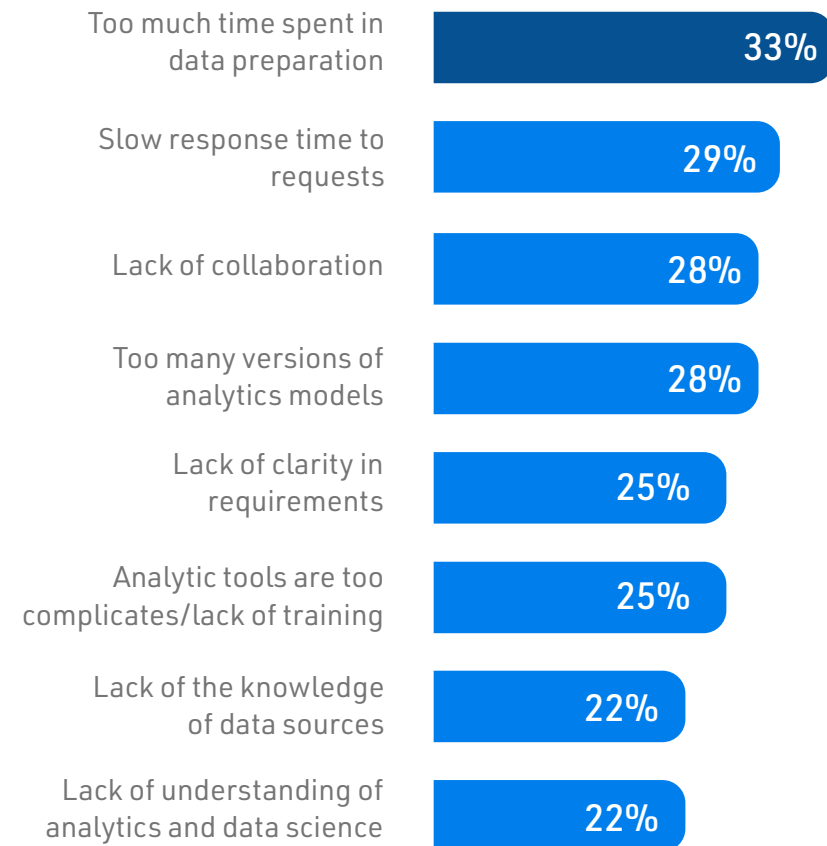
Data is ubiquitous, but deep understanding is a rarity. Data workers spend 9% of their workday on data-related activities such as searching, preparation, and analytics. Yet a staggering 44% of that time is spent on unsuccessful data activities because of a lack of collaboration, existence of knowledge gaps, and resistance to change¹¹.

Connected Work is architected with digital transformation in mind to remove inefficiencies and ineffectiveness and put data into a usable format that can easily be leveraged to produce true business insights for quick decision making.

In the digital age, data is critical. But if data isn't helping your business grow, you don't have a data problem – you have an information problem.

A **Connected Work** ecosystem powers data-driven insights through clear visualizations to bring clarity, not confusion.

Top Challenges For Data Workers¹¹





USE CASE | CONNECTED WORK IN THE REAL WORLD



One of the largest multinational retail corporations in the world is at the forefront of the **Connected Work** movement and on a digital journey to build a leading-edge foundation across work, technology, and talent.

The company's vision was quite simple on the surface:
harness its enormous content volume across brands to enable personalization at scale.

Making it happen required a new approach.



STRATEGY & ROADMAPPING: The company was operating within a technology framework that would not support its Future of Work goal of enabling personalization at scale with AI. Although requests were being made via a single entry, more than four different tools were needed to manage one email or web page deliverable across core business processes.

Without the right systems in place, they could not drive consistency and combine all of their files effectively. It was difficult to collaborate across all of its channels and categories and they were working across thousands of asset requests per cycle which meant thousands of files of data. It was an incredibly difficult system to manage.

In addition, they were utilizing an external software developer to make the simplest of changes at an incredibly high cost and slow turnaround.

LeapPoint worked with them to understand the specific reasons why change was needed and which initiatives would have the most impact. Together, LeapPoint and this customer formulated a strategic plan, set a precise budget and translated the strategy into meaningful operational and tactical objectives to deliver results.

BUSINESS PROCESS: Led by the customer's Director for Creative & Global Site Operations, the Marketing Creative business team started with a new design. While many companies put technology first and don't take the time to architect business processes, she knew that if they did not design the appropriate foundation, it did not matter what technology they leveraged.



IMPLEMENTATION: Her team developed a set of five technology requirements to support the business process architecture:

- 1 It had to be enterprise-scale to store all of its data and enable consistent processes across brands.
- 2 It could not require custom development.
- 3 It had to be an industry-standard so they could adapt and adjust over time.
- 4 It had to enable integration via an API because they knew they wanted to connect other systems and eventually incorporate AI.
- 5 It had to enable analytics and insights for personalization at scale.

Once the requirements were set, they chose Workfront + Adobe Experience Manager to make the journey to **Connected Work**.

INTEGRATION & DEVELOPMENT: Their new **Connected Work** framework featuring Workfront + Adobe Experience Manager enables personalization at scale by providing a common request approach across all Categories (Home, Apparel, Food, etc) and Channels (Social, Affiliate, Display, Site, etc) into a centralized Workfront system.



PEOPLE & CHANGE: Through a common API, the team can now integrate with other systems in the marketing stack to apply AI along with their cybrarians to enable personalization at scale.

“While I am confident other KPIs will come from this initiative - ROI, efficiency gains, and much more - personalization at scale was our primary goal and we achieved it with Connected Work.”

*- Director for Creative & Global Site Operations at
Multinational Retail Corporation*



ABOUT THE AUTHOR

Nicholas DeBenedetto is the CEO of LeapPoint, a management consulting firm at the forefront of Connected Work. An industry thought leader dedicated to driving innovation, results, and valued relationships with clients and partners, Nicholas has more than 20 years of experience solving some of the most complex business and technology challenges across financial services, healthcare, retail, higher education, government, and high tech.



Prior to LeapPoint, Nicholas specialized in Portfolio and Enterprise Change Management at PricewaterhouseCoopers, served as a contractor to the U.S. Department of State where he built a global management information system, and worked as a utility player for a leading developer of project management and productivity software.



ACCOLADES





Software constantly changes.

With 300+ software implementations, 300,000 hours of digital transformation experience, 100+ enterprise-level integrations across more than 15 major SaaS systems and a standardized process for implementing new technologies, LeapPoint is at the forefront of **Connected Work™**

www.leappoint.com/connectedwork

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