



2020 LEAPGEN WHITEPAPER

# The Evolution of HR Service Delivery in the New Digital Experience Era

Highlights and Insights From Leapgen's 2020 Workforce Experience and Service Delivery Practices Survey





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# About the Survey

Leapgen's 2020 Workforce Experience and Service Delivery Practices Survey is a continuation of longitudinal research on HR service delivery practices in addition to being a timely exploration of relevant digital trends. The study aims to understand the long-term trajectory of HR service delivery practices while offering a glimpse of how practices are evolving in today's digital-first world.

Based on our analysis of the findings and known areas of interest, this report highlights:

- The focus on employee experience and digital enablement thereof;
- The state of cloud-based HR technology;
- Evolution of HR service delivery practices;
- Prevalence of artificial assistants in HR service delivery; and
- The outlook for HR service delivery as part of Global Business Services (GBS).

Finally, since this year's survey happened to launch at about the same time the COVID-19 began spreading globally this report references COVID-19 implications in "spotlight" sections. In addition, the report incorporates insights from COVID-related "pulse" surveys administered by Leapgen subsequent to this survey's launch.

Our main purpose in conducting this research is to make factual contributions to the body of knowledge in the field of HR service delivery and digital employee experience enablement. Despite the distraction of COVID-19, we received responses from a sample population of 90 organizations representing diverse industry perspectives. Details about the survey methodology and sample population are found at the end of the report.

We sincerely hope you find this information valuable.



# Executive Summary

Leapgen's 2020 Workforce Experience and Service Delivery Practices Survey confirms and underscores the digitization of HR service delivery and workforce experience. While organizations are at very different points on this journey, the overall trend is unmistakable. Furthermore, it appears that COVID-19 will have an accelerating effect on this trend because of the dramatic, and to some degree permanent, increase in remote work. For millions of workers, the digital workplace is the workplace.

Leading up to current circumstances the shift in emphasis toward employee experience was well underway. In our survey, employee experience was almost universally rated as "important" or "very important," with about two-thirds of respondents stating that their organizations have a defined employee experience strategy in place. Nearly 40% of respondent organizations employ an individual or team dedicated to employee experience -- a recent phenomenon.

It's no surprise that "digital experience platforms" are dominating new deployments in the blended portal/case management space. Almost two-thirds of organizations now use the same application for both HR case management and knowledge management (portal). This represents a positive shift from Aon's 2018 HR Shared Services Study<sup>1</sup>, Driving a Digital Employee Experience Through HR Shared Services findings, where this question was also asked. This research identified a fifteen percent increase in respondents implementing case management from the same leading provider.

At the center of this technological transformation is a product category often referred to as the digital workforce experience platform, also known as the digital experience "layer." Such platforms integrate personalized content, transactions and access to human support (e.g., case initiation, live chat, video call) under a single user interface. Additionally, the integration capabilities of such platforms enable organizations to bring together multiple business functions in addition to HR to transcend organizational silos to deliver a truly seamless workforce experience. While for many organizations this seems like a distant possibility, for some organizations it is already here. As evidence, about one-third of respondent organizations already deploy a chatbot as part of their service delivery channel mix.

Nearly **40%**  
of respondent organizations  
employ an individual or  
team dedicated to employee  
experience -- a recent  
phenomenon.

<sup>1</sup> Aon's 2018 HR Shared Services Study, Driving a Digital Employee Experience Through HR Shared Services (administered by the HR Shared Services Institute)

## Executive Summary

Meanwhile, some traditional service channels, notably phone and email, appear to be headed toward extinction. For the first time in this research's history, self-service case initiation inched past email in prevalence. Furthermore, among those respondents that offer email as an intake channel, about 40% said they would eliminate it if possible, making email the most frequently targeted channel for elimination. It is hard to separate this trend from the advent of the digital workforce experience platform concept referenced earlier.

The digital revolution is having an effect on numerous service delivery practices, particularly in the "shared services" context. Chatbots are gradually replacing the "tier 1" rep of old, responsible for answering only high-volume routine inquiries. This doesn't mean contact centers are necessarily disappearing (although they are increasingly virtual), rather being asked to deliver a broader and deeper set of services. One can imagine, though time will tell, a wholesale shift from the classic tier 0-1-2-3 model to what might be termed a 0-2-3 model, in which the first human tier does problem solving and exception handling while standard, routine work is delivered digitally.

Finally, in ways both positive and negative, COVID-19 is permanently altering the world of work, and HR service delivery is certainly no exception. Because this survey was designed prior to the pandemic and administered during its early stages, we didn't have the opportunity to probe COVID-19 impacts extensively. But one impact is abundantly clear: digital service delivery and communication has gone from nice to necessary overnight. The dramatic shift to remote work has unveiled a silver lining in the form of underestimated benefits of a virtual workforce, causing many companies to embrace "work from anywhere" as part of their "new normal."

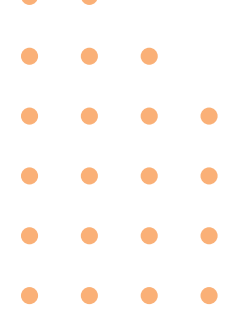
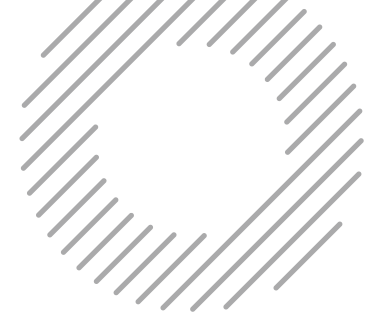
In this new normal, at least for a much higher proportion of the workforce,

**“The digital workplace is now the workplace.**

and the evidence we've compiled suggests that human resources leaders are under increased pressure to quickly embrace it.

**“Because of COVID-19 Digital service delivery and communication has gone from nice to necessary overnight.**





# Experience is Key

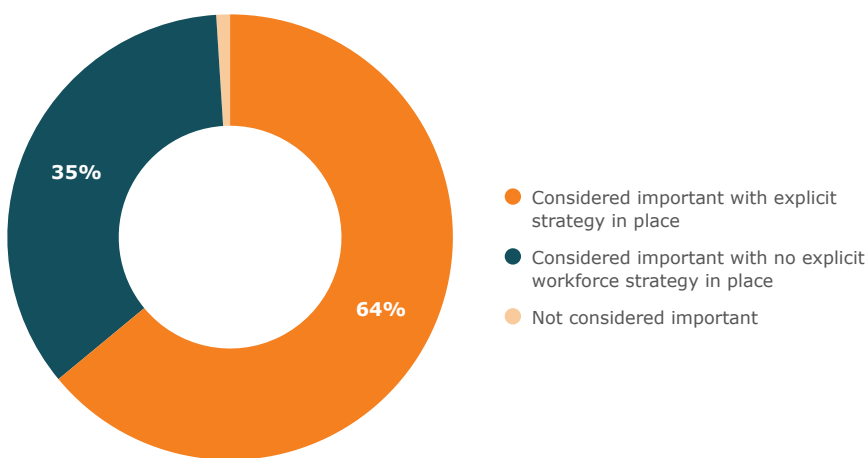
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## Experience is King

The survey findings offer strong support for the observable trend in the importance of employee experience, particularly as delivered through digital channels. Almost universally (99%), respondent organizations reported employee experience as either “important” or “very important,” with about two-thirds having a defined employee experience strategy in place.

Figure 1: Importance of Employee Experience in HR Strategy



Furthermore, **90%** of respondents rate digital technology as being “extremely, very or somewhat important” in their organization’s overall employee experience priorities.

Figure 2: Prevalence of Dedicated Employee Experience Team or Role

Nearly **1/3** of organizations have a role or team dedicated to digital employee experience design. Anecdotally speaking, such roles barely existed a few years ago.

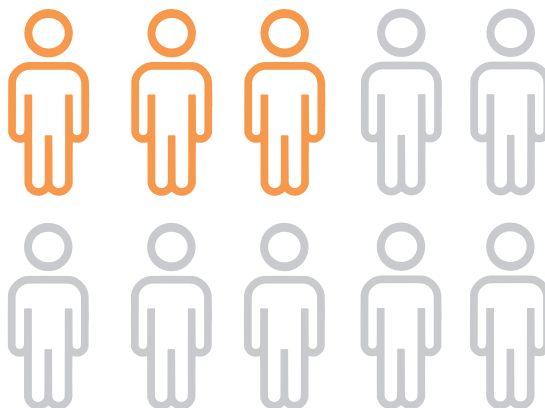
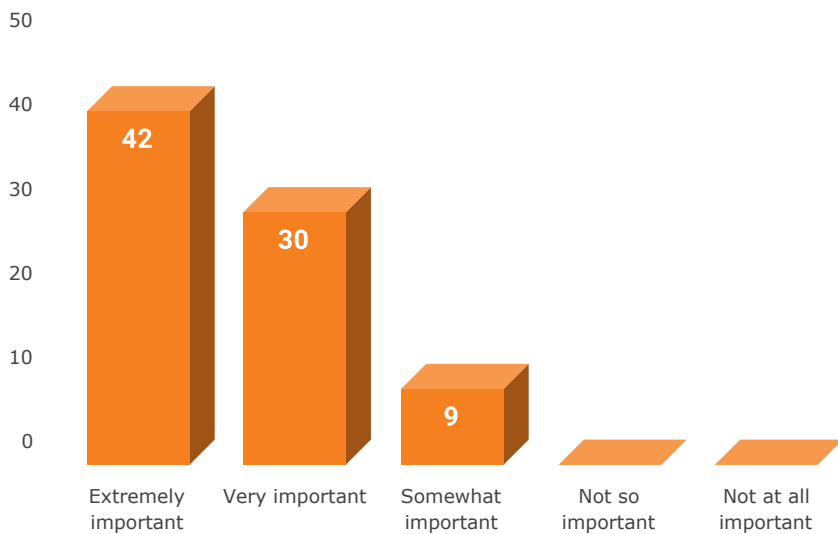


Figure 3: Importance of Digital Technology in Employee Experience



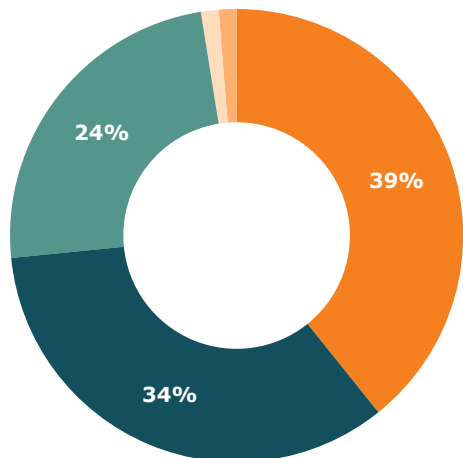
### Covid-19 Spotlight

As the Coronavirus pandemic forced global workforces into remote settings, the digital work experience has become the work from anywhere experience for a larger proportion of workers. Thus, COVID-19 has accelerated and made digital employee experience strategies more important and urgent than ever.

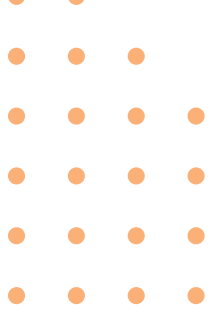
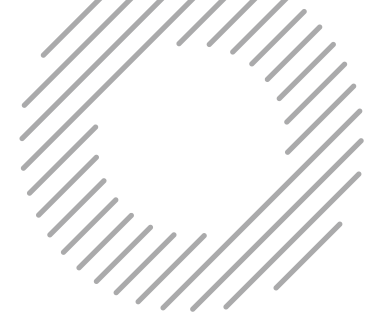
Results from three Leapgen pulse surveys conducted through the HR Executive (HRE) publication June 8, 2020, June 11, 2020 and June 22, 2020 uncovered that:

- 86% of respondents feel digital employee experience is making things easier for their workforce
- 81% confirmed a growing importance for integration of information, interactions, and transactions into a single platform
- 82% stated that post-March 2020 their workforce experience has changed and people are working differently

Figure 4: Prevalence of Team or Role Dedicated to Digital Experience Design



- My organization has a well-developed workforce experience strategy that is supported by a role/team to dedicated to designing and governing workforce experience.
- My organization considers workforce experience to be important but doesn't have an explicit workforce experience strategy. My organization recognizes the value of workforce experience but doesn't make it a specific focus.
- My organization has an employee experience strategy but no dedicated workforce experience role or team in place.
- My organization doesn't think workforce experience is important.
- I don't know



# Rise of the Digital Experience Platform

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## Rise of the Digital Experience Platform

The ascendance of employee experience as an organizational priority is dramatic in both scale and speed. It is no surprise that “digital experience platforms” are dominating new deployments in the blended portal/case management space. Almost two-thirds of organizations now use the same application for both HR case management and knowledge management (portal).

Figure 5: Case Management Platforms in Use

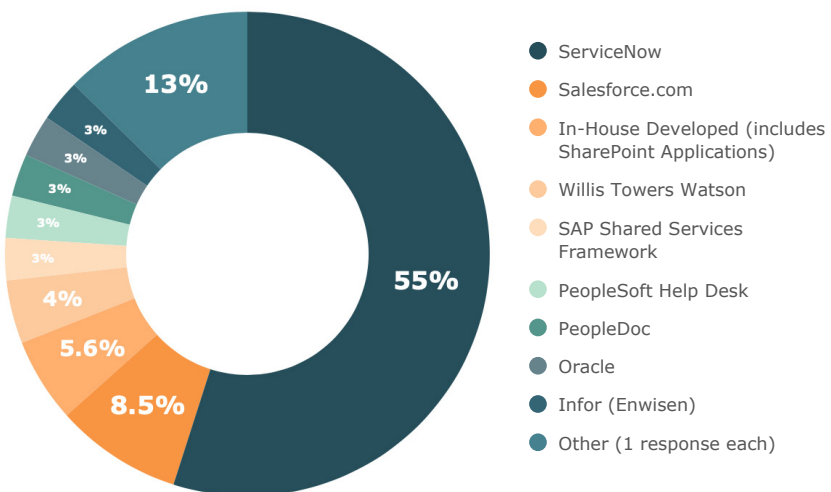


Figure 6: Use of Combined Case Management /Portal Solution

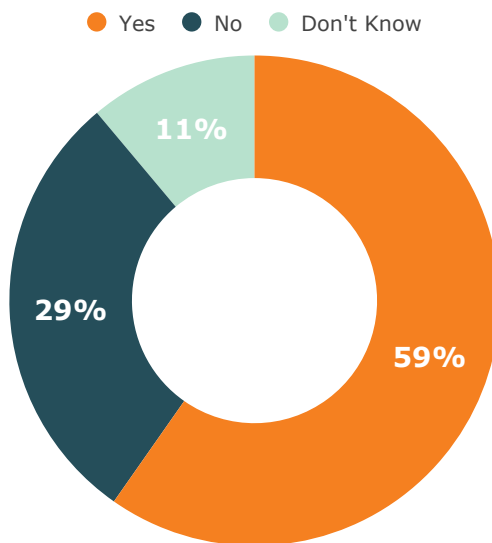
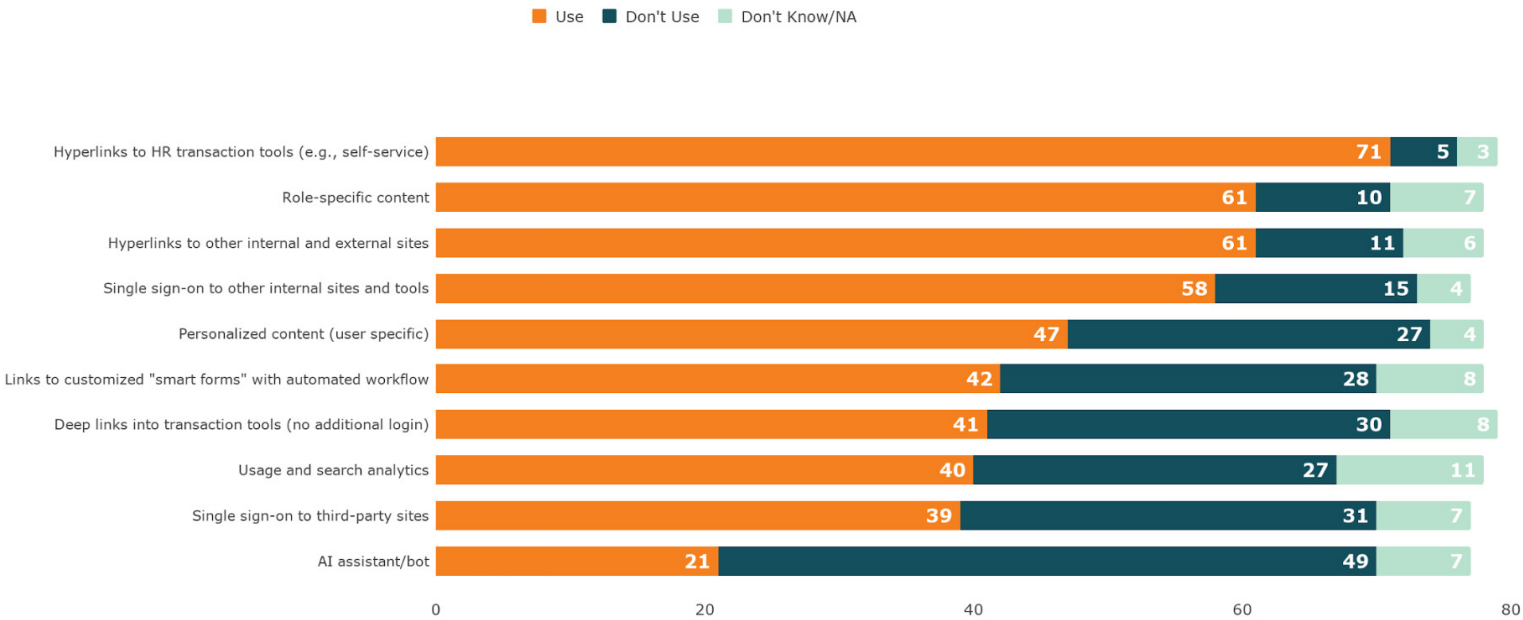


Figure 7: Rise of Experience Layer Functionality



As an indication of this trend, the chart below depicts the prevalence of specific functional capabilities found in these integrated products. Clearly, great strides have been made in moving mere information portals into the realm of digital experience platforms.

Among the digital experience platform solutions on the market, ServiceNow continues to lead in adoption, no doubt due, at least in part, to its ability to extend existing IT service management relationships into HR and other corporate service functions.

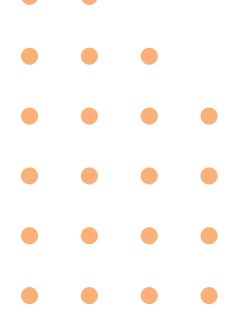
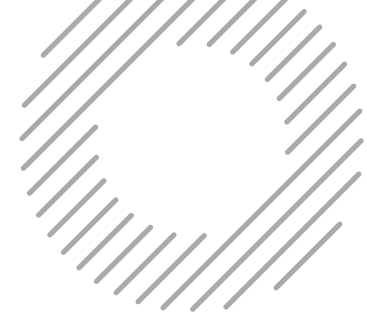
The strength of this trend in digital experience platform adoption, coupled with the sudden and dramatic increase in remote work arrangements, suggests that this technology segment will be a top priority for HR and HRIT functions in the coming months and years. In response, buyers can expect to see more solution providers competing for share.

### Covid-19 Spotlight What is an Employee Experience Platform?

The disruption of technology alone has put many organizations in a tailspin, racing to stay ahead of advancing technology by purchasing and deploying more technology, creating a complex web of systems, channels, and apps for the workforce to navigate. This frenetic digital revolution has triggered a growing need for a single place to help managers and employees successfully manage their daily work-related tasks, transactions, and experiences. Josh Bersin, Global HR Analyst and Founder of Bersin Associates, describes the Employee Experience Platform as a new category of HR and workforce productivity software that includes middleware connectivity, case management, process management, and knowledge management to help companies give employees a single "layer" to manage work-related tasks, HR requirements, and job transitions.<sup>2</sup>

We have formally defined this next-generation solution as a cloud-based development and integration platform that integrates personalized data, content, transactions, and interactions (between humans and bots & humans) while supporting the execution of human-centered design.

<sup>2</sup> Bersin: The Employee Experience Platform Has Arrived: A new category emerges for the future of work



# The Cloud Settles In

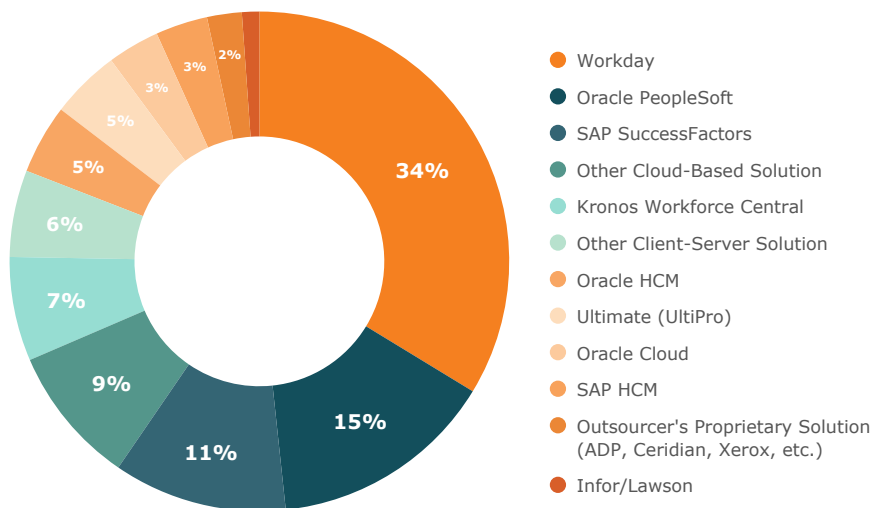
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## The Cloud Settles In

As has been well documented in recent years, cloud HRMS solutions have steadily gained on and ultimately overtaken on-premise (client-server) solutions, with Workday establishing itself as an early leader and maintaining that position today. In this survey sample, 70% of core HRMS platforms in use are in the cloud, with Workday occupying about one-third of the total core HRMS market. SAP's SuccessFactors Employee Central and Oracle Cloud, while slower to gain early adoption, have gotten more traction recently, as indicated by their 11% and 4% adoption rates, respectively. Meanwhile, Ultimate Software's UltiPro product, a cloud market entrant, is competing by focusing on its mid-market and payroll-centric target markets. It will be interesting to observe how the merger with Kronos impacts Ultimate's place in the broader core HRMS market. Presently, it is too soon to tell.

Figure 8: Core HCM Platforms in Use



Another player to watch is ADP as it introduces its new global core HRMS offering, branded as Next Gen HCM. In tandem with its acquisition of global payroll technology provider Celergo, ADP is hoping to bring to market a truly global, truly cloud-based HR and payroll solution.

### Employee and Manager Direct Access (a.k.a. Self-Service)

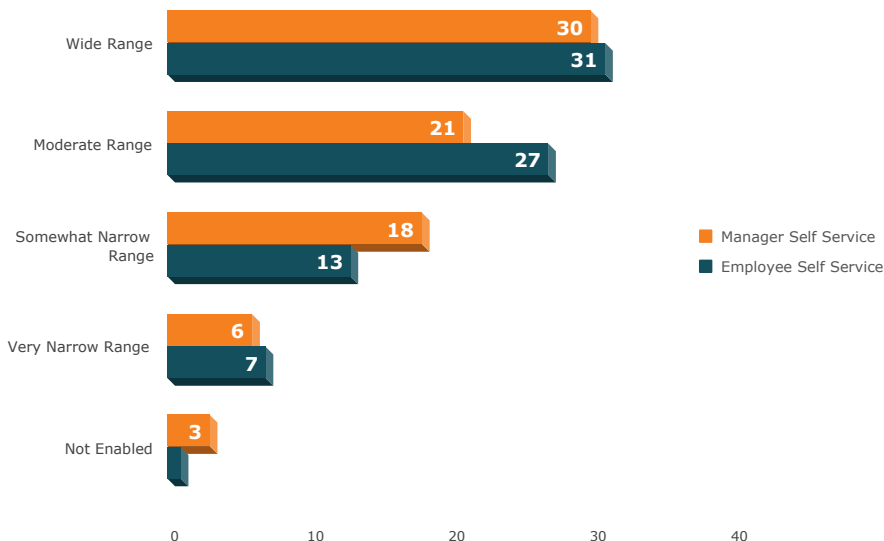
One of the grand expectations of cloud HRMS platforms is the consumerization of employee and manager direct access, also known as self-service. Indeed, when implementing a new cloud HRMS solution including employee and manager direct access functionality is commonplace, though not universal. In this sample, 98% of organizations deploy some level of employee direct access, while 96% deploy some level of manager direct access.

### Covid-19 Spotlight

Many large-scale HRMS deployments were back-burnered when COVID-19 struck, mostly due to organizations being forced to reprioritize funding and talent capacity. Depending upon the longer-term impact of COVID-19, some of these projects will resume in short order while others will be sidelined indefinitely, especially as client-server solutions kick their sunsetting cans further down the road.

Another possibility is that this immediate impact adds fuel to the fire building around digital experience platforms, as organizations seek to enhance digital capabilities through an experience layer that connects existing employee-facing technology systems together seamlessly, rather than through a new cloud-based core HRMS platform.

Figure 9: Level of Employee and Manager Self-Service Deployment



On one hand, this level of adoption is to be expected since employee and manager direct access functionality has been on the market for decades. However, a closer look offers a less impressive view on the manager direct access front. Less than 40% of organizations deploy a “wide range” of manager direct access transactions, meaning that many, if not most, organizations are still taking “baby steps.”

One possible reason for this is the stubbornly slow empowerment of managers when it comes to position management. While position management functionality was available three decades ago, and nearly three-fourths of respondents report using it, less than half expect managers to understand position management enough to empower them with transactions with position management implications. As those organizations using position management know, that translates into a lot of transactions excluded from the scope of manager direct access. Clearly, position management remains the sticky wicket when it comes to deploying manager direct access broadly. This may be one reason that almost one-third of organizations that use position management do not think they are getting sufficient value from it (ROI).

Figure 10: Does your organization utilize position management functionality?

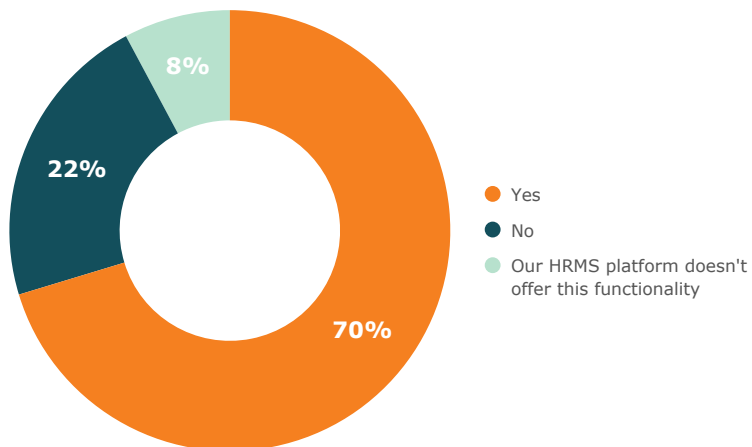


Figure 11: Do you expect managers to understand position management and initiate transactions with position management impacts?

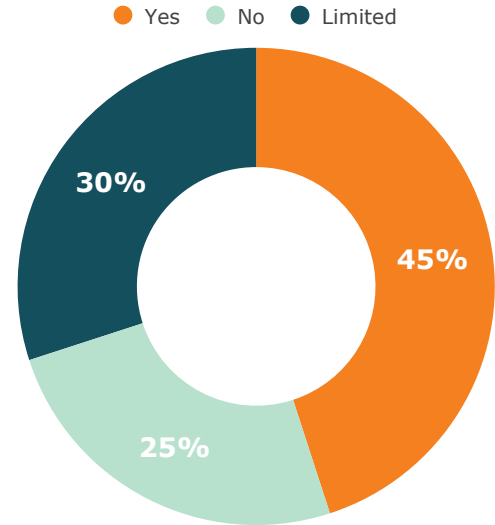
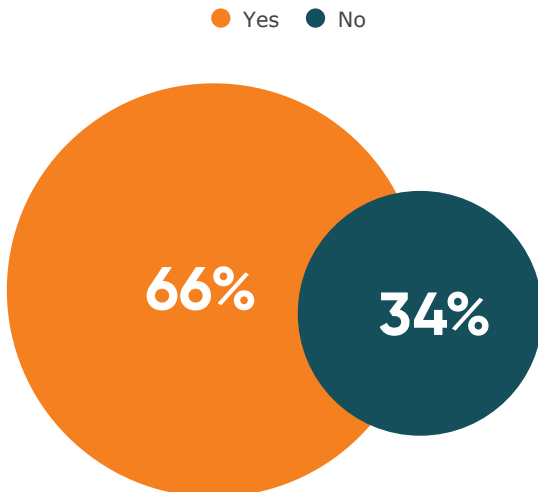
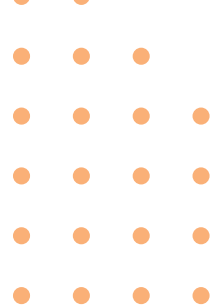
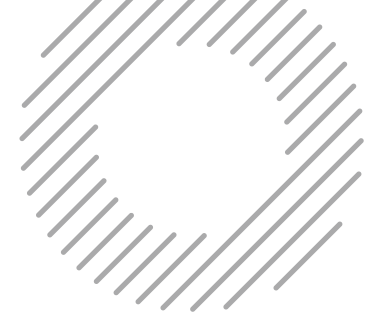


Figure 12: Do you think your organization is getting sufficient value (ROI) from position management functionality?



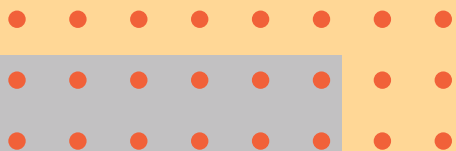
### Covid-19 Spotlight

COVID-19 presents yet another challenge for position management, as the pandemic has required organizations to be much more flexible and agile in deploying talent. Typically, organizations that require a high level of organizational agility are not good candidates for position management, since by definition position management relies on a relatively stable hierarchy of positions and departments. Under present crisis conditions, many organizations are simply ignoring the maintenance of organizational hierarchies and position data in placing people where they're needed, regardless of title, level, or reporting structure. If this need for talent agility continues beyond the immediate crisis it will be interesting to see if and how organizations continue to leverage position management functionality, and what impact this has on overall HRMS platform configuration.



# “Shared Services” is Evolving ... and its Time

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## “Shared Services” is Evolving ... And It’s Time

Of course, the general concept of shared services has been around almost as long as the divisional corporate structure. In fact, it was invented in the late 1920s by Alfred Sloan, then-CEO of General Motors.

The latest evolution of shared services came into existence around 25 years ago as the organizational companion of ERP software packages, as these packages allowed a greater breadth of services to be administered under one roof using the same integrated platform. Shared services and ERP software evolved in tandem as mutually enabling technologies.

The shared services model, which has played a great role in delivering a great employee experience, has evolved over the years, but the basic idea hasn't:

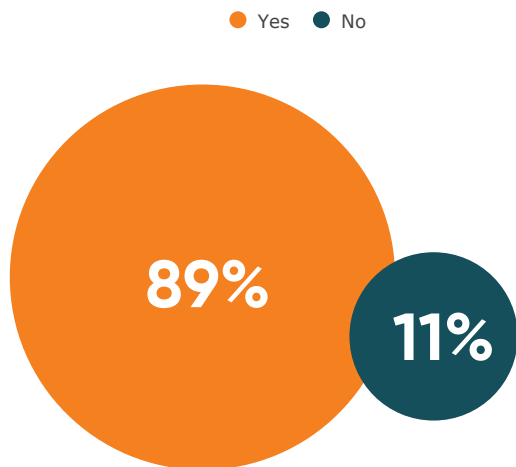
- Consolidate and streamline processes to produce consistently superior outcomes with greater efficiency; while
- Alleviating administrative burden from other parts of the HR function (e.g., HRBPs, CoEs); so that
- The HR function as a whole can deliver greater value to the organization being served.

Incidentally, Sloan had these same goals in mind nearly a century ago.

The HR shared services model has steadily grown in prevalence. In Leapgen’s 2020 survey population, 98% of respondents report having some form of centralized HR service delivery model (i.e., shared services) in place. Admittedly, this sample may be skewed on the high side due to the subject of the research. Regardless, numerous studies over the years by many researchers have corroborated the high prevalence of shared services models in HR.

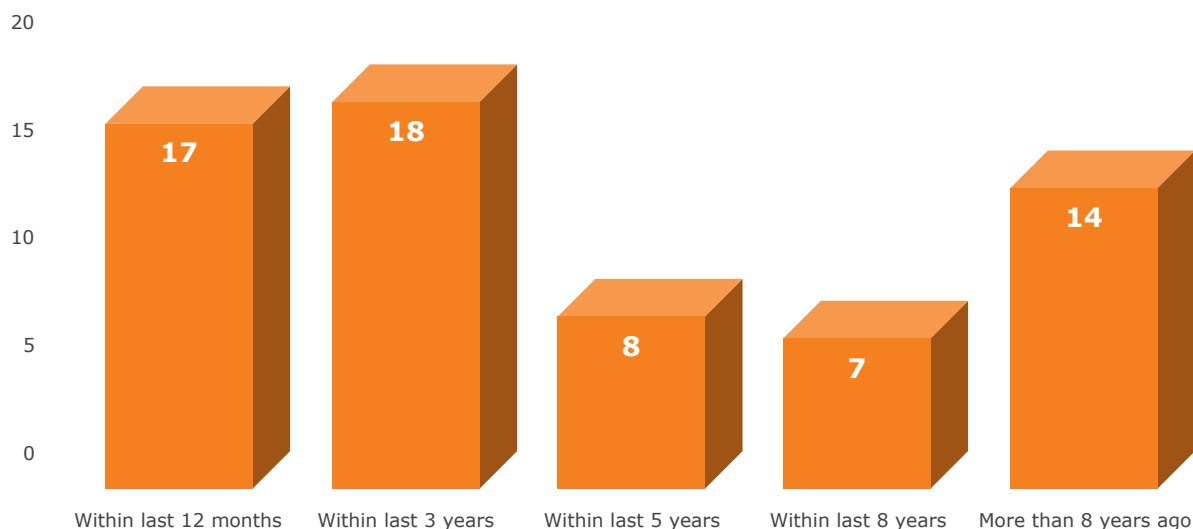
**98%** of respondents report having some form of centralized HR service delivery model (i.e., shared services) in place.

Figure 13: Does your organization have a centralized HR service delivery model (a.k.a. shared services)?



An interesting finding in this study is that 27% of existing centralized service models were deployed in the last 12 months. Furthermore, the maturity of models in operation covers the spectrum from brand new to very mature. In other words, although the model itself is very mature and prevalent, new implementations keep cropping up.

Figure 14: Maturity of Shared Services Models



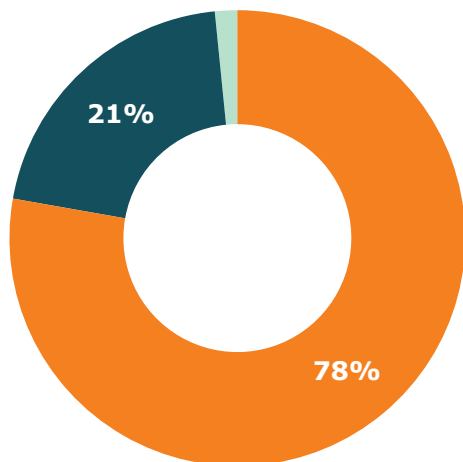
One obvious reason for this, as confirmed by Leapgen’s consulting experience, is that organizations themselves come into existence and/or change such that a new HR model is required. In addition, shared services models occasionally need to be “remodeled” as the organizations they serve change and grow. In other words, the demand for new shared services deployments is self-sustaining (see sidebar).

### The Evolution of Tier 1

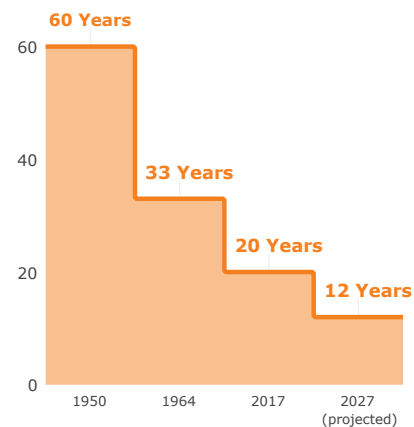
Tiered inquiry handling is a feature that characterizes most shared services models in the latest era, enabled by automated telephony platforms and case management (a.k.a. ticketing) tools. Early designs tended to relegate tier 1 to routine and repeatable inquiries only. But as models have matured the depth and breadth of tier 1 inquiry handling has changed to taking on a more omni-channel digital first approach as well.

Figure 15: Prevalence of Service Tiering in Model Design

● Deployed Broadly ● Deployed Minimally ● No Deployment



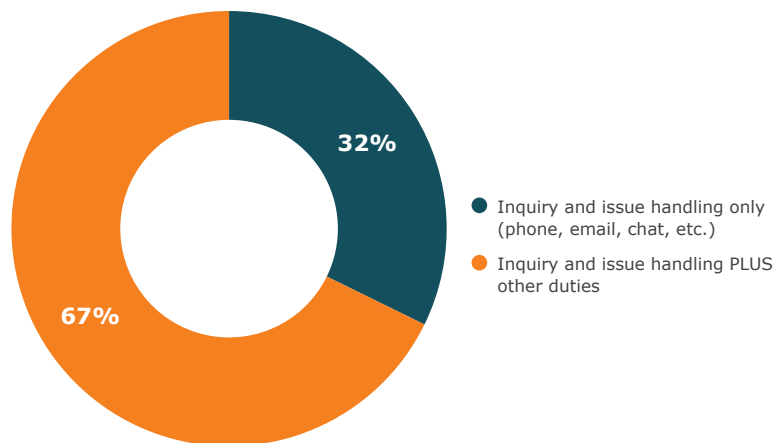
### Decreasing Average Age of Fortune 500 Companies Over Time



The average age of a Fortune 500 company is dropping precipitously. In 1950 the average Fortune 500 company was 33 years old. Today they average less than 20 years old. By 2027 the average age is expected to drop to 12 years. Increased M&A activity and disruptive technology are typically blamed for this trend.

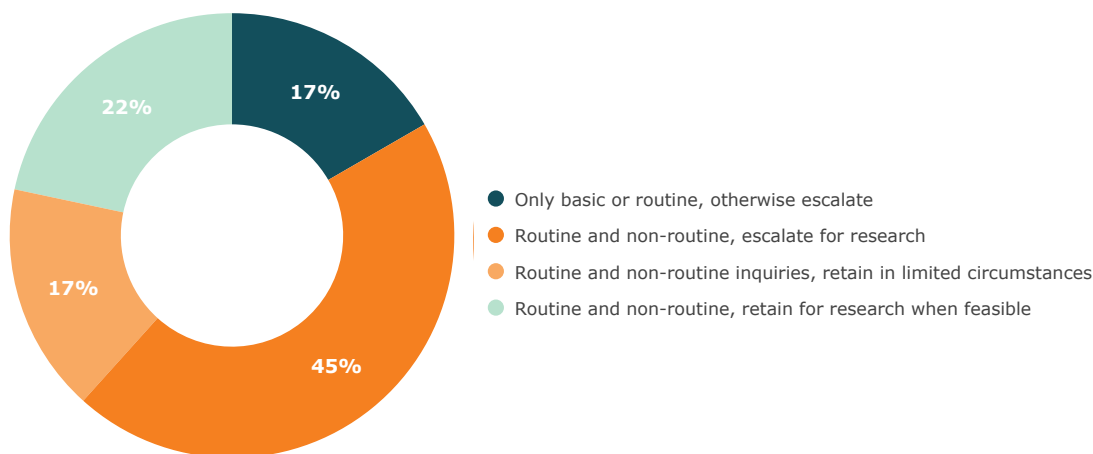
For starters, as this survey reinforces, the majority of tier 1 teams handle tasks beyond resolving inquiries. One reason for this is that as mid-size organizations -- say in the 2,000 to 10,000 employee range -- have embraced the model, the volume of inquiries generated by their workforce is insufficient to keep multiple representatives fully occupied with inquiry work alone. In such cases, it is simply practical to supplement tier 1 duties with other tasks.

Figure 16: Breadth of Tier 1 Duties



Finally, as tier 1 teams mature they gain knowledge to resolve a wider range of inquiries, resulting in higher rates of first-tier resolution, which enhances customer satisfaction. The vast majority of tier 1 teams (87%) resolve both routine and non-routine inquiries, with 37% retaining ownership of cases requiring research instead of automatically escalating them to the next tier.

Figure 17: Breadth of Tier 1 Inquiry Handling



The evolution of tier 1 in these ways is a clear indication that the shared services model is leveraging technology to deliver greater value and better service to the organization.

### Covid-19 Spotlight

Organizations with established HR contact centers have derived an additional benefit in being able to handle the sudden influx of questions and issues related to the pandemic. Some organizations have even recruited internal talent, such as idle recruiters during a hiring freeze, to bolster the contact center's intake capacity. In general, organizations with established HR shared services models are able to leverage them to help absorb the impact of Coronavirus on HR staff.

The majority of Tier 1 teams **87%** resolve both routine and non routine inquiries.

## Man Meets Machine

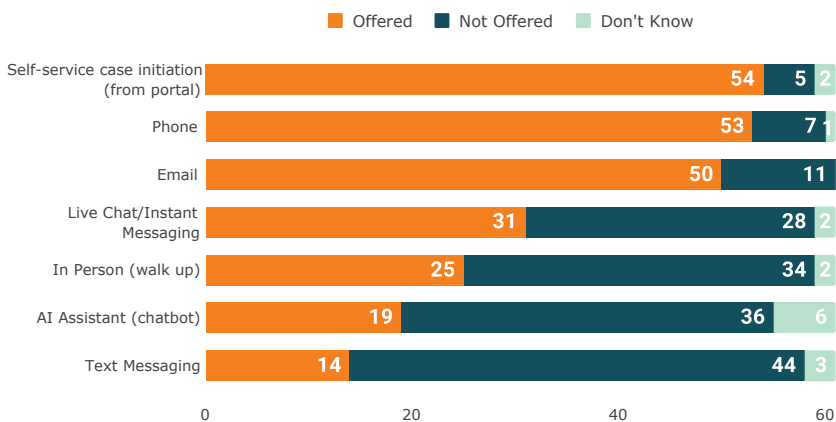
Leading-edge HR service delivery is about the integration of human and digital delivery mechanisms. Today’s service models are increasingly digital-ized, yet humans continue to play a crucial role. The digital-era workforce experience combines human and digital channels seamlessly, with each responsible for doing what it does best.

In particular, the mix of intake channels have evolved significantly, although progress is yet to be made. Early models accepted requests via phone and email, as well as other “paper” channels, including inter-office mail and fax. Shared services operators quickly realized the impact of service channel discipline on overall service performance. Digital-age models are able to do a much better job selecting and controlling input channels for efficiency and effectiveness.

### Covid-19 Spotlight

COVID-19 may bring a lot of negatives, but one possible positive is giving organizations a window of opportunity to eliminate walk-up inquiry traffic and offer new omni-channel ways to interact with employees. But organizations wishing to take advantage of this opportunity may need to act quickly before tier 1 representatives return to the office.

Figure 18: Service Channels Offered

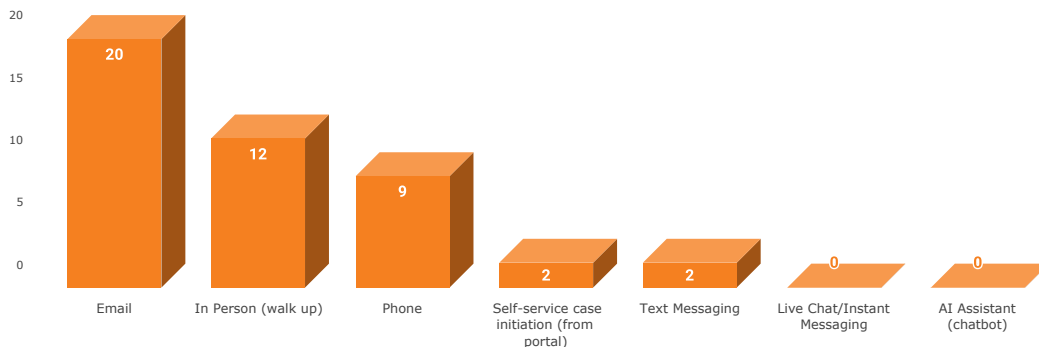


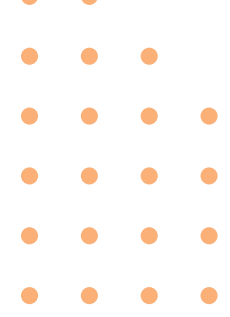
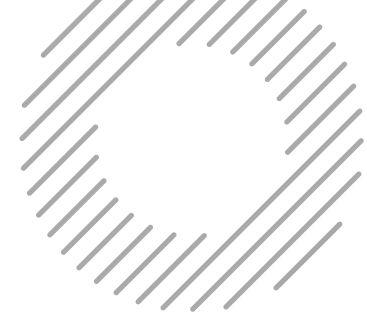
In fact, as the chart shows, for the first time since this survey has been conducted the prevalence of self-service case creation surpassed email as an input channel. Increasingly, organizations are making the bold move to eliminate email inquiries in favor of self-service case initiation. This proves very beneficial when handling inquiries on a global scale, when it may be necessary to route cases requiring specific language skills or geographic knowledge. Some organizations are even using AI translation software to respond to questions submitted in different languages.

“Self-service case creation surpassed email as an input channel.”

Curiously, despite progress made in using digital input channels, walk-up (in person) inquiries are difficult for some organizations to shake. When asked which input channels would be kept versus discarded, email and in-person were the two channels most frequently listed.

Figure 19: Service Channels Targeted for Elimination





# Intelligence: From Roadmap to Reality

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# Artificial Intelligence: From Roadmap to Reality

In just a few years organizations AI has found its way into mainstream HR service delivery. In this sample population, 35% of respondent organizations have added a virtual assistant with natural language understanding (NLU) to their service delivery model, a significant increase from 2018, when this survey was last conducted. While chatbots still lag behind other channels in prevalence, the reasons cited for not yet deploying them suggest that this lag won't last long, (refer to previous chart)

The most common reason for not deploying a chatbot is the lack of an underlying technology platform that offers the feature, not skepticism about the technical capabilities of the bot technology itself. Furthermore, when asked which service channels would be retained versus discarded, none of the organizations that currently leverage the chatbot channel said they would discard it. Evidently, chatbots are doing the job they were hired to do.

As the digital-ized workforce experience evolves, we can expect bots to mature beyond merely doing what humans can do, only cheaper, to instead doing what humans cannot do, or at least not as well. As a result, humans will be freed to perform new types of experience-enhancing tasks. The net result, if done correctly, will be an overall enhanced workforce experience that can scale with the organization.

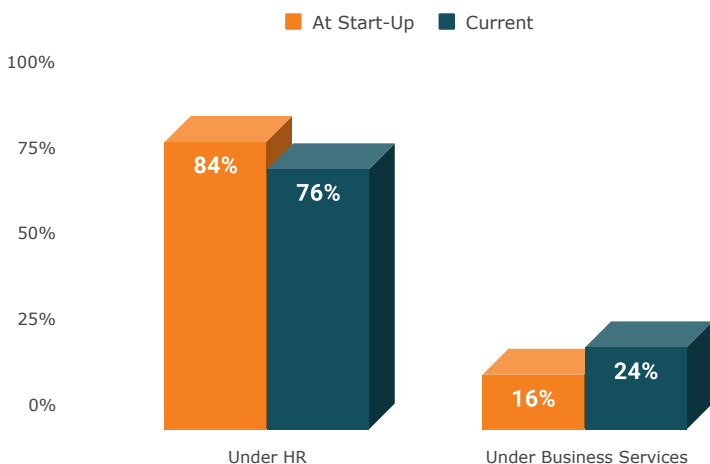
## Is Global Business Services What's Next? Answer: Maybe

The concept of Global Business Services has existed as long as the shared services concept. In fact, General Motors' original shared services design mentioned earlier could be described as a GBS model (of course, the human resources function as we know it didn't even exist back then)

Over the years, there has been persistent interest in moving HR shared services under a GBS umbrella. In this survey, 26% of respondents indicated that they are either planning to move HR under GBS or at least exploring the option.

**35%** of respondent organizations have added a virtual assistant with natural language understanding (NLU) to their service delivery model.

Figure 20: Prevalence of Stand-Alone HR Models vs. "Business Services" Models



## What is GBS?

Global Business Services, or GBS, is a global, multi-functional service delivery structure organized under a separate "business services" function. HR services delivered under a true GBS model no longer are "owned" by the HR function, rather the new GBS function, although HR may retain certain authority as the customer of the services in question.

Typically, though not always, GBS models centralize staff in lower-cost geographies as a cost-saving measure. In some cases, in addition to saving money, GBS models leverage geography for access to needed talent.

Yet, in this sample, the percentage of HR shared services models organized under a GBS umbrella stands at 16%, which is fairly consistent with the percentage reported in this survey over its ten-year history.

With consistent interest in moving HR services under GBS one would expect the prevalence of this arrangement to increase over time. So, why hasn't it? One obvious reason is that a small portion of such explorations actually result in deployment. Indeed, as the data suggests, most organizations that explore putting HR shared services under GBS don't take the leap.

Another probable reason is revealed by examining the underlying data. Among HR shared services organizations that initially launched under a GBS umbrella, more than half now say they report into the HR function, suggesting a reversal of course at some point. While more study would be required to confirm the reasoning, it would at least appear that organizations that put HR under the GBS umbrella experience mixed results.

It also possibly explains why the percentage of GBS HR deployments has not increased as much as interest in the model would imply. Simply put, the percentage of current GBS HR deployments reflects a percentage of initial deployments that revert to stand-alone HR models. Incidentally, this same trend also appeared in the 2018 study.

#### Organizations exploring the GBS model for HR should consider the following:

- The volume of transactional work and inquiries in HR, while significant for some organizations, can be much lower than those for other corporate functions under GBS. This is simply due to the fact that the customer base for HR is employees, while the customer base for, say, finance is all vendors and customers. Thus, the number of transactions tends to be higher in finance. Similarly, the volume of HR-related employee inquiries is far lower than IT-related inquiries, so the number of HR reps needed to resolve routine HR inquiries tends to be much lower than the number of IT help desk reps needed to resolve routine IT inquiries.
- The volume of manual transactional work in HR has been steadily decreasing due to the expansion of digital technologies. In fact, today HR is likely the most digitally advanced among corporate functions. Thus, the business case for reducing the labor cost for routine manual administration is diminishing for HR as digital channels become more prevalent and effective.
- A true GBS model may not make sense for all organizations, (e.g., too small, not sufficiently global, etc.) but, regardless, HR can partner with other departments like IT, Legal, Workplace Services to build a more unified employee experience. Evolving HR Service Delivery to more of a Employee Service Delivery model brings together separate departments toward the end goal of making work, work better for employees.
- Finally, the old notion that less expensive human reps can be used to resolve routine HR inquiries is going by the wayside as chatbots learn to do that work. If an inquiry is simple enough to be resolved by a knowledgebase-dependent human, that same inquiry most likely can be resolved by a virtual assistant, if not today then in the very near future.

This is not to say GBS isn't right for some organizations. In general, **very large** and very global organizations may very well be positioned to leverage GBS for desired business outcomes. Each organization should assess the model for its unique needs and situation.

# Conclusion: The Socio-Digital Future

The futurist Ray Kurzweil invented the term “singularity” to describe a future in which human beings and artificial intelligence operate as one. That future may be distant, but we certainly are seeing human and digital capabilities become more seamless and integrated, merging the two into what can be described as a “socio-digital” experience. This is both the challenge and opportunity for HR service organizations today.

The digital experience platform is the place where this merge happens. Consider the fact that a typical employee working from home is more likely to have a discussion via Zoom or Microsoft Teams than their mobile phone, and the probability of them having an actual desk phone in their home office is about zero. The work they perform is entirely digital, using a variety of digital applications and data sources. We are seeing the emergence of a hybrid worker experience for those organizations who offer both the ability to work in an office and continue to work from home. Employee services will continue to go more digital and new moments that matter will emerge like reserving workspaces at the office, sharing timely information and staying more connected with employees from anywhere, remotely onboarding or offboarding employees, and more. The digital experience platform is simply a way of integrating and optimizing these tools to achieve a “frictionless” enterprise-wide experience that translates into increased employee productivity and satisfaction.

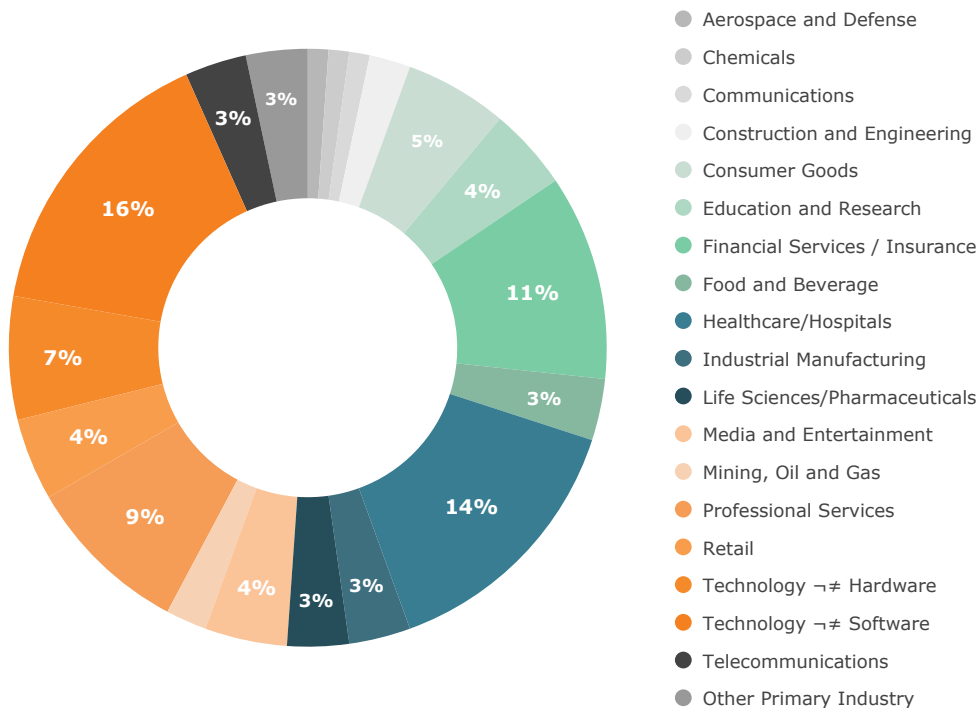
HR’s digital future is exciting and the Covid-19 pandemic has merely accelerated it to the “next normal.” As more organizations incorporate a blend of remote and in-office work arrangements, hybrid workforce environments will emerge, and with them new “moments that matter.” For example, when a remote worker needs to work in the office and find a workspace, the ease with which reserving a workspace will become an important feature of the digital workplace. Likewise, helping remote workers feel connected to happenings in the office and engagement opportunities will become more valued. Organizations must avoid remote workers feeling separate from their colleagues and the company as a whole, and the digital experience can play a major role in this regard.

The digital experience platform is broader than just HR and brings together departments like IT, Legal, and Workplace Services so organizations can continue to deliver business continuity and drive employee productivity from anywhere as well as provide organizations with the agility to quickly respond and adapt to new business challenges and worker experiences as they emerge, which wasn’t possible before. Our findings clearly show that

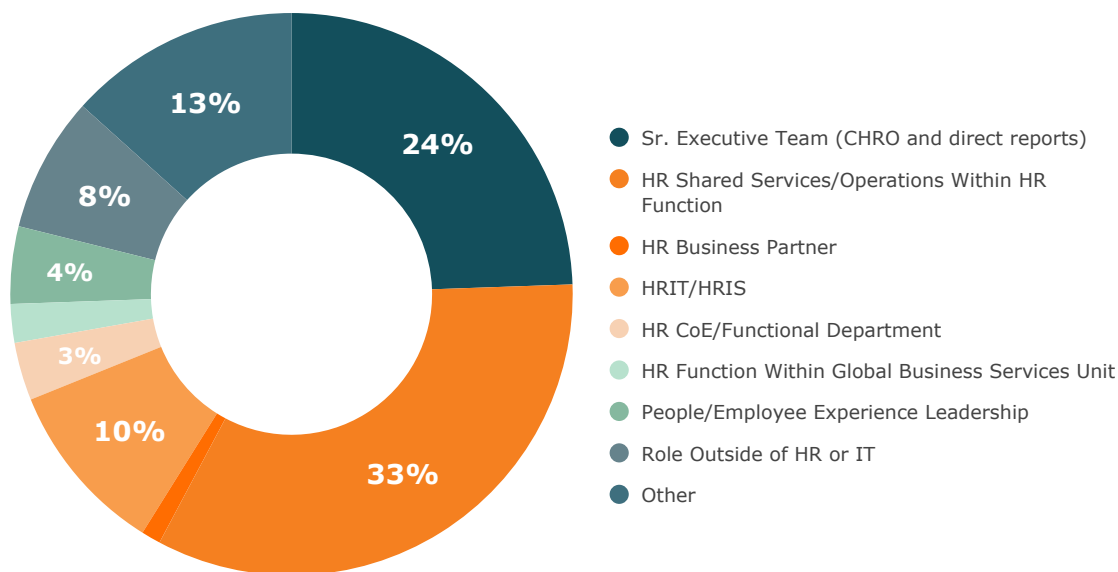
“HR Service Delivery is moving swiftly into the digital era, ushering in a new era in HR service delivery... the digital experience era.”

# Demographics

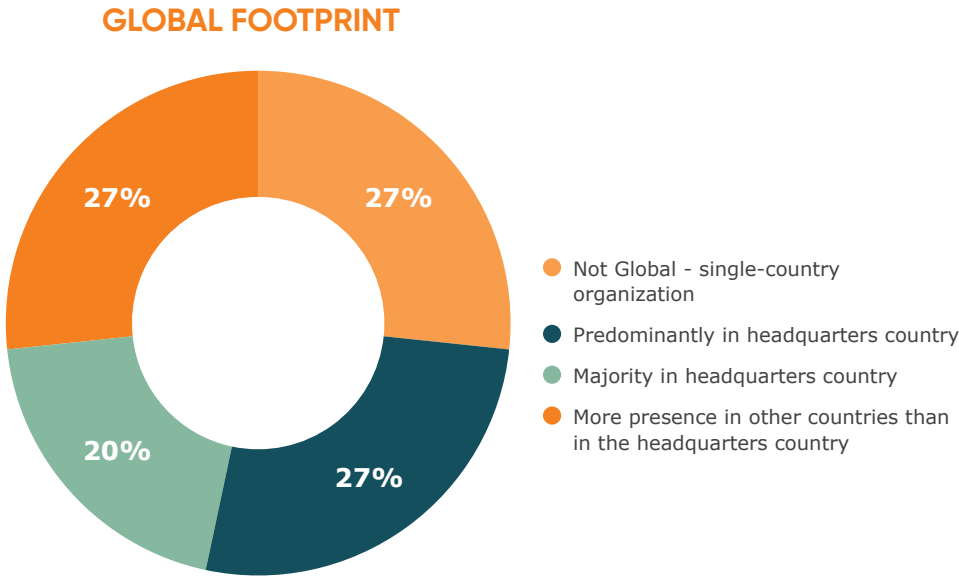
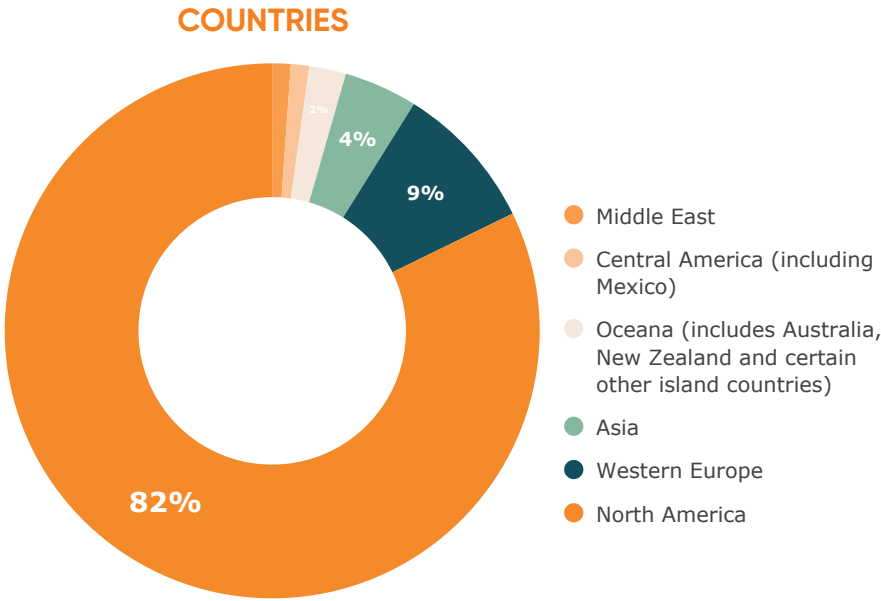
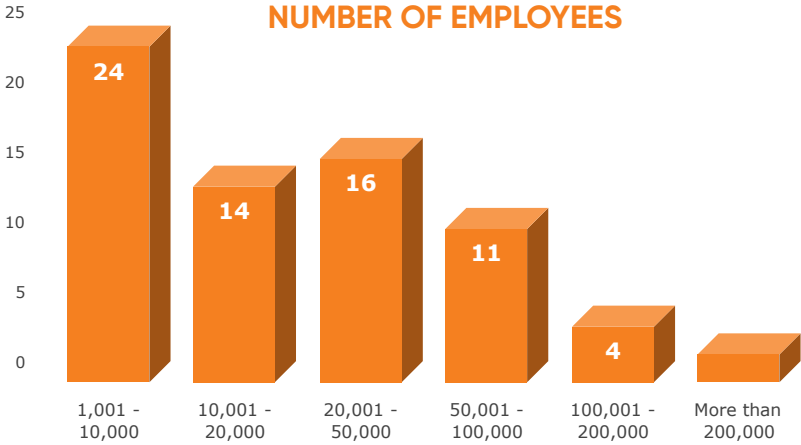
## INDUSTRY REPRESENTATION



## ROLES



# Demographics



## About

Jim Scully is a recognized industry expert in the design and optimization of HR service operations. With nearly 25 years of related professional experience, both as a consultant and practitioner, plus extensive practice research as founder of the HR Shared Services Institute, Jim has unparalleled expertise in the field of HR shared services and service operations. In addition, Jim brings operational excellence background, including TQM, Lean, Six Sigma and Theory of Constraints (TOC) to the realm of HR service delivery to go beyond mere consolidation to create what he calls the “Delivery Center of Excellence.”



## Company

Leapgen is a global digital transformation company shaping the Now of Work. Highly respected as a visionary partner to organizations looking to design and deliver a digital workforce experience that will produce valued outcomes, Leapgen helps enterprise leaders rethink how to better design and deliver workforce services and architect HR technology solutions that meet the expectations of workers and the needs of the business.

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