



**Don't journey alone**

Independent expertise for intranet and digital workplace success

# Digital Workplace Group

## 2017 Research Programme

Of the world's top companies...

**20%**

are **dwg** members

**Over**

**150**

**detailed case studies**

**1,700+**

**intranet sites benchmarked**

## 2017 Research Programme

DWG members have exclusive access to our extensive research library, including reports on key topics such as collaboration, strategy and governance, future trends and many more.

Our members regularly use our research for decision making, as a source of ideas and as the basis for rich interactions and knowledge sharing.

We publish around six research papers a year, most available exclusively to members. Recently published research includes hugely popular reports like "Evidence-based Intranet Success" and "Understanding the Relationship between Organizational Culture and the Digital Workplace".

- You can download free reports and executive summaries in the **Resources** area of our website.
- To take advantage of this rich knowledge, **contact us** to join DWG today.

In 2017 we will investigate seven core areas of intranet practice via our best practice research programme and also cover a wide range of other topics through online and face-to-face meetings.

## 2017 Topics

### The future of the workplace

What will the digital experience of work look and feel like in 2025? What will be a typical "day in the life" of a digitally enabled worker?

This thought leadership report will take a holistic view of the future workplace and experience of work, focusing on the intersection between physical and digital workplaces. It will explore perspectives from a range of leaders, mapping out the key features of the future landscape of work as well as their implications for digital workplace practitioners now.

#### Related research:

- The Digital Renaissance of Work: Delivering digital workplaces fit for the future (2015)

### Knowledge management in the digital workplace

Knowledge management (KM) is alive and well and a key component of the evolving digital workplace. This research will provide practitioners with an understanding of the role of KM in the digital workplace, and enable them to gain key learnings from the field of KM that are relevant to their roles.

It will examine questions such as: What are the barriers to knowledge "flow" in the fragmented digital workplace? What is the potential for a major shift in knowledge worker productivity in the digital workplace? How and to what extent should KM and digital workplace strategies be aligned?

#### Related research:

- The Art of Collaboration: Optimizing online collaboration for success (2013)
- Using the Intranet to Achieve Operational Excellence (2011)



#### DWG RESEARCH QUICK FACTS:

- Exclusive library of 65+ reports
- Around 6 new reports per year
- Member-led topics
- 18,000+ member downloads
- Basis for decision making
- Rich source of ideas and case studies

## Achieving digital workplace integration

Is a fully integrated digital experience of work an achievable goal or just a utopian dream? And, if achievable, is it desirable?

This research will build on DWG's user experience research track to explore the integration challenge faced by most organizations embarking on a digital workplace programme of work. It will explore challenges and opportunities posed by the proliferation of tools and applications, increasing fragmentation, company provided vs. Bring Your Own, company hosted vs. cloud, pressures from consumer technology, use of open APIs – and more.

### Related research:

- Digital Workplace User Experience: Designing for a flexible workforce (2013)
- Setting Up a User Experience Programme (2017)
- One Company Intranet: Moving from many intranets to one (2011)

## Adoption strategies

DWG research relating to adoption is consistently popular among members, covering topics such as change management, organizational readiness, user-centred design and culture.

This paper will build on previous research to analyse what factors contribute to a successful adoption strategy and approach for digital workplace initiatives. It will provide practitioners with a “psychology 101” of key theories and frameworks for understanding how and why users do or don't adopt new technologies.

### Related research:

- Change Management for the Intranet and Digital Workplace: Bringing the organization with you (2014)
- Is your Organization Ready for the Digital Workplace? (2016)
- Understanding the Relationship between Organizational Culture and the Digital Workplace (2015)

## Best practices for content strategy

This research will build on “Managing Intranet Content”, one of the top three most popular reports in the DWG research library, to re-examine the content strategy from a digital workplace perspective.

It will tap into industry good practice to address challenges such as aligning content platforms, dealing with multiple languages, achieving global–local balance, ensuring user needs help drive content, auditing and analytics – and more. The research will explore key practices for establishing an effective content strategy for the digital workplace.

### Related research:

- Managing Intranet Content: A good practice guide (2014)
- Documenting Intranet Management Practices: A guide to the key elements (2016)
- Digital Channels Matrix: Creating employee-focused internal communications (2014)
- The Personalized Intranet: Using personalization and customization to optimize user experience (2016)



## Leadership in the digital workplace

Being digital workplace “savvy” is a critical component of 21st century leadership; and strong digital leadership is essential to digital workplace success.

This research will provide leaders with a comprehensive overview of what they need in order to:

- lead *in* the digital workplace – including skills, principles and leadership style
- lead *the* digital workplace – including understanding and evaluating the landscape and establishing the programme.

It will include leadership “spotlights” to highlight good practice as well as self-assessment tools for leaders.

### Related research:

- Becoming a Digital Workplace Leader: The big shift from intranet management (2014)
- The Digital Renaissance of Work: Delivering digital workplaces fit for the future (2015)

## Defining and implementing mobile strategy

Without a comprehensive mobile strategy, the potential of the digital workplace to enable an anywhere, anytime workplace is hampered by partial or tentative efforts at mobilization.

In 2016, 52% of DWG members said that the intranet is available on both company-provided and employee-owned devices, while 27% said it is available on company-provided devices only. Although many organizations are making progress with mobile, particularly in terms of empowering employees at the frontline, an opportunity exists to accelerate practice.

This research will explore approaches to delivering mobile services to the workforce.

### Related research:

- Success with Enterprise Mobile: How tools for frontline employees drive value (2014)
- Enterprise Mobility: An intranet perspective (2011)

## DWG Membership

DWG research is available exclusively to DWG members.

Find out more about

**membership options** on our website or contact

**Nancy Goebel**, Managing Director, Member Services and Strategic Partnerships:

[nancy.goebel@](mailto:nancy.goebel@digitalworkplacegroup.com)

[digitalworkplacegroup.com](http://digitalworkplacegroup.com)

## DWG Research Team

The DWG Research Programme is run by Elizabeth Marsh, Director of Research across Digital Workplace Group. The DWG Research Team includes a range of industry experts and thought leaders.

Regular contributors to the programme include:

- Steve Bynghall
- Beth Gleba
- Kay Golan
- Shimrit Janes
- Louise Kennedy
- Julie Lakha
- Andrea Lewis
- Chris Tubb
- Stella Watts

Find out more about the **DWG Team** on our website.

## Research Library

DWG's research library is available exclusively to members via the member extranet.

### 2016 Research Programme

- Office 365: What digital workplace teams need to know
- Is your Organization Ready for the Digital Workplace?
- How Mature is your Digital Workplace? What leading organizations discover from the DWG Digital Workplace Maturity Benchmark
- The Personalized Intranet: Using personalization and customization to optimize user experience
- Measuring the Digital Workplace
- Setting Up a User Experience Programme

### 2015 Research Programme

- Evidence-Based Intranet Success: Best practices revealed by benchmarking analysis
- Understanding the Relationship between Organizational Culture and the Digital Workplace
- Digital Workplace Roadmaps: From strategy to implementation
- Digital Workplace Governance: The balancing act
- The New Role of Internal Communications
- Documenting Intranet Management Practices: A guide to the key elements

### 2014 Research Programme

- Digital Channel Matrix: Creating employee-focused internal communications
- Successful Social Intranets: Creating business value through strategic alignment and adoption planning
- Change Management for the Intranet and Digital Workplace: Bringing the organization with you
- Becoming a Digital Workplace Leader: The big shift from intranet management
- Success with Enterprise Mobile: How tools for frontline employees drive value
- Intranet Search: A holistic approach to management

### 2013 Research Programme

- Intranet Employee Directories: Adopting a strategic approach
- The Art of Collaboration: Optimizing online collaboration for success
- The SharePoint 2013 Intranet
- From Intranet to Digital Workplace: How to evolve your strategy

- Developing a User-centred Intranet Information Architecture
- Measuring Internal Communications: Targeted metrics that demonstrate impact
- Digital Workplace Fundamentals: The integrated approach
- Managing Intranet Content: A good practice guide
- Social Intranets in Action: 21 great examples of social intranets

### 2012 Research Programme

- Strategy and Governance: A good practice guide
- Measuring Intranets: A guide to intranet metrics and measurement
- Managing Enterprise Search (authored by Martin White)
- Intranet Video: Now playing on an intranet near you
- Digital Workplace User Experience: Designing for a flexible workforce
- Digital Workplace Business Case: What is the financial value of investing in digital working?

### 2011 Research Programme

- Intranet Platforms: A guide to understanding the landscape (authored by Martin White)
- Intranet Love Affairs: Be passionate about your intranet
- Enterprise Mobility: An intranet perspective (authored by Martin White)
- Good Practice for HR Intranets
- Managing Risk in the Digital Workplace
- Good Practice in Intranet Findability
- Using the Intranet to Achieve Operational Excellence

### 2010 Research Programme

- One Company Intranet: Moving from many intranets to one
- The SharePoint 2010 Intranet: An evaluation of SharePoint 2010 as a platform for enterprise intranets (authored by Martin White)
- New Directions in Usability
- The Structure and Management of Intranet Teams
- Good Practice in Implementing an A-Z on the Intranet
- Delivering Intranet Value

## Members

DWG's members include some of the world's leading companies and public organizations from a wide spectrum of sectors. A full list of our current members, many of whom have been part of DWG since its 2002 launch, can be found on the secure member extranet.

Among DWG's members are:

**3M**

St. Paul, United States

**Adobe**

San Jose, United States

**Amway**

Michigan, United States

**AT&T**

Texas, United States

**BT**

London, United Kingdom

**Con Edison**

New York, United States

**CVS Health**

Rhode Island, United States

**Estée Lauder Companies**

New York, United States

**European Commission**

Brussels, Belgium

**EY**

Massachusetts, United States

**ExxonMobil**

Texas, United States

**IKEA Services AB**

Helsingborg, Sweden

**ING Bank**

Amsterdam, Netherlands

**Liberty Mutual**

Boston, United States

**Lloyds Banking Group**

London, United Kingdom

**McKesson Corporation**

California, United States

**MetLife**

New York, United States

**PNC Financial Services**

Pennsylvania, United States

**Royal Bank of Scotland**

Edinburgh, United Kingdom

**The Coca-Cola Company**

Atlanta, United States

**Thrivent Financial Services**

Minneapolis, United States

**Transport for London**

London, United Kingdom

**Travelport**

Georgia, United States

**Vattenfall**

Stockholm, Sweden

**Verizon**

New York, United States

**World Bank Group**

Washington D.C., United States

**How to contact DWG**



**Elizabeth Marsh**

Director of Research

Email: [elizabeth.marsh@digitalworkplacegroup.com](mailto:elizabeth.marsh@digitalworkplacegroup.com)

Call: +44 7815 107231

Main offices:

**London**

30 City Road  
London EC1Y 2AB  
Tel: +44 20 7374 8061

**New York**

230 West 41st Street  
15th Floor  
New York, NY 10036  
Tel: +1 (866) 903 0232