INNOVATION ACCELERATED

Work and Innovate Everywhere

DELLTechnologies

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Enabling innovation with everywhere-work

In our recent eBook, "*Innovation Accelerated: How to turn ideas to impact faster*", we explored the relationship between how an organization approaches and prioritizes innovation and its overall competitive success.

This eBook will demonstrate the importance of supporting people's creativity wherever they work. It's now broadly understood by organizations the world over that work should be judged by output rather than presenteeism (i.e., where people work is less important than their capacity to innovate and be productive). And their peoples' wellbeing directly affects their performance. Which is why the employee experience should be sacrosanct. To that end, organizations need to empower their people with the tools they need to innovate everywhere. They need technology that will free-up time to ideate, enrich collaboration from likely and unlikely places, minimize disruption and help them work in ways that feel most natural to them.

Today many are now experimenting with a hybrid approach because they recognize the long-term value of providing employees with greater autonomy to innovate and ideate from anywhere but also appreciate face to face interactions. But they don't want one experience to be inferior to the other. Employees need to be equally enabled outside the office as well as in, to sustain productivity and morale, whatever the setting. To achieve this and embed everywhere-work as the norm, without negatively impacting performance in any way, businesses need to move from what was expedient to do over the last few years, to what is fit for long-term success.

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>
> *Having the opportunity to work and innovate from anywhere is one thing but achieving success in remote work requires a culture that celebrates and includes everyone, regardless of their location. This means creating an environment that democratizes the experience, allowing remote workers to feel just as connected to the business and their team members as those working onsite. They can feel connected to the business and team members and empowered to convey new ideas.*

Helen Yu, Founder & CEO, Tigon Advisory

What was achieved

Organizations introduced new ways of working, provided new client tools, deployed the necessary connectivity and IT infrastructure at speed. They learned new things about their people (how they want to work, given the choice), their organization's resilience, and they opened their eyes to a different work culture.

What's next

Many organizations have achieved the first phase: providing adequate tools to work remotely. The next phase must be focused on improving the user-experience with a more sophisticated personalized approach using responsive intelligent technologies.

This paper will draw insights from the latest Dell Technologies market research–the Innovation Index. We will explore the importance of innovation to the success of modern-day organizations, the relationship between everywhere-work enablement and innovation maturity and the three strategic steps organizations should take to advance their innovation in an everywhere-working world.
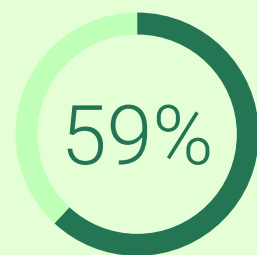
Key Findings

The move towards working from everywhere has ignited creativity and instigated innovation but also shed light on organizational and technical challenges.
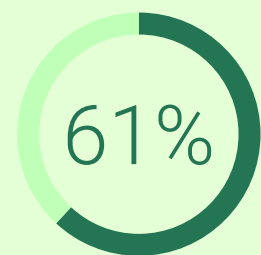
61%

of ITDMs admit they could be providing more intelligent/responsive technology to improve the work experience

59%

of respondents say people leave their organization because they haven't been able to innovate as much as they hoped they would

Focus area 1: DELIGHT THE END USER
Organizations need to enable seamless collaboration and productivity, no matter where work happens. The majority is struggling though:
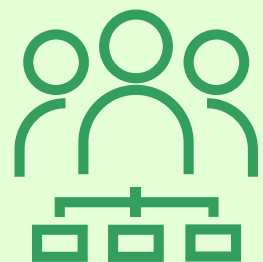
74% lack cutting edge collaboration software and applications

76% lack enhancements that drive greater collaboration, privacy and connectivity

Focus area 2: SIMPLIFY IT
To modernize for superior user experiences, organizations need to modernize with the most comprehensive lifecycle services and the most secure commercial PCs.

38% leverage Device-as-a-Service to give employees the latest, greatest technology to a great extent

45% of ITDMs do not have confidence that people can work securely from anywhere

Focus area 3: ADVANCE SUSTAINABILITY
To make a positive impact on the future, organizations need to advance sustainability with innovative and sustainable products, packaging, services and solutions.

47% of ITDMs are retiring or recycling end-of-life IT equipment

42% are experimenting with as-a-Service to manage energy use

The relationship between everywhere-work and innovation maturity

Measuring innovation resilience

Just as organizations need to stay the course and uplevel the everywhere-work experience, all innovation efforts should be consistent, sustained and developed upon to reap benefits. This is innovation resilience, and it reflects a commitment to accelerate innovation to solve for uncertainty.

In fact, Dell's Innovation Index study shows that there is a clear link between innovation success and organizations that have a mature everywhere-working policy and the tools to make it real. We can see this by studying correlations between the overall Innovation Index, which assesses how 6,600 respondents' people, processes and technologies aid or hinder their ability to innovate (half of whom are IT decision-makers and half are business decision-makers shaping/influencing innovation in their organization), and the work measurement (based on responses from the ITDMs surveyed), regarding how their organization is aligning people, processes and technology to enable people to work and innovate anywhere.

Each benchmark places respondents in one of five innovation maturity groups—a spectrum that ranges "Laggards" (least mature) to "Leaders" (most mature). This is the overarching Innovation Index benchmark.

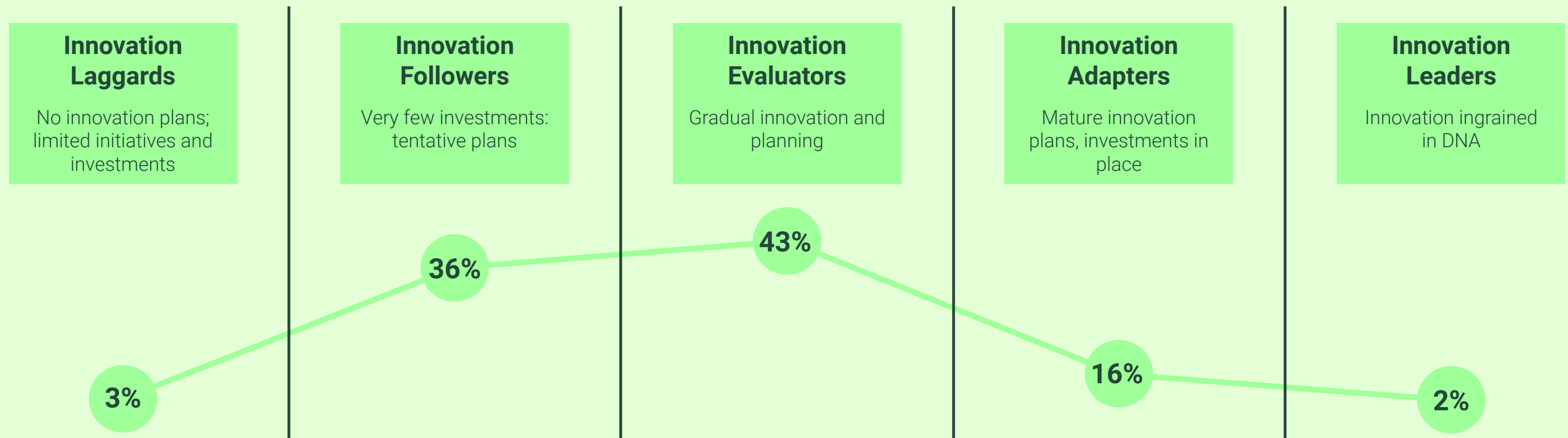| Innovation Laggards	Innovation Followers	Innovation Evaluators	Innovation Adapters	Innovation Leaders
No innovation plans; limited initiatives and investments	Very few investments: tentative plans	Gradual innovation and planning	Mature innovation plans, investments in place	Innovation ingrained in DNA
3%	36%	43%	16%	2%

Figure 1: Showing innovation maturity model. Base: All respondents (6,600). More detailed description of each group can be found in the appendix.

Throughout this eBook we will explore how organizations' approaches to everywhere-work relate to their overall innovation maturity and success.

Everywhere-work maturity and innovation maturity are interrelated

It's generally agreed that flexible working supports creativity and productivity if employees have access to the right tools. Historically, quite the opposite has been the case. Flexible workers have not been adequately provided for—causing workplace disparities. It's wonderful to see breakthrough in this area. According to 88% of respondents, their hybrid workers have equal or more opportunity to innovate and bring innovative ideas forward, compared to onsite workers.

" *Work is being reimagined. To remain at the forefront of your industry, and continue to attract and retain talent, organizations need to reimagine their technology, support and culture. When they harness technology to connect and collaborate, they can do their best work and be their best selves.*

JP Glick, Vice President, Team Member Experience, Dell Digital

Based on the Everywhere-Work measure, 39% of ITDM respondents' organizations can be categorized as Everywhere-Work Leaders or Adopters. This is much higher than the overall number of Innovators but not all that surprising given organizations' remarkable response to the pandemic. However, genuine sustained progress will require thoughtful policy, governance and technology changes that imbibe a determination to embed an everywhere-working culture, as opposed to a potentially short-lived reaction to a moment-in-time.
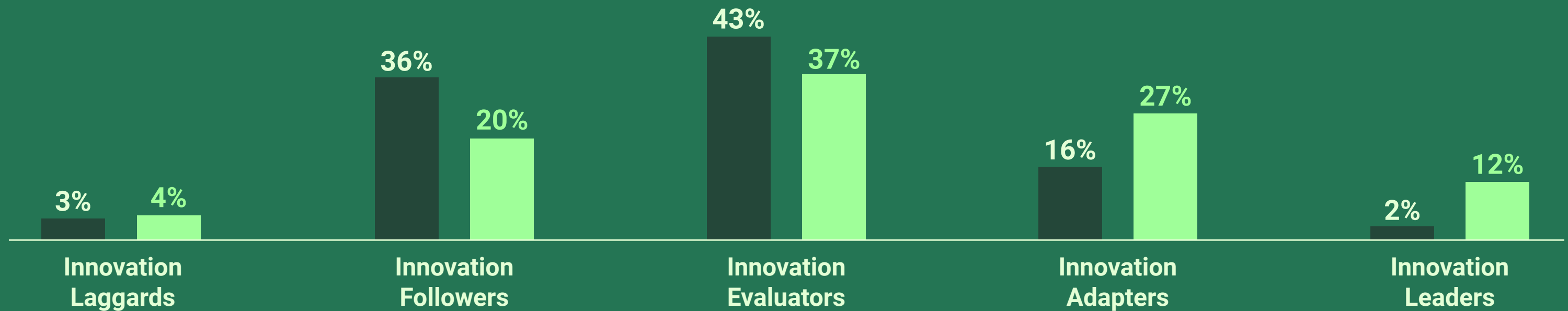

Figure 2: Showing innovation maturity model (all respondents = 6,600) and Everywhere-Work maturity model (ITDMs only = 3,350)

▬ Innovation maturity model   ▬ Everywhere-Work maturity model

Looking at the curves side by side is particularly illuminating. We can see that 52% of Everywhere-Work Leaders are also Innovation Leaders or Adopters. Conversely, 67% of Everywhere-Work Laggards are also Innovation Laggards or Followers. This proves out the notion that successfully enabling Everywhere-work is conducive to innovation.
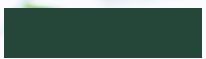
Organizations that perform highly in terms of everywhere-work are much more likely to perform highly in terms of innovation:

52%
of Everywhere-Work Leaders are Innovation Leaders or Adopters

67%
of Everywhere-Work Laggards are Innovation Laggards or Followers

Building your everywhere-work strategy

Success factors when building your everywhere-work strategy

How do organizations build upon what they've accomplished and continue the momentum towards an everywhere-work strategy?

Here are three strategic areas to focus on when architecting an everywhere-work strategy:

Delight the end user

Simplify IT

Advance sustainability

Delighting the end user

Goal: Enable seamless collaboration and productivity by ensuring you have the most intelligent devices and best collaboration tools.

As already noted, many organizations made solid progress over recent years and essentially created a level-playing field with collaborative technologies and the freedom to work everywhere. Now is the time to level-up: to build on this progress and seek not just a level-playing field but a superior playing field, with the perfect grass or turf for any number of sports; a space where everyone can up their game and thrive. The designs for this playing field should be rooted in a people-centric approach to everywhere-work, which matches intelligent solutions to personalized needs with a clear goal of empowering users to work and innovate everywhere.

The study confirms there is work to be done here:

61% of ITDMs admit they could be providing more intelligent/responsive technology to improve the work experience.

Similarly:

74%
lack the technology that suits individual needs and preferences

74%
lack cutting edge collaboration software and applications

76%
lack enhancements that drive greater collaboration, privacy and connectivity

These limitations are compromising the employee experience and on practical terms, curtailing their ability to innovate, which is making it harder to hold onto talent. The situation is already precarious: 59% of respondents believe their people leave because they haven't been able to innovate as much as they hoped.

Partnering for success

At Dell Technologies, we take a human-centric approach in the design of our intelligent solutions to empower users and IT to work and innovate everywhere:

• We up-level performance and collaboration features to help you succeed no matter where work happens.

• We incorporate AI-based optimization for the best possible connection, audio and performance so that you can be your most efficient, everywhere.

• We deliver research-based solutions to help guide you to the right devices and collaboration ecosystem based on how people work.

Simplifying IT

Goal: Clear the way for superior user experiences by modernizing with the most comprehensive lifecycle services and the most secure commercial PCs.

An intent to work anywhere and a culture to match is key, but businesses often come undone by logistical difficulties and common IT barriers that affect usability and make work more difficult and less productive. Organizations need to take a hard look at their technical debt. How are they consuming and maintaining their technology? An as-a-Service model can clear their path to innovation.

Unfortunately, many IT teams will attest that they spend more time procuring IT and trying to fix end-user frustrations than driving strategic projects forward that will advance the organization. Embedding a unified managed approach won't just remove roadblocks to anywhere-innovation for the general workforce, it will also enable the IT team to focus on higher value tasks, which they'll no doubt appreciate. Greater job satisfaction leads to better talent retention. It therefore follows that Innovation Leaders and Adopters are 1.7 times less likely to say they face a skilled IT labor shortage than Innovation Laggards and Followers.

Measures to enable everywhere-work:

1. Removing common frustrations, e.g., faster sign-in, faster application speed
2. Enabling non-disruptive patching and maintenance IT updates
3. Bringing all devices under a unified management system
4. Leveraging Device-as-a-Service to give employees the latest technology
5. Providing the right intelligent technology to improve the work experience, regardless of location

Only
40%

of ITDMs say their organization delivers easy access to virtual IT support, that fixes problems quickly to a great extent.

Securing everywhere-work

Of course, the push to everywhere-work needs to be undertaken responsibly and securely. As working environments develop over time and employees, devices and data are ever more distributed, security risks will increase in tandem. The question is: Are organizations alert to these risks and are they taking appropriate action?

At present, almost half (45%) do not have confidence that people can work securely from anywhere.

It's essential that security is top of mind and organizations' defenses keep-up with a wider attack surface and a workforce that operates outside traditional IT's purview. Security vulnerabilities can quickly diminish confidence in an everywhere-working world, forfeiting the benefits it brings.

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Without silicon level security, the work-anywhere culture is a double-edged sword. It's a boon for employees, but it's also a boon for cybercriminals, who now have a wider attack surface with more endpoints that businesses didn't even know they had. Software alone is not enough.

Stephanie Hallford, VP & GM, Client Computing Group, Intel Corporation

Partnering for success

With Dell's intelligent and secure solutions, we enable your IT teams to empower everyone to work and innovate everywhere:

- We combine hardware, software, services and financing into one solution so you can simplify PC lifecycle management.

- We relieve the burden of day-to-day support and PC management to Dell so you can focus on your business.

- We offer a comprehensive portfolio of hardware and software solutions exclusive to Dell so you can activate Zero Trust principles (i.e., protecting the network from infiltration by denying access to every user, device and digital interaction at every layer, until authenticated, thereby ensuring security from the inside out)

Driving seamless and secure solutions for the hybrid world

As we continue to embrace hybrid work, it is important to have modern security and manageability solutions in place that enable productivity whilst providing a good end user experience. This means IT Admins should look to migrate to cloud-based solutions and consolidate the number of agents running in their fleet for better device performance, battery life, and thermal/acoustics. Dell devices with Intel vPro® will help IT admins harden their environment against ransomware, firmware protection, and other attack vectors while enabling the highest security settings in and below the OS. This is especially important as they do not have control over their users' network outside the firewall—data protection is critical in these scenarios.

Businesses that look to prioritize collaboration and hybrid work should evaluate their device offerings and cater to those requirements. For example, your fleet's webcams and displays should be FHD or of higher quality for best visuals accompanied by AI-driven noise cancelling on the device or with a Bluetooth headset. Due to the nature of hybrid, having a simple and universal connection to dock systems is paramount. Using a Thunderbolt-based dock or external display, users can connect to multiple screens, peripherals, and supply power to any supported device in your environment. Users are also demanding longer battery life and great performance in a portable system. Dell devices with Intel® Evo™ guarantee those needs will be met as it certifies a minimum level of premium experience.

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Advancing sustainability

Goal: Make a positive impact on the future by advancing sustainability with innovative and sustainable products, packaging, services and solutions.

Organizations are waking up to the crucial role they play in halting climate change. More than a third (34%) say they're accelerating their innovation efforts in response in the climate change crisis (this figure rises to 49% for Innovation Leaders and Adopters). We're witnessing new momentum—particularly among Innovation Leaders and Adopters who are also more likely to be turning to technology to gain greater visibility of their carbon impacts (53%).

Meanwhile, 56% of Innovation Leaders and Adopters are sustainably retiring/recycling end-of-life IT equipment and half are experimenting with an as-a-Service model to explore how they can reduce and manage their energy use.

Striving for sustainability creates win-win situations, for the planet and business. When organizations make sustainability a priority, they uncover new ways of working that will lead to greater efficiencies and cost savings, freeing up resources to pursue new opportunities for innovation. They also make their organization more appealing to customers who are increasingly more exacting about who they spend their money with and employees who only want to work with ethical organizations.

Partnering for success

At Dell, we're helping our customers leverage sustainable technology to drive positive solutions for a better today and tomorrow through products and services designed to increase efficiency, reduce energy use and shrink emissions. Your carbon footprint isn't just measured by what you do, but also your suppliers' carbon footprint. As a leader in sustainable materials innovation using circular design principles, you can count on Dell to supply productivity tools without adversely affecting your carbon footprint.

- We use a variety of recycled, renewable and low carbon emissions materials, including ocean-bound plastic, bio-based plastic and low carbon emissions aluminium to reduce our dependence on new and petroleum-based materials.

- Have waste-free unboxing targets? By 2030, 100% of our packaging will be from recycled or renewable material and most of our commercial notebooks are already shipping in 2030 compliant packaging.

- When it's time to dispose of your IT equipment, we manage the entire asset recovery process to help you reduce your overall carbon footprint.

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Not only is sustainability important because we want to have a world to live in for our future generations, but it also can be great for business and that's where I get really excited about showing people the places where doing good and succeeding in business absolutely line up.

Alyson Freeman, ISG Solutions Sustainability Product Manager, Dell Technologies

PoV: Work equity and diversity of thought

Greater flexibility opens the workforce to people that couldn't ordinarily commit to an office-bound 9-5. It enables geographic representation—people no longer need to live within urban centers or the expensive commuter belt.

And it enables people with other responsibilities (caring or otherwise) to work, by basing work on outcomes rather than presentism, and trusting employees to judge whether they can or cannot sensibly juggle their various commitments.

This isn't just the right thing to do—everyone should have the opportunity to work and provide for themselves—but it can also ameliorate the skills shortage crisis. There is so much untapped potential out there. With the right training and support, we can meet business, societal and individual needs. Plus, greater workforce diversity can expose organizations to different worldviews, and in so doing, new culturally sensitive ideas and innovations, which can unlock access to new customers.

Lessons learned from innovators

Lessons learned from innovators

Knowing how to proceed can be daunting and fraught with uncertainty. Organizations can learn a lot by looking at the most advanced innovators–Innovation Leaders and Adopters–and seeing how they approach everywhere-work.

Compared to Innovation Laggards and Followers, Innovation Leaders & Adopters are:

2.9x	2.8x	2.3x
more likely to strongly agree that their workforce has the tools needed to innovate anywhere, anytime	more likely to already provide technology that suits individual needs and preferences	more likely to bring all devices under a unified management system to a great extent

High performing innovators have already created a strong foundation for their employees to work and innovate wherever they are, through their IT choices. Their client devices are more intelligent and personalized based on specific employee needs and preferences. And they're maintained via a unified management system that automates security interventions.

Innovation Leaders and Adopters are also 2.2x more likely enable the workforce to maintain productivity and innovate through removing common frustrations such as slow sign-ins and applications to a great extent. Introducing responsive and interruption-free technology optimizes employee experiences and ensures that organizations' greatest resource–their people–can perform as well as possible.
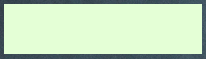
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Working and innovating from anywhere doesn't just happen. It requires an IT backbone that literally hums; security patches applied in the background, discreet operational management, personalized ways of working and a platform agnostic approach.

Mark Lynd, Head of Digital Business, Netsync

INNOVATOR SPOTLIGHT:

British Heart Foundation

Charity staff can now work flexibly with friction-free technology

Idea

The British Heart Foundation (BHF) aims to create a world free from fear of heart and circulatory illnesses. Through education online or in its stores, BHF inspires people to donate so it can further research efforts. To that end, it wanted to enable greater employee collaboration, to facilitate innovation, specifically around how to engage more personally with the public. But it was hamstrung by old, unreliable technology.

+

Technology

The end-user computing team spent the bulk of its time responding to break and fix duties. It had neither the time nor technology to introduce new innovative fundraising initiatives or platforms. What's more, with the high potential for hardware error or failure, employees needed to come into the office every day for on-hand support. PC-as-a-Service has changed that.

" *With PCaaS, we can focus our time on innovation and business change programs for the future of the BHF.*

Adrian Billingsley, Design and Implementation Manager, The British Heart Foundation

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Impact

BHF is already experiencing numerous benefits. It can devote more time and energy to resources for researching heart and circulatory illnesses. The end-user computing team is no longer saddled with constant break and fix maintenance, enabling it to focus on strategic IT projects. And staff can work more productively and with greater flexibility, which is increasing satisfaction and helping the charity retain talent.

Learn more **here**

Conclusion

It's now broadly understood by organizations that work should be judged by output rather than presenteeism (i.e., where people work is less important than their capacity to innovate and be productive). Organizations need to support people's creativity wherever they work. Events over recent years forced a lot of progress in this regard and far more people are now set-up to work from different locations. But that's not to say the user experience is perfect. Far from it.

There are still plenty of organizations behind the Everywhere-Work curve. These organizations may struggle to create workspaces that equip their people to ideate and create, and in the process, corral their human capital to innovate out of a recession.

Given the state of the economy, now is the time to build upon what has already been accomplished, learn from others further along the journey and put the wheels in motion to realize a vision for the future of work.

The goal should encompass an employee experience that is second to none and an environment that takes people's capacity to innovate to new heights.

They'll get there by readying their organization on three fronts: their people, processes and technology. Only a cohesive approach that marries an understanding of how individuals want to work with the processes and technologies that will free-up time to ideate, help them collaborate from likely and unlikely places, minimize disruption and work in ways that feel most natural to them can create a working world in which ideas are free flowing and transformative; work brings job satisfaction rather than burnout, and increases in productivity reframe nations' fortunes for the better.

The path to the future is yours and as your trusted advisor and strategic partner, Dell Technologies is here to help your organization work and innovate everywhere, accelerating from ideas to innovation faster.

To learn more about building a holistic innovation strategy, visit:
Dell.com/AccelerateInnovation

Innovation and everywhere-work maturity curve group descriptions

Laggards	Followers	Evaluators	Adapters	Leaders
Innovation Laggards perform poorly across a range of innovation markers, with considerable improvements needed across the board. They almost never have processes in place to facilitate innovation and do not work with partners to improve innovation success. Leaders do not model or encourage innovation from across the organization.	**Innovation Followers** underperform across a range of innovation markers, with improvements needed. They are unlikely to have processes in place to facilitate innovation, but they may work with partners, in a limited capacity, to improve innovation efforts. Leadership is unlikely to encourage innovation across the organization.	**Innovation Evaluators** innovate in some areas but are mostly stuck in the evaluation stage. They lack a clear and holistic strategy and means to move forward. They have processes in place to facilitate innovation and will partner with organizations to advance these efforts. Leadership needs to be coached to encourage innovation from across the organization.	**Innovation Adapters** are largely successful in their innovation efforts, but small improvements are needed. They're likely to have processes in place to facilitate innovation and often work with multiple partners to improve innovation efforts. Leaders encourage innovation from across the organization.	**Innovation Leaders** are successfully advancing innovation across the business. They have end-to-end processes in place to facilitate innovation and typically work with multiple partners to progress innovation efforts. Leaders actively encourage innovation from across the organization—their workforce is empowered to innovate.
Everywhere-work Laggards tend to do nothing at all to enable successful everywhere-work. They almost never have tech or processes in place to support work and innovation across different locations and lack solutions to manage remote devices. everywhere-work security is poor.	**Everywhere-work Followers** tend to do only a small amount to enable successful Everywhere-work. They have limited tech or processes in place to support work and innovation across different locations and often lack solutions to manage remote devices. Everywhere-work security is relatively poor.	**Everywhere-work Evaluators** tend to do a moderate amount to enable successful everywhere-work. They have some tech and processes in place to support work and innovation across different locations, but with notable room to improve. Management of remote devices takes place but this could be more advanced. The importance of security as part of everywhere-work is recognized but is not always intrinsic.	**Everywhere-work Adapters** do a moderate amount or a great deal to enable successful everywhere-work. They typically have several technologies and processes in place to ensure that users can work and innovate wherever they are, but still have areas to improve. Management of remote devices could be more advanced. Security tends to be intrinsic so that everywhere-work can take place without introducing any additional risk.	**Everywhere-work Leaders** do a great deal to enable successful everywhere-work and innovation. They make use of a wide range of advanced technologies and processes to ensure that users can work and innovate seamlessly regardless of their location and that devices are managed appropriately. Security is intrinsic so that everywhere-work can take place without introducing any additional risk.

Methodology

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Dell Technologies commissioned independent market research specialist Vanson Bourne to conduct this research. The study surveyed 6,600 respondents from organizations with 100+employees from across the following regions: North America, LATAM, EMEA, APJ and Greater China. These organizations are from a range of public and private sectors.

All respondents either drive or influence innovation in their organization. Of the total number of respondents, 3350 are IT decision-makers (ITDMs) and 3250 are business decision-makers (BDMs). We asked only ITDMs to answer questions related to multicloud, data, edge, security and hybrid work strategy/performance in their organization.

The interviews were conducted online and via telephone in September and October 2022 and were undertaken using a rigorous multi-level screening process to ensure that only suitable candidates were given the opportunity to participate.

DELLTechnologies

Dell Technologies helps organizations and individuals build their digital future and transform how they work, live and play. The company provides customers with the industry's broadest and most innovative technology and services portfolio for the data era. **www.delltechnologies.com**

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