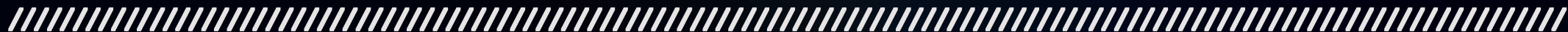


# The Work Evolution Guide

**A Toolbox for the Future of Work**

Global Report



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# Introduction

We live, and work, in an extraordinary time. Business volatility is at an all-time high. The ongoing impacts and aftermath of the pandemic, such as supply-chain disruption or business adaptation, are still being felt.

**In particular it is work and the workforce that has seen a radical impact and change.**

While there is a great volume of commentary around work, simultaneously there is very little grounded guidance on *what* has changed and *how* we need to respond.

To understand more about these work issues, Laiye commissioned independent research firm Coleman Parkes to interview 1,300 decision-making executives across EMEA, the Americas, and Asia-Pacific.

This study points to a new set of challenges, which define the key work execution gaps we are facing, but also creates a vision and path on how to close these gaps. The sense of urgency by the respondents to do so, has never been so pronounced, given the business environment they face.

## Sectors



Utilities



Retail



Financial services



Travel



Manufacturing



Logistics

## Countries



China



US



Singapore



UK



Philippines



France



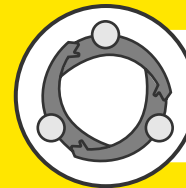
Brazil

# What We Learnt from the Pandemic

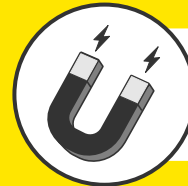
Work has changed. More specifically, the 'people' part of work has become increasingly challenging.

It started when the pandemic disrupted our work lives functionally, emotionally and irrevocably.

For businesses, the negative effects are lingering today.

**86%**

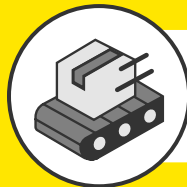
**see keeping employees engaged as a challenge**

**74%**

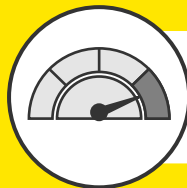
**cite increased challenges attracting the right skills**

**68%**

**admit greater challenges to retaining talent**

**51%**

**describe employees tired of the same repetitive tasks**

**37%**

**report negative work attitudes impacting productivity**

# Key Symptoms of the Malaise

Across the world, job dissatisfaction manifests in different ways, but two main trends emerge.

**The Great Resignation** sees employees leaving their job. Our study shows 96% of employers know their employees are searching for new roles: 54% of respondents see their employees looking to shift laterally within their organisation and 40% cite they see them job-searching outside of the business.

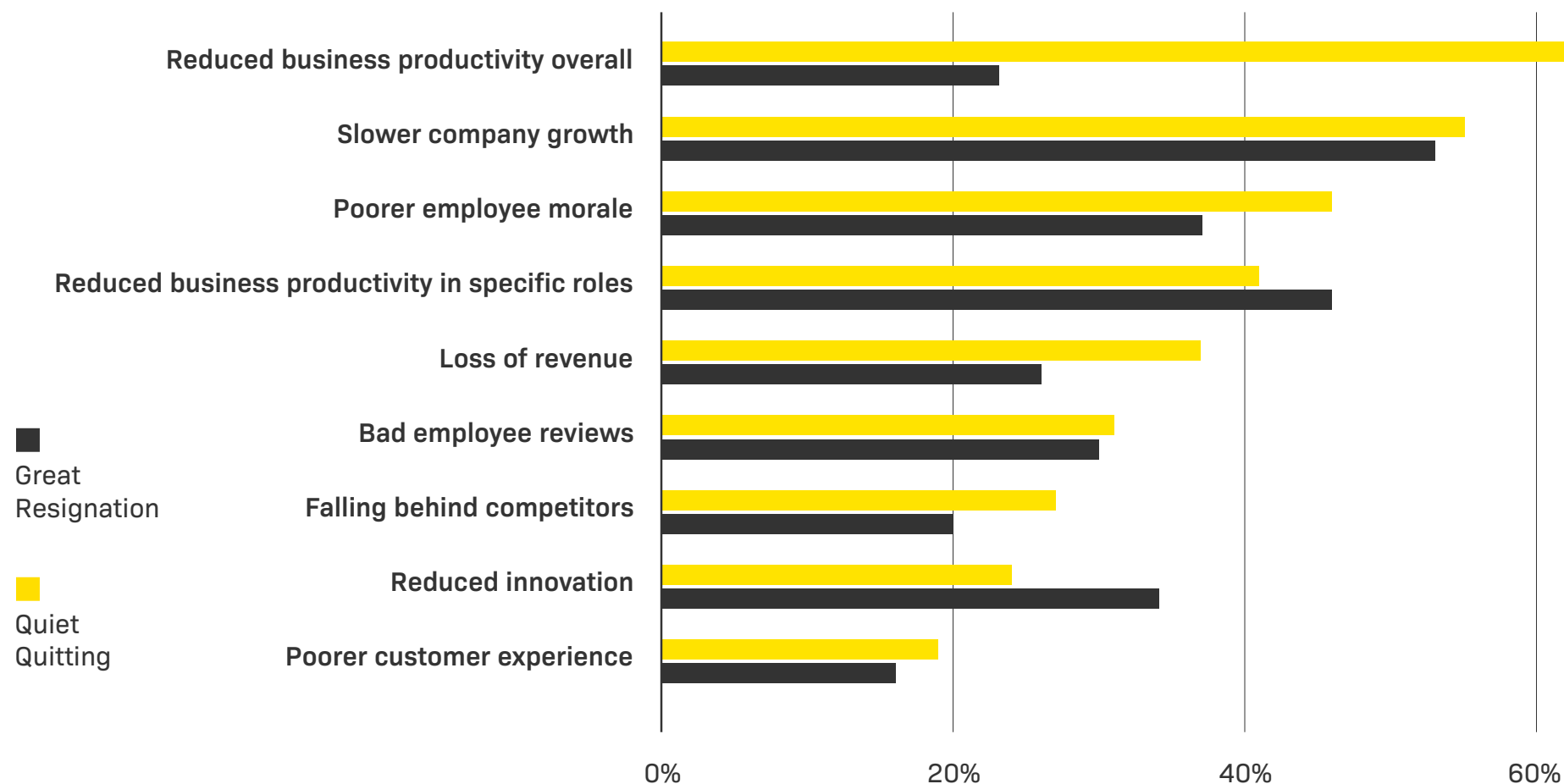
**Quiet Quitting** has employees limiting their personal productivity to the minimum specified by their employment contracts, which has a knock-on business performance, with 53% experiencing slower company growth and poor productivity, cited by 46%.

Both symptoms are devastating for the business and impacting in real-time for the respondents.

These then are more than passing fads. They point at a strong underlying current of the need to **change how work is executed.**

# Seismic New Workforce Trends

## Effects of the Great Resignation and Quiet Quitting





# Digital Workplace Ambitions

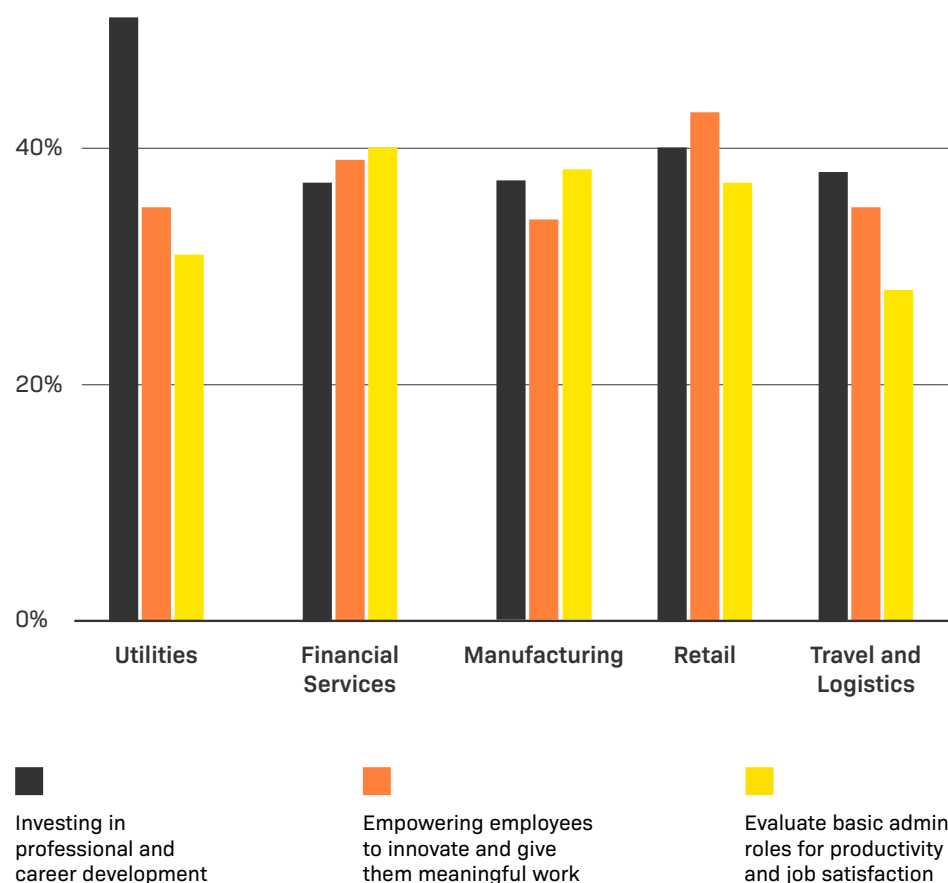
Enlightened employers are aware of the challenges they face to increase productivity and business growth, but their challenges though differ globally.

In response to these post-pandemic shifts in the workplace, companies are looking to provide more meaningful work and to empower employees. Some 44% globally have automated tasks previously done by employees in order to give their workers more fulfilling roles.

Meanwhile, 40% are investing in professional and career development for their teams, and 35% are evaluating basic admin roles in terms of the productivity and job satisfaction they offer. The most innovative are enabling staff to proactively identify manual, repetitive tasks and then automate these with intuitive software and AI tools.

This though is just the start. As businesses feel the effects of the changing work landscape, they look to augment their human workforce with digital support, giving their employees tools to find how they can optimise their own jobs and giving them the support to innovate.

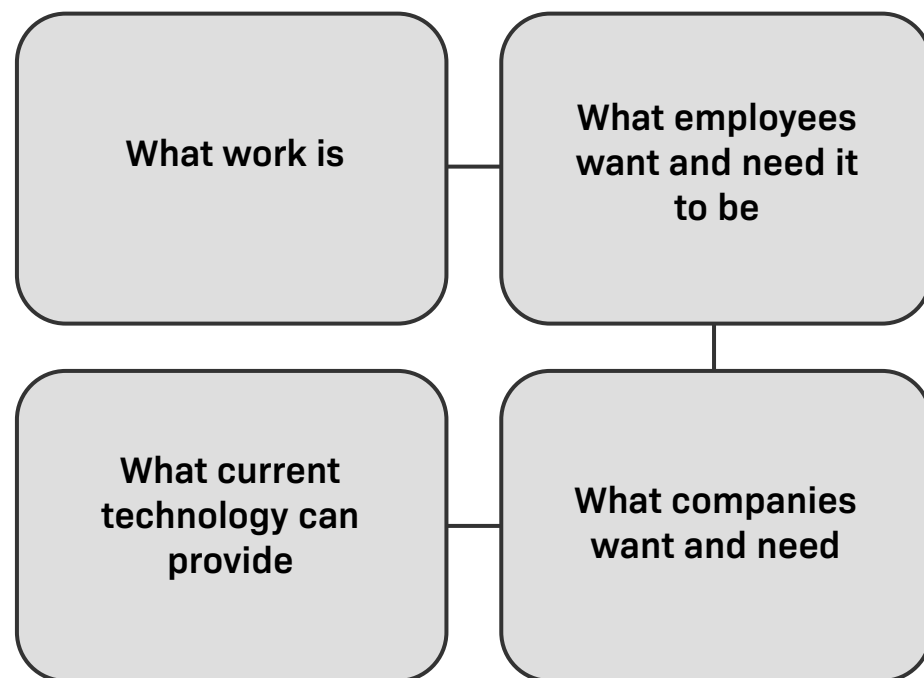
## How is Each Sector Planning to Improve its Digital Workforce?



# The Heart of the Problem: The Work Execution Gap

Standing in the way of business' ambitions for a continual growth in productivity and competitiveness is the **Work Execution Gap and fully understanding what it is.**

**The Work Execution Gap  
is the Misalignment Between:**



## Effects of the Gap

52% High burnout

45% Low job fulfillment

38% High employee turnover

34% Low productivity

29% Low empowerment

25% Low engagement

18% High dissatisfaction



# Human + Digital = ?

The Work Execution Gap is not only driven by human factors, but also exacerbated by Process and Technology elements.

Individual employees traditionally haven't had intuitive IT tools and solutions at their disposal to automate their own manual, repetitive tasks and take more control of their day-to-day work.

Traditional software used for automation and efficiency gains is too complex, costly, and slow to implement, and has not seen ubiquitous take-up, or success.

Business managers lack control around "process" which is seeing growing complexity and cost, driven by factors such as the explosion in unstructured data. The traditional response has been to add more people, or to embark on a costly, complex IT implementation.

This combination of issues shows us that we need to **fundamentally change the way we think about our workforce of the future**, our employees' tools and empowerment, and our key IT solutions.

It is a Human – Digital equation that needs to be urgently solved.



# Solving the Equation

## Human

### People-related

- A lack of seamless sharing and updating of both work & IT knowledge.
- Across citizen or seasoned developers/users.

### Work-related

- Inability to harness any, much less all, work processes.
- Agile, automated work processes must track to changing business KPIs.

## Digital

### Systems-related

- Urgently need an AI native, open, interoperable, integrated platform.
- Can integrate and use all current and/or future AI, RPA, IDP and Chat other software.

### Data-related

- Unable to manage and leverage all data (structured, semi-structured, and unstructured).
- Must be meta-data ready, beyond proprietary-only data.

The Work Execution Gap

# We Need a New Work System

The way we think about our workforce needs to fundamentally change, with an understanding of a digital workforce supplementing and complementing our human workforce.

No amount of IT implementations, which can often be costly, complex, and end up being 'one more tool to learn', can solve this in an efficient way that satisfies both employers and employees.

Businesses need a new system to solve their workforce challenges.

We clearly need a new framework and system that enables humans in the loop, combined with a greater level of control around experience, cost and new technologies being deployed.

## Top 5 Reasons

**62%****Increasing efficiency and workplace productivity****57%****Improving employee experience and engagement****52%****Reducing employee burnout****49%****Increased innovation****46%****Increasing labour productivity**

# Setting Businesses on the Road to Change

## Workforce Automation can bring about change

**56%**

Workforce Automation will help us meet employees' expectations and ensure engagement and productivity

**47%**

More Workforce Automation will help achieve our goals independent of outside factors like inflation

**39%**

Workforce Automation will help keep overheads low

There is no doubt that something needs to change to make work better, and businesses are now more willing to invest time, effort, and budget in doing so.

Yet even as businesses line up behind transformation initiatives, they still need to combat organisational barriers standing in their way.

Foremost is the lack of digital transformation skills: 66% admit they lack those amongst their team, blocking them from implementing the new technologies they want to use to bring about change. This is followed by the changing business requirements, 55%, which pose an uncertainty they need to cope with. Finally, 45% cite the lack of a clear plan or framework on how to proceed with digital transformation initiatives.

Others, 41%, complain of an over-reliance on outdated or legacy technology, while 37% state the disconnect between human and digital work is a top obstacle to their ambitions.



# An Unstoppable Forward Trajectory

The push towards automation is undeniable: across the world, businesses are building up their technologies to make their organisations more productive and more attractive to employees.

Across sectors respondents agree it's a priority to reduce menial admin by automating mundane work tasks, with 54% saying it will make working at the company more impactful and satisfying.

For the majority of respondents in the Retail sector, 72%, the use of new workforce models and incentives that foster innovation and digital transformation in the company will make it a better place to work at.

In the Utilities sector, 57% are offering clear promotional prospects to people who learn how to build augmented human and digital work models, and 57% of employers in the Manufacturing sector are investing in intuitive employee tech tools to reduce manual work.

## A New Business Model Idea

For businesses to grasp the opportunities that these seismic changes provide, they need a new way of thinking about their workforce, their processes and their technology.

It is a new, and foundational capability to have a worker-technology collaborative alliance. It enables a seamless exchange of knowledge across users / citizen developers / IT developers / executives. This becomes an ongoing, virtuous cycle of worker-trained models.

These technologies are designed to work with, not against, human roles. In effect, employees get a digital co-worker, able to shoulder the boring admin that nobody wants to do anyway. They train this digital co-worker with the know-how only they have, as the ones at the frontline of the job, and ultimately, they progress to not only training the digital co-workers, but also managing their work.

The benefits, particularly of conversational AI, as part of a new way of working seem clear.

### How to automate without costing human jobs?

- **57%** state Intelligent Document Processing would help cut down on human hours dealing with admin work
- **46%** say Conversational AI would help us create better customer experiences without overloading our workforce
- **41%** plan to automate selected tasks across the business with Process Mining

### Conversational AI, the perfect human plus digital tool?

- **61%** believe it will increase customer satisfaction and improving the experience
- **55%** say it will create real-time communications rather than letting customers, suppliers, partners and employees wait
- **47%** think it will reduce trivial tasks, relieving pressure on employees and reducing burnout

# Breaking Through the Tech Factor

Businesses are bullish about the state of their Workforce Automation technology.

The majority know it's an essential part of their success, and keep it rigorously up to date, while others admit they are not seeing the ROI they hoped for.

Despite best intentions, companies still face multiple IT-related barriers that hold back their ambitions for a digital workforce.

Yet as optimistic as most businesses are about how well their Workforce Automation technology serves their company, our findings show it's not that easy: technology alone can't create a desirable employee experience.

The answer to keeping employees engaged and satisfied lies in a combination of technology and processes.

That is where the gap between the experience employees want and the ones the business provides them starts to show.

## IT-related Barriers to digital transformation

**55%** Consolidating and benchmarking multiple digital workforce technologies

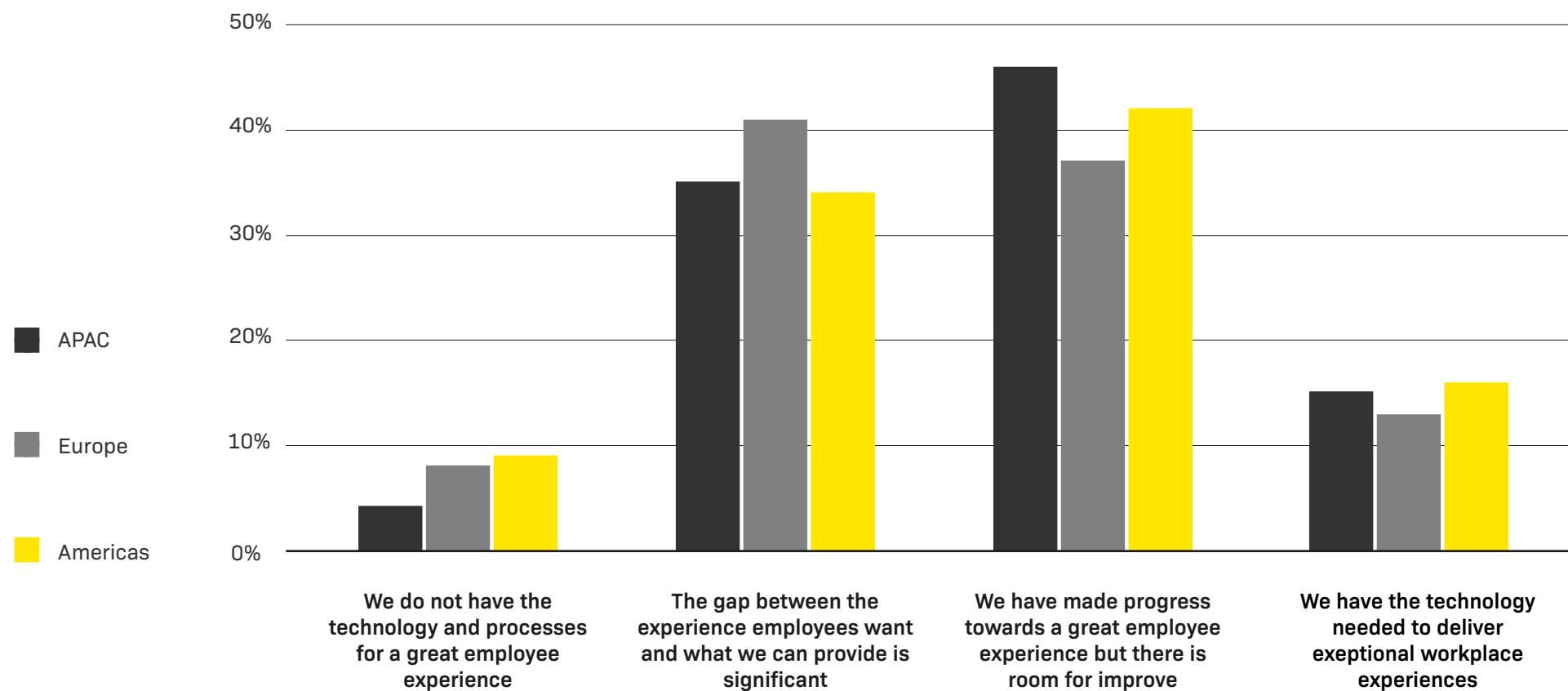
**49%** Lack of a clear framework to guide implementation and goals

**43%** Data sample size is too limited for effective machine learning models

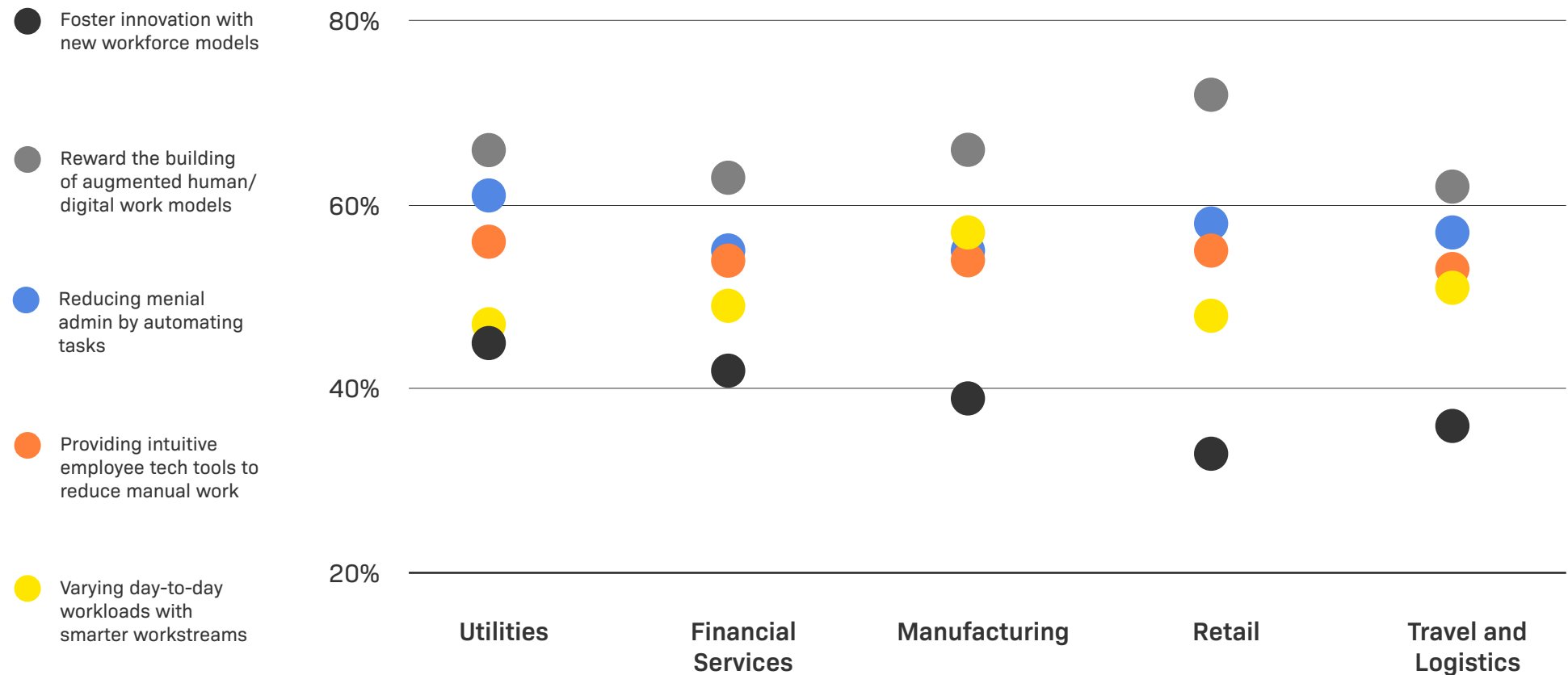


# The Gap in Employee Experience

Can you offer your employees the experience they want with the technology you have?



# How Would You Improve Your Employees' Experience?



# The Future of Work. Now.

“  
The pandemic brought  
the Future of Work  
forward to today  
”

Gartner

## 50% believe by 2025 will see the symbiosis of human and digital workers

Business leaders predict by 2025 they will have bridged the gap between human and digital employees. According to one in two, work processes will be fully automated and integrated across both human and digital workers. Travel & Logistics is the first sector backing this initiative, at 64%, followed by Manufacturing, 62%, and Financial Services, 60%. Interestingly, Utilities follows quite farther behind, at 44%.

## 57% plan to give their staff digital assistants to increase their productivity

These will be able to work across all types of data, including unstructured. This will give businesses a higher level 'metadata view' of their work execution. Here the Utilities sector leads the way at 57%, with Manufacturing and Financial Services coming next at 48%.

## 39% predict investment in automating work-related processes will increase

Particularly in Singapore, 47% will do so, followed by the United States, 42%, and China, 41%. Across sectors, Retail, Manufacturing and Travel & Logistics lead the way at 41%, with Utilities and Financial Services far behind at 37% and 35% respectively.

# The Work Execution System Has Arrived



The future of the workforce is the **Work Execution System**.

The Work Execution System (WES) is built around the concept of synergy and collaboration between human and digital workers.

WES is worker-enabled, drawing on the knowledge of human employees to identify repetitive work, and how it should be automated to make their jobs easier and better. It ends the problem of bloated tech stacks, poor interoperability and unwieldy integrations. It helps businesses enhance their vast troves of data, by gathering work meta-data from the entire ecosystem, bringing it together to create true intelligence.

## Single platform instead of multiple products

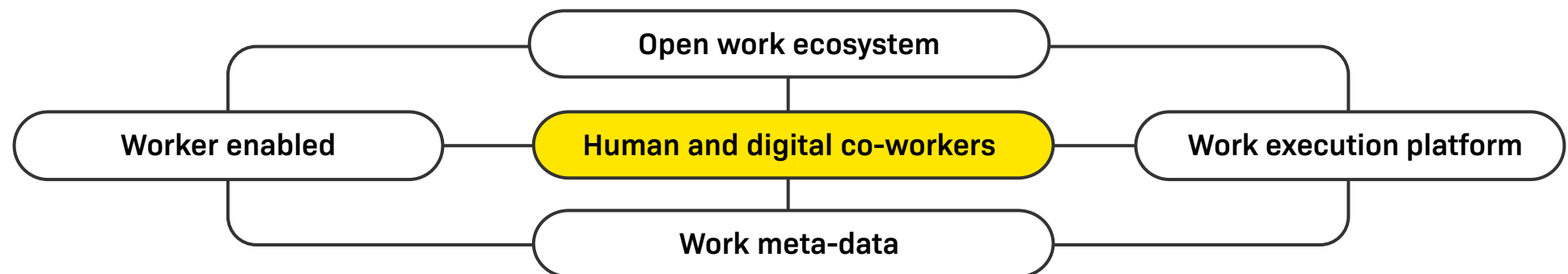
Until now, businesses needed eight different tools to achieve what the Work Execution Platform (WEP) does in one: IDP, Conversational AI, NLP, RPA+AI, Low Code, Process Mining, Business Intelligence, and Machine Learning Algorithms.

## Open platform vs proprietary

If customers already have other vendors' automation tools, they can keep these investments and continue to use them together with the WEP, as well as orchestrate all automation tools from within the WEP.

## Machine Learning Metadata Enhancements Vs Proprietary Company data

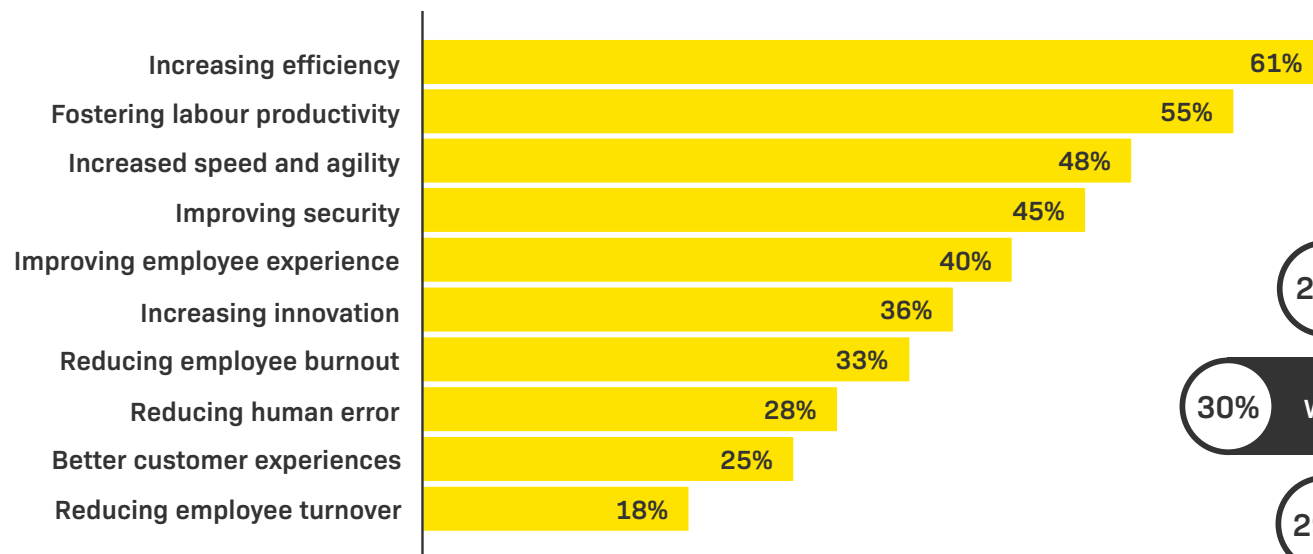
Both external and internal metadata can be centralised in the WEP to create an enhanced data asset, benchmarking, and set of insights.



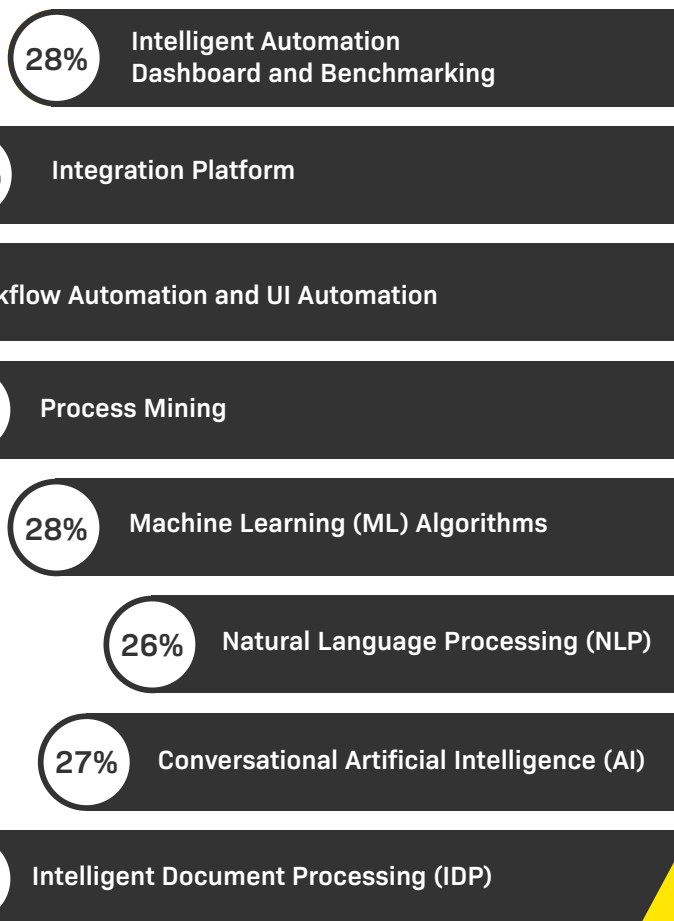
# What the Work Execution System Solves

Type of work	Use Cases	Outcomes
Process data	<ul style="list-style-type: none"><li>▪ Scrape web data into CRM</li><li>▪ Reconcile financial figures from different sources</li></ul>	<ul style="list-style-type: none"><li>▪ Process data faster / more accurately</li><li>▪ Better customer / employee experience</li></ul>
Operate software	<ul style="list-style-type: none"><li>▪ Approve and process accounts payable in ERP</li><li>▪ Check / resolve tickets in ITSM</li></ul>	<ul style="list-style-type: none"><li>▪ Run software faster and more reliably</li><li>▪ Increase productivity</li></ul>
Create content	<ul style="list-style-type: none"><li>▪ Create content, like social media</li><li>▪ Write software code</li></ul>	<ul style="list-style-type: none"><li>▪ Create high quality content faster</li><li>▪ Improve employee creativity</li></ul>
Communicate	<ul style="list-style-type: none"><li>▪ Query information from others</li><li>▪ Provide information to others</li></ul>	<ul style="list-style-type: none"><li>▪ Enable 24/7 business operations</li><li>▪ Better customer / employee experience</li></ul>
Collaborate	<ul style="list-style-type: none"><li>▪ Collect / collate data from multiple people</li></ul>	<ul style="list-style-type: none"><li>▪ Automate long processes with human machine collaboration</li></ul>
Make decisions	<ul style="list-style-type: none"><li>▪ Screen candidate resumes</li><li>▪ Approve a bank loan</li></ul>	<ul style="list-style-type: none"><li>▪ Make decisions with higher quality and efficiency</li><li>▪ Reduce business risk</li></ul>

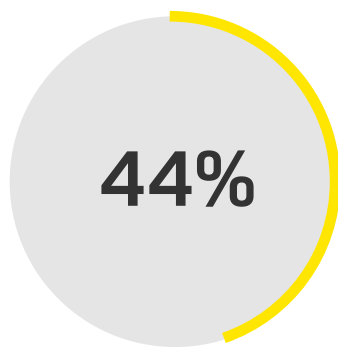
# Top 10 Benefits of a New Work Execution System



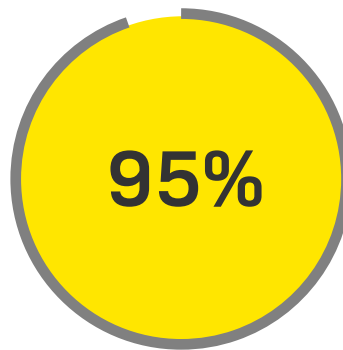
## A Toolbox for the Future of Work



of employees will have a digital assistant by 2032



say workforce automation is essential for business success



plan to create a digital workforce in the near future

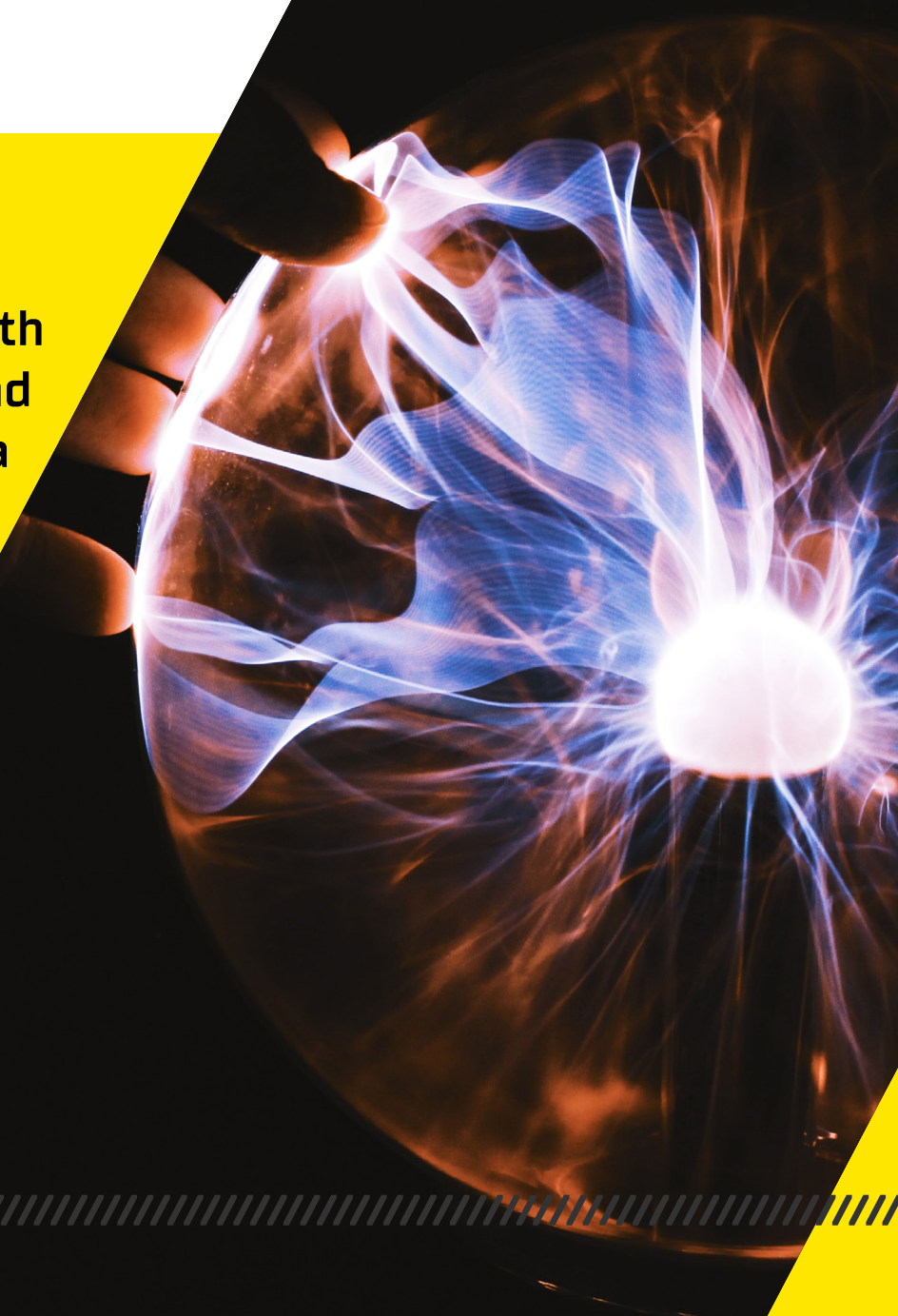
“

As the business world advances and transforms with new market trends, new geo-economic changes and new customer demands, Automation will become a necessity and a vital ingredient for organisations to survive, compete and thrive.

”

**Gourav Datta**

Director of Intelligent Automation at Ciklum,  
a Laiye partner





# Start Your Journey...

## What Next?



Go through the independent data with us for a benchmark and perspective



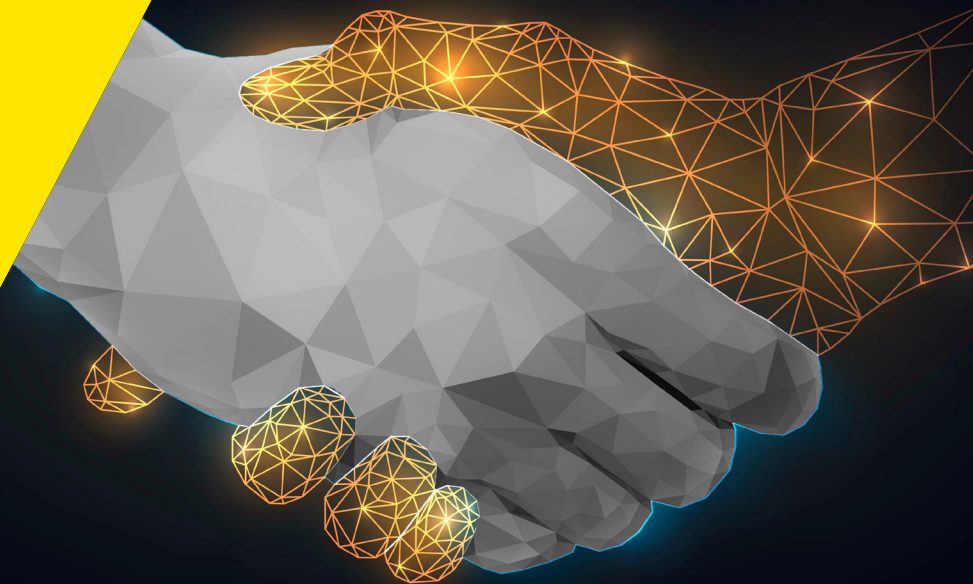
Discover where you are at on the maturity curve and potential gaps



Experience an interactive workshop to evolve your planning and strategy



Emerge with a clearer plan and actionable next steps



[laiye.com/en/contact-us](http://laiye.com/en/contact-us)

