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**ESG RESEARCH INSIGHTS PAPER**

# **How Organizations Drive Employee Empowerment and Business Results with Leading Digital Work Technology**

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## Introduction

All organizations have had to accelerate their digital workforce strategies to survive global disruption. But change is a constant, as is the need for organizations to continuously optimize their teams’ productivity. Whether adapting to current and future employees’ work preferences, ensuring a resilient workforce strategy that is adaptable to future changes, or attempting to differentiate themselves to win the war for customers and talent, organizations must continue to focus on delivering a modern user experience to employees.

In this hyper-distributed world, the future belongs to innovators equipped to adapt and thrive wherever new opportunities are. Work is no longer tied to location, as the delivery of fluid, hybrid experiences has gone from a luxury to essential to maintain operations and now is the new normal expected among workers. People need to be confident and productive working from anywhere. Delivering a modern user experience is essential to enable the borderless innovation and collaboration that will build your organization's next breakthrough.

While these truths would seem to be self-evident, strategists often need help building the business case for new digital work initiatives. The goal of this research paper is to provide the help needed by quantifying differences in IT operations performance, employee engagement, and business outcomes that correlate to differing levels of digital work technology maturity. This research sets out to prove that the processes, technologies, and investments organizations make have an impact across all these metrics.

The research can also be used as a guide, outlining the actions organizations can take to improve their maturity level and, thus, their outcomes. Figure 1 illustrates the relationship between digital work technology, improved IT outcomes, improved end-user experience, and, ultimately, business success explored in this research.

**Figure 1. Relationship Between Digital Technology Maturity and Results Validated in this Research**



Source: ESG, a division of TechTarget, Inc.

The relationship between an organization’s digital work technology environment and the outcomes it achieves was measured and validated by ESG’s primary research surveying 750 strategic employee experience decision makers in IT and HR departments as well as 2,000 knowledge workers about the experience their employer provides to them. The quantitative survey was then further complemented by 8 in-depth interviews, quotes from which are interspersed

throughout this report to balance our quantitative analysis (for more information see *Appendix I – Research Methodology and Respondent Demographics*).

Key aspects of the digital work technology environment inspected in the research include device choice<sup>1</sup> and user influence, device refresh frequency and investment levels, employee training practices, and investments the organizations have made to make collaboration seamless and equitable wherever their employees are located. This report details the segmentation criteria ESG used to group organizations into four cohorts (Leaders, Early Majority, Late Majority, and Followers), and it also discusses the specific differences in technology and business performance between categories. For example, Leaders:

- Employ workers that are 6.2x more likely to feel their digital work experiences allow them to create and innovate.
- Employ workers that are 5.9x more likely to believe their digital tools allow them to do their best work.
- Are 4x more likely to report less than 5% of tickets are due to subpar device experiences and see a 20% reduction in device-related tickets overall.
- Are 9.7x more likely to report they typically resolve device-related tickets in <1 hour and see a ~21% faster mean time to remediate (MTTR) issues on average.
- Are 3.2x more likely to report the quality of digital work experience that they offer is regularly a factor in candidates' decisions to accept offers of employment.
- Are 4.6x more likely to report having beaten revenue goals by more than 10% in their last fiscal year and expect their organization to grow its revenue at 2.6x the rate of their peers.

## Establishing Digital Workspace Maturity Stages

ESG used 10 questions from the survey to segment and compare organizations based on maturity of their digital work technology environment. Based on the answers to these questions, respondents' organizations could earn between 0 and 100 maturity points. Leaders were defined as those organizations earning 85 or more maturity points, Early Majority organizations as those that earned between 71 and 84 points, Late Majority organizations as those that earned between 51 and 70 points, and Followers as those that earned 50 or fewer points.

## The Tenets of ESG's Digital Work Technology Maturity Model

- **Employee influence on/choice in their primary work device**—Who knows what an employee needs to be productive and innovative better than the employee themselves? For this reason, ESG asked respondents how much influence and choice employees have over their primary work devices. Organizations with a one-size-fits all approach earn fewer maturity points, and those providing flexibility in device choice earn the most.

**“Limiting device choice absolutely impacts productivity. You cannot expect someone to do their job well if you don't give them the right tool to do it.”**

-Director, Information Technology, public transit agency with 3,750 employees

<sup>1</sup> Dell Technologies recommends Windows 11 Pro for business.

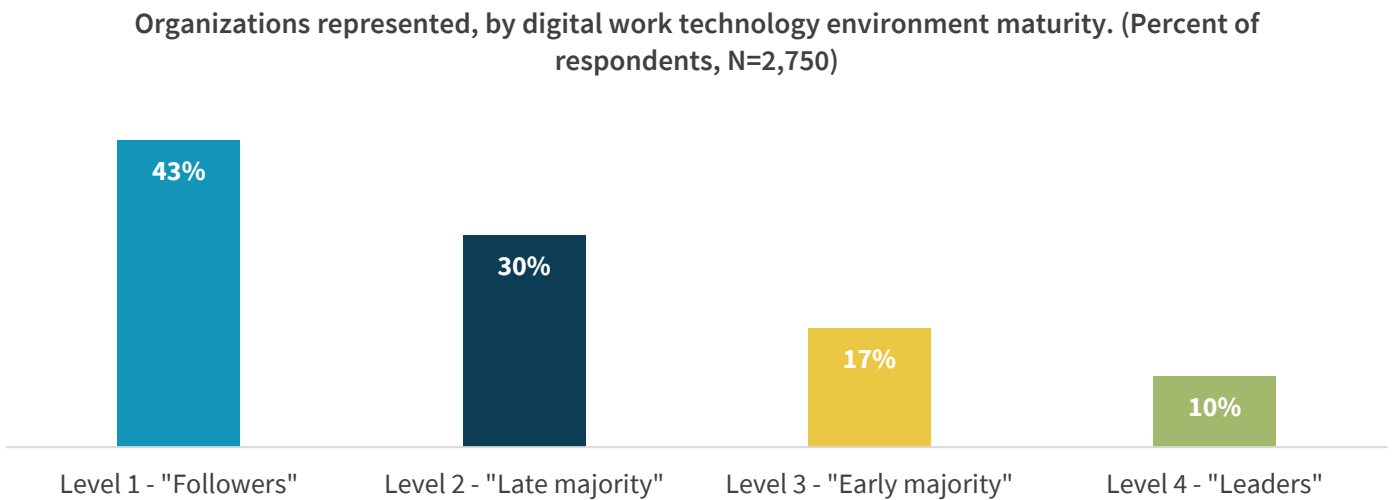
- Frequent refreshes of employees’ devices**—Technology vendors are continuously improving the quality of devices, both by increasing the specifications of devices (processing power, RAM, etc.) and by adapting offerings to changes in user requirements that can be addressed either with hardware (e.g., a trend toward higher quality speakers, microphones, and web cameras to account for more hybrid work) or software (e.g., the latest and greatest operating systems). Organizations reliant on aged devices miss out on these improvements and earn fewer maturity points, and those refreshing their device fleet more often earn the most.
- Investment in the features employees need most**—Employees often find the device they have is not the device they need. In these cases, they will request upgrades or peripherals to better enable them. Similarly, certain device characteristics have come to the fore given the criticality of hybrid work—things like a small and light form factor and 5G connectivity readiness. Organizations funding upgrades and investing in devices that meet hybrid needs earn more maturity points; those that don’t earn fewer.
- Investments that make connecting workers seamless**—Extending beyond devices, organizations’ employees are more distributed than ever. Investing in meeting room technology that enables equitable collaboration, regardless of if employees are in-person or attending virtually is critical. Organizations making bigger investments earn more maturity points; those not making those investments earn fewer.
- User enablement**—The best technology in the world is useless if the user doesn’t understand what it can do for them. For this reason, organizations must adopt an approach of frequent or on-demand training materials to ensure users can take advantage of the tools provided to them. A more frequent user training curriculum earns an organization more maturity points; infrequent training, or worse, a lack of a cohesive training and enablement strategy earns the organization fewer maturity points.

**“Hybrid work models are here to stay. I do not see that changing at all.”**

-Chief People Officer, manufacturing company with more than 3,000 employees

The breakdown of organizations represented in the research is displayed in Figure 2. See *Appendix II – Criteria for Evaluating Organizations’ Digital Work Technology Maturity* for more details.

**Figure 2. The Current State of Digital Work Technology Maturity**



Source: ESG, a division of TechTarget, Inc.

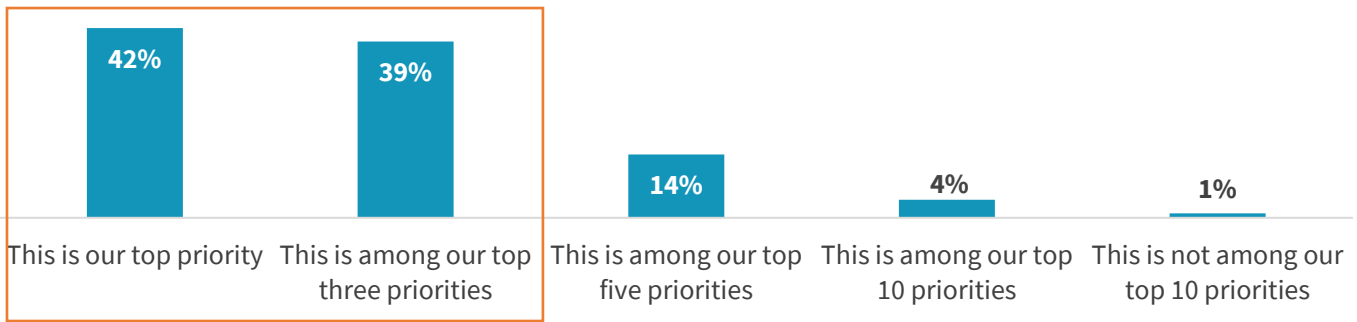
## What Organizations with a Leading Approach to Digital Work Technology Achieve

Why does a mature approach to digital work technology matter? In short, ESG’s research showed that Leaders enjoy superior outcomes than their less mature counterparts.

And our research shows that organizations, regardless of where they stand today, know that enhancing the digital work experience matters. When respondents were asked to rank the importance to their organization of enhancing employees’ digital workplace experience relative to all their other technology priorities, 81% of decision makers reported it was among their organization’s top 3 priorities (see Figure 3).

**Figure 3. The Importance of Improving Digital Work Experiences Is Well Understood**

**Relative to other technology priorities on your organization’s roadmap for the next 12 months, how important is enhancing and improving employees’ digital workplace experience? (Percent of respondents, N=750)**



Source: ESG, a division of TechTarget, Inc.

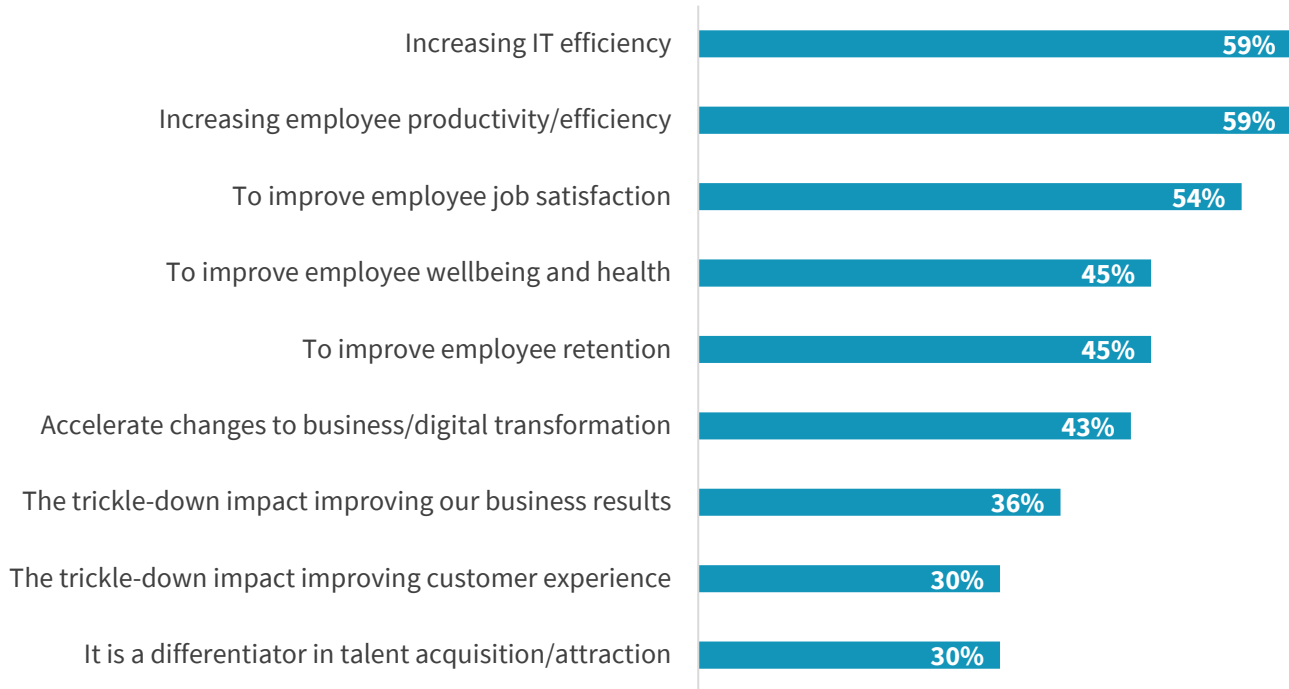
As for why organizations focus on enhanced digital work experiences, the answers are multifaceted. Tied at the top of the list is improving IT efficiency and employee productivity (59% each), but employee satisfaction (54%), wellbeing (45%), and retention (45%) are all cited as drivers by a significant portion of respondents. Given the results of this research, respondents may be underestimating the connection between digital work experiences and both employee recruitment (cited least often, by 30% of respondents) and the trickle-down impact on business results (cited by 36% of respondents, see Figure 4).

**“The biggest struggle [with developing a cohesive strategy] is getting all the different functional teams involved and working in unison. It takes strong executive leadership to make that happen.”**

-Executive director of HR, healthcare organization with 50,000 employees

**Figure 4. The Current State of Digital Work Technology Maturity**

What is most driving the priority level for enhancing and improving employees' digital workplace experiences at your organization? (Percent of respondents, N=741, multiple responses accepted)



Source: ESG, a division of TechTarget, Inc.

## Leaders Empower their Users to Do their Best Work

User empowerment is a broad term, with many considerations under its canopy, but the common theme across the aspects of user empowerment assessed in this research is the direct tie back to productivity. Whether assessing if users have the tools needed to collaborate with peers effectively, work how and where they desire, be creative and innovative, and work with secure and available tools, the common thread is “Does your organization give you what you need to be productive?”

ESG asked end-users and knowledge workers participating in the survey if they felt their organization empowers them with the right tools and devices across each of these dimensions. Those working at Leader organizations were much more apt to strongly agree that their organization does. Specifically, those employed by Leaders were:

- 6.2x more likely to feel their digital work experiences allow them to create and innovate (81% versus 13% of Followers).
- 5.9x more likely to believe they can work how they want (82% versus 14% of Followers).
- 5.9x more likely to feel employers have provided the technology needed to delight customers (82% versus 14% of Followers).
- 5.9x more likely to believe their digital tools allow them to do their best work (83% versus 14% of Followers).
- 5.3x more likely to agree their productivity experience is reliable and resilient (74% versus 14% of Followers).

- 4.4x more likely to feel they can collaborate effectively with peers globally (79% versus 18% of Followers).
- 4.3x more likely to feel secured without feeling hindered (73% versus 17% of Followers, see Figure 5).

To capture the decision-maker perspective, ESG asked a similar question to IT and HR Leaders responsible for driving employee experience strategies forward. Here again, respondents at Leader organizations felt their organization was doing the right things to empower employees. They were:

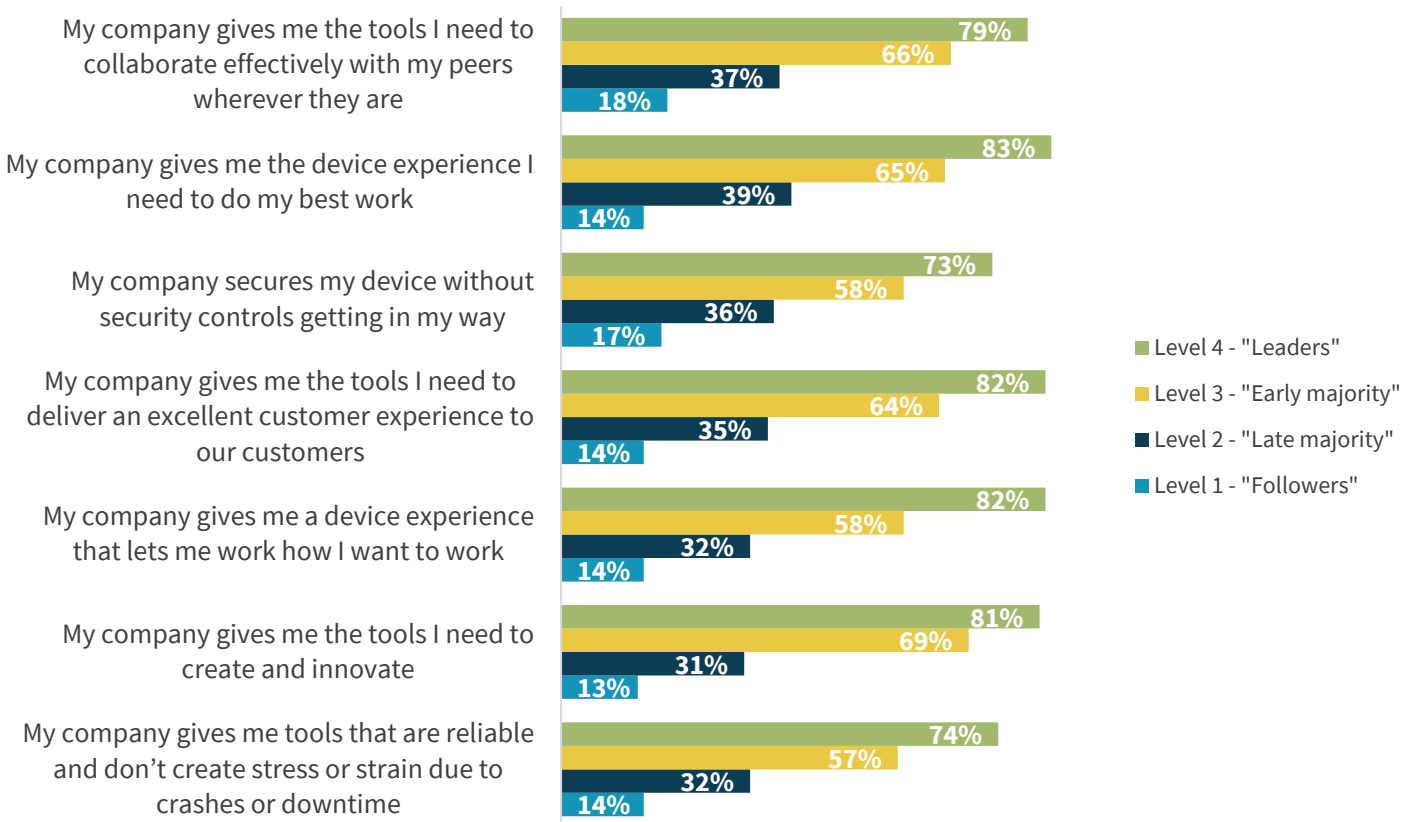
- 3.3x more likely to feel the organization gives employees tools that are reliable and don't create stress or strain due to crashes or downtime (72% versus 22% of Followers).
- 4.1x more likely to say they give employees a device experience that lets them work how they want to work (82% versus 20% of Followers).
- 3.2x more likely to agree they secure employees without security controls getting in their way (77% versus 24% of Followers).
- 3.1x more likely to feel the organization gives employees the tools they need to be their most creative and innovative selves (72% versus 23% of Followers).
- 3.1x more likely to feel they give employees the tools they need to deliver an excellent customer experience to their customers (78% versus 25% of Followers).
- 2.8x more likely to say they give employees the device experience they need to do their best work (80% versus 29% of Followers).
- 2.7x more likely to agree they give employees the tools they need to collaborate effectively with their peers wherever they are (82% versus 30% of Followers).

The alignment of responses when comparing end-users to those responsible for employee experiences validates the applicability of ESG's maturity model. Whether a user is being surveyed or a decision maker is, if the organization they belong to emphasizes device choice, refreshes, smart investments in the areas of collaboration and intelligent devices, and employee training, the research shows the impact on employee enablement will be significant.



**Figure 5. Does Your Organization Empower You? – The End-user Perspective**

Please rate your level of agreement with the following statements as they relate to the device experiences at your organization. (Percent of respondents that "strongly agree")



Source: ESG, a division of TechTarget, Inc.

### A Leading Digital Work Technology Environment Creates Sizable IT Efficiencies

As noted, a focus on employee digital work experience optimization is expected to drive IT efficiency. Here again, ESG’s research validates this connection.

The hypothesis is that users supported by newer, more feature-rich, and modern devices would encounter fewer issues with those devices. To validate that hypothesis, ESG asked IT decision makers in the survey what percentage of helpdesk tickets submitted at their organization could ultimately be attributed to employees having a sub-par device experience. The data shows that **Leaders are 4x more likely to report that fewer than 5% of tickets are due to subpar device experiences** (24% versus 6% of Followers) and in the aggregate, **Leaders see an average reduction of tickets related to device issues of ~20%** (see Figure 6).

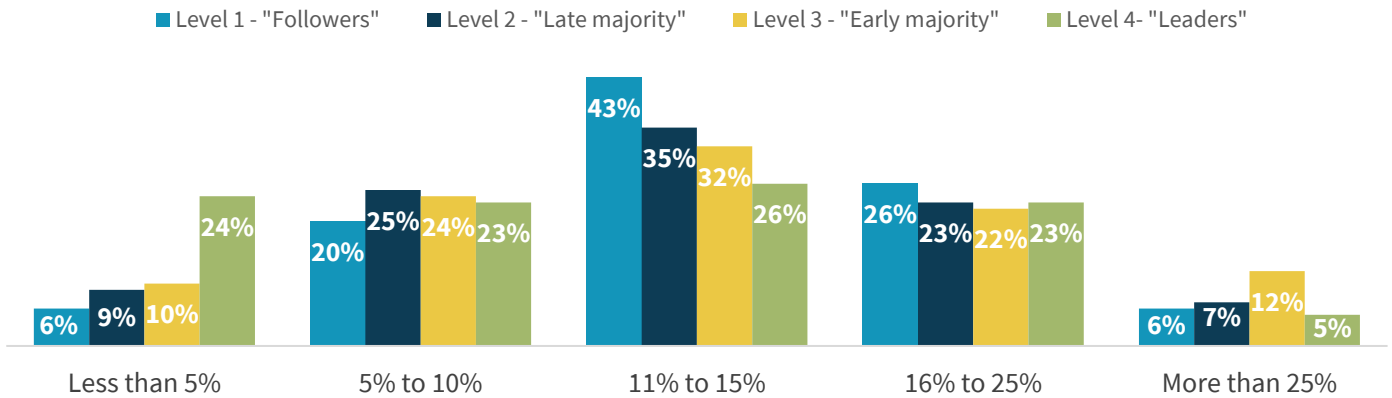
**“The needs of our teams vary tremendously. The hardware and software to support them needs to be flexible enough to give every worker what they need, even if this creates complexity from an IT perspective.”**

-CIO, higher education research institute supporting 2,000 employees

The impact of this reduction on IT efficiency is clear. When support teams spend less time responding to user complaints, they have more time to drive other initiatives forward and refocus on other priorities.

**Figure 6. Percent of Helpdesk Issues Attributable to Device Experience Complaints**

Approximately what percentage of helpdesk tickets submitted by end-users could ultimately be attributed to issues employees have with a sub-par device experience? (Percent of respondents)



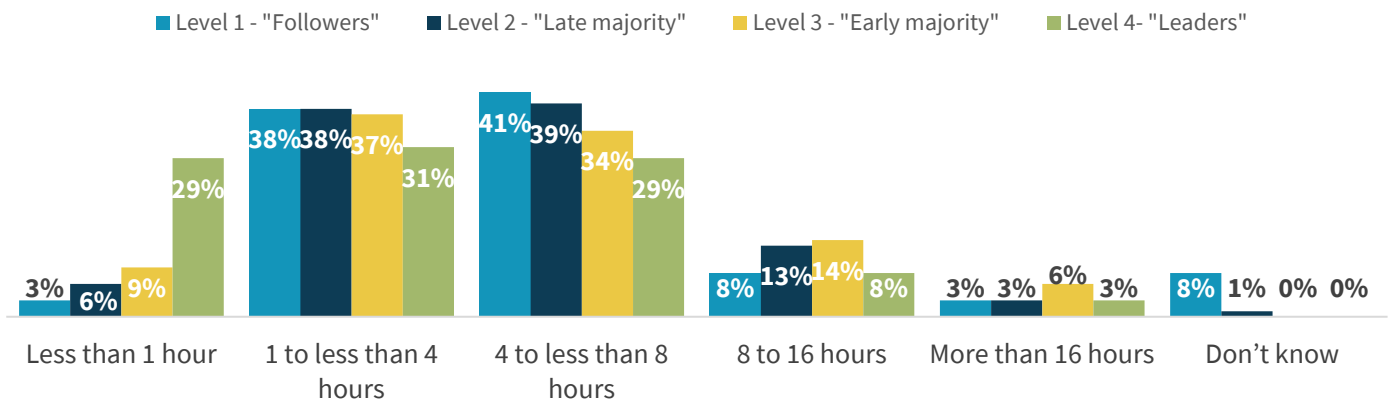
Source: ESG, a division of TechTarget, Inc.

Beyond a reduction in the number of complaints, ESG also sought to validate that the complaints Leaders experience are less severe and more easily resolvable. To explore this idea, ESG asked IT respondents how long it typically takes them to successfully resolve tickets related to device experience. In this regard, **Leaders are 9.7x more likely to report they typically resolve device-related tickets in <1 hour and see a ~21% faster mean time to remediate (MTTR) issues on average.**

Not only are IT support teams less strained by a measurably lower number of tickets, the amount of person-hours required to resolve the issues they see is diminished, leaving teams with more productive time to invest in other projects.

**Figure 7. IT's Agility Responding to Device Experience Complaints**

When an end-user submits a helpdesk/support ticket related to their device experience, how many working hours typically go by before the ticket is successfully closed? (Percent of respondents)



Source: ESG, a division of TechTarget, Inc.

It is also worth noting that when this same question was posed to end-users/knowledge workers in the survey, those at Leader organizations reported an even larger (49%) reduction in MTTR device issues. Again, regardless of persona, individuals working at Leader organizations report a measurable improvement.

## A Leading Digital Work Technology Environment Mitigates Users' Greatest Frustrations

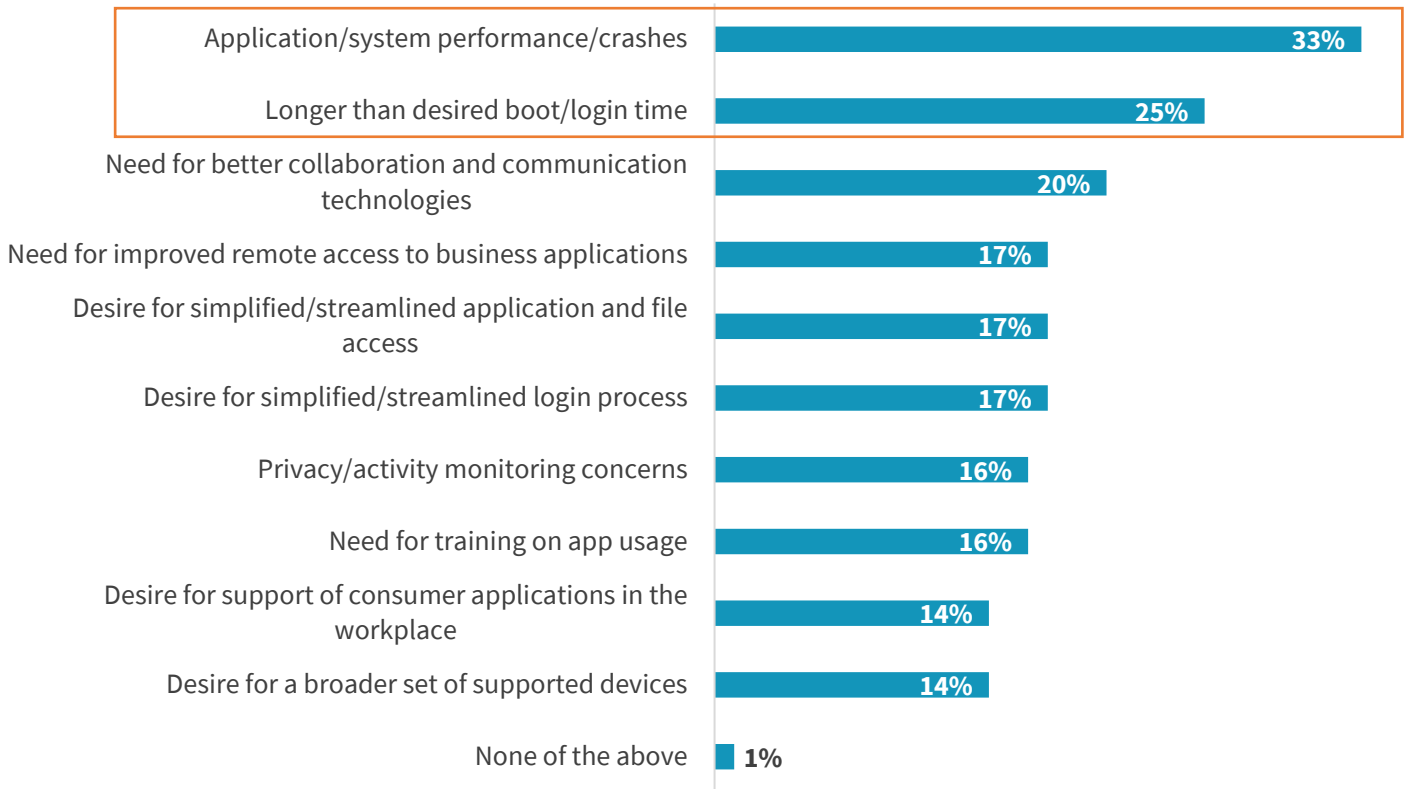
When discussing topics like employee empowerment and employees' digital work experience, it is critical to do so from the employees' perspective. The survey asked end-users what their biggest issues with their device experience are, and two items were clearly most top of mind: application/system crashes (33%) and long system boot times (25%, see Figure 8). In both areas, end-users at Leader organizations reported significant improvements relative to their peers.

**“The size of devices, their functionality, their intuitiveness of use are all key determining factors of your overall employee experience.”**

-Executive director of HR, healthcare organization with 50,000 employees

**Figure 8. Users' Biggest Complaints Related to their Device Experience**

What issues, if any, do you have with your current device experience? (Percent of respondents, N=2,000, multiple responses accepted)

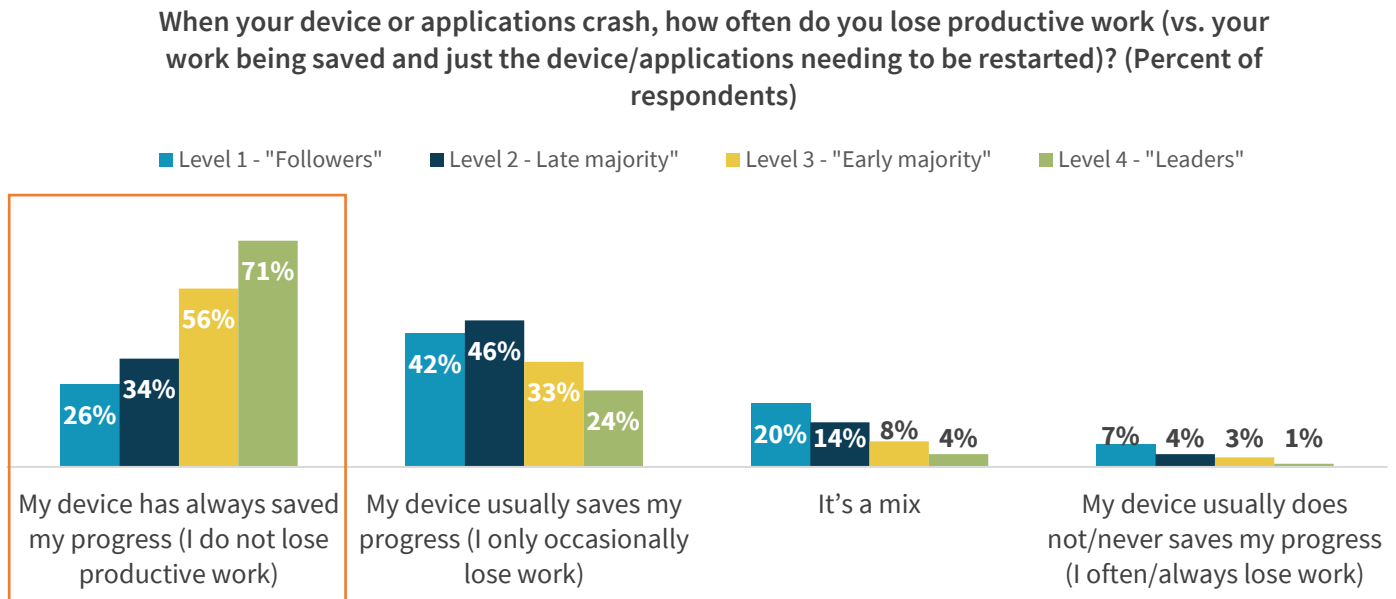


Source: ESG, a division of TechTarget, Inc.

With respect to application and system crashes, two dimensions were measured in the survey, frequency and disruption. In terms of frequency, ESG asked respondents how often users encountered crashes, from every few months or less all the way up to a daily occurrence. ESG converted these descriptive responses to numeric estimates (e.g., a user experiencing monthly crashes was assumed to have seen approximately 12 crashes in the last year) and was able to compare the mean number of crashes experienced by users in each maturity cohort. In the aggregate, **users at Leader organizations reported an 18% reduction in the frequency of application and system crashes they experience** relative to their peers at Follower organizations.

While users at Leader organizations certainly see an improvement in the number of crashes, they see an even bigger impact on the disruption (or lack thereof) that accompanies these crashes. ESG asked respondents how often they lose productive work when they encounter an application or system crash. While 71% of users at Leader organizations reported their device always saves their progress and they lose no work, just 26% of those working at Follower organizations reported the same. Said another way, **users at Leader organizations are 2.7x as likely to report the productivity impact of application/system crashes is negligible** (see Figure 9).

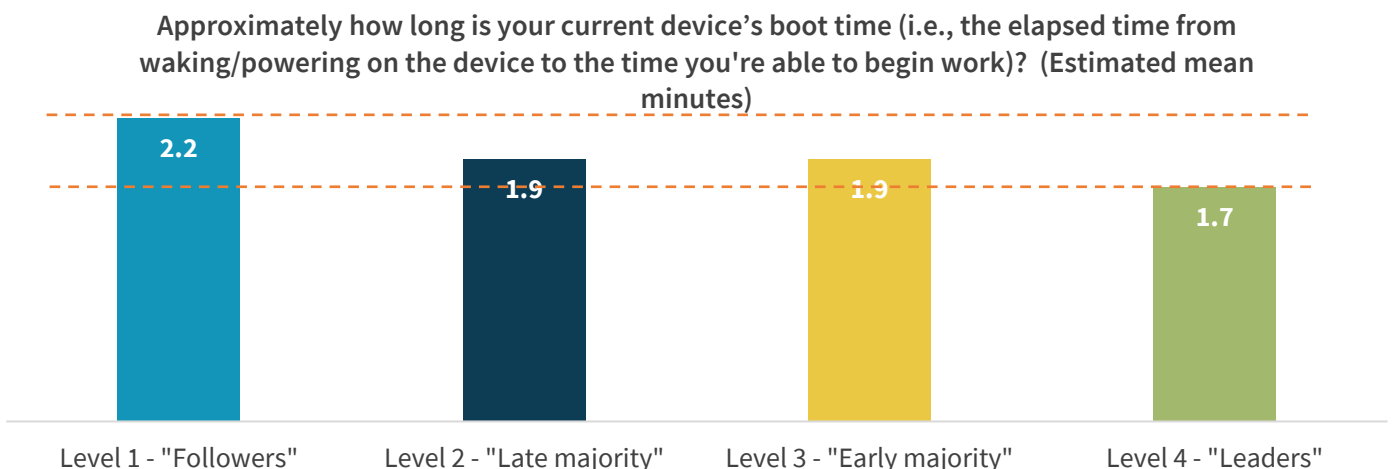
**Figure 9. The Impact of Application/System Crashes on Employee Productivity**



Source: ESG, a division of TechTarget, Inc.

With respect to boot times, the survey asked users to quantify how much time goes by from the time a device is powered on until the user is able to actually begin doing work. Comparing the results across maturity levels, Leaders are nearly 2x as likely to provide <30 second boot times to end-users and **see an approximate average reduction in boot time of 23%**. This means a 1,000-person Leader organization will enjoy a greater than 2,000-hour productivity advantage per year relative to a Follower organization of the same size.

**Figure 10. Average User-reported Boot Times, by Digital Work Technology Maturity**



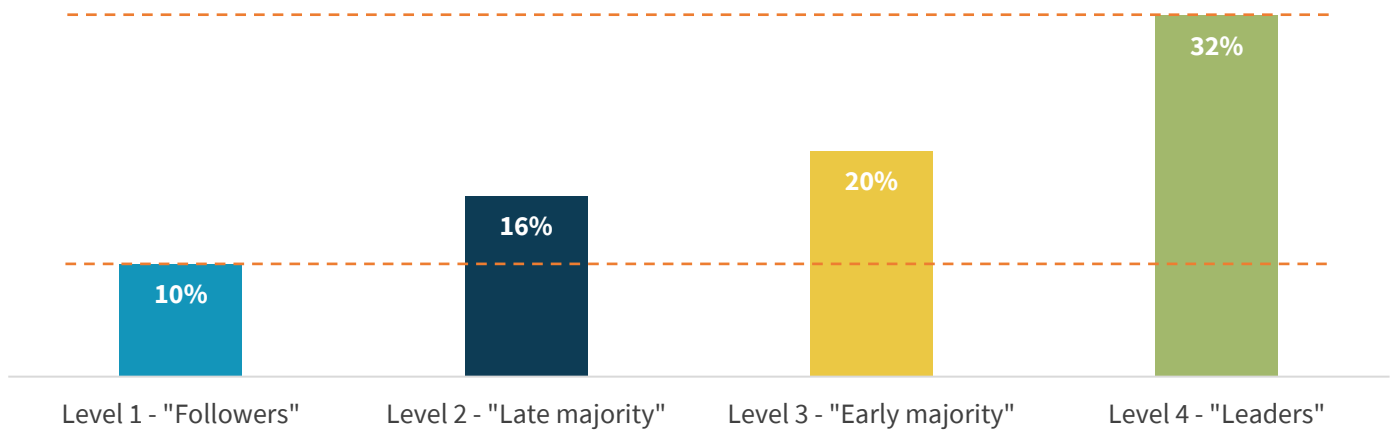
Source: ESG, a division of TechTarget, Inc.

## A Leading Digital Work Technology Environment Helps Organizations Win the War for Talent

As noted, many organizations cite employee job satisfaction and increasing retention as a reason to invest in digital work technology maturity. In order to recruit and retain top talent, particularly when labor markets are tight, employers must look for any edge. The digital work technology experience employers offer their teams is one such edge and the research shows that Leaders are capitalizing on it. ESG asked respondents in an HR role how often the digital work experience their company offers is reported by new hires as a factor in accepting a position. Leaders were 3.2x more likely to report the quality of digital work experience that they offer is regularly reported to be a factor in candidates' decisions to accept offers of employment (see Figure 11).

**Figure 11. Digital Work Experience's Impact on Recruitment Activities – The HR Perspective**

**Among employees that have been onboarded over the last 12-24 months, how often have new hires expressed that the quality of the digital work experience offered by the company as a factor for taking the job? (Percent of respondents reporting this is "regularly reported as a factor")**



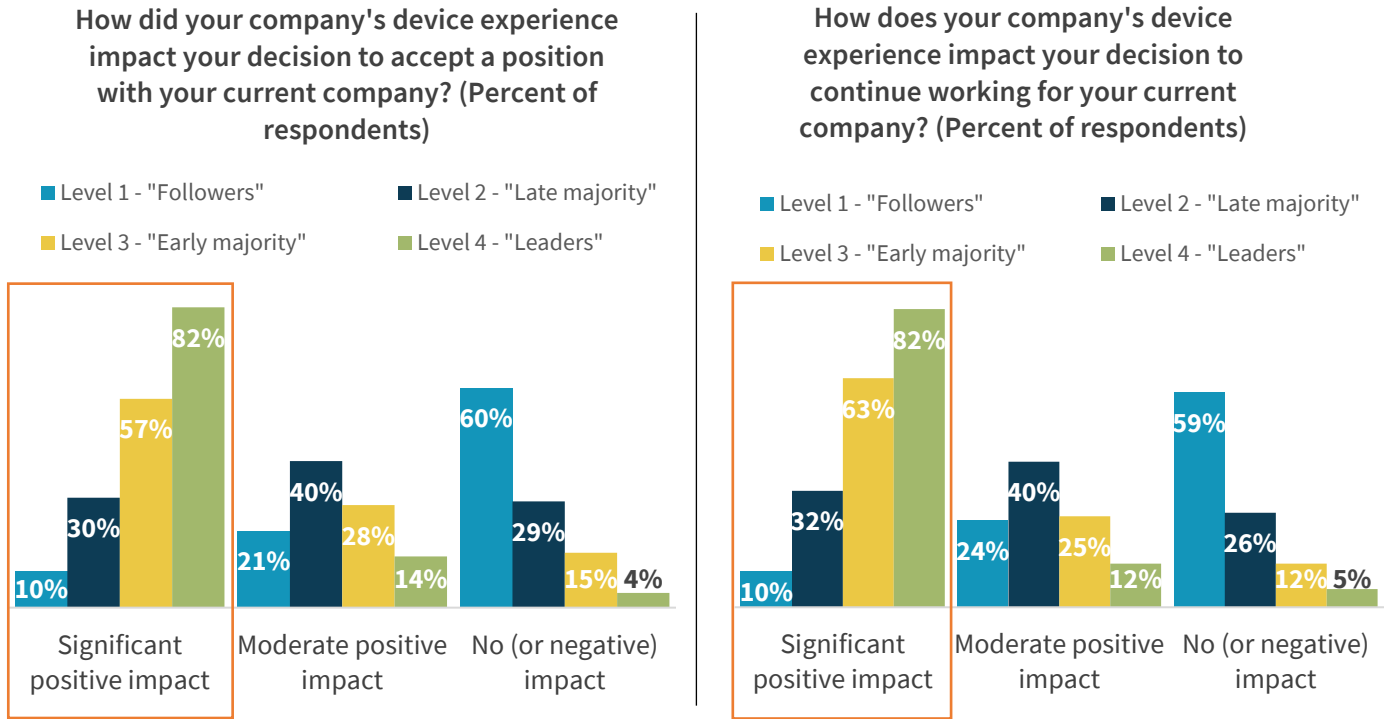
Source: ESG, a division of TechTarget, Inc.

Extending this analysis to end-users, ESG asked knowledge workers in the survey if the device experience offered by their employer impacted either that decision to accept their current position or their decision to continue working for the company. In both cases, end-users at Leader organizations were much more apt to report their device experience had a significant positive impact. Relative to end-users at Followers, those at Leader organizations are:

- 8.2x more likely to report the device experience had a positive impact on their decision to begin working at their current company.
- Similarly, 8.2x more likely to report their current device experience has a significant positive impact on their decision to keep working at their company (see Figure 12).

This data underscores the important role a company's digital work experience can play both in terms of recruitment and retention.

**Figure 12. The Current State of Digital Work Technology Maturity**



Source: ESG, a division of TechTarget, Inc.

### Having a Leading Digital Work Technology Environment Dramatically Improves Business Outcomes

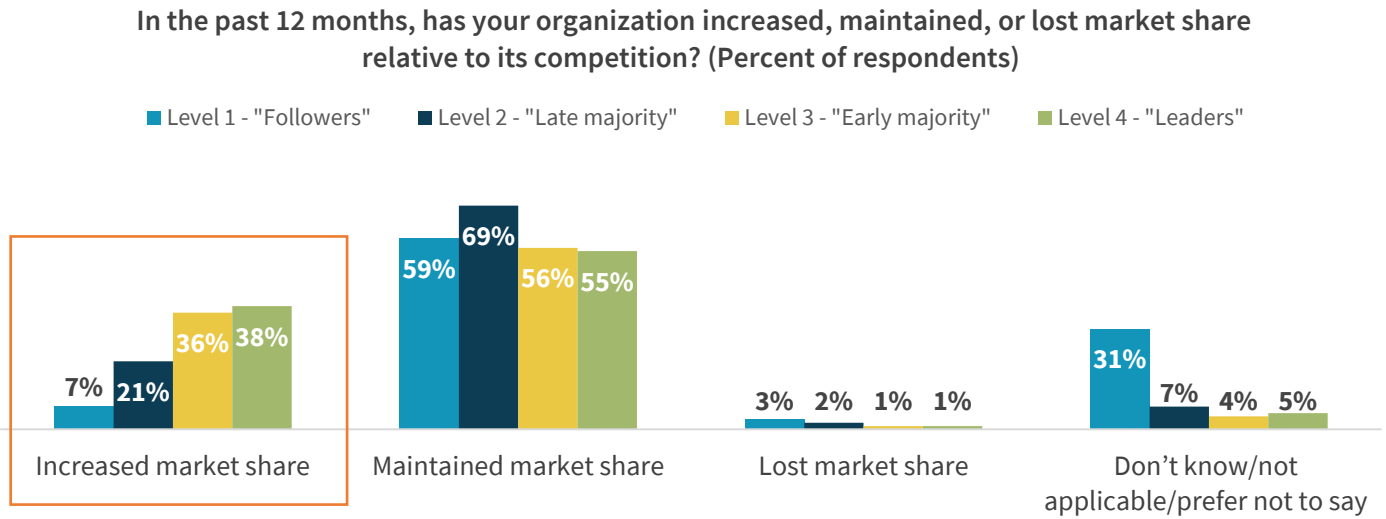
This report has outlined a myriad of data showing how organizations that deliver the best digital work technology experience to their users enjoy superior outcomes across employee enablement, IT efficiency, user productivity, and their ability to attract and retain talent.

The research also set out to understand the relationship between the digital work technology experience organizations offer and their overall business success as measured by metrics like market share growth, organizational agility and innovation, revenue performance, and future-looking business optimism.

### Leaders Have Gained Market Share More Often

Respondents were asked if their organization had gained, maintained, or lost market share relative to competitors over the last 12 months. The research shows that Leaders were **5.4x more likely to have increased market share** relative to Followers (see Figure 13). Going a step further, respondents indicating either an increase or a decrease were asked to estimate the number of market share points their organizations had gained or lost. On average, Leaders reported an 11-percentage point gain in market share versus a gain of 1-percentage point, on average, among Followers.

**Figure 13. The Correlation between Digital Work Experience Technology Maturity and Market Share**

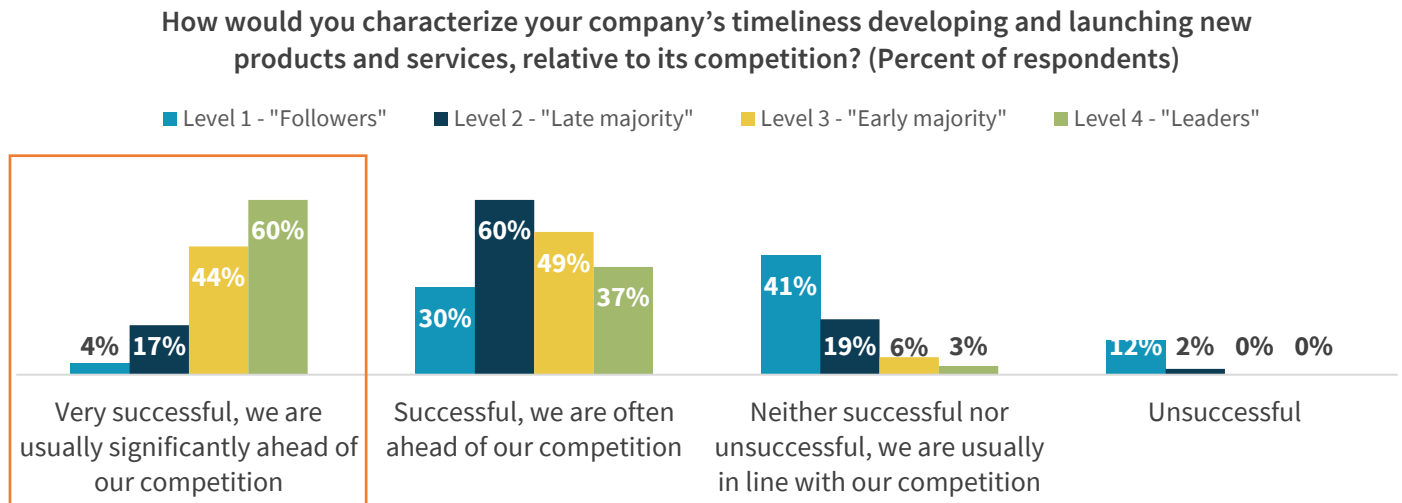


Source: ESG, a division of TechTarget, Inc.

### Leaders Out Innovate the Competition

Respondents were asked how to describe their organization’s timeliness developing and launching new products and services to market. The research shows that Leaders are **15x more likely to usually get to market significantly ahead of the competition** relative to Followers (see Figure 14). Depending on their response, participants were then asked to specify by how many months they typically beat or trail competitors to market. In the aggregate, **Leaders report being an average of 7.4 months ahead of their competitors to market** when launching new products and services to market.

**Figure 14. The Correlation between Digital Work Experience Technology Maturity and Innovation**



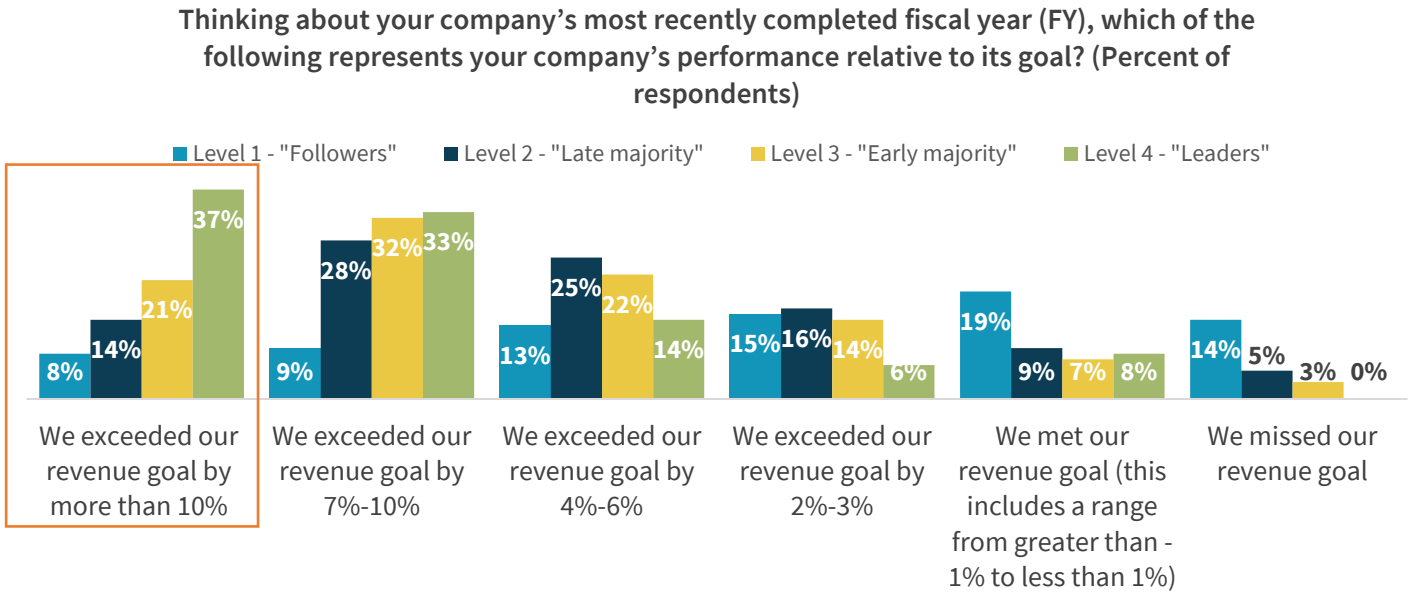
Source: ESG, a division of TechTarget, Inc.

### Leaders’ Current and Future Revenue Performance Outstrips their Peers

The research gauged two aspects of organizations’ revenue performance. First, respondents were asked about their most recently completed fiscal year. Specifically, they were asked to describe their performance relative to plan. While most respondents reported their organizations had beaten revenue goals, those at **Leader organizations were 4.6x more likely to report having exceeded revenue goals by more than 10%** (see Figure 15). Next, respondents were asked for their forward-looking revenue growth expectations for their companies. While Followers anticipate their organizations’ revenue to grow

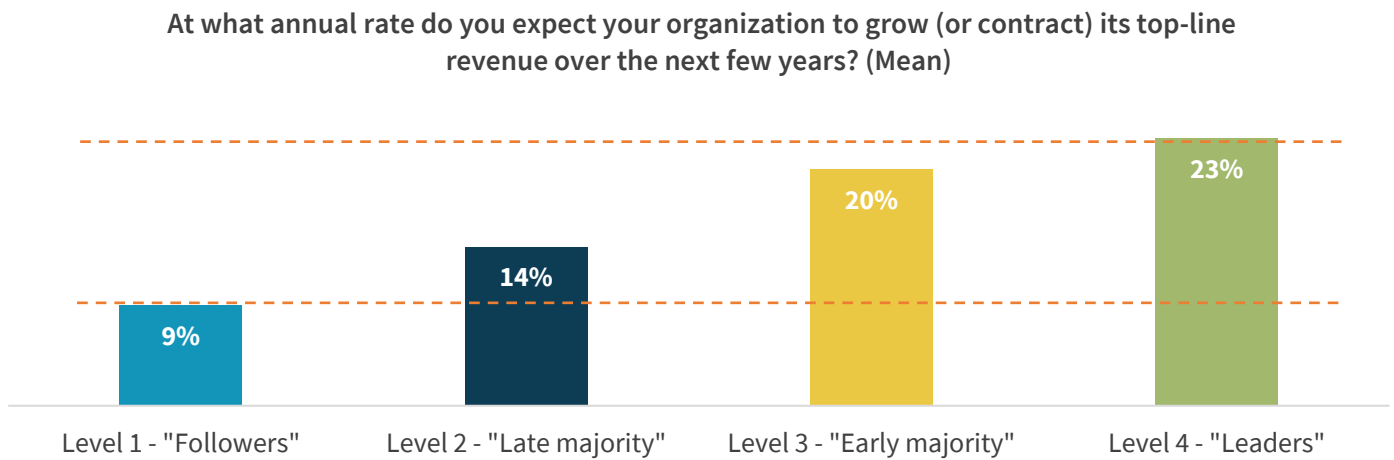
at 9% annually (just keeping pace with the current inflation rate), Leaders forecast an average annual revenue growth of 23%. Said another way, Leaders expect their organizations to grow their revenue at 2.6x the rate of Followers (see Figure 16).

**Figure 15. The Correlation between Digital Work Experience Technology Maturity and Recent Revenue Performance Relative to Plan**



Source: ESG, a division of TechTarget, Inc.

**Figure 16. The Correlation between Digital Work Experience Technology Maturity and Growth**



Source: ESG, a division of TechTarget, Inc.

### Moving Beyond Correlation to Causation

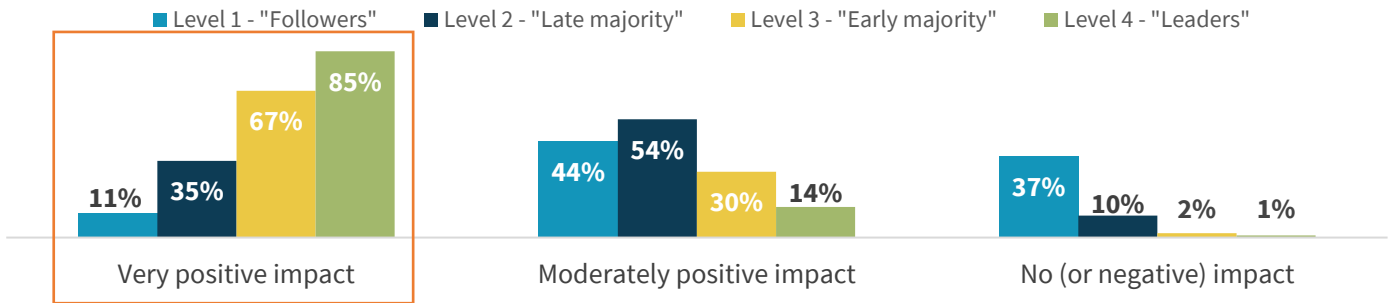
The research clearly shows a strong correlation between an organization's digital work technology maturity and its business results, but correlation does not equate to causation. Clearly most successful organizations also tend to provide their employees with a modern digital work experience, but it could be argued this may be a result of those organizations having the greatest resources to invest in technology. However, the research sought to assess if the investments organizations make in employee experience have a causal impact on results. When asked to assess if the investments an



organization has made into employee devices have had a positive, neutral, or negative impact on business outcomes, **Leaders were 7.7x more likely to report their investments were driving a significant positive impact** (85% versus 11% of Followers, see Figure 17). ESG believes the reality is that the link between digital work technology maturity and business results is bidirectional: While business success allows the organization to invest more in a modern work experience, the presence of a modern work experience increases the organization’s ability to achieve market-leading results.

**Figure 17. Digital Work Technology Maturity Is a Causal Factor in Determining Business Success**

**Do you believe your organization’s investments in devices have had a positive/neutral/negative result on your business in areas like competitive position, agility, and innovation? (Percent of respondents)**



Source: ESG, a division of TechTarget, Inc.

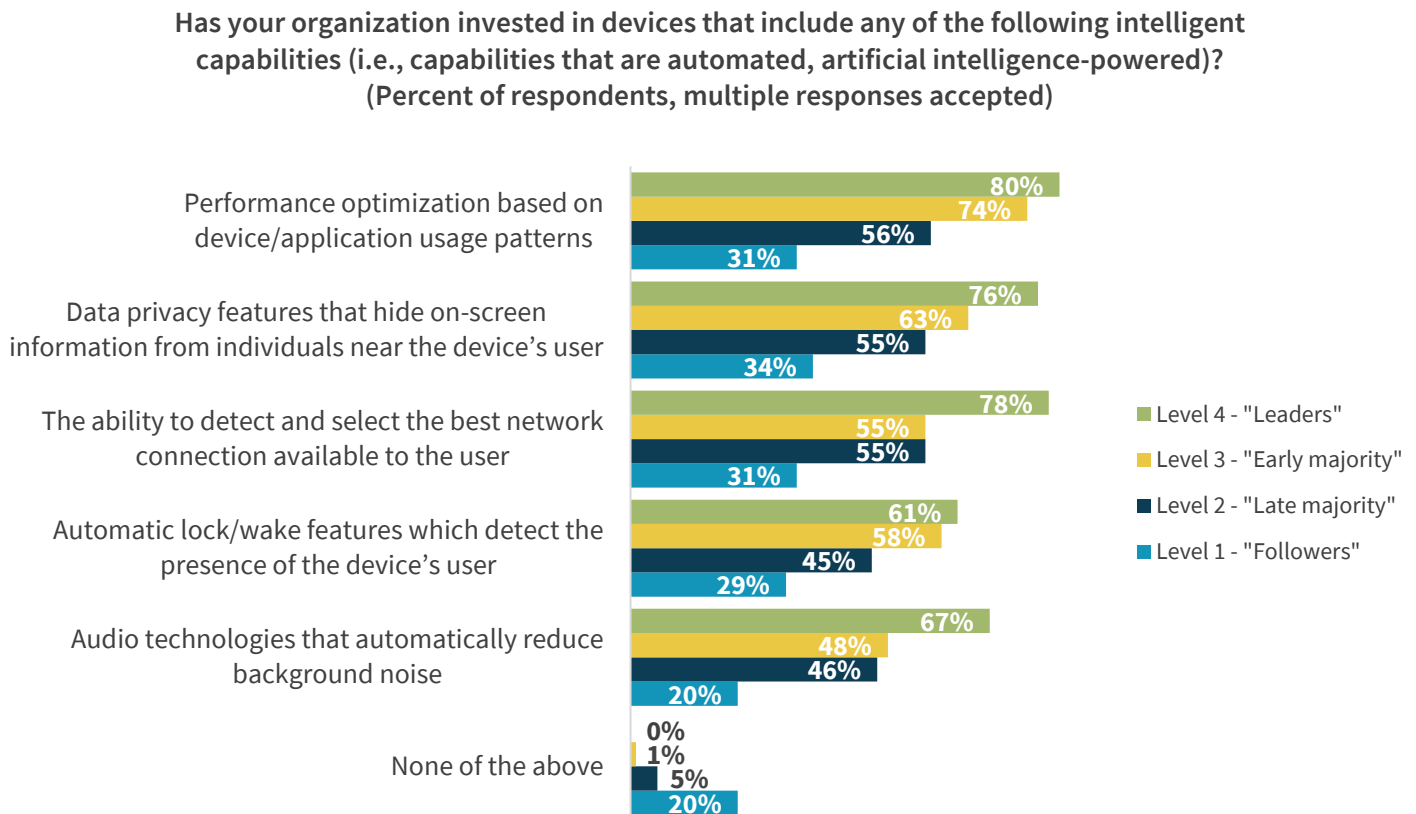
## Learning from the Leaders

There are many benefits to becoming a Leader in terms of digital work technology experience, and by applying the tenets of ESG’s maturity model, any organization can achieve Leader status. Beyond this roadmap to leadership, the research uncovered five key actions Leaders take that are different from their peers that any IT leader responsible for employees’ digital work experience can begin to apply within their organization.

- Invest in device technology that includes intelligent AI-based features**—Leaders were much more likely to report the devices their teams use automate the delivery of an optimized end-user experience. For example, they were 2.6x more likely to have invested in devices that automatically optimize performance based on users’ device and application usage patterns. Similarly, they were 2.5x more likely to have invested in devices that select the best available network for users automatically. Automated privacy features that hide on-screen information from others nearby (2.2x increase in investment) and automated wake/lock features (2.1x increase in investment) were also much more broadly deployed (see Figure 18).
- Collaborate on employee experience strategies cross-functionally and with frequency**—Among all organizations represented, IT and HR teams were most often cited as driving digital workplace strategies. However, when looking at other functional groups, we see a clear trend: Leaders are more likely to include more functional groups in the decisioning process. For example, Leaders are more likely to report line-of-business teams (69% versus 45% of Followers), helpdesk operations (51% versus 26% of Followers), and facilities management (56% versus 18% of Followers) all play a significant role in digital work strategy development. Moreover, Leaders are 3.8x more likely to convene cross-functional meetings on digital work experience strategies on a weekly basis (69% versus 18% of Followers). By bringing more viewpoints into the discussion and more regularly, Leaders are able to advance strategies that are more inclusive and representative of users’ needs.

3. **Listen to your users**—Not only do Leaders bring more functional groups to the table when developing digital work strategies, they spend more time interacting with users, listening to their preferences, and understanding their pain points. Leaders are 4.3x more likely to spend a significant amount of time collecting input from end-users on device requirements and preferences (81% versus 19% of Followers). This is yet another critical step to ensuring the digital work experience delivered is representative of user needs.
4. **Automate device lifecycle management to drive experience equity**—A mature approach to digital work technology requires equity so that no employees are left behind when it comes to end-user experience. But organizations are complex. Being comprised of different teams, divisions, and subsidiaries, and managing technology lifecycles holistically is hard. To ensure there are no gaps, that no teams or employees get left behind, Leaders tend to automate device technology refreshes: 75% say that when employees’ devices are due to be replaced, new devices are automatically provisioned and provided to them versus 54% of Followers who adopt an automated approach.
5. **Success requires organizational commitment and focus**—Simply put, the data shows Leaders take employee experience seriously. Seventy-five percent say enhancing and improving employees’ digital workplace experience (i.e., the sum of the devices, collaboration tools, applications, hybrid work experiences, etc. employees have access to in the course of doing their jobs) is the number-1 priority on their technology roadmap. By contrast, only 14% of Follower organizations have this level of focus.

**Figure 18. Prevalence of AI-powered Device Features, by Digital Work Technology Maturity**



Source: ESG, a division of TechTarget, Inc.

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## Appendix I – Research Methodology and Respondent Demographics

To gather data for this report, ESG conducted a comprehensive online survey of 750 employee experience decision makers in IT and HR leadership roles and 2,000 knowledge workers able to comment on their digital work technology environments. Organizations represented span all private- and public-sector organizations across the globe, including respondents based in the US, Canada, Mexico, Brazil, the UK, Germany, France, Japan, Australia, New Zealand, and Singapore. The survey was fielded between June 2, 2022 and June 24, 2022.

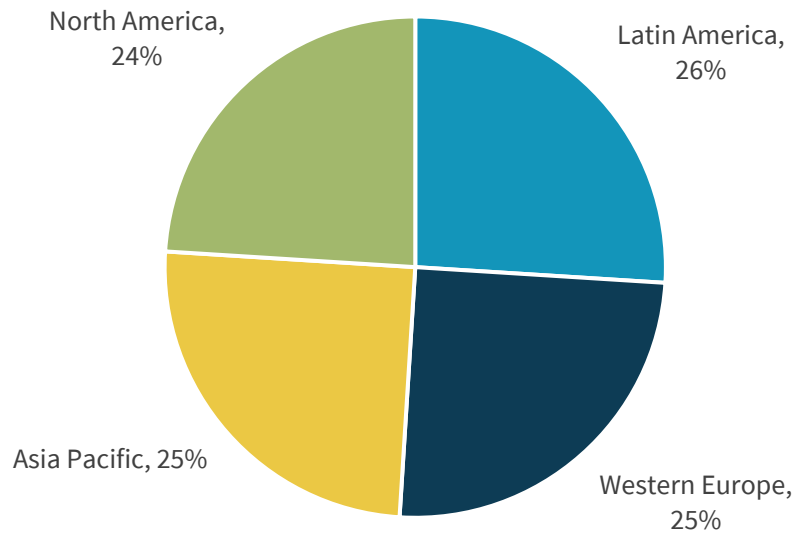
After filtering out unqualified respondents, removing duplicate responses, and screening the remaining completed responses (on several criteria) for data integrity, a final sample of 2,750 respondents remained. The margin of error for this sample size is + or – 2 percentage points.

All respondents were provided an incentive to complete the survey in the form of cash awards and/or cash equivalents. Note: Totals in figures and tables throughout this report may not add up to 100% due to rounding.

Figures 19 - 22 detail the demographics and firmographics of the respondent base, including respondents’ region of residence, organizations’ annual revenues and total number of employees, and organizations’ industry.

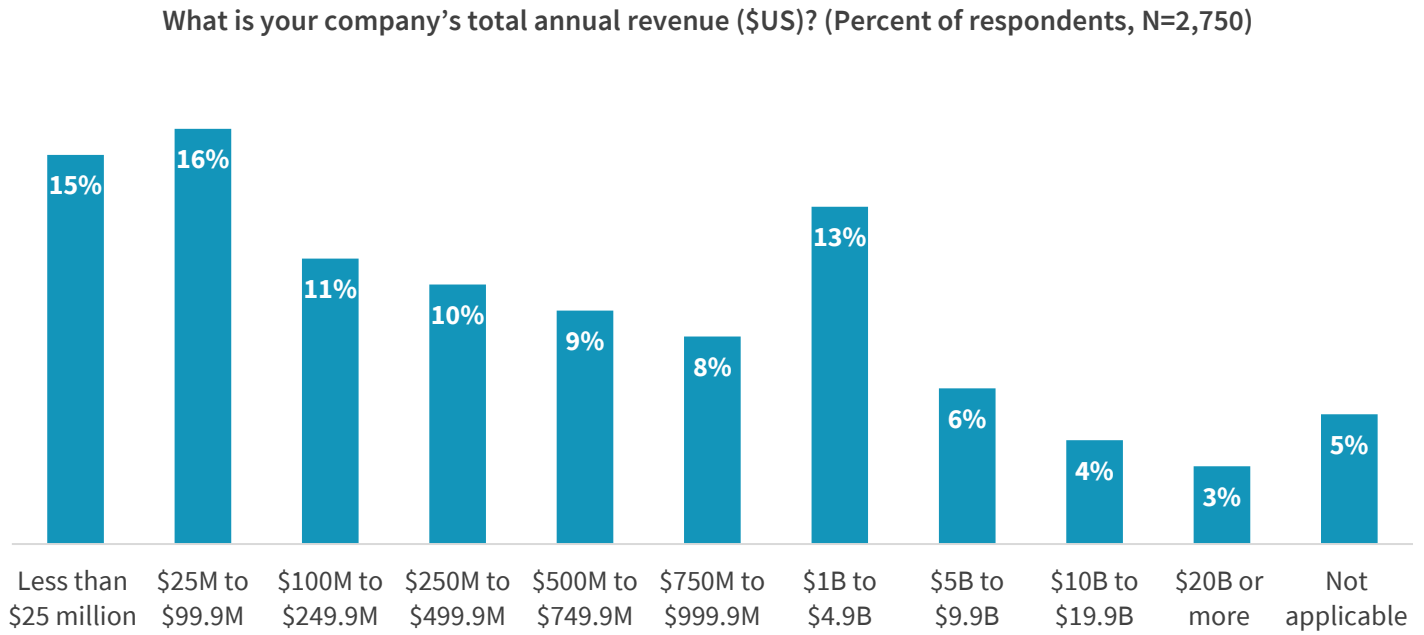
**Figure 19. Respondents, by Region**

**Respondents by region. (Percent of respondents, N=2,750)**



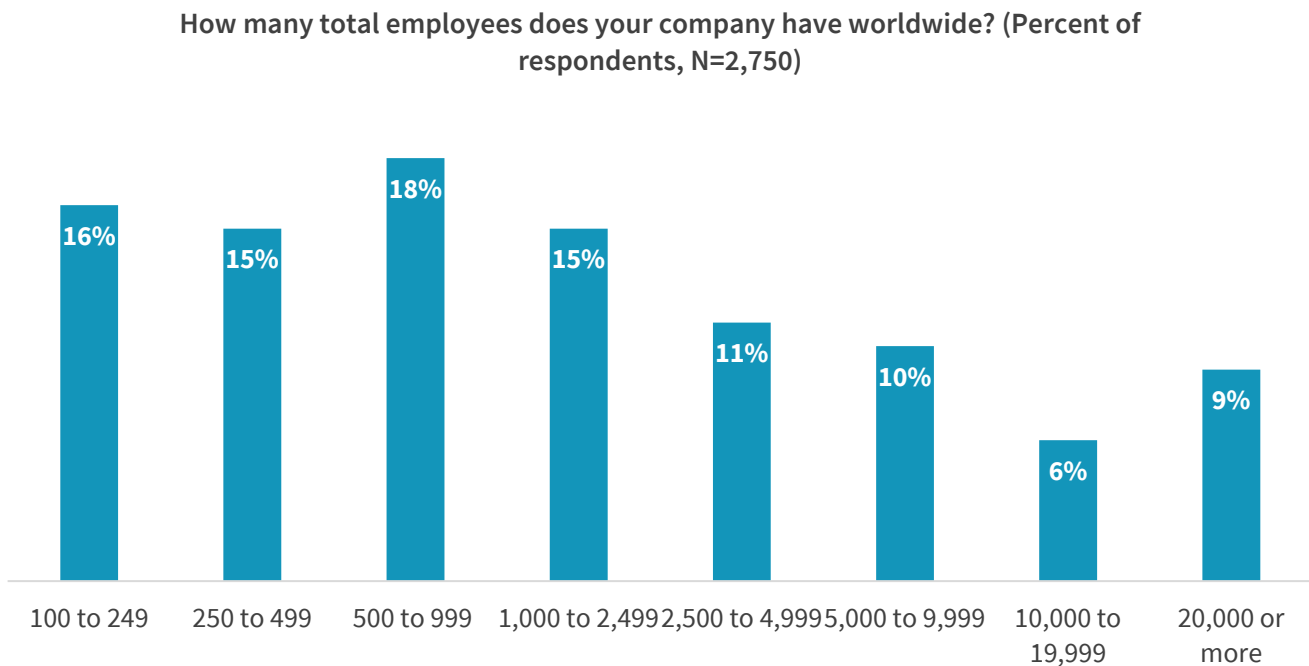
*Source: ESG, a division of TechTarget, Inc.*

**Figure 20. Respondents, by Company Size (Annual Revenue)**



Source: ESG, a division of TechTarget, Inc.

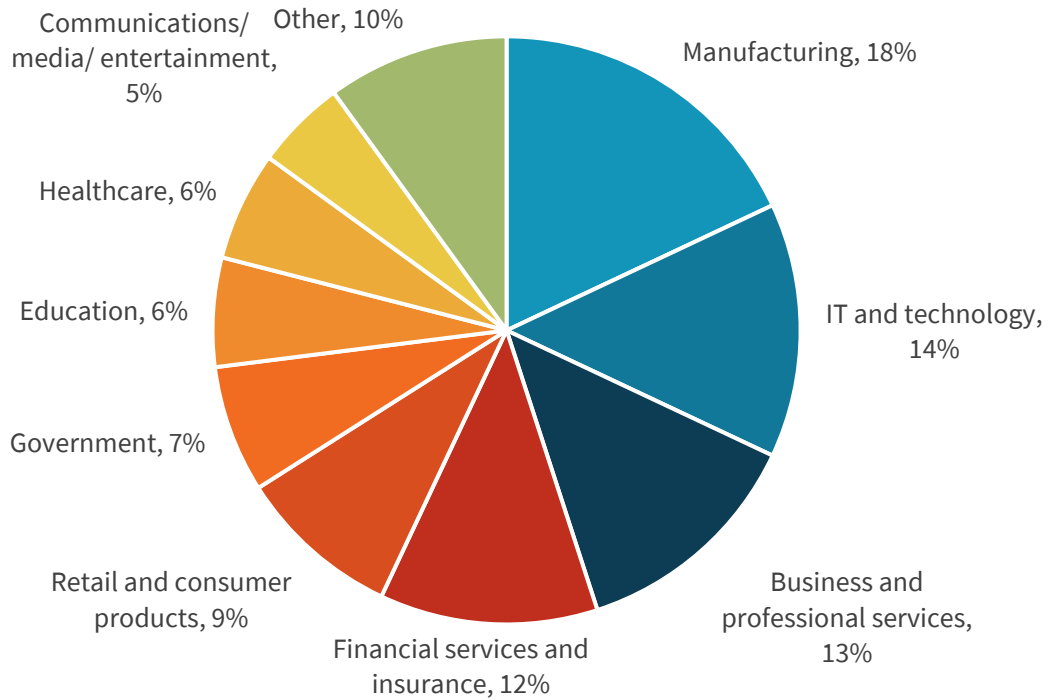
**Figure 21. Respondents, by Company Size (Headcount)**



Source: ESG, a division of TechTarget, Inc.

**Figure 22. Respondents, by Industry**

What is your organization’s primary industry? (Percent of respondents, N=2,750)



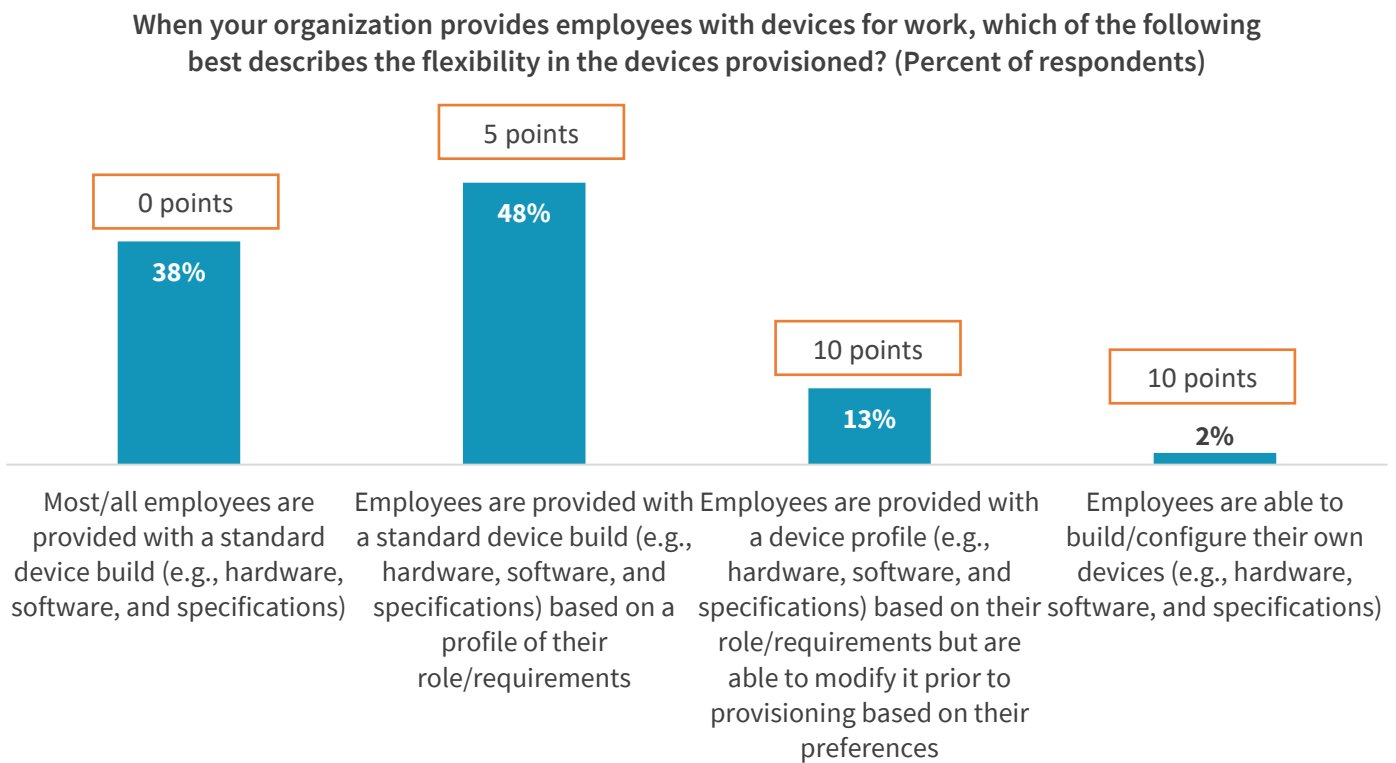
Source: ESG, a division of TechTarget, Inc.

## Appendix II – Criteria for Evaluating Organizations’ Digital Work Technology Maturity

In order to evaluate how an organization’s digital work technology maturity is correlated to technology and business outcomes, ESG developed a digital work technology maturity model that put forward 10 aspects of the environment against which organizations could be assessed. To assess these aspects, ESG asked corresponding questions in its survey. Organizations with a mature approach earned more maturity points and those with an immature approach earned fewer. Based on the answers to these questions, respondents’ organizations could earn between 0 and 100 maturity points. Leaders were defined as those organizations earning 85 or more maturity points, Early Majority organizations earned between 71 and 84 points, Late Majority organizations earned between 51 and 70 points, and Followers earned 50 or fewer points.

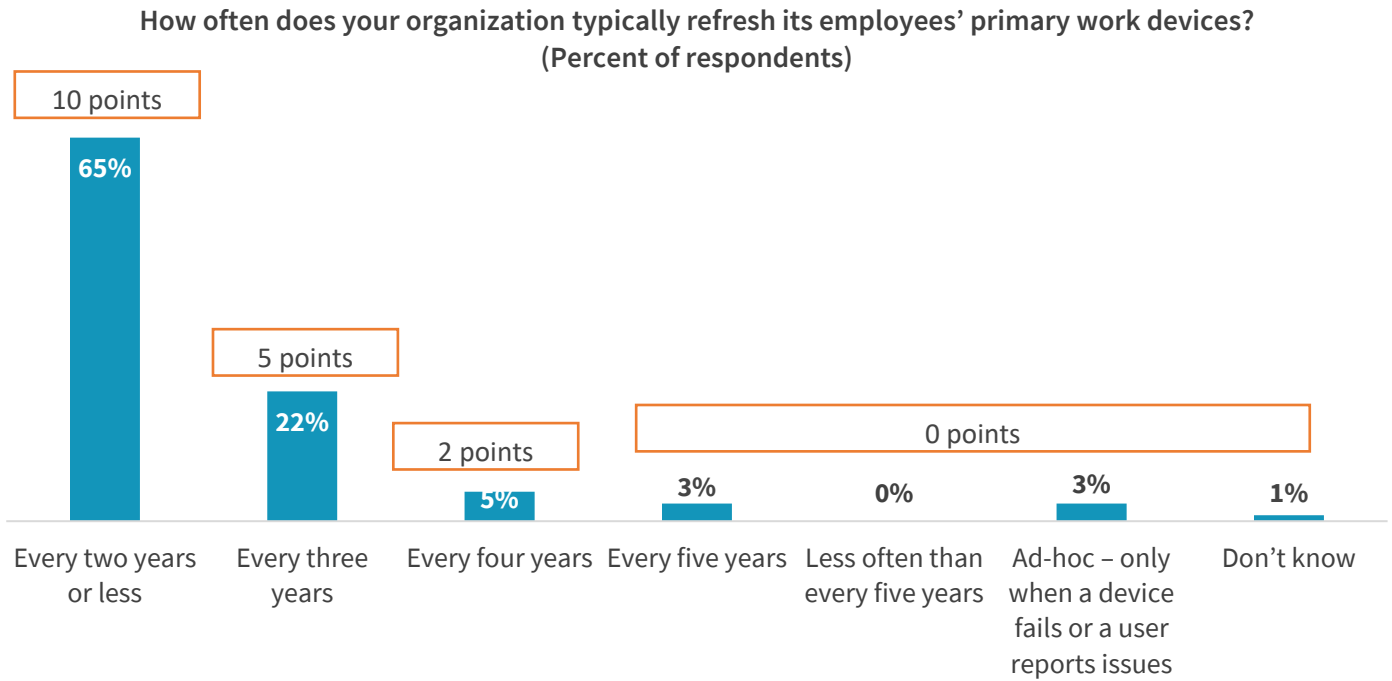
The questions ESG asked to assess digital work technology maturity are shown in the following figures along with the number of maturity points ascribed to each response.

**Figure 23. Respondents, by Device Choice/Flexibility**



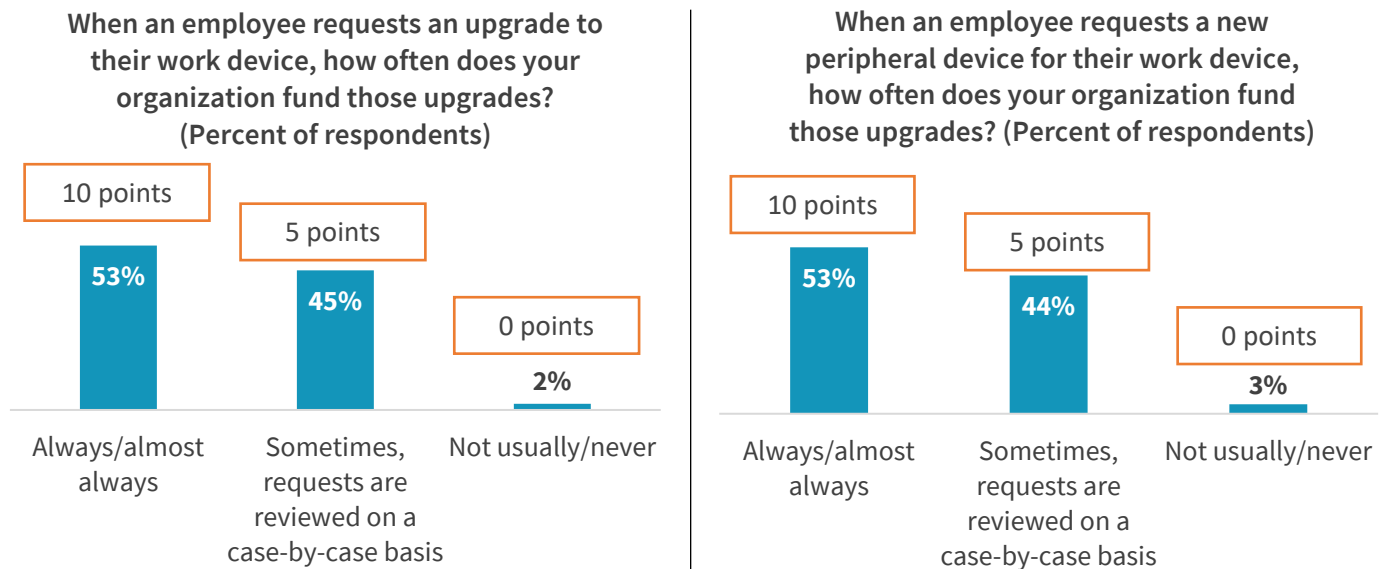
Source: ESG, a division of TechTarget, Inc.

**Figure 24. Respondents, by Device Refreshing Practices**



Source: ESG, a division of TechTarget, Inc.

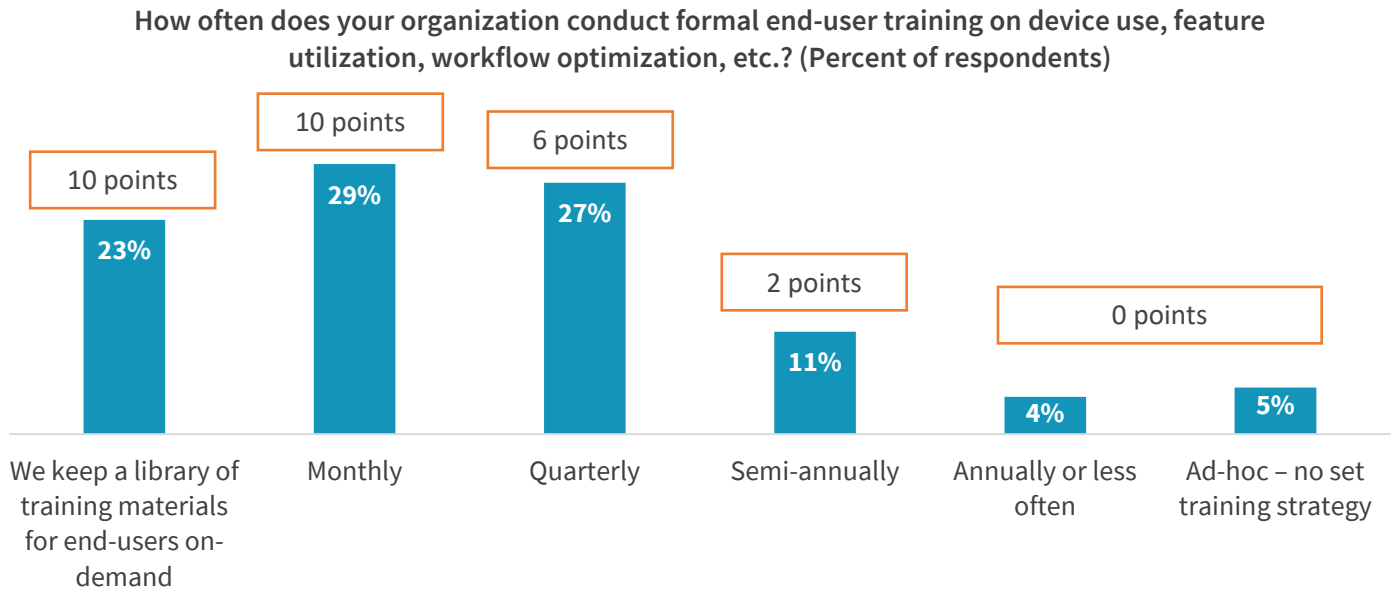
**Figure 25. Respondents, by Device Upgrade Investments**



Source: ESG, a division of TechTarget, Inc.

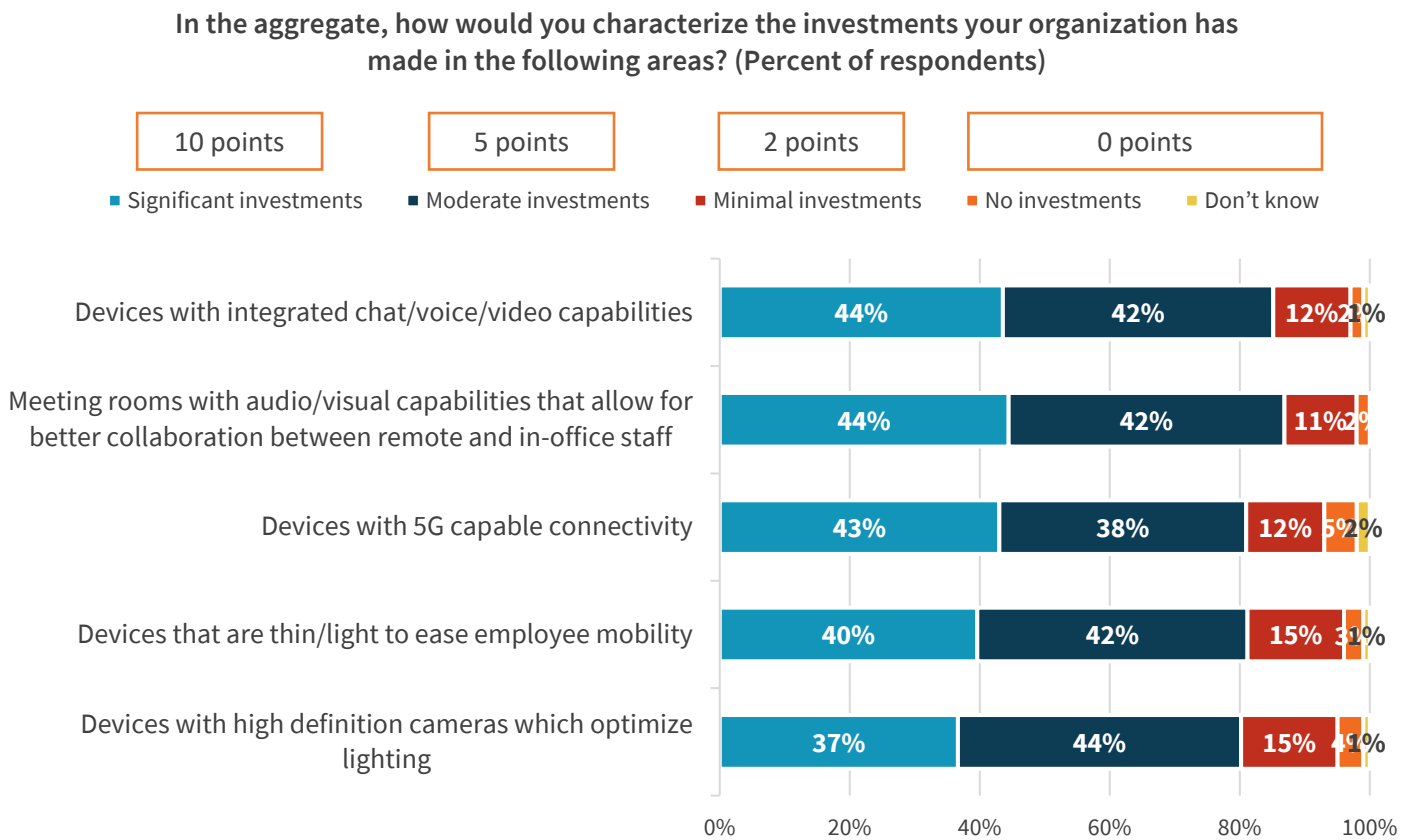


**Figure 26. Respondents, by Device Training Practices**



Source: ESG, a division of TechTarget, Inc.

**Figure 27. Respondents, by Experience Technology Investment**



Source: ESG, a division of TechTarget, Inc.

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