# Enhancing Your Employee Experience to Drive Business Success

A positive employee experience is critical to a successful business. We live in a world where finding excellent employees is more difficult than ever and retaining them is essential to success. Management must show its commitment to providing employees with a positive experience. As Greg Harris, CEO of Quantum Workplace stated, "Engaging the hearts, minds, and hands of talent is the most sustainable source of competitive advantage."

And as organizations of every type are defined by their digital systems, providing optimal digital solutions is fast becoming the single most effective means of improving the employee experience. This eBook will detail how important improving the employee experience is for organizational success, the critical nature of digital systems in driving that improvement, and how the digital technologies must deliver for both employees and management.

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## Chapter 1
# Great Employee Experiences Drive Organizational Success

The reality is just a few factors have outsized impact on the success of a business. One that is gaining a lot of attention of late is the employee experience. The quality of the **employee experience** has a direct bearing on business results. A study by Social Chorus found that businesses with motivated and highly engaged workforces outperform their peers by 147% in earnings per share.[1] Another data point: A poor employee experience results in turnover that is quite costly; more than $11 billion is lost annually from employee turnover, according to estimates from the Bureau of National Affairs.[2]

It is not surprising, then, that employee experience (EX) is a key strategic management focus. EX has a broad impact. Robert Tas, chief marketing officer of applications vendor Pegasystems, noted in a recent Forbes article that the customer experience suffers when employees feel that there's a disconnect between how the company treats them and how they're expected to treat consumers.[3] Further, according to Sapling HR, happy employees are 20% more productive than their counterparts.[4] A recent study by the Harvard Business Review found that companies that focus on EX have four times the average profit and twice the average revenue of those that don't.[5]

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EX also impacts the hiring and retaining of employees. The shortage of skilled and desirable applicants is impacting nearly every firm. The Conference Board's C-Suite Challenge noted that attracting and retaining talent is a top challenge for global CEOs.[6]  This isn't true just of specialized professions such as data scientist and cybersecurity engineer; there is a chronic shortage of competent and capable customer-facing staff who can be contributors to the business and not just seat-fillers.

Technology plays a central role in delivering an improved EX. Empowering individual employees to identify and use the most valuable apps or services for improving their productivity takes the trend to an entirely new level. A recent Forrester Total Economic Impact (TEI) study done for Dell Technologies shows that empowering employees with what they consider the best technology produces substantial gains. The ability to choose the right device delivers an annual productivity gain of 22-27 days, and better support for collaboration drives a gain of 21-22 days. Combining these two pieces of data, the organization could see a productivity gain of roughly two person-months per year or nearly 17%.

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Increased attention to EX from both management and IT teams is a necessity. As more young employees who are "digital natives" join the workforce, they will constantly compare their workplace digital experiences to their personal ones. A recent study by Salesforce found that 71% of employees want the same digital experience as in their personal lives.[8] The same "ease of accomplishment" must exist in the work experience. Employees will either refuse job offers or leave firms that don't provide a digital employee experience that meets expectations. A study that was conducted in New Zealand found that employees that are frustrated with workplace technology are 450% more likely to leave.[9] A casual look at job review sites such as Glassdoor and Indeed will show just how often employees cite their digital experience as a reason for liking or disliking a job.

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Delivering a better digital employee experience has become a focus for successful organizations. The reasons are clear. A recent VMware study showed that firms with a better digital employee experience are 23% more competitive, have 60% higher annual growth, and have a 41% higher Net Promoter Score. The same study reflects how important improving the employee digital experience is. Nearly half of the IT professionals in the study said employee experience projects had a higher priority in the last 12 months, and 56% said they will have an increasingly higher priority in the next 12 months.[7]

The gains can be substantial, because today's technology impacts all employees, not just white-collar or knowledge workers. For example, the latest customer service platforms using AI and voice recognition can detect and inform the agent in real time what the customer's emotional state is. And carpenters or tradesmen on construction projects can provide real-time job status or order materials using tablets. Such scenarios validate the words of eminent management consultant Peter Drucker, who said more than 60 years ago that every worker who is required to think is a knowledge worker.

After years of stasis, businesses must recognize that personal technology has seen huge strides in the last five years—and they must recognize what this means for EX. Advances in the consumer space are filtering into business-use products as commercial technology vendors learn from consumer technology.

Managers need to work with their IT teams to help them identify the most impactful and important new technology solutions that will enhance the digital employee experience. Those that do not will see employees leaving—or leaving them behind. Employees can and will take the initiative, and when management or IT tries to limit that initiative or control it, the outcome is nearly always a negative for EX. Now is the time for management to work with technology vendors, IT teams, and their employees to understand the optimal digital employee experience and how best to get there.

# Chapter 2

# New Strategic Approaches to Using Digital Solutions to Enhance the Employee Experience

The digital tools that employees work with heavily color their employee experience (EX). According to a survey by Sierra-Cedar, 27% of employees report that they lose up to an entire workday every week with irrelevant digital activity.[10] And a study by G2 found that 24% of employees have considered leaving their job because the apps and software they use are not a good match for their needs.[11]

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The quality of a firm's digital systems says a lot about management's attitude toward employees. When employees experience regular bottlenecks or roadblocks from poor-quality systems, and the organization isn't delivering the tools for success, employees begin to think that failure is acceptable. The same is true when digital tools force employees to change their workflow because the apps and systems stifle efficiency. In both instances, employees feel forced to work in a sub-optimal manner. It soon becomes a source of constant friction.

Companies that want to remain competitive must improve the EX when it is negatively impacted by dated or ineffective apps and devices. The technologies listed in the next chapter provide the foundation for improving EX.

However, technology doesn't exist in a vacuum. Just as important as updating the digital tools is changing management's strategic thinking about the digital EX. Without that change, management cannot hope to demonstrate a full commitment to improving EX. Management must move from trying to control all aspects of the digital EX and instead become an enabler of employee choice and options. After decades of believing that technology must be locked down, it won't be easy. But it must be done—and then management must do more; it must not only approve technologies that improve EX, but champion them as well.

This bears repeating: You can't progress in improving EX without changing the

underlying technology stack so that it supports employees' desire to be more creative and productive. If management doesn't make the necessary shift in mindset, the tools won't have a chance to change anything.

The following list delves deeper into how management's thinking must change:

- **Don't make employees "major in their minor"**—Management must ensure that employees aren't made responsible for tasks that are unrelated to their jobs. In other words, management must proactively seek out digital tools that let IT do what it does best, and employees do what they do best. For example, making employees responsible for updating security products to protect against newly discovered threats is not their job. Forcing employees that don't have the proper training or skills to do that job is a bad idea. It will become time-consuming and frustrating for them. Organizations undoubtedly have IT or security experts who can do such tasks easily and correctly. Rely on them and let non-tech staff get on with their jobs.

- **Choose digital tools for reliability and consistency**—Employees genuinely want to do their jobs well, and

they depend on their devices and apps to help them achieve their goals. Management needs to support the selection of proven IT vendors to ensure that key digital systems are always available and very reliable. This may demand additional investment, and management should be prepared to support that, because the payoff is more productive workers who aren't left stranded by downtime.

- **Make working from anywhere, at any time, the rule, not the exception**—Employees today expect to be able to work no matter where they are. Some management teams still are suspicious of requests to work from home or to have full mobility. This must change. Management, employees, and IT need to agree that employees should be able to easily access an out-of-office work experience that delivers the same tools, capabilities, and performance levels as what they have in the office.

- **Eliminate any delays from deploying, delivering, or providing access to digital devices and apps**—It is frustrating for employees to find a new app or device that would help them do their job better, only to be told that they must wait until IT approves it or it is accepted by the corporation. That is old-school, legacy thinking

that doesn't belong in a successful digital business. An agile business needs an agile management team that is committed to delivering at speed when employees want a new technology that will help them produce results.

- **Support a cybersecurity strategy that makes protection automatic and invisible**—All businesses today know that data breaches and cybersecurity events have the potential to be devastating. But only the best of them have figured out they can't make employees responsible for cybersecurity. Digital workspaces negate the need for employee involvement in security. You aren't paying your sales staff and other specialized employees to be security engineers, so why ask them to do a security engineer's job? Employees don't have the cybersecurity skills, and it's a mistake to make them the front line of cyberdefense. Rather, management teams must support deploying an infrastructure stack with native cybersecurity protection, managed and updated by the security and IT teams, not the employee.

- **Embrace the explosion of apps and cloud services**—Management needs to view digital tools the same way they view tools used in manufacturing activities. If better tools are available that improve productivity and the employee experience, there should be no delay in deploying and using them. The kind of thinking that believes digital tools should be managed and restricted, not embraced, is no longer acceptable.

- **Utilize AI to enhance productivity and improve the employee experience**—AI and ML have matured to

the point that they are truly changing what systems can do. Before, some wariness of these technologies was justified, but now they enhance organizational performance and competitiveness. Many AI-powered apps reduce or eliminate manual or repetitive tasks and let employees focus on work that has the highest value to the business. And eliminating drudgework or low-value tasks quickly improves EX.

- **View new technologies as an opportunity, not a threat**—When employees discover new tools that can help them perform optimally, they become very enthusiastic about them. Management needs to foster and support these discoveries and remove any barriers to the adoption of cutting-edge tools. Interference has become a negative for EX. A go-slow or cautious approach might have made sense at one time, but the reality is that in a modern digital business, moving quickly to promising new technologies and empowering employees are essential to maintaining a competitive edge.

- **Use the cloud to augment what employees can do**—Management teams need to maintain an open mind about the potential of new technologies to enhance the employee experience. For example, any reservation about using cloud solutions must be weighed against the benefits it can bring in terms of EX. Adding the cloud to employees' digital arsenal makes cloud storage and compute resources available for highly demanding analytic or similar workloads. This matters greatly in an era when more employees are using analytics every day but finding that performance levels of local devices are unacceptable. Providing access to cloud resources for improved application performance improves EX.

## Chapter 3

# New Technology Solutions That Improve the Employee Experience

As modern businesses have come to rely on digital systems, those systems have become the heart of the employee experience (EX). New and innovative technologies and solutions bring amazing capabilities to employees, enhancing their productivity, job satisfaction, and ability to grow professionally. Coupling new and innovative technology solutions with the modern employee's digital familiarity results in an environment where both the employee and the organization win.

The push to empower employees' digital desires has, in some industries and job categories, resulted in an arms race. For example, top sales staff can only be hired or retained if they are given real-time informational tools, databases, and customer behavioral data to improve their success rate. In the insurance industry, insurers that don't support "paying for what you need" or "naming your price" are at a substantial disadvantage with customers. Giving agents a simple and fast way to create those customized options is critical to success.

Employers must also make it possible for employees to easily leverage new digital tools that they believe will improve their productivity. This is a sea change. In the past, for data control, cybersecurity, and other reasons, companies limited support and access, focusing on a small number of approved applications. Taking this approach today would ensure a negative EX. Instead, management and IT teams in successful businesses are working hard to enable employees to find, quickly adopt, and utilize the apps and devices that they need so that they can perform optimally.

The single most important product set for enabling this change and empowering employees is the combination of the newest devices and the digital workspace. The Dell/VMware digital workspace solution is a single, integrated digital platform that supports the diverse needs of the workforce. It provides a secure, consistent, mobile-enabled environment that allows each employee to work the way he or she wants. Dell provides a wide range of best-in-class devices that work seamlessly with the digital workspace.

The digital workspace enables employees to access data, apps, and tools from any device, anywhere. It also provides a single environment that works across all devices. In addition, data is now controlled and "lives" on the platform. Integrated security protects data for each device or application. And with a digital workspace, it is no longer the employee's responsibility to install and manage cybersecurity tools. For employees, a single digital work environment results in much greater consistency across all their devices and ensures that all their files are up to date and accessible regardless of the device they are using. It also simplifies adoption of new apps and services, allowing employees to use them far more quickly than was the case with legacy endpoint management tools.

One important benefit of the digital workspace is that it provides an advanced foundation for collaboration. Effective teamwork is the hallmark of a winning business. With a consistent underlying platform that enables information sharing and the support of collaboration apps, teams can focus on getting work done, rather than file translation and manual integration of project notes or tasks. Workflow is changing from a focus on individual contributors to enabling teams. This makes strong collaboration support a critical capability.

The best-in-class digital workspace solutions such as Workspace ONE utilize advanced technology incorporating artificial intelligence (AI). This makes the digital workspace "smarter" the more the employees use it. One of the most beneficial uses of AI is to automate cybersecurity management and updates, focused on employee usage patterns. Automating better security hygiene and compliance improves EX. The platform also uses AI to learn how employees work with the system and continually deliver improvements and optimization. AI is also very valuable for understanding how apps are being used and how to best support them. App monitoring ensures application performance meets employees' needs. All of this adds up to a vastly improved digital EX.

Among the most important components of the digital workspace is Unified Endpoint Management (UEM). This technology eliminates employee involvement in system management tasks and provides a single, consistent environment across devices. UEM supports improved EX by supporting the employee's use of any device, regardless of operating system. In many firms, UEM has also eliminated the need to provide corporate-owned devices, because everything can be done on employees' personally owned devices. In the old "ours and theirs" approach, work and personal devices often had different capabilities; there were things that could only be done on a work device, but there were often other capabilities or means of interaction that were only available on the personal devices. This frustrated employees and negatively impacted their experience.

Modern UEMs eliminate employee involvement in PC lifecycle management (PCLM). Cloud-based PCLM provides one-click onboarding for new employees, enabling

them to become productive far more quickly. And all the patching, updating, and IT-style administrative functions such as data backup and other housekeeping is no longer a chore for employees. IT now takes charge using a single, fully integrated console. With a digital workspace, IT and the security team can create an effective and comprehensive security stack, deployed across all employee devices with a single click. Employees get better protection and fewer interruptions. In addition, it is no longer necessary for employees to interact with individual security products.

Digital workspaces also deliver a far more secure environment. Employees are no longer made responsible for properly implementing security. One of the most attractive EX features is single sign-on (SSO), which eliminates repetitive logins for each app or service. Once employees use SSO to enter the digital workspace, they can work with many different apps without entering their credentials again.

Changing the game for technical support is an additional and important technology capability that is changing EX for the better. New tech support platforms are predictive and proactive, reducing or eliminating downtime or system problems that frustrate employees. Tracking and analyzing the behavior of devices and apps allows the IT team to spot problems in the making and remediate them before they impact the employee. Employees enjoy an enhanced experience, with the elimination of most of the system problems or glitches that prevent them from getting their job done. It also reduces the frustration of devices that perform poorly or have transient issues that negatively impact EX.

## Chapter 4

# The Business Benefits of Improving the Digital Employee Experience

One of the primary reasons management teams at successful firms are now focusing on improving the employee experience (EX) is that it provides a "win-win" opportunity: Employees are happier, and the results of the business always improve. Economic and productivity benefits have been documented in many studies and research projects. And beyond the financial benefits are other critical improvements that can be gained from implementing the technologies that form the foundation for improving the employee experience.

Starting with the financial/operational benefits, a recent Total Economic Impact Study by Forrester Research, sponsored by Dell, provides noteworthy top-line findings:
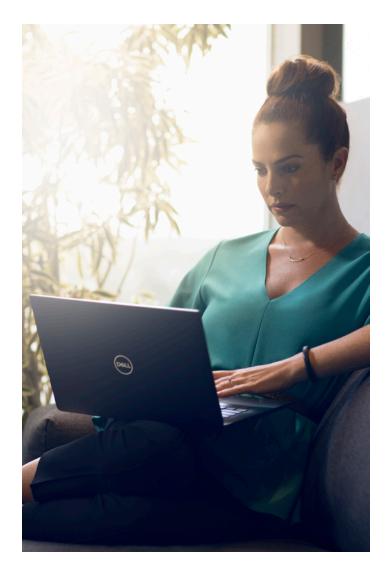
- Providing employees with the best possible or most useful device increases productivity by **10.9%**

- UEM delivers a **9.9%** productivity gain

- Improved and simplified collaboration platforms yield a **9.5%** productivity gain

Further, the Forrester research found that firms that are more dispersed or that utilize a modern, flexible digital workforce (employees, contractors, temporary help) have even larger productivity gains. In many ways, the technology platforms that are driving the improved EX will deliver the next step-function gain in productivity.

There is still substantial opportunity to increase the gains from improving EX. Another recent Dell/Forrester study found that only 28% of employees see themselves as "sprinters" who are fully empowered by their digital employee experience to be off and running. The rest are categorized as "settlers" and "stragglers." Sprinters are far more likely than the other groups to believe that their company is enabling them to be successful. This perception is central to an excellent EX. The data on this point is compelling: 86% of sprinters believe their organization is enabling them with technology, but only 59% of the settlers and 44% of the stragglers feel the same way. This data is very similar when the place of work is shifted to a customer site, employees' homes, or on the road.

Recently Forbes identified several companies that have focused on improving the employee experience and have seen substantial financial results, including:

- **Workday**—When the company started focusing on the employee experience, the stock price was near $53. After a run of years when the company was named one of Glassdoor's Best Places to Work, the stock price rose, reaching $161 per share in recent trading.

- **Wegmans**—The company invests $50 million each year in employee development. This results in legendary customer service and revenue growth, from $7.9 billion in 2015 to $9.2 billion in 2018.

stack can be designed to deliver optimal protection. The digital workspace automatically includes this protection in every user session. Even when an employee makes a mistake by clicking a bad link or downloading a compromised file, the digital workspace protects the firm. This protection is also updated and enhanced for all employees with a single action by the IT team. This update or enhancement is delivered immediately and automatically delivered to every employee device. Using the digital workspace to ensure that each endpoint is always effectively protected also simplifies compliance documentation. It is easy to prove that all required measures have been implemented. With native security from the digital workspace, there is also a substantial reduction in security-related downtime or work interruptions.

A second, harder to quantify benefit is the improvement in organizational speed that new EX technologies deliver. When employees can use the most effective tool or app, they are able to complete that task more quickly. This drives organizational speed. In addition, as noted above, collaboration capabilities are enhanced with a better digital platform. Improved collaboration reduces the time necessary for groups to complete projects or tasks. Again, this improves the speed of execution for the firm. The digital workspace also eliminates many of the housekeeping tasks associated with using apps, devices and services, so employees spend less time signing in, updating software, or dealing with technical support. Eliminating these tasks that reduce productivity allows employees to do more work. Productivity gains nearly always result in increased employee and organizational speed.

The focus of the eBook to this point has been on overall EX and the benefits of improving it. Yet the digital technologies that improve EX also deliver attractive IT and security team efficiencies. Managing and supporting legacy device and app management products necessitates that IT and security teams interact with each employee's needs individually, taking many more resources. It is also impossible to proactively get in front of operational or acute problems. Among the technologies delivering the most compelling efficiency gains is cloud-based PC lifecycle management (PCLM). With this solution, IT no longer must be uniquely involved with every new employee, every change, or every device that doesn't conform to standards. Using a single standard platform, it is possible to manage all employees and their devices from one comprehensive console. Eliminating low-value and time-intensive tasks also frees up both IT and security teams to focus on high-value and critical tasks.

As new and enhanced technologies become the foundation

- **AutoZone—**After the company recommitted itself to its employees by investing in improving the employee experience, the overall employee rating of the company improved nearly 20% in a single quarter. During that same quarter, there was a 12% increase in sales.[12]

Beyond the easily quantified benefits, there are similarly important benefits that accrue to firms that are improving the digital EX with the latest devices, apps, and platforms. Some are more difficult to put an actual figure on but are nonetheless quite attractive to any business.

The first of the softer organizational benefits on the list is the reduction in cyber-risk that results from deploying digital workspace technology to enhance EX. (The employee benefits of this technology are detailed in preceding chapters, so the focus here is on the business benefits.) Digital workspaces include a corresponding set of security and protection technologies often described as the "security stack." With a digital workspace, this security

Chapter 5

# How Dell Enables Delivering an Optimal Digital Employee Experience

of improving the employee experience, it is essential for organizations to partner with IT vendors that provide comprehensive best-in-class solutions. Choosing products that are missing features or don't offer an improvement over the status quo will just continue employee frustration. Worse, trying to integrate many components or software products from multiple vendors into a cohesive whole will result in misery not only for employees, but for management and IT as well.

Dell uniquely offers an integrated set of solutions that deliver a vastly improved end-to-end customer experience. Dell's offerings make life simpler for management and IT. This comprehensive approach to the employee's digital tools delivers the improved employee experience management demands.

Dell provides several technology solutions or products that improve the employee experience. Dell is committed to improving every aspect of the employee's digital experience by investing in software, services and tools in addition to world-class devices. The company makes a full commitment to every part of the ownership experience.
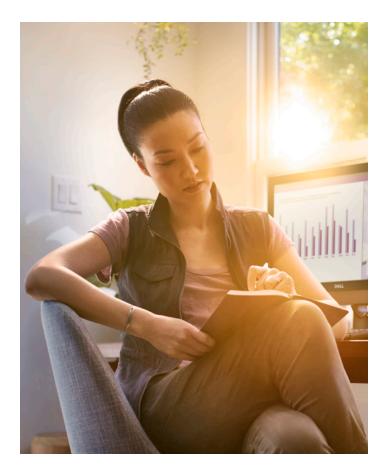
**Best-In-Class Devices**
Dell offers a broad and comprehensive set of award-winning devices that provide new and attractive features that employees will appreciate. These devices include traditional laptops, desktops, 2-in-1 laptops, workstations, and mobile workstations. Many of the individual Dell products have won design and editor's choice awards.

The broad product line allows employees to pick exactly the device that fits their needs. This may be an ultra-mobile laptop for the road warrior, or a larger laptop that has more screen area for an employee that has many applications open at the same time. Another important benefit of this broad product line is that employees that have multiple devices delivering the same, consistent user experience regardless of which device they are using at a given time. For example, having a consistent keyboard may seem like a small thing, but it makes a big difference for employees. Rather than having to stop their train of thought and look for a specific key on the keyboard, they can rely on the muscle memory they've built across the range of consistent devices.

**Deployment Solutions**

One of the notable improvements that Dell brings to the employee experience is the ability to deliver an out of the box, fully configured device with all the necessary software and accessories pre-integrated before delivery. By integrating factory and cloud, Dell Technologies is the first OEM to provision applications with VMware Workspace ONE in the factory. The employee no longer must waste a day or more loading software, setting up peripherals, installing security tools, or completing other setup tasks. Such chores not only eat up valuable time, but mistakes are likely to occur. Many employees lack expertise as an IT technician. Mistakes mean more calls to the tech support team before employees can do their job. This is highly frustrating and negatively impacts their experience. Worse, it sets a negative tone for all the organization's IT infrastructure. Dell delivers what can be called a "hyper-converged" endpoint, with all the necessary apps, software, and peripherals pre-installed and working correctly.

And the Dell ProDeploy service gets the new device to employees configured exactly how they want it. The ability to customize the device in advance and ensure that all the needed tools are ready to run improves employee satisfaction and gets them to work more quickly.

**Security Solutions**

One of Dell's initiatives that has the greatest value to employees is a fundamentally better approach to security. Utilizing both Workspace ONE and Dell SecureWorks, the organization moves the onus of deploying and maintaining cybersecurity defenses from employees to the IT and security teams. This removes employees' fear that they could cause a breach because they didn't install a security update or new security tool correctly. Employees are also frustrated when they must stop what they are doing to run a patch or update.

Centralizing security management and the creation of the security stack to IT and the SecOps team is fundamental to not only a better employee experience, but to deliver better protection for the organization. This approach also helps meet compliance demands. In addition, Dell has several unique security technologies that change the game:

- Safe ID/Safe BIOS that protects the system from a common attack vector
- Comprehensive threat management that is effective in combatting the latest generation of cyberthreats
- VMware Carbon Black provides strong Endpoint Protection Platform (EPP) that protects the employee and their devices from the latest generation of threats and attacks
- Data that is secure wherever it roams so that it is protected on every device

**Unified Device Management**
In addition to delivering security, Workspace ONE is a best-in-class digital workspace solution delivering many improvements for device management. Dell's other offerings are tightly integrated with Workspace ONE, as it is a product of VMware, a Dell subsidiary. This ensures that there is a high level of integration between Dell devices and this critical software platform that simplifies ongoing management of devices. In addition, with co-development, organizations can depend on the compatibility and stability of Workspace ONE running on Dell devices. Some of the most attractive manifestations of the improved employee experiences that are delivered by Dell's integration of Workspace ONE are:

- Auto-enrollment of the device in the mobile device management platform, allowing employees to be productive immediately
- Single sign-on, which eliminates the need for employees to sign on every time they launch or use a different application

- Automatic security protection that protects employees without their having to become involved in detailed security management tasks

- Removal of many of the traditional housekeeping tasks around data management, app updates, and other routine but onerous activities

Dell's Workspace ONE implementation also eliminates the need for employees to become involved in any PC lifecycle management (PCLM) tasks. The employee experience is vastly better when workers are relieved of the small but time-consuming tasks for using a new device, keeping an existing device up to date and patched, or transitioning apps, data, and settings from a device that is being replaced or retired.

For organizations that want to completely simplify the management of the IT service desk, Dell offers ProManage. This service provides comprehensive IT management for all employee devices and simplifies the employee support experience. Employees have only one "place to call" when they need help or there are device management issues that need resolution.

Dell Express Response makes it easier to manage how devices perform in actual use. This software takes care of changing system settings to optimize performance of any application the employee uses regularly. It is no longer necessary to manage system settings. This is particularly useful for more demanding applications such as analytics, visualization, or data manipulation. With Dell PC as a Service, you can combine hardware, software, lifecycle services and financing into a single predictable "price-per-seat" each month. This makes managing the "fleet" very easy.

**Support Solutions**

Dell has also dramatically improved the tech support paradigm. The Dell ProSupport offering is more than just an expert on the phone. ProSupport uses AI to provide automated issue detection and proactive remediation of potential problems before they impact the employee. Stopping problems before they start eliminates employee downtime and frustration. AI is also used to provide

employees with recommendations when anomalies occur. And when a problem arises, it is solved very quickly. A report by Principled Technologies found that Dell's ProSuport can help resolve issues up to 11 times faster than traditional support. And Dell's support is designed to empower a highly mobile employee population that may be working from multiple locations.[13]

**For more information on Dell's products and services that deliver the next-generation employee experience that is critical to organizational success, please go to Delltechnologies.com/workatfullspeed.**

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