



# BAROMETER 2015 EDENRED - IPSOS

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## European employees faced with the company's digital revolution

June 2015



# METHODOLOGY

■ Participating countries in 2014  
■ New countries in 2015

**13 600 European employees**

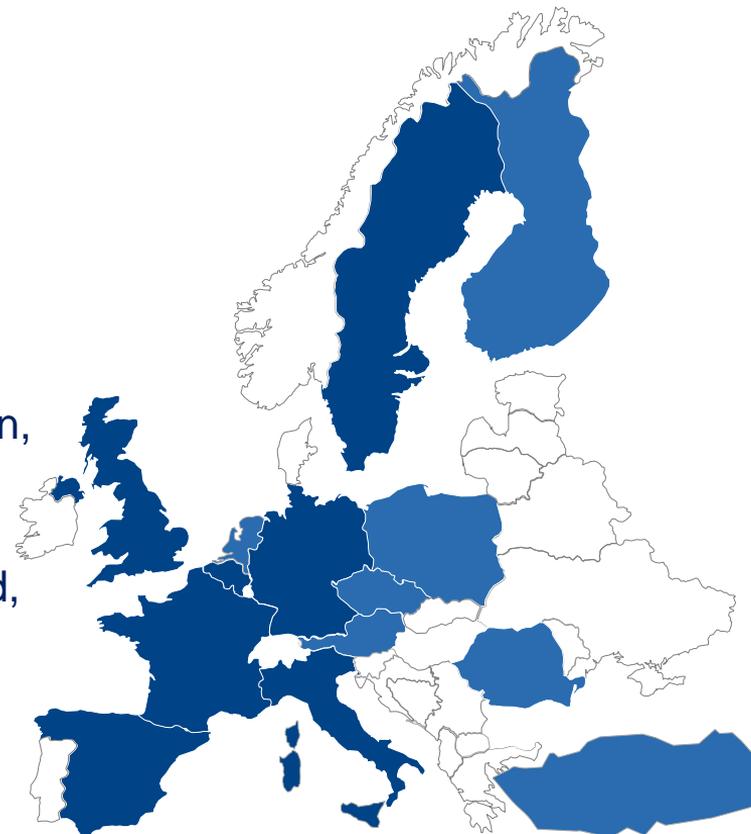
questioned in **January 2015**,

in **14 countries** :

Germany, Belgium, Spain, France, Italy, Sweden,  
the United Kingdom,

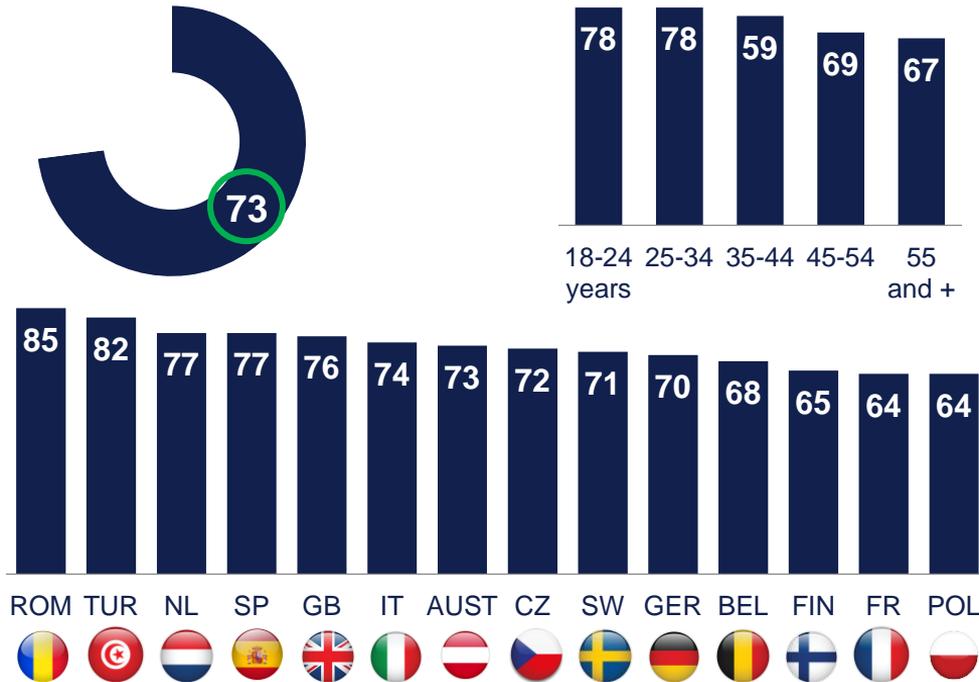
and this year, Poland, Romania, Turkey, Finland,  
Austria, Czech Republic, the Netherlands

Online survey undertaken in January 2015 by Ipsos

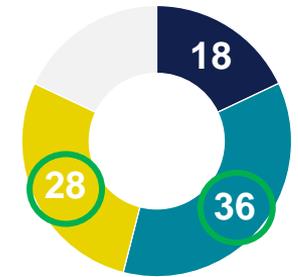


# A DIFFERENCE IN PERCEPTIONS BETWEEN PERSONAL USE AND PROFESSIONAL ENVIRONMENT

 Are you familiar with digital technology? (*% very + somewhat*)



 More specifically regarding new digital practices, would you say that your company is...?

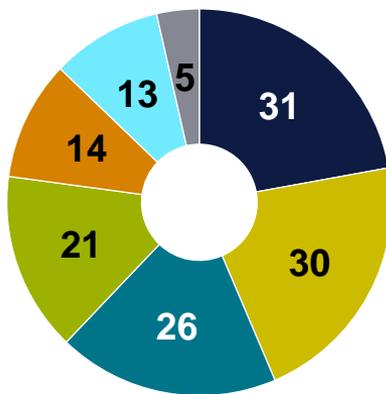


- ahead
- at the same level
- behind
- don't know

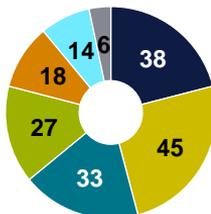
# DIGITAL TOOLS AT WORK

Have the following initiatives been rolled out in your company in recent years? *(multiple answers possible)*  
 [[Perimeter = companies of more than 100 employees]

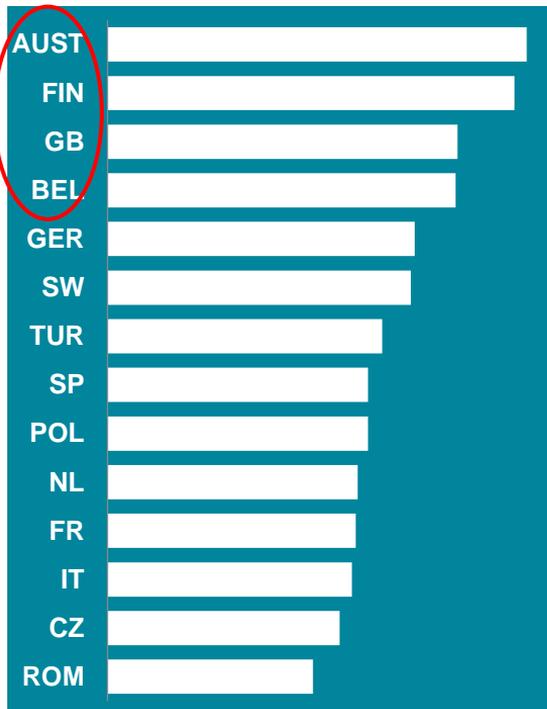
- electronic management of HR processes
- e-learning
- development of a corporate social network \*
- virtualisation of work spaces
- informational collaborative sites
- a telework agreement
- a 'BYOD' policy



In companies > 5000 employees



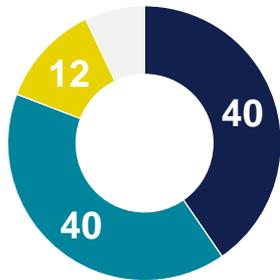
## Equipment by country



\* Such as *blogs, chats, collaborative platforms, etc.*

# DIGITAL TECHNOLOGY: BEYOND MOTIVATION, A MAINLY POSITIVE IMPACT AT WORK

 Digital technology has generally an impact on your motivation at work (%)



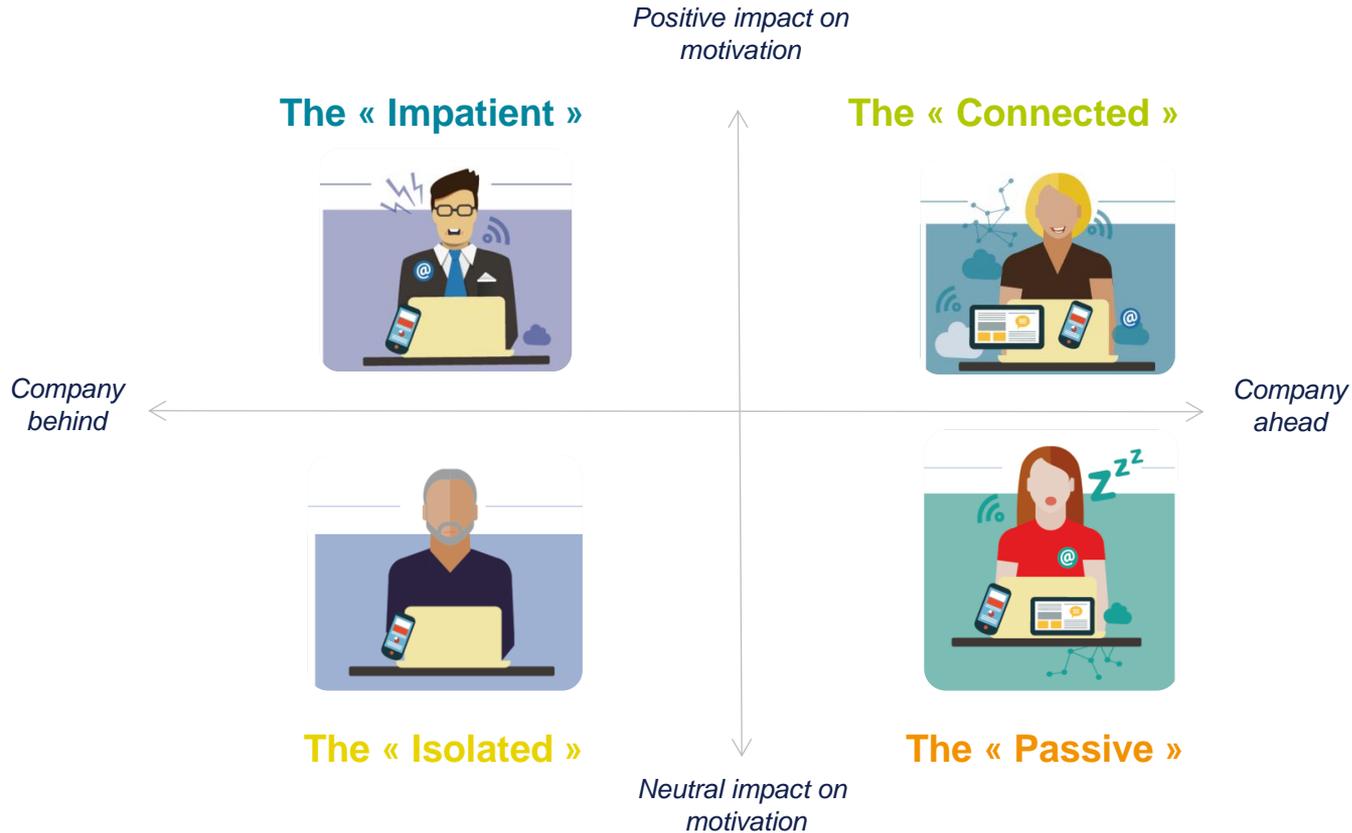
■ positive  
■ neutral  
■ negative  
■ don't know

 Digital technology has generally an impact positive/ neutral/ negative on... (%)



→ Can the shift to digital in companies cast a new spell on work?

# FACED WITH THE COMPANY'S DIGITAL REVOLUTION, 4 EMPLOYEE PROFILES IDENTIFIED



# PRESENTATION OF THE 4 PROFILES (1/4)

## THE “CONNECTED”



- Digital equipment 'rate' = 183
- **The company is ahead = 67%**
- Positive impact on motivation = 53%
- Line manager encourages risk-taking / seeks to innovate
- Score of **quality of life at work: 6,7/10**
- **Level of stress: 6,8/10**

→ HR Management response:

« **Manage change in the long term** »

*Over-represented categories:*

- *Top managers*
- *Telecom, IT Sectors*

## PRESENTATION OF THE 4 PROFILES (2/4) THE “IMPATIENT”



- Company at the same level (48%) or behind (35%)
- **Positive impact on motivation = 66% (and also on skills, creativity, autonomy...)**
- Digital equipment 'rate' = 127
- Score of quality of life at work: 6,4/10
- Level of stress: 6,6/10

→ **HR Management response:**  
« **Accelerate the shift to digital** »

*Over-represented category:*  
*Public sector*

## PRESENTATION OF THE 4 PROFILES (3/4) THE “PASSIVE”



- Company at the same level = 56%
- Positive impact on the quality of client relations and cooperation between teams
- **Neutral impact on motivation = 52%**
- Digital equipment 'rate' = 165
- The most critical about the line manager (no feedback, no risk-taking)
- Score of quality of life at work: 6,5/10
- **Level of stress: 6,7/10**

→ HR Management response:

« **Involve employees in the digital transformation** »

## PRESENTATION OF THE 4 PROFILES (4/4) THE “ISOLATED”



- Company at the same level (38%) or behind (28%)
- Neutral impact on motivation = 81%
- **Digital equipment ‘rate’ = 85**
- Score of quality of life at work : 6,5/10
- Level of stress: 6,2/10

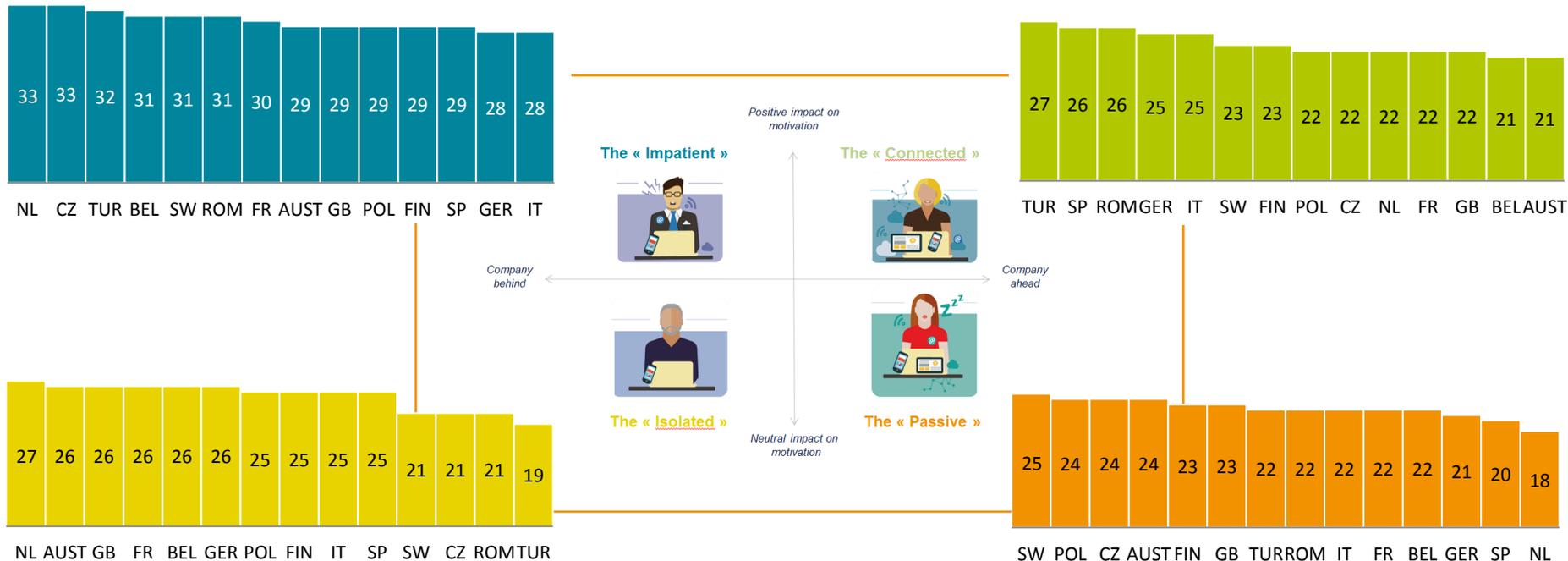
→ **HR Management response:**

« **Raise employees awareness on the digital transformation** »

*Over-represented categories:*

- *55 and over*
- *Building industry*

# THE 4 PROFILES ARE REPRESENTED IN ALL COUNTRIES

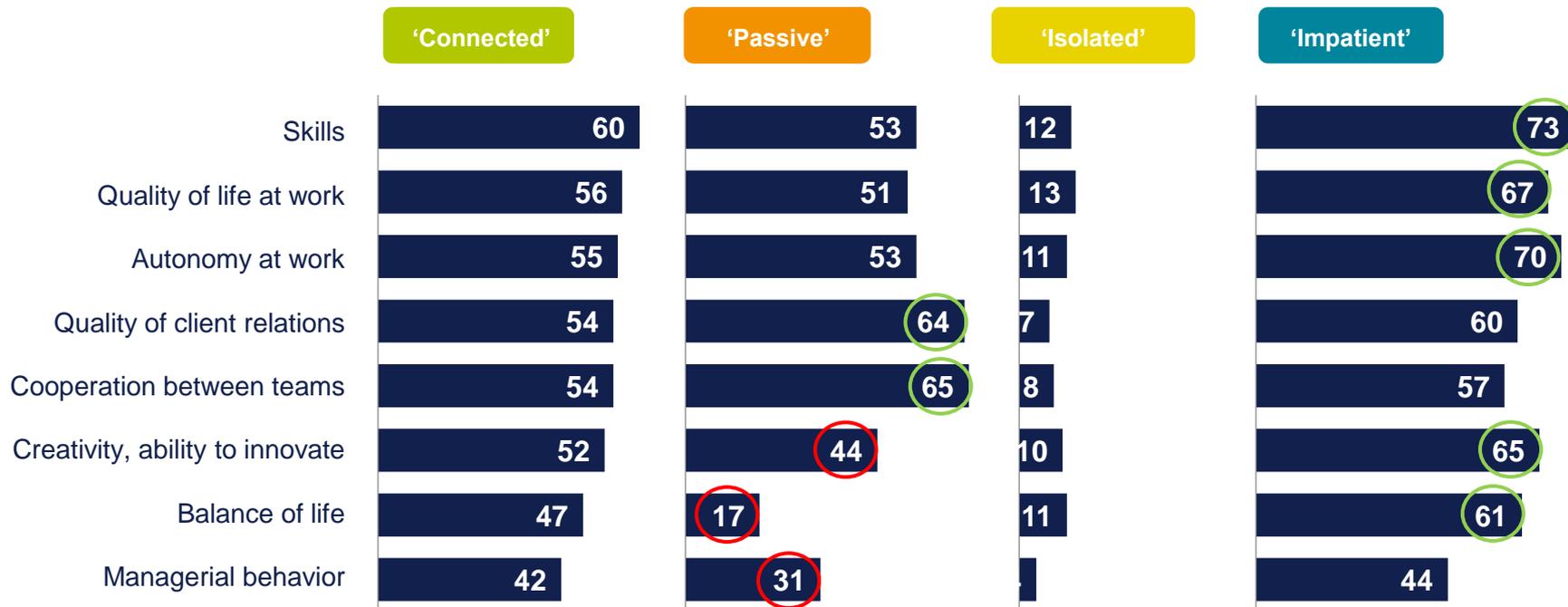


→ More a question of company than a question of country

# PERCEPTION OF DIGITAL IMPACT BY PROFILES



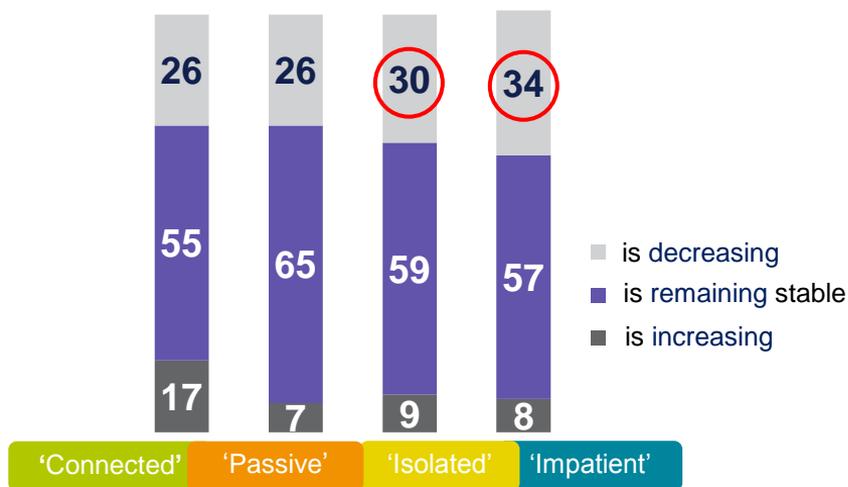
Would you say that digital technology has generally a **positive impact** on... (%)



# IMPACT OF DIGITAL TECHNOLOGY ON MOTIVATION VARIES WITH EACH PROFILE

 Your motivation at work is ... (%)

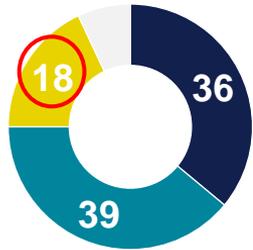
By profile:



→ Importance of supporting digital revolution to avoid demotivation for the “Impatient” and the “Passive” employees

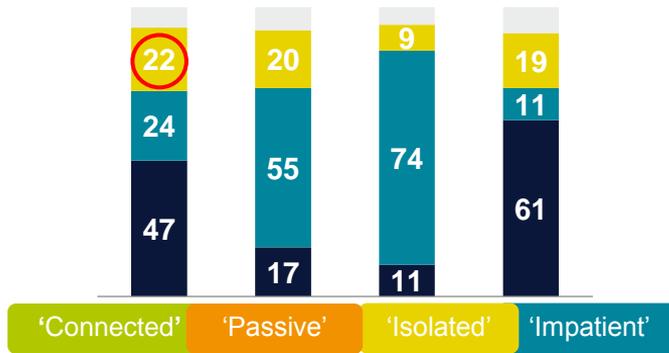
# BALANCE OF LIFE FACED WITH DIGITAL TOOLS DEVELOPMENT

 Digital technology has generally an impact on the balance between private and professional life (%)



- positive
- neutral
- negative
- don't know

By profile:



 Your work keeps you busy **out of your working hours** (%)

By employee category:

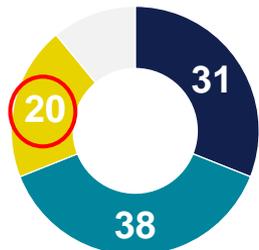


- never
- from time to time
- often

→ The challenge of 'Blurring' phenomenon especially for managers

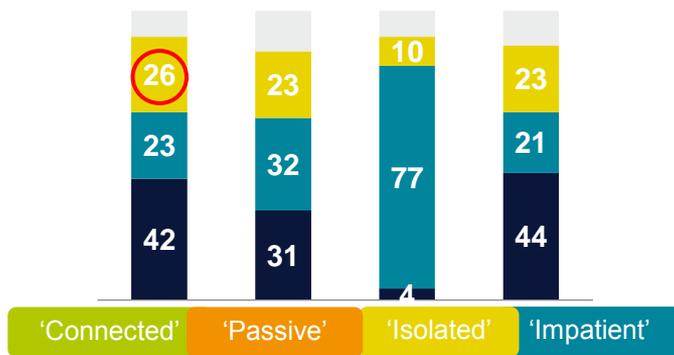
# MANAGERIAL BEHAVIORS FACED TO DIGITAL REVOLUTION

 Digital technology has generally an impact on managerial behaviors (%)

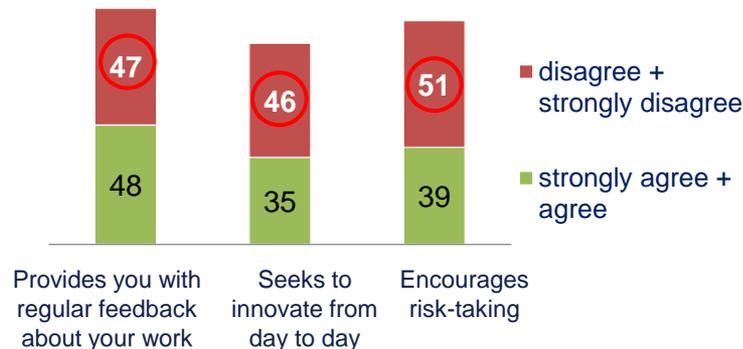


- positive
- neutral
- negative
- don't know

By profile:



 Your line manager... (%)



→ The challenge of new managerial practices

# KEY FINDINGS

## WHICH HR RESPONSE TO BE GIVEN?

### The « Impatient »



« Accelerate the shift to digital »

### The « Connected »



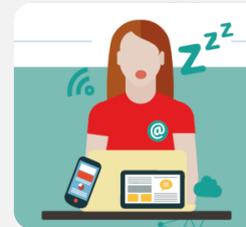
« Manage change in the long term »

### The « Isolated »



« Raise employees digital awareness »

### The « Passive »



« Involve employees in the digital transformation »

# Contacts

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