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ANALYSIS OF THE NEW GENERATION'S EXPECTATIONS TOWARDS DIGITAL TRANSFORMATION TRENDS

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Abstract

Significant changes in the external environment (including economic, social, political, technological areas) affected not only the transformation of business models and customer experience, but also internal processes of the company and in particular the organization of work and workplace. Along with this, it is important to highlight that a new generation entered in the world of work. Some recent studies claim that the new generation of workers have very high expectations of their working life. The main objective of the study presented in the paper is to explore the expectations of new generation of three main pillars of digital transformation: 1) new digital customer journey, 2) new ways of working in digital environments, 3) the usage of new platform-oriented business model in the role of consumer and worker. In order to analyze the phenomenon a survey has been elaborated and conducted. The results of the study are very important for the enterprises in the transition to the new organizational paradigm based on the digital transformation of the customer experience, internal operations and work organizations, as well as adaptation of business models to the new conditions.

Keywords*: digital transformation, new generation of workers, new digital customer, new ways of working, new business models*

1. Introduction

Digital transformation is the process of shifting an organization from a legacy approach to new ways of working and thinking using digital, social, mobile and emerging technologies. It involves a change in leadership, different thinking, the encouragement of innovation and new business models, incorporating digitization of assets and an increased use of technology to improve the experience of the organization's employees, customers, suppliers, partners and stakeholders. Digital transformation may be thought as the third stage of embracing digital technologies: digital competence - digital usage - digital transformation, with usage and transformative ability informing digital literacy. The transformation stage means that digital usages inherently enable new types of innovation and creativity in a particular domain. Executives in all industries are using digital advances such as analytics, mobility, social media and smart embedded devices to change customer relationships, internal processes and value propositions. Digital transformation is not just about technology, it hits each industry but it can also affect all activities, divisions, functions and processes of the organization as it can impact the very business model. Regardless the technological evolution and acceleration and impact of the technology's adoption, a core reason to 'digitally' transform the organization is an urgent need to have a very holistic and connected approach towards internal and external stakeholders of the organization including company's customers and staff.

In this paper we attempt to understand the peculiarities of the new generation representatives in the world of work and in the market. So, the main objective of this paper is to explore the expectations of new generations of three main pillars of digital transformation: 1) new digital customer journey, 2) new ways of working in digital environments, 3) the usage of new platform-oriented business model in the role of consumer and worker.

In the second section of the paper the main characteristics of Millenials' generation are described. The third section is dedicated to the digital transformation model. In the fourth part of the paper we show the methodology used for the study objectives. The fifth and the six sections of the paper are related to the survey target and survey results description. Finally, the paper concludes with the survey results discussion.

2. New generation's characteristics

Significant changes in the external environment affected not only the transformation of business models and customer experience, but also internal processes of the company and in particular the organization of work and workplace. According to IBM (2015) [13], the traditional workplace will no longer exist in the future. The explosion of new technologies, cloud computing and social platforms are the principal drivers to transform the work and the workers' perception about the working life. Another issue to be considered is some distinctive characteristics of the workforce of the future. According to a report of IBM (2014) [12] by the year 2025 two-thirds of the workforce will consist of Millennials, a generation with a particular, more agile, digitally literate and focused on using the latest social technologies' mindset, as well as with new values, new ideas and new expectations of work.

The term Millennials generally refers to the generation of people born between the early 1980s and the early 2000s. The Millennial Generation is also known as Generation Y or Digital natives. Recent researches suggest that the millennial generation is dramatically reshaping the world of work. Millennials were born and grown during a time of massive technological change, globalization, as well as digital and economic disruption and transformation. This fact undoubtedly impacts on the formation of a set of skills that is completely different respect to the previous generations. Being the first generation of digital natives, their affinity for technology affects significantly how they consume products and services, perform their work (if they have already entered the labor market) or imagine their future work and relationship with the employer (if they are currently being prepared for the entrance into the labor market). Millennials have been characterized in a number of different ways. According to SHRM Foundation (2014) [28] along with the labor force shifts the culture of the workplace changes. The study claims that the new generation of workers have very high expectations of their working life. They seek an exciting, varied and innovative environment with the possibility of career progression, as well as leaders who allow them the freedom to express their views openly. Another priority of millenials according to the study is work-life balance. Moreover, the authors of the report argue that young workers have an increased sense of individuality and perceive their professional ambitions less as a part of a collective enterprise and more as an end in themselves.

3. Digital transformation model

What is the digital transformation according to some authors and why it should be implemented? Digital transformation, also known as digitization, refers to a business model driven by “the changes associated with the application of digital technology in all aspects of human society” (Stolterman and Fors, 2004) [30]. It is usually implemented through digitization, i.e. the “ability to turn existing products or services into digital variants, and thus offering advantages over tangible product” (Gassmann et al., 2014) [10]. According to Roland Berger Strategy Consultants & BDI (2015) [27] the digital transformation is the seamless, end-to-end connectivity of all areas of the economy, and as the way in which the various players adapt to the new conditions that prevail in the digital economy. New data, connectivity, automation and the digital customer interface are challenging existing value chains. Companies must take a long, hard look at their products and skill sets. And they have to improve their digital maturity if they are to recognize new opportunities, develop suitable offerings and get them to market quickly.

Digital transformation is no longer just a way to lower costs and boost productivity, but a possibility to offer delightful, compelling, digital experiences across all channels, leading to real top-line growth (Strategy&, 2014) [32]. Roland Berger Strategy Consultants & BDI (2015) [27] distinguish the main four levers of the digital transformation. The availability of digital data, the automation of production processes, the interconnection of value chains and the creation of digital customer interfaces are transforming business models and reorganizing entire industries. The research report of Fitzgerald et al. (2013) [7] describes how the companies use new digital technologies (social media, mobile, analytics or embedded devices) to enable major business improvements (such as enhancing customer experience, streamlining operations or creating new business models).

Previous research of MIT Center for Digital Business and Capgemini Consulting showed that many companies struggle to gain transformation effects from new digital technologies, but at the same time there are the evidencies about a significant minority of companies, which have developed the management and technology skills to realize the potential of new technologies. Altimeter Group (2014) argues that most businesses do not have neither a proper organizational culture, structure, skills nor customer-oriented philosophy. In May 2015, Accenture Interactive commissioned Forrester Consulting to evaluate digital transformation among enterprises. To explore this trend, Forrester verified, by conducting in-depth surveys with 396 business decision makers, that firms are confused about what constitutes digital transformation (and what should drive it), and that many firms do not have the required skills to transform into digitally mature organizations.

It is important to note that, according to MIT Center for Digital Business and Capgemini Consulting, the Digital Transformation model is composed of 3 main pillars (Figure 1):

- Customer experiences and engagement – improvement of the customer relationships (from the customer understanding to the streamlined customer processes, to the usage of the appropriate customer touch points).
- Operational process optimization - improvements in operations (from the digitization of processes to the rethinking of work condition and work organization, to the changes in the performance management).
- New business models and new business opportunities due to: 1) Transition physical products / services to digital products / services; 2) Develop new business models; 3) Launch new businesses; 4) Expand the current reach to new customers and markets.

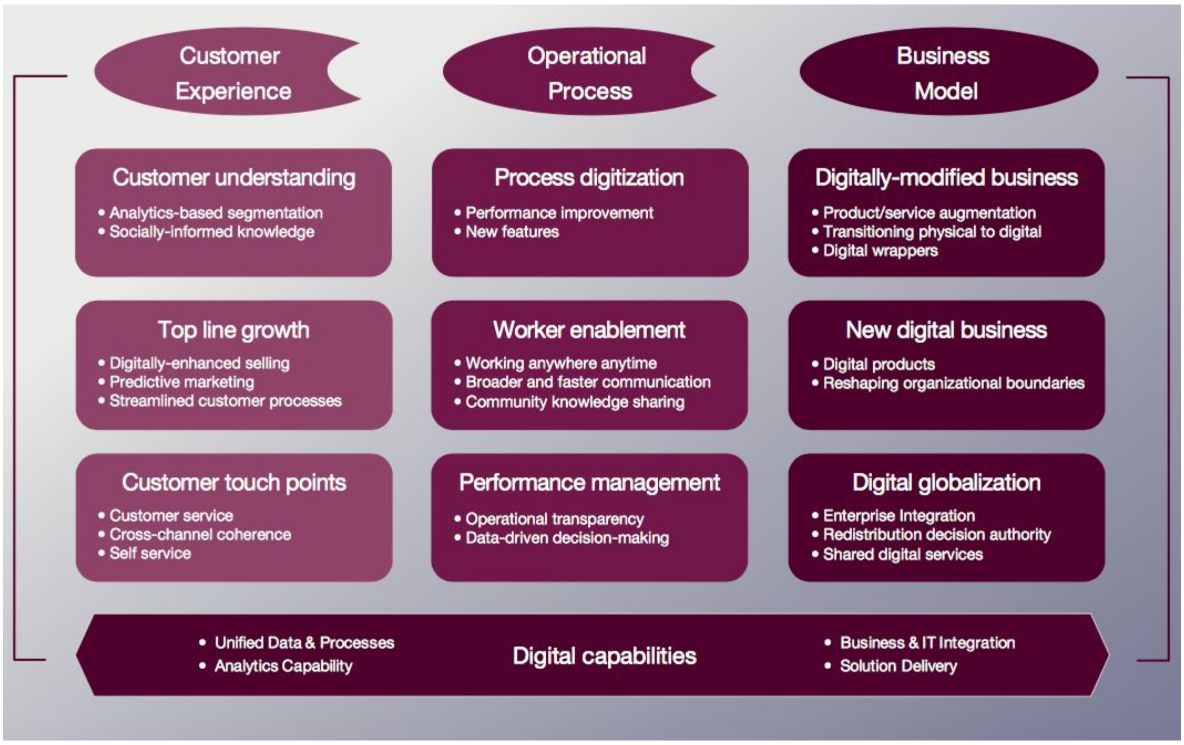

Figure 1. Digtal Transformation model

Source: MIT Center for Digital Business and Capgemini Consulting, 2012 [21]

With regard to the customer experience digitization, according to Forrester (2015) [8], the past decade have marked the beginning of the “Age of the Customer” in which technology and economic forces have put customers in control of their interactions with businesses. These businesses, hoping to understand and serve customers in a global and digital economy, are almost universally undergoing digital transformation, which involves realigning and investing in new technology and business models with a specific focus on the customer experience. In this “Age of the Customer”, consumers are in control of their interactions with businesses. Inundated by endless sources of information, customers expect ready access to content that is personally relevant in the context of what they are doing and accessible anytime, anywhere, and in the format and on the device of their choosing. Attracting, winning, and retaining customers in this environment requires a concerted effort from across the business: The organizational structure, company culture, and business technology must all be aligned in service of the customers, in the spirit of delivering them exactly what they want. For this reason, digital and customer experience strategies are inexorably linked. Most every change that organizations make to aid in their digital transformation is also in pursuit of a better customer experience, whether directly or indirectly.

With regard to the operational process and internal environment change, it should be noted that according some studies the main element of the digital transformation process is the change of the organizational culture and workers skills adaptation. Llopis et al. (2004) [18] in their study define this modified corporate culture as “e-culture”. The scholars claim that every organization should face the “e-culture challenge” in order to be prepared for the introduction of an e-based set of internal processes (Harshak et al., 2013) [11]. On the one hand, Kane et al. (2015) [15] identify that the main barriers against digital maturity level enhancement can be the following factors: 1) skill and resource gaps, 2) wrong perception of technology by managers and workers (as an end in itself, and not as a means for the achievement of strategic outcomes), and, finally, 3) inability of management and personnel to quickly adapt to change. On the other hand, some researchers (Llopis et al, 2004) [18] emphasize the importance of companies' leaders and human resources support in conducting the digital transformation. Kane et al. (2015) [15] highlight that usually the digital agenda is led from the top. Thus, an important role in digital maturity level enhancement is played by the enterprise's leader, who should have the ability to understand and articulate the value of digital technologies for the benefit of the future of his/her organization. With regard to human resources, Jaubert et al. (2014) [14] accentuate the need to change organizational beliefs and habits in order to facilitate and drive digital adoption in the company.

With regard to the business models, it can be noted that the platform-economy has a crucial role in the business transformation. The power of platforms is exponential as the more products or services it offers, the more users it will attract. Its power has grown even more dramatically over the past decade, with billions of users now connecting via web and smart mobile devices to all kinds of cloud-based applications and services (Evans & Gawer, 2016) [6]. Platforms change what it means to lead organizations, forcing them to re-think their strategies, business models, leadership, organizational structures, and approaches to value creation and capture systems.

According to the authors here can be distinguished four types of platform-based models:

- Innovation platforms - they are the foundations on the top, of which developers offer complementary products and services. It enables the platform leaders to attract a huge range of external innovations through an environment named as innovation ecosystems.
- Transaction platforms - a field where individuals and institutions find each other, facilitating their various interactions and commercial transactions.
- Integration platforms - they are companies that offer the capabilities of transaction and innovation platforms.
- Investment platforms - consists of companies that have developed a platform portfolio strategy and act as a holding company, active platform investor or both.

In general terms, the business and enterprises can make profit of this getting advantage of the flows of information, feedback, wider demand and offer, and even cooperating among different businesses.

4. Methodology description

In order to analyze the new generations' expectations from the changes in consumption, work, and business in the Digital Age a survey has been elaborated. The main objective of the study presented is to explore the expectations of new generations of three main pillars of digital transformation: 1) new digital customer journey, 2) new ways of working in digital environments, 3) the usage of new platform-oriented business model in the role of consumer and worker (Capgemini Consulting, 2012) [2]. In order to understand the peculiarities of thinking and explore the expectations of young generations a survey was conducted. The respondents from different countries have been achieved.

The important numbers of the survey conducted by authors are as follows: 38 questions, 4 types of question, 4 languages, 34 days of access (based on the period from April to May 2016). The structure of the questionnaire is presented in Table 1:

Table 1. The questionnaire structure

Part of the questionnaire	Number of items	Types of questions
Part I - As a potential customer	15	Multiple answer – 7 Check box - 7 Scale – 3
Part II - As a potential employee	16	Multiple answer – 7 Check box - 7 Scale – 3
Part III - As a potential user of digital platforms for work and consumption	7	Multiple answer – 6 Check box - 0 Scale – 0 Open - 1
Total	38	

In Table 2 we present each item of the questionnaire, the objective of its inclusion in the survey, as well as indicate the main literature sources on which the elaboration of each part of the questionnaire has been mainly based.

Table 2. Items description

Item	***Objective***	***Literature sources***
As a potential customer		
Smart conveniences used by the modern companies	To analaze what are solutions and tools most preferable by customers and in turn, which kind of tools the companies should focus on to be attractively perceived by customers.	Accenture (2014) [1]; Pring (2014) [26]; Solis (2015) [29]; Cisco (2015) [3]; Forrester (2016) [9].
Fears or doubts in the usage of online channels for shopping/services	To explore if customers have feeling of fear and if so, what type of fear/doubts they have.	
Action performed by the customers before the purchase	To understand what is important for customers before they buy the product/service via Internet.	
Reason why the online channels are used for the purchase	To analyze the customer opinion about using online channels and the reasons why customers are using them.	
Information sources important for the decision making (before)	To explore the sources used by the customers for the decison making in the digital age.	
Communication channels to share the customer experience (after)	To understand the preferences of the customers in the usage of digital channels to share information about bad/good experience.	
Search for a solution	To specify the received suggestions that are the most dominant ones in the customers' decision making process.	
The most reliable information sources (product/service recommended fits the customer expectations)	To understand the customers' opinion about types of information that are based to their final product selecting decision.	
Preferences related to the digital version of a product/service	To analyze the orientation of customers towards digital type of service/product according to their convenience, reliability, financial matters, etc.	
Exploration of new needs	To understand the possibility to create a new need	

by means of digital tools and information channels	for the customers through digital tools.	
Perception of online advertising	To explore the young customers real feeling about the digital ads coming from the companies	
Scope of digital platform usage	To understand for which types of purchases the digital platforms are used by the young customers.	
Perception of educational services in traditional and digital versions	To analyze the perception of young generations about the new ways to learn.	
Channels of communication among customers/ information and knowledge sharing	To explore the main channels where the young people share their information/knowledge about the product/services.	
Main reasons to share information/ knowledge with other customers	To make a clear clue of the most important ways in motivating the customers to share information about a product/service with others.	
As a potential employee		
Preference of new way of working	To explore the mostly preferred way of young employee/future employee to perform their work in smart working environment.	Pearson et al. (2010) [25]; Van Heck (2010) [36]; Knoll (2011) [17]; Maitland & Thompson (2011) [19]; Ouye et al. (2012) [24]; Nykänen et al. (2014) [23]; Unison The Public Service Union (2014) [34]; The B Team & Virgin Unite (2015) [33].
Duration of employment	To analyze the perception of young generation about the short period of employment.	
Work for more than one employer	To understand the willingness to work for the multiple employers at the same time.	
Preference of the type of work	To explore the attitude to work individually or in team.	
Job description / task definition	To analyze the preferences about the definition of tasks to be performed.	
Essential skills to be possessed by an employee for future work	To find out the skills expecting to posses for the smart working environment.	
Main capabilities in a work of the future	To explore the capabilities that young generations prefer to posses.	
Characteristics of a successful worker	To analyze the expectations from the future employee in opinion of young workers.	
Importance of Real presence meetings (face-to-face) with superior	To find out the opinion of the respondents about some changing aspects related to Smart Working environment.	
Importance of Real presence meetings (face-to-face) with colleagues (team)		
Possibility to choose place, time and tools for the work fulfillment		
Perception of human machine integration	To analyze the opinion of new generation about the H-to-M integration at the workplace.	
Relationship between employees and customers	To explore the importance of some changes on the relationship between employees and customers.	
Role of personal reputation in the world of work	To check if there is any impact expecting from personal reputation on the future employment.	

As a potential user of digital platforms for work and consumption		
Reason to work through the platforms under non-standard model	To understand if there are some reasons/motivations to perform the worn in non-standard way.	Stormer et al. (2014) [31]; Eurofound (2015) [5]; Evans & Gawer (2016) [6]; Accenture (2016) [1]; Kenney & Zysman (2015) [16]; Neittanmaki et al. (2016) [22]; Valenduc & Vendramin (2016) [35].
Remuneration of labor in the platform-based economy	To explore the perception of new generations about the reward of their work in the new labor conditions based on the platforms.	
Results control and performance management through the platforms	To analyze the opinion of the young workers about the increased possibility to control performance results by the employer.	
Work/result sharing among the employees	To found out d the perception of the new generation related to the sharing of their work/results with other workers.	
Control (open) question		
Ideal Future work environment and ways of working	To control the answers given in the section 2 and 3; to understand the preferences of new generations in-depth.	

The survey has been created in a digital version by means of Google Drive module that allow us to share the questionnaire and collect the data in an easier way. All the channels of delivery have been digital ones such as email, social networks (Facebook) and instant messaging tools (Whatsapp, Telegram). In order to reach the respondents from different geographical areas the survey has been translates into 4 languages: English, Spanish, Persian and Russian.

5. Survey target description

In this section the main characteristics of the people who have participated in the survey are descried.

The total number of respondents is 378 people, including 230 women (60.8%) and 178 men (39.2%).

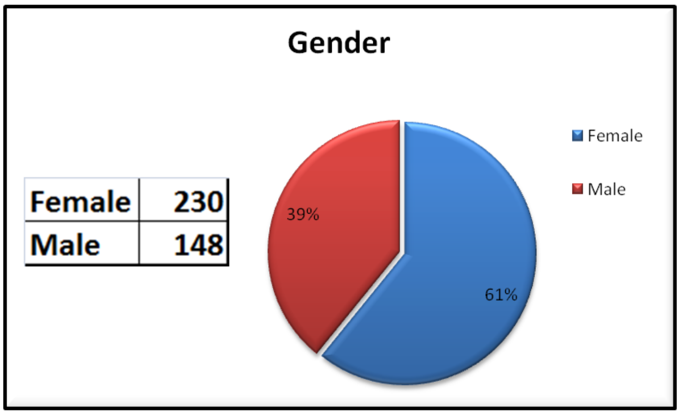

Figure 2: Gender of respondents

All the respondents can be divided into two age groups: 1) 249 people (67%) are in the age 18-24, and 2) 126 responses (33%) were given by the people aged more than 25 (Figure 3):

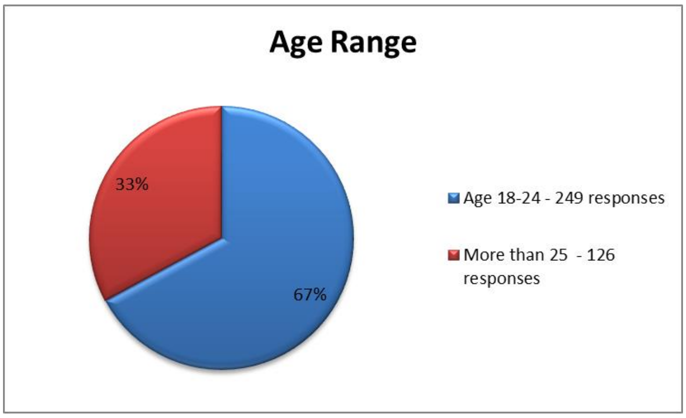

Figure 3: Age of respondents

Regarding their levels of the education and qualification the respondents' structure looks as following: bachelors – 235 men or 62.2%, masters – 101 people or 26.7%, PhD – 9 persons or 2.4%, and others (including high school and college) – 33 people or 8.7% (Figure 4):

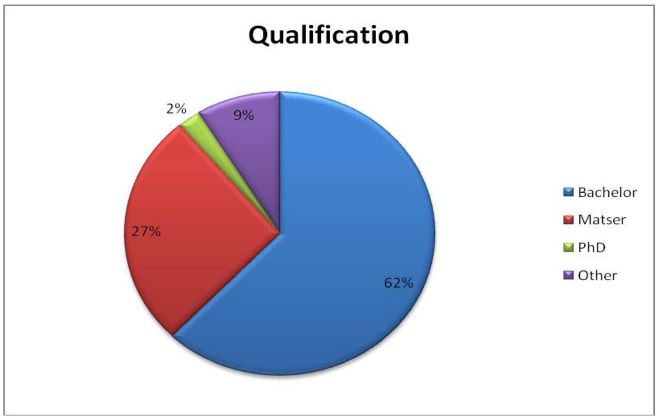

Figure 4: Qualification of respondents

The respondents were achieved from different countries (Figure 5) such as Argentina (9.3%), Brazil (2.1%), India (12.2%), Iran (7.1%), Italy (3.4%), Moldova (26%), Poland (5.3%), Russia (23.5%), Spain (6.1%) and others (5%).

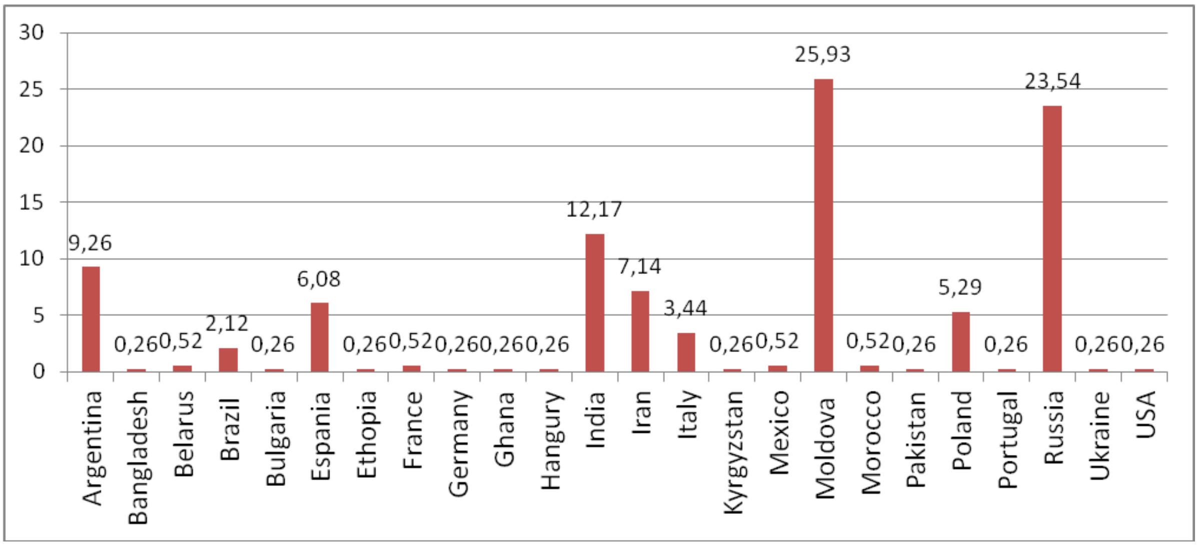

Figure 5: Origin of respondents

We consider that it is expedient to distinguish the following groups of countries represented in this study: Eastern Europe (including Bulgaria, Moldova, Poland, Ukraine) – 33% of the people under the survey, Russian Federation – 24%, Asia (Bangladesh, India, Pakistan) – 14%, South America (Argentina, Brazil, Mexico) – 11%, Western Europe (Germany, France, Italy, Portugal, Spain) – 11%, and Iran – 7%.

6. Survey results

In this section the opinion of the respondents important to be taken into consideration by the companies, that are currently transforming their businesses or intend to begin the process of the Digital Transformation in the near future, are synthesized.

Summarizing the responses of Part 1 of the questionnaire the most significant options are described below.

The responses given to the question: "What kind of smart conveniences do you expect from modern companies?" show the choice of the people in the following order: Mobile App – 28%, Internet platforms for customer – 26%, corporate website – 22%, digital interactive boards – 9%, and newsletters – 6%. An addition, it is important to note that 9% of the respondents want to be taught how to adapt the offering to their unique needs and create a personalized product/service through the digital tools and channels (Figure 6):

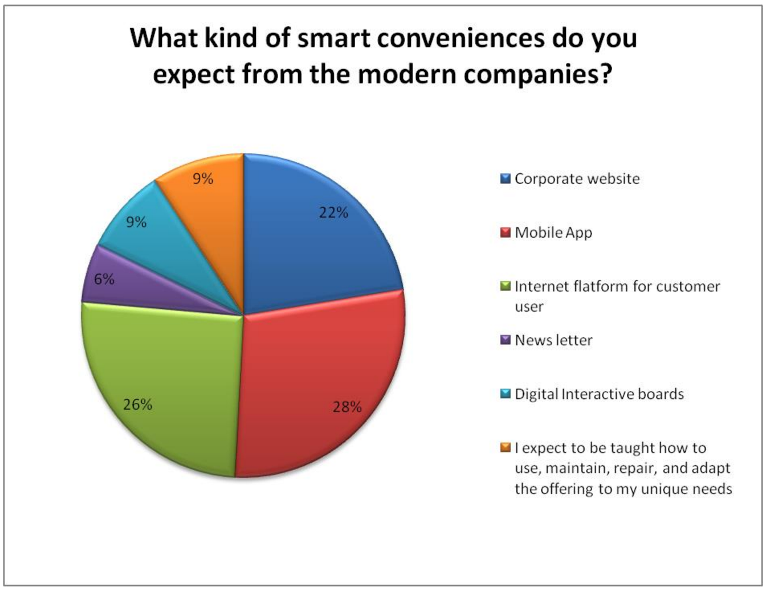

Figure 6. Smart conveniences expected to be used by the modern companies

Buying something in the Internet about the third of the respondents usually use the information available in the Web to compare the prices with other competitors (34%) and check the opinions regarded the seller (29%). Herewith, when they decide to use on-line channels for shopping or services more than the third of them has a fear or doubts about the fact that they can get a product which does not match its description on the Internet (37%) and the quarter of them has the fear of losing money without receiving the ordered product (26%). 41% of respondents claim that for both in the decision making process before purchase a product or services and to share opinion after to achieve an experience of product/service consumption they visit specific review websites. A majority of the people consider the reviews of other customers to finalize the purchase. Also, about one third of the respondents usually use social media for making decision about a company-seller (31%) and sharing their customer service experience (37%). 39% of the respondents make their friends aware about the interesting sales, services, events or information via social media. 33% of people participated in the survey referee a product or service to their friends to gain the switching cost benefit.

Part 2 of the questionnaire is the most important for the purposes of our study. In this part the respondents are considered as the potential employees of an enterprise that is in process of digital transformation. The list of questions covers the issues related to new ways of working with their advantages and disadvantages, essential skills and main capabilities to be possessed in the future work, as well as the characteristics of a successful worker and working team. Regarding respondents' preferences of the ways to perform the work (Figure 7), the most of them is related to flexibility of working time (40%). Other options marked by respondents are linked to the flexibility of place (13%), a better space organization inside the office (12%), usage of digital tools (5%), and a compressed working week (4%).

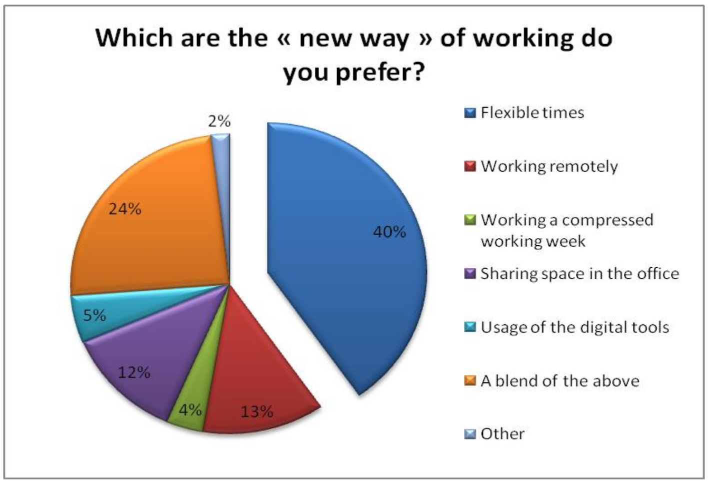

Figure 7. The preference of new ways of working by the young generations

In accordance to this, a quarter of the people have pointed out the flexibility as one of the advantages of new way of working (26%). One-fifth of the respondents have indicated an open-end workplace for creativity as important for them (18%). The wish to play to individual strength has been demonstrated by 14% of the respondents, and 13% of them have noted freedom of expression.

Almost one third of responses to the question on essential skills to be possessed by an employee for the future work (Figure 8) related to the blend (27%) of the following options: communication (13%), trust (12%), accountability (12%), empowerment (9%), collaboration (9%), organization (9%), and confidence (9%).

With regard to the quantity of employers and the duration of the employment respondents are quite optimistic and flexible. Discussing the readiness of the people to work for more than one employer at the same time, it should be noted that 51% claim to be able to do it without problems. However, some respondents under the option "Other" indicate that it depends on the work to be performed.

The responses given to the question about short duration of employment that on the whole, most individuals think that it depends on the job type they perform and on the employer for whom the work is done (54%). For 18% of the respondent a short duration of the employment is not perceived as a problem at all.

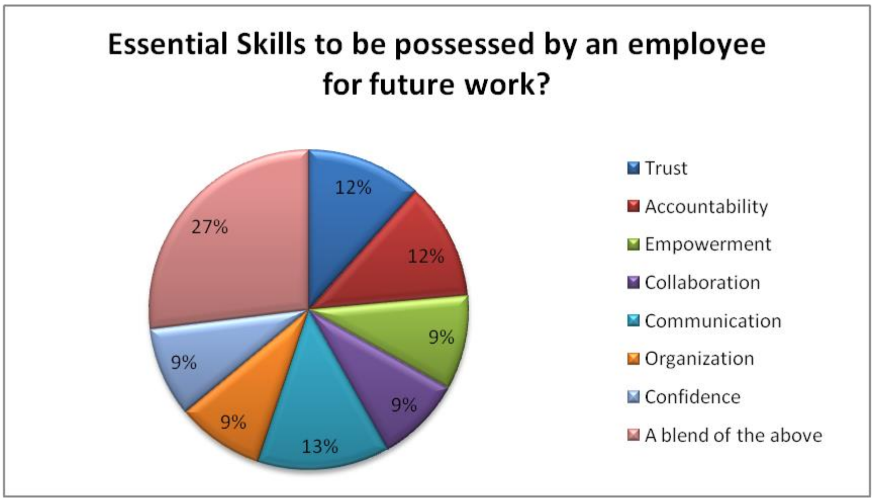

Figure 8. Essential skills to be possessed in the future work

A majority of the respondents (84%) are convinced that human-machine integration will contribute a lot in improving the work life in the future. Despite this fact, the respondents do not want to lose social ties and direct contact with colleagues and superiors and mark real presence meetings (face-to-face) with superior and colleagues as useful (4) in 39 % and 35 % respectively and very useful (5) in 36% and 46% respectively (Figure 9):

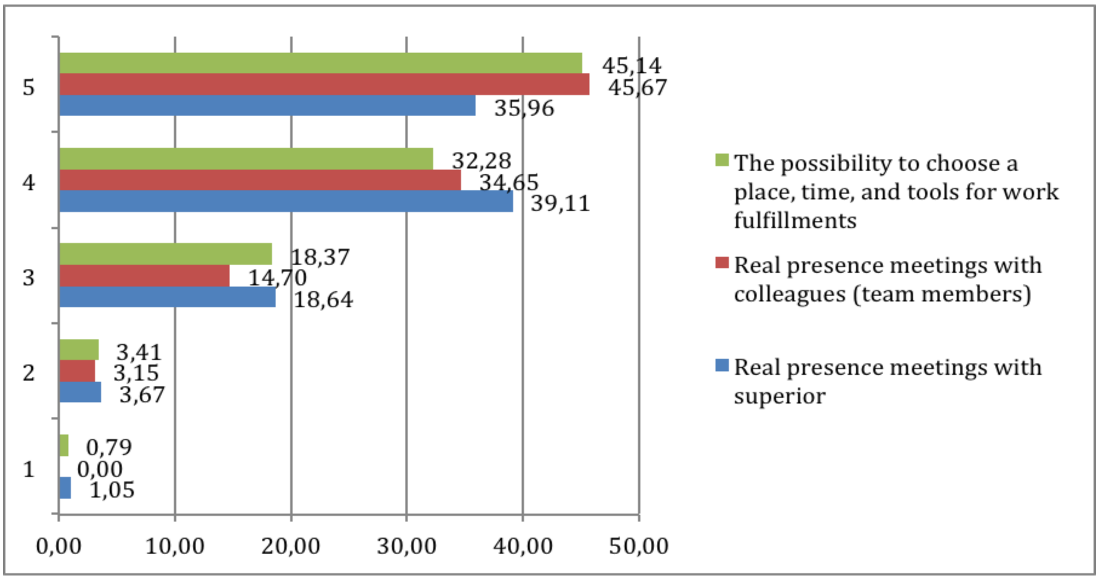

Figure 9. Distribution of answers (%) given to the Likert scale questions

None of the respondents defined the meeting with colleagues team members as useless (1) and only 4 respondents (1%) defined the meeting with superior in this way. This shows that direct face-to-face interaction both with superiors and peers is necessary for a successful work environment and workers' satisfaction.

At the same time almost half of the respondents have pointed out the extrimely helpfulness of choosing place, time, and tools for work fulfillment (45% marked “5” and 32% marked “4” answers). This fact could mean for the organizations that the finding a balance between those activities mediated by the digital tools and channels and those performed inside the company’s office is very important to create an optimum work environment.

The questions of the Part 3 are dedicated to the analysis of the respondents’ attitudes and opinions related to some features of the work models based on the platform-economy.

The survey reveals that the respondents are not unanimous answering to the question about the fear that they will be paid less for the role that they contribute for and the tasks that they perform (Figure 10):

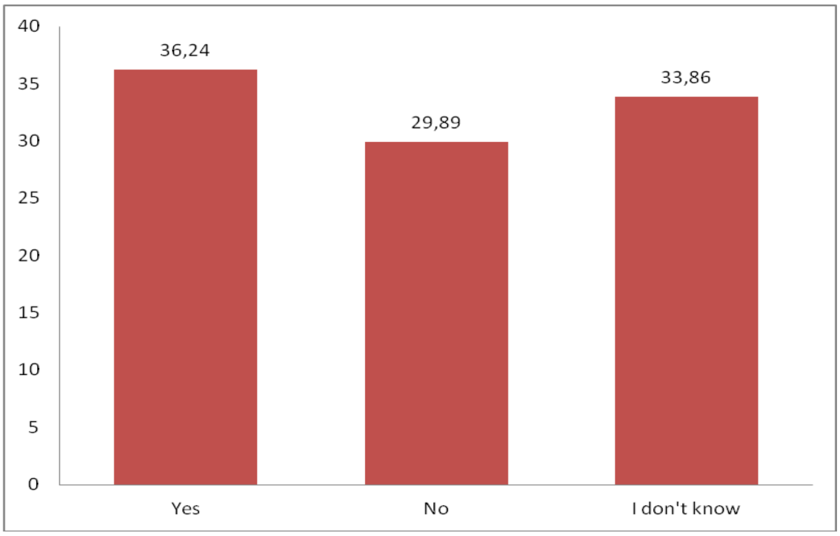

Figure 10. In the future work environment, do you fear that you will be paid less for the role that you contribute for?

The important fact is that almost a half of the respondents are worried that their actions and progress are being tracked (45%). Just about one-fifth of them do not care about it at all (23%). Answering the question about the preferences to work in a standard or non-standard employment model the slightly more than half of the respondents (57%) have marked an affirmative response related to non-standard way of working. An interesting fact is that according to survey results the women from Eastern Europe prefer more standard way of working compared to other countries, while a great majority of the men regardless the countries prefer non-standard way of working.

Figure captures the fact that people are ready to work in flexible work arrangements in order to improve the work life balance (32%). The second place in the responses' ratio belongs to the opinion linked to a blend of all the aspects (26%). Interestingly, the third characteristic mentioned is the creativity that is strongly encouraged in non-standard work environments according to the respondents (Figure 11).

In order to control the responses given to the multiple-choice, check box and scale questions, it has been decided to add a last open question in order to match better and analyze in depth the characteristics of an ideal workplace in the perception of new generations.

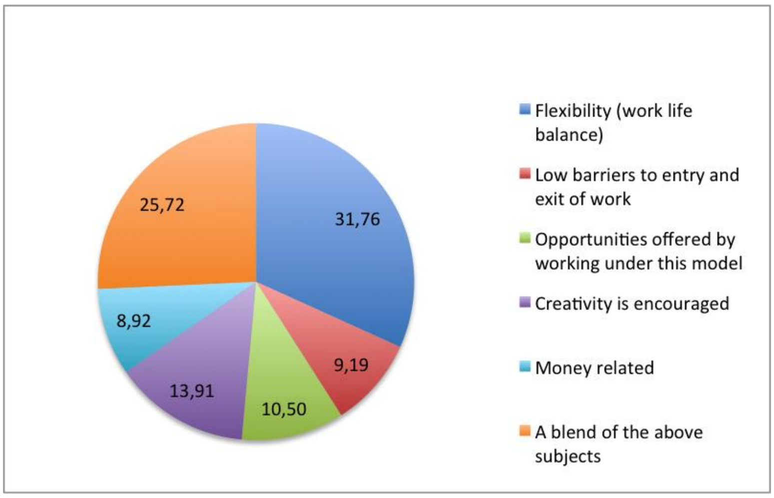

Figure 11. What is the main reason to work under a non-standard model?

The total content of the responses received to this question has been examined by researchers and divided into 6 major categories:

- related to the relationships with colleagues;
- related to management and leadership;
- technology-related;
- related to HRM practices (assessment, reward, human resource development);
- related to physical working environment;
- related to flexibility of working options.

After the definition of the major categories to be analyzed more deeply, the work frequency analysis by means of NVivo Software has been conducted for the general composition of the responses, as well as for each category described above.

In the word cloud below (Figure 12) the most used words in the general database of answers to the open question are described. The absolute winners in this case are "flexible" and "working", followed by "environment", "friendly", "comfortable", "good", "team", "schedule" and "possibility".

Figure 12. The most used words in the answers to the open question of the survey

Analyzing the answers related to the relationship with colleagues we can claim that the teamwork in a friendly environment with a good and positive psychological climate is an element of great importance for the representatives of Generation Y. This fact once again confirms the willingness to work in team and the significance of social component at work. Regarding the expectations from leaders and managers the respondents express a desire to have an increased level of trust from their superiors and highlight the importance to be guided and managed by global ethical and social standards.

With regard to the specific categories of work-related aspects defined above, the word clouds with the most used words are shown in Table 3.

Table 3. The most used words in each specific category of work-related aspects

<table>
<tr><th>Relationship with colleagues</th><th>Leadership/management</th></tr>
<tr><td>
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</td></tr>
<tr><th>Technology</th><th>Physical working environment</th></tr>
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<tr><th>Flexibility of working options</th><th>HR-development</th></tr>
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<tr><th>Assessment</th><th>Reward</th></tr>
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Speaking about technologies the respondents indicate that they would like to work in a technologically well-equipped environment with all the necessary tools to perform the work efficiently and achieve desired results. The most used word related to the physical work space is “comfortable”, followed by work, environment, atmosphere, cozy, nice, and quiet. It is interesting to note that discussing flexible work arrangements, mainly flexibility of time (working hours, working schedule) has been mention by the respondents that corresponds to their answers in the previous sections of the questionnaire. The last set of aspects indicated by the people involved in the survey is related to the HRM practices.

The respondents hope to be assessed and subsequently rewarded on the basis of the results obtained. A fundamental element, according to the answers, in these HRM practices is transparency. With regard to the human resource development, the representatives of the Generation Y highlight that the main skill to be possessed and further developed by the enteprise is creativity. Along with that, the respondents mentioned the importance to have possibility to fulfill their own potential and apply their skills and knowledge.

7. Conclusion

Summarizing the results obtained in this part of the survey we can conclude that the new generation of the customers need a strong support in making their consumer decisions and actively searching for receiving it through the digital channels and tools. At the same time, they also willingly share their experiences and opinions about products/services, especially if they can get any material advantage or benefit. An important aspect that can not be neglected is the increased necessity of young generations to have the possibility to customize the products and services according to their unique needs and preferences and to have a direct proactive contact with the company of their interest that can be reached in a click.

After having analyzed all the questions of Part 2 of the questionnaire, we can conclude that a general profile of a Millenial at work can be defined as a person that search for a flexible work (time, place) in order to increase the quality of his/her life and improve the work-life balance. For these reasons he/she is willing to work for more than one employer at the same time and have short-period employments. The values of this type of worker are those related to creativity, collaboration and knowledge sharing, ability to work both individually and in team (according to the type of the work to be performed) in order to achieve the best results. The main capabilities that he/she has to possess to perform the work successfully in the new work environment are (self)-empowerment, knowledge sharing, digital awareness and communication, creativity, social collaboration and performance management. Despite the fact that this employee seeks to have the greatest independence and choice in terms of time and place when and where the work is performed (due to the advanced knowledge of the technology usage), it should be noted that the social component of work still plays an important role in the working relationships and direct contact with the boss and colleagues can not be replaced neither by digital tools nor providing the most level of autonomy. These findings are very important for the companies which are on the way of organizational change and are thinking about upgrading working conditions in accordance with the needs and preferences of the modern worker.

Part 3 of the questionnaire reveals that the respondents are not fully aware about the non-standard models of work emerging in the platform-based economy, particularly worrying about such aspects of work as reward system and performance management. Nevertheless, the Millenials are ready to try to work also in these work systems, being optimistic about the flexibility of the working day and getting the opportunity to express their creativity and to manage their own working and personal life.

The content analysis of the responses received to the open question about an ideal work environment in the perception of the Millenials has revealed and once again confirmed that the main values in the working life of young generation are as follows: teamwork in a friendly environment with a good and positive psychological climate, significance of social ties at work, trust from the leaders, adherence of company to the global ethical and social standards, presence of the advanced technological equipment needed to perform the work successfully, as well as the usage of flexible work arrangements (especially time flexibility) along with comfortable physical environment inside the office spaces.

In the transition to the new organizational paradigm based on the digital transformation of the customer experience, internal operations and work organizations, as well as adaptation of business models to the new conditions, the companies have to take into account the preferences and expectation of their principal stakeholders, internal (workers) and external (customers) in order to remain competitive both in the role of provider of goods and services, and in the role of employer.

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Rezumat

Schimbările semnificative în mediul extern (inclusiv în domeniile economic, social, politic, tehnologic) au contribuit nu doar la transformarea modelelor de afaceri și a comportamentului consumatorilor, dar au influenţat şi procesele interne ale companiei, în special, organizarea muncii și a locului de muncă. În același timp, necesită menţionat faptul că pe piața forței de muncă intră o nouă generație de angajaţi. Cercetările recente susțin că noua generație de angajați are așteptări foarte mari pentru munca lor. Scopul principal al acestui studiu este de a investiga așteptările noii generații bazate pe trei piloni principali ai conversiei digitale: 1) noua experiență digitală a clientului, 2) noi metode de lucru în mediul digital și 3) utilizarea unui nou model-platforma de afaceri orientat spre consumator și angajat. Pentru a analiza acest fenomen, a fost elaborat și realizat un sondaj. Rezultatele chestionării sunt importante pentru întreprinderile în tranziție către o nouă paradigmă de organizare bazată pe transformarea digitală a experienței clienților, a activităţilor interne şi a organizării muncii, precum și adaptarea modelelor de afaceri la noile condiții.

Cuvinte-cheie*: transformarea digitală, noua generație de angajați, noul client digital, noi modalități de lucru, noi modele de afaceri*

Аннотация

Значительные изменения во внешней среде (в том числе в экономической, социальной, политической, технологической сферах) повлияли не только на трансформацию бизнес-моделей и поведенческого поведения, а также сказались на внутренних процессах компании, в частности, на организации труда и рабочего места. Наряду с этим, важным фактором является тот факт, что на рынок труда вошли работники нового поколения. Последние исследования утверждают, что новое поколение работников возлагает очень большие надежды на свою трудовую деятельность. Основной целью данного исследования является изучение ожиданий представителей нового поколения от трех основных столпов цифрового преобразования: 1) нового цифрового опыта клиентов, 2) новых способов работы в цифровых средах, 3) использования новой платформенной бизнес-модели в роли потребителя и работника. Для анализа данного явления был разработан и проведен опрос. Результаты исследования могут стать важными данными для предприятий при переходе к новой организационной парадигме, основанной на цифровой трансформации клиентского опыта, внутренних операций и работы организаций, а также адаптации бизнес-моделей к новым условиям.

Ключевые слова: *цифровое преобразование, новое поколение рабочих, новый цифровой клиент, новые способы работы, новые бизнес-модели*

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