

Power Your Frontline Workforce With the Cloud

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Increasing the productivity and job satisfaction of an essential segment of your workers

Dec 2023

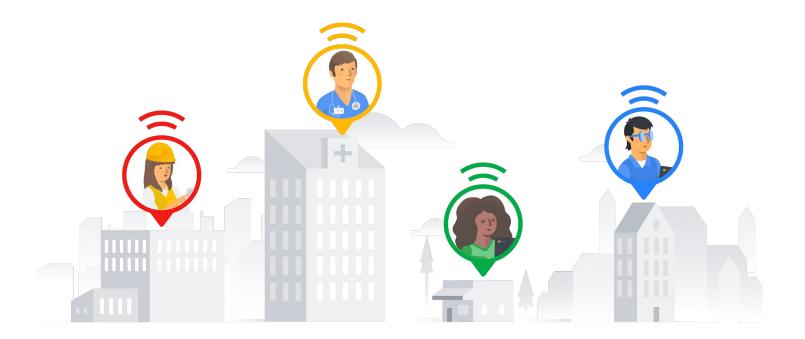




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Introduction – the cloud worker revolution

Cloud transformation impact on the workplace

After the start of the COVID-19 pandemic, organizations not already focused on their employees' experience have become painfully aware that empowering their staff with the tools that allow them to be most productive is not merely a nice thing to do — it's business-critical. In this dynamic environment, employees are demanding more autonomy over how and where they work, which presents new challenges for the IT leaders who support them. As organizations embrace hybrid-work programs, cloud-based applications and devices offer flexibility, manageability, and security benefits that are gaining more attention from IT leaders and workers alike.

Forward-looking organizations view hybrid work as an opportunity to empower discerning employees to be productive in all circumstances. In turn, they treat workforce technologies as a strategic asset capable of bringing this vision to life. Whether for applications, operating systems, browsers, or devices, many organizations are turning to cloud-first approaches to meet their hybrid ambitions without sacrificing IT goals.

It's no longer about where you work. It's about how you work.

Driven by hybrid work, **cloud-first** strategies have grown by nearly **100%.**¹ While enterprise cloud migration has been in motion for some time, pandemic necessity for hybrid work ignited adoption. Now, driven more by workers' new productivity preferences than the pandemic, hybrid work continues to drive cloud momentum. IT leaders have made **58%** of their organizations' apps browser-accessible, and they expect that value to grow by **14%** by 2024.¹



75% of IT leaders say hybrid work has accelerated their organization's use of cloud and cloud-based apps. Today, **nearly half** describe their organization's strategy for **new apps as cloud-first.**¹



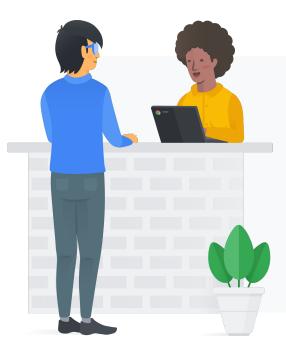
Opportunity missed — the frontline workforce

Gartner predicts that **85%** of organizations will embrace a cloud-first principle by 2025 and estimates that over **95%** of new digital workloads will be deployed on cloud-native platforms, up from **30%** in 2021.² Today, nearly half of information workers are cloud workers, ³ and have attracted most of the enterprise businesses' focus.

Unfortunately, many organizations may have inadvertently left behind a large group of employees who could benefit tremendously from the cloud — frontline workers.

Frontline workers form the backbone of your company. They're often the first people customers connect with, or the people who build the products that end up in customers' hands. Frontline workers are your first impression on the customer, and first impressions are often lasting ones. The first impression a frontline worker gives of the organization can permanently alter a customer's view of it, for better or worse.

In this digital paper, we'll explore this all-important employee who has been largely absent from the cloud conversation. We'll define what a frontline worker is, explore the huge value offered by these workers, delve into the unique challenges of introducing cloud to your frontline workforce, and offer technology strategies from leading enterprises for improving the way frontline workers do their jobs using cloud tools and cloud-native devices. 89% of companies expect to compete primarily on the basis of the customer experience.⁴



² Forbes, 2023

³ Forrester: The Cloud Worker Revolution Accelerates, a commissioned study by Google, 2022 ⁴ Smartkarrot, 2022, updated 2023



Five key takeaways

1) Your frontline workers should be part of your cloud conversation

They're the backbone of any organization, and make up a significant proportion of the **80%** deskless workforce.⁵ They deserve access to the same cloud collaboration and productivity tools that have already improved the day-to-day work and productivity of information workers.

2) Frontline workers are customer experience ambassadors

73% of customers say CX is a deciding factor when making purchase decisions.⁶ Frontline workers often give customers their first impression of your company.

50%

Companies that invest in employee experience increase their revenue by more than 50%, and profits by nearly as much

- Harvard Business Review study⁸

3) Cloud-empowering your frontline workforce offers many benefits

It's no longer a luxury but a necessity to welcome your frontline workers to the cloud, the way many organizations have with information workers. Benefits include: better employee experiences; greater customer experiences; stronger security; higher value; and enhanced business intelligence.

4) Virtual communication is key to frontline work

People use cloud tools routinely in their personal lives and also use them at work. Recent years have witnessed rapid growth in employees' use of messaging applications and other off-system communications channels for business. The work-from-home era accelerated this proliferation, as virtual communications became the norm and as lines between personal and business time further blurred. Employees now may communicate routinely, both internally and externally, on platforms not captured by their companies' record-keeping systems.⁷ Meet them where they are.⁷

5) ChromeOS supports your frontline workforce

Google ChromeOS was made for a cloud-first workforce. With benefits like fast deployment, company agility, built-in security, ease of use, and a strong multi-user experience, ChromeOS ensures that IT and frontline workers alike can work better in the cloud.

⁵ Forbes: Here's Why Deskless Workers Need Better Tech In 2022

⁶ Smartkarrot. 2022. updated 2023

⁸HBR 2022



What's a frontline worker?

Frontline workers are vitally important in companies both big and small. They use a wealth of knowledge — both institutional knowledge of the company and firsthand customer insights — to provide essential services.

Because those services are sometimes routine, frontline workers may unfortunately be overlooked during cloud discussions. Don't leave them behind.

These workers include: nurses, retail associates, factory line workers, customer service representatives, firefighters, call center teams, sales road warriors, support technicians, and front desk/registration staff.

Frontline workers make up a massive segment of the workforce. Frontline workers are the people behind the counter who offer a warm smile when you check in at the auto repair shop or a hotel. They installed the components in your phone as it moved down a conveyor belt in a factory. And they're the people who triage you at the hospital to ensure you get the best care possible.

Did you know that 80% of the global workforce is deskless? That's 2.7 billion people around the world.⁹

The value frontline workers provide is immeasurable, and their effectiveness can seriously impact an enterprise's revenues. Highly engaged frontline employees add tremendous value to their organizations.

Let's dive into the reasons why frontline workers deserve to be kept front of mind during your cloud technology conversations.

Most of these deskless employees work in eight major industries:

- Healthcare
- Retail
- Hospitality
- Manufacturing
- Education
- Transportation
- Constructuction
- Agriculture



Reasons to focus attention and resources on your frontline workforce

Large numbers, huge potential

Boosting employee productivity is one of the biggest strategies for decreasing costs and increasing revenues for any organization. Frontline workers are such an enormous percentage of the total global workforce that the potential productivity benefits are enormous too.

IT decision-makers at successful companies are starting to explore ways to maximize the productivity of their frontline workforce and driving employee engagement. Companies that excel at customer experience can achieve **30%** more engaged employees.¹⁰ Plus, a link between employee happiness and productivity, resulted in three additional sales per week (a **12%** increase).¹¹

Employee happiness and employee productivity are undeniably intertwined. The debate has evolved from "Is the employee experience (EX) important?" to "What employee experience criteria matters most?"

With the majority of the world's employees "quiet quitting,"¹² how do you keep them engaged? For your frontline employees, give them the technology they need to succeed. Only **23%** of frontline workers believe they have access to the technology they need to be productive. ¹³

Frontline workers are customer experience ambassadors

In retail, hospitality, and other industries, making a positive first impression – and delivering great customer experiences ever after – can result in glowing online reviews, customers who gush about your business to friends and family, and repeat business from loyal customers.

Consider this statistic: **86%** of customers would leave a brand after just two poor experiences.¹⁴

Engaged frontline workers improve the customer experience. Based in Santa Ana, California, MedXM¹⁵ develops preventative care technology to improve the quality of care for all health plan clients.

The company switched their frontline workforce, including healthcare workers and remote employees, from Windows to Chrome Enterprise.



"Because Google makes us more efficient, employees have more time to spend caring for patients," said Sy Zahedi, CEO of MedXM. "With more time tending to patients' needs, we can fulfill our company mission: preventative healthcare, education and early detection. Now that's good medicine."

- Mckinsey: The State of Organizations. 2023
 ¹² Gallup's State of the Global Workplace: 2023 Report
- ¹³ Deloitte: Giving frontline workers the technology they need. 2023

¹⁴ Emplifi. 2022

¹⁰ McKinsev: How the operating model can unlock the full power of customer experience, 2022



Frontline workers sway customer decisions

Organizations spend a lot of money on marketing and sales to impact customers' spending habits and encourage them to make healthier or safer life choices. Frontline workers are in the best position to do just that.

In fact, **73%** of customers say CX is a deciding factor when making purchase decisions.¹⁵

Frontline workers in brick-and-mortar shops, for instance, can influence customers' purchases with everything from their warm greeting as customers enter the store to the speed with which they locate an item to their willingness to suggest additional items that could benefit the customer.

They're knowledge keepers

Frontline workers possess immense amounts of knowledge. While their institutional knowledge of the company, its products, and its processes is significant, their understanding of the company's customers is arguably the most valuable to the organization and to its bottom line. Customer-facing frontline workers witness whether policies, pricing, and products developed at the corporate office resonate with customers.

Many of your frontline workers are interacting daily with the people you spend significant resources to woo — prospective customers — or keep happy — existing customers. How much more effective would you be if you captured insights from them immediately?

Capturing customers' opinions in the moment is the best time to collect honest feedback and curtail negative feelings from growing. That's because of something called the peak-end rule. According to this rule, a customer's memory of an experience boils down to how they felt at the peak moment and the final moment of an interaction.¹⁶



¹⁵ Smartkarrot, 2022, updated 2023 ¹⁶ Laws of UX Peak-end rule



They're primed for cloud technology

The reasons why frontline workers hold such promise for productivity gains in the cloud are some of the same reasons why user adoption is significantly faster with this group. Frontline workers are ready — even eager — for cloud technology tools that help them access information and connect with colleagues from wherever they are, whether on the factory floor, in the corner of a shop, or in an exam room.

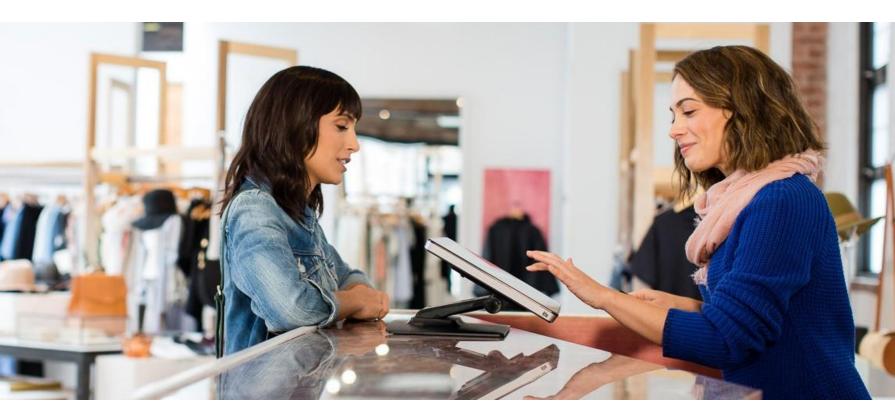
If not given company-approved cloud tools, frontline workers may risk company and data security and regulatory compliance to use their own. Recent years have witnessed rapid growth in employees' use of messaging applications and other off-system communications channels for business. Employees now may communicate routinely, both internally and externally, on platforms not captured by their companies' record-keeping systems.¹⁷

Frontline workers could be among the easiest employees to move successfully to cloud because there are fewer legacy barriers to adoption. It's critical to identify these frontline workers and give them the technology to do their jobs more effectively.

17 <u>Reuters, 2023</u>







Biggest challenges of bringing cloud to the frontline workforce

Welcoming the frontline workforce into the cloud conversation is core to business success. But managing these workers effectively and bringing them into technology transformation efforts present a number of challenges for IT and business decision-makers.

Security concerns

Security continues to be one of the biggest IT challenges. Global cybercrime costs are expected to grow by 15% per year over the next three years, reaching \$8 trillion USD globally this year and \$10.5 trillion USD annually by 2025, up from \$3 trillion USD in 2015.18

Ransomware attacks are on the rise and continue to be a disruptive force affecting everything from financial institutions to higher education. Because of the increase in remote work — prompted by the pandemic — attacks are up 148%.¹⁹

vbercrime Magazine, 2023 arinos: Ransomware Statisti



Tight IT budgets

Even ITDMs and BDMs who recognize the huge value in providing their frontline workforce with updated technology can encounter roadblocks. Budgets are being squeezed and IT is being asked to do more with less.

ITDMs face tough choices — but employee respect shouldn't happen just because they sit at a desk. According to a recent survey by Meta, only **26%** of frontline workers say they feel valued and recognized. Yet, **99%** of C-suite leaders say their frontline trusts them.²⁰

According to Google research, when asked whether the tools and their ways of working had changed in the past five years, 70% of information workers said they had vs. just **50% of frontline workers**.

Those workers who reported a change spoke favorably of the ability to work anytime and anywhere, more cloud-based platforms, and increased use of mobile/smartphones, apps and laptops over desktops.

- "More access to information on all devices and ability to work from different locations." ~ Frontline worker
- "Using more cloud-based applications, allowing for a more collaborative environment." ~ Frontline worker, enterprise
- "The amount that can be done on a smartphone." ~ Frontline worker

Unfortunately, budget tightening comes at a time when IT departments drastically need to replace legacy systems with new technology. The longevity of a computer is a key concern for businesses. For most laptops you can expect a 4-5 year lifespan.²¹





Repercussions of not investing in your frontline workforce

Not enough information

Companies that develop and empower their frontline teams with increased flexibility around decision making, creative thinking and time, typically enjoy stronger operational and financial performance.²² However, according to Fortune, while only 27% of C-suite executives believe frontline workers have traditionally been seen as a priority, today the frontline is a strategic priority at every organization surveyed (100%).²³

O.C. Tanner's 2024 Global Culture Report finds that 80% of workers lack access to tools, technology, and opportunities necessary to connect with their organizations. Two of every five frontline workers say they are viewed as inferior by employees in the office.²⁴

Eighty-four percent of deskless workers say they do not get enough direct communication from their supervisors, which not only leads to a decrease in productivity but also results in employees who are not strongly connected to their organization.²⁵

Disengagement and turnover

Employees who are not engaged or who are actively disengaged cost the world \$8.8 trillion in lost productivity, according to Gallup's State of the Global Workplace 2023 Report. That's equal to 9% of global GDP.26

According to McKinsey, 50% of the frontline workforce in the U.S. have considered quitting and leaving their industry entirely. In addition, a global Workday survey found that 20% of frontline workers plan to leave their jobs within the next three to six months.²⁷

High turnover can stall plans, destroy team morale, frustrate HR team members, and scare off investors. It's also costly because of the expense of finding and training a replacement and the lost productivity as the new hire gets up to speed.

lckinsev, 2023

Tanner 2024 Culture Report, 2023 aily Advisor: The rise of the deskless worker and how to engage th

tune: It's time for the C-suite to prioritize frontline workers–or risk losing nearly half of their workforce, 2022

up: State of the Global Workplace: 2023 Report vswire: Companies should invest more in their frontline employees, 2022



Strategies to support frontline workers

The significant benefits of extending cloud technology to the frontline workers developing products and interacting with customers everyday make it critically important to surmount the challenges.

Increasingly, frontline workers are encountering a frustrating disconnect between the ease of cloud technology they use in their off-work hours and the limitations of the paper-based approach they use at work. And that's only going to increase.

A cloud-powered frontline workforce is not a luxury. If your frontline workforce isn't in the cloud already, it's a serious missed opportunity. Some of those who have moved their frontline workforce to the cloud are already seeing the benefits.

Global manufacturer makes information more accessible

Sanmina Corporation, a global manufacturing and supply chain company, manufactures a variety of products, including intensive care unit (ICU) monitors from almost 80 separate factories. In the 1990s, the company relied on paper-based manufacturing processes but has transformed to a cloud-based system.

Document control and secure access to up-to-date product specifications for frontline workers on the factory floor is important, especially since we're talking almost 80 factory floors around the world.

"ChromeOS is empowering everybody to be a cloud worker," said Carl Duckett, former VP and plant manager of Huntsville Operations at Sanmina. "With the help of ChromeOS, we're a lot more efficient and a lot more secure than we were before. When you see the products we build, they really do change people's lives."

Cloud solutions for communication and collaboration, and the right endpoints to access these tools, can address many of the challenges faced by frontline workers and demonstrate that their organizations respect the collaborative, mobile ways people work today. Technology must operate at the speed of these tech-savvy workers, rather than slowing them down.

Benefits of cloudpowering your frontline workforce include:

- Better employee experience: Instant access to company communications, collaboration tools, and training documents keeps employees looped in and increases their engagement and loyalty to the company.
- Greater customer experience: Customer insights and data, driven by the rise in machine learning applications, drive more personalized customer experiences and strengthen company-customer relationships.
- Stronger security: Multi-layered and proactive protection meets company policy requirements, ensures compliance, and protects critical assets. Cloud is safer than paper and brings welcome peace of mind.
- Higher value: Cloud technology provides cost-effective management of frontline workers. It also increases the productivity of the frontline workforce, boosting the company's revenues.



How ChromeOS can help your frontline workforce

Free your frontline workforce from the limited computing power of traditional laptops and PCs. With its powerful operating system (OS), intuitive browser, and user-friendly devices, ChromeOS provides the frontline workforce with instant, secure, and reliable access to online resources, authorized apps, and legacy software when needed.

With ChromeOS, IT administrators can provide flexibility to their end users and rest easy knowing protections are built-in and centralized management mitigates end user vulnerabilities.



Secure by design

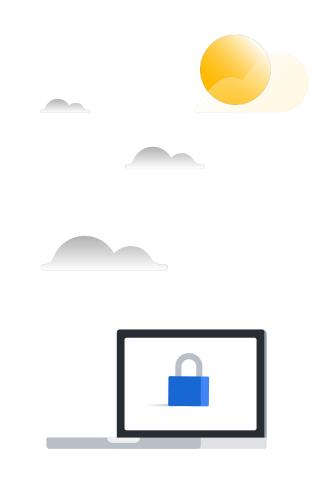
Comprehensive, built-in security makes it easy for IT administrators to provision, monitor, and protect all devices, deterring end users from falling hostage to harmful attacks, providing welcome confidence.

Easy to share and manage

Extensive management options with Chrome Enterprise Upgrade make it easy to manage and share devices, so you can get new employees or seasonal employees up and running quickly.

Smart investment

ChromeOS increases productivity, decreases IT admin time and reduces total cost of ownership. IDC reports that ChromeOS increases productivity and faster reboots by **77%**, provides **245%** ROI over three years, and is **36%** easier to manage than other operating systems.²⁸



Fast setup

ChromeOS devices deploy 63% faster than other devices, saving more than 45 minutes per device deployed.²⁸

"As the Senior Manager of Security Operations, knowing that I don't have to worry about these devices makes my life easier and my team's life easier. Peace of mind." – Jamie Tomasello, Duo Security



For frontline workers

Access to information

Fast, secure access to information, training and communications, plus on-device machine learning (ML) to help users find information faster with suggested apps, autocomplete, and search across multiple sources.

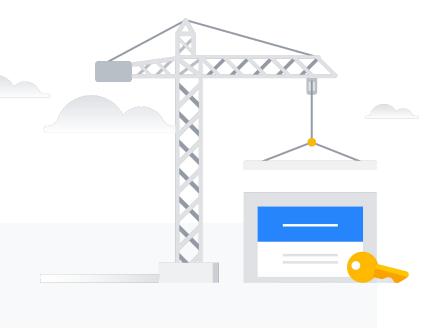
Fast, familiar interface

The familiar interface makes it easy for workers to get up and running quickly. Software updates won't interrupt them. Background updates and fast boot times ensure your workforce isn't slowed down and keeps them connected.

Versatile form factors

Numerous form factors match a wide variety of use cases, ensuring that the device can meet the demands of the job. Form factors include laptops, tablets, and convertibles (2-1 laptop plus tablet), and feature price points for businesses small and large. "One of the beautiful things about ChromeOS is that people have the freedom to pick hardware that works best for the job with a consistent user experience."

French Williams, Royal
 Technologies





Veolia makes its frontline workforce more productive

ChromeOS increases the productivity of frontline workers. Take those at Veolia, a global water, waste, and energy management company headquartered in Paris. IT teams at Veolia previously spent 80% of their time managing technology infrastructure. Security was also a big concern, given that the company's 170,000 employees used an array of systems.²⁸

The company adopted ChromeOS, ChromeOS devices, and Workspace, and rolled the new technology out to 3,000 employees, including frontline workers in the field. Among the benefits? Global teams can collaborate on documents without concerns about version control or software incompatibility.

Veolia is rolling out the technology to its 140,000 other employees.

"Although we've seen many benefits since we switched to Google Workspace and ChromeOS devices, the biggest is that our workforce has become truly connected," said Hervé Dumas, Group Chief Technology Officer, and Philippe Benoit, SATAWAD (secure, anytime, anywhere, any device) project director, of Veolia. "Today, water systems engineers in Ecuador can work with finance managers in Paris, even when they're separated by thousands of miles and several time zones."





Frontline worker use cases

Field and mobile workers

Who:

Field workers whose jobs take them to remote sites and employees who are mobile in a single location. This includes healthcare practitioners, mobile techs, real estate agents, sales representatives, and warehouse workers.

Why:

Give them ready access to information in the field and the cloud tools to provide stellar customer service.

What:

Durable devices with LTE for those on the go.

Secure data access for paramedics



"What we're doing is bringing the emergency department to the patient, so our technology is critical," said Jim Santacroce, manager, EMS services at Middlesex Hospital. "We've had zero failures with the ChromeOS devices. When they open, they're on and they're ready to go."

Paramedics for Middlesex Hospital in Middletown, Connecticut, respond to 10,000 emergency calls each year. They used to carry Panasonic Toughbooks on 911 calls but experienced reliability and security issues, unacceptable with patient safety and security at stake.

Also, IT would have to take the laptops out of service to update software or add security patches. Now, paramedics – as well as doctors and nurses at the hospital – use ChromeOS devices..

Shared devices for workers

Waymo, the self-driving technology company, needed to effectively manage the large pool of ChromeOS devices used by drivers and instructors. Managers needed device tracking and staff needed a frictionless system for shared devices. Waymo chose ChromeOS devices with Chrome Enterprise, a program designed by sister company Google to streamline management of device fleets of all sizes.

"Managing our fleet of devices used to be a manual and arduous process," said Kyle Sulli, fleet dispatcher at Waymo. "With ChromeOS devices and Chrome Enterprise Upgrade, we're able to keep track of our devices much easier — we can see at a glance who's got a device."



Front-of-house employees

Who:

Front-of-house employees who help customers, including hotel front desk agents, office administrators, bank tellers, sales associates, and government workers.

Why:

Offer speedy and flexible technology so these workers can deliver optimal customer service.

What:

Shared devices with access to cloud applications relevant to the job and approved chat applications.

"The more we use Chrome, the more ways we find it can help us accomplish our main mission: Give our guests the best rooms at the best price, and offer help whenever they need it."

- Stephanie Martin, B&B Hotels

Frontline workers help investment clients to help themselves

Sometimes the best customer service you can provide is to give customers the tools to take action themselves. Financial services company Charles Schwab bought 1,000 ChromeOS devices that behind-the-counter staff in 250 offices can hand to visitors to securely research products, receive investment suggestions (based on sophisticated computer algorithms), and open accounts.³¹

"Our clients trust us with their sensitive financial data and their money," said Ed Obuchowski, senior VP of Advisor Technology Solutions. "Security has to be our biggest priority. ChromeOS devices rigorous security settings ensure our clients' data is safe. The Google Admin console manages software updates automatically, so devices are always running the latest and most secure version."

Self-service stations save citizens long waits in line

At 130 Service NSW locations across New South Wales, Australia, people can now use self-service stations to request driver's licenses, order birth certificates, and perform 1,198 other types of transactions. The agency chose ChromeOS for the self-service stations, which have benefited both employees and residents.³²

"Once we purchased 800 Chromebase all-in-one desktop computers, we immediately found ChromeOS reduced our costs, streamlined IT management and increased security," said Colin Jones, CTO, and Ben McMullen, CIO, of Service NSW. "Over a six-month period in 2015, we estimated that Chromebases required only 5 percent of the support hours we were spending on the Microsoft devices previously in use."



Contact center employees

Who:

Customer and client support, outsourced support, coders for insurance companies.

Why:

Improve employee access to information while lowering costs and decreasing complexity.

What:

Shared devices with access to softphone and customer service cloud applications and approved chat applications.

"This way, our call center workers can better serve our clients – they have access to all the tools they need, like billing and imaging applications, as well as Google Drive records." – Derek Georg, CMMS

Call center workers get tools to better serve clients

Corridor Mobile Medical Services (CMMS) provides mobile imaging and lab services to more than 300 medical facilities, such as nursing homes and clinics, in Texas and Oklahoma. After success introducing ChromeOS to the company's information workers, CMMS added Dialpad, a cloud-based virtual phone system that integrates with Chrome, to benefit frontline workers in its client call center.³³

"We're also adding in Salesforce – with ChromeOS devices to come in the future," said Derek Georg, chief systems officer for CMMS. "This way, our call center workers can better serve our clients – they have access to all the tools they need, like billing and imaging applications, as well as Google Drive records."

Insurance call center gains relief from bulky PCs

San Francisco-based Blend, which has a digital platform for the consumer lending industry, experienced success equipping its engineers with Chrome Enterprise. The ease of management and affordability of ChromeOS devices gave the company the idea to look beyond engineering to other employees who could benefit, including frontline workers in its call center.³⁴

"Blend recently set up a new customer call center for our insurance subsidiary, and we aim to equip 50 agents with ChromeOS devices by the end of the year," said Jon Debonis, head of security at Blend. "Agents don't need bulky laptops loaded with software — they can use Google Workspace and other CRM applications to look up customer records."



All frontline workers (for training and HR)

Who:

All frontline workers who require access to company training or need access to company information, such as compliance, HR documents, and business priorities.

Why:

Increase employee retention by investing in employees, and improve the customer experience.

What:

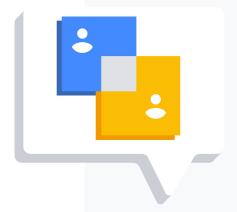
Stationary or loaner shared devices in the "back of the house" that shift workers can use as-needed for HR and trainingrelated tasks.

ChromeOS makes it easier to share HR information

With Chrome Enterprise, Royal Technologies, an advanced plastics manufacturing company based in Hudsonville, Michigan, has given more employees access to critical information and applications without adding to the IT workload or straining budgets. The company initially placed Chrome devices on the manufacturing shop floor before offering shared devices to other employees.³⁵

"We recently switched to a web-based HR system that employees use to manage benefits or request time off," said French Williams, IT manager at Royal Technologies. "We added Acer Chromebook 15 devices to several front desks, where employees sign in to the HR system. Job-seekers can use ChromeOS devices to fill out applications." "Saving money is important, but to me, the user is what comes first."

French Williams, Royal
 Technologies





Better the future of your frontline workers

Frontline workers are an enormous and critical part of the workforce. These workers play a huge role in making products, interacting with customers, and ensuring the health of clients. You can help them in their all-important, behind-the-scenes and customer-facing roles and improve the business at the same time.

Increase their productivity, give them fast access to communications and collaboration tools, and offer them familiar cloud technology to use do their jobs. The result? Happier employees, more satisfied customers, and exciting opportunities for your organization.

Learn more about ChromeOS on our website or by contacting sales.

