

The digital employee

Putting people first through digital transformation



Contents

Foreword	3
Executive summary	4
A great digital experience for every employee	6
Digital transformation: a practical approach to delivery	8
In conclusion	13
BT – your digital business partner	14



There's no contradiction in aiming for lower spending, higher productivity and improved motivation in the workplace. The right approach to digital transformation can deliver all three.

Foreword

Mobile working is here to stay. Already, it's the norm for two out of three office workers, with only one in ten saying they always work in the office¹. Digital transformation will further accelerate this trend.

It's something that both employers and employees will welcome. Employees enjoy the freedom and flexibility of working anywhere. Employers like the positive impact flexible working can have on costs, productivity and staff retention.

What's more, there's no contradiction in aiming for lower spending, higher productivity and improved motivation in the workplace. The right approach to digital transformation can deliver all three thanks to the 'mobile multiplier' effect, where office workers who find mobile working easy go on to become more productive on the move.

BT was an early adopter of flexible working, and we know that when it comes to creating a great digital experience for employees, the best outcomes come from putting people first and technology second. At the heart of this new way of working are collaboration and mobile technologies: organisations can choose from an expanding range of audio and video communications, social media and office tools; all delivered as cloud services. The faster users take up these new technologies, the sooner the organisation will benefit.

However, their introduction can be a major undertaking. In this paper we discuss how to create a great digital employee experience, and set out the steps to a successful implementation that delivers for employer and workforce alike.



Rebecca Markovits,
Chief HR Officer, Global Services



Executive summary

We know from our own experience at BT that more flexible working can deliver major business benefits, including lower costs, greater productivity and better staff retention. But while across the globe more than half of employees² now enjoy more agile working, they still want easier ways to connect and collaborate with colleagues. Consequently, building a better digital employee experience is a primary objective for many CEOs.

The obstacles to a more effective, flexible workplace are the usual

suspects: legacy technology and a fixed infrastructure make it hard to introduce the on-demand, unified services that meet the expectations of today's mobile employees. CEOs also identify another barrier: a lack of understanding and insight into what employees really need³.

To help organisations achieve their employee digital experience goals, we've developed a three-stage approach to address these issues. Wherever you are on the road to digital transformation, we can

help you to find the pathway to creating the right digital employee experience for your organisation.

The first stage aims to get you up and running, by building a solid business case for more agile working. You then identify your critical employee 'personas', groups of employees with similar needs and work styles, and the collaboration or communications services that match those needs.

BT's three stage approach to improve the digital employee experience



Build your
business case



Develop your
transformation plan



Roll out the
new experience



At the second stage, you develop your initial transformation plan and progress your digital employee programme. You can then run a pilot project and decide on how you are going to implement across the organisation.

Finally, you roll out the new digital employee experience, supported by a comprehensive adoption plan that educates and encourages users in the new ways of working. Internal communications and cultural change are key to successful implementation.

The core technologies that underpin a great digital employee experience – cloud, mobility, networking and security services – are well established and available even in remote locations. However, people come before technology. Organisations that are committed to reaping the benefits of more digital workstyles will also seek out business partners who have hands-on experience of flexible working and can help address the human and cultural aspects of digital transformation in the workspace.

Wherever you are on the road to digital transformation, we can help you to find the pathway to creating the right digital employee experience for your organisation.

A great digital experience for every employee

We all know that the way we work is changing. Mobile technologies, apps (both corporate and public) and ubiquitous connectivity mean that people are no longer tied to a desk or an office. Already more than half (55 per cent)² of employees now work 'flexibly', either

on the go, at client sites, or from home and 61 per cent² want easier access to communications when working on the move. As a result, improving the employee experience is one of the primary objectives for digital transformation.

CEOs are clear about the advantages of a more digital experience for employees. In our recent CEO research³ business leaders said it contributes to cost reduction, staff retention and productivity, closely followed by collaboration and innovation.

Improving the employee experience is one of the primary objectives for digital transformation.

Employees welcome digital transformation:

73%

would prefer that their IT department invests in mobile technology¹

67%

think being able to work flexibly is more important than a company car¹

56%

want the ability to work and update databases remotely¹

The CEOs we interviewed displayed a great deal of confidence in the digital experience they offered their employees. More than three quarters described it as 'good' or 'excellent'³. We know however, that although businesses are keen to support their employees' desire for a more flexible way of working, the reality still falls short of the ambition². Existing technologies and inflexible infrastructures hinder agile working, causing delays and frustration. Culturally, flexible working that features too little face-to-face interaction with colleagues can leave employees feeling disconnected².

Of course, not everyone needs the same flexible working experience – people

can be grouped into different digital 'personas' that match their particular roles and workspaces. Prioritising people means that virtual meetings should feel as natural as face-to-face ones, and employees must get the same high quality experience whatever their location, device or time-zone. After all, that is what we're all used to in our personal digital lives.

It is fair to say that CEOs recognise these challenges. They list a lack of technology skills as the biggest barrier to driving a better employee experience (50 per cent), followed by security³.

"It's much more efficient to conduct a meeting when people can see each other. It helps keep the focus on the subject being discussed and promotes creative collaboration among interdisciplinary teams."

IT service delivery & architecture manager, global white goods company

There are four factors that determine a great digital experience for employees.

1. Simplicity and convenience

Whatever people are using, it must be fast to connect and consistent in performance. The organisation needs its employees to have the same service everywhere, and always with the right levels of security. That means even bandwidth-hungry services such as video must deliver, no matter how employees are connecting to the corporate network.

2. Seamless integration

Organisations want employees to switch without thinking between proprietary corporate and generic applications, or between services in the private cloud and public cloud. All technology and services must work seamlessly together.

3. Performance and reliability

Organisations need end-to-end monitoring, across all services, devices and components, to provide the IT team with data they can use to identify potential issues and proactively fix them before they impact the user experience.

4. Proactive, ongoing support

The best way to encourage users to adopt and embrace a digital workstyle is with a plan that addresses human behaviour as well as technology.

Digital transformation: a practical approach to delivery

For those responsible for digital transformation in the business, such as CIOs and CDOs, there is a clear need to deliver a more digital experience for employees. According to CEOs, one of the major barriers to a better digital experience is the lack of real insight into what users want and need. So we've developed a three-stage approach: to help you both address this issue, and move ahead on your digital pathway.

1. Getting started. Identify personas in your workforce.

At this stage, digital transformation is on your agenda but you're just getting started. Reasons to transform might include the high costs of maintenance, outdated collaboration technology, or a struggle to find the right people and skills. It may be that you have existing collaboration systems that you want to integrate with new unified communications (UC) systems or services.

Simply adopting the latest collaboration technology, whether on premises, in the cloud or through a hybrid model, isn't a recipe for success. A systematic approach is needed, which includes identifying different employee personas and understanding their needs. It also includes making the most of your legacy infrastructure, and taking into account key elements such as bandwidth, endpoint devices and geographical differences.

“Having the ability to scale the operation is significant. With the BT cloud solution we're going to be able to do that much quicker, which is important given the speed of growth in our business.”

Sam Turner, Sales Director,
Hotelbeds Group



Some companies may face challenges around acceptance of need, but half the battle is gathering consensus and involvement from major stakeholders. Building a strong business case is the best way to articulate why transformation is necessary. However, creating one for unified communications (UC) and collaboration technologies can be challenging, particularly in a large, complex organisation, where costs and benefits can differ across multiple departments.

You want to make sure that your business case is complete, and be confident that all of the key costs and benefits are fully defined. You also need to be able to demonstrate that your proposed investment will reap benefits over the long term, as well as prioritise investments which will lead to early wins.

70 per cent of change initiatives fail to meet their goals⁴.



When you're ready to move forward, it is key to involve all stakeholders. We suggest the following steps:

- Spend time planning by asking these questions:

- What business unit issues could we address by transforming how we collaborate?
- What 'pain points' and 'cost buckets' could we resolve, or at least improve, using UC capabilities?
- What new capabilities could better collaboration tools provide?
- How could UC give us new ways of interacting with our company's ecosystem of partners, suppliers and customers? Or create competitive differentiation?
- What new sources of revenue could be generated using UC? Or is our primary goal to reduce or avoid costs?
- Are there any acquisitions, expansions or divestments planned that might impact our UC strategy?

- **Identify user groups or personas.** These are key groups of people, who each have the same work styles and specific technology requirements.



Introducing 'personas' – the heart of the digital employee experience

When the prime delivery focus is 'on time and on budget', it's easy to neglect the human factors that underpin a successful deployment.

Because it's unrealistic to create a bespoke service for every employee, you can group them into 'personas', who have the same needs and work styles. This process produces 'persona templates' which can be customised with the appropriate set of collaboration tools and mobility

services that people need to do their job.

A good implementation plan will address how to change user behaviour alongside introducing the technologies that support communication and collaboration. It will also include a focus on measuring and improving the digital experience with new key performance indicators (KPIs).

- **Understand and agree the collaboration features** that (a) are in use today and (b) would be useful in the future. Gathering input is a must, not just to make sure you're including the right tools per persona, but also to ensure both technology and your end-users are on the journey together.
- **Evaluate existing communication and collaboration infrastructure**, whether it's on premises, cloud-based or a hybrid of the two; and whether it's used in the office or on the

move. Understanding the longevity, supportability and desirability of your infrastructure will help you to identify where you can re-use legacy technology. UC services can have a significant impact on the underlying network, so it's important to make sure that it's up to the job.

- **Agree your technology roadmap.** Start with your requirements and priorities but take into account any commercial and operational constraints before working out a running-order for

the introduction of features and technology into specific business units and for different personas.

- **Build the business case** using a cost/benefit framework. Compare the cost of running existing technology against the cost of introducing new technology, and consider the cost of parallel running. To be successful, it is critical to begin with the end goal in mind, so look at your key metrics and set yourself targets.

Questions to ask yourself

- Have we got a process in place to identify cost/benefits, and consistently evaluate each component against financial metrics?
- Can we identify the most appropriate collaboration services and technology for our business?
- Do we have a plan in place to bring our collaboration strategy to life, ensuring we can improve productivity and motivation while simultaneously reducing costs?
- Do we have the right mobile and fixed networks in place to support our ambitions?



2. Develop your cloud collaboration ecosystem

At this stage, you're ready to develop your initial transformation plan and further advance your digital employee programme. For example, you might look at blending fixed and mobile communications to make access simple and reduce costs.

To move to a more integrated collaboration strategy, you can:

- **Carry out an audit**, reviewing not only your employee personas but also ways of working across different business units and geographies.
- **Trial an initial rollout for proof of concept**. Define your objectives in advance. The test should be contained but representative of your end-users and the features or technology they will use. Don't just test the technology but also the ordering process, configuration of changes, end-user support process and fault handling. This should be managed to fully test onboarding, risks and identify any general teething troubles.
- **Check the validity of benefits and usage** before deciding whether to move to an evolutionary (phased) or revolutionary (big bang) roll out.
- **Ensure you have the resources** to support the transformation. Set up a full transformation project team, including risk management.

Questions to ask yourself

- Will we be able to measure success against our original targets?
- Do we need to change our thinking after the proof of concept testing?
- Do we have all the right people in place to ensure successful transformation?

3. Drive adoption and engagement

You've introduced a truly digital employee experience, and your focus is now on evolving what you've achieved. For example, you might choose to extend the same collaboration experience to people on any device, anywhere in the world.

The best time to start planning user adoption is when developing the technical solution, i.e. as part of the previous stages. But to make even smarter use of collaboration technologies, consider the following:

- **Execute a thorough communication plan** as users come on board, to inform, enrol and excite them about new or existing technologies. End-user adoption is all about changing user behaviour, not just technology.
- **Go beyond the technology.** Provide user training materials or sessions, and consider a fully reactive help desk. This will help your people use their technology to the best effect.
- **Assess the actual cost and benefits** of using new collaboration technology or services. Carry out ongoing analytics of what your target personas think of the new technology or services, and how much they are using them.

Deployments fail when organisations only focus on on-time and on-budget delivery of the technology, and neglect the necessary actions that drive and maintain user adoption over the life of the service.

“TelePresence sharpens decision-making by giving executives a sustainable alternative to time-consuming long-distance travel.”

Tom Ormsby, Head of Corporate Affairs, Canada De Beers Group



Questions to ask yourself

- Do we have the right KPIs and reporting in place to manage results and drive the best outcomes?
- How will we be able to make sure we keep ahead of emerging technologies?
- How can we make sure our network is performing well enough to maintain a quality user experience?
- How do we keep track of which users aren't adopting the new ways of working?

In conclusion



No business can achieve its digital transformation ambitions without enabling its employees to work more collaboratively. That means connecting more closely with colleagues, customers and partners and working more freely; untethered from desks and offices.

There is a powerful business case for the 'digital employee'. Empowering people to work anywhere can improve productivity, increase efficiency, reduce CO2 emissions, give employees a better work-life balance and ensure business resilience in times of disruption.

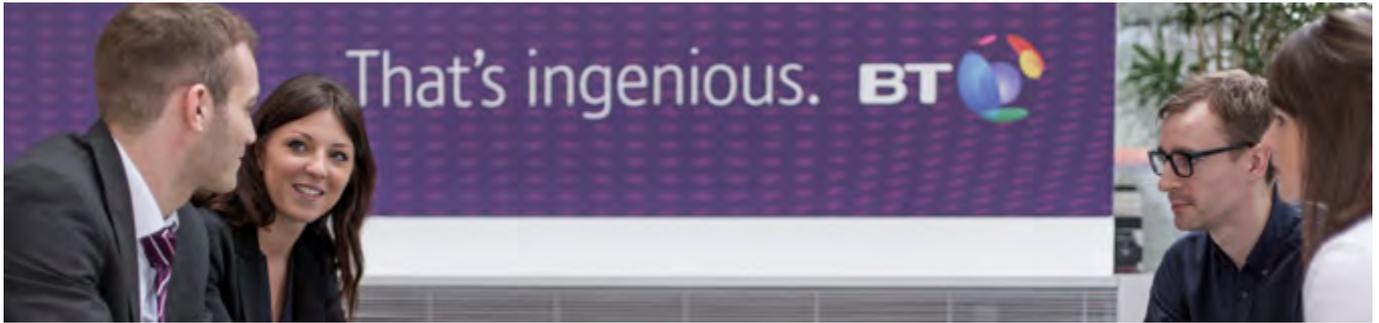
What's more, when a shortage of skills is one of the biggest obstacles to building a digital business, an infrastructure that allows talent to emerge and flourish anywhere will help organisations attract and retain the right employees for the future. Flexible working is especially important for younger employees, who will compare the mobile experience on offer when evaluating employers.

Building the infrastructure for a great digital employee experience requires organisations to put people before technology. Developing 'personas' for groups of employees means that companies can provide the right mix of services and security for everyone.

But that's only half the story. Putting people first means organisations also need a plan that includes internal communications, training and cultural changes to encourage and inspire widespread adoption of new collaboration and communications services.

When it comes to creating the right environment for digital employees, no organisation need go it alone, or start from scratch. The technologies required are readily available, stable and proven in practice. The cloud, networking, mobility and security services are supported with established implementation and adoption strategies, from experienced vendors.

When it comes to creating the right environment for digital employees, no organisation need go it alone, or start from scratch.



BT – helping you build a great digital employee experience

BT has the infrastructure, platform, tools, people, experience and relationships you need to build your digital business. Our portfolio strategy, the 'Cloud of Clouds', shows how you can connect easily and securely to the applications and data you need globally, and with direct connectivity to third-party cloud providers, including Microsoft, Cisco, Oracle, AWS and Salesforce. We're currently migrating more than 5,000 users every week to the cloud, and connecting them to a vast choice of devices.

We are a technology leader, working with our industry peers to identify and harness emerging technologies that can benefit our customers. Our technology scouting programmes and our own research and development and innovation programmes, mean that we can give customers early warning of IT developments, and help them build a roadmap to exploit new capabilities. Our experience of flexible and mobile working in our own business, and with our customers, gives us a special insight into the obstacles and opportunities you face.

Network services are at the core of our Cloud of Clouds strategy. Our network is recognised by analysts as market-leading for its reach and capability. We received the highest product scores in 3 of 4 use cases in Gartner's Critical Capabilities for Network Services, Pan-European report (Midsize European Network, Large European Network and Core City Backbone)⁵. Our innovative, next generation network services will deploy network function virtualisation (NFV) and software defined networking (SDN), to help CIOs match the flexibility of cloud services with more agile networking.

Alongside capability, we have experience. We've used cloud collaboration and communication services to help organisations around the world to cut costs, boost productivity and motivate employees.

With our catalogue of mobile, management and service capabilities we'll build the right experience for every digital employee, and our consultancy approach means that you get a solution that is designed for your business. We believe this is why we have been recognised as a leader in Gartner's Magic Quadrant for Unified Communications as a Service, Worldwide⁶.

Finally, we use all the knowledge and the expertise we've gained from defending the BT network and corporate assets, to deliver security solutions and related services to our customers. By helping them to protect their own infrastructure from cyber threats, we also help them make the most of every digital business opportunity.

"The BT MeetMe with Dolby Voice solution has taken our conferencing facilities to a whole new level, helping our engineers – no matter where they are in the world – to talk to each other."

Graeme Hackland, CIO,
Williams Racing

References

1. The mobile multiplier – Five trends in mobile working to help you fast track effectiveness, BT research conducted by Davies Hickman, 2016
2. The digital dislocation at work, BT/Cisco research conducted by Davies Hickman, 2016
3. Leading from the front: CEO perspectives on business transformation in the digital age, BT, 2017
4. Changing change management, Ewenstein, Smith & Sologar, McKinsey and Company, 2015
5. Gartner's Critical Capabilities for Network Services, Pan-European, March 15, 2017
6. Gartner's Magic Quadrant for Unified Communications as a Service, Worldwide, September 6, 2017.

Gartner does not endorse any vendor, product or service depicted in its research publications, and does not advise technology users to select only those vendors with the highest ratings or other designation. Gartner research publications consist of the opinions of Gartner's research organization and should not be construed as statements of fact. Gartner disclaims all warranties, expressed or implied, with respect to this research, including any warranties of merchantability or fitness for a particular purpose.

Find out more at: www.bt.com/digital-employee

Offices worldwide

The services described in this publication are subject to availability and may be modified from time to time. Services and equipment are provided subject to British Telecommunications plc's respective standard conditions of contract. Nothing in this publication forms any part of any contract. © British Telecommunications plc 2017. Registered office: 81 Newgate Street, London EC1A 7AJ. Registered in England No: 1800000