



Digital workplace 2019
A Blue Door Point of View

O₂
business

The digital workplace
of the future

Creating better engaged, more flexible
and productive workforces



The idea of the workplace is changing at an ever-increasing pace

How many of today's workplaces would surprise our parents and grandparents? Travel to remote offices is being replaced by phone and video conferencing. Paper memos have been replaced by emails. The typing pool has been consigned to history: now laptops, tablets and smartphones are enabling a tech-literate workforce to get connected wherever and whenever they want to work.

Today's changes to the way we work have been spurred by advances in technology. But the most significant impacts are achieved when psychology and environmental principles are applied to understanding how technology can help people to work better. Your workforce will readily adopt new technology when they can clearly see its benefits, and experience for themselves how it helps them achieve their goals more easily.

By empowering your workforce in this way, you can drive productivity improvements, deliver efficiency gains, and create a happier workforce. Just as important, you'll not only offset overheads like computers, training, and the hidden costs of transitioning to new workflows, you'll also reap the benefits of happier, more enabled staff – while delivering better experiences to end users.

Aspirations and achievements

In fact, the very definition of the workplace is in flux. Flexible and remote working is now a convenient reality for millions. Knowledge workers think of work as something they do rather than a place they go. While field workers can be provisioned with everything they need on site, and no longer need to return to HQ to type up reports and other administrative tasks, creating opportunities for them to undertake additional jobs each shift.

These modern digitally enabled workforces aren't just convenient and productive. They're enabling people to make more intelligent decisions about how and where they work. Today, digitisation is redefining entire workstreams – from HR to sales and marketing – as well as industries as diverse as healthcare, emergency services and commercial driving. Today, **95% of organisations agree that a digital workplace is important.**¹ But while nearly **three quarters** of respondents to a major 2018 survey² identified the digital workplace as **'important'** or **'very important'**, the average digital workplace is still not mature. **46%** of respondents stated that their digital workplace was in its **early stages**, compared to just **16%** who claimed theirs was **mature**.

"What is the digital workplace? It is a business strategy aimed at boosting employee engagement and agility through consumerisation of the work environment."

**Carol Rozwell
Gartner³**

¹ CMSWire, The 2017 State of the Digital Workplace Report, 2017, www.cmswire.simplermedia.com/cw-sv-2017-dwx.html

² What exactly is the state of the digital workplace? <https://digitalworkplacegroup.com/2018/09/12/what-exactly-is-the-state-of-the-digital-workplace/>

³ Digital workplace strategy, www.cio.com/article/3229104/digital-transformation/the-digital-workplace-8-steps-to-greater-agility-productivity.html



Putting people first

At O₂, we believe the digital workplaces of the future will provide a more enjoyable, productive, democratic and rewarding experience of work. But we also believe that this vision will only be realised if the digital workplace is viewed as an approach rather than a technology. Equally, we believe you must put people at the centre of decisions about the digital you want them to use, and the workflows you plan to refine, to realise the most significant benefits.

Creating new workflows that link existing departments or projects together will ensure that digitisation provides an opportunity to improve established processes. Consider the alternative. An inefficient or broken workflow that's digitised will still be inefficient or broken.

By taking an inclusive approach, organisations everywhere can help make staff more engaged, effective, efficient and productive. At the same time, they can deliver exceptional experiences, products and services to customers and citizens.

“Digital workplaces are good for employees, good for customers and good for profits.”

**Emma Thompson,
Head of technology and telecoms
business partnership team,
UK Gov cabinet office⁴**

Workplace or workforce: it's all about people

It's not just workplaces, but entire workforces that are becoming digitised: work is becoming a thing we do, not a place we go. The digital transformation of the workplace is a pivotally important step on the journey to creating a digital workforce, and this guide will introduce some of the steps you can take to succeed on that journey.

Today, a digital workplace can be a construction site or railway siding just as much as a SoHo or a state-of-the-art high tech campus. But the same principle applies every time – focusing on people rather than technology always yields the best results.

⁴ Emma Thompson, Head of technology and telecoms, business partnership team, UK Gov cabinet office. Speaking at the Blue Door Conference, part of O2 Live 2018



The big picture: building a digital UK

Technology and innovation are a core focus of the UK Government's strategy to create a competitive and vibrant modern economy.

Government investment in research and innovation is increasing, supporting the ambition for public and private R&D to reach 2.4% of GDP by 2027, with funding up from £4.3 billion in 2016 to £7 billion in 2020-2021.⁵

Policies and initiatives are actively promoting the role of the digital workplace as a pillar of the UK's digital transformation, for example:

- The UK Government's flagship Modern Industrial Strategy (2017) has mobility and AI as two of its four pillars
- The UK Digital Strategy includes a vision for giving everyone access to the digital skills they need, and helping every British business to become a digital business.

Recognising the different dimensions of the digital workplace, these initiatives emphasise people, process, training and culture as much – if not more – than digital technology itself.

Including and empowering

O₂ is closely and actively involved in government programmes like the **Inclusive Economy Partnership**. The UK Government, seven civil society organisations and seven businesses, including O₂, have come together to create board of champions dedicated to improving mental health and wellbeing, financial inclusion and transition to work for young people. The Partnership offers opportunities for innovators to help them grow, and leverages the strength and scale of organisations like O₂ to make sure these initiatives succeed.



“We want the UK to lead on new ideas and technologies and have committed to supporting our businesses and world-leading innovators by taking measures to ensure 2.4% of GDP will be spent on research and development by 2027.”

Sam Gyimah
Former minister for universities, science, research and innovation,
August 2018

⁵ New publication showcases record investment in research and development programmes, www.gov.uk/government/news/new-publication-showcases-record-investment-in-research-and-development-programmes



Blueprints for great digital workplaces

The digital workplace is a way for people to work enabled by technology. It's more than just buying a product off a shelf. In fact, when done correctly, it enables better integration of teams across the organisation.

A digital workplace uses devices, apps and connectivity to make it easier and more productive for people to fulfil their roles. Digital technology enables people to connect with systems and contribute to processes. The hallmark of the best technologies is that they're never really noticed by the people using them. The end user's experience of systems, devices and applications should be that they all work seamlessly together.

Of course, it's possible to digitally enable a broken process: a digital task scheduling system won't compensate for lack of relevant skills, outdated governance, or resources, for example. That's why digitisation is an opportunity to revisit people and processes as well as technology. Take the time to define and map out how a workflow can be more efficient

and work better, and you'll have even better optimisation when digitally enabling it.

Whereas delivering these aspirations could once have been a potential headache for IT, tech has now advanced to the point where seamless flexible and mobile working across multiple devices can be delivered securely, reliably and efficiently. This process may involve making some hard decisions, especially when it comes to retiring expensive legacy equipment. However, a careful migration strategy will help you create a better-enabled workforce. The benefits start with happier staff and customers/citizens; lead to better reporting and insights on which your organisation can base future decisions, and help you advance towards your vision of a digitised workforce.



Steps to success

These straightforward steps will help you deliver a digital workplace transformation with the greatest impact:

#1

Take people with you

By communicating, training, building trust and giving people a sense of control.



#2

Put the employee experience first

Understand employees, roles, personas and processes, then fit tech round people, not people round tech.



#3

Define the problem you're solving

Unlock a real problem, so the answer to the question 'is this making my life easier?' is yes.



#4

Promote from the top

Foster a culture that embraces modern and flexible digital workstyles, while accepting that not every role can be digitised in the same way.





Build on strong foundations

Our O₂ Gateway services enable organisations to do exactly this. These services offer a truly converged network core that provides connectivity over O₂ wifi, fixed and mobile networks, with the reassurance of CAS(T) certification to ensure security.

“My advice is to find a really gnarly problem and then work out how you’re going to probe you’re doing well on the journey.”

Tabitha Goldstaub
Founder, Cognition X⁶

With O₂ Gateway, you can easily take advantage of integrated access to cloud services such as AWS, Azure and Google Cloud while supporting SIP trunking, Unified Communications and cyber security services. Our belief is that people who use our networks should be free to focus on the jobs they have to do, rather than on the underlying technology that gives them access to the services they need.

Using flexible, convenient and converged connectivity like O₂ Gateway as a foundation, we make it easy for businesses to access transformational digital workplace tools and services.





Digital workplace consideration 1

As access to workplace tools becomes ubiquitous, and employees can theoretically choose to answer work emails and complete tasks 24x7, will you put steps in place to prevent employee burnout? Experts point to the serious physical and mental health risks that result from lack of proper rest.⁷

Businesses and governments are already tackling this issue. Employees in larger companies in France can request the right not to check emails outside standard working hours. While Volkswagen only sends emails to its employees' phones for 30 minutes either side of the working day.⁷

“Most industries obsess about the customer experience, but do they obsess enough about the employee experience?”

David Cornwell
Head of Enterprise
B2B Solution Design, O₂

⁷ What would happen if we banned work emails at the weekend, www.bbc.com/capital/story/20180830-what-would-happen-if-we-banned-work-emails-at-the-weekend



The future now: AI in the workplace

Of all the technologies that will shape our future, AI looks likely to have the most profound implications for our workplaces, our social lives and the communities in which we live.

Today, AI is predominantly being used to process and analyse huge amounts of data in ways that complement rather than compete with human capabilities, for example:

- **Call centre automation:** routing calls to the best matched operatives based on the caller's mood, emotion, history and issues.
- **Business planning:** predicting how external events like weather will affect employees' travel so that alternative arrangements can be made ahead of time.

- **Staffing and resourcing:** a platform like Rotageek already uses AI and predictive analytics to optimise staffing levels in O₂'s retail stores so customers always have a great experience.

What unites these examples is that they show AI and people playing to their respective strengths.

As AI evolves, it looks likely to continue taking over menial tasks and create opportunities for job roles to evolve. Just like the word processor, which removed the need for the typing pool, but also enabled secretaries and assistants to do more valuable tasks.

As O₂'s Head of Enterprise B2B Solution Design, David Cornwell puts it: "With AI, you no longer learn technology – technology learns you."

The ability of deep thinking and AI platforms to process information means they will increasingly emulate a blend of human and machine learning processes. As these AI platforms evolve, it will be most interesting to see how readily people will trust and interact with AI systems.

"Marketers are freeing up to 80 percent of their day spent number-crunching with AI-enabled marketing technology platforms."⁸

"Approach AI projects with the 5 As in mind: how will you apply AI, who has authority over it, what agency will it be given, what is abdicated by AI, and who has accountability for AI decisions and actions?"

Tabitha Goldstaub
Founder, Cognition X



Digital workplace consideration 2

It's fascinating to wonder whether we'll someday feel comfortable reporting to an AI line manager, rather than simply using AI tools in the workplace. Could an AI ultimately become your CEO or serve on your board, given AI can analyse information far more quickly than a single person? Acceptance by society may well be the limiting factor in these scenarios, rather than the ability of the technology itself.





The future now: IoT and 5G

The opportunity to connect, engage and interact with real-time information is changing traditional views of data.

As AI platforms continue to improve their capabilities for predictive analysis, IoT and 5G are often seen as the technologies that will play the biggest role in achieving better insights from data. O₂'s David Cornwell believes "businesses will start to see sensor-driven and data-driven predictions that ease everything from monthly demand for IT services to mitigating the impact of bad weather on travel – all in uniquely personalised experiences, and based on near-real-time data communicated via 5G." And as 5G outpaces traditional office-based wifi, a truly digitised workforce, untethered from physical locations, will become more desirable and achievable.

SMIP in focus

O₂ is part of the largest IoT deployment in the world, the Smart Meter Implementation Project (SMIP). We're delivering the connectivity platform in two out of the three UK regions that will connect energy meters in up to 30 million locations. It will allow consumers to eventually manage their utility tariffs in an effective manner, from changing their behaviour in real time by switching off an appliance at the wall outlet, to dynamically switching to lower tariffs depending on usage.

For utility companies, this reduces the cost of providing telephone support, enables better levels of service, and helps effectively manage real-time consumption and the associated demands on their infrastructure. The same device that's installed for SMIP also has the potential to serve as a home automation hub, providing additional services to citizens.

5G and IoT in numbers

- 5G is **40x** more responsive, **10x** faster and **20%** more power efficient.⁹
- **Near-zero latency** means 5G it will pave the way for ground-breaking innovations like remote surgery, technical training and collaboration on a previously unimaginable scale.
- Gartner predicts there will be **20 billion** IoT devices worldwide by 2020.¹⁰
- O₂ predicts that national 5G infrastructure will directly contribute an additional **£7 billion** a year to the UK economy just six years from rollout.¹¹

⁹ O₂, The value of 5G for cities and communities, 2018, <https://d10wc7q7re41fz.cloudfront.net/wp-content/uploads/2018/03/Smart-Cities-Report.pdf>

¹⁰ Gartner, Leading the IoT, 2017, www.gartner.com/imagesrv/books/iot/iotEbook_digital.pdf

¹¹ O₂ 5G in the UK, <https://5g.co.uk/o2/>



Smarter and safer

On a smaller scale, our O₂ Smart Vehicle solution uses IoT technology to create safer, more efficient and productive workplaces for people who drive for a living – while helping fleet operators drive down fuel costs by up to 15%.¹²

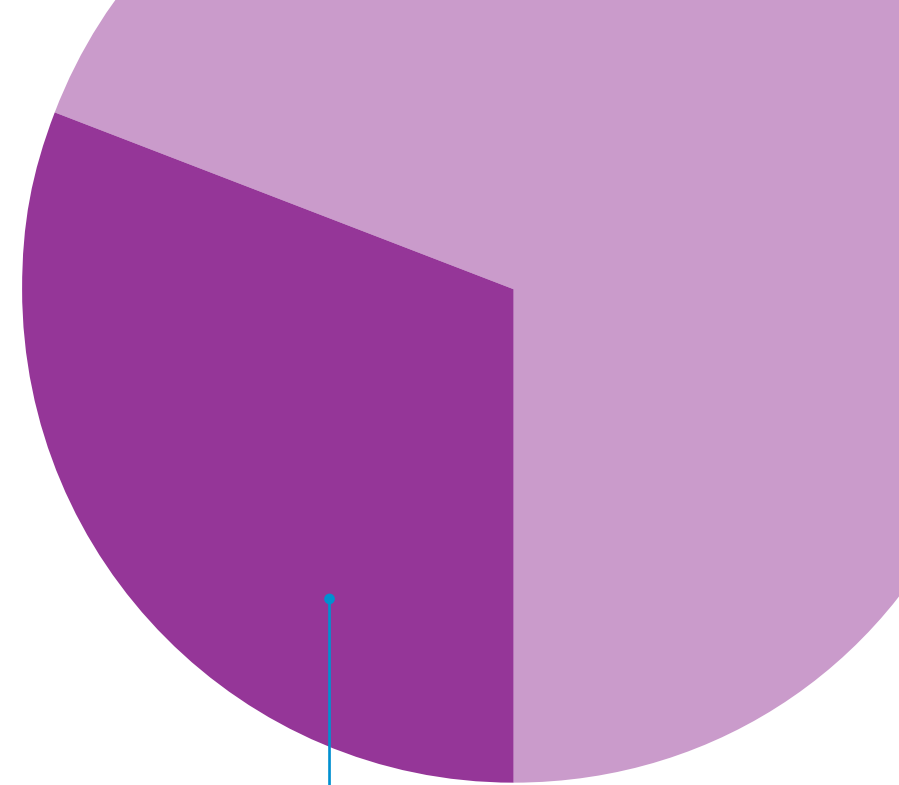
Independent perspectives

Reviewing the key IoT trends covered at the Gartner Symposium/ITxpo 2018, CMSwire¹³ highlighted how IoT is moving into the digital workplace – especially in areas like virtual assistants and wearables. As platforms evolve to support, integrate and analyse voice data as readily as conventional data, these platforms will start to become more mainstream.

¹² O₂ Smart Vehicle, www.o2.co.uk/business/iot/solutions/smartvehicle

¹³ What IoT is Bringing to the Digital Workplace, www.cmswire.com/internet-of-things/what-iot-is-bringing-to-the-digital-workplace/

¹⁴ Digital workplace divide, www.unisys.com/digitalworkplaceldivide



31% of respondents viewed IoT technology as the emerging technology with the most potential to transform their workplace environment in the next five years, with **27%** citing artificial intelligence (AI) as a close second.¹⁴



Digital workplace consideration 3

'Working long, stressful days was once regarded as a characteristic of the proletariat life. Yet today, being "always on" is instead often emblematic of high social status.' Says Deloitte.¹⁵ But while some employees may see dialling into conference calls at 2am as a badge of importance, others may genuinely prefer to fit their working patterns around family commitments like school pickups and kids' bedtimes – resulting in unusual working hours. Have you thought about how you'll safeguard over-achievers on one hand, while supporting personal choice and flexibility on the other?



Workstream transformation in focus: HR

The digital workplace of the future won't only be an innovative experience for employees. It will offer employers innovative new ways to recruit and reward the best people.

How will digitisation transform the experience of finding and taking up a new position?

Recruitment

AI-driven candidate selection creates a more level playing field, removing the risk of bias related to particular schools, universities and qualifications.

The entire application, interview and appointment lifecycle is managed within a secure app, with the integrity of information protected by blockchain.



Onboarding

Employees receive a personalised welcome on Day One.

Physical and IT access rights are activated when they enter the building.

Onboarding plan automatically scheduled based on employee profile.



Enablement

Voice-activated digital assistants learn individual personas then give proactive advice on everything from booking appropriate meeting rooms to optimising travel in real time based on factors like traffic and weather.



Development

Data points from areas like employee location, productivity and communications are analysed to measure performance, identify future training needs and reward high achievement.

AI helps remove bias from reviews.





O₂: our digital workplace journey

Workplace by Facebook

Facebook's collaboration platform brings the social network's universally familiar messaging and sharing tools to the workplace. It's been a big hit at O₂ and is now used regularly by 78% of staff. "Workplace has absolutely changed the focus and the culture in O₂... it's been mind-blowingly successful."

Anne Pickering
HR chief, O₂

At O₂, we're passionate about the possibilities of the modern digital workplace because we've been on the journey and seen its rewards first hand.

These examples demonstrate how our 'people first' approach has reaped rewards for our employees, our business and our customers. Taking people with us on these journeys has been their single biggest critical success factor.

Flexible working

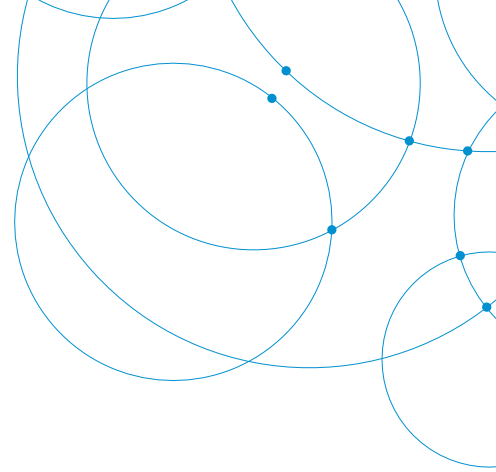
When we realised that the 2012 Olympics would cause challenges with travel for staff at our Slough HQ getting to work, we ran a campaign to encourage flexible working. Over 2,500 employees were asked to work from home, cafes or O₂ stores as we closed the doors to our main offices.

"We deliberately planned it as a campaign," says O₂ CHRO & Chief of Staff Ann Pickering. "We knew we had to make sure people understood what we were doing, why we were doing it, and how it affected them. And as well as providing people with the IT they needed to work remotely, we made absolutely sure people were fully trained and confident with connecting and using their devices to fulfil their roles as effectively as if they were in the office."

O₂ saved 2,000 hours of commuting time in this very first flexible working pilot. With 52% of employees using the time they saved to work, productivity was given a massive boost.¹⁶

¹⁶ O₂ staff save 2,000 hours of commuting time through one-day flexible working pilot, www.hr magazine.co.uk/article-details/o2-staff-save-2-000-hours-of-commuting-time-through-one-day-flexible-working-pilot





Career Returners

Established in 2016, our O₂ Career Returners Programme supports professionals who are ready to re-start their careers after an extended career break of two or more years. The program offers returners 14 weeks of paid mentoring, coaching, training and networking opportunities – after which Returners can apply for permanent or interim roles with O₂. These are both full and part time, and offer flexible working based on the realities of balancing work with other commitments.

“Through the Career Returners programme, I could “try before I buy” and really test whether the O₂’s commitment to flexibility was there. I have not looked back since” says O₂ Returner Clare, who was promoted to a senior managerial role within a year of joining the business.¹⁷

The Career Returners programme has been a huge success for O₂, too, with 75% of O₂ Returners being appointed to hard-to-fill positions.¹⁸



“A desk costs £6,000–£12,000 a year, so think how much you can save if you can get rid of even just a few”.¹⁹

¹⁷ Women returners, <http://wrpn.womenreturners.com/clares-story/>

¹⁸ Anne Pickering, HR Chief, O₂. Speaking at Blue Door conference, part of O₂ Live 2018

¹⁹ Flexible working, www.o2.co.uk/assets2/business/flexible_working/O2_SMB_Flex-Working_Whitepaper_11-10788_v5.pdf



The digital workplace in action

Surrey & Sussex Police

We equipped 3,000 police officers with handheld devices, pre-loaded with apps that enable officers to complete tasks from any location. And we enabled these devices to securely consolidate and access sensitive data from over 35 different systems. Surrey Police have cut nearly two hours per officer per shift thanks to anytime, anywhere access to data. While digital policing is saving an estimated £14m for Surrey and Sussex Police.

ScotRail

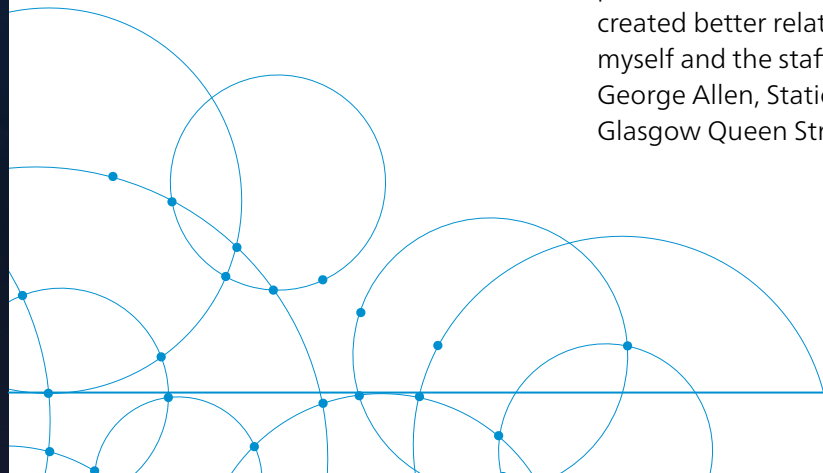
Safety and security are paramount for every rail operator, and each one must prove they're compliant with stringent Health and Safety regulations. O₂ Smart Compliance uses a simple smartphone-based tagging to give ScotRail's staff an intuitive means to prove that safety checks are carried out on a regular basis – including reminders if scheduled checks are missed.

O₂ Smart Compliance has been positively received by both end users and management. "It took a lot of pressure off us as a business and also created better relationships between myself and the staff," says ScotRail's George Allen, Station Manager at Glasgow Queen Street.

Oxleas NHS Foundation Trust

Tasked to deliver better patient care with fewer resources, like organisations throughout the NHS, Oxleas NHS Trust explored ways to use digital technology to help its staff work more efficiently in the field. Using a private APN (Access Point Name), the Trust can now connect via a secure private link on O₂'s mobile, fixed and wifi networks.

In the words of the Trust's Head of IT, Tristan David, "I don't have to worry about securing connections over the internet or enabling internet connectivity. It's all managed by O₂. Our staff have always got their devices and secure connectivity, so they can leverage those to save time, solve problems and improve patient care."





Next steps

At O₂, we help organisations of all shapes, sizes and varieties to enable the digital workplaces of the future. Although we put people at the heart of every digital workplace, advances in technology mean it's never been easier or less risky to start your workplace transformation project. We typically approach projects by:

- Understanding the best way to digitise personas, job roles and processes to make them more efficient.
- Building digitisation and mobility on market-leading connectivity: O₂ is the first UK operator to truly converge its mobile, fixed and wifi networks into a single service to deliver ubiquitous connectivity.
- Helping businesses choose the right tools for digitisation in areas like collaboration suites and mobile devices – always prioritising the employee experience.

As a business that's always been mobile first, and that's playing a defining role in shaping a digital UK for the 21st Century, we're the ideal partner on your digital workplace transformation journey.

Wherever you are on this journey, O₂ can help you achieve better results.

To find out more, visit o2.co.uk/business or get in touch on **0800 955 5590**.

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