



O₂

business

Customer, community and staff expectations are changing. Are you keeping pace?

Five key focus areas that could give your people the edge in 2019



Changing expectations

The way we interact with each other has changed. Screen time is replacing face-to-face interactions. Browsing and buying on the high street is being replaced by websites. Hiring talent is no longer constrained by geography, and global markets have never been so easy to enter.

Today, digital evolution isn't just a strategy, it's essential to maintain relevance and competitive advantage: expected by your own people, citizens and customers alike. Get the digital tools and services right and your organisation can flourish. Get them wrong and it can lead to inefficiencies or even extinction.

**Business or consumer:
we all want a great experience**

The arrival of the computer changed the way we worked. Today connectivity and digital tools are changing how we work. And as consumer technology

evolves, our demands aren't restricted to our personal lives. We want to use the same apps that save us time and effort at home, at work. And services that extend to where we need them to make our lives easier.

At O₂, we work with marketplace leaders across a wide range of sectors. From Amey to McDonalds, Debenhams and John Lewis, and public sector organisations including NHS trusts, police forces and ambulance services. And we see that the organisations pulling ahead of the crowd are those that use technology to put people first.

Whether it's refining the messaging to an individual based on their current stage of life, or measuring staff satisfaction levels and making improvements, there needs to be real focus on delivering the improved digital experiences people are looking for. You need to keep your customers,

staff, citizens, and communities engaged and ensure you evolve with your intended audience by understanding what matters to them, at the right time, and in the right way.

Within these pages we've outlined the five areas for 2019 where digital technology is having the greatest impact for workplaces and the people your organisation serves:

"I believe organisations must differentiate their brand on timely, targeted and tailored customer experiences, based on real-time data and analytics."

**Katy Liddell,
managing director Enterprise
and Public Sector, O₂**



Digital workplaces: work is what we do, not where we go

A side effect of adopting more mobile technology into our personal lives is that we have come to expect the same life-enhancing improvements when we're working.

"Digital workplaces are good for employees, good for customers and good for profits."

**Emma Thompson,
head of technology
and telecoms business
partnership team,
UK Government Cabinet Office¹**

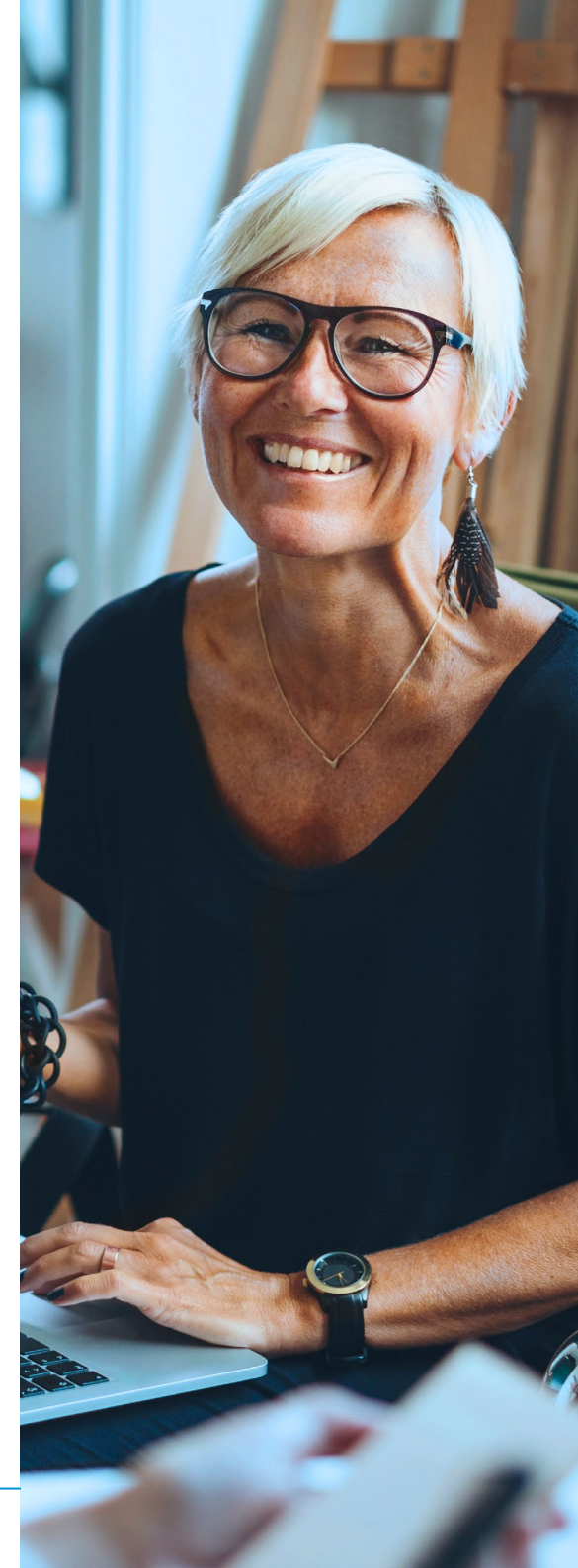
The definition of the workplace has gone through drastic changes, all linked to the evolution of technology. Faster and more distributed wifi and mobile networks allow connections to your colleagues from wherever you are. Cloud computing delivers scalable architecture that can flex around an organisation's needs, adding or removing services, resources and capabilities as needed, while providing easy, secure access for workers wherever they need it.

Travelling to offices has been replaced by phone and video conferencing. Remote workers, like engineers and police officers, now use tablets and mobile devices to access systems and work on the move. There's no need to return to the office to complete forms or other admin, keeping people where they're needed most.

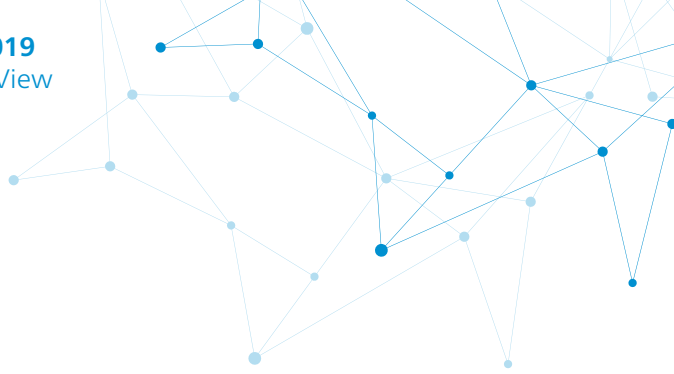
The best technologies can be defined as being invisible to the people using them – systems, devices and applications working together.

Modern digital workplaces aren't just convenient and productive. They're enabling us all to make more intelligent decisions about how and where we work. It's why 95% of organisations agree that a digital workplace is important.²

At O₂, we're passionate about the possibilities of the modern digital workplace: we've been on the journey and seen its rewards first hand. Our own workforce benefits from technologies that have created a flexible working environment, a career returners programme, and better internal communications for example by using Workplace by Facebook.



¹ Speaking at the Blue Door Conference, part of O2 Live 2018
² CMSWire, State of the Digital Workplace, 2017



More than just a trend, this is the new normal

Here are the key takeaways from our journey.

Take people with you

People want good communications, and to learn new things. You also need to build trust and give people a sense of control.

Put the employee experience first

Understand how your people work, their roles, personas and processes, and then give them technology that works for them.

Fix real problems

Clearly define the issue. The answer to the question 'Is this making my life easier?' needs to be 'Yes'.

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.

Delivering on these aspirations would once have been a potential headache for IT. But it's now possible to deliver seamless, flexible and mobile working across multiple devices, securely, reliably and efficiently.

It may mean hard decisions, especially on retiring expensive legacy equipment, but the benefits start with happier staff, customers and citizens, and lead to better reporting and insights for you to make future decisions.



Customer experience: we all want the personal touch

Good customer experience isn't just providing a digital experience. It's also about enhancing the way you interact with people, making sure it's highly relevant, with focus and impact. You're fighting for attention when everyone else is also trying to push their own digital engagement strategies too.

In 2018, retail software company Qudini surveyed consumers about their experience in retail stores. The results showed that the younger, digital-native demographics were as likely to complain about a bad experience on social media as they were to keep quiet and not complain.³

60%

of consumers are loyal to brands that tailor their experiences to their preferences and needs

51%

would buy from a brand they had never heard from before if there was a better offer and experience

44%

of companies say they don't have the tools to use data in order to create compelling, personalised, real-time experiences⁴

You need to get your organisation's customer experience right, or you're putting your organisation's brand at risk. You'll also deliver benefits to your bottom line.

Highly engaged customers buy more, advocate more, and demonstrate more loyalty. It's why providing a high quality customer experience is an important part of any organisation's strategy.

Whether your organisation uses customer satisfaction (CSAT), Net Promoter Scores, advocacy or loyalty, retention and churn statistics, you need to avoid focusing on one only, and you need to share the information between teams.

Our chief marketing officer, Nina Bibby says: "By getting our customer experience right we know that our revenues go up, people stay with us

for longer, and that we reduce churn. We lower the cost of managing 'issues' and invest more in other customer engagement programs instead."

"The old adage was that one person tells 10 people about a bad experience. Now they can tell 10,000 people at the press of a button. Whether it's good or bad, a person's experience quickly ripples out."

Adam Wilson,
head of customer experience
(O₂ Arena), AEG⁵

³ <https://www.qudini.com/fall-negative-store-experiences/>

⁴ Adobe 2018 Digital Trends

⁵ Speaking at the Blue Door Conference, part of O2 Live 2018



Internet of Things: machine-to-machine grows up

As battery and connectivity technologies continue to evolve, we'll see more of our devices connected using a range of sensors.

- Supply chain organisations have a new way to track shipments end to end.
- Engineering firms can automate the tracking and monitoring of assets, as well as reporting and dynamically allocating servicing based on real-time diagnostics.
- Local authorities can connect and integrate transport services.

And much more. In fact, it's hard to think of an industry that can't be improved by IoT.

There's even more around the corner with the arrival of 5G. You can expect to see a flood of cheaper, longer lasting sensors, with superfast connectivity and low latency. It's the technology that's powering the future, enabling smart cities and autonomous cars.

So how's progress?

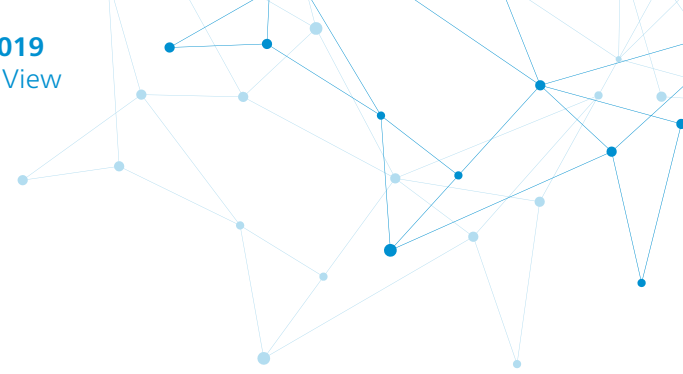
In short, there's a lot of unfilled potential. A Cisco study in 2017 showed that only a third of IoT projects were considered completely successful, technically. Financially the success rate was even worse – just 15%.⁶

But the opportunities are there for the right use cases with, importantly, the right ecosystem. Because a successful IoT solution doesn't stand alone. It's based on reliable connectivity, protected by solid data security for information in transit and at rest. It also needs a centralised platform to analyse the information from multiple sources, delivering the insights needed to make decisions and take action.

Today, those actions are typically programmed with simple 'if this condition, then that action', but with AI's abilities improving daily, deep learning will improve processes, with the AI platforms themselves learning from the outcomes of previous actions, a topic we discuss in the next section.

⁶ <https://skkynet.com/cisco-study-most-iot-projects-unsuccessful/>





Getting the right partnerships

With so many moving parts, successful IoT projects are those that get the right partnerships from the beginning. You need to find what data you have, what data you still need, and how you'll manage the integration into existing workflows.

We're helping to address these issues at O₂ through our IoT connectivity and infrastructure. We use standards-based networking to deliver secure and scalable infrastructure that is easy to configure and deploy. And our layered security architecture is specifically designed to underpin an IoT solution, securing it at the network level by combining network encryption standards with our CAS(T) accredited fixed and mobile networks.

"At the moment we see pockets of use for IoT. Individuals have a few connected devices at home, for example heating and light controls that reduce power when they're not needed, saving them money. But in 10 years' time, it could be 20 or even 40 connected devices."

**Ahmed Kotb,
digital lead at
The Institution of Engineering
and Technology (IET)⁷**





Big data and artificial intelligence: turn your data into value

With our increasingly digital habits, more IoT devices coming online, and the arrival of 5G, we'll have seen a 50-fold growth in data generated by 2020⁸. It's why you need artificial intelligence – the ability to rapidly process and interpret data into something that's meaningful to you.

Tabitha Goldstaub, founder of AI advice platform CognitionX, outlines considerations for AI within an organisation. She thinks that you should “approach AI projects with the five 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?”

Machines vs people

Putting aside the horror stories (like Microsoft's Tay twitter-bot experiment), there's some truth to the rumours that AI will replace some roles. But hasn't that always been the case with technology? It's not that long since the typing pool was replaced by the word processor, for example.

We're already seeing a change in the role of AI, from informing and helping people to make better decisions, to autonomous decision-making: decisions made without human interaction. But this requires not only a change in mindset, but also new legislation, to decide on responsibility in the case of an autonomous vehicle causing an accident or injury, for example.

The discussions around changes to law form the initial stage in understanding how society will accept machine based learning and decisions. It is not too distant a thought that, as deep learning evolves, it might lead to AI taking on roles within your organisation. How would you feel for example if your line manager was an AI program? Or would you only be comfortable with AI augmenting the decision-making process? These are very real questions that we'll have to find answers to over the coming years.

“We probably should stop calling it big data. All of today's data is big. And tomorrow's will be even bigger. The interesting conversation is about its value.”

**Tom Pringle,
head of applications
research, Ovum⁹**

It will be society's acceptance and willingness to trust AI as a technology that demonstrates why keeping people at the centre of business strategies is so important. Just because something can be done, should it be done? Is it right, just, fair and appropriate? It's a debate that's already begun and is something your organisation should be discussing as AI takes on greater relevance.

⁸ <https://insidebigdata.com/2017/02/16/the-exponential-growth-of-data/>
⁹ Big Data and AI 2019, A Blue Door Point of View



Cyber security: essential yet invisible

“Cyber security is fundamentally a business-wide issue. It needs to involve everyone in an organisation, and be embedded in all your roles.”

Tom Mullen,
head of cyber security, O₂

Cyber security must be an ever-present part of your IT strategy. A prerequisite and foundation for all the services and connectivity you provide to staff, customers and citizens. And every digital project should be based on infrastructure that's secure and reliable.

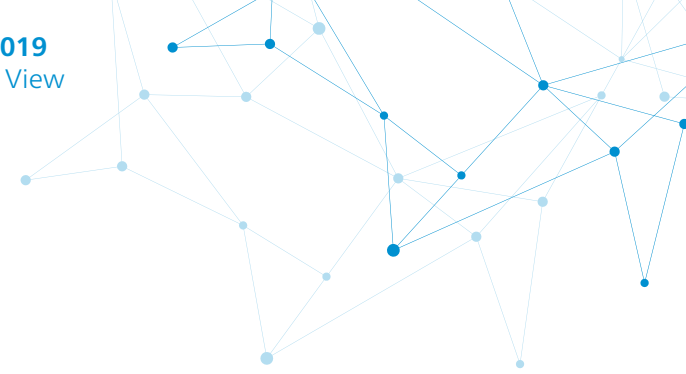
But you also shouldn't take it for granted. Cyber attacks are continuously evolving and you need an approach that ensures your organisation is protected. Compliance requirements and related fines, as well as issues related to brand, reputation and trust, all play a part in why cyber security is now a board-level concern for most organisations.

Is the answer people or technology?

The right buying choices can significantly reduce the risks you face. But we see many organisations missing a key part of their strategy: their people. No matter what role an employee holds, they have a part to play in keeping your business safe in the face of a changing threat landscape. And you need to help them understand the responsibilities they face.

Tom Mullen, head of cyber security at O₂, has observed first-hand how layering technology can create risks. “Many organisations invested in VPN technology as mobile working took off, and many of them are still using it. But if it's easier for people to upload and store information in their personal cloud accounts than to connect to the VPN, even if it's not as safe, then that's what they'll do. Because most people just want to get on and do their jobs,” he says.





A focus on people

But while many organisations know they need to become more people-focused, it can be for the wrong reasons. National Cyber Security Centre analyst Ceri J says: “People see that colleagues aren’t adhering to processes and as a result they see them as an inside threat. However, the organisation isn’t judging how usable its security solutions are. And if a security solution is useful, but not usable, then no-one will use it.”

The right cyber security strategy balances technology with user experience. It’s important to understand that everyone within an organisation has their own core role, be it in finance, marketing, front of house or back of house support and so on. As such there should never be an expectation that everyone can be a cyber security specialist.

At O₂, we understand the value of security to our customers, and the importance of making it as easy as possible, from the communications when a threat is detected, to clearly defining the steps staff need to take when they become suspicious of something. Most importantly, we ensure we don’t operate a blame culture. So people feel able to report an issue even after the event, for example they’ve clicked on a suspicious link, or realise something just doesn’t ‘feel right’.

We do this not only because we need to ensure we keep our staff and customer information safe, but also because the team that runs our own cyber security operation helps deliver the solutions we deliver to our customers.



Our experience: How O₂ puts people first

At O₂, we deliver amazing experiences to all our customers across mobile, fixed and wifi networks. We make it happen by putting the customer experience at the heart of what we do, right from the start. Even if it increases our costs in the short term, we know it brings dividends, as people stay with us for longer.

- Our MyO₂ app has millions of users, and we know it's how many upgrade journeys start.
- We've put dedicated hosts in our stores to greet customers and make sure people get the help they need, supported by our O₂ Gurus who will help users from any network
- We communicate clearly with customers from start to finish, using language that's easy to understand, taking the time to explain anything complex
- And our development processes include looking at everything we do for customers (including new product and pricing plans, device and service options) to make sure it actually delivers what our customers want.

Get in touch to find out more about how you can get the edge in 2019, and beyond. We'll share what we've learnt while developing the people-centric services that other UK businesses and organisations rely on – and that we use ourselves. Like O₂ Gateway, which provides connectivity across our entire store network, integrating multiple platforms and reducing our overheads. Whether you're interested in insights or want an open discussion, we'll help you keep pace with customer, community and staff expectations.

Want to start a conversation?

Whether you're in the public or private sector, we can help you to assess your key objectives and understand your core IT and wider business KPIs. We'll align this with how we can best provide guidance, and support you when our capability matches your needs.

Visit o2.co.uk/business for more information about what we've been doing with organisations like yours. Or call us on **0800 955 5590**.

