



taming the digital tiger

seizing opportunities
from new ways of working

April 2014

foreword

The digital revolution is a formidable opportunity for companies to transform as they evolve to meet the challenges of the 21st century. But it could also be a threat if not tamed: the profound changes in ways of working need to be properly channeled to become a potent and prosperous source of competitive advantage.

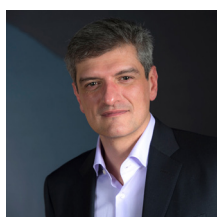
“Digital” has come of age. Previously considered “technology toys,” smartphones, tablets and apps have matured into sources of real business value and have altered individuals’ expectations and behavior. The ability to access real-time information, to be connected any time, any where and via any device (known as ATAWAD) allows drastic new levels of mobility and collaboration possibilities for the employee. This translates into new ways of working, which can benefit both the individual and the business.

For this paper, a number of large international companies were asked to share challenges, objectives and key projects related to the transformation

of their ways of working. Some major trends emerge around leveraging digital opportunities to support collaboration, enhance employee satisfaction and improve productivity. Many companies are in the pilot stages of their transformation projects, testing the different technology tools, policy frameworks and organizational structures that work best for their companies. Despite their differences, they share the recognition that change is essential in today’s business environment.

Team members and leaders in sales, finance and production recognize that they can create value through digital transformation. Each business unit or job profile has specific needs and can find innovative digital solutions to help reach its objectives of productivity, employee satisfaction, customer intimacy and, ultimately, its profitability. At an organizational level, some major projects aim to turn the situation into a win-win proposition for the company and its employees.

This paper describes why ways of working are changing, how the digital phenomenon is transforming business and the impacts on different parts of the organization. It offers inspiration through what others are doing to find their way and prosper. There are three major trends that personify the change. First, the workforce is going mobile, and this creates opportunities for companies in terms of employee satisfaction and productivity, customer experience and real estate optimization. Second, new methods for collaboration are available to improve work efficiency among employees and with partners and clients. Third, IT management should be considered as a key lever for digital transformation, and its role is evolving toward an intimate partnership with business units. Bringing these changes together is a long process but can lead to success if managed smartly.



Jean-Luc Vallejo, Marketing Director in charge of Digital Workspace Program, Orange Business Services
“Today, the role of the CIO is evolving to support business operations, not to tightly control all aspects of IT delivery but more in a governance model. In other words, developing and delivering a range of services to different groups based on personalized profiles. In this process, our role is to help CIOs and business owners make the connection between business requirements and technical specifications.”



Isabelle Denervaud, Partner Telecoms, Medias, Innovations & Digital Strategy, Sia Partners
“Our clients in the information and telecoms sector face a number of challenges to their businesses, which are brought about by competitive and regulatory changes and as a result of the digital revolution. We accompany these transformations with our business consulting services and sectorial expertise to support operational and digital strategy in order to help companies identify and exploit opportunities inherent in this changing environment.”

a European study conducted by **Orange Business Services** in 2013 and extended in March 2014

These issues have been explored in a European-wide study, extended with selected interviews in the USA and Asia, performed by Orange Business Services with the support of Sia Partners and Harris Interactive to draw a unique picture across various viewpoints of the “workspace” through “ways of working.”

customer insights:

- eight countries: Belgium, China, France, Poland, Spain, Switzerland, UK, USA
- 60 face-to-face interviews, ten focus groups with 62 participants, 1,862 interviews
- representative of country markets in terms of large, medium and small companies
- a mix of business sectors, including services, industry, agriculture, trade, transport and construction
- various corporate functions: CEOs, IT/Telco managers, human resources, business owners (director or manager of business units, production, facilities, marketing or sales)
- 40+ white papers and insights analyzed and 50+ competitive documents studied

focus on ways of working

The notion of ways of working differs from one individual to another, being the combination of three factors: **to be, to have, to do**. These are specific to each individual: **a set of equipment and services used from different locations to execute a job to be done**. For example, business owners generally use their laptops at the office to access large databases and for manipulating figures on spreadsheets, whereas they prefer mobile devices when they are on the move, to consult documents and send/receive emails.

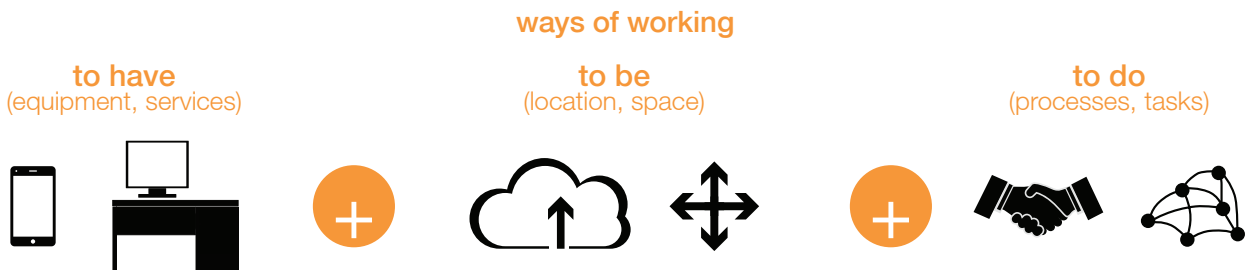


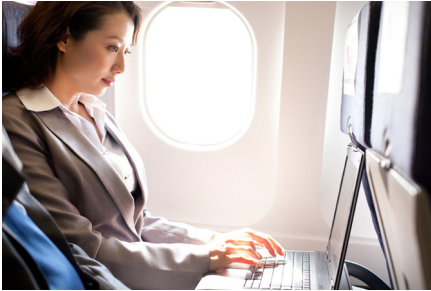
figure 1: ways of working are determined by three elements: what work tools we have, where we are and what we do
source: Orange Business Services Enterprise Line of Business (e-LoB), “Research on the evolution of the professional workspace,” October 2013

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why are ways of working evolving?



Digital transformation is disrupting everyone's lives. It impacts our expectations as customers and as employees. This forces enterprises to challenge and change the way they work. Business owners have a central role to play in the transformation.

on-going evolution toward future ways of working

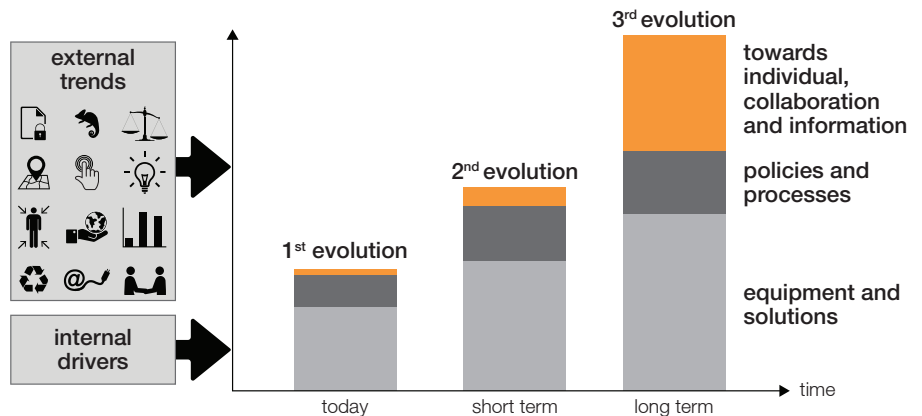


figure 2: ways of working are going through three evolutions shaped by external trends and internal company drivers

source: e-LoB, "Research on the evolution of the professional workspace," October 2013

the digital phenomenon has profoundly changed individuals' expectations, from both an employee and a consumer perspective

More than ever before, individuals across the world have access to powerful technologies and have embraced the digital transformation in their personal lives. Device proliferation has led to permanently connected individuals who interact and communicate frequently. In 2013, one billion smartphones were sold globally (an increase of 35% on 2012), outnumbering the sales of feature phones,¹ and many people have several devices: "everybody has at least three mobile devices: a smartphone, a tablet and a laptop," says Paul, an executive in a global insurance

company in Asia. More than 4.2 billion people use their mobile devices to access social media² to remain permanently in touch and informed.

The digital phenomenon impacts individual expectations in their roles as customers and as employees. Customers want connectivity, personalization and interaction. This is spurring companies to embrace digital solutions, such as blogs, forums and social media at all stages of the customer lifecycle. Some examples are chat facilities in customer service centers or personalized customer information through mobile applications (apps). For instance, Air France-KLM has developed "Air France Connect," an app that informs passengers of changes or disruption to their trips: flight cancellations, delays, gate changes or the deferred delivery of their luggage.³ These initiatives help companies build a positive external image and improve customer satisfaction.

¹IDC, Worldwide Quarterly Mobile Phone Tracker, January 2014

²Digital Insights, September 2013

³Air France-KLM, <http://corporate.airfrance.com/en/your-trip/service-of-our-customers/mobile-innovations-with-air-france/>

why are ways of working evolving?

Employees expect the same level of functionality at work as they have at home, stating: "My corporate device is outdated; I'd rather use my personal smartphone to access work mail."⁴ In France, 86% of young workers who are about to enter the workforce expect to be equipped with corporate mobile devices.⁵ Flexible working conditions are also particularly important for the younger generations: 96% expect a choice of where to work and 83% of when to work.⁶

this revolution is transforming ways of working across the organization

For European companies, 83% state that better customer service is a driver of new ways of working, and employee satisfaction

is cited by 79% of them:⁷ "Better customer service is the goal," states Paul. At BNP Paribas in Asia, "The application of our client focus strategy translates into digital solutions." New tools and how we use them impact how we work and open up a range of opportunities for businesses to reach their objectives. Aware of the potential, 44% of European companies plan to implement new equipment or services related to new ways of working by the end of 2014.⁸ In these projects, the CIO has a central role, which is complemented by the strategic interest of the operational managers who seek productivity and efficiency for their teams.

Sales and customer-facing teams are using their tablets to complete online forms to conclude sales faster and optimize the number of client visits. Field forces can access real-time information on their inventories or automate repetitive administrative tasks. This increased

efficiency frees up their time and allows the teams to "upskill" and to spend more time on customer-facing activities. For example, an international insurance company in Asia has implemented a mobile app for claims to ensure better customer experience through faster claims handling, thus freeing up time to conduct more client-facing and sales activities. Digital tools allow underwriters to decrease the amount of time they spend at their desks (80% today), thereby increasing time available to visit clients. There are also interesting possibilities available to knowledge workers, who can take advantage of cloud-based applications like file storage and document sharing. For example, teams working together in mobility situations use collaborative document editing software to share information and contribute to the creation of knowledge.

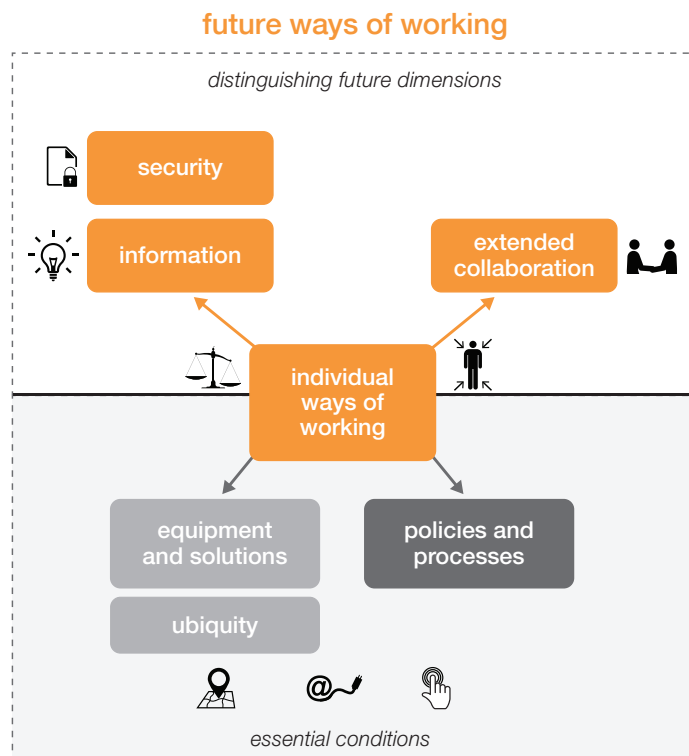


figure 3: ways of working rely on essential conditions (in terms of equipment, policies etc.) that are the basis for ways of working transformation, which is evolving towards increased individual work with a focus on information, security and collaboration source: e-LoB, "Research on the evolution of the professional workspace," October 2013

⁴Orange E-LoB, Research on the evolution of the professional workspace, October 2013
⁵Study by JobTeaser for Deloitte France in 2012, research covering 1,000+ students from various backgrounds
⁶ibid
⁷Orange E-LoB, Research on the evolution of the professional workspace, October 2013
⁸ibid

why are ways of working evolving?

The transformation affects all parts of the organization, and many stakeholders are involved in decisions on changes in ways of working. In European companies, CEOs are the principal decision makers on all aspects of ways of working. However, other profiles influence the areas that are within

their realm of responsibility: IT managers are key decision makers on equipment and solutions (97%), whereas HR executives have strong influence on policy (89%) and working environment (59%). Although the role of business owners is the smallest today, they are important decision makers

on their teams' ways of working to gain efficiency and agility, and their influence is growing. **Thirty-six percent** of European companies believe that business owners' level of involvement in decision making will increase in the next three years.

stakeholders' involvement in the decision-making process

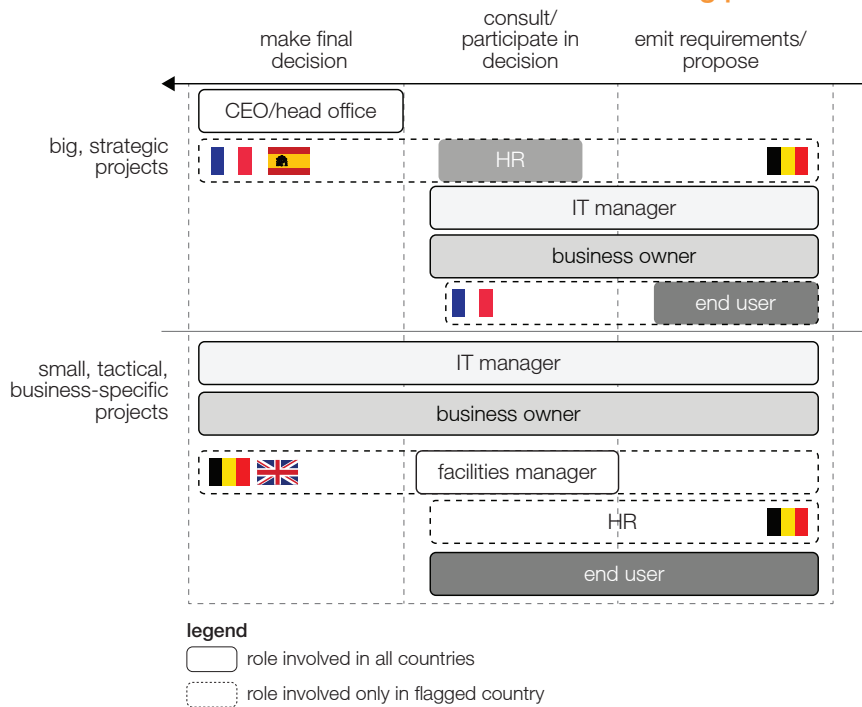


figure 4: many stakeholders are involved in the decision making process regarding ways of working, depending on the strategic impact of the project. Cultural factors contribute to differences between countries source: e-LoB, "Research on the evolution of the professional workspace," October 2013

As an illustration of the range of stakeholders involved, a large electronics manufacturer "...tries to involve different stakeholders: business, ICT, finance and security" to ensure success on every project. At BNP Paribas, decisions on the evolution of ways of working are made by regional committees made up of business owners and executives. Human Resources is also a key stakeholder, being responsible for supervising and regulating

different types of flexible workers, like at one large U.S.-based Internet company where a cross-functional work team heads up their flexible work project. It is comprised of IT, real estate and end users as well as HR, which handles the different job categories and their permission to work in different locations. Innovative companies include diverse stakeholders in projects to "digitalize" their enterprises, and what follows are some examples of

how businesses are using technology to transform their ways of working and build competitive advantage. The most immediate and obvious change is the increasingly mobile workforce, which creates opportunities for companies in terms of employee satisfaction and productivity, customer experience and real estate optimization.

BNP Paribas Wealth Management: IT and sales teams working hand in hand to digitalize customer relationships

Interview with Axel Gormand, Digital Project Manager, Asia-Singapore

[why] *BNP Paribas Wealth Management is the private banking subsidiary of the BNP Paribas Group, a European leader in financial banking and services. This branch manages €265 billion of assets and employs 6,000 people in 30 countries, including Singapore and Hong Kong. The Group has launched a number of innovative projects on a global scale (France, Switzerland, Hong Kong, USA) to digitalize customer relationships. Wealth management has given new impetus to the use of digital technologies in order to achieve two key management priorities: innovation and client focus.*

Adaptation to a fast-moving environment and serving increasingly mobile clients are keys to highly globalized private banking businesses. The Asian market is particularly demanding in terms of services' availability on mobile devices, whether for employees or customers. BNP Paribas is looking to change ways of working in order to increase the quality of products, improve time to market, decrease costs and create value.

[how] *Several projects have been launched, for example around the mobility of employees in Asia, where the demand for mobile devices is strong and the level of equipment is high. Sales forces will be equipped with iPads and a more powerful catalog of tools and technologies allowing them to manage their customer portfolios. Another key project concerns front-office efficiency: implementing an information portal that gathers information from the numerous applications. Previously, front-office staff accessed 10-15 applications daily, and the information was presented by type of product. With the new interface, information is centralized in a single portal and is distributed in a more intelligent way: products are presented to clients and with personalized suggestions. There is also the possibility to better manage the customer relationship and generate contact opportunities for each client.*

[what for] *A dedicated governance structure has been set up to manage projects with all stakeholders. One working group is a multi-channel community of different functions (front-office, compliance, advisory desk, but not IT) and geographical region. This group is responsible for generating ideas. The solutions and services department then selects some of the ideas, validates the processes, builds business cases and acts as the liaison between business and IT. This allows a more fluid working relationship between the project team and the IT department to ensure responsiveness to employee demands as well as the security and business relevance of the solutions.*

The new information portal has led to substantial gains in efficiency in terms of time savings and relevance of the customer offers. Front-office staff can now focus on customer relationships and be more responsive to clients' requests.

first trend: support employee mobility



photo by Yann Audic

SNCF has transformed former housing located in rail stations into offices. SNCF employees can use fully-equipped offices once or twice a week to avoid commuting and benefit from a secure and quiet environment, an “office away from the office.”

from the employee perspective: from old workstation to work style

Not very long ago, only a few select profiles such as sales, field forces and executives were mobile workers. Thanks to laptops, smartphones, tablets and desktop virtualization tools, the workspace is becoming mobile and is less a matter of place than of connectivity, even for corporate functions. In 2013, 69% of European companies provided employees

with remote access and 62% secure mobile access, both of which are set to increase by ten points by the end of 2014.⁹ Even though they do not need to be mobile to complete their professional tasks, many employees wish to gain flexibility by using mobile devices and finding their own individual work style. Working one day a week at home to enjoy more family life or avoid long commutes, and keeping in touch with the team on business trips have become common practices: “we work more than ever before” so “when do you switch off?” (IT manager, UK).¹⁰

an on-going shift in the ways of working

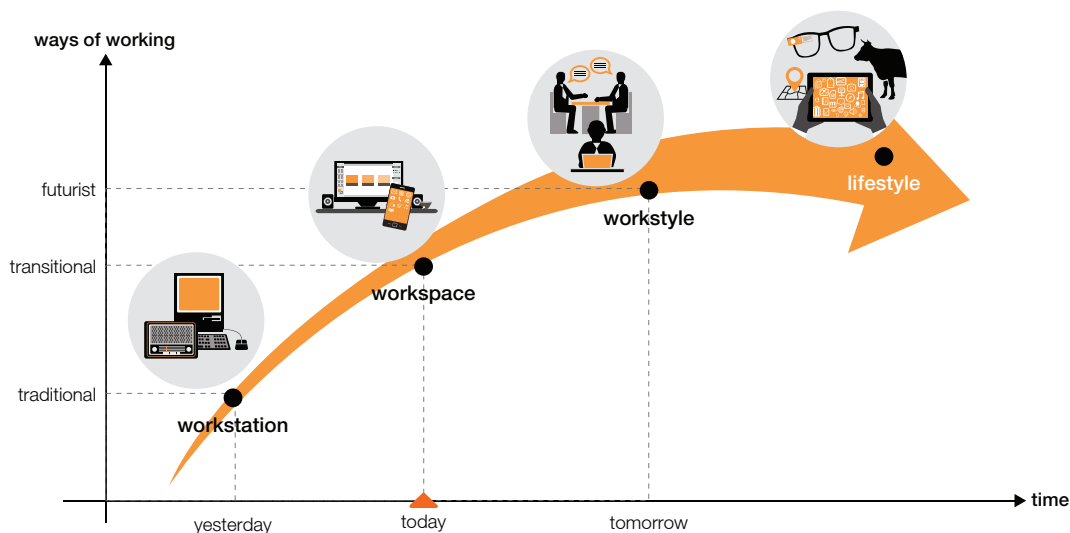


figure 5: ways of working are inscribed in a continuous evolution: workspace will be progressively replaced by the notion of workstyle and towards ways of working that are coherent with each individual's lifestyle
source: e-LoB, “Research on the evolution of the professional workspace,” October 2013

⁹Orange E-LoB, Research on the evolution of the professional workspace, October 2013
¹⁰Orange E-LoB, Research on the evolution of the professional workspace, October 2013: UK Focus Group

from the company perspective: from “work from home” to “home and away”

As a result, all employees are potential mobile workers, and companies are adapting to this trend. Most of the time, initiatives come from the unit level managers, who encourage flexible work to achieve employee satisfaction and increase business efficiency. This is formalized in a legal framework for 54% of European companies who have implemented a home-working policy.¹¹ Although homeworking is a popular practice, particularly in northern Europe and in the United States, this work

style is not suited for everyone: it can cause isolation and requires managers to adapt. So when the French national railway company, the SNCF, planned the move of their headquarters, it triggered a new distance working policy and led them to experiment with new flexible ways of working. Digital solutions can help mitigate the feeling of distance and isolation. Desktop video equipment enables desktop-based video meetings that replace emails and phone calls. Managers and employees can testify on the benefits of keeping in contact in this way.

Apart from home, a large variety of locations have become potential work places today, and the concept of “third places to work” has emerged to designate those places. Often used by employees

who are already mobile or home workers, digital technologies enable work from a train station or a coffee shop. Security and confidentiality concerns about work in public places have led some companies to come up with alternative solutions. SNCF believes that “with the tools we now have at our disposal, we can now think of smart remote working that can do more than improve our employee’s well-being. We have to find the right ingredients that will make the whole company benefit.” The railway company launched a pilot project in 2013 to reallocate empty spaces in rail stations and transform them into offices. Employees who elect to work in these “third places” closer to their homes have the obligation to assist in the event of an emergency in the station.



figure 6: third places to work cover all places where employees can work that are neither home nor the office
source: e-LoB, Sia Partners, “Third places to work,” August 2013

toward a win-win agreement on mobile working

Companies recognize the opportunities in these new ways of mobile working, which can be a triggering factor for wider change. A crucial issue for companies is to target the employees that are most suitable for each work style. Knowledge workers are often out of the office for meetings or conferences and can benefit from a flexible organization. Office-based employees

with administrative or data-dependent tasks could be interested in homeworking if they live far from the office. In the United States, a large Internet company launched a pilot program in 2013 to identify the flexible workers and provide them with the relevant tools and training. According to the company, some employees are never at their desks when they are in the office and do not need a dedicated workspace. That unoccupied space is reallocated, depending on the business unit’s needs. Flexible working is not only a way to enhance employees’ quality of life, but also

a true win-win agreement for the company in terms of productivity and real estate optimization.

Extended mobility of the workforce is both a cause and a consequence of the growing importance of collaboration in the business world. On one hand, it compels companies to rethink the way people work together when they are physically dispersed. On the other, the need to exchange with a wider ecosystem of partners and clients leads companies to collaborate more openly to keep up the pace of innovation.

¹¹Orange E-LoB, Research on the evolution of the professional workspace, October 2013

SNCF: optimizing real estate and minimizing commute times in a win-win third place working pilot

Robert Piana, "Work in Station" Project Director, Transilien, France

[why] *Transilien is a branch of the SNCF (French national railways), in charge of the Greater Paris suburban rail. Many rail stations from this area date back to the 19th or early 20th century, when rail stations included housing for the stationmasters. Today those places are unoccupied, and the stations employ only a reduced staff to welcome a growing numbers of commuters.*

[how] *The SNCF and its Transilien branch wanted to capitalize on the available real estate. At the same time, the move of headquarters from Paris to Saint Denis, a suburb in the north of Paris, made commuting more complicated for some employees, and saw an increase in requests for home working. Home working has been part of the company culture since 2009, with 850 employees having home working contracts. Others have seen their applications refused because their housing does not comply with strict French health and safety regulations.*

In 2013, a pilot was launched to transform the unused real estate spaces into offices for employees who have travel times of more than 90 minutes. In 2013, four pilot sites were modeled into offices at minimum expense, providing both opened and closed work areas (desk and screen only), network connectivity and a kitchenette. Volunteers in the pilot are able to work at a station close to their homes once or twice a week, with their manager's approval and on the basis of a computerized space booking system. In exchange, they make themselves available to help the station's staff in case of emergency such as strikes, accidents or severe delays: for example by providing information and refreshments to commuters.

[what for] *The idea was quickly implemented thanks to the support of management and was presented to the staff representative organizations. Focus has been made on how change could be a win-win agreement between the employees and the company: gain of time, mobility and collaboration would result in benefits for the company as well as for the employees.*

The pilot is in its early stages: out of the 383 rail stations operating in France today, 100 have vacant lodgings that could be converted into office space. Ten additional sites will be piloted in 2014, and the results will be assessed at the end of the year. The objective is to have an occupation rate of 70%, and the number of employees eligible for the program is estimated at more than 10,000 people.

Of the 16 volunteers in the program today, only six of them were actually called upon to intervene. They attest to the opportunity that working in stations has helped to build relationships between white-collar and blue-collar employees, which has created a new community of workers. The majority of the volunteers choose this new way of working to counter the negative effects of isolation and blurring of personal and professional lives. Some part-time workers were able to switch to full-time thanks to this work style.

In parallel, Transilien envisions offering coworking space for SMEs or to launch dedicated business centers with partners such as Regus.

second trend: facilitate increased collaboration



Collaborative work is a requirement of global companies that is enhanced in the digital era. Change of space and tools can help in erasing the boundaries between hierarchical levels and geographical dispersion and can encourage innovation. Digital possibilities have led enterprises to be more open in terms of spaces, innovation, collaboration and even “coopetition.”

collaboration enhanced with redesigned workplaces

As companies get bigger and more globalized, organizations and processes are increasingly more dispersed and more complex. Companies encourage collaboration between teams to break down the silos and work in an agile mode in order to be more innovative...and competitive. Several companies, such as **Cisco**, **SNCF** and **Microsoft**, achieve this through the redesign of their workplaces. A large international bank has launched a global program to change the design, equipment and furniture of its offices to encourage collaboration and flexible working. This involves more meeting rooms and the replacement of desk phones by computer soft phones, achieving a better working environment, flexibility and financial benefits from space reallocation.

Companies are also opening up their collaboration to work with an ever-widening and deepening network of suppliers, clients and partners in flexible working models. For example, the **SNCF** has specific spaces in its new offices to accommodate partners and clients who have access to SNCF's Wi-Fi and can use the space to work even after their meetings have ended. This initiative follows the “corpworking” trend: having a dedicated place to share with outside stakeholders is useful for many companies that extensively collaborate with partners, clients and suppliers. Co-creation, co-working and co-innovation are the new ways of working that come

with digital transformation. In the U.S., the TechShop allows designers, entrepreneurs, artists and amateurs to meet and discuss projects, while sharing technical and digital equipment. The equivalent can be found in France with **NUMA**, co-sponsored by **Orange**, **Google**, the Mayor of Paris and the regional council.

One innovative company with a strategic interest in collaboration is experimenting with its organizational and corporate policies. **Zappos**, the Web-reseller (1,500 employees), has decided to transform its organization into an experimental “Holacracy.” This new structure pushes the concept of collaboration to the extreme: employees are organized in groups, and no fixed responsibilities are assigned.¹² Other companies are also flattening their hierarchies (Cisco has only seven hierarchical levels) to encourage collaboration.

technology routes to an open company

Aside from physical spaces, technology is often the main vehicle to enhance collaboration between dispersed individuals. Unified communications and collaboration services promise a seamless experience of communication and collaboration from anywhere and with any device. Within teams, videoconference, telepresence and document sharing functionalities are used for collaboration, particularly when employees are not located at the same place. A **Cisco** executive shares his experience: “we use videoconferencing

¹²<http://www.washingtonpost.com/blogs/on-leadership/wp/2014/01/03/zappos-gets-rid-of-all-managers/>

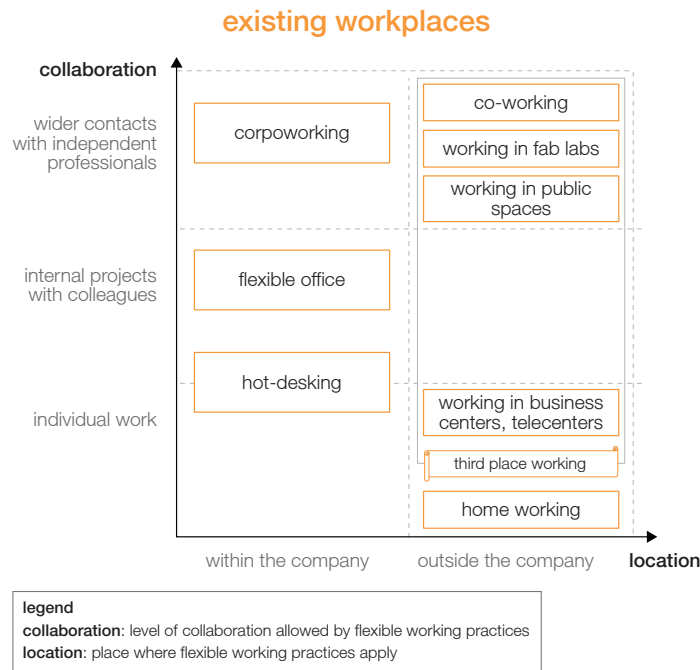


figure 7: many possible work places coexist and offer different experiences depending on the work requirements: individual vs. collaborative, inside vs. outside the company
 source: Sia Partners, "Third Places to Work," August 2013

a lot, it helps reduce travel time and expense. When I am unable to attend a meeting, it is recorded, and I can access the video from any device at a later stage." Being up-to-date regarding technology and providing efficient working tools is also an HR and recruiting issue. The objectives of Microsoft's project on ways of working are: "...to attract talent, to retain and to develop them, to make them more efficient. It is a winning deal for everyone: the employee, the company, the company's image, and its performance. We create a kind of virtuous circle by investing smartly on this."

Enterprise social networks are a type of tool that is gaining popularity, facilitating communication within teams and across functions or geographical regions, allowing employees to be autonomous when sourcing expertise across the organization. Forty-two percent of companies have implemented a corporate social network or plan to do so by the end of 2014.¹³ Instead of communicating one-to-one or one-to-

many via email or instant messaging, they allow communities to be built around specific topics or projects in many-to-many mode and as such are particularly relevant for dedicated communities in research, for example. Social networks improve the ability of individuals to exchange relevant information, save time and be more reactive to customer demands. Looking to the future social corporate networks will be implemented in 50% of the large companies globally by 2016, and 30% of these will become as critical to business as email and telephones are today.¹⁴ Air France-KLM has launched its own network for its head office to share information with subsidiaries in a more informal and collaborative way. In China, in particular, it is hoped that their social network will help overcome cultural boundaries.¹⁵

When it comes to extended collaboration, interesting initiatives are emerging to balance the needs of information sharing and protecting confidential data. Seventy-

four percent of companies said that opening up to outside collaborators is a must or nice to have for future ways of working.¹⁶ For instance, Air France-KLM's sales representatives for B2B in China are now using the extremely popular multimedia mobile application WeChat to stay in touch with their clients. The aircraft transportation company explains that WeChat "...allows them to keep proximity with clients, always in a professional way but more informal and even friendly." The company works in partnership with WeChat to develop further functionalities and sees it as a relevant tool for business in China: "We have seen internally what benefit we can get from its powerful consumer influence in Asia." Collaboration is facilitated by providing the right tools and experimenting with their possible usage, which implies that IT management needs to be adjusted to these new ways of working.

¹³Orange E-LoB, Research on the evolution of the professional workspace, October 2013
¹⁴Gartner Newsroom, <http://www.gartner.com/newsroom/id/2319215>, January 2013
¹⁵Sylvain Grados, Sales Director, Air France, China
¹⁶Orange E-LoB, Research on the evolution of the professional workspace, October 2013

SNCF: rethinking collaboration through tools and spaces

Interview with Agnès de Rauglaudre, Incity Project Director, France

[why] SNCF is the French railway company, a former public monopoly. It carries ten million passengers every day in France and across Europe and employs 250,000 people in the world. The rail industry fully opened up to competition in 2009, and the SNCF has engaged in a large transformation program to reinvent itself as a modern, digital enterprise. The corporate "Excellence 2020" program aims at providing the best customer experience by using new technologies and renewing ways of working.¹⁷

[how] The move of different entities from central Paris offices to Saint Denis – a suburb just north of Paris – has been a triggering factor to launch an audit of ways of working inside the companies and stimulate change. Three priority areas have been identified: efficiency, collaboration and flexibility. The new offices have been conceived to maximize collaboration and transparency: open plan spaces, more modern conference facilities, numerous small closed meeting rooms, and relaxation, not just a coffee machine, for working sessions or informal meetings. Simultaneously, a new unified communications tool has been implemented to allow new ways of working, with features such as videoconferencing, chat and document sharing. These, it is hoped, will decrease the use of email and the choking up of mailboxes that have reached their size limit.

External collaboration is also part of the program: the building's ground floor has been designed to welcome partners and guests, who are granted access to the SNCF's Wi-Fi network.

A code for collaborative and efficient ways of working has been signed to prevent unnecessary meetings and encourage collaborative work. Specific attention has been paid to managers, in charge of monitoring the shift in ways of working in their teams. Trainings, regular meetings and video testimonials have been created to ensure that they are committed to the project.

The idea of changing offices, tools and ways of working altogether was ambitious, so the support of the executive committee was a prerequisite for success. The CEO himself personally welcomed each of the four waves of moving, to show the importance of changing the ways of working in the company, especially to reduce the "silos effect." His own office has transparent walls.

[what for] The new building immediately created a mood of change and collaboration among employees, happy to work in a bright, modern environment, a real breach with the company's conservative image. Three further waves of moving for almost 3,000 employees are planned in 2014-15.



photo by Yann Audic

¹⁷<http://www.sncf.com/fr/groupe>

Air France-KLM: digitalizing the sales force to improve client proximity

Interview with Sylvain Grados, Sales Director, China

[why] Air France-KLM is a leading airline company, operating in 105 countries and employing 100,000 people.¹⁸ Air France-KLM has expanded its activities in Asia and is the European leader for flights between Europe and China. The company's sales forces work mostly in mobility with B2B clients (such as travel agencies) to expand their regional activities. A phenomenon across Asia is the growing use of the WeChat application, which offers instant messaging, file and image sharing and shopping. Its 300 million Chinese users use it for many purposes including business and mobile banking.



[how] Air France's sales department is seeking increased efficiency of its sales and customer facing teams, by diminishing the time to deal with customer requests. On a business unit level several projects involving "new technologies" have been implemented to take advantage of digital tools. They have also tapped into the trend in consumer usages as an opportunity to renew customer relationships. Several projects have been launched, for example to equip sales teams with tablets, to implement a chat facility in call centers, and to improve back office information flows. A data analysis tool for back-office business intelligence has decreased the volume and simplified figures that sales forces need to prepare their client visits, allowing them to decrease their average preparation time. The 70-strong sales team has also started using WeChat to communicate on a regular basis with their clients and partners. It is also used internally to share information and keep in touch with central teams when not in the office. Further developments are underway to include games to incent sales teams, and to use it for centralized communication campaigns targeting specific clients.

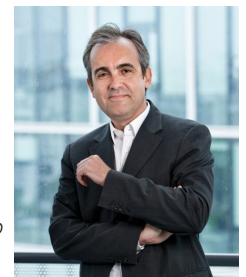
[what for] Adaptation to the habits of the local market by using local work tools is a key to forging bonds with local customers. Successful rollout requires early involvement of all the people impacted by the project. The importance of accompaniment is paramount: taking time to explain clearly and train users to ensure end-users' understanding, particularly when there are languages or cultural barriers. The change management should be continuous and users regularly monitored for their understanding, acceptance and usage of new tools.

The data analysis tool has helped sales forces divide their preparation time by three, representing an average savings of one hour per day. WeChat allowed sales teams to be more reactive and improve their customer intimacy. It is also proving to be an efficient collaboration and animation tool within internal teams.

Microsoft: finding a winning deal for employee satisfaction and business performance

Interview with Yves Grandmontagne, HR Director, Microsoft France

[why] Microsoft is a leading provider of software and operating systems for devices to both consumers and companies all over the world. Its French office is host to teams addressing the French market but also other markets (Africa, for example) and to R&D teams for Xbox addressing the worldwide market. The subject of workspace and ways of working has been a strategic issue to Microsoft for a few years. For Microsoft, it is both a matter of employer and provider: employee and customer satisfaction go hand in hand. The company has to experiment on the subject to attract and retain talent but also to be credible to sell workspace solutions to its customers. Each region is responsible for adapting these principles depending on cultural differences and the local regulatory framework.



[how] In France, the transformation in ways of working was given a booster in 2009 with the move to their new campus in Issy-les-Moulineaux, a western suburb of Paris for 95% of their 1,800 employees. Instead of considering it as a logistics project, Microsoft France's CEO saw the move as an opportunity to accelerate the digital transformation of ways of working. Working groups with employees from all functions and hierarchical levels were set up to poll expectations for the new offices on a range of topics such as furniture, transport and sustainable development. A homeworking program was implemented, starting with the identification of the employees that would benefit the most from it, mostly engineers working far from the new campus (less than 10% of employees working in France).

Discipline is a key success factor identified by Microsoft: flexible working is only possible with the manager's approval and a charter of good practices was signed. Challenging current practices must be a continuous process, especially in a technology company where innovation is a key success factor. Microsoft has already launched a new plan to identify improvement areas regarding ways of working. Although the campus offices are only five years old, challenges remain about how to further enhance collaboration, use less paper and be more client-focused.

[what for] 80% of the employees in the targeted profiles enrolled in the homeworking program and a significant gain of performance was identified thanks to an internal survey. Employees' satisfaction is measured through the "Great Place to Work" in France barometer: Microsoft has been ranked in the top four (for companies with over 500 employees) over the past five years. "More than just the work place, we have worked on the work environment: the physical space but also the work philosophy, the way people work and collaborate, the way services are provided to employees, all these things that make an employee feel good at work."

¹⁸<http://www.airfranceklm-finance.com/>

third trend: adjust IT management to improve efficiency and security



IT management faces many challenges to make the digital transformation succeed. IT managers and business owners have to rethink their relationship and work together to find solutions that are efficient and secure, supported by the right service providers. They also have the responsibility for ensuring that end users change their habits to adopt the tools.

technology as a business solution – a new relationship between IT and operations

Proliferation of mobile devices and cloud-based collaboration tools are the new norm in many companies. Business units are appropriating these standardized technologies for themselves in order to enhance productivity. The operational teams express short-term needs and business units allocate budget for specific projects, sometimes taking responsibility themselves for the supplier relationship. This represents a new challenge for IT managers, whose role is to ensure interoperability, reliability and security of the systems. IT managers should, in addition, maintain a close relationship with business owners to ensure that they understand business needs and are able to provide services internally that help businesses become more efficient and reactive, while remaining aligned with IT strategy. An international equipment supplier has set up a specific governance model to keep control over IT solutions, while optimizing expenditure by centralizing all technology requirements.

guaranteeing security of physical and intellectual property

Security issues are a major concern for European companies; 65% state that security will encourage changes in ways of working over the next three years.¹⁹ In 2013, 69% of European companies had a secure mobile solution in place, with 10% more companies planning to implement one during 2014.²⁰ Existing solutions are sometimes considered insufficient. According to a business owner in Spain: “VPN has enabled working from any site, although it still has to expand more, and with greater security.”²¹ Security concerns over fear of data leakage or viruses can be the reason for resistance to BYOD and other mobility practices. But technology solutions can be found to minimize the risk. Companies like Cisco have set up BYOD policies and security software that ensure a watertight separation between professional and personal usages, as well as the ability to geolocate a lost or stolen tablet, and the ability to delete corporate data remotely through a central administration system.

¹⁹Orange E-LoB, Research on the evolution of the professional workspace, October 2013

²⁰ibid

²¹ibid

a complex provider landscape has emerged to offer a multiplicity of solutions

A wide array of IT solutions is available to meet these diverse business requirements. Side by side with traditional actors, new entrants such as Web players and resellers are offering their services on the market for ways of working. In this complex and expanding landscape of actors, companies do not know whom to turn to. On the one hand, they value expertise and specialized knowledge in a particular field. According to an IT manager in Belgium: *"We look for the best of the different worlds."* They prefer a choice of providers: 63% of European companies prefer to deal with multiple providers for their digital ways of working solutions; 2/3 of them prefer two providers and 1/3 prefer three to five providers.²² On the other hand, European companies require simplicity: 37% look for providers that are able to deploy and manage end-to-end solutions, which, according to an IT manager in Poland, *"provide everything under one roof and ensure service for the entire process."*²³

Companies require a provider who can provide integration solutions. The various decision makers are looking for a full cycle of advice and guidance on their business issues and not just technical solutions: from audit and recommendations to launching pilots and project management, to change management.

the importance of change management and training

But changes in ways of working are not only about implementing high-performance technologies. All companies place emphasis on the importance of training to support this profound change in communicating and working. End users require training on the use of tools (new equipment and software) to ensure uptake and usage of the full range of functionalities available. Air France-KLM has an ongoing training and change program to make sure that new tools are well understood. Team leaders and executives require guidance on how to manage geographically dispersed teams in terms of motivation, monitoring and moving to results-based management practices. One large U.S.-based Internet company, for example, has developed training modules for their managers on best practices in managing a team of flexible workers. For everyone, training sessions can be deployed on understanding the charter of acceptable usage, ethics, rights and responsibilities to ensure that the change in ways of working is both legally and morally accepted by all. At Cisco, managers have access to statistics enabling them to monitor which members of their teams have taken the online training on their internal "Guide of Business Conduct."

New ways of working often involve significant changes in personal habits and company or country culture, so need to be rolled out on a gradual and continuous

basis. A leader in electronics equipment, for example, makes new applications available via a self-service kiosk for users to download during a short migration period, during which time the company communicates on the availability and utility of these new tools. According to this company, *"When it is possible, we try to bring flexibility when we introduce or migrate to a new tool. If we've done a good job with the communication and if we've taken enough time to address the right message, it has an impact on adoption rate."*

The change of IT management's role shows that transforming ways of working is an ambitious journey: it is about changing people's jobs, how they function at the office and at home and the way they build relationships with their colleagues and clients. A successful transformation project requires the right organization and the right attitude.

²²Orange E-LoB, Research on the evolution of the professional workspace, October 2013

²³Ibid

Cisco: a leading light in flexible and collaborative ways of working with technology at its core

Interview with Rizwan Kara, Managing Director, Service Providers Telecom & Media, Cisco



[why] Cisco is an American company providing networking equipment and solutions to companies and operates in more than 165 countries. Founded in 1984, the company has become a technological giant and employs 75,000 people in 470 offices.²⁴

Cisco's ways of working are defined by the start-up culture inherited from the very beginnings of the company. Even if Cisco is now a large multinational company, it aims at preserving this culture and gets the most from its own technologies to keep working in an agile mode.

[how] To encourage mobility and collaboration, Cisco provides all employees with a seamless experience of work and communication through devices and applications. They can choose their laptop (70% opt for Apple) and smartphone from a catalog provided by its partner Orange. They can also bring their own device (BYOD), which is facilitated by a security framework and charter for "acceptable behavior." All applications can be transferred from any device to another, with full compatibility. A managing director relates how he started a videoconference from his phone while on the way back to the office, pursuing via his laptop upon arrival with no service interruption. In terms of work places, all offices are designed and equipped so that anyone can work in any Cisco office with the same work experience.

Work styles are less formal due to the start-up spirit: voicemail and corporate social networks are widely used to communicate instead of email, and geography makes absolutely no difference for employees to be able to work in teams: "we don't mind where they are," the objective is to source the right skills for each need, wherever they are in the world. This also applies to a wider network of collaborators: partners, clients and sometimes even competitors are consulted to help in developing projects for end customers.

Keeping a high-tech and start-up spirit while growing is a tough challenge, and it requires adaptation. Cisco pays particular attention to training when implementing new tools: employees take e-learning modules and complete a quiz before being granted access to the new tools. Managers receive each employee's training statistics and take them into account for employee assessment.

[what for] Theoretical capacity has doubled with the new design of offices, and it allowed the company to stay in its existing premises just outside of Paris.

At a global level, the company has generated an estimated savings of 566 million dollars in productivity by allowing employees to telecommute and telework, according to an internal survey.²⁵

²⁴<http://newsroom.cisco.com/>

²⁵http://newsroom.cisco.com/dlls/2009/prod_062609.html

bringing it all together



Entering the digital arena, companies have to keep in mind some key success factors to design, implement and run the transformation to their ways of working. Transformation is a long and often complex process that requires involvement from the highest levels of the organization as well as from end users in order to achieve buy-in and success.

involve all major stakeholders

Success in these projects requires setting up inclusive governance models and managing the change in a continuous manner. Small projects can happen on a team level, with the budget internal to business units (shown by [Air France](#) or [BNP Paribas](#)), whereas larger and more strategic projects require the involvement of both the CEO and a range of stakeholders across the organization.

Larger scale change in ways of working sits at the intersection of business, IT, HR, finance and real estate. Leading companies run transformation programs with steering committees including executives from each. Transformation projects require end users' involvement from the very early stages, right through to deployment. These companies capitalize on end-user involvement to help others to change, for example by producing videos in which volunteers speak of their experiences and provide advice to peers.

Some projects will be easier to roll out in Europe, where people are more accustomed to sharing their space, or in North America, where employees like working from home, than in Asia where there is a culture of "being at your desk." Including regional stakeholders will allow a global project to be adjusted to accommodate cultural disparities. It is a good practice to regularly survey end users for satisfaction levels and impacts of the ways-of-working transformation on their professional and personal lives

lead by example

All actors agree that, like any big transformation project, the impetus for initiatives in changing ways of working needs to come from the highest level, with directors leading by example. [SNCF](#) sums it up as being: "...mainly the manager's responsibility." For their president, this means a transparent office in the middle of a larger open space. And, for the director of strategy, it meant being the first person in the company to have the unified communications tool installed. At [Cisco](#), high-level executives are assigned desks in an open space, rather than their own closed offices. CEO John Chambers is an intensive user of voice messaging to communicate with executives around the world and in different time zones.

more than a destination, it's a digital journey

The transformation is continuous, as [Cisco](#) explains: "*It is a long road; it is not an easy transformation to achieve...*," even for people entering a company where the flexible and collaborative culture is already strong. For less technologically advanced companies, the transformation can be slow.

The outlook of a large international bank is that "*it will take years to change the approach, but there are groups of people already doing it, and we'll share these internal best practices. Ultimately one of the biggest challenges is to convince people to change and to lead by example.*"

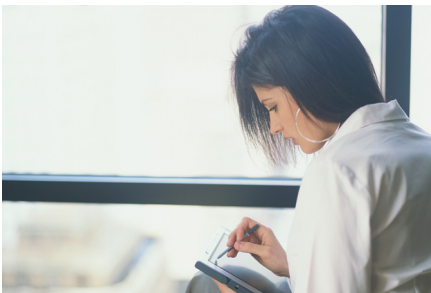
People don't want to change, but once they do, they love it!" This bank launched a worldwide program to identify best practices and share them globally, and then set up pilot programs in countries with specific projects.

To tame the digital tiger, each enterprise needs to find ways to "domesticate"

digital capabilities to serve business needs through the right policies and IT management framework. Each company has slightly different requirements, challenges and priorities that will influence its starting point – it could be sales force mobility, unified communications tools or desktop virtualization – and will begin the

transformation of its ways of working. The process should be continuous, and those businesses that innovate with the new digital models will find solutions that enable them to reach business objectives faster and more efficiently than those that do not seize the opportunities afforded by new ways of working.

appendices



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quoted companies

Air France-KLM.....	5, 13, 15, 17, 19, 22, 23
BNP Paribas.....	6, 7, 8, 19, 23
Cisco.....	12, 16, 17, 18, 19, 22, 23
Microsoft.....	12, 13, 15, 22, 23
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- Microsoft: finding a winning deal for employee satisfaction and business performance
- SNCF: rethinking collaboration through tools and spaces
- SNCF: optimizing real estate and minimizing commute times in a win-win third place working pilot

about Orange Business Services

Orange Business Services, the Orange branch dedicated to B2B services, is a leading global integrator of communications solutions for multinational corporations. With the world's largest, seamless network for voice and data, Orange Business Services reaches 220 countries and territories with local support in more than 160. Offering a comprehensive package of communications services covering cloud computing, enterprise mobility, M2M, security, unified communications, videoconferencing and broadband, Orange Business Services delivers a best-in-class customer experience across a global landscape. Thousands of enterprise customers and 1.4 million mobile data users rely on an Orange Business Services international platform for communicating and conducting business. Orange Business Services was awarded four of the telecom industry's highest accolades at the annual World Communication Awards 2013 – Best Global Operator, Best Cloud Service, Best Enterprise Service and Best Small Business Service – and is the only seven-time winner of Best Global Operator. Learn more at www.orange-business.com, or follow us on LinkedIn, Twitter and Facebook.

Orange is one of the world's leading telecommunications operators with annual sales of 41 billion Euros and 165,000 employees worldwide at December 31, 2013. Orange is listed on the NYSE Euronext Paris (symbol ORA) and on the New York Stock Exchange (symbol ORAN).

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about Sia Partners

In less than 14 years, Sia Partners has become the leading independent consulting firm in France. The firm was cofounded in 1999 by Matthieu Courtecuisse who is now the majority shareholder accompanied by 14 international partners. Sia Partners boasts 500 consultants and an annual turnover of 75 million Euros. The Group has offices in 12 countries, including the U.S., its second biggest market, which contributes 10% of total turnover. Sia Partners is renowned for its sharp expertise in the Energy, Banking, Insurance, Telecoms and Transportation sectors.

