



Connecting the Workforce

Enabling Greater Agility, Flexibility and Efficiency Across the Enterprise

The workplace is changing rapidly. In fact, the word 'workplace' may soon be out of date. Sitting at a desk from nine to five then going offline until the next morning is a model that is increasingly being rejected in exchange for always-on cloud platforms and devices that enable you to work more flexibly, on your own terms and from anywhere.

Accustomed to innovative mobile technologies and real-time cloud services, employees now expect this consumer-style user experience at work too. They're tech-savvy and have their own views and preferences when it comes to technology. Communication may entail using social media collaboration tools with colleagues, accessing company data through their favorite tablet, or receiving content that's tailored to their specific needs through the corporate intranet. In surveys, 44 percent of job seekers view an organization more positively if it supports their device.¹

But IT departments often lag behind, trying to retain control of corporate data and deal with the technology and network challenges of not only supporting a mobile workforce but also providing corporate applications for a variety of OS platforms.

The market for workplace services is fast moving, rich with new and emerging technology with the promised attraction of tangible benefits. IT departments are drowning in options and baffled by the relative merits of different products and the real cost impact to the business. Organizations simply want to leverage the array of services available and to take advantage of new technologies as they reach the market, but without being locked into specific vendors or committing to high levels of capital investment.

In migrating to this new and agile workplace model, one of the greatest IT challenges organizations face is the need to move quickly towards providing and supporting new, agile approaches, while maintaining and migrating legacy systems. Additional challenges include ensuring these new processes are compliant with corporate policies and business objectives, such as data sovereignty and sustainability.

The Connected Workplace in Context

Creating a fully connected workforce brings up considerations that may be quite new to those coming from a more traditional working model, and Sogeti offers services that address these considerations.

1. Employees think like customers and want to be engaged

For many consumers, it's no longer enough to simply buy a product or use a service. They want to enjoy doing it as well. The so-called 'experience economy' is big business, and the desire for a positive user experience is becoming paramount among users of all technologies, even those within your own organization.

2. Global business models are expanding

Using connected technologies to bring together global teams in a virtual environment can bring significant business benefits. For example, regional companies with decreasing revenues in current markets and geographies can seek new markets and regions to expand revenues or look to centralize core functions like HR, Finance or R&D to control costs. Elsewhere, the growth of distributed teams often forces companies to adopt new ways to cost-effectively network around the world.

3. Smartness and agility are must-have attributes

As small start-ups become credible players in long-established markets, achieving profitability requires a quick response to changing market forces and operational needs. To be proactive in this new economy, workforces must be able to adapt quickly to new challenges, opportunities, customer demands or competition. For example, moving from traditional siloed organizations to new distributed, agile and global models requires careful planning so that transitions don't hamper revenues and existing resources from doing business.

Workplaces must also be smart. Using Big Data efficiently and effectively can empower employees to gain competitive advantage by making better decisions in responding to customer demands and industry changes.

4. Mobilizing the workforce

One of the most visible changes in working practices will be the rise in BYOD - bring your own device - communications and connected activities for both business and personal use. Employees, including new Generation Y workers - digital natives who have never known life without the Internet - want to be able to access the applications and data they need to do their job on any device, whenever they want and from wherever they want whether that's home, the airport or the cafe at the end of the street.

There are also ways in which employees store data and access applications. For example, paying a simple monthly subscription fee to Amazon Workspace enables employees to roll out Microsoft Windows on their iPad without having to conduct a separate transaction with Microsoft. It's never been quicker and easier to access user services and employees want this same level of choice and flexibility in a work context. This increased flexibility brings a whole range of new challenges, especially in areas like control, access and security.

Sogeti is able to act as a broker in this instance, offering services like Amazon Workspace through its services infrastructure. Sogeti's services offerings provide the employee flexibility while also helping the employer's IT department securely provision these brokered cloud services.

5. Silos are out, social is in

Today's technologies provide unprecedented levels of social power. Sogeti's We Collaborate approach enables organizations to leverage the outside world to improve workplace technology innovation. By connecting to the outside world, businesses can engage with their customers in a continual cycle of learning, collaboration, innovation and co-creation. They can then capitalize on the power of crowd thinking, crowd creating and crowd producing to help them better meet customer and business partner expectations.

Sogeti's approach identifies ways in which businesses can transition their employees into social media savvy workers who have the ability to connect with each other through different enterprise social networks, thereby improving overall collaboration. Sogeti's service also monitors the latest trend in customer support called "unsourcing", whereby social media prompts customers to assist other customers directly without resorting to calling on company customer service resources.

6. Innovation acceleration

In a hyper-competitive world, where cross-industry competition is increasing, your ability to innovate is crucial. More and more companies adopt tools and methods that accelerate innovation to gain competitive advantage. Crowdsourcing can help tap into a pool of ideas from customers and employees, ideation challenges trigger people to come up with innovative solutions to problems, and through gamification organizations create new ways of interacting with and rewarding people for their contributions. Social media and mobile devices are essential tools in creating the connections that enable this kind of innovative spontaneity.

7. Everyone's dashing to be digital

Business is increasingly gained or lost on what happens in the digital realm. Digitalization of assets is fast becoming table stakes and organizations of every type and size need to ensure their products and services are digitalized so they are not left behind.

Digitalization is paramount to achieve and sustain competitive advantage. The transition is not a one-off exercise and requires careful strategic thought and a long-term vision. It also needs sufficiently agile business and IT models that enable you to adapt quickly to new opportunities and challenges in the digital world as they emerge.

Hurdles to be Cleared

Before launching a connected workplace initiative, there's usually some groundwork needed to overcome existing working patterns and/or internal resistance to change. Some of the more common hurdles include:

- **The Innovator's Dilemma:** Transforming the way your business works generally requires your management team and colleagues to take a big risk or make a big investment upfront. No one wants to be the first to do it in case it doesn't work. However, big benefits and transformations can't be achieved through a series of small, safer steps. If your organization chooses the small, safe step route, you'll never get there.
- **Overcoming Reluctance:** While many employees and managers may be excited about bringing in new technologies and are impatient to see results, others may prefer the status quo. They may be reluctant to accept big changes, whether because they're skeptical of the technology or because they aren't comfortable with change. A concerted internal communications campaign and executive-level support are needed when organisations make big changes, to address doubter concerns. Don't underestimate the importance of properly managing this cultural change. Failure to address this challenge is one of the most common reasons for IT transformation failure.

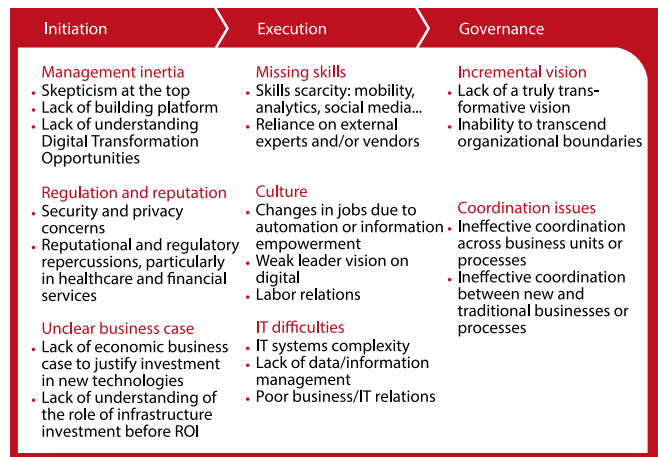


FIG 1: Hurdles to be overcome when moving to a connected workforce model

- **Clashing Priorities:** Different groups within the business often have different priorities when it comes to which projects deserve the most time or resource investment. For example, often the financial department demands that any new investment shows ROI within a set (short) time period, and is less amenable to longer-burn initiatives. A clear business case should address and evaluate both immediate and long-term benefits and impacts against the bottom line for any proposed new investment.
- **Privacy, Security & Governance:** Maintaining compliance with industry regulations and security protocols is essential. There are some situations where a demand for regulation or auditing can actually help initiate change. For example, VoIP calls or instant messages can be more easily archived and integrated into project files than traditional phone calls.

Simple Steps to Success - With Sogeti SMART Workspace

So how best to create your connected workforce while avoiding the pitfalls? Fortunately, Sogeti offers a simple process that can help you to stay on track.

Step One: Expand your understanding and build your vision

Talk to people within your business. Find out how they would like to work better and where their current challenges lie. Maybe read some books about digital transformation. Then run some inspiration workshops with key stakeholders (HR, IT, finance and facilities) to gather input. Next, focus the conversation on specific technological developments and business priorities for today and the future in a Sogeti SMART Workspace business technology workshop. Ensure you have a vocal executive sponsor in all these discussions and at every stage in order to keep moving forward.

Step Two: Create your strategy

The importance of a focus on people at this stage cannot be understated. The results of your efforts will depend on the acceptance and changed behavior of the people involved so it's essential to use their views when defining the strategy. Assess the maturity of your existing technologies and organizational structure by considering areas such as team culture, management style, policies and preferred working styles. Based on these assessments, you can define next steps, each of which should have its own target ROI or business benefit. Also, consider what opportunities there are to innovate or achieve better results from your team by introducing new technologies, whether they are driven by user demand for new solutions, or by new technical capabilities that you don't currently have.

Step Three: Execute!

You can put your strategy into action using a combination of three types of projects:

- 1. Technical readiness activities:** These initiatives improve the technical fabric of your organization, for example by consolidating all systems onto one operating system, or by researching best practices that can help enhance your approach to information security or quality management.
- 2. Organizational and cultural activities:** You'll be aware by this stage of how and where your employees are going to need to adapt the way they work in order to make your digital transformation a success. Besides continuing the conversation that began at the vision-building phase,

you may undertake other initiatives, such as internal communications programs or feedback cycles; or working on maturing your Enterprise Architecture practice.

- 3. Rocket projects:** When you've addressed your technical readiness and organizational challenges, you're ready to start your rocket projects. Define the projects that can best create momentum and enthusiasm for change among your workforce. These should be highly visible, with an attractive goal, and they should be a clear departure from the company's old way of working. For example, it might be video-enabling your customer support desk, or launching your internal social networking portal, or even enabling all employees to work from home for the first time. Remember: release early and often to keep the momentum up, and evaluate your progress frequently.

Step Four: Make the vision come alive

One of the greatest pitfalls of any business technology project or implementation is that without dedicated promotion and support, although the new working environment is built and ready, continuous education, promotion and follow-through is required to fully implement. Address user adoption proactively, from a cultural as well as a technological standpoint, from the start. Offer clear and engaging training that explains the benefits to users of the new working model. Don't be afraid to supplement it with more creative user engagement approaches. Hold workshops, or even a party to celebrate the solution's launch; find early adopters to act as champions and evangelists to their peers.

Step Five: Keep it simple over time

As your connected workforce model comes to be business as usual, you'll need to ensure it stays easy to use and manage, while maintaining the flexibility to adjust to changes in business priorities and technological capabilities. Use enterprise architecture methods to simplify and accelerate your digital projects, and run continued workshops and feedback cycles to ensure your projects align with business needs. Another great way to make sure your IT environment retains its user-friendliness is to consolidate your platform, for example using the Microsoft Windows* operating system running on Intel® technology. By selecting technologies that are optimized to work together, you're giving your team a highly effective toolkit with which to do their jobs, while ensuring all systems, applications and databases work seamlessly for everyone and can be managed with minimal effort and cost.

The Sogeti SMART WorkSpace: Delivering the Connected Workforce Vision

Sogeti's SMART WorkSpace is designed to make your transition to a digital-ready workforce as smooth as possible. By working with you to understand your connected workplace vision, we help you define and implement the technologies that bring it to life, including the latest Microsoft Windows operating systems and Intel® technologies such as Intel® Core™ processors and Intel® vPro™ Technology to help ensure employees' devices can deliver optimal performance while meeting all organizational security and manageability requirements.

The SMART WorkSpace offers an innovative end-to-end approach that helps employees do what they need to do, wherever they are. It is driven by the principles of **user-centric design; anytime, anywhere availability; think globally, execute locally; and anticipate and innovate.** SMART WorkSpace includes six key services:

- 1. WorkSpace Advisory Services:** Using a tried and tested methodology, we will deliver a productivity architecture, integrated management practices and user experiences, and advanced communication/collaboration workloads. By analyzing your current applications and workloads, Sogeti creates a modernization roadmap that helps accelerate business, reduces time to market, lowers costs, differentiates and innovates, improves security and scalability, and eliminates redundancy.
- 2. Application Modernization Services:** Sogeti helps you build or modernize your next-generation business apps to improve business performance and agility, helping reach customers in new ways. Benefits include: support for multiple device platforms, new functionality for existing apps, accelerated time to market, increased cost efficiency and increased data availability and security.
- 3. Cloud Migration Services:** Sogeti helps you assess the effectiveness and potential of your cloud infrastructure and then helps you take action to maximize them. We provide an actionable plan and proven migration services that help reduce risk and increase efficiency, and help speed solution delivery time.
- 4. OS Migration:** We have managed the migration of more than five million Windows devices, and counting. Our exclusive implementation solution, RADIUM (Rapid Automated Deployment Technology) provides the right technology at the right time and price, and provisions it reliably and predictably, with a high level of automation.

- 5. Systems Management Services:** We help ensure your workers have access to enterprise systems regardless of location by establishing a strategy for the unified management of mobile devices. This enables you to publish corporate applications and services across device types while maintaining consistent usage policies and security measures.
- 6. Workspace-as-a-Service:** This service helps manage your ever-growing device management challenges while offering exceptional service and reducing IT support costs. The service evolves constantly in line with the latest technology and industry developments, ensuring you always have access to the newest capabilities.

Achieving Maturity

Transform your connected workplace vision. Microsoft offers three interlocking approaches to help businesses achieve workplace maturity:

- **Application Platform Optimization** analyzes and integrates five key functions that make up a viable business application.
- **Business Productivity Infrastructure Optimization** helps organizations build a core business framework that better collaborates, increases productivity and better interacts with colleagues and clients.
- **Core Infrastructure Optimization** measures and prescribes the infrastructure basics of any mature IT platform that is reliable, secure and manageable.

Sogeti has used these models extensively and has added specific measures and evaluations based on its own industry experiences. Several Sogeti business models help advance specific areas of your IT organization:

- The world-renowned **Test Management Approach (TMap®)** – Sogeti's business-driven, risk-based methodology for structured software testing.
- The **Enterprise Architecture Maturity** model and the **Service Oriented Architecture Maturity** model are closely related. The first measures how mature your enterprise architecture practice is, while the second measures the maturity of your integration architecture specifically.



Start Connecting Your Workforce Today!

To learn how to start connecting your workforce, please contact Darren Baker at darren.baker@sogeti.com

To learn more, read The Connected Workforce published by Sogeti available at <http://ict-books.com/books/inspiration-trends/the-connected-workforce-hardcover-en-detail> or visit www.intel.com

About Sogeti

Sogeti is a leading provider of professional technology services, specializing in Application Management, Infrastructure Management, High-Tech Engineering and Testing. Working closely with its clients, Sogeti enables them to leverage technological innovation and achieve maximum results. Sogeti brings together more than 20,000 professionals in 15 countries and is present in over 100 locations in Europe, the US and India. Sogeti is a wholly-owned subsidiary of Cap Gemini S.A., listed on the Paris Stock Exchange.

For more information please visit www.sogeti.com.

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*Other names and brands may be claimed as the property of others.

¹ <http://www.hrbulletins.co.uk/unplugged/byod-what-the-hr-department-needs-to-know.html>