



White Paper

Transformation of Work.

From new to better: How to make hybrid work environments more efficient, secure and productive.

CS
Campana
Schott



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It was like having been thrown in at the deep end:

Literally over night, many employees were forced to work from home for extended periods. And yet, each challenge also represents an opportunity. Now, companies can continue to push ahead with digitization and actively shape the new work environment.

But what should this environment look like?

1. Designing the future of work

“I am not too keen on working from home all the time,” said Kasper Rorsted, Chief Executive Officer of Adidas AG, in an interview with Welt am Sonntag in December 2020. “For me, the question is not whether it is possible to work from home. Rather, the question is whether this model makes sense at a human level.”

This addresses an important point: How can companies transform the required New Normal into a self-directed Better Normal that is tailored to the needs of employees?

Companies have to pay attention to this Better Normal today. Because one thing is clear: The changes are here to stay. Employees enjoy the new-found flexibility of the workplace, and they want to keep this model in the future. For example, they start the day in the office with a meeting on the computer, transfer the meeting to a cell phone so they can continue to participate while on the road, and then continue working on a previously started presentation when they get back home.

The concept of site-independent and seamless work, the “Seamless Office”, provides employees with the freedom to select the work method that is ideal for them and the task at hand. In addition, it also increases the efficiency, productivity and satisfaction of the workforce, as media breaks can be avoided. But this also requires a new way of thinking, supported by technology and the company's culture, with the latter requiring vision and a strategy as to what the future of work is supposed to look like, and how it should be achieved. Ad-hoc approaches are so yesterday, the orderly mode is the present, and a better work culture will be tomorrow.

After the technical foundation was created in record time during the lock-down, expertise, organization, culture, processes, tools and physical space must be designed with the individual in mind - now and in the future. That is how companies can get back into the driver's seat. The aspects below offer the potential for optimization, which can help companies turn the New Normal into a Better Normal:

Concentrating on people and skills

There is no standard solution for the digital workplace. Every employee and every unit has its own needs. Therefore companies must do more to accommodate individual requirements, the social structure and the objectives.

Strengthening the organization and the culture

The new work environment requires innovation in the company's organization and the management culture. This is all about taking responsibility and creating leeway.

Digitizing processes

The future of work is not about maintaining old processes with new technologies. Site-independent and autonomous work is only possible with well thought-out and digitized processes - and the right digital solution.

Professionalizing technology and tools

With regard to technologies, companies should exit the trial mode and use secure solutions from established

providers such as Microsoft. Shadow-IT and redundancy through impulse purchases have been replaced with renewed demand for digital tools that are tailored to the needs of users.

Creating room for independent work

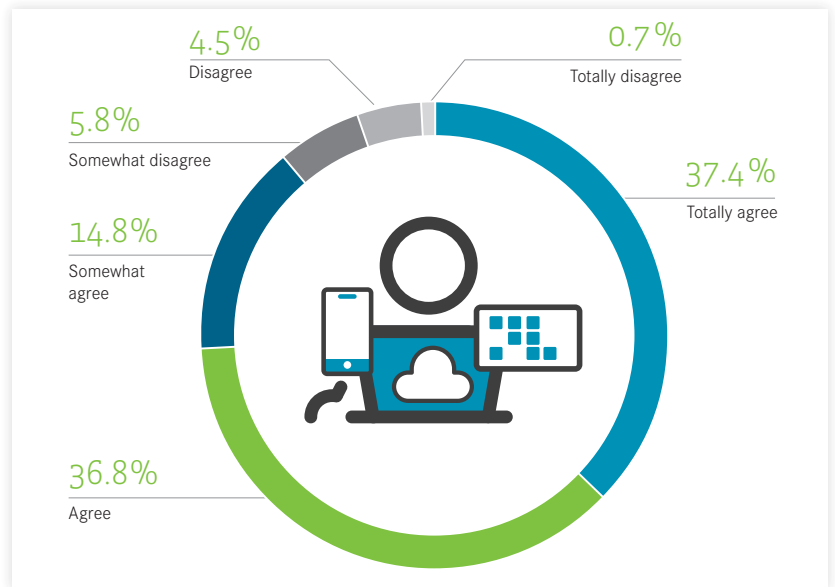
The workplace can be anywhere. But many companies also want to see a return of more personal contact. Companies are also investing in redesigning their premises to give employees a space that fosters a feeling of belonging and that also provides access to a professional work environment. Both the Seamless Office and hybrid work require modern technologies in offices and meeting rooms, so that all employees can participate equally.

This White Paper illustrates the interaction between the aforementioned aspects, so that people can collaborate more efficiently in the Better Normal. Finally, companies must be quick to take the relevant steps towards a new and better work environment.

2. Survey confirms: Hybrid work is inevitable

Most German companies have recognized the sign of the times: A recent Campana & Schott survey with 150 participants, which was conducted in cooperation with IDG, shows that the professionalization of digital collaboration plays an increasingly important role in the hybrid work environment. More than two-thirds of those surveyed believe that the digital workplace is a basic requirement for efficiency and resilience. Only 10 percent did not agree with this statement.

Accordingly, almost half of companies already introduced an integrated digital workplace in 2020 (46%). Almost a third (30%) will do so this year. Another 17 percent plans to do so in the next two to five years. Only six percent see no need to provide additional digital solutions.

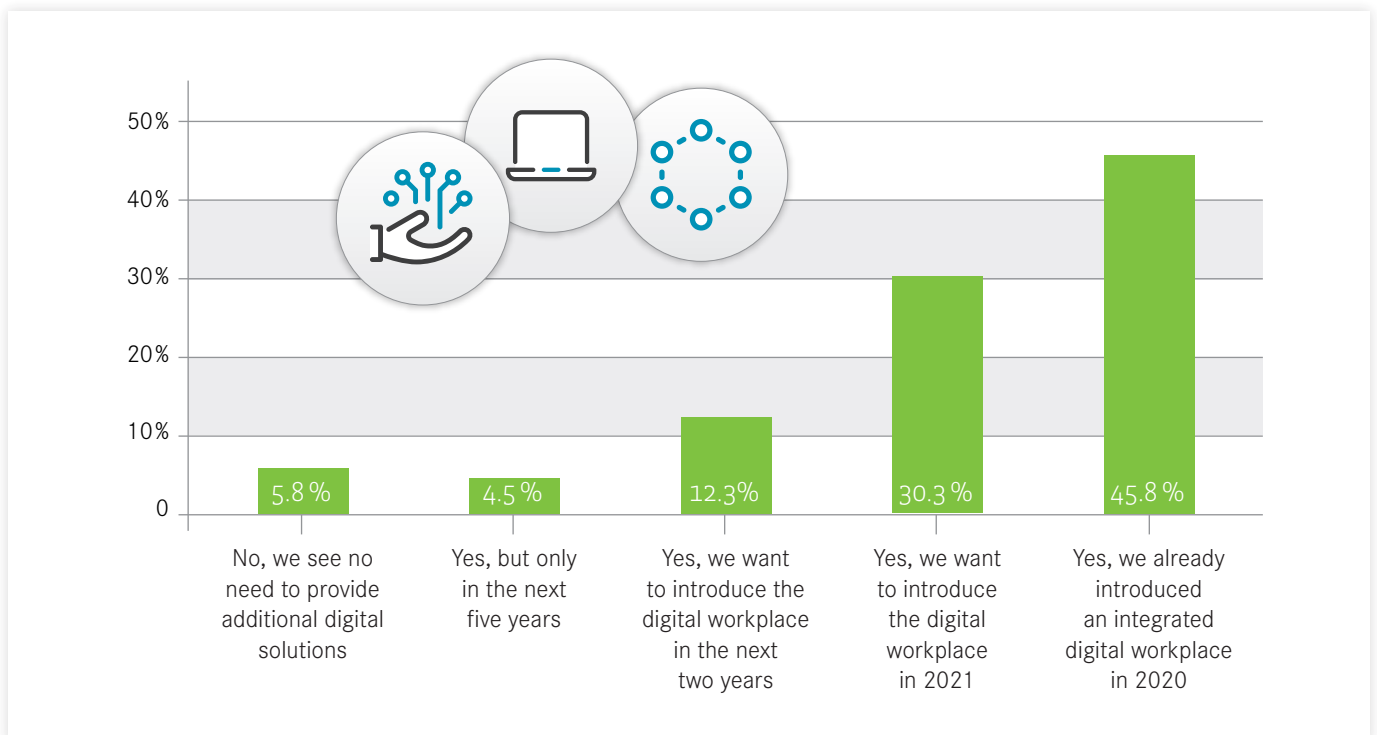


A digital workplace is essential for being able to act with resilience and efficiency in the market in the future.

Digitization yes - but security matters too!

The three most important requirements for the digital workplace are: good communication and connectivity in the company (42%), a secure IT solution for communication (40%) and guaranteed data protection (20%). This highlights the

great importance of comprehensive IT security, because the conventional protection of network boundaries is no longer enough as work moves off the premises.



Did your company invest in technologies for digital collaboration in the past year, or are you currently investing in the digital workplace?

Obstacles on the way to the digital workplace

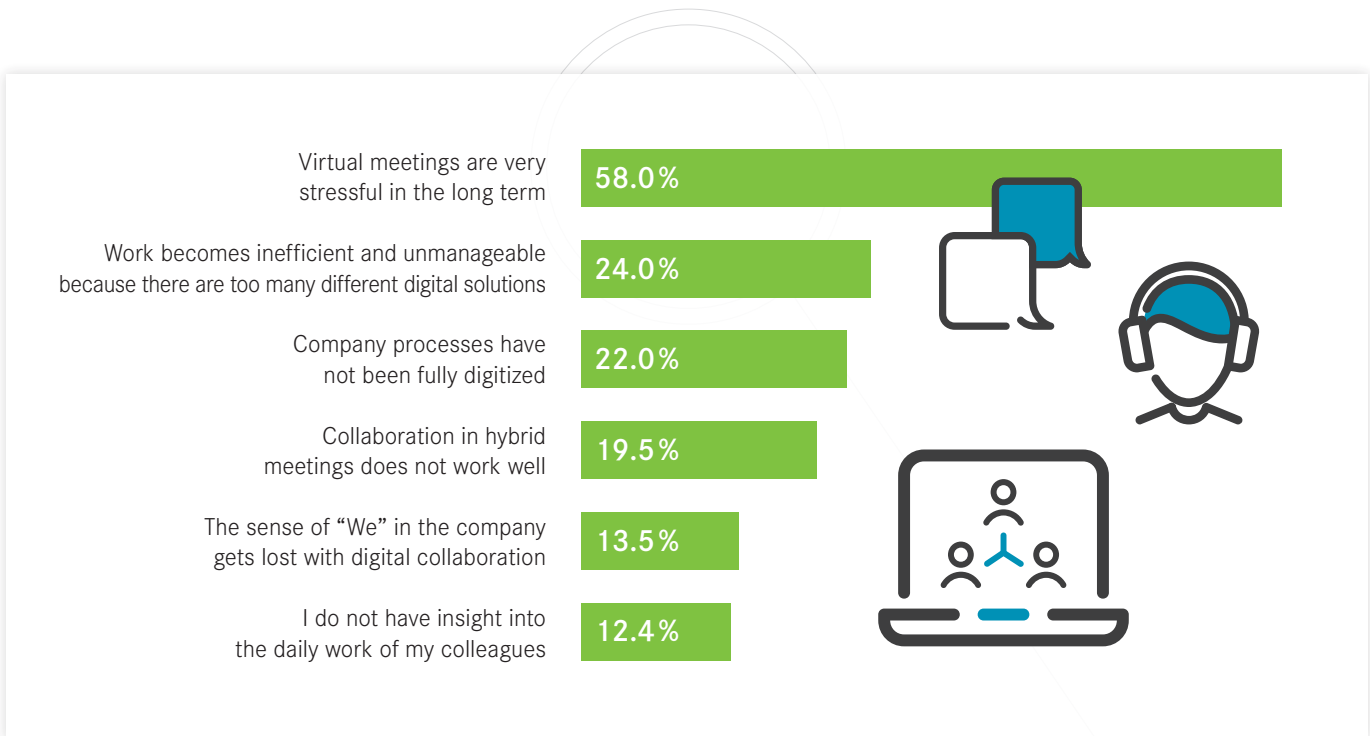
Besides the advantages, there are also a couple of obstacles that have to be overcome. For example, 58 percent of those surveyed feel that virtual meetings are not very productive, and stressful in the long term.

One in five believes that collaboration in hybrid meetings does not work well. Virtual meetings in particular are a real pain point, even though they can be made much more efficient with a few simple tricks (see section on “Virtual Meetings: Good or bad for productivity?”).

A quarter of participants say that too many different digital solutions make work unmanageable, less transparent and therefore

less efficient. Other hurdles include insufficient digitization of processes (22%), a diminished sense of “We” (14%) and lack of insight into the team's daily work (12%).

Moreover, there seems to be a lot of uncertainty around the legal situation. Thirteen percent of participants do not see a need for site-independent work as long as there is no legal basis for it. The result is surprising – since the coronavirus labor protection regulation applies in Germany, and even in Switzerland employers have to mandate home office work wherever that is possible. And most of those surveyed are already doing it: 60 percent offer site-independent work. It means that hybrid work is already making inroads in German-speaking companies.



Right now, what are the biggest obstacles when it comes to digital collaboration in your company?





3. Creating the technical basis

The new world of work is not just imminent, it is already here: Most employees would like to continue the current situation where they can transfer seamlessly between office, home office and the mobile office. However, every employee and every department has different requirements. To avoid the aforementioned complexity, companies need a central platform that can be adjusted to the relevant needs.

In particular, those collaboration tools that were introduced on an ad-hoc basis at the start of the pandemic must now be scrutinized and expanded to ensure increased flexibility and customer focus. Initially, this will depend on having the right infrastructure. Which is why successful companies rely on comprehensive platforms such as Microsoft 365.

The right infrastructure

These three factors have to be met before employees are truly able to work from any location: network connection, devices and software.

In terms of networks, companies must ensure that their systems are set up so they can be accessed from outside, and they must also provide Cloud services. PCs and peripheral devices such as headsets and cameras should not only offer high audio and video quality but also a comfortable feel, practical handling and adequate range. In terms of software, current Unified Communications tools such as Microsoft Teams must be made available and adjusted to individual needs.

Frequently, the infrastructure is implemented by the IT department as a technical roll-out project. At the same time, individual departments are also going ahead with isolated Digital Workplace initiatives to implement special applications. Often, they are not aware of the solutions that the IT department can provide - and the IT department in turn does not know about the work processes and requirements that exist in the different departments. Therefore projects must be planned and implemented in collaboration, ideally supported by experienced experts that can also offer IT support to home office workers if needed.

Streamlining and automating processes

After the right hardware and software have been introduced, work processes and the approval of invoices must gradually be simplified and digitized to increase efficiency. Therefore companies should focus on providing platforms for app development. With such platforms, specialized applications no longer have to be created centrally but can also be implemented by the different departments.

Microsoft 365 offers a number of options in this regard:

- Office 365 standard tools such as SharePoint, Planner or Forms

- Low-code platforms to optimize data collection and implement smaller automated processes
- Small apps for Microsoft Teams, which can be integrated into the interface
- In-house solutions on the basis of Office 365 or Microsoft Azure
- Migrate existing apps into the Cloud so they can be used from any location

The right technical foundation makes New Work possible, but new security measures must also be taken into account.



4. Security requires controls

The new world of work is based on a high degree of trust in employees. However, this aspect should only apply in the functional and organizational areas, not with regard to security and data protection. To reduce risks and comply with data protection requirements, companies must decide what type of work can (or cannot) be done while on the road, from home or in the office. The following approaches can help in this context:

Zero Trust – Trust no one!

With this paradigm, the identity of users and the device is continuously monitored. Because in principle, IT resources and Cloud services work with every device, at any time and anywhere. In this context, companies must maintain a sense of control.

Therefore only known users with secure devices can access certain data and use it for approved purposes. This requires technical and organizational data classification as well as comprehensive device management. The classification of the data is the responsibility of the data owner, i.e. the employee in charge, and not the IT department. Access rights must be granted in consideration of the company-wide directives, and they have to be clarified with the departments in charge if needed.

Increase cybersecurity awareness

If employees feel that the rules and security solutions are too complicated, it is possible that they will try to bypass them. Technical processes that are easy to use help to avoid the emergence of shadow IT organizations. It is the only way to ensure that confidential data remains confidential.

IT security also has to be strengthened because of increasingly stringent compliance requirements, for example the GDPR and the business secret legislation. Mandatory training for all users is extremely important. Conventional compliance and security web training is not always effective when it comes to increasing employee awareness and their role in contributing to cybersecurity. In this case, it is recommended that practical exercises are added. Simulated phishing mails or spontaneous requests for access rights ensure higher awareness and train personnel using concrete application examples. For example, someone clicking on such a test e-mail would immediately receive a warning and information for how to react in the case of a real phishing e-mail.





Identifying and averting threats

Companies must also implement modern technical security solutions. In a hybrid work environment, this means e.g. protecting PCs with the help of intelligent systems for Endpoint Detection & Response and eXtended Detection & Response (EDR/XDR), which automatically detect novel malware and repel it.

This is based on the identification of anomalies and the synchronization of information using central systems, in order to obtain information about a current wave of attacks, for example. In other words, everything that happens on the computer is always compared against normal behavior and the current threat situation in the background.

Professionalization with a security road map

Companies do not have to introduce all security measures at once. A gradual course of action based on a road map is recommended. This approach also contributes to professionalization: A security strategy avoids impulse purchases and harmonizes the systems on a central consolidated platform such as Microsoft 365.

Various analyses show that virtually every company is attacked these days. Bots systematically search the Internet for weak spots. Even small companies are at risk because

they are usually an easy target. Therefore every company must at minimum have full basic protection to avert cyber criminals.

Experienced partners optimize the main security aspects and thus provide sustained protection - with efforts focused on the organization and technologies, protection systems and not least the human factor. Services include information security, cyber resilience, data protection, compliance, identity and access management, threat protection and cyber security awareness.



5. Change as essential tasks for acceptance

New work methods will not succeed if they are not accepted by employees. In that case, investments in software, hardware, premises and methodologies could all be for naught. Therefore employees should be included in the design of the transformation as early as possible. This requires more than just providing preliminary information and supporting documents. Comprehensive and focused change management ensures that new and better work methods can be established successfully.

Continuously supporting the change process

Many companies still look at change management on a project-specific basis - if they even think about it all. But the emergence of new technical options, functions and technical requirements always leads to new changes. Therefore an “Evergreen” approach is also required for change management.

It requires coordinated action across departmental authorities. HR, IT and Communications must work together with the managers, pro-actively investigate new opportunities and regularly review the specific needs of the departments. The following questions must be answered in this context: Why is the change happening? Which skills are required at which level, i.e. organization, team or individual person? How (and with whom) should the adjustments be implemented? Which communication channels are used to inform employees, when and by whom? Which training and incentives are suited for this purpose?

Companies require a higher-level strategy for adoption and change management for implementation purposes. The establishment of Champion Communities is recommended in this context. They consist of multipliers who receive targeted training and who are regularly included to increase acceptance of the new work methods among their colleagues. Other options

include use-case oriented qualification options to increase employees’ digital skills, targeted communication measures and success measurement using KPIs.

Uniform guidelines and clear management tasks

In addition to multipliers, managers are key to promoting the change process. They should not only encourage the team to try out new solutions, but also take on a model role in daily processes. For example, they can adjust meeting times if they are too long or if one meeting directly follows another. Golden Rules such as “Friday is a meeting-free day” or “Change status to Do Not Disturb if I need to focus on my work” also help in this regard. These guidelines can be established centrally, and they can then be specially designed and implemented for the various areas through the multipliers and Communities. Functions from Microsoft Tools and Teams or Outlook can help with this process.

Such rules are particularly important for the home office to ensure a work-life balance. Most employees used to work 35 to 40 hours a week in the office but are often available around the clock when they work at home. Now, the first e-mails are often read before breakfast, and meetings after 6 pm are not a rarity anymore. Therefore it is very important that people find their own rhythm and coordinate working hours with their colleagues - and consistently abide by these rules. But this requires a new culture of collaboration. Mutual empathy and clear expectations are particularly important when large parts of the workforce work on a “remote” basis.

These changes for a Better Normal can be implemented gradually. Even small change management measures can help with clarifying and improving the situation. Today, change is no longer a one-time project, but rather a continuous task.



6. Virtual meetings: Good or bad for productivity?

Even when they were still working in an office, many employees spent the day in meeting after meeting. Things have almost become worse now that they are working from home. Therefore companies should make sure that virtual meetings are used efficiently. Even seemingly small improvements to each meeting provide a lot of leverage for increasing the efficiency of the entire organization.

One example is when one meeting directly follows the next – a real productivity killer. Participants are only informed of the topic at the beginning and must immediately try to understand it. Therefore no meeting should be held without preparation. In the ideal case, 10 to 15 minutes are blocked off for each participant before the actual meeting, so that each person is able to read and categorize the information that has been provided.

Companies must also ensure that employees have enough time to complete their actual work between the meetings. Only then can they achieve concrete results and real added value for the company.

Hybrid meetings play according to new rules

At the same time, hybrid meetings in particular also require the right environment and rules to create a level playing field for all participants. At the beginning, a moderator can make sure that all participants have a chance to speak. Afterwards, there should be a new meeting culture, where such processes happen naturally without the need for a moderator. This can be done with e.g. a fixed sequence, at least at the beginning and at the

end of the meeting, or an opinion survey every 15 minutes. The relevant Golden Rules can be introduced as part of the change management process.

The content camera in Microsoft Teams can be used in situations where contents are written on a white board. The camera continuously focuses on the white board so that on-line participants always see what is written on the board. Depending on the discipline, the required hardware and software must also be made available in advance. For example, architects require a professional drafting program with a touch panel, while sales staff require a presentation monitor and the PR team needs document processing software. The options available in Microsoft Teams for recording, subtitling or translation should also be taken into account, to ensure that all participants are included. This actually offers real added value compared to conventional in-person meetings.

Of course, these adjustments also require investments in modern meeting rooms and the required culture. However, the costs for hybrid meetings are compensated by no longer required travel times. Now, even creative meetings can be held independent of location if the on-line participants – using MS Surface Hub – add their ideas directly to the overview on the MS Whiteboard, just like the participants who are on location. The time normally spent on preparing for travel can now be used to prepare contents. And in view of the large number of meetings that are held, the efficiency gains often surpass the gains that are achieved from the introduction of new hardware or software.



7. Do not forget about Frontline Workers

Virtual meetings, digitized processes, hybrid work environments: When it comes to the above, companies mostly think about the workers in the office who are currently working from home. But they can also be used to increase the effectiveness of production or services. The German Social Collaboration Study 2020 conducted by Campana & Schott has shown that so-called Frontline Workers with a high level of maturity in terms of social collaboration are 42 percent more efficient. Because a mobile digital workplace can also be used in production, logistics and customer-related services as a productivity tool to complete tasks more quickly instead of filling out routing slips.

Important success factors

When it comes to the introduction of digital workplaces for Frontline Workers, the situation is not quite the same as for Information Workers. For example, the use cases and personas (such as warehouse staff, technician or food delivery personnel) are very different for Frontline Workers. This requires a lot of interviews with the users to understand their challenges and to be able to find the best solution. Accordingly, Frontline Workers cannot be viewed merely as appendages to the digital workplace for Information Workers. Rather, they require an intelligent solution that integrates Frontline Workers into a digital workplace for all and that also offers additional apps and processes for their daily work routines.

And because such workers often do not have a fixed office workstation or their own computer, this usually requires a Mobile First approach. But in situations where private devices or WhatsApp are used for job-related communication, data protection becomes a big challenge. Therefore companies should make such devices available. Alternatively, the business data and apps on private devices must be managed by the company if a bring-your-own-device approach is selected. Microsoft offers a secure and scalable solution with Intune.

It also allows for the use of existing devices. Particularly retailers and logistics personnel already use hand-held devices that can easily be supplemented with modern collaboration solutions such as the Microsoft Teams App for Frontline Workers.

In addition to devices, companies also have to examine their infrastructure. Does the wireless network offer sufficient coverage and bandwidth? In the stores, in the warehouse and on the company premises? If not, wireless coverage may have to be extended, possibly using 5G.

In terms of the corporate culture, it is important that the silos between Information and Frontline Workers are broken down. This can be done with a common platform for the digital workplace. At the same time, employees must also learn to be more independent and take responsibility. This requires a comprehensive change management process with “What's-in-it-for-me messages” and the appropriate training. In this context, team and shift leaders should practice the new corporate culture, and multipliers should act as models and contact persons. Because the implementation process is only complete when all employees are integrated into the digital workplace.

A module-based approach can be used so that the outlined success factors can already be taken into account during an early project phase. Interviews, work shadowing and design thinking workshops are used to create personas, use cases and initial potential solutions. A technical assessment identifies the requirements and develops concepts for device strategy and authentication. A comprehensive adoption and change management strategy also increases acceptance among Frontline Workers. And a road map - consisting of the steps Readiness, Piloting and Rollout - demonstrates how the implementation process can succeed.



8. Conclusion and outlook

The old normal of going to the office has been replaced by the home office of today and the Seamless Office of tomorrow. Companies must prepare for this future. The Digital Workplace, which was implemented by almost half of German firms in 2020, and which will be implemented by another third this year, forms the basis in this regard. Equipped with the relevant hardware and software as well as streamlined and automated processes, it must create the technical basis to allow companies to benefit from a high degree of efficiency and resilience. Almost 40 percent of German companies view security as a big challenge, and 20 percent say the same about data protection. These aspects can be managed with current approaches such as Zero Trust, automated anomaly detection and employee training to raise awareness.

Virtual meetings are the biggest pain point at this time. Sixty percent find them ineffective and stressful. Their productivity can be increased significantly with a few simple tricks and default settings. They include good preparation with a clear agenda, the required hardware and software, as well as good audio and video quality. Also, all on-line participants, content camera as well as recording, subtitling

or translation must also be included. Golden Rules can help in this regard, as is the case for change management. In both cases, managers and multipliers act as models and contact persons. Because changes do not have an end date but rather become a wave-like transformation process - a process that must also take along the Frontline Workers in the company. Often, they are still lagging when it comes to digitization and collaboration, although they too become more efficient if they have access to a digital workplace. However, this requires intensive analysis and planning because they do not have the same requirements as Information Workers.

This process must consider not just people and skills, but also the organization and the culture, processes, technologies and premises, so the New Normal can be transformed into a Better Normal. As the expert for technology and change management, Campana & Schott can develop the best solution for each company and each digital workplace based on the Microsoft platform, and it can work with you to implement the solution.

Have questions? Your personal contact persons would be happy to assist you.

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Campana & Schott

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