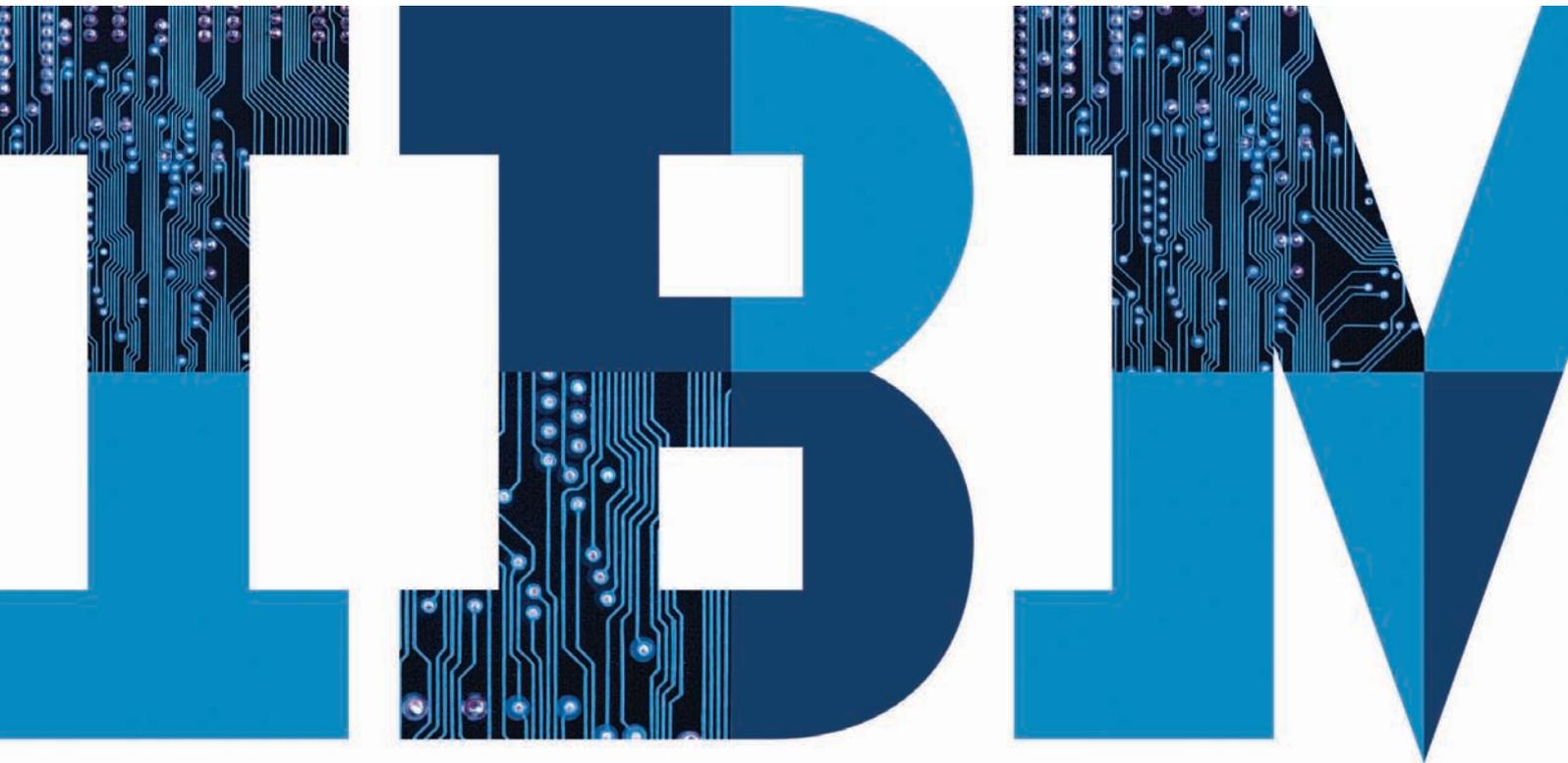


Achieving success with a flexible workplace

Forward thinkers' best practices to enhance productivity, spur innovation and reduce costs



Contents

- 2 Introduction
- 2 The flexible workplace is now
- 4 Forward thinkers' best practices
- 5 Increasing productivity
- 7 Securing the flexible workplace
- 8 Delivering cost efficiencies
- 9 How to become a forward thinker
- 10 For more information.

Introduction

In our hyperconnected world, employees expect to work from anywhere ... at any time ... with any device. Each of these new access points, however, increases the IT security perimeter. In the flexible workplace, how can organisations balance the promise of greater productivity that increased access provides with the security concerns increased access creates? And how can they do it without wreaking havoc with the budget? The new, more accessible workplace needs to be, in a word, manageable.

The flexible workplace

Today's workplace is a virtualised and physical environment characterised by connections, collaboration and user choice that enables the worker to be more agile and perform activities anywhere, anytime – and can ultimately help create greater enterprise value.

This redefined workplace is the result of industry trends in technology and work habits. Today's workers increasingly meet, share, discover and get work done via technology. They expect the technology tools they have embraced in their personal lives to play an important part in their business lives, as well. This poses important challenges for the organisation supporting the workplace.

The flexible workplace is now

IBM recently surveyed 675 chief information officers (CIOs) and IT managers of large enterprises across multiple industries in Australia, China, India, Japan, the United Kingdom and the United States to gain perspective on the flexible workplace and develop insight into what the most successful implementers of this workplace are doing that sets them apart.

On average, those taking
action now are reporting

20%+

improvements in productivity
and cost savings

Overwhelmingly, survey respondents told us that the flexible workplace is a new reality. Seventy-four percent of CIOs and IT managers are placing greater priority on the flexible workplace compared to other investments over the next 12 months. The vast majority expects to make significant investments across all the key attributes of the flexible workplace in the next one to two years.

Moreover, the majority expects the flexible workplace will yield productivity gains and enhanced security. Nearly half believe it will reduce costs and potentially increase revenues (see Figure 1).

There are some important challenges that need to be met – chief among them security and cost. Security is seen as the most significant (see Figure 2 on next page). Interestingly however, security is a key benefit as well as the top challenge. This is not a contradiction in the data, but rather a reflection of the nature of

the flexible workplace – which raises security challenges because of expanded, multi-device access while also providing the tools and technologies, such as virtualisation, that can make the workplace more secure than it has been before.

Percent of respondents expecting significant improvements from the flexible workplace



Figure 1: CIOs and IT managers expect to see significant productivity, security and financial benefits from their flexible workplace initiatives.

Most significant challenges in adopting the flexible workplace

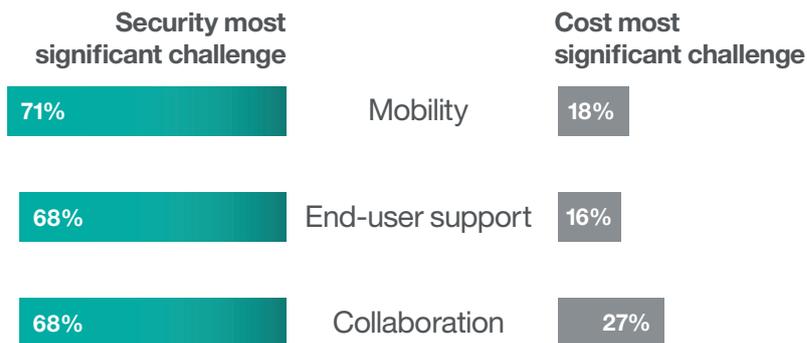


Figure 2: In response to the question “What is your most significant challenge in each of these areas?” CIOs and IT managers chose security by a large margin over the number two challenge, cost.

Forward thinkers' best practices

While the promise of the flexible workplace is compelling, most CIOs and IT managers are wondering how to best harness it to improve the effectiveness and efficiency of their enterprises and institutions. These CIOs and IT managers want to know how their peers deploy and manage flexible workplaces.

A cluster analysis of the survey data reveals four types of flexible workplace adopters (see Figure 3 on next page):

- *Forward thinkers (9 percent)* report 20 percent or greater improvement in productivity and cost savings on average. They are more likely to have workplace and mobility strategies in place and support the highest proportion of remote workers and the greatest number of devices
- *Fast followers (19 percent)* indicate that they achieve 10 percent improvement in productivity and cost savings on average, making particular use of desktop virtualisation and software as a service for their service desk
- *Majority movers (63 percent)* report 6 percent improvement in productivity and cost savings on average. However, their approach to the flexible workplace is more constrained and risk-averse
- *Late adopters (6 percent)* with smaller and more tactical initiatives report less than 1 percent improvement in productivity and cost savings on average.

Flexible workplace adopter types

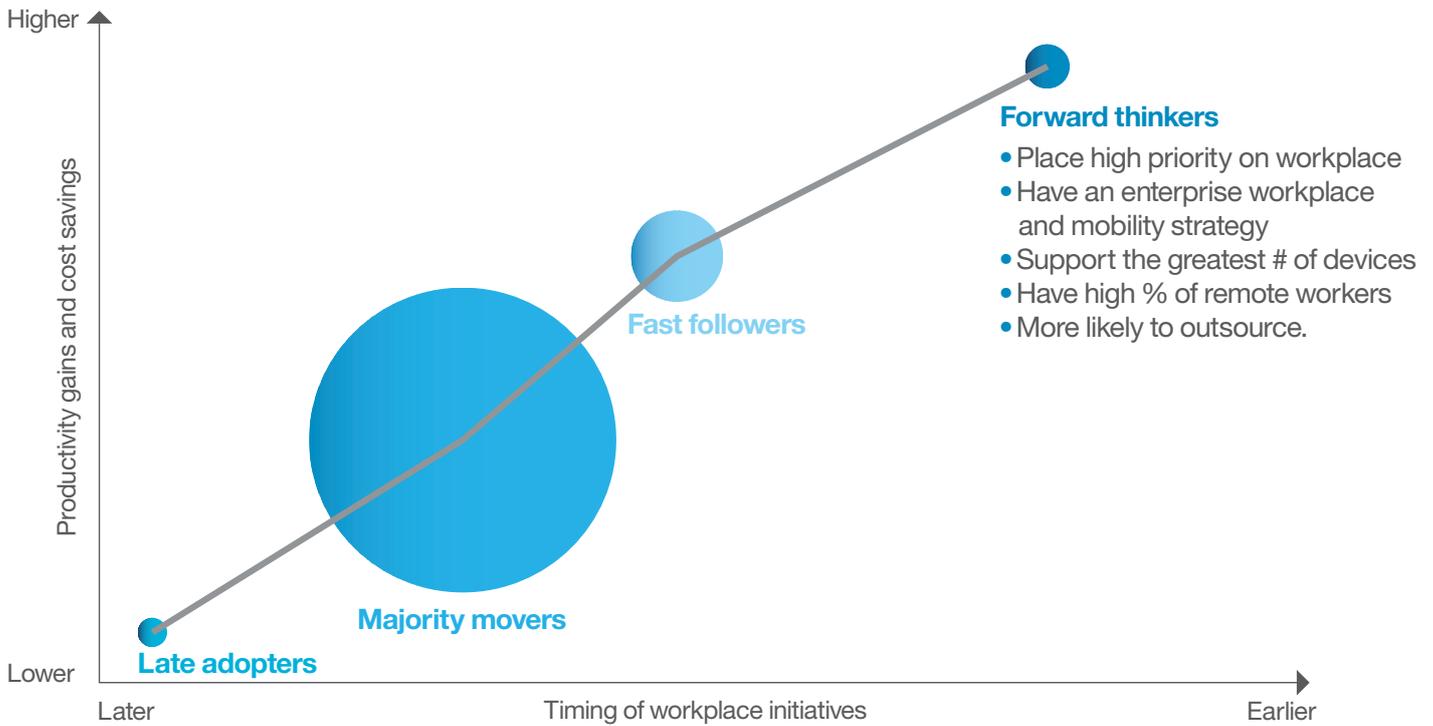


Figure 3: Forward thinkers are far more likely to have workplace and mobility strategies in place and are reporting the greatest benefits.

To better understand forward thinkers, it is critical to explore how they are approaching three key focus areas:

- Increasing productivity
- Securing the flexible workplace
- Delivering cost efficiencies.

Increasing productivity Making the move on mobility

Mobility makes the flexible workplace work and it is the attribute most in demand by end users. The tools that support users – applications and information – need to go where business is taking place. Recognising the opportunity, the vast majority of forward thinkers has a clearly defined mobility strategy in place and is executing key tactics faster than everyone else (see Figure 4).

Initiatives contributing to mobility performance and improvements

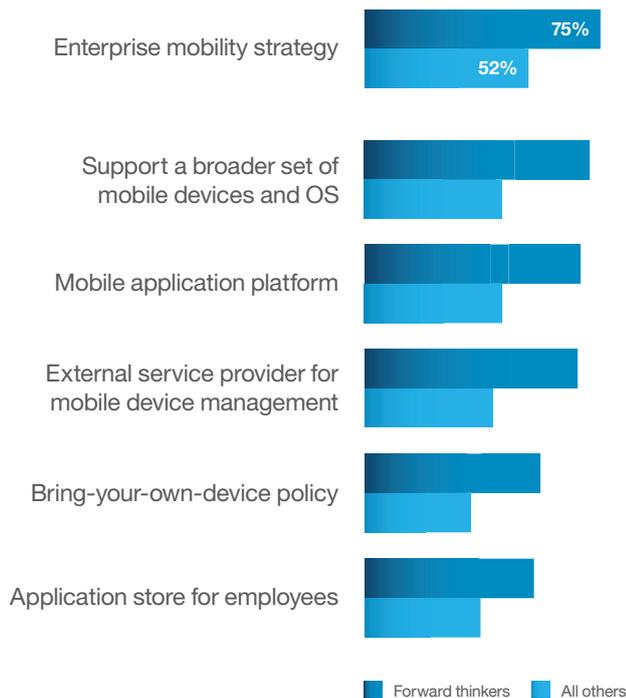


Figure 4: Forward thinkers are far more likely to have a mobility strategy in place and are enabling mobility initiatives such as multi-device support and bring-your-own-device (BYOD) faster and more frequently than other adopter types.

Forward thinkers are making fast use of emerging mobile devices, operating systems, platforms and applications. They recognise that the BYOD trend is expanding and rather than trying to limit usage, they are supporting a broader set of devices and operating systems. They are investing in a mobile application platform and creating application stores that favour collaborative and content applications for core business processes versus the back office.

Improving collaboration through social business

Forward thinkers are keenly focused on improving enterprise performance through collaboration (see Figure 5). They are leveraging social business to strengthen two-way communication and sharing – both within the organisation and with customers, vendors and partners. They understand the productivity upside of offering the kinds of tools employees use outside of work. And as adoption of social collaboration grows, forward thinkers are becoming less reliant on traditional communication tools such as email.

Initiatives contributing to collaboration performance and improvements

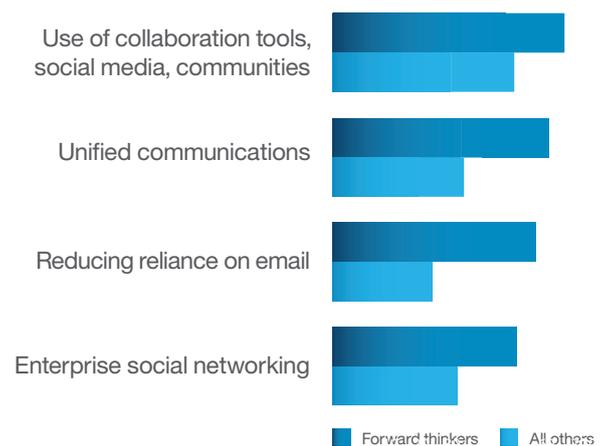


Figure 5: Forward thinkers are taking advantage of the immediacy and interactivity that collaboration and social business afford.

Supporting employee productivity

To maintain high levels of productivity, collaborative technology must work consistently, invisibly and seamlessly. When the technology goes awry, CIOs and IT managers need quick and cost-effective fixes. The vast majority of forward thinkers has

moved to virtualised desktop solutions to address service and support (Figure 6). In addition, even more are exploring how to exploit cloud-based virtualisation.

Initiatives contributing to employee services/support performance and improvements

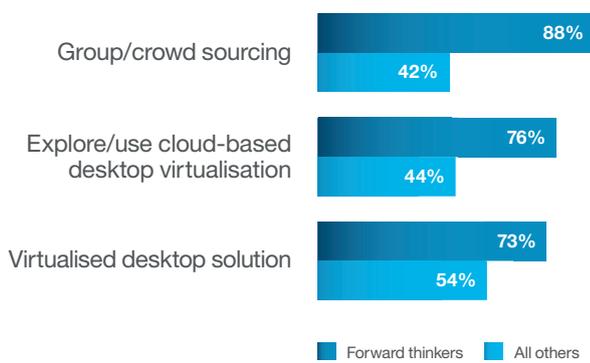


Figure 6: Forward thinkers are virtualising workers' desktops, exploring cloud delivery models and overwhelmingly using group sourcing and crowd sourcing to help reduce end-user support costs.

Forward thinkers are also consolidating service desk processes and using the flexible workplace's automation tools to reduce per-desktop support costs. They are more likely to employ

Key questions to consider: increasing employee productivity

1. Does your organisation have an enterprise-wide mobility strategy?
2. Is your organisation adopting desktop virtualisation or self-service tools to streamline employee support?
3. How are you using collaboration and social media tools to deliver better business outcomes?

methods of self-service support such as group sourcing or crowd sourcing, whereby employees can pose technical questions to experts within and outside of the company to resolve their IT issues.

Securing the flexible workplace

Survey respondents report that security is the largest and most immediate workplace challenge. What forward thinkers already know, and others are coming to realise, is that the flexible workplace can enable security – at less cost – than previous workplace iterations. The vast majority of forward thinkers has already taken steps to encrypt and secure their systems, data and devices (Figure 7).

Initiatives contributing to security improvements

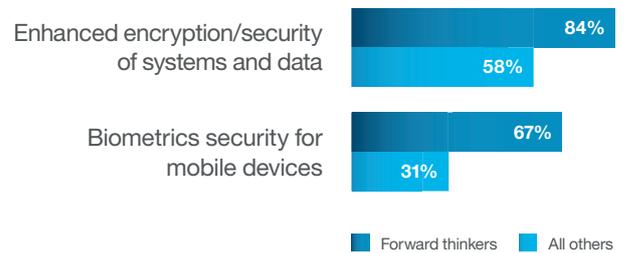


Figure 7: The top methods forward thinkers are using to help secure the flexible workplace include enhanced encryption of systems and data and biometrics security for mobile devices.

With each new access point, the security perimeter grows – and mobility significantly expands the number of access points. Rather than trying to contain the BYOD trend, forward thinkers are embracing it with security policies and procedures that help employees access enterprise data and applications interchangeably from various devices. Mobile security covers

everything from developing and enforcing strict password guidelines to establishing comprehensive policies regarding supported devices to using biometrics to secure devices.

Virtualisation can also offer more control over data and applications, because they both never leave the data centre – instead being accessed on demand via a desktop PC, a thin client, tablet, laptop or smartphone. Security measures can be applied consistently and comprehensively with automatic security updates whenever needed, reducing the cost of security and compliance.

Other flexible workplace features play their part, as well. Single sign-on can help users access the data and applications they need, when and where they need them. Automated user authentication helps protect data from unauthorised access and can provide fast, secure and user-driven provisioning of collaborative workspaces.

Key questions to consider: securing the flexible workplace

1. Are you confident that your organisation's mobile security strategy is comprehensive enough?
 2. Does your organisation use advanced encryption or other progressive security techniques to help keep enterprise data secure on any device?
 3. Does your company leverage leading-edge security for mobile devices, such as biometrics?
-

Delivering cost efficiencies

Among forward thinkers – those who report achieving 20 percent or more in productivity gains and cost savings – outsourcing is a more prevalent practice. Forward thinkers are more likely than other organisations to outsource any IT function and three times more likely to outsource their overall IT environment (see Figure 8). Organisations that outsource are also more likely to have a wide range of mobility, collaboration and end-user support activities underway.

Respondents who outsource or use managed services

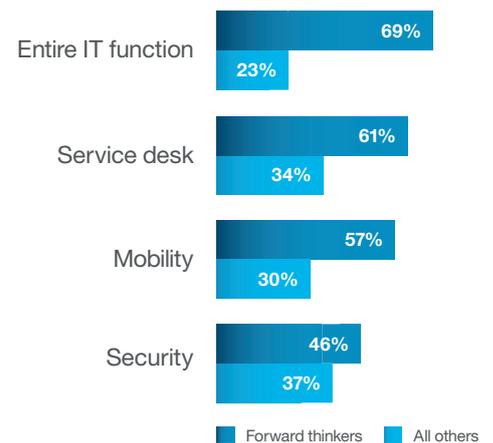


Figure 8: Forward thinkers are three times more likely to outsource their overall IT function – and nearly two times as likely to outsource their mobility environment and service desk – than survey respondents as a whole.

Outsourcing can also be a highly effective way to address CIOs and IT managers' concerns about resource breadth and availability of certain skill sets – for example, virtualisation, cloud deployment and security measures – within their own departments. Through outsourcing, forward thinkers access the benefits of third-party expertise and knowledge of the available tools, thereby allowing internal IT staff to focus on other business-critical initiatives and reinvest the savings back into the enterprise.

Key questions to consider: delivering greater cost efficiency

1. What is your strategy for cost reduction and access to new skills?
 2. Does your IT department have the resident capabilities for mobility management, collaboration tools, virtualisation, security and support?
 3. How can third-party providers help your organisation achieve its productivity goals?
-

How to become a forward thinker

How can CIOs and IT managers looking to expand workplace flexibility increase their organisations' productivity while reducing costs? They can take their lead from the forward thinkers (see Figure 9).



Workplace forward thinkers:

- Develop a workplace strategy and roadmap
- Gain control by enabling anytime, anywhere access instead of restricting usage
- Support collaboration and mobile workers with communication tools
- Address security proactively
- Employ self service where possible
- Implement desktop virtualisation as an option
- Leverage outsourcing or managed services as an option for skills and tools

Figure 9: The key components of forward thinkers' flexible workplace success can be leveraged by virtually any organisation.

Forward thinkers are making early and aggressive moves to adopt key mobility, collaboration and employee support capabilities and making strategic use of outsourcing. They are developing comprehensive workplace strategies and aligning those strategies with business goals and objectives.

The importance of strategy

While other adopters are implementing some flexible workplace capabilities, forward thinkers are placing emphasis on the development and execution of flexible workplace strategies that align with core business strategies. Forward thinkers are looking at the bigger picture and making integrated investments.

Case study: forward-thinking U.S. bank builds a strategy for the flexible workplace

With a growing number of employees splitting their time between onsite customer calls and working from home, a U.S. bank sought to improve support for an increasingly mobile workforce. At the same time, the bank placed a high priority on maintaining a tight, centralised management structure geared toward enforcing the industry's strict security, privacy and compliance requirements.

To get started on the right foot, the bank needed to develop an accurate picture of its current workplace environment – and determine the best-fit opportunities for making that workplace more flexible. Sophisticated analysis methodologies and tools, which anonymously logged user activity over a period of time, revealed an inefficiently configured server infrastructure supporting a portfolio of 2,600 applications. Of those applications, only about two-thirds were actively used.

Creating a virtualised application solution while streamlining the bank's IT configuration by 60 percent helped deliver comparable performance at lower costs and reduced maintenance. By including the needed Windows® 7 migration in the overall workplace strategy, the bank was able to save the time, effort, expense and risk of a separate initiative.

The bank has also enabled mobility support for a wider variety of devices, leveraging the robust security protections built into its newly virtualised application portfolio to help it achieve compliance at lower cost.

The bank's holistic and strategic approach to the flexible workplace puts it firmly among the forward thinkers. It reports measurable improvements across all three key workplace focus areas – increasing employee productivity, enhancing security and enabling more cost-effective delivery and maintenance.

For more information

To learn more about the productivity, innovation and cost benefits of the flexible workplace and how to realise these benefits in your own organisation, please visit the following website: ibm.com/services/workplace

About the IBM Centre for Applied Insights

The IBM Centre for Applied Insights introduces new ways of thinking, working and leading. Through evidence-based research, the Centre arms leaders with pragmatic guidance and the case for change. To learn more, visit:

ibm.com/smarter/cai/value



IBM United Kingdom Limited

PO Box 41
North Harbour
Portsmouth
Hampshire
PO6 3AU
United Kingdom

IBM Ireland Limited

Oldbrook House
24-32 Pembroke Road
Dublin 4

IBM Ireland Limited registered in Ireland under company number 16226.
The IBM home page can be found at ibm.com

IBM, the IBM logo and ibm.com are trademarks or registered trademarks of International Business Machines Corporation in the United States, other countries, or both. If these and other IBM trademarked terms are marked on their first occurrence in this information with a trademark symbol (® or ™), these symbols indicate U.S. registered or common law trademarks owned by IBM at the time this information was published. Such trademarks may also be registered or common law trademarks in other countries.

A current list of IBM trademarks is available on the web at 'Copyright and trademark information' at ibm.com/legal/copytrade.shtml

Windows is a trademark of Microsoft Corporation in the United States, other countries, or both.

Other company, product and service names may be trademarks, or service marks of others.

References in this publication to IBM products, programs or services do not imply that IBM intends to make these available in all countries in which IBM operates.

Any reference to an IBM product, program or service is not intended to imply that only IBM products, programs or services may be used. Any functionally equivalent product, program or service may be used instead.

IBM hardware products are manufactured from new parts, or new and used parts. In some cases, the hardware product may not be new and may have been previously installed. Regardless, IBM warranty terms apply.

This publication is for general guidance only.
Information is subject to change without notice. Please contact your local IBM sales office or reseller for latest information on IBM products and services.

IBM does not provide legal, accounting or audit advice or represent or warrant that its products or services ensure compliance with laws. Clients are responsible for compliance with applicable securities laws and regulations, including national laws and regulations.

Photographs may show design models.

© Copyright IBM Corporation 2012



Please Recycle