



The **best of both worlds:** building a successful hybrid workplace

Research reveals that delivering consistent cloud collaboration experiences to users is critical to future ways of working



Introduction

It's now three years since the pandemic sparked a sudden mass move to homeworking, and we're still waiting for working practices to settle. In association with Cisco, we commissioned a global research study to take the temperature of organisations in this transition period, asking 1,500 business and IT executives in global organisations across ten countries to share their opinions.

What's clear so far is that hybrid working is here to stay. The overwhelming support from employees tells us that after pay, flexible working is the most valued benefit and is twice as popular as a company car. But, at the same time, there's an upward trend of returns to the office.

There's no doubt the longer term will find more people working flexibly using more secure solutions, a general reduction in office space and an increased focus on embedding sustainability. A growth in regulation and societal pressure for more sustainable ways of operating are nudging organisations towards rethinking how their operations and the environment interact. However, in the shorter term, economic turmoil, changes in the job market, inflationary pressures and high energy costs are driving a volatility that's influencing behaviours and increasing the complexity of planning.

All the conversations I've had with global clients recently reflect how organisations are still weighing up their options, looking for the work-style balance that's best for them. It's interesting to note that almost half of enterprises are yet to formalise a hybrid working policy, and, in this shifting environment, it raises the question of how strictly those adopting a policy are sticking to it.

Right now, many organisations are holding off from optimising their infrastructure to favour either the office or homeworking, which is creating challenges around how to securely support the productivity of workers based in different settings. In many cases, they're also managing multiple platforms for a variety of reasons, ranging from the legacy of a merger to end-user preferences, or for business continuity protection. Organisations are in a state of flux.

The answer to so much uncertainty is creating a flexible infrastructure that will allow you to respond to

whatever's around the corner. Used well, technology keeps your options open and helps you navigate through to your end goal of secure, productive working, wherever your people are based. If you want to concentrate on one platform, or stick with multiple platforms and make them work better together, you can do that. The right networking and application capability means you can withstand both short- and long-term risks more easily, rapidly flexing to meet new requirements.

And this flexibility applies to people, too. What the last few years have taught me is how important it is to consider the person operating the technology, and how adaptable employees can be if they understand the context of what's being asked of them. Working closely with our [adoption teams](#), I've been amazed at just how quickly and competently people can work with complex technologies with the right guidance.

The [digital workplace](#) is evolving fast, and employees are ready to

keep pace, displaying an openness to changing how they work. I believe the next step for organisations is to build an infrastructure that can support both home and office working, with the flexibility to adapt, should they want to shift their balance between the two.

We're already delivering this technology, helping organisations to pull ahead. I hope you find these research findings thought-provoking and would welcome the opportunity to talk through any plans they may generate.

**Andrew Small,
Managing Director,
Global Portfolio, BT**



Foreword

Hybrid work is not only the future of work, but also the present. Yet, many organisations are still reeling from the dramatic shift of in-office work to remote work, being left with the question: What does the workplace look like now and moving forward?

As a global business community, we have an opportunity to imagine a new way of working. Business executives, IT professionals, and other departments alike recognise the accelerated need for transformation and see a move to the cloud as central to the evolving work environment. We can now leverage this shift in new ways of working as a catalyst to achieve flexible work styles. With organisations looking for ways to support the diverse needs of their workforce, both in work styles and wellbeing, technology should provide seamless experiences to how people work.

As I speak with executives across the globe, this is a top-of-mind concern for all. They are asking how to support the needs of people in a flexible, seamless, and secure way. They have been considering how to reimagine office workspaces in support of this and do it in a fiscally responsible and sustainable manner. And, as they focus on employee retention and talent acquisition, they are assessing how to adapt workplace culture to hybrid working. In these meetings, I've had the opportunity to share our Cisco and Webex innovation plans, and also what we've been learning in the process of our own shift in work practices. Internally, it has meant conducting employee research and cross-functionally adopting technology at scale.

The findings in this joint paper with BT reflect many of the same experiences I've described above. The data reveals the benefits of cloud-based collaboration fuelled by Artificial Intelligence (AI), how an increased use can support sustainability goals, and how workplace culture and wellbeing can be enhanced.

With accelerated need comes accelerated innovation. And I'm confident you'll find the recommendations in this paper to be both helpful and innovative. We believe cloud-based technology is no longer just a resource or tool but can be the connective tissue that drives employee retention, talent acquisition, and productivity. Together, we can reimagine our workplace to support the flexible work styles of the future, and more importantly, of the present.

**Aruna Ravichandran,
SVP and Chief Marketing Officer,
Webex by Cisco**



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Executive summary

IT and business executives in global organisations see cloud-based collaboration tools and apps as central to the evolving hybrid workplace. They're open to expanding their collaboration capabilities, believing effective tools are key to productivity, as well as increasing sustainability and employee wellbeing. The workforce is receptive, but can organisations deliver what they're asking for? Here are some of the key findings from our research:

Hybrid working is a highly valued workplace benefit and employees rely heavily on cloud-based collaboration tools and apps to ensure productivity.

Hybrid working is the most prized benefit an enterprise can offer and 53% of organisations are increasing the flexibility of where employees can work. Collaboration tools and apps are fundamental to communication and productivity in this environment. Collaboration tool use is rising, with 85% of executives spending more time using them compared to 2020. Executives see a link to better productivity: 75% believe colleagues are more productive when using collaboration tools rather than travelling to face-to-face meetings, and 95% feel more productive when working from home.

Global executives' collaboration requirements are specialised and wide-ranging, looking increasingly to AI to power new functionality, and placing the onus on the supplier to deliver user-friendly experiences that are secure and cost effective.

Collaboration is seen as a key business driver, with 76% agreeing better collaboration would make a big contribution to the organisation's success. The majority of executives (78%) want the latest collaboration tools with the best usability and built-in features, and 84% agree today's collaboration tools will continue to improve.

High-quality video is of increasing importance with 74% of IT executives currently updating their networks to deal with the demands of using video conferencing and HD video. Organisations are looking for collaboration solutions that offer global scale, commercial flexibility and competitive costs. They would prefer to build on an existing supplier relationship, and look for solutions that need limited input from in-house IT teams.



Hybrid working is shaking up established practices and a new workplace culture is emerging.

There's high awareness (97%) that collaboration tools can cut travel and carbon emissions. Executives expect organisations adopting collaboration tools will recruit from a geographically wider group of people (79%), and also believe collaboration tools can support employee retention by unlocking greater wellbeing through giving executives freedom to live where they choose. Executives are also aware that hybrid working (69%) could weaken the company culture, and that it can be harder to build team spirit amongst dispersed groups.

Global executives link the increased use of cloud-based collaboration tools with improvements in the organisation's sustainability.

A reduction in commuting is believed to be the leading sustainability benefit of hybrid working (80%), and less than a third (29%) of executives expect their business travel levels to return to pre-pandemic rates.

As part of changing workstyles, 59% of business executives expect organisations will 'do the right thing' and improve sustainability by better deploying collaboration tools and apps to reduce carbon emissions. 82% of organisations actually intend to improve the sustainability of their worksites.

Organisations are looking to the cloud to deliver excellent collaboration experiences that incorporate security and allow employees to connect from multiple locations.

There's a long-term trend towards prioritising cloud-based services, with 90% recognising it would be useful to be able to flex capacity up and down in line with business needs and only pay for what is used. Over the next two years, organisations will prioritise improving internal workplace wi-fi (60%), investing in better cloud-based technology for their remote and homeworkers (72%) and moving their voice solution to a cloud-based service (63%). IT executives have a dual focus when choosing collaboration tools – security (82%) and ease of use / functionality (80%).

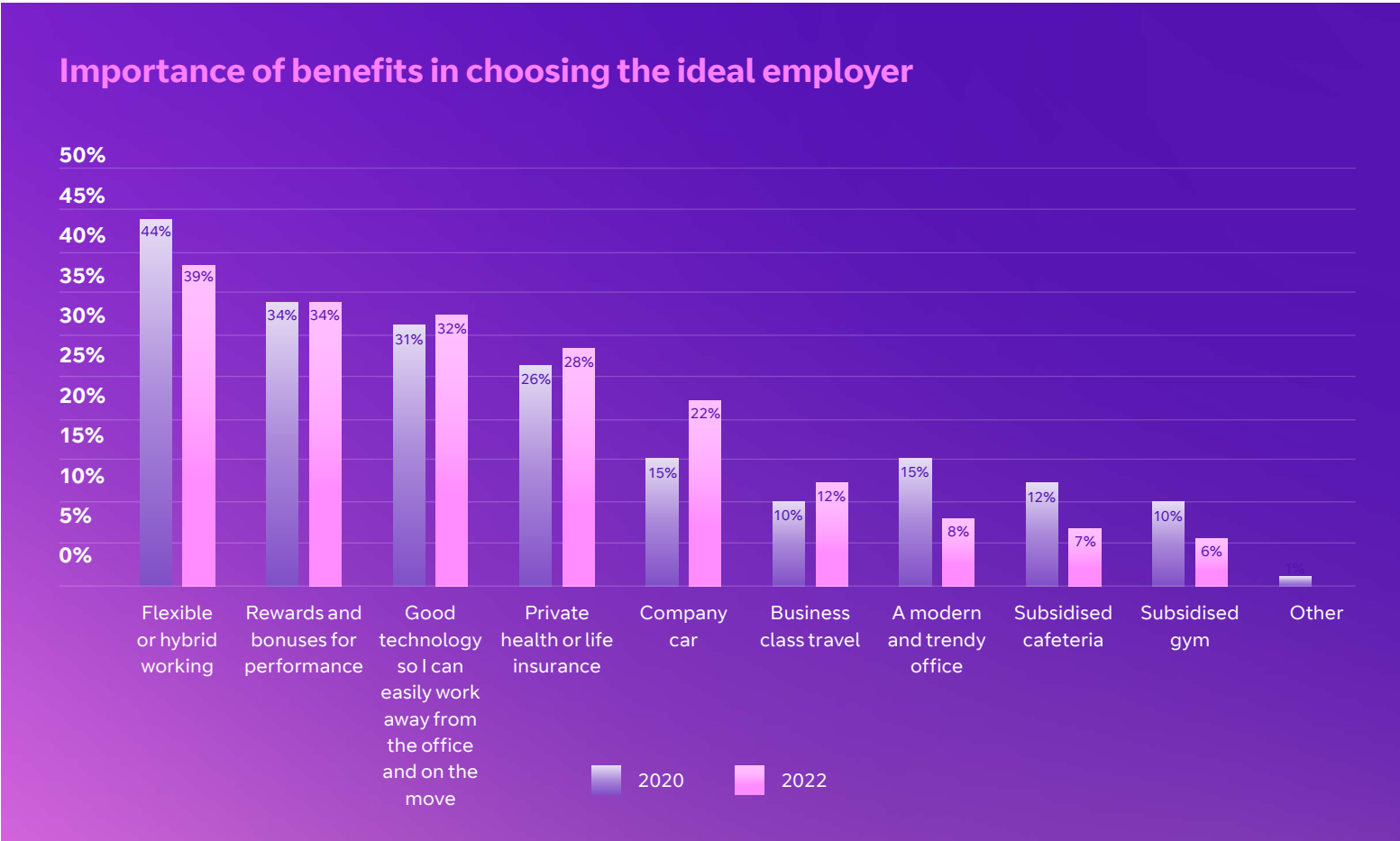


Hybrid working today

After the pandemic triggered the biggest remote working experiment ever, hybrid working is firmly on the radar of employees and businesses - but we've yet to see how far it will permanently change the workplace. With nothing locked in, organisations are feeling their way, often finding they are balancing hybrid working in one area of the business with full-time office working in another. This is a time of review and negotiation, where organisations have to consider how hybrid working could impact workplace culture, employee retention and productivity.

Hybrid working is the most prized benefit an enterprise can offer

Compared to traditional benefits like a company car or more financially based benefits, employees look first for the ability to work flexibly or in a hybrid set-up when appraising a potential employer. This indicates how strongly employees feel about hybrid working with the majority of executives wanting to work from home one to two days a week. However, at the same time, many employers are promoting a return to the office; currently, one in three organisations want their workforce in the office five days a week.



Some organisations are trying hard to draw employees back to the office full-time. Our research shows that 30% of organisations are offering incentives such as free food and drinks, free parking and annual payments to entice workers to the office.

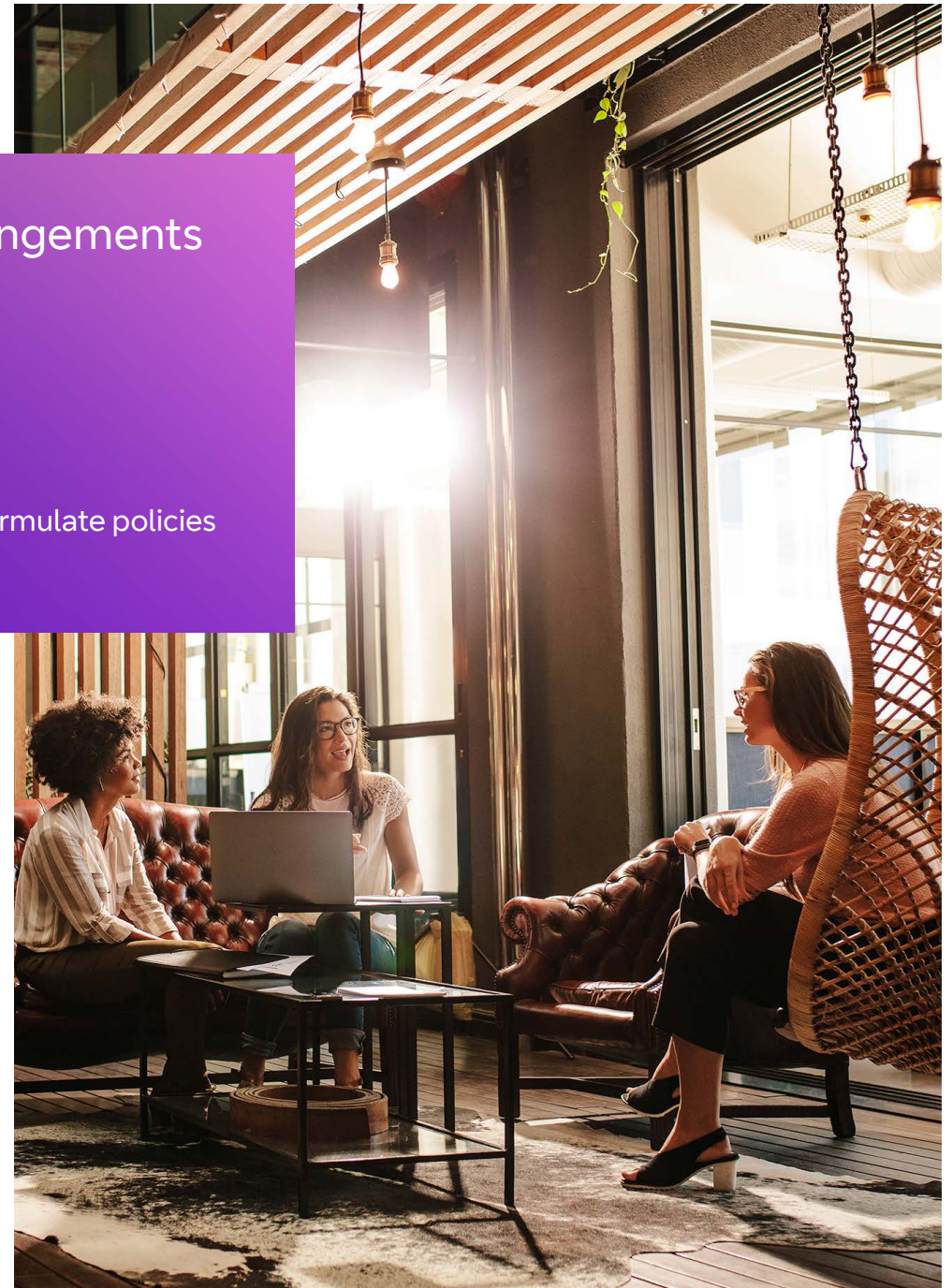
Clearly in some organisations there's a significant gap between employee and employer thinking. However, experimentation with, and progress in, hybrid working continues, often varying widely within the same organisation. In fact, 32% of executives report their working arrangements have been left to the discretion of their individual teams and managers.

Hybrid working arrangements are often informal

47%

of organisations have yet to formulate policies about flexible working.

This lack of set policies around hybrid working highlights how organisations aren't ready for the new ways people are working when they come together. Organisations have yet to implement an inclusive, collaborative set-up that can bridge the gap between the home and office experience.



Does hybrid working with collaboration tools boost productivity?

Organisations wanting their people to return to the office are often unconvinced that homeworking benefits productivity. Yet executives using collaboration tools and apps to support hybrid working strongly believe it has improved their productivity.

Collaboration tools beat office meetings

75%

say colleagues are more productive when using collaboration tools than attending face-to-face meetings in offices.

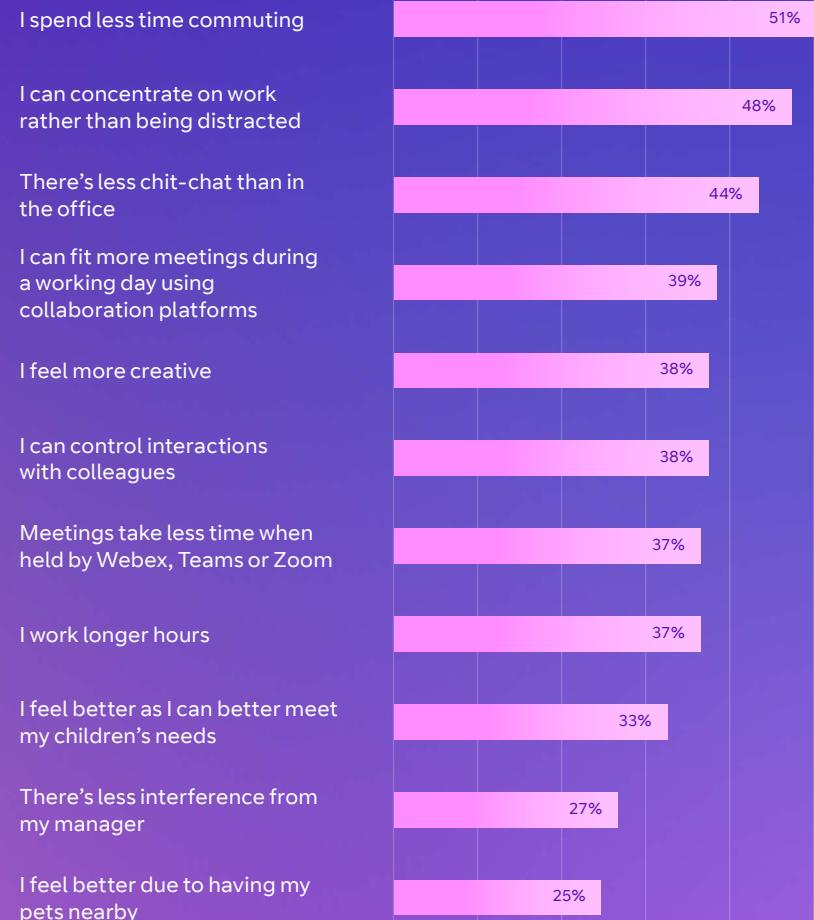
When it comes to homeworking, 95% agree they're mostly more productive, putting this down to time saved by not commuting, better concentration, less social chit chat and the ability to pack more meetings into working hours by using collaboration tools.

Sector and regional variations

Life sciences, retail and transport, and logistics executives are much more likely to be working in the office or worksite full-time. By comparison, only one in ten of those working in business and professional services, insurance and finance, and media and technology are doing the same.

A reduction in office space is more likely seen in banking (44%) and energy and natural resources (36%). Life sciences, manufacturing and retail and consumer goods - with lower abilities to support remote working - are all less likely to shrink their working spaces.

Perceived reasons why working from home boosts productivity



Hybrid working as a retention tool

When asked about the future of work, executives recognised that many industries are suffering from skill shortages and raised the need to hold onto experienced staff by providing career paths and benefits that will keep them within the organisation.

Employee retention is a priority

83%

agree the organisation will have to work hard to retain the best employees.

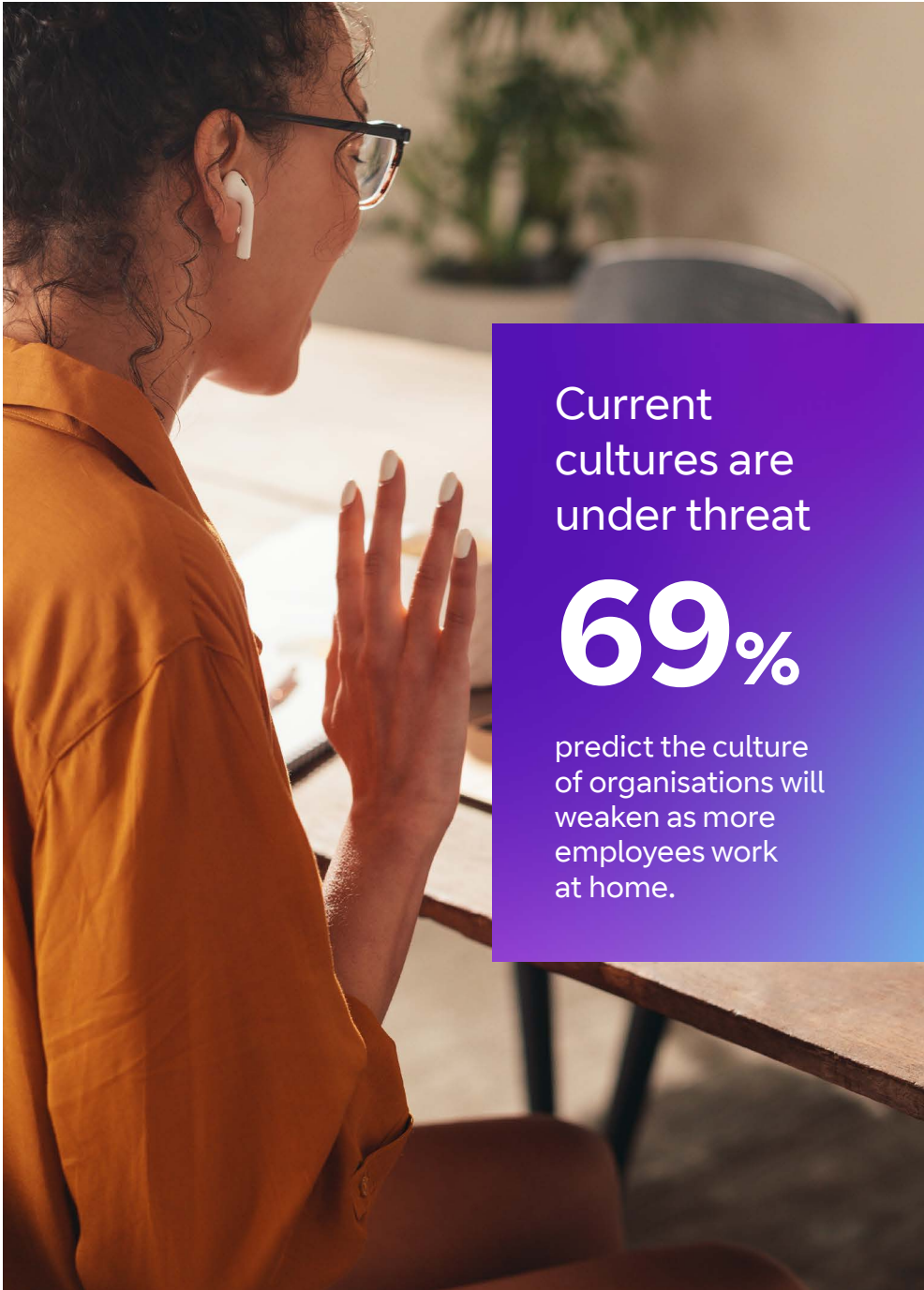
One potential route to retain employees, given how positively workers feel about it, is to make the most of collaboration tools and apps to make it possible for staff to work from anywhere. Executives are enthusiastic about the potential freedom hybrid or remote working could bring, seeing cutting ties with the office as an opportunity to live and work in a place of their choice.

Perhaps the biggest perceived benefit of using collaboration apps from home is the fact that 73% believe this improves employee wellbeing.

Executives welcome freedom to live where they choose

Spend time renting in locations you want to experience while still working	44%
Move your permanent home to another part of the country	38%
Move your permanent home to another country	34%





Current cultures are under threat

69%

predict the culture of organisations will weaken as more employees work at home.

Does hybrid working weaken company culture?

In many organisations using hybrid working, employees will spend less time in the physical presence of colleagues, and this will change traditional cultures. This shift may restrict informal conversation and social interaction, and managers will have less sight over their teams. Executives are aware that positive action will be needed to address these issues.

A key concern is how new starters will be onboarded within a hybrid working environment amid worries that an increase in homeworking will mean they take longer to feel part of the team. In fact, similar concerns spread across the whole sample, with 19% feeling they haven't got to know and trust their colleagues due to homeworking, 35% feeling it's harder to interact with colleagues, and 31% saying team synergy has declined.

There's clearly a need for conscious actions to counteract these feelings, and already new etiquettes are emerging. Dr Nicola Millard, Principal Innovation Partner here at BT, has researched this further in her

paper '[From automation to zedonks: the forces shaping the future hybrid workplace](#)' where she explores how to reinvent work by capturing the best of both the real and digital worlds.

Some organisations are planning to give managers more control over their teams by introducing monitoring software. Although there are critical issues around ethics and values to consider, 52% of executives agree employee monitoring software (such as PC, tablet and smartphone usage, tracking tasks and other behaviours) will be a priority when investing in collaborative and remote working in the next two years.

Sector and regional variations

When it comes to wanting to live somewhere different while homeworking, European executives and those working in travel and logistics are the most interested in this idea, with US executives the most resistant.

European executives also lead the way in favouring their organisation reducing travel to decrease carbon emissions (54%) compared to APAC (43%) and the US (47%). Asian executives are less in favour of improving the sustainability of office sites (46%), compared to 52% in the US and 54% in Europe. Those in the government and manufacturing sectors are most likely to pursue sustainability strategies, less than those in energy and natural resources.

Those in the banking, energy and natural resources, and insurance and finance sectors are most likely to recruit from a geographically wider group of people who will then work remotely.

Those in energy and natural resources are most likely to fear a loss of culture from hybrid working (75%) and life sciences the least (63%).

European executives and also those working in Banking and Professional Services are most concerned with the integration of new employees.

Employee monitoring is more likely to be adopted in APAC and the US over Europe. Banking and manufacturing are the sectors most likely to adopt the software, with 60% of executives in banking agreeing that technology will be used to monitor employees, replacing the oversight of managers, compared to the average of 52%.

Key takeaways

Hybrid working is a highly valued workplace benefit with significant employee attraction and retention potential. However, the workplace culture needs to adapt to make hybrid working as effective as possible and to protect productivity. There's some conflict in organisations between the employee's desire to work from home and the employer's preference for full-time office working. Plus, because levels of hybrid working can vary widely within an organisation, the enterprise must be ready to provide brilliant connections and experiences whenever and wherever they're needed.

Questions for decision-makers

- How well do you understand the desire for hybrid working in your organisation?
- Do you need to change how you measure productivity in a hybrid working world?
- What's your strategy for building new organisational cultures that align with hybrid working?

The role of the cloud in collaboration technologies for hybrid working

Hybrid working strategies are still evolving, but success and productivity will depend on supporting people using multiple platforms with the experiences and connections they need. In this time of workplace flux, organisations are looking to the cloud to deliver excellent collaboration experiences that incorporate security and allow employees to connect from multiple locations. The question now is how to get the most from the cloud to support evolving ways of working – how are global organisations approaching this?

The cloud is crucial to effective hybrid working

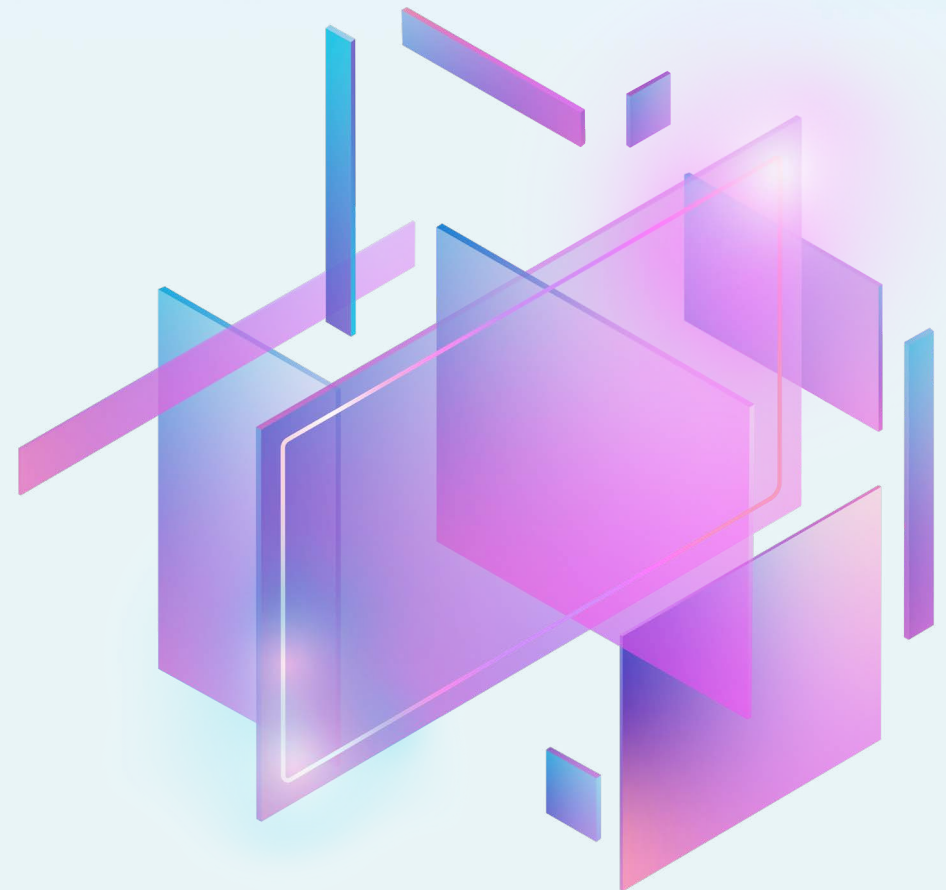
Although organisations are planning to downsize their office footprint and restructure what office space remains, their key focus for the next year is on underpinning effective communications and collaboration – and the cloud is key to this.

However, this focus can lead to organisations missing a step by not recognising that cloud applications are only as good as their connection to the cloud. The network's role is often overlooked when, in fact, it should form the base of any digital workplace strategy.

Office
wi-fi needs
attention

60%

of organisations will
prioritise improving
internal workplace wi-fi
in the next two years.

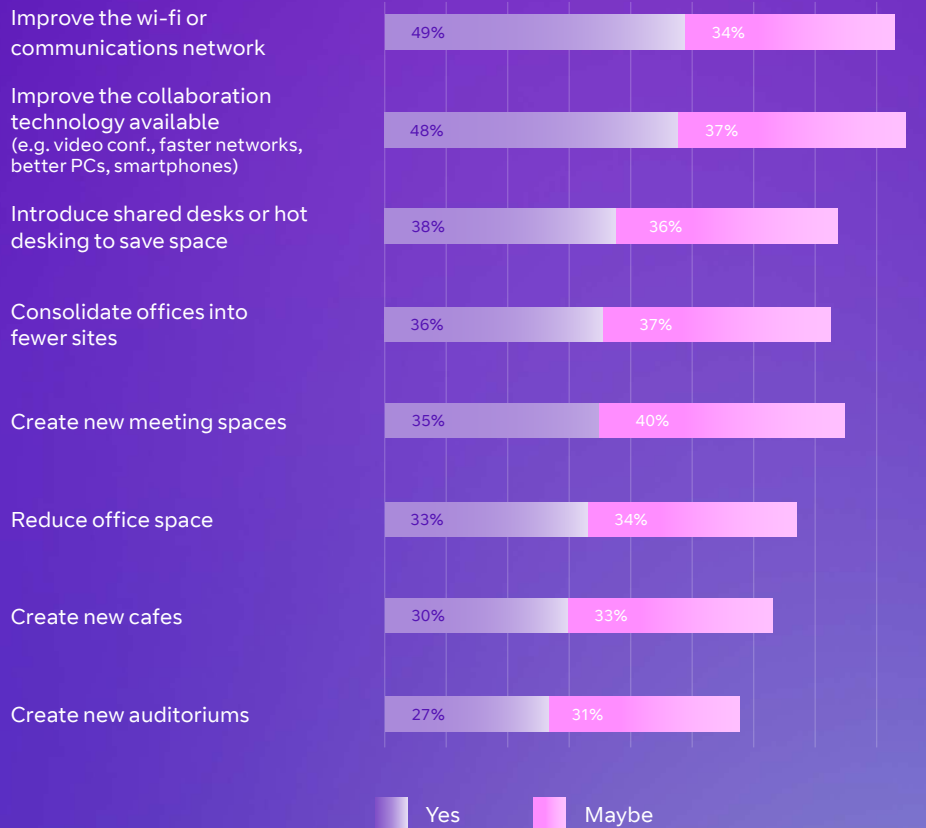


An indication of the importance of network connectivity is that one in three executives report having better wi-fi at home than at their office. If employees are reluctant to go back to the office because they'll have a worse network connectivity than at home, then effective hybrid working just isn't going to happen.

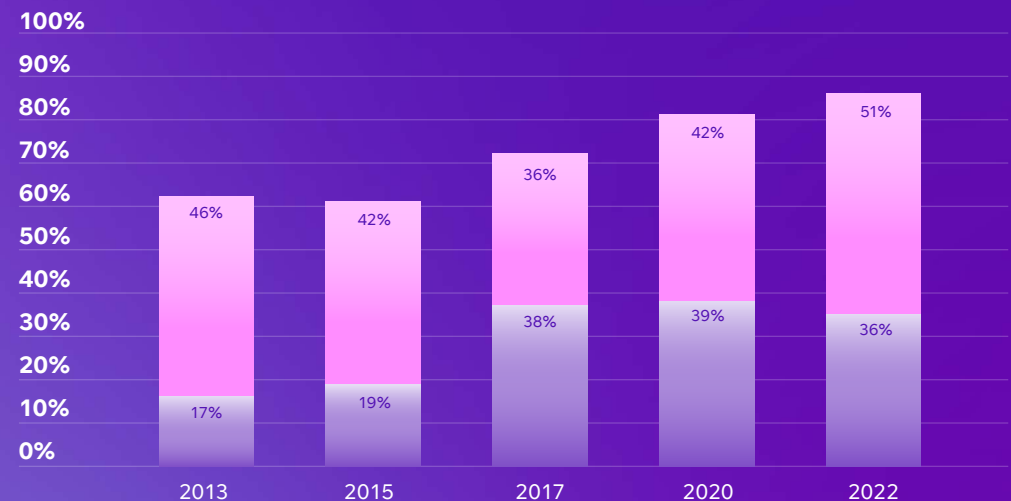
An awareness that working practices are still evolving means executives prize flexibility and scalability in their cloud solutions. There's a long-term trend towards prioritising cloud-based services, with 90% recognising it would be useful to be able to flex capacity up and down in line with business needs and only pay for what's used.

The majority of organisations are embracing the cloud: 72% plan to invest in better cloud-based technology for their remote and homeworkers and 63% intend to move their voice solution to a cloud-based service.

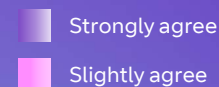
Organisations' plans for the year to come



Agreement that cloud scalability and pay-for-what-you-use is important



Base: Germany, France and UK



Can the cloud prioritise both experience and security?

Understandably, security remains a top priority for IT executives responsible for selecting technology, with 86% agreeing data security has become a more important priority in the last two years. Concerns about shadow IT and its impact on security are top of mind within a hybrid working environment, as is the need to meet international data protection standards as global working practices evolve.

However, when IT executives are asked to rate the importance of security and ease of use / functionality separately, there's a surprising closeness in the data: 82% rate security as very or extremely important and 80% rate ease of use / functionality. This points to a dual focus when organisations are choosing collaboration tools or apps. The question is: can the market meet both these needs?

When asked to choose one or the other, IT executives prioritise security over experience

75%

say security is more important than end-user experience in the choice of collaboration tools and apps.

Key takeaways

The cloud is fundamental to effective hybrid working, increasingly underpinning the connectivity and collaboration tools, apps and services that keep people in touch wherever they are. Today's organisations are looking for collaboration tools and apps that keep data safe and provide an excellent end-user experience.

Questions for decision-makers

- How can you give employees a consistent digital experience both in and out of the office?
- How can you use cloud networks to deliver the flexibility and scalability required while protecting data security?
- What security measures do you need to protect data and intellectual property with a distributed workforce?

Expectations of collaboration tools and apps continue to rise

Successful collaboration is all about helping people work well together, so leading global organisations are centring their collaboration strategy on the person at the end of the technologies, looking at how people like to work and what they want to be able to do. As organisations feel their way to effective hybrid working, they're looking to suppliers to deliver a broad range of collaboration capabilities in an easy-to-use, cost-effective way.

IT investment is valued and expected

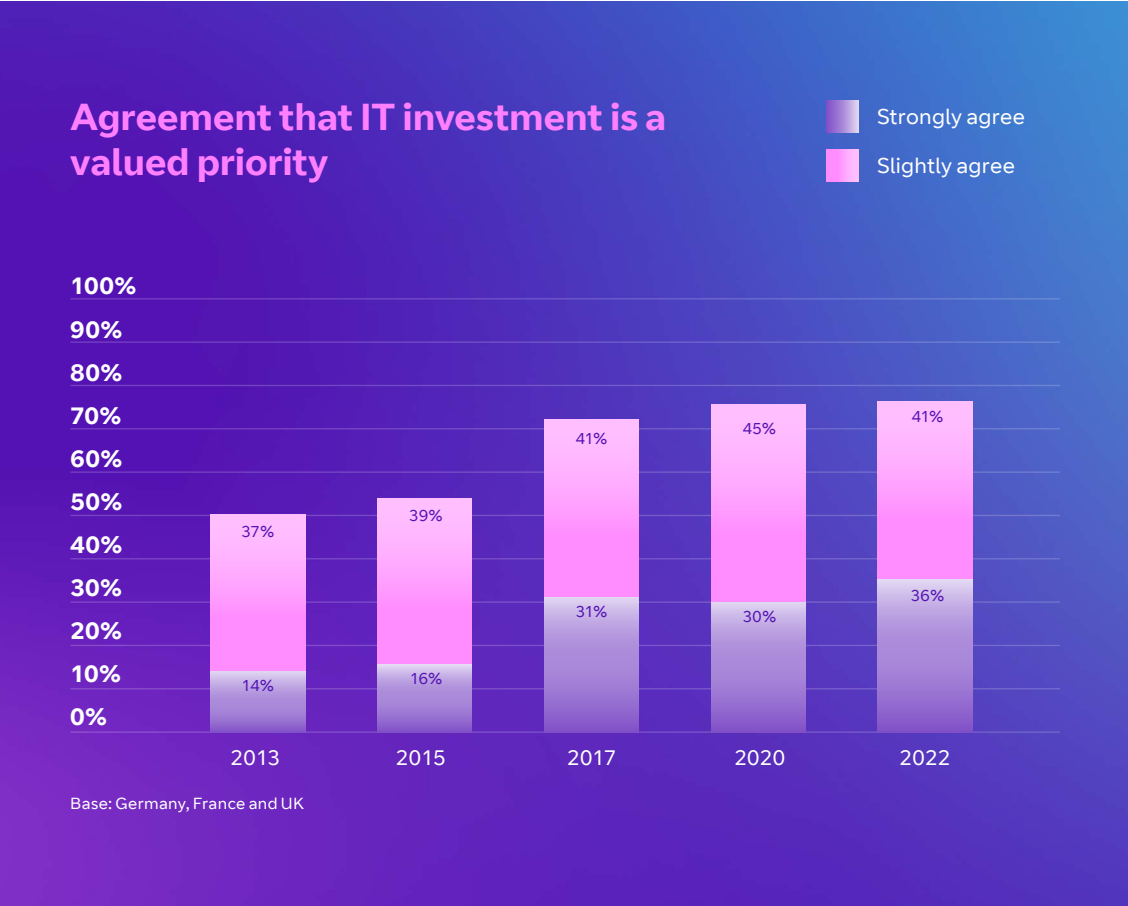
As the hybrid workplace emerges, digital technologies are increasingly seen as the key to improving and transforming operations. Our respondents drew strong correlations between IT investment, effective collaboration and the organisation's success.

Collaboration drives success

76%

agree better collaboration would make a big contribution to the organisation's success.

The majority of executives believe their directors prioritise and see the value in investing in digital technologies. This is a strong trend that has been steadily rising since 2013.



Collaboration tools make getting in touch easier

Overall, around one in two business executives say they still waste time trying to contact people, which delays decision making. However, as hybrid working has increased and collaboration tool use has grown, there's been a fall in the number of executives wasting time through poor collaboration.

Collaboration tools and apps are the backbone of work today

People have become more sophisticated users of collaboration tools and apps in recent years, with 85% reporting spending more of their time using them than they did in the previous year.

More frequent use of collaboration tools and apps is encouraging uptake of key features such as video

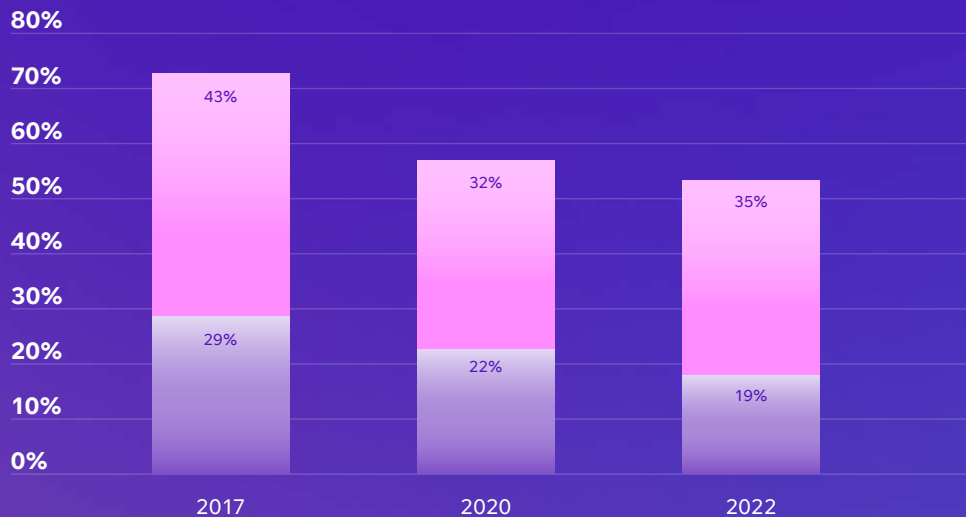
calling and instant messaging that's reducing the use of email. Nearly two in three are taking part in video calls at least once a day and 72% regularly use the chat function while on video calls. There's also a clear upward trend when it comes to using instant messaging at work.

Sector and regional variations

Employees in APAC and the US are more likely to have their video switched on for work calls than those in Europe. They're also more likely to be using messaging compared to European executives.

Agreement that colleagues often waste time trying to get hold of people

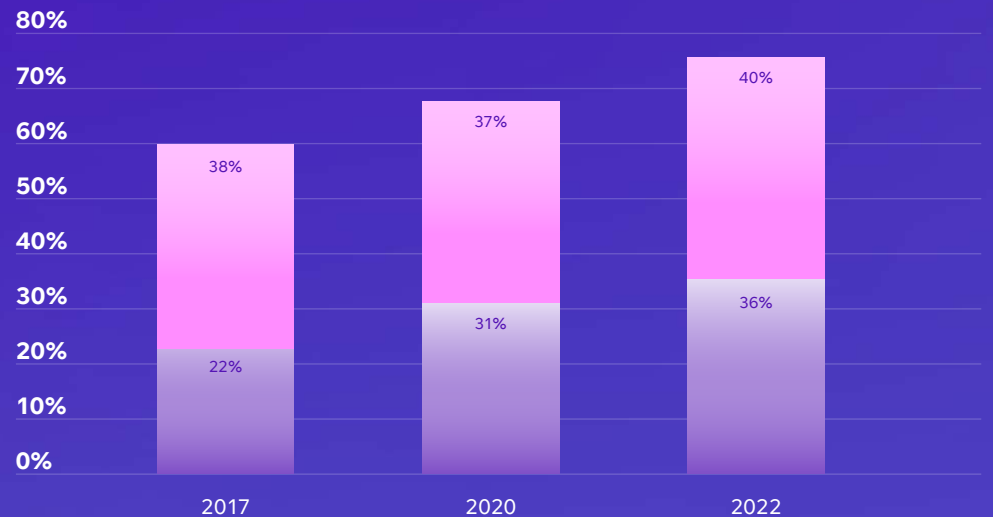
Strongly agree
Slightly agree



Base: Australia, France, Germany, Hong Kong, India, UK and US

Use of instant messaging or chat instead of email for work purposes

Strongly agree
Slightly agree

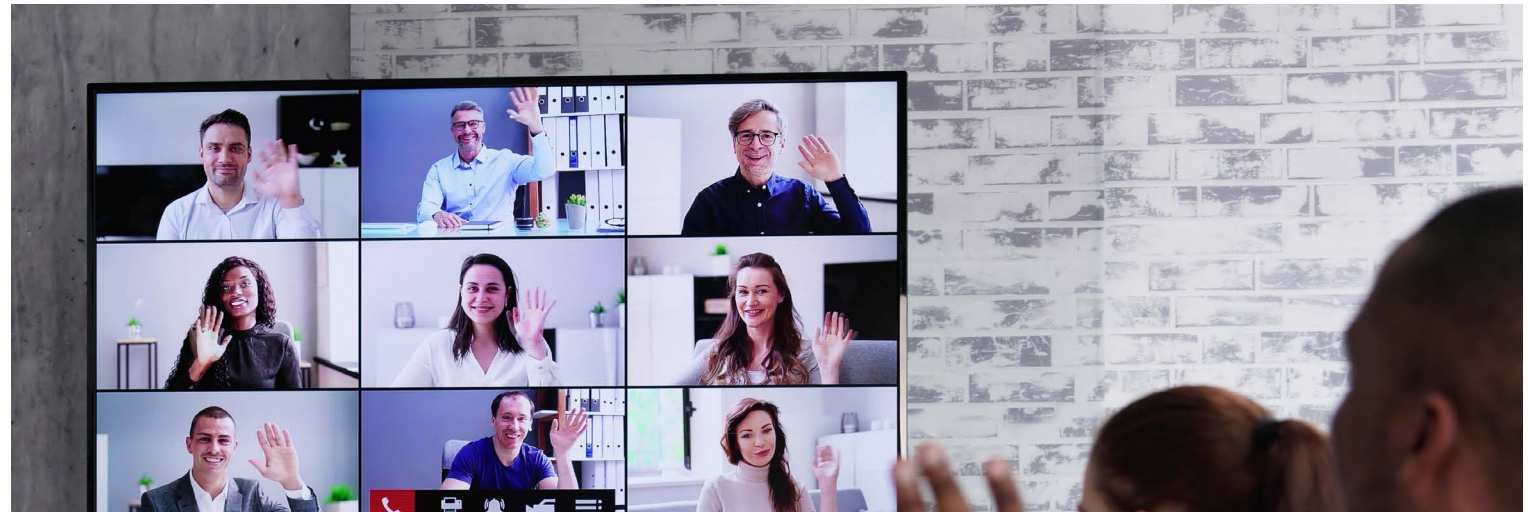


Base: Australia, France, Germany, Hong Kong, India, UK and US

Improvements to collaboration tools are expected

Our trend data shows that, since 2013, an increasing number of executives have wanted to have the latest collaboration tools with the best usability and built-in features, generating an eagerness for updates or new tools and apps (78% in 2022). Executives expect a more immersive and virtual environment and better ways of achieving parity between office, home and on-the-move interactions.

When it comes to functional expectations in the here and now, executives value relatively basic requirements.

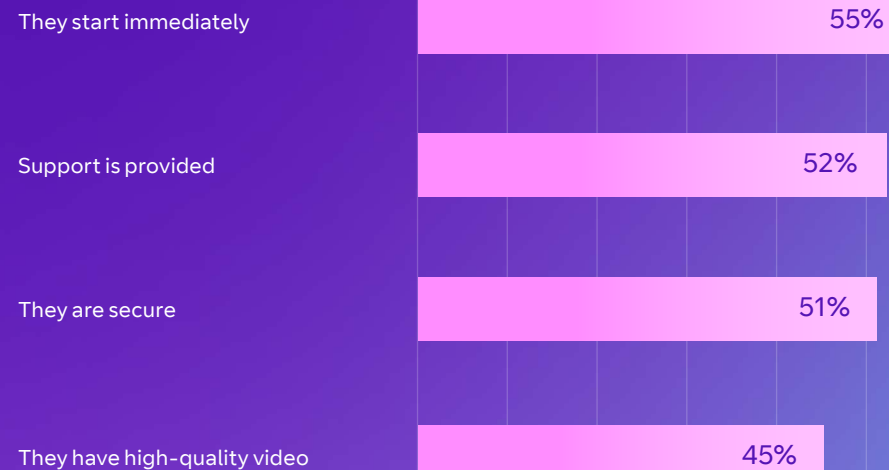


People expect more from collaboration tools

84%

agree today's collaboration tools will continue to improve.

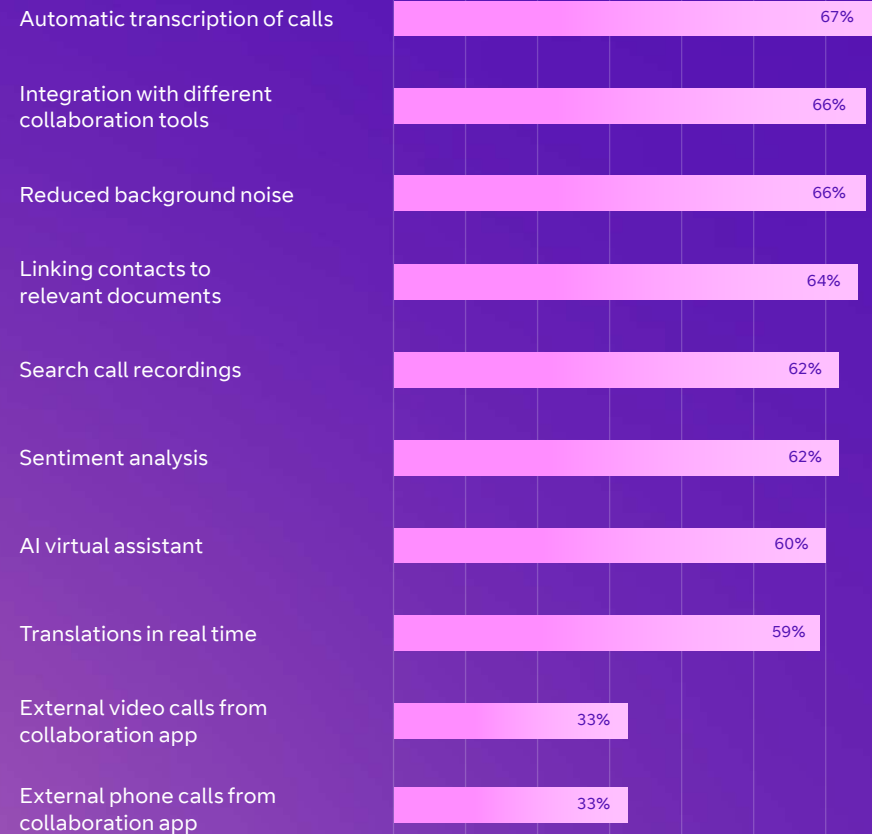
Top ranking functional expectations of collaboration tools and apps





As executives become more familiar with collaboration tools and how they fit into the working environment, they're more willing to embrace new features and increasingly expect their chosen tools to integrate with others to create a holistic experience.

Agreement that the capability would be useful to colleagues, the team and the organisation.



AI steps forward

Executives confidently expect AI to propel collaborative work forward, displaying positive perceptions of AI in collaboration tools and apps.

Executives
welcome AI

78%

believe new workplace
virtual assistants will
be like a colleague
supporting them.

This acceptance of AI in the workplace reflects a growing understanding of how AI and humans will need to interact to achieve productive work. What Cisco calls 'cognitive collaboration' will be fundamental to success, drawing on AI and machine learning that is capable of anticipating a user's needs, employing reasoning,

remembering outcomes, and taking proactive actions. Humans will then provide insights and context to the results, delivering better customer interactions and smarter and faster decision-making.

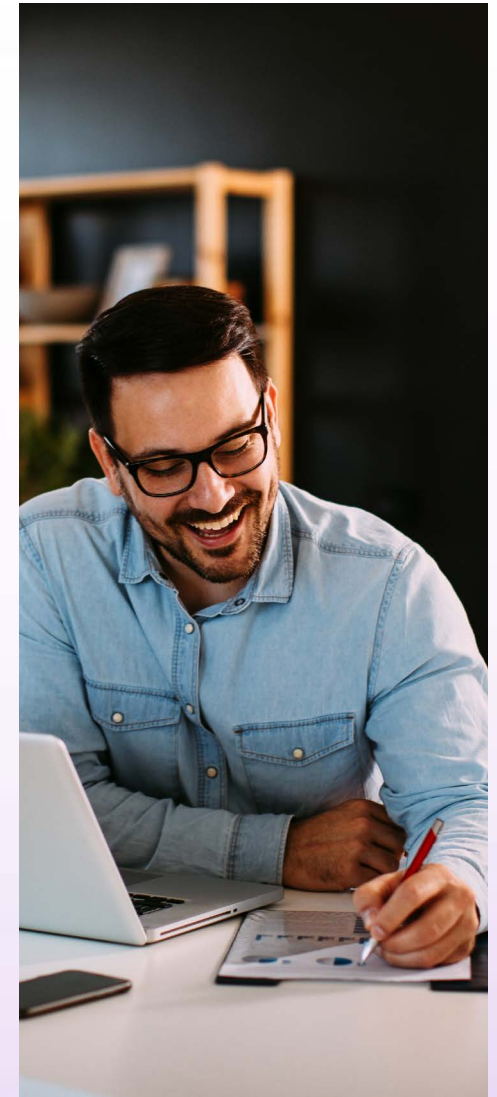
Although concerns about a 'big brother is watching you' culture, or the replacement of executive jobs by AI will be ongoing, the research shows that executives are less worried than those involved in administrative or process-based tasks. Four in ten executives highlight how AI will automate dull tasks leaving them free to add more value.

Already, AI technology is generally supporting humans to work better, and continues to develop in four key areas:

- in relationship management, it's gathering information to enhance people's understanding of each other
- text or voice based virtual assistants are increasingly assisting with interactions

- audio and speech technologies are improving the collaboration experience, making access to systems easier and cutting out background sounds
- computer vision is allowing software to interpret its environment, bringing face, object and gesture recognition.

Increasingly, AI will start to become a member of the team, with responsibility for certain actions - and this may drive a reassessment of job roles. The emergence of the AI text generator, ChatGPT, for example, could shift the human role away from creation to one of supervision, review, refinement and strategic decision-making. Although this may cause upheaval in the working environment, it's part of AI's progression from assistant to the point where it can make strategic recommendations based on its business intelligence.



Collaboration tools help build global teams

Collaboration tools are also good news for recruitment, enabling organisations to reach out to a wider pool of candidates globally to build international teams. Already, organisations are working and collaborating globally, both internally and externally with clients, partners and suppliers, and executives are practised in accessing collaboration tools with video to work across time zones.

Collaboration
tools create
global
workforces

79%

say their
organisations will
recruit from a
geographically wider
group of people
who will then
work remotely.

In order to attract and retain the best people, these new working practices will require improved coordination as well as refined management and technological support. Key considerations include the varying functionality needs of collaboration tools between countries, as well as the cultural differences that need to be understood and considered.

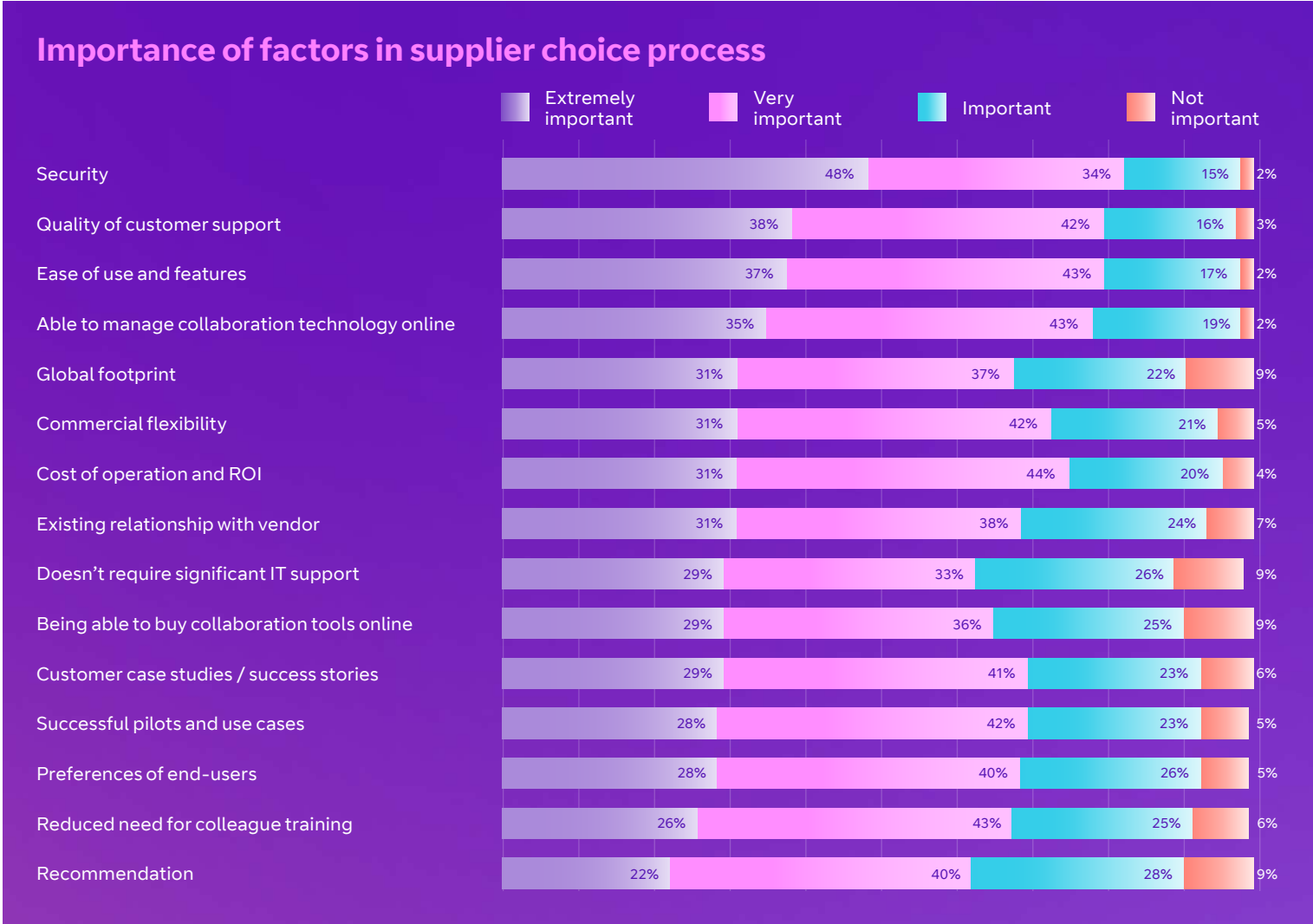


Expectations of collaboration tool providers

When it comes to choosing a supplier, organisations are looking to balance the same key factors that apply to all cloud-based tools and apps: security, ease of use, capabilities and support.

The fact that security is the most important aspect reflects a high awareness of the risk landscape and a more mature approach to making the most of the cloud. However, high-quality customer support isn't far behind and, taken with the high importance of being able to take on the management / integration of existing collaboration technology, points to a proactive role for suppliers.

Organisations are looking for collaboration solutions that offer global scale, commercial flexibility and competitive costs. They would prefer to build on an existing supplier relationship and look for solutions that need limited input from in-house IT teams.





Key takeaways

As the hybrid workplace emerges, digital technologies are increasingly seen as the key to improving and transforming operations and there's a strong appetite for ever-improving collaboration tools and apps. Executives confidently expect AI to play a key role in the future development of collaboration tools and apps. Expectations of suppliers are high, with organisations looking for tools that balance security, ease of use, capabilities and support.

Questions for decision-makers

- How can you best use collaboration tools to help employees to reach each other easily?
- Do you have a clear picture of how your people would like to be able to collaborate?
- How aware are you of what today's collaboration tools and apps can offer your organisation specifically?

Hybrid working supports sustainability goals

As sustainability rises up the agenda and working cultures evolve, business and IT executives are highly aware of how hybrid working can benefit the environment, with 80% believing a reduction in commuting is the leading positive. The hybrid world has also delivered a lasting reduction in business travel.

There's an expectation amongst 59% of business executives that the organisation will 'do the right thing' and improve sustainability by better deploying collaboration tools and

apps to reduce carbon emissions. As part of the ongoing workplace change, 82% of organisations intend to improve the sustainability of their worksites, too.

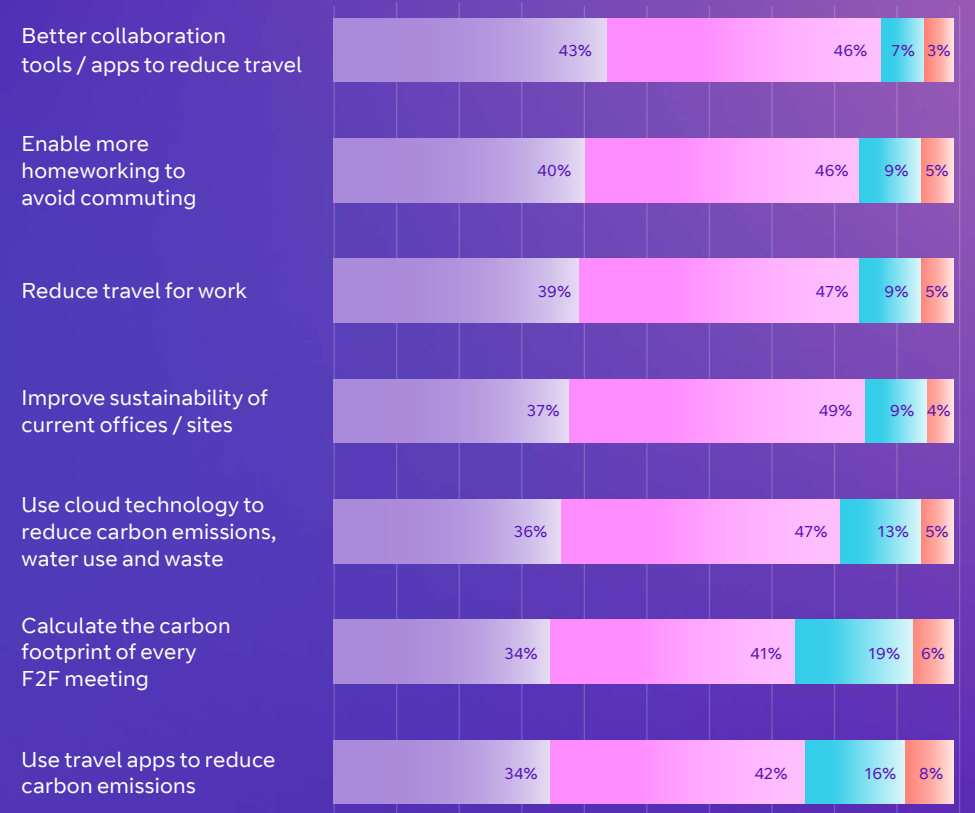
Executives believe collaboration tools are environmentally friendly

97%

think using collaboration tools benefits the environment through reduced travel and commuting.

Take-up of carbon-reducing activities

We already do this as much as possible
 We already do this, but could do more
 No
 Not applicable



Sustainability is reaching business travel

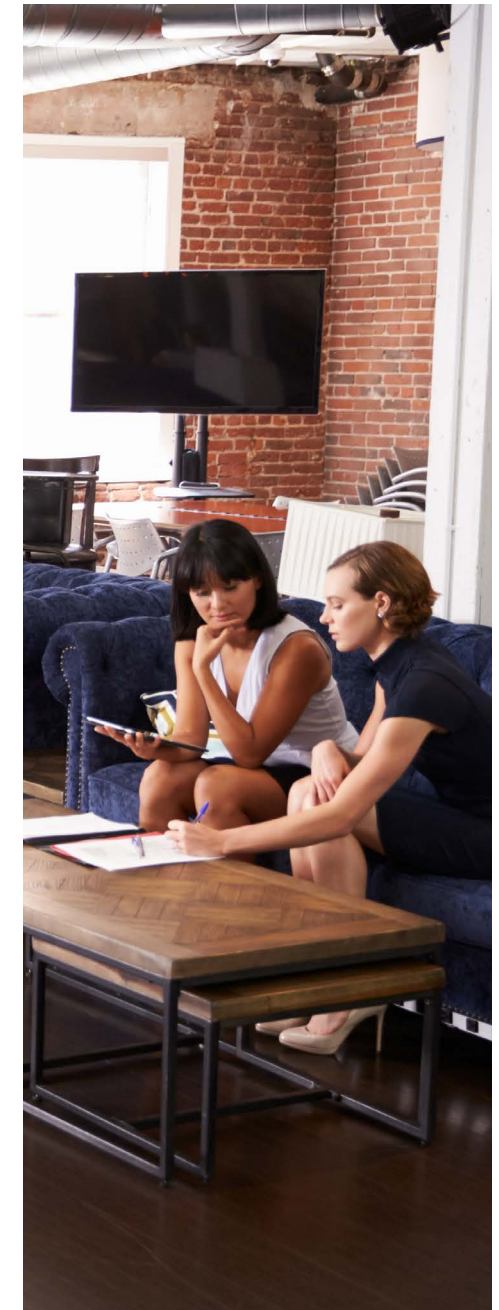
Business travel isn't expected to return to the levels seen pre-pandemic: only 29% of executives say they definitely expect to travel as much for work either locally or internationally as they did before the pandemic.

However, when needed, executives will travel. The key drivers for face-to-face interactions either nationally or internationally are meetings with clients, strategy meetings and to launch new partnerships.

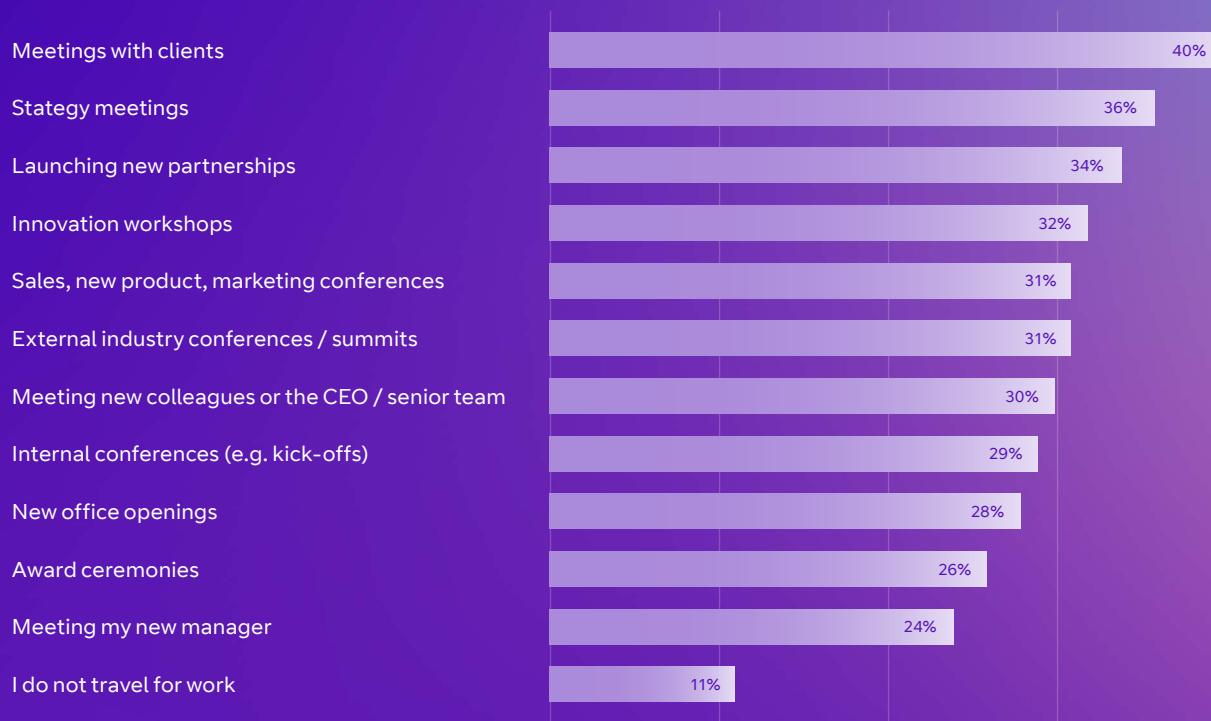
Sector and regional variations

Executives in APAC are more likely than those in the US to say they will travel for work, while the Europeans trail behind those in the US.

The sectors that are more likely to continue to travel as they did prior to the pandemic are manufacturing (37%), banking (34%) and retail and consumer goods (34%).



Reasons for travel to attend in person



Nine steps to planning your future work strategy

Drawing on the core messages emerging from this research, combined with our expertise in delivering the cloud-based networks, connectivity and applications so essential for a good collaboration experience, we recommend the following nine steps to achieve an effective future work strategy:

1. **Explore** your colleagues' preferences for hybrid working, looking at team, sector and individual needs.
2. **Map** organisational strategic needs for employee work location, including the requirement for offices and business travel.
3. **Design** a hybrid work strategy, including new metrics for productivity and sustainability.
4. **Build** an organisational cultural development plan for new working practices and provide support and guidance to managers.
5. **Develop** an employee wellbeing plan, including for the onboarding of new team members wherever they are located.
6. **Audit** your collaboration and network technology, for working at the office, on the move and at home.
7. **Implement** a strategy for your organisational and employee needs using the cloud to provide agility and flexibility.
8. **Deploy** a data and network security protocol, to ensure regulation and commercial needs are satisfied.
9. **Innovate** for the future, learning from competitors' experiences and technology developments.



Building your future infrastructure

As organisations create the digital workplace that's right for them, cloud collaboration will be critical to bringing home and office workers together. Leading global organisations are placing people at the heart of their collaboration strategy, seeing technology as the enabler of an outstanding user experience. To support this people-first approach, they're building flexible infrastructures that will allow them to adjust to whatever might be around the corner, setting every move into the context of sustainability and security goals.

We're ready to help you build the networking and application capabilities to bring your collaboration strategy to life, from design through to user adoption.

To find out more, [visit our webpage](#) or talk to your account manager.



Methodology

The research was carried out independently for BT and Cisco by Davies Hickman Partners Ltd.

Davies Hickman completed online research with 1,500 executives in global organisations across Australia, China, France, Germany, Hong Kong, India, Netherlands, Singapore, UK and the US. The sample was split between 1,000 business executives and 500 IT executives. The research covered 10 sectors including banking, business and professional services, energy, natural resources and utilities, financial services, government, insurance, life sciences, healthcare and pharmaceuticals, manufacturing, media and technology, retail and consumer goods and, transport and logistics.

The research was completed in July 2022.

Offices Worldwide

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March 2023