



The Trailblazers: Leading the remote working transformation

Business leaders share their insights and plans
for the future of remote digital collaboration.

TechPros.

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Enabling remote working – from tactical to strategic

When the pandemic struck, most businesses had to let employees work from home. There was a surge in the use of technology that would allow large numbers of employees to collaborate and serve customers remotely. For many sectors, like hospitality and high street retail, remote working was not a viable option. But, where possible, businesses rose to the challenge and changed their ways of working literally overnight.

Crisis gave way to confidence as employees worked just as hard as before, maintaining both productivity and sales. Businesses were able to cut costs relating to travel and accommodation and invest in other areas. This year, the challenge is now making that change sustainable for the long haul. Whatever the future holds, it looks likely that most businesses will adopt a hybrid model, combining cloud-based home and remote working with office and client site working to create a true digital workplace. Research has shown that the majority of employees worldwide would prefer not to return to a work premises full-time and that public cloud is likely to be the preferred option to enable working from home¹.

Business leaders now need to make sure that those tactical technology solutions used for remote working, brought in in a hurry at the beginning of the pandemic, are secure, stable and compliant. Such a major change also has a human impact. It's important to make sure that employees, who responded magnificently for the most part to the crisis, are brought along for the rest of the digital collaboration journey.

We've been running a series of interviews with business leaders to find out more about how they are meeting their remote working challenges. This eBook combines these findings with our insight to offer a guide to embedding the digital workplace into business strategy.



The age of the digital workplace

Remote working is here to stay. This is the dawning of the age of the digital workplace. Almost half of respondents to the CCS Insight Senior Leadership IT Investment Survey, August 2020², said that fewer than 10% of employees worked predominantly from home before the pandemic. But 61% of companies now expect more than a quarter of their employees will work mainly from home in the future.

Cloud and software-defined networking are key to the global workplace. According to CCS, cloud computing and remote collaboration were the main technology beneficiaries at the beginning of the health crisis. They also remain among the top priority investment areas this year.

Cloud and digital collaboration technologies are not the only ones seeing growth. Infrastructure as a service (IaaS) is expected to maintain healthy annual growth, due to the surge in cloud usage during the pandemic. Lockdowns also accelerated the transition to mobile devices and this is expected to continue³.





The challenges of accelerated technology transformation

Although many organisations were already set up to enable employees to work from home, most weren't prepared to do so on such a large scale and so quickly. This accelerated technology transformation has brought with it a number of challenges, including providing standardised collaboration and meeting tools to support remote work, provisioning of IT hardware and devices, and scaling the infrastructure

as well as information security challenges. Many organisations did not have standardised collaboration applications for remote working and as a result multiple platforms were deployed by different departments to fulfil their needs.

Business leaders need to make sure employees can access corporate applications or tools from home to the same standard as in the office, while meeting all the necessary privacy and compliance requirements. The key to success lies in the effective implementation of a digital workplace strategy capable of driving true cultural change.

Natasha Davydova, VP, CTO at Salesforce, says: "If your underlying technology doesn't work, whether it's bandwidth or connectivity or compatibility, then it won't provide a super experience. It becomes very frustrating and people become disengaged. In many financial services companies, there are a lot of applications in data centres or in the cloud. But, when you connect to those applications from home, some companies are experiencing issues with latency."

Security – no more sleepless nights transformation

The pandemic massively accelerated companies' need for digital workplaces and unified communications. Yet there's a real risk that companies are rushing through digital collaboration solutions without fully understanding what people need, both for effective working and for their well-being and to keep them engaged. At the same time, business leaders fear loss of control of workforce productivity and introducing security vulnerabilities.

Ananthakrishnan Jayaraman, Senior Director, IT Applications at Informatica, says: "Security - that's the one that keeps me up. Making sure all of our artefacts and data are safe and that people use only the appropriate devices to access Informatica artefacts. That's driving a lot of our tooling and application decisions."

He adds, "Outside that, it's more often a cultural issue, where it's going to lead to lack of cohesion in the team, given the influx of new people coming in. So we'll have to figure out new ways to get to know new people who will be working remotely. We'll have to look at a new technical solution for this. This is critical for us - for a high performing team to continue to function effectively."

There are many business and operational goals that could benefit from digital and remote working beyond responding to the current crisis - reducing office costs, providing better customer experience or introducing more flexible working, for example. Business leaders are under pressure to implement innovative and future-proof collaboration tools to get these benefits, without any disruption or risk. But it's difficult to migrate to the cloud without some disruption and risk, ranging from customer dissatisfaction to loss of business.

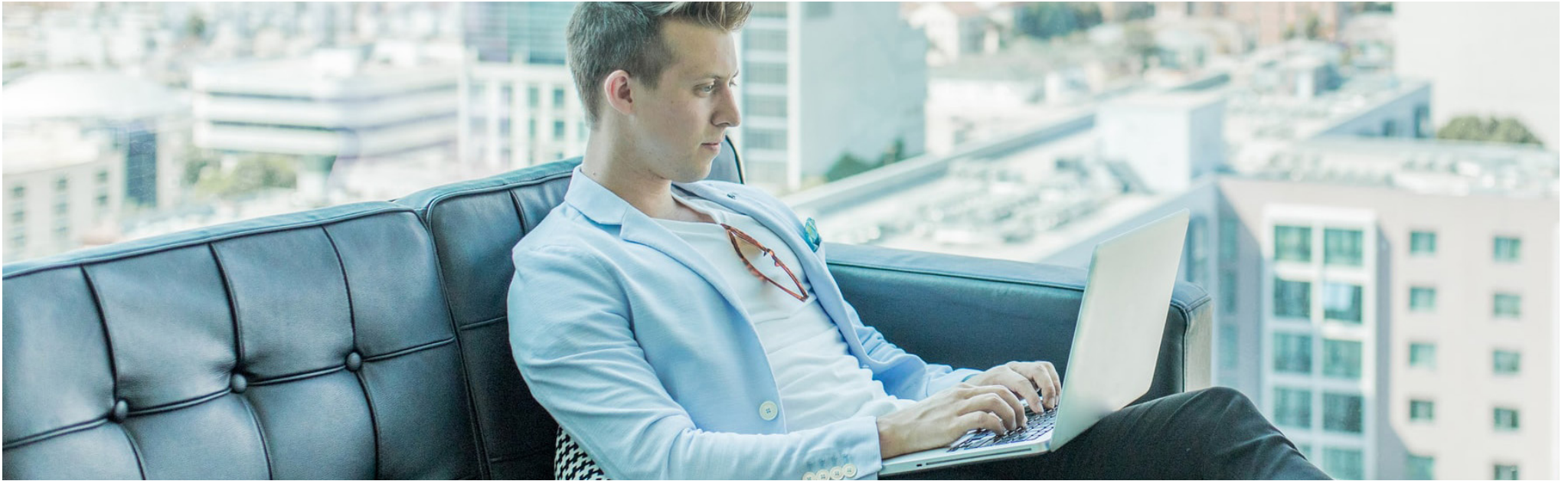


A pivotal opportunity for transformation

Despite the challenges, business leaders are seizing a once in a generation opportunity to support more flexible and human ways of working that benefit both people and organisations. Natasha Davydova says: "This is a pivotal opportunity to transform the way that we work. The digital experience, both in the consumer space and in the employee space, is no longer a nice to have, it's an imperative. I wouldn't say everyone has gone digital overnight, it still is taking an effort. But I think everyone has, at least, culturally embraced it. And a lot of companies realise that if you don't have a digital business, you might not have a business."

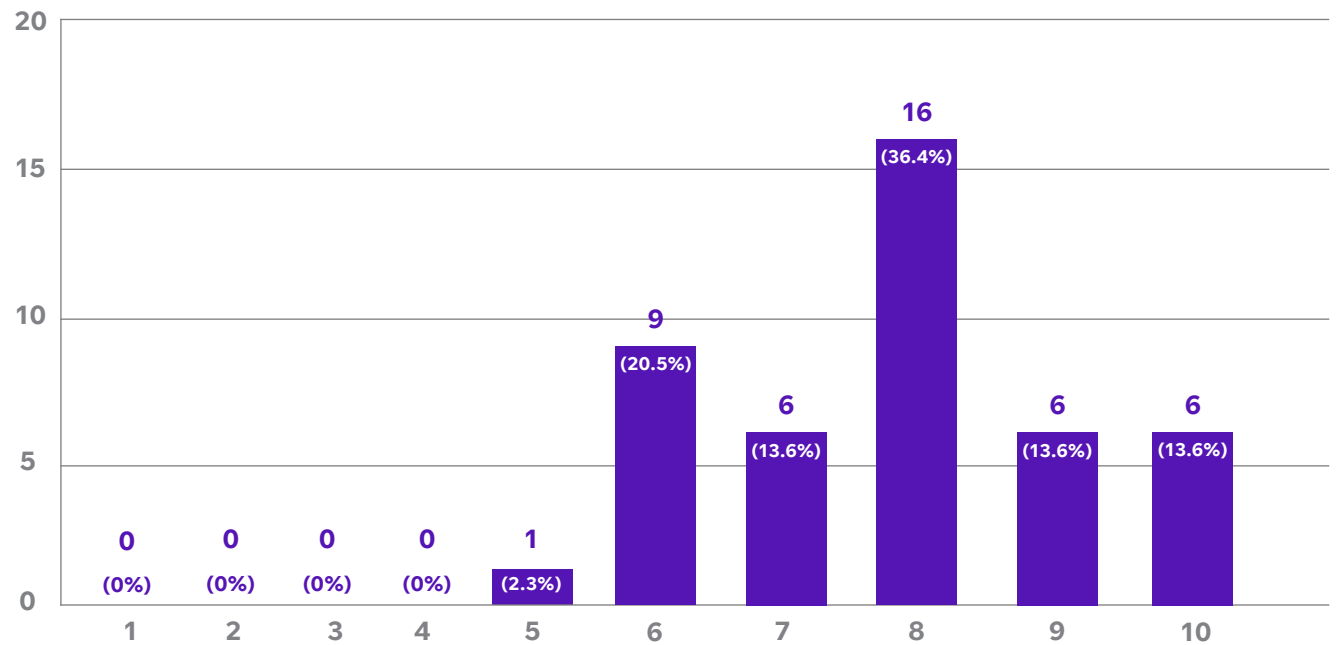
"Our workplace will evolve as a result of the pandemic and we will bring more empathy to our everyday connections. I think that empathy and how companies adjust to give people flexibility is very, very important."

Natasha Davydova
VP, CTO at Salesforce



We asked business leaders, on a scale of 1-10, to what extent do you agree that remote working has increased productivity?

44 responses



Source: BT/Techpros survey

Five actions to future-proof remote working

Business and IT leaders looking to embed remote working and the digital workplace into business strategy face a number of technology and human challenges. Our conversations with leaders who are tackling these challenges revealed five key actions for effective change:

1. Unify communications

Unified communications technology proved its worth during the initial emergency response to the pandemic. It enables collaboration, adjustment to new ways of working and new ways of serving customers. According to McKinsey, 85% of business executives say their deployment of digitisation and automation has accelerated since the pandemic began and 86% have implemented new channels of communication⁴.

Tim Marsden, Senior Director, Technology Partner Ecosystem at Zendesk, says: “Thinking more about the customer service of the future has been a huge benefit of remote working. Companies are being forced to think about how they can support customers where they are, and on the

channels that they operate on, enabling things like WhatsApp, and Instagram messaging into customer support.”

He adds, “Covid has been a real test of our support systems, having to spin remote teams and to pull in additional people to support all the online volume. It has really shown whether or not your customer support tools are user friendly. We have seen a huge growth in the business because a lot of companies were making do with more traditional older customer support tools, but because they had to move to remote and user friendly tools, that transformation to new cloud-based tools was accelerated.”



“Omnichannel and unified comms is absolutely the future. And it’s been accelerated because of Covid. Choosing the right platform and the right tools to keep the conversation going, whatever channel the customer’s on, has become more important than ever.”

Tim Marsden

Senior Director, Technology Partner Ecosystem
at Zendesk

Action points

1. Find out what communication channels customers prefer. Take a look at our [research](#) on the changing behaviours and needs of today’s customer and contact centre agents.
2. Prioritise creating a unified experience, for both customers and customer-facing staff.





Action points

1. Prioritise soft skills development to support new ways of working.
2. Communicate the benefits of flexible digital collaboration to employees.

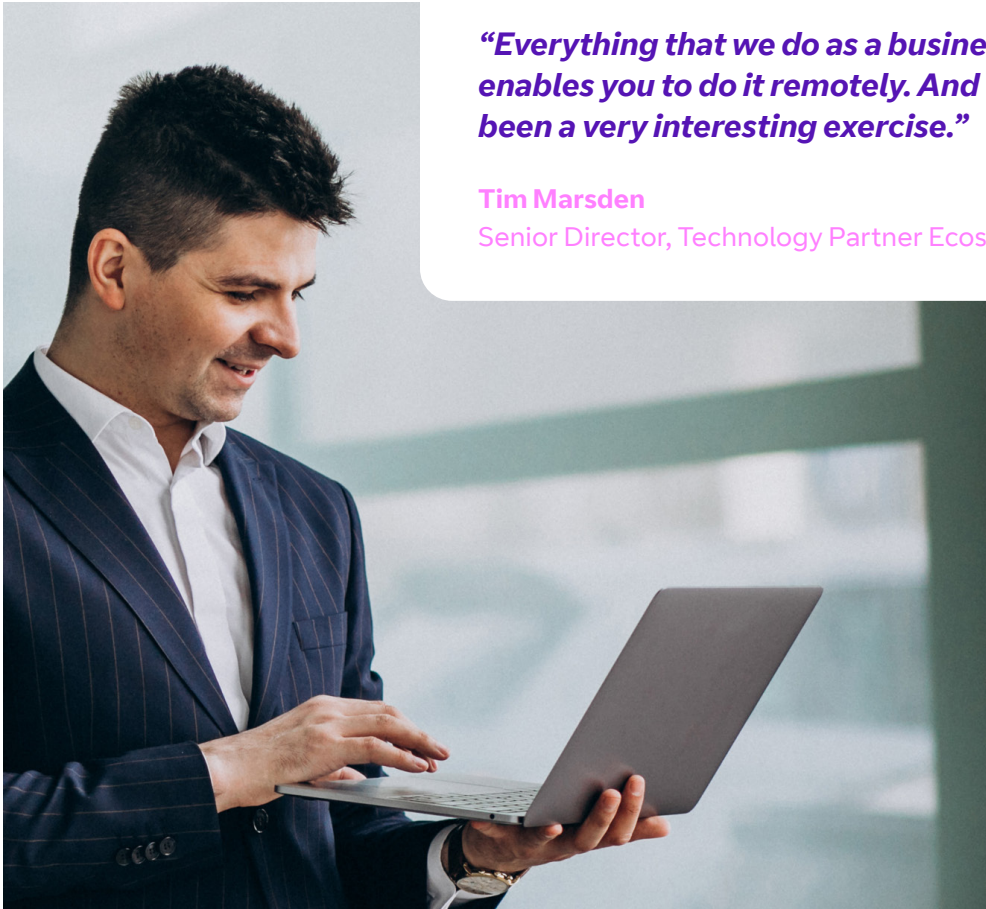
2. Focus on people

Getting unified communications right isn't all about technology. It demands a unified approach from people. As companies evaluate new ways of working, introduced in response to the crisis, creating the digital workplace of the future is certainly not a job for the IT department alone. HR and other internal teams need to be involved in systems architecture and solution development.

Working from home brings a host of changes to workplace culture. Remote collaboration needs a different style of leadership. Micro-managers will struggle. Businesses will need to continue to consider how to support the social side of work. Even as people begin to go back to the office, there will be more people working remotely more often. There's a need for training and mentoring to support development of soft skills ranging from collaboration and communication skills through to leadership.

Natasha Davydova says: "Any technology change should be of course, supplemented by change management. There are very good technology tools. But if you don't train people to use them, people get disengaged or shy away from using collaboration tools. They need to see it makes their job easier or quicker."

Offering flexible work is also a strong way of attracting and retaining skilled people. Natasha Davydova adds: "In Salesforce, we have digital nomads. Some companies have been trying out condensed work weeks and they have realised that productivity doesn't suffer, it goes up."



“Everything that we do as a business normally, there’s a tool which enables you to do it remotely. And they’re very easy to find. So it’s been a very interesting exercise.”

Tim Marsden

Senior Director, Technology Partner Ecosystem at Zendesk

Action points

1. Consider how more use of collaboration tools could boost productivity.
2. Review current platforms regularly for features and tools that could support different roles and responsibilities throughout the business.

3. Match tools to goals and roles

EY analysts have pointed out that when implementing remote working, responding to the pandemic isn’t a goal in itself⁵. The first step is to align business and operational goals to digital and remote working investment. Performance management of remote working employees may result in new and different outcome-related goals.

To achieve these goals, taking time to match tools to roles is the next priority, where the aim is to enable people to be as productive as they would be in the office. Some employees will need to use the document-sharing features in some UC solutions, others might depend on remote file sharing, or workflows that benefit from being digitally enabled rather than paper-based.

Felix Bailer, VP of Global Business Services at Vertiv says: “I always find that you need a catalogue of tools.

And you build it around the need. I’m a big fan of how Microsoft are deploying Power BI, how they made the digital dashboards a commodity. Power BI came along and made it simple, made it much easier, and popularised the whole visual display. Using Microsoft apps, I created my own app that I can use with the team. Instead of buying in every time, we can tailor some of these solutions for digital collaboration.”

Other businesses choose Zoom as their video collaboration platform of choice largely due to its simplicity. Zoom arrived at the top of the Gartner Magic Quadrant for Meeting Solutions this year thanks to its Meeting and Webinar solutions. Zoom solutions were able to satisfy a range of new and established meeting scenarios. The company is now investing constantly in new and robust vertical solutions, such as hardware as a service, hardened security capabilities, and new video experiences embedded into enterprise workflows.

By integrating the technologies that employees use (from e-mail, instant messaging and enterprise social media tools to HR applications and virtual meeting tools), the digital workplace breaks down communication barriers, positioning you to transform the employee experience by fostering efficiency, innovation and growth.

4. Shine a light on shadow IT

Shadow IT brings security risks. Security policies and practices become even more important at a time when remote workers may be tempted to start using unofficial channels of communication and tools. Almost half of the business leaders we spoke to said Shadow IT was an issue for them – and we suspect the number would be higher if leaders had a full picture of the use of Shadow IT in their business.

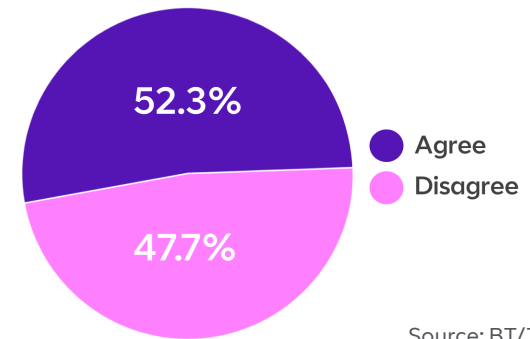
Ananthakrishnan Jayaraman at Informatica says: “We wanted to avoid WhatsApp and

having very useful metadata stuck in a tool that IT doesn’t manage and where other people don’t have access to that particular piece of information. So, just to prevent a lot of information siloing, we want people to use [enterprise] tools so that they can both share information much more effectively and be able to trace things back.”

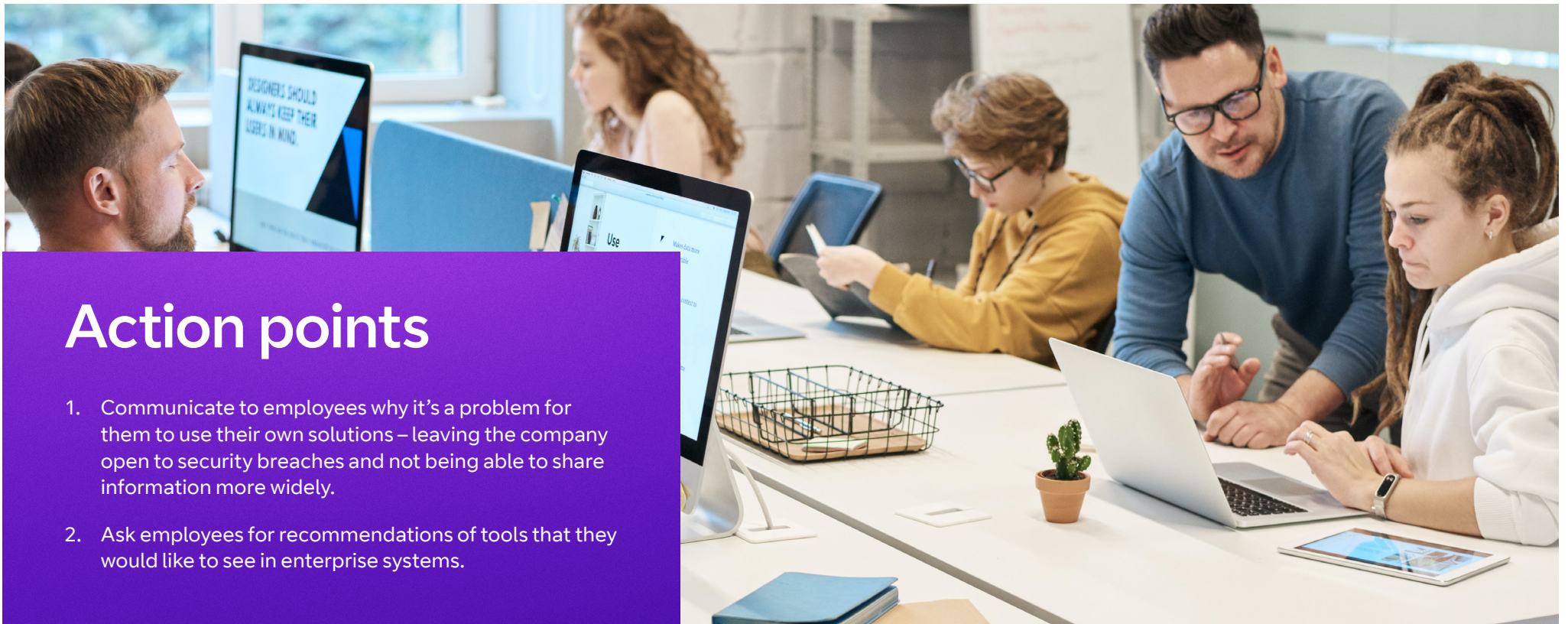
“We have looked to standardise and use tools which will help us make collaboration easier. We’ve settled on Microsoft Teams as a key tool because it offers video meetings, as well as one-on-one chats. And it offers documentation and collaboration features, which are incredibly useful.”

We asked business leaders whether they agreed or disagreed that Shadow IT is an issue in their sector.

44 responses



Source: BT/Techpros survey



Action points

1. Communicate to employees why it’s a problem for them to use their own solutions – leaving the company open to security breaches and not being able to share information more widely.
2. Ask employees for recommendations of tools that they would like to see in enterprise systems.



5. Promote all the benefits

The main cost savings to be gained of remote working mainly come from the removal of CAPEX traditionally spent on legacy technology and instead switching to a single global price per user and the ability to only pay for what you use. You can easily predict costs, as well as realising and demonstrating a quick return on investment. Fran Hogan, Senior IT Infrastructure Engineer at Cook Medical says: “The pandemic has transformed our organisation, remote working actually increasing our productivity. The benefits are now more widely understood, one of which being the rapid disappearance of paper. Our highly regulated industry produces lots of things that need endless signatures, meaning we’ve never quite managed to go paperless, but now it’s become normal.” More potential benefits include enhanced employee engagement and retention, reduced office costs and carbon footprint. As a result of changed working patterns in the pandemic, Gartner’s research suggests that 20% of CFOs had deferred on premise technology spend and 13% had made cost reductions in real estate spend⁶.

Getting budget and buy-in for this relies on communicating these

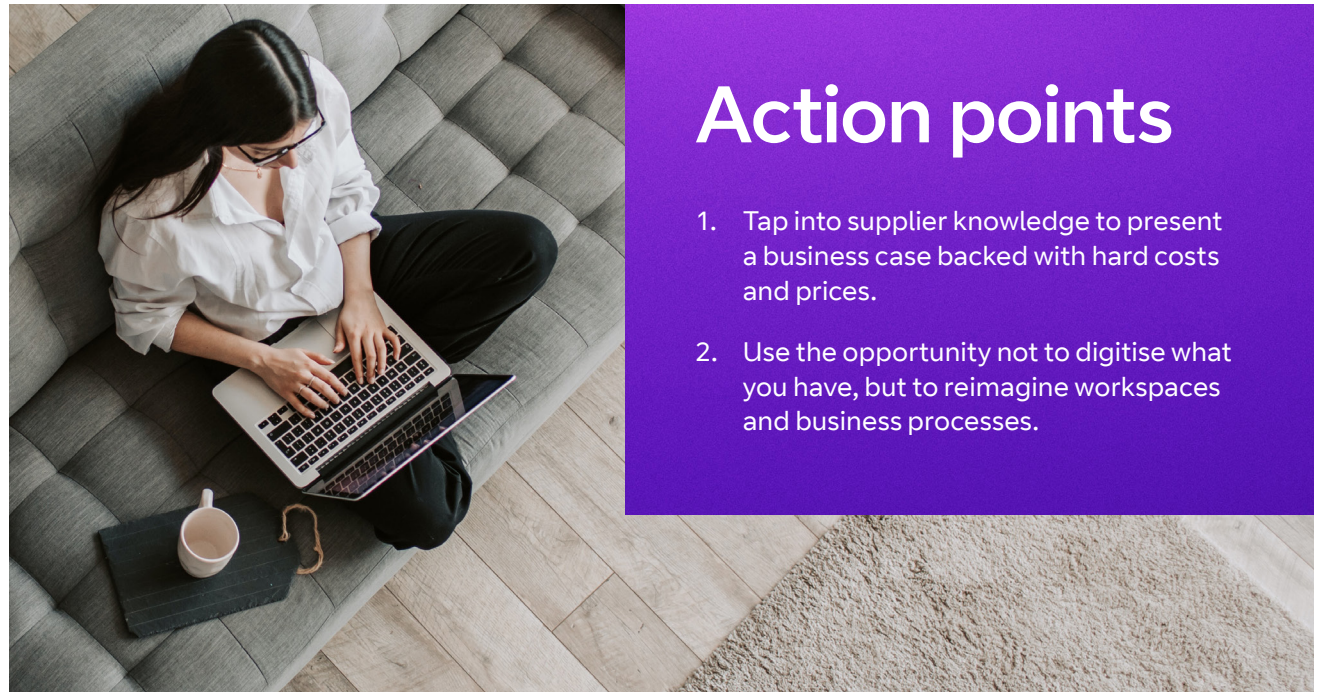
benefits effectively to budget holders. Present documented case studies from businesses that have already done what you are planning to do. Put a price on the impact of standing still on your business and the revenue you’re losing by not moving forward. If you end up doing nothing due to fear of transition then you will miss out on potential cost savings.

Natasha Davydova points out: “Maybe doing nothing at the moment can save you money, but longer term, the mean person pays twice. Many companies now offer work from home or remote working options, because they have realised that the cost of requiring every employee to work from the office five days a week, outweighs the benefits.”

While many business leaders can see the benefits of reduced office costs, Felix Bailer has identified an opportunity to redesign workspaces for more effective collaboration, maximising the time that employees are together in the office: “We’re already reimagining how can we repurpose offices for more collaboration, reducing footprint by hoteling or desk sharing.”

Some businesses are now able to set new operational goals, made possible by increased digital remote working. ICON provides contract research and development services to the pharmaceutical, biotech, medical device and government sectors. It supported Pfizer BioNTech in the development of their Covid vaccine. Thomas O’Leary, Chief Information Officer at ICON plc, says: “We are always seeking to enrol patients in order to test the drug or device and be able to improve the safety and efficacy as appropriate. And the way in which that was done prior to the pandemic was largely physical with the patient visiting the physician in person.”

“As we have gone through the pandemic, all of that has been virtualised . The interactions with patients have become much more virtual and we see that as a significant opportunity to increase the number of people that we can consider for clinical trials in the future.”

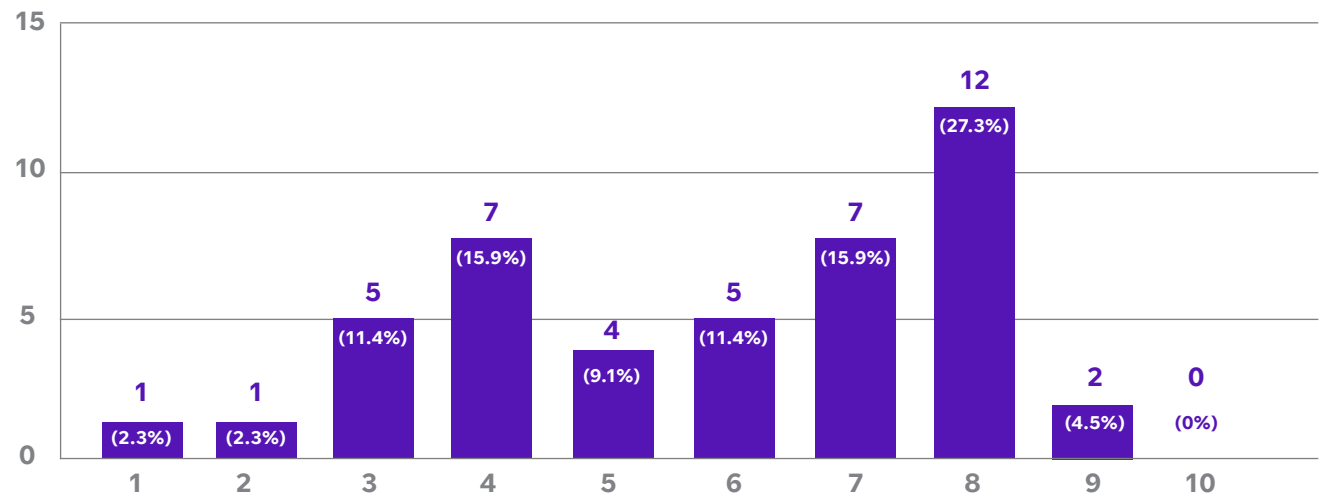


Action points

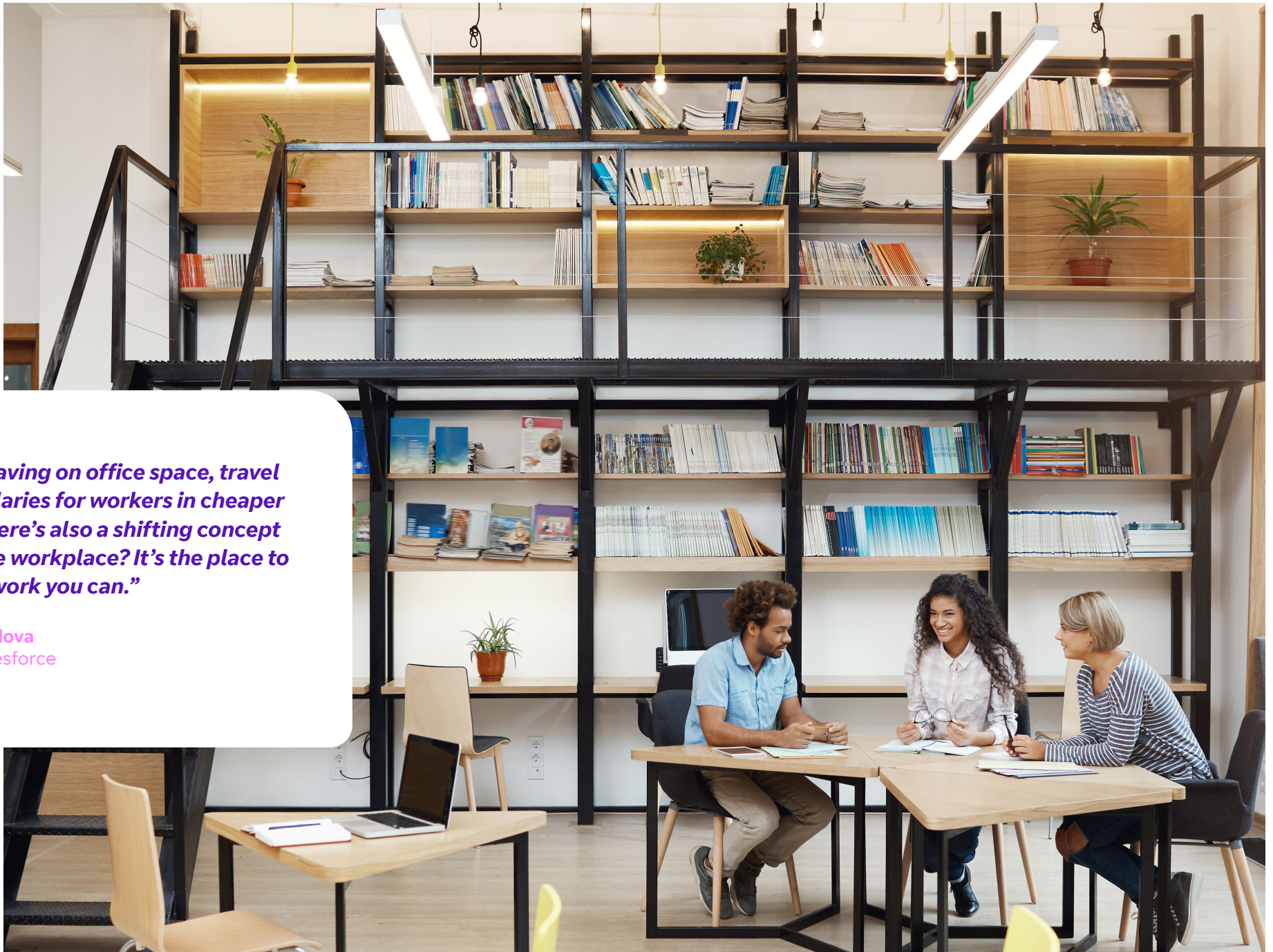
1. Tap into supplier knowledge to present a business case backed with hard costs and prices.
2. Use the opportunity not to digitise what you have, but to reimagine workspaces and business processes.

We asked business leaders, on a scale of 1-10, to what extent do you agree that the cost savings of cloud working come mainly from removing CAPEX on technology?

44 responses



Source: BT/Techpros survey



“As well as saving on office space, travel costs and salaries for workers in cheaper locations, there’s also a shifting concept of what is the workplace? It’s the place to do the best work you can.”

Natasha Davydova
VP, CTO at Salesforce

Time to accelerate deployment

When the pandemic struck, businesses that were further down the road to the digital workplace bounced back with home working much faster than those just starting out on the journey. Now, most businesses are moving towards hybrid digital working, allowing employees to work from home or office, or most likely a mixture of the two, in future. As time ticks by, however, some of those businesses are beginning to lag behind. Fran Hogan expresses that his organisation, Cook Medical, began the process towards remote working a number of years ago after a series of power cuts in their call centres: “We were well on our way to digitalisation, with the initial tests being carried out, however nothing could have prepared us for the mass scale of remote working following Covid-19. Unifying our tools and effective communication between teams was our main focus, the correct tools are so essential to the running of the business. It still took us about two months before we were up and running smoothly.”

More than a year has passed since it became clear that hybrid digital working would be necessary to support most businesses. For those businesses who are still at the tactical stage, it's time now to accelerate deployment of a strategic solution for home working. A new breed of collaboration platforms is replacing disparate UC platforms. At the same time, omni-channel customer communications are driving back-end integration so that employees have a single view of customers.



“Some companies had to learn very, very fast. Nobody will go back to the same situation as before. For the future, it’s hybrid working and more flexibility.”

Natasha Davydova
VP, CTO at Salesforce

Rivals with a solid solution in place will already be moving ahead with implementing more efficient business processes and providing better customer and employee experiences. The focus has shifted from survive to thrive. Business leaders are blazing a trail to a better future and now is not the time to be left behind.

“I would be surprised if everybody goes back to the office and goes back to normal as before Covid. And that will be a mistake, there’ll be a massive missed opportunity, if that’s what happens.”

Felix Bailer
VP of Global Business Services
at Vertiv



“Initially, there was a sense that the whole virtualisation and moving to working from home was going to become the new wave. I’m not so sure that that’s going to become the case. Many people are now asking can they return to the office in a limited capacity. And I think it’s going to be a hybrid.”

Thomas O’Leary
Chief Information Officer at ICON plc

Further thoughts

“When the pandemic started, CIOs all over the world were in firefighting mode to enable staff to work from home. The focus here was on business continuity, utilising existing tools and software to work remotely. Next stage was to enhance speed and performance and finally move to a hybrid model that looks to the future.”

Ahmed Elshanet
CIO, Emirates NBD Egypt

“Centralisation is a good thing, clouds are a good thing - however, ensuring that you don't put all of your eggs in one basket is really important.”

Alan Donegan
EMEA Technical Manager, Alltech

“Automation in general is agnostic of whether Covid happens or not, simply because any automation is about reducing waste in the organisation and about getting product to market quicker. Covid will have helped some organisations to focus more and accelerate programmes for automation.”

Anthony Harland
Director, Head of European IT Programme Management at Global Payments, Inc.

“Culture dictates organisational loyalty - the workforce of the future will be driven by what the organisation can do for them.”

Anthony Torres
Sr. Manager, Organization Transformation & Change, Infineon

“Large scale remote working has led to people taking a more flexible approach. This has led to an immense increased demand for bandwidth, therefore causing companies to build private and hybrid clouds.”

Antonio Grasso
Founder & CEO, Digital Business Innovation Srl

“In some cases, home workers may not be comfortable with their home environment, and this could have a negative impact in terms of collaboration. Understanding people's circumstances and being empathetic to their needs is critical in maintaining a good inclusive working environment.”

Ayman Mageed
Technology Manager (Cloud & Networking), Rockwell Automation

“Maybe offices will change too becoming more like Google's offices, which have sofas and eating areas for a much more relaxed experience. Offices could become a sort of 'corporate social hub.'”

Bassam Harb
Business Development Lead - Cloud Network Services, Nokia

“There is risk associated with investing in only one cloud vendor. However, an organization that is constantly changing tools can cause disruption to operations. It is important to justify these moves.”

Carlos Jury
Sr. IT Manager, National Instruments

“What the Pandemic has highlighted is need for high levels of Trust of our people, the greatest gift that can be given to them, is the time and space to people to let them deliver. Going forward we need to ensure that the technology is available to enable employees to help them find their optimal way of working.”

Chris Pope
VP Innovation, ServiceNow

“The speed at which our people have adopted these tools is surprising. Informal social interaction has become more intentional so this has required things like online meditation sessions, training and cooking classes to be arranged and more subtly encouraged.”

Cristian Scarpa
Global VP, Customer & Employee Technology Solutions, Vertiv

“From a remote working perspective, we were building towards a model known as flex work, which would cater for 50% of staff having the potential to work from home. The pandemic meant that the process needed to be accelerated.”

Felix Bailer
VP of Global Business Services, Vertiv

“Covid-19 has had a transformational impact on organisations, it's like a digital time machine, up to a decade of mindset shift has happened in 8 short months.”

Frederiek Van Tornout
Partner - Workforce Transformation Leader, Deloitte

“Today I don't think you have a choice. Covid has shown that if you don't do anything you simply will have difficulties in operating. You can no longer say: I don't want to do that. For remote working you have to make it possible.”

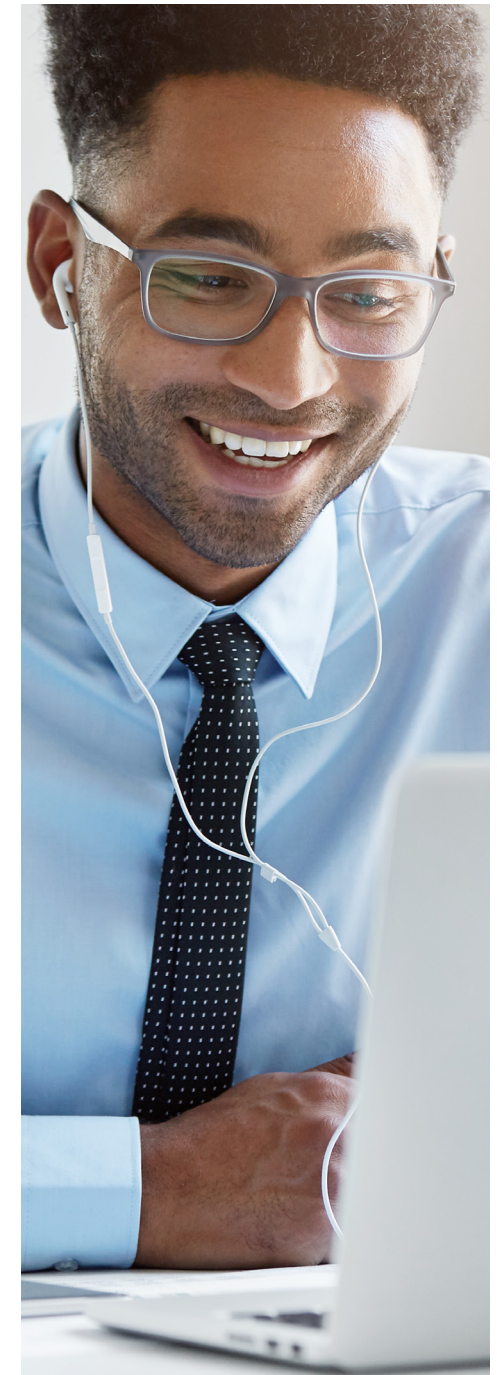
Frederik Arns
Head of Digital Business & Technology Consulting DACH, Cognizant

“Innovation through automation has accelerated the controls and changes of working at the engineering level, resulting in no product delivery delays throughout the pandemic.”

Gilles Garcia
Sr. Director Wired and Wireless Group, Xilinx, Inc.

“It's a case of Digital Darwinism - adapt to survive and thrive. The goal posts have changed massively because of tech. If you do not adapt you will fail.”

Ian Hart





Further thoughts

“A downside that has been noted is that people are increasing their work hours when working from home.”

Ian Spitzer
Service Transition Manager (Systems),
Verisk Analytics

“The success of this comes down to being able to trust the people you work with and have the confidence that they will get the job done. We hire people that we trusted through our recruitment strategy.”

Jason Collette

“With the virtual transition, work focuses more on objectives. It’s about getting stuff done and you can see it in the results. Another benefit is the increased talent pool for organisations, location no longer matters.”

John Pawluk
Senior Privacy and Information Security
Manager, Oracle

“Will the older model spring back? What if we have a 3rd or 4th lockdown? Some parts of the old model will return but key parts of the digital puzzle will remain, most significantly how to replace face to face.”

Jon Abbott
Technologies Director, Vertiv

“Costs of doing business will decrease in some areas, as an example travel and expense costs will come down. From an environmental perspective businesses should be able to reduce their carbon footprint as a result of that as well as finding new efficiencies in their supply chain.”

Jordi Montoliu
Global Information Architect, Brambles

“It’s a different challenge for every function – sales cannot meet onsite and bounce around or discover ideas from clients or walk the halls and make contacts like they used to. This means we have no field sales anymore all sales are inside sales, a dramatic change for Salesforce.”

Karen Semone
Senior Director, Innovation, Salesforce

“We had a remote work policy and several collaboration solutions in place prior to COVID-19, so we were able to leverage those resources for a smooth transition from office to home. From a workflow standpoint, the transition from office to remote was nearly seamless.”

Kristian Truelsen
Head of Solution Innovation, Wrike

“With the shift to Virtual First, it is important to also create spaces for meaningful in-person collaboration. This model is a flexible and scalable approach based on geographic distribution of employees.”

Marc Paczian
Head of Channel Solutions, Dropbox

“Communications tools are important and fill a gap during times of pandemic via video which is key, as we need to interact in real time, visual queues are very important for human memory and quality video is an absolute key for this!”

Marcos Reis
Service Transition Manager (Systems),
Turas Mobility Services

“A problem with remote working is video where people feel uncomfortable to be seen in their home environment - so they don’t use video and this further reduces the personal contact.”

Massimo Pizzari
IT Manager / Information Technology Director
- Italy, Dekra Italia

“In some cases, home workers may not be comfortable with their home environment, and this could have a negative impact in terms of collaboration. Understanding people’s circumstances and being empathetic to their needs is critical in maintaining a good inclusive working environment.”

Mauli Tikkiwal
IT Director, BTS UK&I and iRef EMEA,
Johnson Controls International PLC

“Our workforce were both responsive and innovative in response to Covid-19. Everybody wanted to get the work done but there were some challenges around ensuring the employees were using the collaborative tools that were standard within the organisation.”

Mike Lai
Regional IT Lead, Aptiv

“Changing guidelines is a challenge alongside battling with regulation and fear.”

Nir Metzger
Director - AI Solutions Scaling, Intel

“There are cost elements that have been impacted positively. For example, saving on physical spaces which is an area of possible cost reduction. This money is redirected to enabling people to be able to work from home with the necessary tools.”

Paolo Cinelli
Chief Digital & Information Officer, Ikea

“Good governance and good processes needs to be established along the now available tools to create real value for the companies.”

Jan Patrick Saslona
Global Lead Manufacturing Digitalization,
Kostal

Further thoughts

“IT is now becoming much more into its true form in serving and enabling the business, as it always should have been, and the more centralising approach is dying.”

Paulo Rodriguez

Sr. Director Solutions EMEA, Dropbox

“When you start to look at the environmental market conditions of sales, at least in the US, from November sales increased over 22% and existing home sales reached its highest in years as talent is looking to move from cities into suburban and even rural areas.”

Peter Nichol

Head of Portfolio Management, Lean Agile, IT Strategy, Data Science, ERP, Product Management, Regeneron

“The pandemic has happened at a time when most organisations globally had mapped out and were on their digital journeys. The pandemic has forced humans to accelerate that journey.”

Pranay Sinha

VP - Commercial IT, AmerisourceBergen

“Our people have adopted the technology very quickly. Just accepting the fact that every area has a certain level of restriction and difficulty and knowing that you’re going to have to find a way to still do your job from home, Once you get that mindset it helps you move forward.”

Ray Craven

Director, IT Operations, ICON plc

“What has been proven during the pandemic, is that companies can work with a more geographical diverse pool of people. They can tap into resources that were never available to them previously. They can also leverage collaboration tools to did not exist previously and have these diverse groups of people interacting and collaborating on their projects.”

Richard Duke

Chief Cloud Solutions Architect, Avid



“It’s difficult to see the productivity equation as a whole, there’s a process of discovery that businesses need to complete and some businesses, especially the technology ones, will probably be more productive other less so. It will be a while until we know what metrics to look at.”

Robert Noga

“The new normal in collaboration is there to stay. Enriched with face-to-face contact.”

Rob Klomps

VP Digital Transformation Financial Services, Salesforce

“Everyone should have autonomy working remotely and a very well-defined role and responsibility - it’s not easy to have all of these.”

Sivananda Hanumanthu

Director of Enterprise Architecture, Rubrik

“Security risks of having large numbers of people and assets not on a corporate network are a problem, so it’s always good to be looking at investing in ways to get better visibility and control.”

Todd Mazza

VP, Enterprise Architecture & Technical Operations, Rockwell Automation

“Email doesn’t cultivate that space for innovation and cross-collaboration between workspaces so you can fall back on being stuck in siloed spaces and not achieve what we wanted to.”

Whitni Smith Watkins

Support Infrastructure Program Manager, Analog Devices



About us

We're a tier 1 global organisation that serves customers in more than 190 countries. Across the globe, we support multinational organisations with large-scale transformation in Data, Voice, Unified Comms, Contact Centre, Security and Cloud Services.

Acknowledgements

This report benefits from the input of 45 business leaders, who kindly shared their insights. We would like to extend particular thanks to those we have cited directly in this eBook, along with the numerous others who contributed more general insights towards the bigger picture.



Ahmed Elshanet
CIO at Emirates NBD Egypt

A seasoned leader with 25 years + of experience and an ongoing proven track in the financial sector. Ahmed holds a bachelor degree in Electrical & Communications Engineering; his passion and experience are related to the Enterprise Transformation. Ahmed enjoys working with multinational entities on innovative banking products, to build and evolve digital banking platforms (including Mobile banking, Blockchain, Big data, Robotics and Automation).



Ananthkrishnan Jayaraman
Senior Director, IT Applications at Informatica

Ananthkrishnan is an engineer with a passion for building systems, spanning Embedded systems, Enterprise Application integration and SAAS Enterprise Application platforms. His roles have ranged from Development, Architecting to global IT delivery management, vendor management, IT application governance, strategic planning, risk and compliance management. In his current role, Ananthkrishnan works as a Sr Director, heading the global IT applications delivery team at Informatica.



Anthony Torres
Sr. Manager, Organization Transformation & Change at Infineon

Anthony is a business change and transformation leader focusing on culture, Agile, and organisational readiness and maturity transformations, based in Los Angeles, California. As a big picture thinker with an extensive toolkit, he helps his clients bring clarity to ambiguous situations, and applies his extensive international experience to bring ambitious transformations to successful conclusions.



Alan Donegan
EMEA Technical Manager at Alltech

With over 35 years' experience in the IT world, Alan is well known for his role as an expert IT consultant in many large companies. Starting work on the building sites at age 15, he quickly realised that he had a knack for solving problems, a knack he continues to use every day.



Anthony Harland
Director, Head of European IT Programme Management at Global Payments, Inc.

Anthony is Head of European IT Programme Management at Global Payments, one of the world's leading payment companies. He is a delivery driven manager with over 16 years experience in Banking, Financial Services and IT Management. He focuses on cross geographical programme management, cloud delivery, people management and strategy formulation & execution. In his spare time he is a martial artist and charity volunteer.



Antonio Grasso
Founder & CEO at Digital Business Innovation Srl

Founder and CEO of Italian innovative startup Digital Business Innovation Srl, Antonio is a researcher, thought leader and influencer on artificial intelligence, cybersecurity, digital transformation, the Internet of Things, and blockchain. He's an advisor to large enterprises and governments; he's a mentor to numerous startups.

Acknowledgements



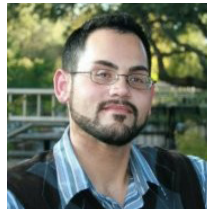
Ayman Mageed
Technology Manager (Cloud & Networking) at
Rockwell Automation

Ayman Mageed is an outcome driven leader with profound business and technical acumen across IT operations, Cloud & Network Services, Cyber-Security, and business relations. He has built a reputation for driving business value creation while promoting a culture of diversity and inclusion. A thought leader in the digital transformation and IT/OT era, Ayman draws upon cross-industry practices and experiences to create innovative solutions.



Bassam Harb
Business Development Lead - Cloud Network Services
at Nokia

Bassam currently holds the role of engagement lead for Nokia's Analytics Services pre-sales program globally. His responsibilities include identifying and positioning new and differentiated analytics services and capabilities to grow AI-As-A-Services and Data-As-As-Service for Cellular Services Providers and Enterprises. Bassam also leads a remote team of Digital Solutions Architects in different markets.



Carlos Jury
Sr. IT Manager at National Instrument

Carlos has performed varying functions across a number of fields in his career, ranging from manual labor to IT technical and leadership. Carlos enjoys partnering with others to identify challenges and opportunities, before designing and implementing high-value solutions. His specialties include: Linux and Windows operations and troubleshooting, system administration, source code control, process design, project management, documentation, system analysis, personnel development.



Chris Pope
VP Innovation at ServiceNow

Chris Pope is ServiceNow's Vice President of Innovation, working to identify challenges and deliver meaningful outcomes by building long-standing, trusted partnerships. He is a hands-on practitioner who is passionate about making the world of work, work better for people. Chris brings over 15 years of C-level executive experience with leading technology solutions and platforms across product management and strategy.



Cristian Scarpa
Global VP, Customer & Employee Technology Solutions
at Vertiv

Cristian is a Digital/IT Leader with 20+ years of global experience in driving and supporting business transformation using technology. He holds significant track records in successful Global Digital Transformation and system implementations, including ERP, CRM, PRM, CPQ, Field Service, HCM, building solid infrastructure services, developing and operating Global Service Desks and Desk Side support organisations.



Felix Bailer
VP of Global Business Services at Vertiv

With over 20 years of experience working across multiple countries and cultures; Felix has built an eclectic career with diversified exposure. His experience includes managing P&L, creating account specific strategy & vision, building a GBS ecosystem, driving process transformation, and coaching managers towards larger roles. Currently, Felix heads the Global Business Services, leading over 1,200 professionals across different sites.

Acknowledgements



Fran Hogan
Senior IT Infrastructure Engineer
at Cook Medical

Fran joined Cook Medical in 2006, starting as an IT Engineer. Today he works on Global Teams within I&O. Fran drives efforts to be more efficient and change the delivery of infrastructure services through the use of automation, cloud growth and delivering best in class enterprise solutions. His priority is providing the best service so that in turn, the patients receive the same.



Frederik Arns
Head of Digital Business & Technology Consulting
DACH at Cognizant

As part of Cognizant's Digital Business and Technology Consulting practice, Frédéric helps clients to embrace the future of experience, future of technology and future of work leveraging his extensive experience in the areas of Business & IT Strategy and Transformation, (Digital) Operating Model Design and IT Security. Frédéric also serves as Board Member at ResearchPool and is currently completing his Executive MBA at HEC Paris.



Ian Hart

Passionate about the efficacy of technology and the role it plays in changing cultures. Ian has used these as guiding principles throughout his career in product management to drive disruptive product strategies across multiple market segments.



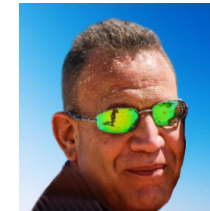
Frederiek Van Tornout
Partner - Workforce Transformation Leader
at Deloitte

Frederiek is a partner and Workforce Transformation leader for Deloitte Consulting Belgium. He is also leading the Human Capital Technology, Media & Telecommunications industry for Deloitte Consulting Belgium. He has 15+ years of industry and management consulting experience in Europe & North America. Frederiek is passionate about the future of work and the workforce challenges ahead.



Gilles Garcia
Wired and Wireless Business Lead Senior Director
at Xilinx, Inc.

Gilles joined Xilinx in 2009 and has more than 25 years experience across the networking/telecoms field. Prior to Xilinx, he was Director of Marketing and Communications for AppliedMicro in 2006 and Director of the Switch Fabric Business Unit in 2003. Gilles's work experience includes managing global accounts, customer wins, P&L, strategic direction and investment, and corporate marketing and communications.



Ian Spitzer
Service Transition Manager (Systems)
at Verisk Analytics

Ian is a performance-driven, strategic, and process-focused, Service Management Professional, who exemplifies an excellent ability to migrate data centers, build KPIs, and translate complex concepts in a simplified manner. He offers 30+ years of transferable experience in developing and applying change management processes and tools to cultivate strategies for supporting adoption of required transformation projects.

Acknowledgements



Jason Collette

Jason has over 25 years of experience in the K-12 Educational Technology space, first as an educator and now as a customer service leader with Houghton Mifflin Harcourt, helping other educators achieve their goals. He has had the privilege of leading remote field service teams since 2015 in the United States and is based in Charlotte, North Carolina.



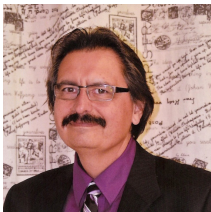
Jon Abbott
Technologies Director at Vertiv

Since January 2018, Jon has served as Technologies Director, Global Telecom Strategic Clients for Vertiv in Europe, Middle East and Africa (EMEA), defining telecom strategy through 'Voice of the Customer' and segment trend, focusing on power, cooling and energy efficiency. Jon has over 20 years of experience in the telecom field, working with critical infrastructure for OEMs and CSPs alike.



Karen Semone
Senior Director, Innovation at Salesforce

Karen is a career digital content expert and leader who helps cultivate future-forward ideas and experiences with Salesforce's Office of Innovation. Her work is focused on taking deep research and insights on forces at play in the world -- technological, social, political, economic -- and applying them to future scenarios that help guide customers on how to prepare for what's next.



John Pawluk
Senior Privacy and Information Security Manager at Oracle

John Pawluk currently works for Oracle as a Senior IT Information Security Manager and Global Privacy Council. He is also a leader in the Scaled Agile methodology, leveraging industry practices such as Lean, Agile and Dev/Sec/Ops. Prior to joining Oracle, John spent 19 years at Cargill, Inc. in various roles including IT strategy, infrastructure leadership and application development.



Jordi Montoliu
Global Information Architect at Brambles

Jordi Montoliu is an exceptionally innovative professional with working experience in multiple sectors. Data and Bitcoin are his two main passions. He is currently a Global Information Architect at Brambles, a global Supply Chain company. Previously, he worked as a Data Strategy and Advanced Analytics Consultant at PwC. He also has an MBA and an M.Sc in Fintech & Blockchain.



Kristian Truelsen
Head of Solution Innovation at Wrike

Kristian Truelsen has been working in Senior Consultant roles for more than 20 years. As a certified Enterprise Architect, he was previously part of a global task force before joining Wrike. He is currently Head of Solution Innovation at Wrike and his team of Industry Principals are pushing the envelope creating innovative work management solutions across industries and verticals.

Acknowledgements



Marc Paczian
Head of Channel Solutions at Dropbox

Marc Paczian has over 20 years' experience working in IT, and is currently responsible for the positioning of Dropbox throughout EMEA, as well as supporting Dropbox channel partners as Head of Channel Solutions. He acts as a trusted advisor for business departments as well as IT for their requirements on personal productivity and the Digital Workplace.



Massimo Pizzari
IT Manager / Information Technology Director - Italy
at Dekra Italia

Born in 1956, Massimo holds a Master Degree in Electronic Engineering at Rome "La Sapienza" University, and is listed in the Engineers accreditation body and Certified Lead Auditor according to BS7799. He is experienced in: Electronic design; SW development; security procedures and devices, integration of ICT systems. Massimo is currently IT manager for the Italian branch of a German multinational company.



Mike Lai
Regional IT Lead at Aptiv

Mike Lai is a senior IT executive with 20+ years of technology & services management experiences in IT across Asia Pacific. He was recently named as the Regional IT lead of Aptiv AP, based in Shanghai, China. Mike currently works as an independent consultant. He studied and graduated in Hong Kong and is currently pursuing his MBA program with St. John University.



Marcos Reis
Service Transition Manager (Systems)
at Turas Mobility Services

Marcos Reis is a Senior IT Manager with 15 years of international experience. He has successfully deployed full product lifecycle and systems integrations, improving productivity and cost-efficiency in the Highway Tolling industry. Currently working on the M50 next generation Tolling system implementation. With Marcos' positive attitude and energetic approach, he is always willing to learn and help others.



Mauli Tikkiwal
IT Director, BTS UK&I and iRef EMEA
at Johnson Controls International PLC

Mauli is a IT Strategy & Portfolio Director with 15+ years of experience in devising and executing digital strategy to maximise revenue success and improve customer experience in matrix business environments in the manufacturing industry. She is adept at managing IT investment portfolios to deliver large scale business transformation programmes by building strong partnerships and formulating joint business plans and capabilities roadmaps, ensuring alignment with business drivers.



Natasha Davydova
VP, CTO at Salesforce

Natasha is an experienced executive with 25+ years in financial services, technology and operations, solutions engineering, strategy and governance, building organisational consensus, go-to-market, customer-centric transformations and customer success. Prior to joining Salesforce, Natasha held business and technology leadership roles such as Global Head of Technology in Standard Chartered Bank, Global Head of IT Strategy and Information Security & Product Development Risk in Deutsche Bank.

Acknowledgements



Nir Metzger
Director - AI Solutions Scaling at Intel

Highly technical know-how and management professional with 30 years of experience in leading system, execution and technology strategic planning teams around product road-maps, HW/SW architecture and SoC design, SW development and integration. Vast experience in domains of wireless communication systems, wired connectivity, audio and video transports and AI. Today leading new business initiatives in Intel Data center group through collaborations with partners and startups.



Jan Patrick Saslona
Global Lead Manufacturing Digitalization at Kostal

Patrick is excited about digitalisation, new technologies and the opportunities they create. In his current role, Patrick is responsible for the digitalisation activities within the KOSTAL Group and he founded the initiative "we make digital real" at KOSTAL Automotive. Further responsibilities include: New Business Models, Program and Project Management, Agile Transformation, Coaching Cross-Functional Distributed Teams and creating new IT & Business Strategies.



Peter Nichol
Head of Portfolio Management, Lean Agile, IT Strategy, Data Science, ERP, Product Management at Regeneron

Peter is a CTO, 4x author, MIT Sloan, and Yale School of Management speaker dedicated to helping organisations connect strategy to execution to maximize company performance. His career has focused on driving and quantifying business value by championing disruptive technologies such as blockchain and artificial intelligence. He has been recognised for digital innovations by CIO100, MIT Sloan, BRM Institute, ComputerWorld and PMI.



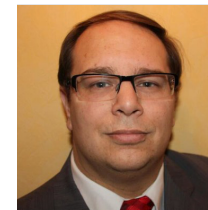
Paolo Cinelli
Chief Digital & Information Officer at Ikea

Paolo leads Al Sulaiman Group's digital transformation, including IKEA in Saudi Arabia. His IKEA journey started in 2009 as Global CIO/CDO, leading digitalisation across supply chain, product development, retail and web presence. Previously, Paolo was Group CIO at Heineken, after working at Unilever and P&G. Paolo's experience, curiosity, customer experience and innovative mindset enables business results through Digital/IT investments.



Paulo Rodriguez
Sr. Director Solutions EMEA at Dropbox

Paulo leads a team of Solution Architects and Industry Principals. His role helps Dropbox prospects solve their business collaboration challenges and ensure that all teams are in sync. Paulo evangelises cloud technology and new ways of working, and feels privileged to work with colleagues that are passionate about what they do.



Philippe Delannoy
Industry Solution Experience Director at Dassault Systemes

Since Philippe began his career in the Aerospace Industry in the US, he has spent most of his time working in the Automotive Business, where he has developed and deployed complex engineering tools in multi-cultural environments. These experiences have strongly developed Philippe's interest for management and continuous improvement. Thus, he is always seeking opportunities to face new challenges across different domains.

Acknowledgements



Pranay Sinha
VP - Commercial IT at AmerisourceBergen

Pranay is a Business Technology leader with over 25 years of experience across the life sciences, medical devices and pharmaceutical industries. He has a proven ability to strategically partner with global business and IT executives to provide measurable and innovative technology solutions that align and achieve business objectives. Pranay is experienced in applying 'product portfolio mindset' to accelerate business transformations.



Richard Duke
Chief Cloud Solutions Architect at Avid

As Chief Cloud Solutions Architect at Avid, Richard is responsible for helping customers "Cloudify" their workflows and infrastructure, using Avid's industry leading tools, including the Nexis storage platform, and Creative Editing tools. Richard has been working in the film and broadcast industry for over 20 years, and has developed and deployed some of the most industry leading solutions in public and private clouds.



Robert Noga

Robert is a senior global technology leader with a successful 20+ year track record in the IT industry. He is currently responsible for Digital Transformation and Data Analytics in BBH, joining BBH in 2012 to help set up a new technology organisation in Poland. In 2015 he moved to manage Fintech and Data Technology and lead global teams to deliver large scale solutions.



Ray Craven
Director, IT Operations at ICON plc

Ray Craven is a Director, IT Operations at ICON PLC, where he leads the internal customer support teams consisting of Service Desk, End User Support and Engineering. Over the last 20+ years, Ray has been key to Desktop standardisation, Virtual desktop deployment, IT integrations of acquired companies and Digital transformation. Ray Craven is passionate about solving problems and figuring out how things work.



Rob Klomps
VP Digital Transformation Financial Services at Salesforce

The role of Rob Klomps within Salesforce is guiding top CxO'S and their boards through successful transformation journeys to get the most out of the Customer Success Platform. Before Salesforce, Rob worked as a CIO in Banking. He has 20 years' experience in digital transformation. Digitalising sales and support processes focused on upsell/cross-sell, cost savings and customer satisfaction.



Sivananda Hanumanthu
Director of Enterprise Architecture at Rubrik

Siva is an experienced technology leader. In his current role he is responsible for the leading, influencing, strategising and ownership of a number of business functions, including: horizontal Enterprise Architecture, Cloud-Native Full Stack Apps Dev, Integrations, CI/CD, QA/QE, DevOps, DevTestOps, and DevSecOps for Sizing & RCF (Rubrik Cloud Fabric) platforms, Enterprise SaaS Apps, Data, Infra, and Ops.

Acknowledgements



Thomas O'Leary
Chief Information Officer at ICON plc

Tom O'Leary is ICON's Chief Information Officer and has over 20 years of experience in the pharmaceutical industry. Tom joined the company in 2001 as Manager of Data Management and has held various leadership positions since. Prior to ICON, Tom worked for SmithKline Beecham and later GlaxoSmithKline and held positions in Data Management, Project Management and Resource Management.



Todd Mazza
TDM Consulting

Todd is accomplished, results-oriented leader with extensive transformational experience and a proven track record of establishing partnerships with cross-functional business leads to execute multi-million dollar initiatives both in cloud and on-prem. He has a history of recruiting and developing exceptional talent resulting in high-performing teams who deliver results for internal and external stakeholders.



Tim Marsden
Senior Director, Technology Partner Ecosystem
at Zendesk

As Senior Director, Technology Partner Ecosystem, Tim is responsible for the technology partnerships and program that support Zendesk's portfolio strategy and GTM approach, to enable leading customer experience solutions and to accelerate Zendesk's ambition to become a multi-billion dollar company. In close alignment with Zendesk product strategy and regions, his team manages the end to end technology partner lifecycle.



Whitni Smith Watkins
Support Infrastructure Program Manager
at Analog Devices

Whitni is a Support Infrastructure Program Manager at Analog Devices, where she is responsible for managing help desk services and collaboration tools. She spent time in Uganda, volunteering with human rights organisation, Defend Defenders, as a Systems and Project Management Fellow. She volunteers with Girls Who Code and served as Director of Technology with a non-profit she helped found, Compassion Takes Action.

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