

# Our Story

How we're working smarter  
thanks to Joined Up People



We're better, connected

O<sub>2</sub>  
business

We've been on a journey.  
We've saved millions.  
We use hundreds fewer  
desks. We've changed our  
culture and the way our  
people collaborate. And  
it's all through flexible  
working. Or as we call it,  
**Joined Up People.**

The benefits are clear and measurable. But then most organisations don't really have a choice about engaging with this agenda.

The consumerisation of information technology is growing rapidly. Analysts say that within two years, 90% of firms will be supporting their corporate applications on the personal devices owned by their people.

The workforce of 2012 and beyond expects to use their own tablets, laptops and smartphones to get their hands on everything they need from work. They don't want four devices in their bag if they can have just one. They want to work at home and on the move. They want to improve their work/life balance.

### Business benefits

It's about embracing transformation, with real business benefits. It's about technology. But just as much, it's about people and process and culture.

But where to start in facing the challenge? That's where we can help because we've done it ourselves and we've already helped others. We've measured the benefits and learned the lessons.

This is the story of how our sales people, technologists, finance people and our HR specialists learned to embrace the inevitable.



## Happier AND more productive — our HR story

Since we began our journey, our people have become more productive. They work more collaboratively. And we've been able to attract and keep hold of the best people. But we've still saved money.

We've been able to measure higher scores for employee engagement, and track improved views of senior management. The performance ratings of individuals have increased.

Absenteeism is falling. The number of staff returning from maternity leave is increasing. Everyone who's working flexibly is reporting a better work/life balance.

### Making change work

A 21st century workforce now takes flexibility for granted. But introducing Joined Up People properly and comprehensively calls for a change in behaviour. And that's a bigger job than simply re-configuring the equipment.

You need to show people how to make best use of the applications and connections which make flexible working possible. You can also show them how to extend the benefits — like getting third parties on to Live Meeting, for example.

“If an early adopting team gets hold of something before their colleagues, the demand from others can spread virally round the business — in a good way”



The change needs to have an overall framework and some rules of engagement. After that, it works best when line managers are given the freedom to pursue the benefits in their own area. Staff forums can help with that.

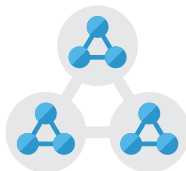
It's not right for every single employee. Customer service agents still work at one desk. But if an early adopting team gets hold of something before their colleagues, the demand from others can spread virally round the business — in a good way.

# Taking control of consumerisation — our IT story

All of our offices are now set up for flexible working. They're all wifi enabled with secure VPN connections. Hot deskers don't need to worry about cables and connections any more. In fact most of our head office based people now use hot desks. We've reduced the number of office devices by 84%.

The iPad was a game changer. Its arrival gave focus to people's rapidly growing expectation of getting on to the corporate network from home. It's been a stealth movement, driven by employee demand. At the entry level, new graduate joiners don't expect to work on PCs any more.

“All of our offices are now set up for flexible working. They're all wifi enabled with secure VPN connections”



## A changing view of networks

Until quite recently, organisations were locking down their networks. They were taking away administrator rights from employees who were installing too many widgets, apps and programs. Smart mobile devices have changed the picture. IT departments now need to be flexible about what the workforce wants and to be aware of the crossover of the consumer and corporate. But we still need to do the work to safeguard security.

Managing mobile devices is at the core of Joined Up People. But it's not all about smart devices. The infrastructure has to be right and updated to enable everything else. Windows 7 has been important and given us the flexibility to make the whole experience seamless for the user.

You can't predict two years time, let alone five. So your set up needs to be agile.

## Measureable savings — our finance story

Finance people are often the leaders in looking for savings. Our finance people have been leading Joined Up People and we've seen the savings. The ROI has been crucial for us on our journey to flexible working.

We saved more than £3.8 million because we now need 500 fewer desks. When it costs £7,000 a year to provide a desk and what goes with it, the multiplier effect is powerful. We expect to spend 30% less on buying paper for our HQ in Slough.

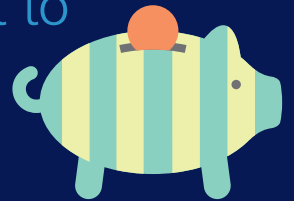
Building the new capabilities for flexible working costs money. But updating your infrastructure is part and parcel of your everyday IT costs.

### Carbon targets

We think the savings help the planet as well as the balance sheet. Flexible working has become integral to how we meet our targets on sustainability.

In one study, we calculated that simply by using Live Meeting and Office Communicator to cut out journeys, we're set to save £600,000 a year on travel costs, 1272 days in travel time, and 312 tonnes in CO<sub>2</sub>.

"We saved more than £3.8 million because we now need 500 fewer desks... we expect to spend 30% less on buying paper"



In this way flexible working goes hand-in-hand with the other initiatives we've taken — like the £2.6 million we saved on our energy bills through smart meters.

And we live the change as well as measure it. One of our key finance executives has a team of four. Three are home based in Yorkshire. One works in at our office in Leeds. Our executive himself works in Slough.

Finance people are often specially aware that to achieve significant savings you need radical changes in behaviour. Joined Up People has been a classic example.

We've learnt about working out how much the change will cost, how quickly it pays for itself, and how you can measure it all.

## Happy customers — our sales story

Face-to-face contact is one of the most powerful tools we have in our corporate sales operation. Our business customers don't like to deal with us over the phone or email if they can help it. They value personal contact and that builds up trust.

We found that flexible working allowed us to maximise the amount of time we can spend out of the office listening to customers.

And we make better informed decisions by having all the information to hand when we're on the road.

### Making Us Robust

Business continuity has been another big win for the sales team. We can react more quickly and easily if things go wrong.

The change has also meant the sales team feel trusted to get on with their job. People work harder. Their output is greater. There's closer customer engagement. The result? Higher sales right across our customer base.

“We found that flexible working allowed us to maximise the amount of time we can spend out of the office listening to customers.”



Joined Up People brings together our two most important assets — our people and our information. It's not just about technology. It's about people too. So the right amount of training and support is an important part of the story.

We've also learnt that other people soon start to notice. Clients are now beginning to ask us about flexible working. How did we do it? How could they do it too?

## Taking The Next Step

We'd like to start a conversation, with a consultation session.

We want to answer the questions you're probably asking. Where do we start? How do we make it work? How do we make it seamless?

Whatever your role in your business, we'd like to share insights on some of the key stages of the process: getting hold of the data and assessing your situation, helping your senior management sign up to a common vision, engaging your employees, choosing the best technology solution, trialing the new way of working, putting it into action and measuring the benefits.

We can help you look at how each jigsaw piece fits into the big picture.

Get in touch by visiting [o2.co.uk/ourstory](https://o2.co.uk/ourstory), or contact your account manager. It's time to take a journey.



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