



STAY AHEAD
Canon WORK 3.0

WORK 3.0
YOUR 20:20 VISION

Work 3.0: Your 20:20 Vision

By Tech Research Asia

Sponsored by Canon Business Services Australia

Executive Summary

Change is inevitable with technology and in recent years the digital impact on industries and organisations of all types has been far-reaching. Planning to capitalise on the opportunities ICT presents in future is clearly in every business and IT leaders' interests. This Tech Research Asia insights paper delivers a comprehensive analysis of ICT strategies and the role of technology in current and future workplace planning via a survey of 279 Australian IT and business leaders. It includes recommendations for establishing an ICT strategy to 2020.

Key Findings

- Australian organisations are moving into a new phase of mobility strategies that focus more on what we are achieving through mobility rather than technology. In this second phase of mobility, competitive advantage and higher productivity are expected outcomes from this adoption.
- Nine in 10 Australian IT and business leaders believe their average worker wastes more than two hours a week on inefficient processes. This is up from 67% who felt the same 12 months ago. This has a direct cost in wasted time, but also a negative downstream impact on employee and customer engagement.

Recommendations

- Answer the questions in this whitepaper frankly and after a proper evaluation. Setting a 2020 strategic plan will help you uncover both challenges and opportunities for your technology approach.
- Consider how your organisation could benefit from a robust approach to adopting the Work 3.0 pillars of mobility, digitisation and automation. These areas are intertwined and if successfully addressed offer a solid foundation for pursuing productive, flexible and mobile work styles.

The Dashboard

Topic: Ensuring you have a 2020 strategic ICT vision that is founded on Work 3.0 principles

Organisations: All

Industries: All

Countries: Australia

Key Results:

91%

Of Australian IT leaders say mobility is important to their organisation this year. Six in 10 say this importance has increased in the past 12 months.

Future:

Multiple mobile work styles and technologies such as mobile applications and document or workflow digitisation tools will be adopted for higher productivity and competitive advantage in 2015. Optimising these strategies for 2020 outcomes will be key.

Introduction

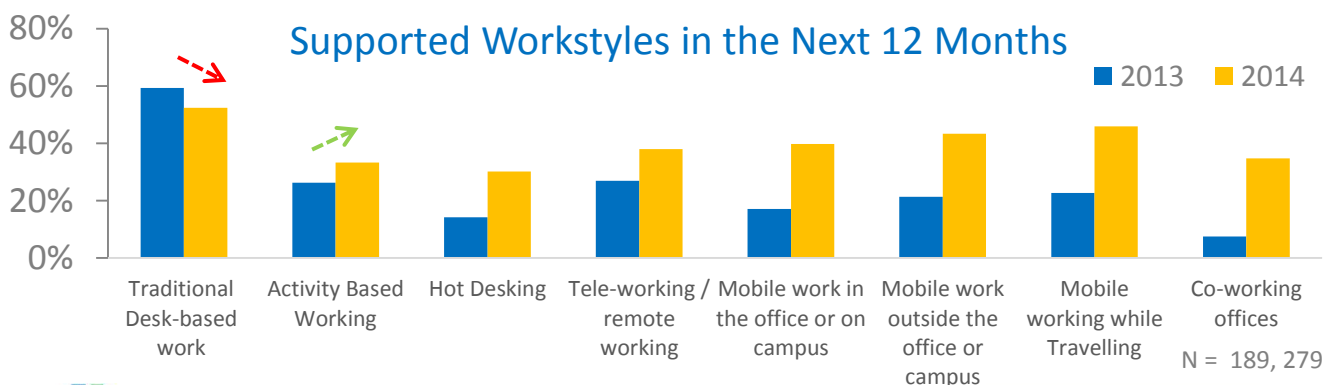
The last five years have rendered significant technology-driven change for organisations of all sizes and types. Are you ready for the next five? Adapting to digital disruption, ensuring smart growth and making a difference with technology requires considered planning by both IT and business leaders. This whitepaper investigates the critical areas all business and IT leaders need to consider when setting strategy. It highlights the key role of mobility, digitisation and automation in this new era of Work 3.0.

The 20:20 Strategic Vision

Does your ICT and workplace strategy extend to 2020, and has it been evaluated holistically with multi-stakeholder input? Setting time aside to plan for success is important. Early 2015 is an opportune time to look at establishing or reviewing your workplace technology strategy.

Does the strategy effectively include mobility, digitisation, and automation? These are three pillars of Work 3.0 and if addressed successfully can provide any organisation with an intelligent foundation for pursuing other IT and business goals. In October 2014, TRA canvassed the views of 279 Australian IT and business Leaders. This followed on from a similar survey conducted one year earlier with 1047 Australian organisations that included 189 IT leaders. In last year's research your peers told us that cost management and customer engagement were key business goals. To achieve their objectives Australian leaders were looking to officially support multiple mobile and flexible work styles while investing in workplace tech such as: mobile devices; mobile apps; digitising workflows; cloud-based office productivity tools; and mobilising workflows. They also told us that despite clear strategies and technology plans many were struggling with process inefficiencies and poor information flows.

This year IT and business leaders told us mobility has again risen to the top of the technology agenda. Digitisation and automation also remain important areas of investment while collaboration and cloud-based productivity tools have taken a step down from the spotlight. The chart below shows that flexible and mobile working is rapidly becoming the norm for Australian organisations. Yet, the research this year shows that many continue to struggle with wasted employee time as a result of process inefficiencies in this new work reality. Whilst customer engagement was a key focus in 2014 and remains important in 2015 – especially in the form of digital transformation efforts – Australian business leaders are highlighting higher staff productivity, competitive advantage, and improved cost management as desired outcomes. Planning for these outcomes is a fundamental mission and in our view should be conducted with a longer-term 2020 vision for how you want your employees to work.



Mobility: Q. Does your mobile strategy focus on what your employees, partners, and customers are trying to achieve while mobile, or on the technology being used?

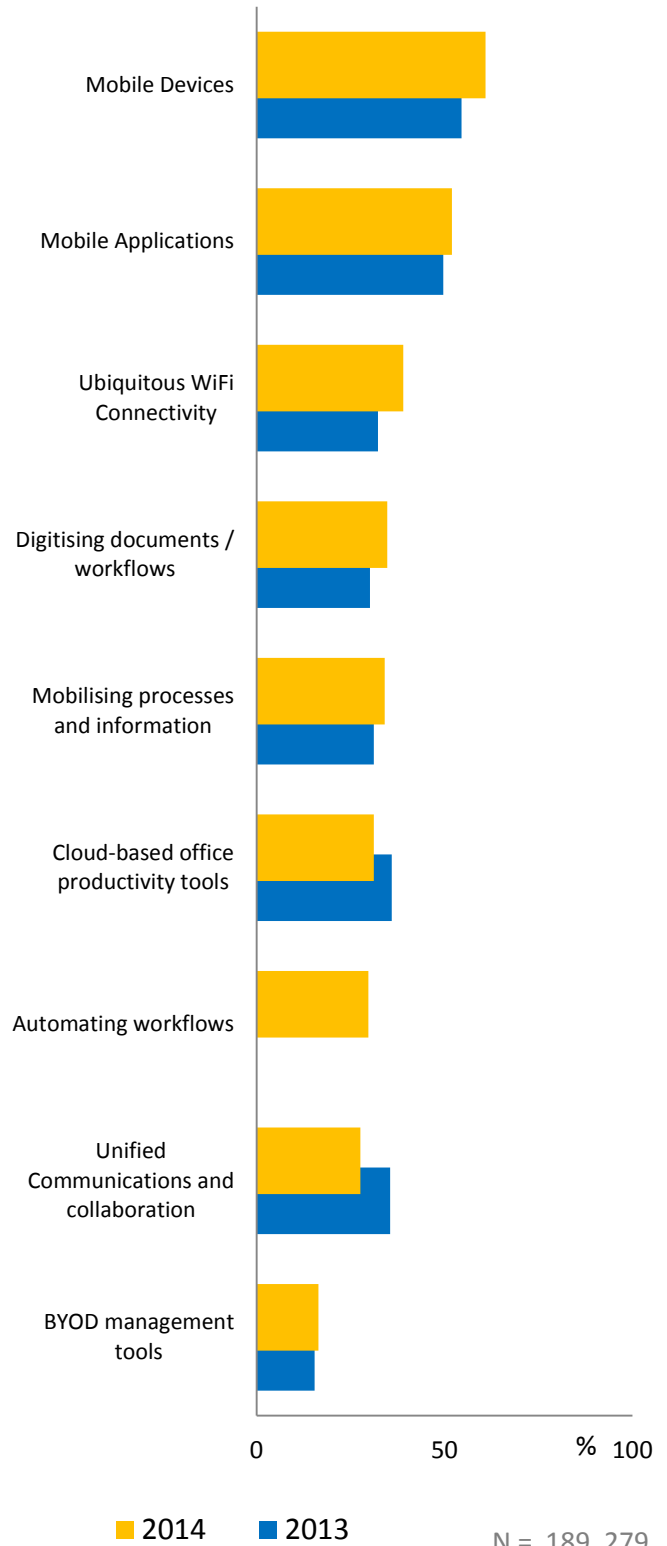
Mobility has changed, and for the better. When Australians first started adopting smartphones and tablets and bringing them into work, mobility was all about which device and platform would be supported and what wouldn't. Making sure email and calendar was working on the flashy new consumer device executives brought into work was a common task. Some deployed mobile device management (MDM) tools to secure BYO devices and others rolled out their own devices. The focus in that phase of mobility was clearly on technology and questions of access, security, and support to technology.

However, as we now refresh mobile technology, move offices, expand (or contract) physical locations, or adapt to customer demands leading organisations are moving into a new phase of mobility. The focus now is on what employees, partners, or customers are doing on the device and the business outcomes attained. We want more targeted and verifiable outcomes. In particular, Australian organisations tell us they want higher employee productivity, competitive advantage, and cost reduction from these strategies.

In addition to the many mobile work styles that are going to be officially supported (see chart on previous page) the chart on the right shows that mobile technologies will be a focal point for IT investment in 2015. TRA's research also found that 91% of Australian firms say mobility is important to their organisation with 33% noting it is "very important". Six in 10 business and IT leaders say this importance has increased in the past 12 months with 19% indicating has been a "significant" increase in importance. Clearly, the mobility surge will continue in 2015.

The question will be how well prepared we are for the immediate mobility-driven opportunities and whether we can optimise this over the longer-term.

Workplace Technology Investment Intentions for 2015



Digitisation: Q. Have you first optimised your processes before digitising them and extended this to all work flows including non-core areas of the organisation?

Digital transformation may be a key focus for many Australian IT and business leaders but there are many organisations that still have inefficient paper-based or manual processes. In fact, there is a lot of work to be done around basic forms of digitisation. Being a digital organisation and having flexible or mobile working relies heavily on not being hamstrung by manual processes, including non-core areas of the business (such as with expense claims). This has been recognised by the majority of survey respondents: 87% said digitisation was important to their business this year with 26% saying it is “very important”. Further, 53% say this importance has increased in the last 12 months; 15% saying this is by a significant amount.

This increasing importance of digitisation is reflected in the technology investment priorities. In our 2013 research Australian organisations told TRA that UC&C and cloud-based office productivity tools were key focal areas for 2014. However, this year digitisation has jumped into the top five focuses for workplace technology in fourth place above both of these sexier technology areas with 39% of respondents nominating it as a key investment for 2015. The move to digitisation has been around for a long time and many lessons have been learnt. One of the most critical is understanding that digitisation doesn’t fix a bad process by itself as you still have a bad process. Optimising the process as a first step is key.

Automation: Q. What are the benefits to your organisation that could be gained from greater automation?

TRA’s research in 2013 showed that for two thirds (67.7%) of Australian organisations the average employee wastes two hours a week because of inefficient processes. For each worker this equates to \$3283 over one year (48 work weeks) – or for a 10-person workgroup it is \$32,832. Unfortunately this year, the waste is prevalent in more organisations: 93% of Australian IT and business leaders now believe the average worker wastes two hours or more per week. So are things getting more complex and inefficient? Or are we more aware of the challenge as a result of pursuing mobile projects? In TRA’s view it is likely a mix of the two. The salient question is, are you ready and able to deal with these inefficiencies in 2015?

Digitisation and automation are two steps to take to help mitigate the costs of inefficient processes. They are also arguably two steps that are intimately intertwined with any mobility strategy. Automation frees up employee time for higher value tasks and allows organisations to scale their systems. Accordingly, three in four survey respondents told TRA that automation is important to their organisation. Yet only 20% said it is “very important”, with only one in two said this importance had increased in the last 12 months (significantly so for 15%). Automation tools are also playing a secondary role to mobility in terms of technology investments in 2015. In TRA’s view IT and business leaders should be planning for automation and digitisation at the same time as establishing a mobility or flexible working strategy.

Recommendations

Across industries and organisation sizes Australian IT and business leaders tell TRA very clearly they intend to invest further in mobility and multiple flexible work styles in 2015. Importantly, there is a heightened focus on what outcomes are being generated from these technology-related investments. Digitisation and automation are also important to Australian organisations and they will need to be pursued in tandem with mobility projects in order to optimise the returns. TRA offers the following recommendations for Australian IT and business leaders:

Undertake a detailed evaluation of your current workplace strategy and extend your plans out to 2020.

- This should be done with multi-stakeholder input from the executive down to “coal-face” or “front-line” workers. The strategy should ask the question, “how do we want our employees to work in 2020 and how will this help us achieve our goals?” Don’t underestimate how hard it is to answer this question and translate it into a meaningful plan of action for workplace technology investments. Further, make sure the strategy harmonises and optimises the four workplace components: 1. Physical spaces; 2. People and Culture; 3. Processes and Practices; and 4) Technology.

Evaluate whether your organisation has appropriately addressed the three Work 3.0 pillars of mobility, digitisation, and automation.

- It is common for organisational leaders and IT departments to get caught up in the sexy aspects of technology trends. But ensuring your organisation is doing the “1%ers” better than competitors in these areas will place you in good standing to pursue bigger picture workplace strategy goals.

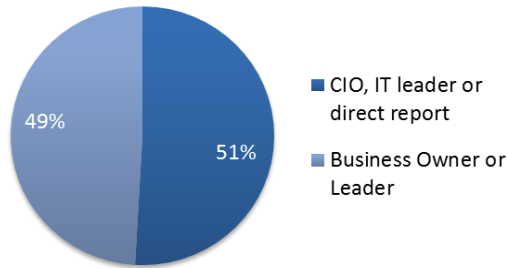
Tour high performance workplaces and speak to peers and potential partners that have Work 3.0 experience.

- Many organisations that have already adopted a high performance workplace or have advanced mobile strategies are open to receiving requests for an office tour or conversation. Also talk to suppliers that have experience in helping clients with these strategies. But don’t try and copy what others have done as the best results are always achieved by those that have a uniquely compelling vision.

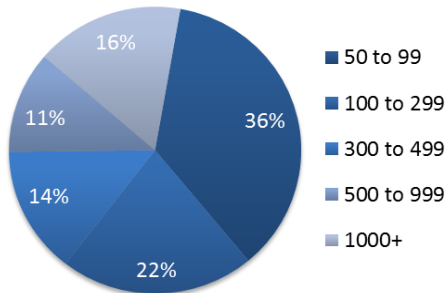
Methodology

TRA undertook an online survey of 279 Australian organisations with more than 50 employees in October 2014. Participants were asked about their experiences and opinions on technology. The survey followed a similar research effort undertaken by TRA in October 2013, the results of which have been used for comparison in this document. [The results of the 2013 survey can be found here.](#) Details on the sample captured for 2014 are below:

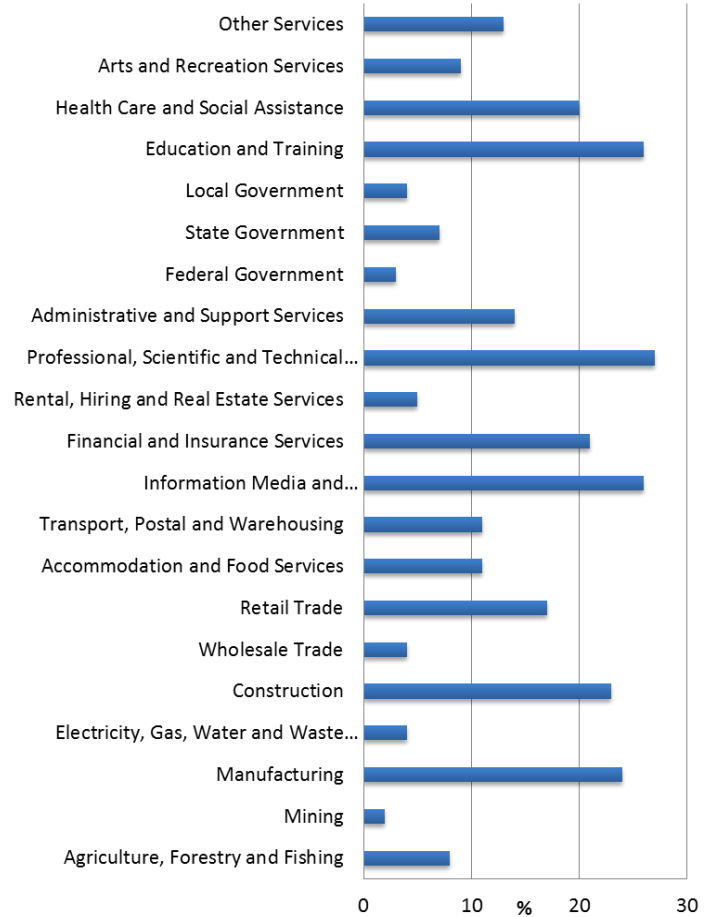
By Role



By Size



By Industry



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