

Compliments of  Mitel

Mitel Special Edition

Digital Transformation

FOR
DUMMIES[®]
A Wiley Brand

Learn to:

- Understand the digital imperative
- Design a digital workplace
- Deliver a superior digital customer experience

Zeus Kerravala
Lawrence C. Miller



Digital Transformation

FOR
DUMMIES[®]
A Wiley Brand

Mitel Special Edition

**by Zeus Kerravala and
Lawrence C. Miller**

FOR
DUMMIES[®]
A Wiley Brand

Digital Transformation For Dummies®, Mitel Special Edition

Published by
John Wiley & Sons, Inc.
111 River St.
Hoboken, NJ 07030-5774
www.wiley.com

Copyright © 2017 by John Wiley & Sons, Inc.

No part of this publication may be reproduced, stored in a retrieval system or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, scanning or otherwise, except as permitted under Sections 107 or 108 of the 1976 United States Copyright Act, without the prior written permission of the Publisher. Requests to the Publisher for permission should be addressed to the Permissions Department, John Wiley & Sons, Inc., 111 River Street, Hoboken, NJ 07030, (201) 748-6011, fax (201) 748-6008, or online at <http://www.wiley.com/go/permissions>.

Trademarks: Wiley, For Dummies, the Dummies Man logo, The Dummies Way, Dummies.com, Making Everything Easier, and related trade dress are trademarks or registered trademarks of John Wiley & Sons, Inc. and/or its affiliates in the United States and other countries, and may not be used without written permission. Mitel and the Mitel logo are registered trademarks of Mitel. All other trademarks are the property of their respective owners. John Wiley & Sons, Inc., is not associated with any product or vendor mentioned in this book.

LIMIT OF LIABILITY/DISCLAIMER OF WARRANTY: THE PUBLISHER AND THE AUTHOR MAKE NO REPRESENTATIONS OR WARRANTIES WITH RESPECT TO THE ACCURACY OR COMPLETENESS OF THE CONTENTS OF THIS WORK AND SPECIFICALLY DISCLAIM ALL WARRANTIES, INCLUDING WITHOUT LIMITATION WARRANTIES OF FITNESS FOR A PARTICULAR PURPOSE. NO WARRANTY MAY BE CREATED OR EXTENDED BY SALES OR PROMOTIONAL MATERIALS. THE ADVICE AND STRATEGIES CONTAINED HEREIN MAY NOT BE SUITABLE FOR EVERY SITUATION. THIS WORK IS SOLD WITH THE UNDERSTANDING THAT THE PUBLISHER IS NOT ENGAGED IN RENDERING LEGAL, ACCOUNTING, OR OTHER PROFESSIONAL SERVICES. IF PROFESSIONAL ASSISTANCE IS REQUIRED, THE SERVICES OF A COMPETENT PROFESSIONAL PERSON SHOULD BE SOUGHT. NEITHER THE PUBLISHER NOR THE AUTHOR SHALL BE LIABLE FOR DAMAGES ARISING HEREFROM. THE FACT THAT AN ORGANIZATION OR WEBSITE IS REFERRED TO IN THIS WORK AS A CITATION AND/OR A POTENTIAL SOURCE OF FURTHER INFORMATION DOES NOT MEAN THAT THE AUTHOR OR THE PUBLISHER ENDORSES THE INFORMATION THE ORGANIZATION OR WEBSITE MAY PROVIDE OR RECOMMENDATIONS IT MAY MAKE. FURTHER, READERS SHOULD BE AWARE THAT INTERNET WEBSITES LISTED IN THIS WORK MAY HAVE CHANGED OR DISAPPEARED BETWEEN WHEN THIS WORK WAS WRITTEN AND WHEN IT IS READ.

For general information on our other products and services, or how to create a custom *For Dummies* book for your business or organization, please contact our Business Development Department in the U.S. at 877-409-4177, contact info@dummies.biz, or visit www.wiley.com/go/custompub. For information about licensing the *For Dummies* brand for products or services, contact [Branded Rights&Licenses@Wiley.com](mailto:BrandedRights&Licenses@Wiley.com).

ISBN: 978-1-119-38969-9 (pbk); ISBN: 978-1-119-38970-5 (ebk)

Manufactured in the United States of America

10 9 8 7 6 5 4 3 2 1

Publisher's Acknowledgments

Some of the people who helped bring this book to market include the following:

Project Editor: Carrie A. Burchfield

Acquisitions Editor: Katie Mohr

Editorial Manager: Rev Mengle

Business Development Representative:
Molly Daugherty

Production Editor: Magesh Elangovan

Table of Contents

Introduction	1
About This Book	1
Foolish Assumptions	2
Icons Used in This Book.....	2
Beyond the Book.....	3
Where to Go from Here	3
Chapter 1: Understanding the Digital Imperative	5
Recognizing Digital Business Drivers	5
Go Digital or Go Home.....	7
Digitization Leads to Business Reimagined	8
Digital banking	9
Digital retail	10
Digital manufacturing.....	10
Chapter 2: Designing a Digital Workplace	11
Employee Demographics Are Changing.....	11
Work Is an Activity, Not a Destination	14
Corporate Structure Has Evolved	17
Digital Workspaces Must Be a Business Imperative.....	18
Best Practices for Building a Digital Workplace	20
Chapter 3: Delivering a Superior Digital Customer Experience	23
Digitization Redefines the Customer Experience	23
Staying Connected to Today's Mobile Consumer.....	25
Understanding the Customer Life Cycle	26
Developing a Digital Customer Experience Strategy.....	27
Chapter 4: Building a Digital Strategy	29
Developing Critical Capabilities in Digital Organizations.....	29
Starting the Digital Transformation Journey.....	30

Chapter 5: Unified Communications and Collaboration in the Digital Enterprise.33

Digital Businesses Needs Real-Time Communications 33
Recognizing the Challenges of Seamless UCC..... 34
Digital Transformation Gives a Voice to
the Internet of Things 37

Chapter 6: Ten Capabilities to Look for in a Digital Transformation Partner.39

Mobile First..... 39
Cloud Enabled 40
Millennial Focused 40
Omni-Channel Experience..... 41
Full Contact Center Functionality 42
Open and Extensible..... 42
Flexible Options and Features..... 43
Integrated Machine Learning and Artificial
Intelligence..... 43
Track Record of Innovation 43
Robust Security 44

Introduction

Digital business is the application of technology to build new operating models, processes, software, and systems by leveraging the convergence of people, business, and things. These advances are creating new product and service opportunities, as well as transforming business operations, enabling companies to generate more revenue, gain greater competitive advantage, and achieve higher efficiency.

Digital transformation has become a top initiative for business and IT leaders. In a digital business world, sustainable market leadership is no longer based solely on which company has the best products or even the best people. Instead, organizations that are agile and can quickly adapt to rapidly evolving market trends will become market leaders. Companies that can't meet the demands of a dynamic business climate that's changing faster than ever before will struggle to survive.

About This Book

Digital Transformation For Dummies, Mitel Special Edition, explores how the world is changing, and both consumers and workers are using new technologies to improve the way they communicate and collaborate. This book consists of six short chapters that explore the following:

- ✔ Drivers and opportunities in the modern digital business (Chapter 1)
- ✔ How the digital workplace has evolved and key use cases (Chapter 2)
- ✔ Customer experience in a mobile digital world (Chapter 3)
- ✔ How to build a digital strategy for your organization (Chapter 4)
- ✔ How Mitel can help you deploy a collaboration and communications solution for the digital business (Chapter 5)
- ✔ What must-have features and capabilities you need in a digital transformation partner (Chapter 6)

Foolish Assumptions

It's been said that most assumptions have outlived their usefulness, but we assume a few things nonetheless. Mainly, we assume that you're an executive, manager, or team member in a business or organization of some sort, and you're looking for ways to improve the digital experience of your customers and employees through the innovative use of communication and collaboration technologies.

We also assume that you're not necessarily an information technology (IT) professional. As such, this book is written for non-technical readers — we even spell out all those confusing acronyms (like “IT”) for you. But even if you're a technical reader, you'll still want to read this book because you'll better understand the digital transformation imperative.

Icons Used in This Book

Throughout this book, we occasionally use special icons to call attention to important information. Here's what to expect:



This icon points out information that you should commit to your non-volatile memory, your gray matter, or your noggin — along with anniversaries and birthdays!



You won't find a map of the human genome here, but if you seek to attain the seventh level of NERD-vana, perk up! This icon explains the jargon beneath the jargon and is the stuff legends — well, nerds — are made of!



Thank you for reading, hope you enjoy the book, please take care of your writers! Seriously, this icon points out helpful suggestions and useful nuggets of information.



This icon points out the stuff your mother warned you about. Okay, probably not. But you should take heed nonetheless — you might just save yourself some time and frustration!

Beyond the Book

There's only so much we can cover in 48 short pages, so if you find yourself at the end of this book thinking, "Gosh, this was an amazing book; where can I learn more?" just go to www.mitel.com.

Where to Go from Here

With our apologies to Lewis Carroll, Alice, and the Cheshire cat:

"Would you tell me, please, which way I ought to go from here?"

"That depends a good deal on where you want to get to," said the Cat — err, the *Dummies* Man.

"I don't much care where . . .," said Alice.

"Then it doesn't matter which way you go!"

That's certainly true of *Digital Transformation For Dummies*, Mitel Special Edition, which, like *Alice in Wonderland*, is also destined to become a timeless classic!

If you don't know where you're going, any chapter will get you there — but Chapter 1 might be a good place to start! However, if you see a particular topic that piques your interest, feel free to jump ahead to that chapter. Each chapter is written to stand on its own, so feel free to start reading anywhere and skip around to your heart's content. Read this book in any order that suits you (though we don't recommend upside down or backwards).

We promise you won't get lost falling down the rabbit hole!

Chapter 1

Understanding the Digital Imperative

.....

In This Chapter

- ▶ Staying ahead of competitors in the era of digital business
 - ▶ Keeping up with the pace of change
 - ▶ Exploring digital business transformation scenarios
-

In this chapter, you take a high-level look at different factors driving the digital imperative in modern business and how it is changing the nature of competition and market dynamics. Finally, you explore some real-world examples of digital business transformation in several industries.

Recognizing Digital Business Drivers

Digital business is the application of technology to build new operating models, processes, software, and systems by leveraging the convergence of people, business, and things. These advances are creating new product and service opportunities as well as transforming business operations, enabling companies to generate more revenue, gain greater competitive advantage, and achieve higher efficiency.

Competitive advantage in this era of business is based on capturing new opportunities by rapidly adapting to changes in an organization's market or industry. Those that can achieve this level of agility will leap-frog the competition, while those that can't will struggle to survive. Thus, digitization — the process

of becoming a digital business — needs to be at the top of every business and IT leader's priority list.

Maintaining and increasing competitive advantage in today's dynamic, global economy is a major challenge for businesses in every industry. Companies can no longer simply differentiate their products and services along a single dimension such as price, features, quality, or support. Except for commodity goods and services, the lowest price doesn't guarantee a sale, poor quality is never acceptable, and customer service requires far more than a friendly smile. Instead, perceived value, functional match to requirements, exceptional quality, and total customer experience across all touch points are all important aspects of the new competitive norm.

Additionally, businesses must find innovative and creative new ways to engage, attract, and retain their customers. While it's well understood that attracting a new customer costs dramatically more than keeping an existing one — as much as ten times more — it's never been easier for customers to find, research, and move their business to your competitors.

And customers want to deal with businesses that not only provide the highest quality goods and services they need, when they need it, and at a price they're willing to pay, but also that are socially responsible — with their employees, their partners and suppliers, their communities, and their environment. Inefficient business processes and toxic corporate cultures inevitably affect the bottom line (profits), but increasingly impact the top line (sales) as well. In a time when costs are constantly being evaluated, inefficiency equals waste — which no one wants to see or hear about. Everything you do as a business must stand up to public scrutiny — customers don't necessarily want to know how the sausage is made, but they also can't look away from a train wreck.

Today, digitization has three primary drivers, (sources from ZK Research), shown in Figure 1-1:

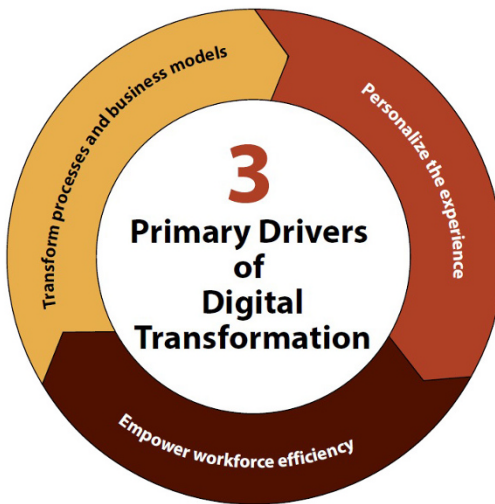


Figure 1-1: The three primary drivers of digital transformation.

Go Digital or Go Home

Market leadership is no longer about having the best product, the lowest price, or even the best people. Becoming a market leader in any industry is now based on being able to capture new opportunities in a rapidly changing market.

This has always been true, but changes in market leadership used to take decades to occur. For example, in the 1980s, big-box retailers completely redefined how retail organizations managed inventory. However, it took nearly two decades for their impact — not only to the retail industry but also the entire value chain — to be fully realized.

Today, natively digital organizations are having a similar impact in fewer than five years. Figure 1-2 shows that in 1960, businesses remained on the S&P 500 Index, on average, for 50 to 60 years; by the early 1980s, the average was less than 30 years. As this trend is likely to continue, by 2025, businesses can expect to remain on the index for an average of only 15 years, as new market leaders continually emerge.

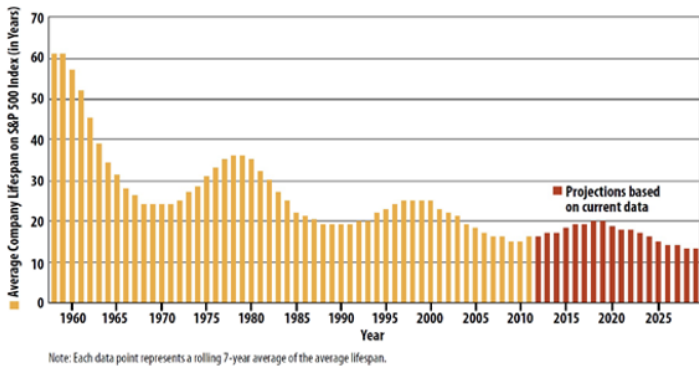


Figure 1-2: The pace of market leadership change is accelerating.

Digitization Leads to Business Reimagined

Unlocking the power of digitization requires new ways of doing business that are fundamentally different from traditional methods. Evolving a business model to take advantage of digital trends is challenging because it's often impossible to understand what can be done without having seen it first. Like traditional brick-and-mortar retailers in the early days of the Internet that had no idea of how to create an online shopping experience, organizations today must develop innovative business models and processes to leverage modern digital technologies and trends.

Organizations, such as Amazon and eBay, that were born in the Internet era disrupted these traditional brick-and-mortar industries. Some organizations adapted quickly and remained competitive, while others did not and struggled to remain viable. Today, the Internet is pervasive and integrated into everything we do.

Digitization will follow a similar path and eventually become woven into the fabric of our daily lives. The first step in this journey is to understand what's possible. In the following sections, you examine a few real-world scenarios of digital business transformation.

NCR's Interactive ATM: The fortune (well, cash) teller of the future?

The NCR Interactive Teller enables banks to offer customers the benefits of self-service banking and full-service banking through a single experience. The ATM combines video collaboration and remote

transaction processing to let customers start with a traditional ATM experience and then connect with a remote teller in a highly personalized, two-way audio/video interaction.

Digital banking

The shift to digital banking dispels the notion that physical branches with on-site employees are a necessity. Today, branches can be anywhere and everywhere. Virtual teller ATMs advance the concept of an ATM by allowing human interactions through video when a customer desires. This obviates the need for a human bank teller to be present. In this scenario, customers can still make loan and credit card payments and access information by scanning a government ID, even if they don't have a bank card. The virtual model creates new business models, enabling banking services to be conducted in more locations.

Rebecca Minkoff's digital mirror: Mirror, mirror on my digital wall

Fashion designer Rebecca Minkoff has created an entirely new approach to the retail experience by integrating technology into the in-store shopping experience. Stores have been outfitted with interactive mirrors that greet the shopper and invite them to approach. After customers tap the screen, they're offered a free beverage and a few pieces of clothing to try on. Shoppers can browse the inventory and select other items as

well. After a product is chosen, a store employee delivers the item to a dressing room and texts the customer to let him/her know the fitting room is ready. While in the dressing room, customers can request different sizes and new clothing, and they can place the items they want to purchase in a virtual cart. When customers are finished, they can review all the items in a mobile application, pay for them, and pick them up on the way out.

Digital retail

The retail industry will experience some of the biggest impacts from digital transformation. One digital technology that will change the shopping experience is the use of augmented reality (AR) to improve online shopping by delivering a virtual “in-store” experience from a customer’s home. With more and more consumers turning to online shopping, it’s becoming increasingly important for businesses to offer an innovative digital customer experience in order to stand out from the competition, boost customer satisfaction, and build brand loyalty.

Digital manufacturing

Digital transformation will radically change the manufacturing industry. Consumers will be able to customize or even design their own products using a combination of additive manufacturing (AM) and three-dimensional (3D) printing. “Smart manufacturing” will leverage the Internet of Things (IoT) to let equipment and machines communicate with one another with minimal human intervention, improving efficiency and productivity. Smart manufacturing benefits include

- ✓ Shorter lead times
- ✓ Improved quality
- ✓ Reduced waste
- ✓ Increased flexibility
- ✓ Significant cost savings

John Lewis 3D “sofa studio”

John Lewis, the UK department store, is using 3D printing technology to change the in-store customer experience. The company has combined 3D printing with radio-frequency identification (RFID) tagging to help customers choose new sofas. The interactive “sofa studio” enables customers to choose from a wide variety of 3D-printed sofa models

to see what an item will look like. The sofa is then placed on a “smart table” that detects the RFID tag to show the item on a computer screen. A fabric swatch can then be placed next to the smart table, and a mockup of the finished product will appear on a screen. As customers choose different fabrics, the on-screen product will change in real time.

Chapter 2

Designing a Digital Workplace

In This Chapter

- ▶ Recognizing the changing workforce
 - ▶ Embracing workplace flexibility
 - ▶ Empowering cross-functional teams
 - ▶ Prioritizing digital transformation
 - ▶ Creating a digital workplace
-

In Chapter 1, you look at some pretty interesting examples of businesses that have undergone digital transformation. In this chapter, you look at some steps any business can take toward beginning a digital transformation of its own. Digital businesses thrive when dynamic teams can collaborate easily and have access to the information they need to make important decision quickly, then move on to the next task or project.

Employee Demographics Are Changing

A key to success in the digital era is ensuring that the level of worker engagement is high. An engaged worker is a highly inspired and motivated employee who is emotionally invested in the company and drives innovation. Unfortunately, a recent survey from Gallup and ZK Research found that only 13 percent of workers are engaged (see Figure 2-1).

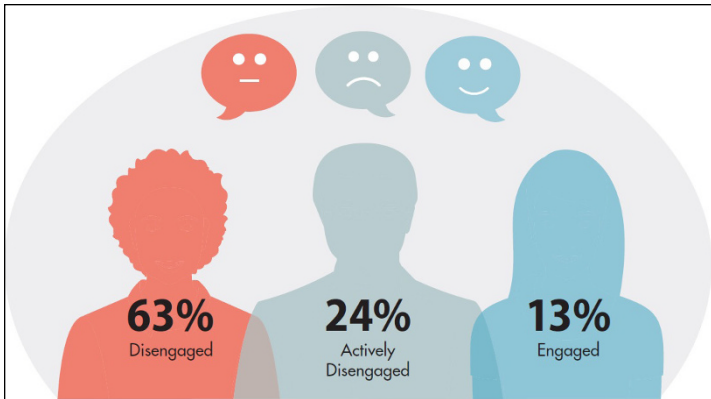


Figure 2-1: Engaged employees are woefully underrepresented in the workplace.

In contrast to engaged workers, disengaged workers may show up every day and do their jobs, but they are essentially “checked out.” Disengaged employees aren’t actively disruptive, but they don’t act in a way that helps the organization grow.

Even more damaging are actively disengaged workers. These workers “look for trouble” and their often passive-aggressive behaviors can make engaged workers become disengaged.

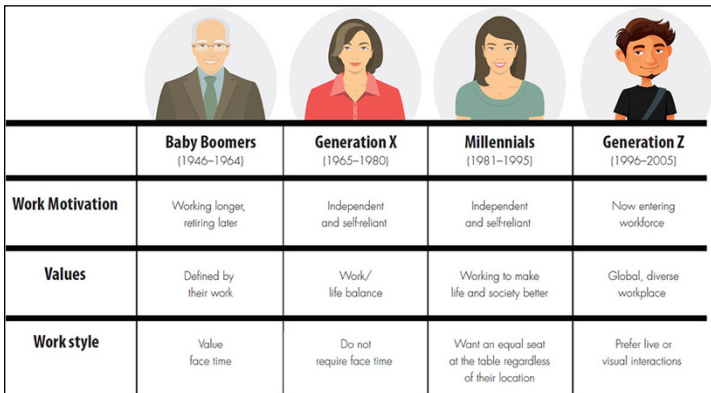
To create engaged workers and make sure they’re productive members of collaborative teams, companies must provide them with the best possible work environment. This means having dynamic workplaces with tools that allow employees to accomplish the tasks they need to complete, when they need to complete them.

One challenge in enabling this kind of environment is that existing workplaces and tools were designed with the assumption that all workers collaborate in the same way. This assumption may have been true decades ago, but today’s diverse workforce is made up of multiple generations — Baby Boomers (born 1946 to 1964), Generation X (born 1965 to 1980), Millennials (born 1981 to 1995), and Generation Z (born 1996 to 2005).

The percentage of workers from these four segments varies widely by vertical, but this generational mix is a trend that

all organizations must deal with. Based on statistics from Singularity Hub, in aggregate, Millennials currently account for 21 percent of the workforce, and only 2 percent are from Generation Z, but workforce demographics are changing as the oldest of the Baby Boomer generation turned 70 in 2016 — well beyond the full benefit age for Social Security. PWC predicts that 50 percent of the global workforce will be comprised of Millennials by 2020.

Such a diverse workforce is divided by a wide range of different perspectives, personal preferences, and ways of work. ZK Research shows that businesses need to understand that employee engagement factors tend to vary by generation (see Figure 2-2).



	Baby Boomers (1946–1964)	Generation X (1965–1980)	Millennials (1981–1995)	Generation Z (1996–2005)
Work Motivation	Working longer, retiring later	Independent and self-reliant	Independent and self-reliant	Now entering workforce
Values	Defined by their work	Work/life balance	Working to make life and society better	Global, diverse workplace
Work style	Value face time	Do not require face time	Want an equal seat at the table regardless of their location	Prefer live or visual interactions

Figure 2-2: Today's multigenerational workforce has diverse motivations, values, and work styles.

The work motivations, values, and work styles of each of these four distinct generations are different. For example, Baby Boomers generally tend to favor formal structure, Generation X is characterized by security, and Millennials seek autonomy in the workplace. Businesses leaders need to personalize their approach to each generation to engage them better and maximize productivity.

Today's younger workforce, which has grown up using the Internet, social media, and mobile devices, appears to be more open to new ways of working. For example, Mitel research shows they're more welcoming to the idea of online and virtualized working. Traditional working patterns are

also under pressure, as Mitel data shows that the majority (81 percent) of workers now want to break free from their organization's 9-to-5 culture in favor of flexible hours and working locations.

Technology influences almost every aspect of our daily lives and an almost insatiable appetite for gadgets and cutting-edge technologies is dominating the modern workplace.

While businesses used to be the main drivers of telephony, computing, and communication adoption, it's clear they're no longer setting the agenda. Instead, the dominant force in technological advancements has become the end-user. And the dramatic trend to the cloud, both in consumer and business, is changing the way people consume applications and information.



The *consumer imperative* (also known as *consumerization*) is a technological trend among Millennials (as well as Generation X) in which consumers and end-users are driving the technology landscape in their organizations and the businesses with which they interact, by adopting the personal applications and technologies that they use in their everyday lives (such as social media, event planning, and group instant messaging) for business use.

Research from Mitel shows the bring your own device (BYOD) trend is no longer in its infancy because around two-thirds of employees are using their own smartphones, tablets, and other devices for work (hmm, more than two-thirds of the workforce is comprised of Millennials and Generation X — coincidence?). Modern businesses and organizations need to embrace technological solutions that work the same way most employees now work and live — with team collaboration as a central part of their daily professional and personal lives.

Work Is an Activity, Not a Destination

Popular workforce trends such as flexible hours, mobile and remote working, and hoteling (also called hot desking) are changing the traditional office environment. Many businesses have embraced the personal cloud and virtual working and

find that they no longer need physical office locations where employees regularly go to work to function effectively.

Unfortunately, most traditional workplaces aren't designed for dynamic teams. Instead, the traditional "cube centric" workplace was ideal for an environment where workers came to the office, performed similar tasks day after day, and had limited interaction with co-workers.



Hoteling involves multiple workers sharing a desk on different work shifts as opposed to each employee having a personal desk.

The evolution of modern working practices has moved well beyond the need to accommodate individual requests for flexible home working options. Employees are demanding new ways of working — whether it's from a coffee shop, logging into a network from another site, or setting up a home office. And they're more than content to do all their business on a smartphone — in fact, many expect to be able to do so. Yet, despite overwhelming evidence over the past decade showing higher productivity among employees who are permitted to occasionally work from home, many businesses and managers are still resistant to this new work model.

One challenge that must be addressed in this new work paradigm is that having people working from all over the world, in different ways and at different times, makes it difficult to ensure everyone is accessing and finding the same information, documents, and other resources across the entire team. This situation can result in costly delays, miscommunication, errors, and mistakes — teams often can't wait for a team member in a different time zone to come online to access the latest and greatest information. But technologies such as team collaboration and communication tools, virtualization and the cloud, and mobility and BYOD trends enable innovative working environments that are no longer tied to a physical office location and provide the catalyst for the personal cloud. These capabilities enable team members to provide updates wherever they are, at any time, and on any device, so other team members can always have access to the latest and greatest information.

If members of your team are among the skeptical crowd and tend not to believe more subjective measures of productivity, such as higher employee morale, consider the following: Global Workplace Analytics reports that 50 percent of the U.S. workforce holds jobs that are compatible with flexible teleworking arrangements, and 79 percent of those workers say they would work from home if permitted. If those employees worked from home just half of the time, the total economic benefit would be more than US \$700 billion annually.

Specifically, businesses would

- ✔ Save over \$500 billion a year in real estate, electricity, absenteeism, turnover, and productivity costs — more than \$11,000 per employee per year.
- ✔ Increase national productivity by 5 million person-years — approximately \$270 billion worth of work.
- ✔ Save on operating expenses such as office space, furniture, utilities, office supplies, janitorial services, security, and maintenance.

Employees would

- ✔ Regain the equivalent of two to three weeks of free time per year spent commuting.
- ✔ Save \$2,000 to \$7,000 in transportation and work-related costs, as well as daycare and after-school care costs.
- ✔ Save more than \$20 billion in fuel costs.

The nation would

- ✔ Reduce greenhouse gases by 54 million tons — the equivalent of taking almost 10 million cars off the road.
- ✔ Reduce wear and tear on highways and roads by over 119 billion miles a year.
- ✔ Save almost 90,000 people from traffic-related injury or death and reduce accident-related costs by over \$10 billion a year.
- ✔ Save over 640 million barrels of oil valued at over \$64 billion a year.

Making it easier for teams to work together from anywhere is well worth doing. Not only can businesses enjoy hard cost

savings, but also they can make better decisions through better team collaboration and communication with access to the best available information.



Businesses that continue to rely on centralized, physical offices in the future will view and use them in an entirely different way, turning them into hot desking and collaborative working environments. Desk space will be a shared resource, used by multiple workers with “plug-and-play” technologies such as team collaboration and communication tools and desktop virtualization. Therefore, businesses need to equip their teams for success by giving the mobility they demand with secure access to all the data and information they need to make better informed decisions — all while keeping their intellectual property and sensitive data safe.

Corporate Structure Has Evolved

Hierarchical org charts are fast becoming relics of a bygone era of work. Modern corporate structures are comprised of diverse cross-functional teams that are dynamically created to work on specific challenges, tasks, and projects. Thus, climbing the corporate ladder has lost its relevance — today’s workforce is instead engaged in a highly collaborative game of corporate Twister!

The collaborative organization, as defined by William Halal of George Washington University, integrates stakeholders into a more productive whole to serve both capital and society, and is modeled on the following three principles:

- ✓ Sharing information increases the level of trust and understanding.
- ✓ Political coalitions solidify common support.
- ✓ Collaborative problem solving creates economic and social value.

The longer it takes key team members to access information, make decisions, and act on those decisions, the bigger the potential negative impact to the entire organization in terms of lost opportunities, lost revenues, and lost profits. In other words, poor team productivity is costly.

Paul Adler, Charles Heckscher, and Laurence Prusak, writing in *Harvard Business Review*, identify the following organizational efforts as necessary for building a successful collaborative organization:

- ✓ Defining and building a shared purpose
- ✓ Cultivating an ethic of contribution
- ✓ Developing processes that enable people to work together in flexible but disciplined projects
- ✓ Creating an infrastructure in which collaboration is valued and rewarded

Technology, of course, is a key component in building the digital business. Gartner defines this technology component as the “digital workplace” that

- ✓ Enables new and more effective ways of working
- ✓ Improves employee engagement and agility
- ✓ Exploits consumer-oriented styles and technologies



Team collaboration and communication tools are key enabling technologies in the digital workplace.

Digital Workspaces Must Be a Business Imperative

The topic of digital transformation generally revolves around how businesses interact with their customers. However, transforming the workplace must also be a business imperative.

Traditional workplace environments are often static and boring, causing many employees to become disengaged in the workplace. Attracting, engaging, and retaining a multigenerational workforce requires a complete rethinking of traditional workspaces. Thus, finding innovative ways to keep employees engaged is now top of mind for many executives. Deloitte’s *Global Human Capital Trends Study* found that employee engagement is a top priority in 85 percent of organizations.

The cost of not finding a way to engage employees is high because disengaged workers can hurt the company in many ways. A recent Gallup survey on employee engagement found that companies in which engaged employees outnumbered disengaged employees were 22 percent more profitable, and their employees were 21 percent more productive. Other interesting findings from the survey include significantly lower absenteeism and turnover among engaged employees, and higher customer satisfaction metrics and three times faster profit growth in engaged organizations.



Remote workers typically have a higher rate of disengagement because they often feel socially isolated. Also, remote workspaces tend to have inferior technological tools to those found in the office.

Legacy office space is currently used very inefficiently. Also, the historical 9-to-5 schedule will not work for all employees. Workers need to be able to use the tools they want on their own terms. The inefficiencies of traditional office spaces include the following:

- ✔ **Underutilized assets:** Traditional offices are filled with conference rooms, video systems, and other assets that are rarely used for a variety of reasons, including hard-to-use technology, inefficient room layouts, and poor environmental factors (too hot, too cold, poorly lit, and so on).
- ✔ **Lack of available resources:** In traditional offices, conference rooms and communications systems are often in use or already booked. These assets may be ideally located, offer a great experience, or be right-sized for most use cases, but their lack of availability can frustrate users.
- ✔ **Failure to leverage the BYOD trend:** New devices are hitting the market literally every day. Workers want to use these devices to perform various job functions because they feel they can be more productive with them.



A digital workplace embraces the convergence of the physical workplace with virtual tools and creates better engaged employees, whether they are in the office or working remotely.

Best Practices for Building a Digital Workplace

Creating a dynamic digital workplace is key to creating more engaged employees and maximizing the productivity of the multigenerational workforce. Your organization can build a digital workplace with the following best practices:

- ✔ **Partner with business and IT leaders.** Building a digital workplace requires human resources, IT, facilities management, and corporate leadership to become partners. Having support from all company leaders can help change the company culture and get more workers engaged.
- ✔ **Empower the multigenerational workforce.** There is currently a tremendous amount of attention being paid to empowering Millennials. However, businesses shouldn't lose sight of the large percentage of workers who make up the other generations. Each generation has its own unique work styles and motivations, and businesses should fully embrace today's diverse, multigenerational workforce and find innovative ways to engage all workers.
- ✔ **Build activity-based workspaces.** Businesses need a variety of workspaces to meet the unique needs of different teams and individuals as well as their varying activities. Offices need to be outfitted with huddle rooms, meeting spaces, medium and large conference rooms, and individual work areas. Workspaces should be flexible to facilitate different kinds of meetings such as presentations, seminars, ad hoc work groups, and training.
- ✔ **Deliver seamless meeting experiences.** Meeting rooms are filled with technologies that are typically deployed in silos. This can be very disruptive to the meeting experience, particularly when the start of every meeting is typically consumed by technology issues. Meeting room technology should be integrated, be easy to use, and extend to workers who are at home or on the road. A meeting that delivers a flawless, high-quality experience will enable workers to start communicating and collaborating with each other immediately.

- ✔ **Personalize the user experience.** Workers need the ability to easily personalize their workspaces. Users should be able to reserve a space and then personalize room settings such as lighting and temperature, as well as the settings of an IP phone and video endpoint. A personalized workspace makes employees more comfortable and productive. A study published in *Psychological Science* found that employees who could not personalize their workspace were both physically and mentally more exhausted than those who could, and a UK worker survey found that workers in personalized spaces are 32 percent more productive than their counterparts in non-personalized spaces.
- ✔ **Embrace workplace mobility.** The concept of a workspace is normally tied to physical spaces in a corporate location. However, the fact is that any space can be a workspace. Insurance adjusters work in their vehicles, sales professionals collaborate at customer sites, and call center agents can take calls from their homes. Integrating mobile devices into the digital workspace can have a significant impact on productivity. The Society for Human Resource Management's (SHRM) *2015 Employee Job Satisfaction and Engagement* found that 55 percent of employees cited the flexibility to balance work and life issues as a very important aspect of their job satisfaction.
- ✔ **Collect data and analytics to continuously improve the workplace.** No matter how much planning is done up front, it's likely that the workplace will need some tweaking after deployment. Organizations should collect data to monitor key metrics such as occupancy and dwell times. This data can be used to understand and optimize office space utilization.
- ✔ **Implement employee self-service tools.** Self-service tools increase utilization and adoption of new technologies. For example, workers should be able to reserve conference rooms, set up videoconferencing equipment, and perform other communication and collaboration tasks without IT assistance. Another benefit is that self-service frees up the IT staff's time so they can focus on strategic tasks instead of supporting and troubleshooting meeting tools.

Chapter 3

Delivering a Superior Digital Customer Experience

In This Chapter

- ▶ Redefining the customer experience
 - ▶ Recognizing the shift to mobile communications
 - ▶ Getting to know your customers' decision-making process
 - ▶ Creating a digital customer experience strategy
-

In this chapter, you explore the digital customer experience and what it means for your organization.

Digitization Redefines the Customer Experience

Customer experience is a key differentiator in today's ultra-competitive environment. More than ever, that experience is shaped and delivered through digital interactions. While most customer communications are still voice-based, consumers now rely more heavily on digital methods, such as email, text messages, web chat, and social media. For example, Forrester states that the use of web self-service options increased to 76 percent of consumers in 2014, while 58 percent of consumers opted for online chat options, 38 percent used text messaging, and 37 percent opted for Twitter interactions.

Consumers expect the flexibility to interact through the medium of their choice, wherever they are. And, they expect

to be able to switch between one medium and another while they are on the move. Ovum reports that 74 percent of consumers today use three or more channels when seeking customer care.

At the same time, consumers empowered by social media actively post their opinions and observations about their experiences on social media web sites and forums. In this environment, a positive — or negative — customer experience story or video can go viral with the click of a mouse.

Thus, customer experience has become the new battleground for competitive differentiation in the digital business era:

- ✔ A recent Walker Information study predicts that by the year 2020, customer experience will overtake price and product as the key brand differentiator.
- ✔ Gartner underscores the importance of customer experience in a recent report which found that 89 percent of companies today compete primarily on customer experience, versus 36 percent only four years ago.
- ✔ Research by LivePerson shows that 82 percent of consumers say the number one factor that leads to a great customer service experience is having their issues resolved quickly.
- ✔ SDL reports that 64 percent of consumers will defect to a competitor after a major customer experience failure and brands lose an average of 65 percent of the revenue they would have earned from a customer for every negative customer experience.

So, if a business can't provide the convenient, intimate experience customers are looking for, chances are a competitor will. Therefore, delivering a satisfying customer experience is — or should be — a top priority for every business today. Unfortunately, creating and managing that experience has never been more complex. What's more, economic downturns and an evolving marketplace have made it increasingly crucial for businesses to reduce costs and increase operational efficiency.

With the digital customer experience shifting from a “nice to have” offering to an essential service, any business that interacts with its customers must have the right technology to deliver a consistent experience across all media, as well as a concrete strategy for this broadened scope of service.



Digital transformation must be a top initiative for businesses, and they should start by redefining the customer experience. Organizations that understand this and can deliver a superior digital customer experience will thrive and become leaders in their industries, while those that can't will struggle to remain competitive.

Staying Connected to Today's Mobile Consumer

Until recently, voice was the fastest, most convenient method of interacting with a business, compared to traditional mail or visiting in person. This is no longer the case. Despite the prevalence of mobile phones today, consumers are using voice less and less to engage with businesses (and even each other) as they embrace the wealth of alternatives at their fingertips. A 2014 Nielsen study revealed that voice calling represented a meager 3 percent of smartphone usage in the U.S. and that the majority of usage was related to text messaging, social media, and other apps.

The impact of this shift in usage patterns on business is clear. Just as voice calls eliminated the wait time associated with sending a letter and the inconvenience associated with physically visiting a business, digital communications options have reduced wait times and eliminated the need for a live voice connection with a customer service center. Web chat and text messaging offer alternatives to fit any situation. They eliminate wait times and offer instant satisfaction that an issue is being addressed. And, they allow consumers to multitask while awaiting a response.

In this always on, always connected, continuously broadcasting world, the expectations of consumers have changed. Today's consumers are no longer content to work within a company's set business hours. They expect to connect at any time of day or night. They expect the freedom to choose how they interact from a variety of communications channels. And, they expect to receive instant answers to their queries through seamless digital interactions. As noted by Gartner, failure to respond to social channels will lead to a 15 percent increase in churn rate for existing customers.

Understanding the Customer Life Cycle

Delivering a superior customer experience first requires an understanding of the problems customers face. With most services, the consumer ends up being the integration point for several providers across the customer life cycle (see Figure 3-1).

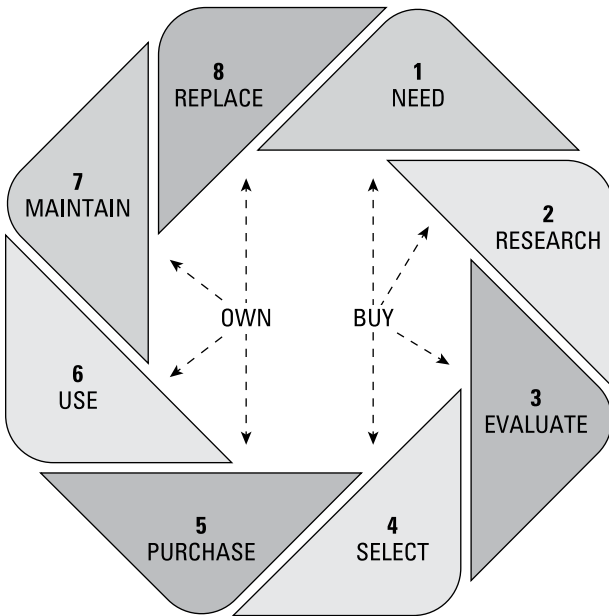


Figure 3-1: The customer life cycle.

If the customer requires multiple services, typically he/she must seek out several providers to meet his/her needs. For example, with banking, a customer may use a different service provider for a checking account, retirement plan, mortgage, car loan, and other needs. Even if a single institution offers all these services, the customer must deal with each department independently. A superior experience would give customers unified access to all the services they need in a single place.

Consumers want to use the channel of their choice and the tool of their choice to communicate with providers whenever

they want. This might include making a phone call in the morning before leaving home, sending text messages when on a train, and participating in a video meeting at the office. Therefore, it's crucial that businesses build an omnichannel strategy to interact with customers. This can help companies stay at the top of the customer's mind and capture the Zero Moment of Truth (ZMOT) — the moment when the decision of what product to buy or what service to use is made.

Developing a Digital Customer Experience Strategy

Competing in the digital era is becoming increasingly difficult. Technology is advancing faster than ever, and companies must address market challenges from their traditional — as well as new “digital native” — competitors.

The fact is, no industry is immune. Digitization will transform every vertical and quickly reshape the competitive landscape. The biggest question for today's businesses is how to differentiate in an increasingly crowded field. Historically, businesses competed on product leadership or having the lowest cost, but this approach is no longer sustainable. Quality products are table stakes today, and maintaining the lowest price means having paper-thin margins — making it more difficult to innovate in order to remain a market leader.



In the digital era, superior customer experience will be the key to acquiring and sustaining market leadership.

Developing a strategy centered on delivering a superior customer experience requires businesses to think differently about the way they interact with customers. Their focus needs to shift from making individual transactions to building long-lasting, trusted relationships that can accommodate all aspects of the customer life cycle.

The keys to building a superior customer experience that can capitalize on the opportunities created in the digital era include

- ✓ **Building an omnichannel experience:** The “multichannel” concept has been widely adopted, enabling businesses to talk to customers over any channel including video,

voice, text message, chat, or other channels. Omnichannel differs in that the communication across the channels is fully integrated. For example, if a retailer implements omnichannel communications, an in-store representative can access historical information as easily as someone on the phone.

- ✔ **Supporting the full scope of digital channels:** Whether it's social, web chat, email, or text messages, all channels represent some level of importance to your customers. If you aren't ready to apply the full scope of options, identify which channels are most important to your business based on your target demographic and the nature of your customer relationships, and leverage a modular approach that lets you scale up and out over time, and plug in specific capabilities where applicable.
- ✔ **Creating an enhanced user experience:** Regardless of which channel a customer chooses to use, organizations should ensure the experience delights the customer. This includes developing a best-in-class experience across mobile- and web-based interfaces.
- ✔ **Predicting behavior:** In today's competitive business environment, it's critical that businesses understand their customers better than ever before. Businesses should gather several different types of data — including social information and purchasing behaviors — and analyze the data to predict what customers will want.
- ✔ **Automating common inquiries with self-service capabilities:** With modern digital customer experience tools, self-service is no longer restricted to voice interactions. Analyze frequently asked questions, simple agent transactions (whether through voice, web chat, or text message), and customer survey responses to decide which processes are the most suitable for automation. Use digital workflow routing capabilities to provide self-service to customers through email auto-acknowledgements, automated web chat responses, and even inbound and outbound text message inquiries.



Self-service options offer a significant opportunity to improve the customer experience and reduce costs, but take nothing for granted. There are plenty of examples of organizations that fail to empathize sufficiently with customer frustrations around automation. These organizations then establish self-service options that don't meet customer expectations.

Chapter 4

Building a Digital Strategy

In This Chapter

- ▶ Addressing key capabilities for digital businesses
- ▶ Defining a digital strategy for your organization

Transforming into a digital business must be a top initiative for business and IT leaders. For many organizations, the board of directors — responsible for the long-term success of a business — is driving digital initiatives to create an agile foundation that enables the company to quickly adapt to rapidly evolving business trends.

When it comes to digital transformation, there's no “easy button,” but there is this chapter, which explains how to build a digital strategy for your organization.

Developing Critical Capabilities in Digital Organizations

Because the potential of digital business technologies to profoundly bring about transformation is huge, businesses in all industries must address the potential impact of digital business technologies to disrupt the way many traditional companies do business. If businesses can't keep up with the pace of change, they may be forced into survival mode or become extinct.

To ensure business relevancy and enable continuous innovation so that they can thrive, companies must develop a digital strategy to

- ✔ **Transform processes and business models.** Business process transformation drives faster time-to-market

(TTM) and leaner operations, which helps organizations thrive in a competitive environment. According to SCM World, new product introduction cycle time in manufacturing is reduced by 23 percent with digital processes.

- ✔ **Personalize user experience.** Doing this can lead to increased customer loyalty and better insights to enable predictive business models. The *Accenture 2013 Global Consumer Pulse Survey* found that 66 percent of consumers switched providers because of customer experience. We are rapidly moving into an era in which customer experience is the most significant competitive differentiator for businesses in all industries.
- ✔ **Empower your workforce.** An empowered workforce is an engaged workforce. A recent Gallup survey found that 87 percent of employees worldwide are disengaged. Lowering this rate leads to higher productivity and employee retention.

Starting the Digital Transformation Journey

Digital business transformation can't be an "IT initiative." To be successful, business and IT leaders must collaborate to create an environment in which employees can usher in digital transformation in their organization. Becoming a digital organization requires organizations to do the following:

- ✔ **Identify business outcomes to achieve.** Choose specific outcomes such as improving customer experience, workforce experience, process efficiency, and business operations.
- ✔ **Build a "digital first" culture.** This needs to start at the executive level and permeate throughout the entire organization.
- ✔ **Connect everything touching the outcome and collect data.** A digital company is hyper-distributed, has every part of its value chain connected to enable on-demand scaling, and leverages every connected point as a data source to collect insightful data.
- ✔ **Automate as many processes as possible.** A digital organization can be exponentially more complex than a traditional organization. Effectively leveraging digital

technologies requires automation wherever possible throughout the organization.

- ✔ **Analyze data and gain new insights.** Digital businesses have a wealth of data available to them. Long-term competitive advantage is created by continually harnessing information, analyzing it, gaining new insights, and adapting quickly and proactively to important market and consumer trends.

With an effective digital strategy, customers, employees, and the business can reap benefits, such as

✔ Customers

- Empowered with flexible communications options to use as they see fit
- Intelligent, integrated, automated self-service options available 24/7
- Needs satisfied through skills-based or preferred agent routing
- Queries addressed rapidly through informed interactions that leverage all institutional knowledge

✔ Employees

- Immediate and long-term gains in efficiency from breaking down silos, eliminating duplication of effort, and improving productivity
- Greater job satisfaction and less churn by unlocking collective knowledge
- Work faster from home or remotely with process-aligned communications tools

✔ Business

- Leverage digital customer habits and the appetite for new communications channels, while benefiting from significantly reduced cost per interaction
- Improve economies of scale as agents multitask and simultaneously deal with multiple communications
- Enjoy increased competitive advantage through the delivery of excellent service levels
- Stay ahead of the curve on future customer communications preferences, such as continually advancing mobile apps

- Get a return on investment (ROI) with a real-time dashboard of comprehensive, accurate customer experience metrics and key performance indicators
- Achieve data compliance on a cost-effective, predictable, and measurable basis, consistent across all communications channels
- Embrace change with a flexible and future-proof customer engagement platform that is ready to address the evolution of customer preferences

Seven steps for creating a successful digital customer experience

To transition your customer experience from dated to digital, take these steps:

- 1. Take responsibility.** Determine who is ultimately responsible for customer engagements — the CEO, sales or marketing director, or customer service manager, for example — then begin defining the customer experience strategy.
- 2. Understand the stakeholders.** Find out as much as possible about your customer service agents' experiences and your customer preferences, then ensure that customer journeys are optimally aligned to workflows.
- 3. Automate common inquiries with self-service capabilities.** With modern digital customer experience tools, self-service is no longer restricted to voice interactions. Analyze frequently asked questions, agent transactions, and customer survey responses to identify which processes to automate.
- 4. Prepare for the full scope of digital channels.** Whether it's social, web chat, email, or text, identify which channels are most important to your customers, and leverage a modular approach that lets you scale up and out over time, and plug in specific capabilities where applicable.
- 5. Empower your agents.** Deploy state-of-the-art tools that enable employees to work efficiently and flexibly.
- 6. Run a tight ship.** Build a modern and reliable customer service environment that integrates traditional automatic call distribution (ACD) with sophisticated voice and digital workflow processes and multiple customer contact points.
- 7. Apply effective management and reporting metrics.** Maintain constant business and operational visibility over the customer experience by leveraging feature-rich, real-time management and reporting tools.

Chapter 5

Unified Communications and Collaboration in the Digital Enterprise

In This Chapter

- ▶ Understanding the need for UCC
 - ▶ Addressing communications challenges in the digital enterprise
 - ▶ Automating communications between people and things
-

In a world of unified communications and collaboration (UCC), the connected digital enterprise has the full context of its business processes with fluid and natural communications that seamlessly permeate the entire workplace and customer experience. In this chapter, you discover how Mitel's UCC solutions transform digital businesses.

Digital Businesses Needs Real-Time Communications

Employees leverage information and analysis that bring relevance to communications with the goal of removing waste, working more efficiently, and bringing the full weight of their company to every customer engagement.

The digital enterprise can bring a high degree of contextual information to communications and decision-making. While all this information is captured within customer relationship management (CRM) and various other applications, the

company's employees can reach their customers with that knowledge and context in the palms of their hands. They communicate in real-time through a single framework, drawing upon business application content that encompasses mobile, office, and business communications media. They leverage a simple-to-use framework available to every employee — from the service worker in the field to the support staff in the office.

The digital enterprise brings a powerful business proposition to the market. An enterprise with this capability can save time per customer-facing employee, create enhanced satisfaction by delighting customers and generate productivity through incremental work or additional demand from the market.

Employees in the digital enterprise don't spend most of their time preparing to talk to clients. They are immersed in customer context and spend most of their time engaging customers and generating business. Employees in the digital enterprise employee are delighted with the ability to be primarily mobile, while able to use whichever business communications device (mobile, tablet, desk phone, conference phone) is best for a given situation. They have access to customer contextual information and an easy-to-use real-time communications interface. Employees can leverage the full power of every business application and the ability to communicate natively and seamlessly from within those applications.

Recognizing the Challenges of Seamless UCC

There have been tremendous advancements in communications ecosystems in recent years. Mobile penetration is well over 90 percent in the U.S., and mobile is now the preferred communications medium. Yet surprisingly, a recent Webtorials study found that 85 percent of businesses have not adopted a mobile enterprise strategy.

UCC has delivered on some of the promise of unifying traditional voice communications with video, messaging, and (to some extent) contact center. However, most of the UCC solutions in the market primarily target the knowledge worker, leaving others underserved.

Despite advancements in UCC technologies, the scope has still been siloed and the number of communications mediums in the enterprise continues to grow: business phone systems, business collaboration messaging systems, messaging inboxes, email, and business application-based collaboration. Thus, business users continue to traverse, coordinate, correlate, and translate between these independent tools. These difficulties prevent companies from getting the full benefit of UCC needed to deliver on the vision of seamless communications and collaboration. Some of these challenges include

- ✔ **Native voice, email, and mobile messaging are rarely delivered with complete context.** These broadly-used communications media have roots in the consumer market. But now, they're also becoming mainstream in mobile business communications. Unfortunately, they're delivered in every instance without context and with limited ability for context to be easily captured and stored within business applications.
- ✔ **Business applications and mobile business applications themselves create multiple channels of context.** Business applications have evolved tremendously to deliver an improved depth of understanding and context. While the value of these applications is undeniable and each stands on its own merit, they each represent another individual domain of information to navigate and manage. Occasionally, some applications have embedded communications within their mobile applications. While this is a step in delivering contextual communications, these advancements have been made primarily within each separate application, independent of other communication forms.
- ✔ **Workstream collaboration applications deliver partially on the vision.** With the goal of solving the aggregation of business communications activity, a growing number of workstream collaboration application options have emerged in the market. While these applications succeed in aggregating communications into a channelized workflow, this aggregation comes at a cost. They do not replicate all the capabilities of other applications, and intentionally remove selected capabilities. Users of these workstream collaboration applications often resort to using the native applications outside the workstream channel, leaving the employee in a quandary as to where and what applications or channels to use for which types of communications.

✓ **As applications multiply, they amplify the problem.** The number of new mobile business process applications is expanding and only going to grow with the increased specialization and entrepreneurial spirit within the mobile applications software as a service (SaaS) provider space. With real-time communications capabilities, more of these applications will support communications-enabled functionality. Each delivers yet another channel of communications to monitor and to manage. The average employee must monitor and track email, mobile messaging, social media channels, CRM, business apps, and so on. The growth and fragmentation of business communication channels results in imprecise communications, less connected context, and ultimately the loss of business productivity and customer focus.



Mitel has a full portfolio of UCC solutions that can be delivered in the cloud, on-premises, or in a hybrid environment for any size of business in any industry. Figure 5-1, from ZK Research, shows the set of services capabilities and channel partners to help customers at any stage of the digital transformation process.

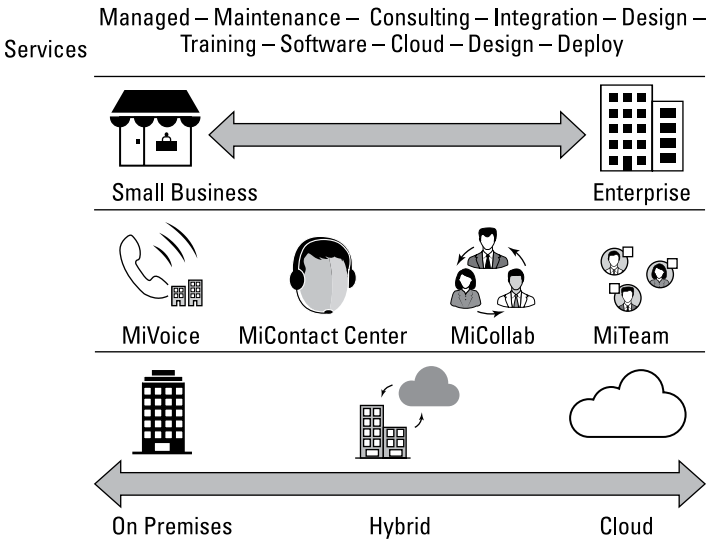


Figure 5-1: Mitel's full suite of UCC solutions.

Digital Transformation Gives a Voice to the Internet of Things

The Internet of Things (IoT) is connecting everything in our lives to the Internet. Various industry estimates predict that within five years there will be as many as 50 billion connected IoT devices and endpoints – a whopping sevenfold increase over today. However, a connected device or endpoint in itself isn't an IoT device or endpoint; rather, it's the smart combination of connected devices, people, process, and data that creates the IoT experience.

Digital enterprises are bringing together IoT and UCC. At a high level, the IoT gives devices the ability to communicate with other devices, and UCC gives people the ability to communicate with other people. The convergence of IoT and UCC enables devices to communicate with people and vice versa. Consider the following example. If a passenger at an airport was having a heart attack, several distinct and separate processes would need to occur — each introducing potentially life-threatening human delay — to provide emergency services. However, with IoT-enabled devices and endpoints, much of the emergency process could be intelligently automated as follows:

Airport operations would be automatically notified via text message and medical personnel dispatched to the location as soon as an IoT-connected defibrillator is removed from an emergency station.

Simultaneous messages could be sent from the defibrillator notifying airport operations of the location of the emergency and instructing IP cameras in the area to focus on monitoring the emergency and to record all activity.

An audio link in a two-way speaker could be automatically enabled so that medical personnel could communicate directly with airport operations.

Airport operations personnel monitoring the IP camera video feed could dispatch security via text message (with location information) to assist with crowd dispersion and control.

In this example, the IoT-connected defibrillator is only part of the solution. The process is streamlined because the defibrillator can communicate with airport operations via text messages, and operations can then communicate with appropriate teams via cameras, speakers, and other connected devices. Human delay is substantially eliminated from the process through automated, intelligent communications.

Chapter 6

Ten Capabilities to Look for in a Digital Transformation Partner

In This Chapter

- ▶ Creating a mobile-first, cloud-enabled, Millennial-focused digital experience
 - ▶ Leveraging omni-channel and contact center functionality
 - ▶ Recognizing the value of open, extensible, and flexible UCC solutions
 - ▶ Enabling advanced analytics, innovation, and secure communications
-

In this chapter, we describe ten important capabilities to look for in a unified communications and collaboration (UCC) partner to help you succeed in your digital transformation journey.

Mobile First

Many mobile UCC solutions are originally designed as desktop tools and applications, then simply ported over to a mobile device.

A “mobile first” UCC solution is a native mobile solution that fully leverages mobile capabilities, such as location information, to empower your mobile users. Whether working from a home office, hotel room, or airport terminal, your users should have all the same UCC features and functionalities as in the office.

Cloud Enabled

Business requirements change over time and your UCC solution needs to offer flexible options that will enable it to adapt to your changing needs. An on-premises solution may be your best option today, but as your business grows you may need to move to the cloud, or move part of your UCC solution to the cloud as a hybrid deployment.

Your UCC solution should also complement, not disrupt, your existing IT infrastructure to lower your total cost of ownership (TCO) and maximize your return on investment (ROI). Depending on the level of integration, you'll often see extra features and functionality from a tool that leverages your existing systems.

Millennial Focused

Your Millennial workers — those born between 1981 and 1995 — have grown up in a digital world. Life before the Internet, Facebook, and iPhones is unimaginable for them. And while there's certainly more to life than “status updates,” there's at least one thing Millennials get: simplicity.

Consumer technology vendors like Apple and Google have become market leaders because practically anyone — Baby Boomers, Generation Xers, Millennials, and beyond — can use their products. Your users expect this same simple and intuitive experience in corporate UCC tools. Otherwise, they'll revert to using their own personal technologies and applications. A clean, easy-to-use interface — like the interfaces in their various personal apps — makes it easier to learn how to use a new tool, reduces confusion, and improves user acceptance and adoption.

A good UCC solution simplifies your work life, makes you more productive, and saves you from the hassle of flipping back and forth between different applications to find the information you need. It should help you handle all interactions, including talk, chat, work streams, video, collaboration sessions, and conferences, from a single interface to truly maximize efficiency.

Omni-Channel Experience

E-commerce and retail customers increasingly expect to be able to seamlessly pivot from one device to another, enabling them to do their shopping and research wherever they are and from any device, then conveniently complete a purchase when they're ready. For example

- ✔ A customer might begin researching an item that he'd like to purchase on a retail website, from his desktop computer at the office during his lunch break.
- ✔ Later that afternoon, he continues his research on his smartphone while riding the train home from work — picking up where he left off earlier with several options already filtered out, and only his desired choices displayed. He narrows his choices to three possible products.
- ✔ Later that evening, he completes the purchase on his tablet by selecting one of the three products. He opts to pick up the item in a store near his home over the weekend.
- ✔ That weekend he drops into the store, where a store associate pulls up his order on a kiosk, prints his receipt, and hands him the item.

UCC should be as seamless and transparent as this type of shopping experience. Regardless of how your customers prefer to communicate, your UCC solution needs to support a seamless omni-channel customer experience.



Omni-channel is different from multi-channel. Multi-channel means your UCC solution supports different communications channels. Omni-channel means your UCC solution supports different communications channels working together in the same communications session. For example, a customer and contact center agent can seamlessly switch between web chat, voice, and video while retaining contextual information and without having to drop the session.

Full Contact Center Functionality

Delivering a superior customer experience means taking care of your customers throughout the entire customer life cycle — which means addressing customer issues quickly and effectively. Although not every business has a formal contact center, every business can benefit from contact center functionality.

Regardless of the terminology (customer specialist, sales agent, or support representative), your business has a need to route incoming calls efficiently, while effectively measuring customer service metrics. Contact center functionality is a key benefit of UCC. The ultimate customer experience starts with key contact center functionality such as

- ✔ **Automated call distribution (ACD):** ACD helps your business optimize resources by enabling you to handle numerous incoming customer calls with a minimal number of skilled agents, sales primes, or support reps.
- ✔ **First call resolution:** Create multiple skill groups then prioritize and route calls to the most appropriately skilled agent based on predefined skill proficiency levels.
- ✔ **Monitor and manage:** Real-time and historical reporting provides contact center supervisors with the information they need to manage resources efficiently and optimize response times.
- ✔ **Remote agents:** Optimize business processes by providing home-based and remote workers with complete access to ACD voice and data capabilities.

Open and Extensible

Your UCC solution should provide extensibility and scalability that enables you to integrate new and existing business applications through an open application programming interface (API). Additionally, an open API will enable you to custom develop additional capabilities and bridge applications and data across different on-premises and cloud environments.

While UCC solutions should be internally integrated, they don't operate in a bubble. Instead, they must fit in with your existing IT infrastructure and business applications.

This means that whatever UCC solution you choose should integrate with, and add functionality to, leading business applications and IT frameworks.

This integration is usually accomplished through APIs, and leading solution providers often have robust developer ecosystems to provide support and certification for custom integration work.

Flexible Options and Features

UCC isn't a one-size-fits-all solution. Different users have different requirements and personal preferences for how they communicate and collaborate with others.

A UCC solution should offer the flexibility for users to choose the options and features they need and prefer, whether it's videoconferencing, desktop sharing, instant messaging, or collaboration.

Integrated Machine Learning and Artificial Intelligence

Imagine being able to identify users of video collaboration with a selfie, or being able to confirm a speaker's identity on a conference call, or enabling "hot words" in a voice service to start recording a call a la Siri or Alexa. With Mitel's approach, powerful cloud-based services like facial recognition, speaker recognition, and real-time speech transcription and translation are now accessible via open APIs. Imagine being able to easily access and integrate these advanced capabilities with your business phone, UCC, or contact center solutions.

Track Record of Innovation

UCC technology is constantly evolving. There is a range of new innovations on the horizon that promise to make

UCC even more effective. These include Web Real-Time Communications (WebRTC), which will help embed UCC functionality into web applications, and team collaboration applications, which will allow groups of employees to plan and track projects from start to finish.

You want to choose a vendor with a history of delivering solutions with carrier-grade reliability, so that your business-critical applications are always up and running and communications remains open between your employees, customers, partners, and suppliers. And as the popularity of UCC as-a-service continues to climb, you want to make sure your vendor also has deep experience with cloud-based subscription services, and the ability to easily mix and match how your solution is delivered based on your specific requirements.

Robust Security

Finally, you need to have confidence that the UCC solution that your employees and team members use to make better decisions, increase productivity, and differentiate your business don't fall into the wrong hands. Security is of paramount performance in any computing environment, and a UCC solution is no exception. Look for security features that include

- ✔ **Secure Sockets Layer (SSL)/Transport Layer Security (TLS) encryption for data in transit** (such as between devices, browsers, and the cloud)
- ✔ **Strong server-side encryption for data at rest** (data that is stored on servers and/or in the cloud)
- ✔ **Granular access control** that enables users to share content with other users and provide the appropriate level of access — but not too much access
- ✔ **Detailed audit trails** that provide information about who accesses what data, when they access it, and what they do to it
- ✔ **Geolocation of services** to ensure that the UCC tool (and your data) is always available when you need it — even during a disaster (and in some cases, especially during a disaster)

Improve communications and collaboration

Digital Transformation For Dummies, Mitel Special Edition, explores how the world is changing and how to use new technologies to improve the way you communicate and collaborate. You discover the drivers and opportunities in the modern digital business and how the digital workplace has evolved. You see key use cases and what must-have features and capabilities you need in a digital transformation partner.

- **Redefine the customer experience** — employ digitization
- **Understand the customer life cycle** — meet your customers' needs
- **Explore changing workplace dynamics** — define your team's role
- **Recognize digital business drivers** — see the three main drivers



Open the book and find:

- **How to use unified communications and collaboration in the digital enterprise**
- **Key capabilities for digital businesses**
- **Ways to define a digital strategy for your organization**
- **Ten things to look for in a digital transformation partner**

Making Everything Easier!™

Go to [Dummies.com](https://www.dummies.com)
for videos, step-by-step examples,
how-to articles, or to shop!

WILEY END USER LICENSE AGREEMENT

Go to www.wiley.com/go/eula to access Wiley's ebook EULA.