

The New IT Crowd

The role of the IT director in
simplifying complexity

THE
PERSPECTIVE
SERIES

New insights into the UK workplace



Foreword



Jeroen Hoencamp,
CEO, Vodafone UK

In times of change, we've seen again and again that those who sit back and don't react, risk being left behind. This means we're all constantly having to evolve and adapt the way we do business. It's exciting, but also challenging.

What's fuelling this change? As we've explored in previous reports in the Perspective series, the answer is lots of things; not least the rapid consumerisation of technology. It has changed the way that enterprise and people work.

To meet these challenges head on, successful businesses are looking to redefine the role of the IT director. Skill sets are changing and expectations are rising, so it's no surprise we are seeing senior IT directors shifting from a reactionary role to a front seat in the development of overall business strategy. At Vodafone, we've responded to this shift by developing award-winning teams of digital, technology and innovation specialists.

But top teams need leadership and so the greatest change has been in the new multi-dimensional role of the CIO and CTO. We are witnessing a new breed of leaders, who are surrounded by digital natives and have to continually develop and enhance their knowledge and skill sets. These leaders are driven by an understanding of strategic business needs they are a more innovative, entrepreneurial species than their predecessors.

The job description used to be technologist first, technical people manager second and business manager, if at all, last. But in this latest report in the Perspective series, we've seen that today it is a very different story. We explore the new role of the IT director in modern businesses. Our research reflects a trend of senior IT directors with a growing remit of responsibilities, requiring them to not only have a full understanding of the businesses they work in, but also to explore new ways to enable a competitive edge whilst delivering excellent customer service. The new CIO needs to have both business and leadership skills as well as technological ability.

I'd like to say a big thank you to Circle Research and all our contributors for their independent insight and guidance. Of course, I'd also like to thank all the business leaders who took part in the research for their time and shared their views and insights. We hope you enjoy the results and find the report enlightening and thought-provoking.

A handwritten signature in blue ink, appearing to read 'Jeroen Hoencamp'.

Jeroen Hoencamp,
CEO, Vodafone UK

More from the Perspective series

The Perspective series gives you fresh insight into the world of work. Find this latest report at www.yourbetterbusiness.co.uk/perspective and for other resources and insights www.vodafone.co.uk/perspective

Contents

The people behind it	Page 4
Introduction	Page 5
Research	
• The New IT Crowd	Page 6
• Simplifying complexity	Page 9
• It's your call	Page 11
Perspectives	
• Andrew Brown , Executive Director of Enterprise Research, Strategy Analytics	Page 15
• Neil Stride , Channel Head for Mobile Data Solutions, Vodafone UK	Page 17
• Owen Daley , Managing Director, SilverBug	Page 20
• Tony Bailey , Head of Enterprise Services, Vodafone UK	Page 22
• Daniel Rajkumar , Managing Director, WebTranslations	Page 24
Final thought and recommendations	
• Five tips for the New IT Crowd	Page 27
• References	Page 28
• Methodology	Page 29



Length
29
Pages



300
300 IT directors and
Non-IT business
leaders surveyed



Read time
2
Cups of tea

The people behind it



Andrew Brown, Executive Director for Enterprise Research, Strategy Analytics

Andrew leads a team that advises on all aspects of the enterprise ecosystem; from enterprise software and cloud computing to mobilising line-of-business applications, enterprise and mobile broadband devices, mHealth, and M2M Communications. With over 17 years of experience, Andrew is considered a thought leader in the wireless, M2M and enterprise domain. Prior to joining Strategic Analytics in 1997, Brown worked for Lucas Automotive GmbH in Germany as a market analyst. He gained a joint honours degree in Marketing and German from Lancaster University in the UK.



Neil Stride, Channel Head for Mobile Data Solutions, Vodafone UK

Neil joined Vodafone UK in 2008 having previously held a number of roles at Nortel, including Head of Unified Communications and Fixed Mobile Convergence. Since joining Vodafone Neil has successfully acquired and integrated a mobile applications business, been instrumental in Vodafone's Better Ways of Working transformation and now leads a business development team helping organisations to transform the way they work through field applications, mobile security and fully managed services.



Owen Daley, Managing Director, SilverBug

After working in senior IT roles at Microsoft, HP, IBM, Barclays and Lloyds, starting up the award-winning IT systems management company, SilverBug, was the next natural step for Owen. Owen's vision in founding SilverBug was to provide SMEs with enabling technology and services to allow them to unlock their own business potential. SilverBug helps its clients achieve business excellence through the provision of better IT.



Tony Bailey, Head of Enterprise Services, Vodafone UK

Vodafone Enterprise Services provides communications and IT services to Vodafone's UK customers. Prior to his current role, Tony headed up Vodafone Partner Services and ran a global product management function. Prior to Vodafone, Tony worked for Nortel and began his career at BT's Research Laboratories.



Daniel Rajkumar, Managing Director, WebTranslations

Daniel Rajkumar is the owner of several web-based businesses including WebTranslations, an award-winning translation business he has owned for 12 years that combines language, technology and web expertise to help businesses profit from international trade online; and rebuildingociety.com, a peer-to-business lending platform.

Introduction

86%



OF IT DIRECTORS

FEEL THAT THEY NEED
TO THINK MORE ABOUT
THE STRATEGIC AND
TRANSFORMATIONAL
ROLE OF TECHNOLOGY

THE RSA/VODAFONE
FLEX REPORT
RESEARCH IDENTIFIED

£8.1 billion

SAVINGS AVAILABLE
TO UK BUSINESS FROM
WORKING FLEXIBLY

"People are looking to technology not just as an internal, admin function, but as a whole business enabler. IT is now at the heart of a successful business strategy."

Owen Daley,
Founder and Managing Director,
SilverBug

The ever increasing speed of innovation in new technologies has had a seismic impact on the business landscape in recent years, more so than at any time in history. As we've seen in earlier reports in the Perspective series, this speed of change has in turn led to a change in the expectations of both your customers and employees. And no one has felt that change more than the IT department.

In this report we explore the role of senior IT professionals in the 'new' business landscape. We weren't surprised by the results – 63% described the change as significant. Increasingly, they feel that they are expected to be more involved in the direction and future of the business, while at the same time managing an increasingly complicated technology and communications estate.

Where once the IT department's role was perceived as backing up data and mending misfiring computers, Chief Information Officers now have a strategic role in enabling how teams across the organisation work together. This report reveals that 86% of IT Directors feel that they need to think more about the strategic and transformational role that technology plays within their business.

IT is no longer seen as separate to the operation of a business – they are increasingly being urged by other departments to get more involved and collaborate more effectively. This has its advantages: as the third-largest expense on many company accounts, IT now has the opportunity to move from a cost centre to one that supports the profit of the business.

Meeting this challenge is all about understanding and adapting to change. And part of the challenge is dealing with complexity – the range of devices, apps, contracts and suppliers that IT Directors have to deal with has exploded. Nearly 55% of IT Directors say they've seen their communications (fixed and mobile) estate become more complex over the last two to three years.

But it doesn't stop there – it's also about how technology has changed all our expectations of how we live our lives. For businesses, these expectations are shaping the way we operate. And it's not only your customers who now expect it – your employees do too.

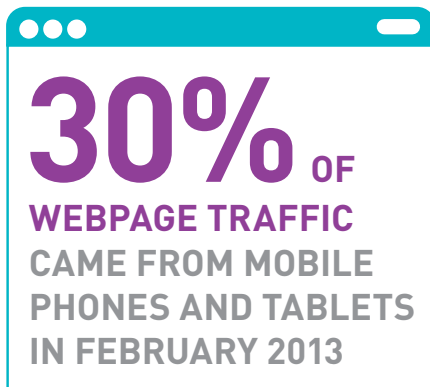
They want more flexibility and choice in not only where, but how they work. With 47% of organisational leaders reporting that their employees have become more interested in their work-life balance, employers are quickly realising the value in terms of employee productivity and talent retention. What's more, the recent RSA/Vodafone Flex Report¹ research identified £8.1 billion of savings available to UK business from working flexibly. These changes are significant – they are also so fundamental to the immediate success of your business that they require a strategic, organisation-wide response. The days of the IT Director on the periphery of decision-making are over.

Whether you are a senior IT professional facing these changes (either willingly or forced!) or a business director wanting to build and grow your business and senior leadership team, read on.

Research



AVERAGE NUMBER
OF DIFFERENT
**INTERNET-ENABLED
DEVICES** PER
UK HOUSEHOLD



The new IT crowd

So, we can see that expectations of the IT department have changed in the last few years. In fact, almost two-thirds of the 300 IT directors we surveyed for this report went so far as to describe the magnitude of change as significant. And the seismic impact of new technologies is at the centre of this.

Firstly, the expectations of our customers and citizens have changed. Technology has made them better informed and more impatient, changing the ways they want to communicate with brands and services. They want to do so on their terms – when they want and how they want. UK households have, on average, three different types of internet-enabled device each, and 86%² have at least one. And more than 30% of webpage traffic came from mobile phones and tablets in February 2013². This shift has created an incredible and inescapable demand on organisations meaning that they are forced to get on the same page as their employees and embrace technology.

Technology is now more than just a tool; it is both a disruptive and facilitating force providing organisations that embrace it with a huge potential source of competitive advantage. 88% of IT Directors describe technology as an important enabler of organisational change and 76% feel it has changed the nature of the competition they face. **Technological innovation is core to survival, not just to reducing costs and remaining competitive.** It is an enabler of innovation and transformation. Just ask once powerful companies like Yell and Kodak who, like many others, didn't adapt and evolve in line with technology and consumer demand. They failed to adapt to a new reality and their organisations have suffered.

There has also been a revolution in the way that we work; an internal driver of change. Employees are increasingly expecting to work more flexibly, on their terms and to communicate and collaborate better, with instant access information anywhere, anytime – something they could only have dreamed of a decade ago.

Technology is now 'mission critical' to any organisation. In our last Perspective series report 'The Fluid Society. Working without boundaries'³, we asked senior management individuals working outside of IT to describe their IT department. Three words were most commonly used – '**essential**', '**necessary**' and '**important**'.

It is developments like these that have changed the expectations and demands placed on the IT department.

'NON-IT' DIRECTORS FEEL THAT 'IT' PROFESSIONALS NEED TO:



61% THINK
STRATEGICALLY



58% EFFECTIVELY
COLLABORATE WITH
OTHER FUNCTIONS



61% HONE THEIR
COMMUNICATION SKILLS



54%
OF ORGANISATIONS
&
56%
OF CUSTOMERS
DEVELOP AN
UNDERSTANDING
BEYOND IT

There is now a much greater expectation that IT should:

- Think strategically – IT is now recognised by the organisation as a strategic priority (86% agree) which means that the IT team is expected to think about the 'bigger picture' (88%).
- Collaborate more effectively – the pervasive nature of technology, particularly across departments like finance and HR, means that IT projects are no longer solely the preserve of the IT department (80%). They facilitate organisational process horizontally, vertically and externally. This means IT teams increasingly need to work more closely and more collaboratively with other departments (90%).

IT is no longer just about 'keeping the lights on' – it's a strategic priority which can drive growth across the business. This has significant implications for the mind-set and skill-set that today's IT Director needs to display.

When we asked 300 senior managers working outside of IT how the attributes a successful IT professional needs to display have changed in recent years, they told us four things. They believe it has become MORE IMPORTANT for IT Directors to:

- Think strategically (61% believe so)
- Effectively collaborate with other functions (58%)
- Hone their communication skills (61%)
- Develop an understanding beyond IT – of customers (56%) and business (54%)

Having said that, around two fifths feel IT still haven't quite risen to the challenge and need to get better at communicating (39%), develop a deeper understanding of customers (38%), collaborate better with other departments (35%) and improve their strategic thinking (34%).

'So what?' you say. There's always room for improvement. And that's true. But more so, this is a clear indicator that business leaders expect more involvement from their IT Directors. Why? Because, technology is fundamental to the operational efficiency of organisations, delivery of seamless customer service and flexible ways of working for employees. Those outside of IT have woken up to the importance of technology not just to their functions but ultimately to the growth and success of the business.

With that in mind, and aside from a seat at the boardroom table, today's senior IT leaders need to ingratiate themselves within other functions across the organisation. So they're there when strategic discussions happen, they are part of the conversation at all times, and are not just responsible for the analytics tools that deliver customer insight but are party to the outcomes.

DANONE

Danone is an international company present on all five continents. In common with many organisations of this size, Danone's diverse and dispersed activities resulted in significant operational challenges, not least in its telecoms arrangements. Tactical decisions are made at local, regional or business unit level producing a multitude of contracts with variable quality.

The catalyst for fundamental change in its approach to its telecoms provision came when Danone decided to consolidate a number of European research and development facilities. A new, state-of-the-art Nutricia research and innovation centre was established at the Utrecht Science Park in the Netherlands.

When a long-standing relationship with Vodafone was further strengthened with the extension of an existing mobile phone contract, the timing was perfect for broader discussions about a fully integrated, hosted communications service based on Vodafone One Net Global Enterprise, covering fixed and mobile telephony, messaging, conferencing and collaboration.

The solution provides a new operational and financial model with the move to the cloud promoting savings and business efficiencies through a major reduction in hardware and storage costs.

"Incorporating a 21st century communications solution into our new building was at the heart of the development. It was a very exciting prospect getting our best minds working together in close proximity, but we also knew it would be easy to get it wrong, so it was important that our planning was thorough and robust."

Russell Skae
IS Director for Benelux,
Danone

Some of these challenges come from the way some IT Directors communicate. What might be deemed as 'soft skills' have a big impact on how the IT role is viewed. This lack of effective communication affects how other departments view the IT team and how they collaborate when working together across initiatives. As they say, 'It's all about PR'.

Almost one-third of IT Directors feel that the IT department is not respected as much as other departments in the organisation.

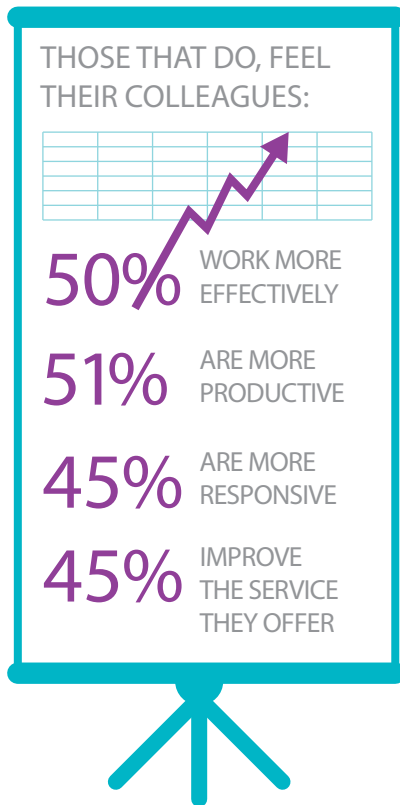
It seems as though the IT department is straining to break the shackles of the past, whilst trying to take the desired seat at the top table and help drive future business success. This can partly be because the IT department is all too often associated with negative situations. They are the first people called when something goes wrong (usually during a very important client meeting) or are seen as a large cost line on the P&L. Very rarely are they seen as heroes driving technical innovation and making the lives of an organisation's employees markedly better.

To address this perception, the attitude of the entire IT team in every interaction (especially those on the front line helpdesk) plays an important role in shaping new perceptions and addressing stereotypes. IT needs to move from a department seen as a hapless helpdesk, to business innovators creating competitive advantage through technology. At the same time, they need to address the belief amongst many that the IT team is slow, unresponsive and provides a poor service to its internal customers.

If you're an IT leader, take a moment to think about what your department needs, how they work and how you can inspire them to be more confident in the skills they possess that can truly transform your organisation for the better.

90% 

OF THOSE WHO HAVE ADOPTED A STRATEGIC APPROACH TO COMMUNICATIONS HAVE SEEN IT AS EITHER BENEFICIAL OR VERY BENEFICIAL



COMPLEXITY IS DRIVEN BY



SUPPORTING A WIDER RANGE OF DEVICES

74% PUBLIC
56% PRIVATE

Simplifying complexity

Clearly, the IT department is facing pressure on multiple fronts. We've already seen that changing expectations have created the need for a new mind-set and range of skills. At the same time technological advances are creating their own challenges for the IT team.

On the plus side, significant developments in both fixed and mobile telecoms are delivering added value to organisations. For example, 'unified communications' are enabling organisations to converge their increasingly complicated communications estates; and 4G, the 'fourth generation' of mobile communication, is helping them work more efficiently on the move. These technologies bring significant advantages, as we explored in earlier Perspective series reports 'A Perfect Storm – the role of 4G in the Age of Me⁴' and 'The Fluid Society. Working without boundaries'.

The benefits of technologies like these can revolutionise the ways in which organisations operate. And although many fear they will also bring increased cost and greater complexity, this is not always the case. For instance, 90% of those who have chosen to adopt a strategic approach to communications now describe it as either beneficial or very beneficial. They have seen it enable colleagues to work more effectively with each other (50% agree), made them more productive (51%), made them more responsive (45%) and improved the service they offer customers or citizens (45%). And the majority also find it cost-neutral – 34% spend the same amount on communications as they did before unifying and 26% have ended up spending less.

But the complexity issue remains a worry. More than half of IT Directors describe seeing their communications estate become more complex over the last 2-3 years. 15% feel it is now 'significantly' more complex.

IT teams need to address and take a strategic approach to three things in order to reduce complexity:

- Supporting a wider range of devices (74% public, 56% private)
- Fully integrating communications with IT (68% public, 54% private)
- Paying greater attention to communications security (66% public, 51% private)

One of the key challenges of supporting a wide range of mobile devices and integrating these with other business systems is the number of operating systems that need to be supported. Indeed, most organisations now support at least two of the main mobile operating systems: iOS (62% support), Android (52%), BlackBerry OS (43%) and Windows Phone (35%). By giving users choice and flexibility, the IT department is exposed to a greater range of applications, bringing further challenges on time, capability, money and knowledge.

BERKSHIRE SHARED SERVICES

Berkshire Shared Services (BSS) provides a wide range of non-clinical support services to the NHS and other public sector bodies in the south of England. This enables stretched resources to be focussed on the delivery of vital front line clinical services to patients.

When staff in organisations supported by BSS wished to use their new smartphones and tablets for day-to-day communications and work tasks, this created a challenge for Acting Director of IT Dave Aston. "These devices couldn't easily integrate with our corporate email system and we had concerns about security – clearly an unacceptable situation," recalls Dave. "The problem needed solving very swiftly so that our clients could work quickly, safely and securely using their chosen devices."

The Vodafone solution, Good for Enterprise, provided a powerful security and device management solution for iPhone and iPad, Android, Windows Phone and Nokia devices. It provides a contained environment on every smartphone by encrypting data from the server and restricting its access within a special application. In the event of loss or theft of a device IT administrators can take control of applications, lock down device functionality and remotely wipe confidential information.

Good for Enterprise has also been awarded the Claims Tested Mark by CESG, the information assurance arm of GCHQ, and holds the FIPS certification used by the US Federal agencies."

"Good for Enterprise is very reliable and colleagues are reporting that they are saving time, are more productive and, more importantly, are in control."

Dave Aston

Acting Director of IT,
Berkshire Shared Services

The greatest challenges facing IT directors are:

- Keeping knowledge up-to-date (63%)
- Increased and more complicated security risks (59%)
- Difficulties integrating with other IT (55%)
- The need to manage multiple vendors (49%)

This added complexity means that much more time needs to be dedicated to managing the range and diversity of an organisations communications estate.

Almost three-fifths of IT directors find their team spending more time managing mobile devices than they used to. And it's not just a few minutes here and there: on average they're spending 19% more time managing their entire communications estate. That's not just difficult but it is costing more, at a time of austerity, when the IT function is under the microscope to reduce cost.


So what are the options? One of the most effective is to outsource parts of the IT function, which can have the advantage of reducing complexity and freeing the IT department to focus on other more pressing and interesting priorities. 31% of organisations have seen the light and already outsource the management of their communications estate. They cite various reasons for doing so, but five are most common.

An outsourced service:

- Deals with complexity (41% cite this as a reason they outsourced)
- Provides a better service to colleagues (44%)
- Ensures a relatively fixed cost (33%)
- Offers cost savings (30%)
- Gives access to expertise not held in-house (50% public, 34% private)

No wonder then that a further quarter (27%) of IT directors are seriously considering outsourcing the management of their communications estate, allowing them time to concentrate on the new challenges that they are facing; driving innovation across their organisation and providing the tools that allow their employees to collaboratively achieve success.

72% 
BELIEVE THAT
EMPLOYEES ARE **MORE**
PRODUCTIVE WHEN
USING **FAMILIAR DEVICES**

 **67%**
OF PUBLIC SECTOR
IT DIRECTORS
CITE SECURITY
AS A **REASON**
AGAINST BYOD

£2 million
AVERAGE COST OF
A **DATA BREACH** FOR
A UK ORGANISATION

It's your call

It used to be that organisations pioneered and acted as a test-bed for new technology. Increasingly though the opposite is true – nowadays employees often own newer and more sophisticated technology at home than they find in their workplace. This is especially true when it comes to mobile communications.

This might be why more than half of IT Directors experience significant demand from employees to use their personal mobile devices for corporate applications.

Most IT departments welcome this – 72% believe that employees are more productive when using familiar devices, 54% feel it makes employees more responsive and 80% of public sector respondents like the fact that it reduces hardware costs within their organisation (against 41% private).

The benefits are also clear from a user's perspective. Those individuals whose personal device has been provisioned tell us that they are indeed more productive (77%) and responsive (72%). They also report that they are now much better able to communicate with colleagues (81%).

So it's perhaps unsurprising that organisations are increasingly happy to provision employee's own devices. Although some limit this to a small, select group, generally senior management and those regularly out of the office.

The trend of Bring Your Own Device (BYOD) is gathering pace: over the next 12 months almost two-thirds plan to increase the number of personal devices provisioned.

But of the significant minority (23%) who don't currently provision employee devices, what's holding them back? One thing jumps out above all others – **security**. It's a concern not only for IT Directors in the private sector (47%) but also their colleagues in public sector organisations where 67% of IT Directors cite this as the reason they aren't following the trend towards Bring Your Own Device (BYOD).

There's no denying that security is a significant barrier. Amongst those who do support BYOD, security risks represent their greatest single challenge (51%), closely followed by the resource impact of BYOD – 37% find it takes significant IT resource to set-up devices and the same number find that it makes supporting users more time consuming.

BOLTON COUNCIL

In common with local authorities nationwide, today's civic leaders on Bolton Council face the challenge of providing the right mix of services for more than a quarter of a million residents, at a time of severe financial constraints.

The council knew that more widespread use of flexible and mobile working would improve services while reducing the need for costly office space and work-related travel. But given the often sensitive and confidential nature of much of its work, council leaders had to be certain that mobile devices were protected and secure.

Staff already used Wi-Fi, mobile and secure home broadband connections supplied by the council. Unfortunately, the software that supported remote working didn't provide access to locally installed applications and end users found it complex to operate. Management costs were increasing too.

With Vodafone Secure Remote Access (VSRA), employees can securely access any application they require when working outside the office. The technology provides fast and secure access to all systems via mobile or home broadband and Wi-Fi. In addition, it protects the council from viruses and worms and stops hackers using remote devices as gateways into the network."

"Our flexible working solution from Vodafone is going to play a significant role in Bolton Council, improving services and cutting the costs of computer connectivity by £76,000 a year."

Ray Crompton

Corporate ICT Business Development Manager, Bolton Council

It's understandable then that mobile security should now have a much greater focus. It used to be the case that IT security took centre stage, whilst mobile security was almost an after-thought. After all, when the main use for mobile devices was voice, the security threats were relatively limited and low impact. However, now that mobile devices provide access to work email and networks containing sensitive corporate and customer data, the risk has increased. In fact, one of today's smartphones would have been the most powerful computer in the world in 1985⁵. As a result, two out of five IT departments now pay the same level of attention to mobile security as they do to IT security. One-third actually give more attention to mobile security than they do IT security.

According to a recent report, 2013 Cost of Data Breach Study⁶, by internet security firm Symantec and the Ponemon Institute, the average cost of a data breach for a UK organisation has risen to over £2m, with human error responsible for the vast majority of cases.

It's the sixth consecutive year that the cost of lost or stolen information has risen, with the average organisational cost to a business up from £1.75m to £2.04m. The most common cause of data loss continues to be employee negligence, usually either involving lost devices containing confidential information or a failure to secure data.

What exactly is the nature of this threat they're protecting themselves against?





Well, one-third of organisations (28%) are lucky enough not to have experienced any mobile security events in the last 18 months (or perhaps they have, but just don't know it!). However, the majority have been affected, with three events most commonly experienced:

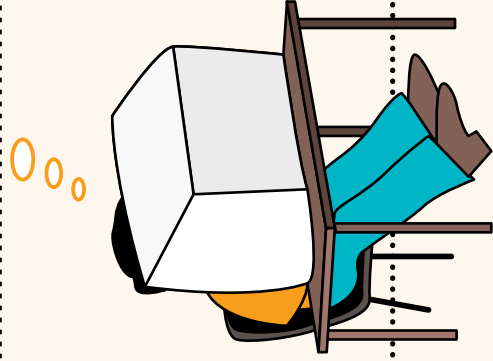
- Users downloading unauthorised content or apps (30% have experienced)
- Malware and spyware intrusions (28%)
- Leakage of data (21%)

So by all means, Bring Your Own Device, but don't forget to Build Your Own Defences.

It does seem as though the technological and cultural stars are aligning, and the IT department have never had a better opportunity to play a pivotal role in the success of their organisation. The challenge is by no means an easy one, it requires a strong strategic vision delivered by a motivated team working with the correct tools and partners, but get it right and the effects on organisational success could be seismic.

WHAT 'IT' DIRECTORS THINK IS CHANGING

-  **76%** feel technology has changed the nature of the competition they face
-  **86%** say that IT is being recognised as playing a bigger part in their business
-  **88%** believe they need to understand the bigger business picture
-  **90%** believe they need to work more closely with other departments



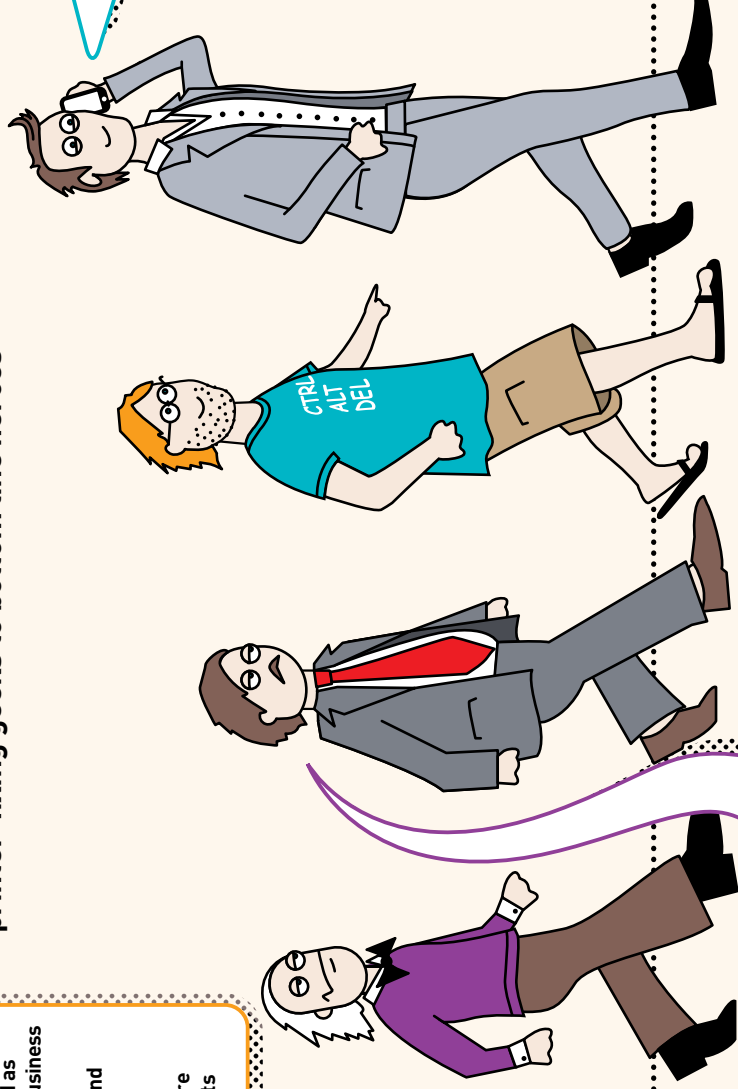
HOW OTHERS SEE 'IT' EVOLVING

Non-IT business leaders feel the attributes of an IT professional need to change.

-  **61%** say IT Directors need to think more strategically
-  **58%** think they should collaborate more effectively
-  **61%** need to improve their communication skills
-  **55%** think (and understand) about the business beyond IT





THE EVOLUTION OF 'IT'

How the new 'IT' crowd have gone from printer-fixing geeks to bottom line heroes



'IT'S STILL-TO-DO LIST

What do the IT crowd's colleagues want from them?

-  **34%** more strategic thinking
-  **38%** deeper understanding of customers
-  **35%** better collaboration with different departments
-  **39%** better and clearer communication with colleagues

DRIVING BUSINESS CHANGE THROUGH 'IT' — 5 TOP TIPS

1. GET INFORMED

Listen to your peers and colleagues: understand their challenges, who the competition is and what your customers want.

2. COLLABORATE MORE

Networking across the business is a great way to really get under the skin of your organisation.

3. DON'T GET LOST IN TRANSLATION

IT may be a foreign language to others. Put yourself in their shoes, articulate clearly and simply and focus on the business benefits.

4. THINK BIGGER

The future of a successful CIO will be about innovation, exploiting new opportunities and enterprise.

5. LEARN TO LOVE METRICS

CIOs need to work with new metrics that focus on business solutions designed to improve the bottom line.

OWN DEVICES, SHARED BENEFIT

How smart businesses are harnessing
the power of 'Bring Your Own Device' (BYOD)

BRINGING BENEFITS...

 **77%** of organisations
are happy to let staff
BYOD

 **77%** of staff believe they
are more productive

 **72%** of staff feel it
increases their
responsiveness

 **81%** of staff feel it
enables better
collaboration

...BUT CHALLENGING SECURITY

 **72%** of businesses have
experienced a
security breach

 **55%** now focus more
on mobile security

What kind?

 **30%** unauthorised apps
downloaded

 **28%** malware / spyware
intrusions

 **21%** data leaks

THE RISE AND RISE OF BYOD

How many staff are already
using their own device?

 **52%**

IT Directors have
experienced significant
demand for BYOD

 **72%**

of IT departments
believe employees are
more productive when
using familiar devices

 **80%**

of public sector IT
departments say
that BYOD reduces
hardware costs

 **65%** laptops

 **56%** smartphones

 **38%** tablets

 **27%** external hard drives

 Complexity = time

19%

average extra
time IT managers
are spending on
their mobile estate

COULD 'CHOOSE YOUR OWN DEVICE' WORK BETTER FOR YOUR BUSINESS?

Staff choose from
a range of devices
that you own.

You retain greater
control over usage,
spend and cost.

You control (and
therefore ensure)
security.

Simpler management
of devices and cost
requires less IT time.

You still get the benefits of
productivity, responsiveness
and collaboration.

Perspectives



Andrew Brown,
Executive Director of
Enterprise Research,
Strategy Analytics

IT's changing role

Mobility has been the catalyst for change in many organisations, impacting everything from the speed of processes that run the business, right down to the role and responsibilities of IT departments.

With more IT buying decisions being made by end-users, IT is now charged with a different set of expectations and sometimes even viewed as being disconnected. Most companies unavoidably have some level of disconnect between their various departments, which often results in parallel management structures, conflicting policies and opposing budgeting goals.

But it's the BYOD trend, which started with the release of the iPhone and spread from the top down across large enterprise through SMEs, that best illustrates the growing disconnect between users, LOB managers and the IT department that once was the sole technology gatekeeper.

IT Directors are extremely concerned about the security and management risks that come with BYOD, but end-user research says end-users and LOB managers simply are not. No surprise there, but indicative of the diverging viewpoints and the evolving role of IT. BYOD, by its very definition, means end-users choose and pay for the device, leaving IT with the management and security repercussions of those choices. And that is where the responsibility of IT lives in mobility.

However, negative issues are often traced to perceived roles. IT has always existed to support the needs of the business, but has often acted as a branch of leadership, dictating its policies and imposing technology decisions. If BYOD brings efficiencies to the business, IT needs to get on board. When it doesn't, or when deep collaboration is called for to maintain pace with the speed of mobile innovations, some organisations have taken the bold step of integrating IT departments directly into the line-of-business – potentially the start of a new trend. It has also been a strategy to alleviate the competition between IT and LOB for budget pounds, acknowledging that it can be difficult to execute a comprehensive mobility strategy when budgets are fragmented across departments rather than aligning with an overall company goal.

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Executive Director of
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Strategy Analytics

So what does IT's role in mobility look like now that they have loosened its responsibilities on buying technology? At the highest of levels, its focus continues to centre on the business's objectives for revenue, customer insight technologies as well as efficiencies and risk mitigation. But at the nuts and bolts level, its energies are clearly focused on back-end infrastructure, security and working to make networks, devices and applications interoperate automatically.

Base line management expectations are that IT will manage a multi-OS environment with security systems that stitch together heterogeneous devices into something controllable. But when it comes to user expectations, IT has plenty of room left to innovate. Users want IT to focus intensely on the **user experience** of applications and make security as transparent as possible while also working to automate as many tasks as possible, spanning all areas such as communications, support and social.

Perhaps one of the more significant expectations that mobility has levied on IT is the directive to **make everything simple**.

For organisations that have purchased disparate solutions over time, have multiple offices and made one or two acquisitions, making systems simple is no short order. But when it comes to mobility and the degree to which BYOD has involved end-users, simplicity is more important than ever. End-users need to be insulated from the technology as much as possible, which mean apps need to be straightforward and usable with little to no training and back office systems seamlessly integrated.

IT's role may be changing, but it clearly has plenty still on its plate.

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Neil Stride,
Channel Head for
Mobile Data Solutions,
Vodafone UK

The future of IT thinking

The macro IT environment over the past 20 years has had a significant impact on the role of CIO.

From the most important influencer on the board, through the turn of the millennium when the CIO was all focused on surviving disaster, to the innovator, where CIOs spent huge capital to grow the business through e-business. From the cost centre, where the CIO defended the huge application spends and found the only answer to be outsourcing, and finally to the 'problem child' which, through lack of resource and restricted outsource contracts, now can't move quickly enough to support the new world of work.

The recent explosion in consumerisation of IT and the ability to just turn applications on, has led to a shift in buying centre, where business leaders are making more IT decisions (e.g. a sales director now buying SF.com as their IT solution). Therefore it is easy to see why CIOs have needed to reinvent their role and defend IT as strategic and needing to be at the forefront of the business decision making.

More and more I see business leaders and commercial managers running the IT functions – and I don't see this trend changing. However, I would add caution. 'Always on' and instant IT are great, but still need to be delivered and managed with a high performance approach. The recent issue of outages at Blackberry only goes to show the huge reliance end users have on technology and it will always come back to the CIO to resolve. So whilst the role has evolved, new IT leaders are emerging whose understanding of mission critical services is more critical than ever, to enable organisations to be competitive in the market or deliver on citizen expectations.

BYOD v CYOD

There has been much confusion over the past two years relating to BYOD and CYOD. In many cases, I find people debating relative merits when in reality they are talking about quite different situations. From my perspective there are four variants.

BringYOD – This is where an individual brings their own device into work and the IT department connects it to the corporate network, with a security policy and solutions forced onto the device to ensure corporate data is protected. The device and its data plan remains the responsibility of the individual. We commonly see this when individuals want to work on a tablet and the company won't provide one.

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BuyYOD – This is when the company provides a budget for an individual to purchase a device and data plan. The IT department then connects this to the corporate network using their security policies and solutions to ensure company data is protected. The assets remain the property of the individual and the obligation to provide connectivity to the business remains with the employee. We have seen this as the nirvana for corporations but it rarely becomes reality, challenges in support and enterprise grade warranty being the main challenges.

ConnectYOD – Connect your own device results when individuals connect their own devices onto the corporate network without the permission of the IT team, putting the business at considerable risk. We still see this in corporates where the demand to use smarter devices from employees is high, the business is not equipped to deal with the demand properly and so situations occur where people mobilise themselves, outside corporate policy.

ChooseYOD – Where the company provides a range of devices that the individual can choose from (and can even decide to top-up to buy the top of the range), but the device remains the corporate's responsibility and is secured with security policies and solutions to ensure company data is protected.

Choose Your Own Device is fast becoming the norm, enabling individuals to choose the right solution for their role and lifestyle but remaining controlled under the IT corporate umbrella. It does, however, result in multiple operating system variants and the IT management headache this can entail.

So with all the similar terms and subtle differences, it's easy to see where a debate can become confused. In all cases, the reality is that the IT estate is becoming more complicated. And it's never going to go back to the legacy world of 'one device, one organisation'. Therefore the need to look at this from a strategic perspective, linked to changing work patterns and business needs, is critical in order to not make short-term expensive investment decisions that may become disablers for the organisation further down the road.

Future thinking

So what constitutes an 'app'? Today many people are exposed to apps on their smartphones. However, what they are really using is a portal into a traditional online website. The website has been re-constituted through an app for use on a smartphone.

Users love the experience and it feels intuitive, but the app is not native and won't work off line and users commonly experience delays. These delays are often driven by the multiple APIs the app is trying to access, some of which could be on the server from the provider with multiple feeds coming from third-party content servers – all of which mean the app provider has little or no control over the server performance. Therefore the app experience can only be as good as the infrastructure and connectivity that the individual is accessing the service on.

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In Enterprise we still see only a small fraction of businesses taking 'off the shelf' apps and using them in their day-to-day business operations. The most popular are those that have no integration with the business or are stand-alone storage solutions with a limited integration with calendars, tasks or email, such as Evernote or Dropbox. Others include the 'app-ification' of platforms such as Salesforce or LinkedIn, again very much in stand-alone functionality. What is certain is that this trend will continue and companies will in time work out how to take advantage of these, especially as the cloud gains more momentum with technologies such as Office365.

So what does this mean to Vodafone?

Vodafone has worked with Enterprise clients for many years, delivering applications to enable greater work force productivity. Applications clearly come in three forms: those which are bespoke and built specifically for the Enterprise; those which are integrated and designed to work out of the box with vertical systems (such as police and health care applications); and those which are stand-alone and largely non-integrated – the 'app-ification' element.

Vodafone uses Better Ways of Working, a methodology that looks at how people work across three different worker types: fixed, flex and field, to define what the right application is. Vodafone Total Workforce Mobility delivers a one-stop shop across the three variants of applications, bundled with a managed service, all on the back of our comprehensive network of fixed and mobile.

We have had to evolve with the changing Enterprise behaviours and attitudes towards consumerisation, however, what still remains clear is that CIOs still value a partner with clear application experience who can help them make the right long-term strategic decisions for their application strategy.

Our traditional applications, which are dedicated vertical specific solutions, deliver on very specific 'app-ification' has become an integral element of our Total Workforce Management solution, whereby we have taken the consumer application approach and embedded in a dedicated private app managed service enabling clients to find consumer apps and have them hosted, managed and rolled out through a simple one-stop shop managed service.

Quite simply, this allows Enterprise to take consumer applications and role these out in a controlled and managed way with a full service wrap, to ensure they deliver the experience employees need to deliver their day-to-day work. In parallel, the innovation from Vodafone 4G with high speed access, high throughput and dedicated APN access will considerably improve the app experience.

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Owen Daley,
Managing Director,
SilverBug

Putting technology at the heart of business

The biggest difference to the way we work now rather than five years ago, is in our use of the cloud and unified communications. We have successfully grown as an outsourcing partner, because we understand how unified communications, specifically Microsoft Lync, can be utilised to give a business a competitive edge. Our clients look to us to help them understand the technology landscape now and also what is coming over the horizon and what it means for them. Our role for clients is two-fold: we provide hands-on engineers that 'do', but we also involve senior consultants who act as a CIO for those clients for whom technology is not a core skill, and who would be too small to recruit and retain a senior, experienced CIO. But for us that's not an issue.

The CIO function that we offer clients has grown over the past five years too. Before, the role was seen as a necessary evil, at best, whereas now people are looking to technology not just as an internal, admin function, but as a whole business enabler. IT is now at the heart of a successful business strategy, or it should be, and clients look to us to put it there for them. We have definitely seen the client CIO role we perform grow, from being stranded in a tech ghetto to being fully woven into the infrastructure of their operations.

Our clients know we have been through the same growing pains as them in expanding our business. We know the pitfalls and the problems they are likely to face in their own progression, added to which we know how to make best use of technology to fix potential issues, even before they ever become a problem for a client.

Our approach to outsourcing is not to make technology a bolt on for the client, but to ensure it's an integral part of their operation. We learn what the short, medium and long-term objectives are for their business. Clients appreciate that approach as it demonstrates that we plan on being with them for the long term, and the most successful client relationships we have are those that see our appointment as a full partnership. We approach partnership from both sides, not just on the client side, but also with our technology suppliers. It is important to SilverBug to be offering the best advice and solutions for clients and that is recognised by Microsoft, amongst others, as we have been selected to be one of a very small number of their Gold Level Partners for our work on Microsoft Lync, which is only granted to those that offer the highest, most specialised ability and commitment.

"The role was [once] seen as a necessary evil, at best, whereas now people are looking to technology not just as an internal, admin function, but as a whole business enabler."

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One of the more sensible approaches we have seen to Bring Your Own Device in a business is more 'Choose Your Own Device', where employees are allowed to buy off a list developed by the IT department. This way they can be confident that the business will be able to support them and the IT department can be reassured they won't be supporting an unending list of devices and platforms.

That said, most devices are running now on one of two platforms so system support really is less of an issue than maybe it was. We are finding that one of the key requirements in supporting our clients is repurposing their existing equipment, crossing it from a purely home-use device to a business-use or more realistically, a mixed-use device. People will use the same device for personal communications as they do for work, and our recommendation to clients is that we develop a clear policy and controls to protect the business systems. It's the same with clients who don't put their systems security at the top of their priority list. We help them put it there and enforce it.

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Tony Bailey,
Head of Enterprise Services,
Vodafone UK

Successful CIOs understand the full business opportunity

There's no coincidence that we're seeing not only businesses but also CIO's facing new and wide-ranging challenges. From increasing customer demands and ensuring that the business is run profitably, to enabling staff to work better remotely, the role and function of IT is both exciting and challenging in ways that nobody could ever have anticipated.

We speak every day with businesses, in all kinds of industries that are going through this period of change – those facing increased demands and needing to look at ways where technology can enable effectiveness, innovation and agility. What we often hear about is that for too long IT professionals have suffered from perception issues – when things are going well IT are forgotten about, when something goes wrong it's an organisation wide catastrophe.

What this report highlights is that CIOs need to do more to become a true partner across the business and specifically to the senior leadership team. While 95% of CIOs think they are meeting these new challenges, many of their colleagues are telling us otherwise.

Whilst some of the findings in this report will make hard reading, what is clear is that most CIOs see the opportunity to add value to the business and have the motivation to make a difference.

Successful modern businesses need to operate more efficiently and effectively than ever before, across every business function, process and delivery. The increased need for astute, cost effective and flexible solutions has never been greater. For IT Directors and CIOs this means they need to move away from being seen as just a support function and towards a role as an innovator who is driving change and transformation across the business.

Today, communications has so many requirements: to facilitate better collaboration between colleagues; build relationships with distant suppliers; ensure immediate access to the right information when you need it; and be accessible 'on the move' so customers and colleagues can easily and quickly contact you. You need technology to empower, inspire and support your staff to get their job done, in the best way possible,

"You need technology to empower, inspire and support your staff to get their job done, in the best way possible, with the tools they need at their fingertips."

Tony Bailey,
Head of Enterprise Services,
Vodafone UK

with the tools they need at their fingertips. This translates into a need to be more mobile than ever before. That is why the IT Director and CIO have become so prominent – they are the lynchpin between the business driver and the technology which makes it happen.

As an organisation that not only embraces but pioneers new ways of flexible working, Vodafone know the needs and the challenges of working remotely; because we live it every day. We know that being more flexible ensures higher productivity, but that this depends on your technology being geared up to service your staff properly.

When you are on the road, you need the right information at your fingertips – an area where having use of a cloud-based system can help. We use virtual meeting technology to build relationships when you're not able to actually be by your customers' side, as well as applications for reporting, administration and keeping in touch with colleagues via instant messaging and social tools. These powerful new technologies and enablers have transformed the way we do business, but it means your technology real estate is becoming increasingly complicated and security risks are continually on the rise.

Of course as IT professionals we all know that this flexibility brings added challenges – but more and more of us are recognising the unique opportunity to use this period of change to reshape not only the role but also the image of the CIO.

Underlying technological shifts, an increase in disruptive startups wanting a piece of your market share and the cost of data breaches are all compelling reasons for the CIO to take their rightful seat at the top table of executive management. In the age of the new IT crowd, CIOs are increasingly realising they are boardroom leaders – it's a change that requires new relationships, new ways of thinking and improved collaboration.

*"CIOs are increasingly
realising they have
to move from
back-office support
to boardroom leaders"*

Tony Bailey,
Head of Enterprise Services,
Vodafone UK



Daniel Rajkumar,
Managing Director,
WebTranslations

Making the most of the web advantage

The web now pervades every area of business – to the extent where it should really be considered as a function of business in its own right. It's no longer just a function of marketing or IT as many people used to think of it. In fact, those who fail to recognise this run the risk of having their business models reinvented by people who do.

The web is really an enabler: it's very much about the collection and proliferation of information across the organisation. So a good IT Director should enable information to flow in a way that helps the organisation to gain competitive advantage.

The gain is from the way the web enables not just productivity, through working with remote teams, but also specialisation – being able to specifically pick and choose the people who work on specific projects.

The ability to work across different time zones enables relay working, so you can be filming in the morning, editing in the afternoon via a team in America who pick up the footage, and the results can be sent back and arrive on somebody's desk the next day.

We're seeing more and more self-employed individuals, freelancers and small businesses benefit from embracing new technologies such as social media and mobile, which enable them to work more flexibly wherever in the world they choose.

Looking specifically at my business, over the last 3 years we've seen a significant increase in demand for our translation services – a good sign that the economy is on the up again. Communications are at the heart of our business here at WebTranslations. And this means we need to be adopting the latest technologies to stay at the forefront of the industry. In addition to email, we also use VOIP technology for phone calls, video calls and teleconferences, as well as instant messaging to reduce the volume of internal emails we send.

The technology we use enables our staff to work anywhere, which helps us make good use of time, e.g. accessing email and reading or editing documents while travelling. Our database is cloud-based, so information can be accessed securely by any member of the team at any time – using any device they have to hand.

"It's no longer just a function of marketing or IT as many people used to think of it. In fact, those who fail to recognise this run the risk of having their business models reinvented by people who do."

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Managing Director,
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We really encourage a flexible working environment. So when members of my staff started asking me if they could connect up their phone or use their personal laptop instead of their work one, I immediately thought, 'Well yeah, absolutely'. There's no reason why not: we trust our staff, they're given the information they need for each specific project, and much of that is secured in the cloud anyway.

When we sat down and thought about what our 'Bring your own device' policy should look like, we felt it was actually going to be easier if we gave the staff instructions on how to connect up their devices and let them do it for themselves. Whether they're working freelance, part-time or just want to drop in and work at the office whenever there's desk space for them, they can connect up to the Wi-Fi and be productive straightaway. Those who need specific software or applications can 'remote desktop' onto a particular machine that's got all those applications installed on it, and it works as efficiently and quickly as their own computer.

When we start to think about what a global organisation looks like, what our virtual teams look like, the web really does bring a huge degree of competitive advantage. Whether it's on skills, on lower cost economies, on the ability to link up this relay working I've described, or one of many other advantages that the web can bring. It is a phenomenal innovation for businesses, in its own right.

Many organisations can now actually look externally for research and development by collaborating with professors at different universities, bringing them into their freelance virtual team to inform their internal scientists. For more on this topic, it's well worth reading 'Wikinomics 2.0' which offers some phenomenal ideas to borrow from people who have created a business model based on telecommunications and enabled freelance working around the world.

"So when members of my staff started asking me if they could connect up their phone or use their personal laptop instead of their work one, I immediately thought, 'Well yeah, absolutely'."

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Final thought...

Whatever business or sector you are in, you're likely to have experienced first-hand how technology has revolutionised the way your businesses functions. It almost goes without saying, technology is far more pervasive, intrinsic and vital to how an organisation runs than ever before and the role of IT Director has evolved and adapted along with it. Gone are the days when the IT team was only called in to fix computer issues and seen as a 'service' disconnected and on the peripheries of business.

Now, the evolved IT Manager and Director are required to have a considered opinion about every new product on the market, be a troubleshooter not just for IT but also for business issues, and be sufficiently commercially astute to manage suppliers, efficiencies and business performance. The new IT crowd are not the geeks in the back office, but central figures in the business's success.

They need to support a wider range of devices, all of which need to be fully integrated with IT and whose security has become an increasingly major issue. This overwhelming array of devices, systems and applications is only exacerbated by the increasing demands of employees wanting to work the way they want with the devices and technologies they know and love. Employees want to use devices that are up-to-date and look great, but which aren't always compatible with business requirements of cost-efficiency and device management. As a result, security and risk have become an increasing concern, especially given the cost and frequency of breaches. The new IT crowd now need to understand the law and effectively create policies and procedures to keep organisations safe.

While IT has always been a top table agenda item due to its high cost, now a new breed of CIOs are required to advise boards on how information and technology can be leveraged for enhanced business performance to create a real dynamic competitive edge. Many CIOs now not only work directly with the CFO but also increasingly hold board level positions advising and partnering on business strategy and innovation. These hybrid business and technology directors need to have a new set of skills: they need to be astute project managers, contextual thinkers, business analysts, eloquent and inspiring communicators, personable collaborators and innovative visionaries.

The new IT crowd are a powerful, multi-faceted breed, thinking ahead, thinking bigger. If you want to take advantage of these new opportunities, here are 5 top tips to riding the wave of change.

Five tips for the New IT Crowd

Tip 1

Stay connected

Nowadays, the successful IT professional needs to be a hybrid technological expert and business strategist. To be truly effective, you need to get under the skin of how your business works and think about where IT can improve it. By keeping your 'ear to the ground' via networking and collaborating across different functions, listening to suppliers and customers, keeping informed about the competition and looking for gaps that the business (and IT) can resolve, you can help your organisation create a competitive edge.

Tip 2

Earn your keep

The high cost and complexity of IT makes it even more important for the new IT crowd to be commercially savvy and 'think business' by maximising cost efficiencies. The new IT professional runs their P&L like their own business. They manage suppliers and costs astutely, analyse business results to constantly find ways to optimise performance and are always looking for opportunities to improve. They are also innovators and early adopters, looking for new tools and opportunities to collaborate with others, to bring real-time value to their business.

Tip 3

Look at new ways to simplify complexity

In a world where technology is constantly changing and evolving, your *raison d'être* is to bring calm and clarity. New IT products and services are being launched all the time across a constant stream of new devices, applications and gadgets to tempt your users with the next 'must have' item, as well as an increasing array of suppliers offering their services to deliver them. Can you keep up? What is right for your business? Your role is to simplify the complexity. Being able to see the wood for the trees is what will really benefit your business and add value. Outsourcing and sharing services are great ways not only of reducing costs, but also of creating unprecedented new ways of working, collaborating, sharing and innovating.

Tip 4

Ensure data security is on the wider agenda

Employees increasingly want flexibility and choice in how, where and when they work to achieve a better work/life balance. The increasing demand to Bring Your Own Device (BYOD) in the workplace certainly has clear benefits for the user and organisation, but the issues of device and data security have become a priority for many organisations. Take control of your IT infrastructure by working with users and the business to create strategies, policies and preferred applications to maximise success and minimise risk.

Tip 5

"It is not the strongest of the species that survives, nor the most intelligent, but the one most responsive to change". Charles Darwin

We're living in an increasingly fast-moving, competitive and exciting world where change is normal. In order to stay ahead of the competition you need to constantly adapt and evolve your own professional skills. Making the transition from a technical role to an increasingly managerial and strategic one is not easy. The future-proofed IT professional needs to have a new set of skills not traditionally associated with IT. They need to be expert communicators, personable networkers, team players and inspiring visionaries. You need to respond to the needs of the business and evolve your skills accordingly. Task yourself with learning one skill at a time. Acquiring a whole new set of skills can be overwhelming and ineffective, so focus on learning one new skill well.

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Methodology

About the Vodafone Perspective series

The Perspective series is designed to help businesses and public sector organisations find better ways of working. Researched independently, the series explores the biggest business challenges facing business today and provides new perspectives from independent thought leaders.

There are currently six other reports in the Perspective series:

- Exploring the shift in employee expectations
- What if?... Exploring attitudes to risk
- Great expectations in hard times. Citizen service beyond today
- Have a nice day. Customer service beyond today
- The perfect storm. The role of 4G in the 'age of me'
- The Fluid Society. Working without boundaries

The Perspective series gives you fresh insight into the world of work. Find this latest report at www.yourbetterbusiness.co.uk/perspective and for other resources and insights www.vodafone.co.uk/perspective

Methodology

The survey results in this report are based on two sets of online interviews with 300 business decision makers and 300 senior IT professionals, representative of the UK population. Interviews were designed, conducted and analysed by Circle Research in August 2013.

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