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FUTURE OF WORK

# Cloud computing.

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# Executive summary.

Australian workplaces are undergoing a transformation. By 2015, they will be almost unrecognisable compared to the centralised, fixed and inflexible model in use today, according to the findings from The Optus Future of Work Report <sup>1</sup>.

Research indicates that leading employers will offer flexible working hours and locations, and these arrangements will help you recruit and retain the best staff.<sup>2</sup> Employees will use laptops, smartphones and tablet computers to access corporate networks and applications, wherever they are. Increasingly, they will use their own devices rather than those you supply.<sup>3</sup>

Cloud computing will become an increasingly prevalent IT delivery model<sup>4</sup> according to the Future of Work report. Optus Business considers that the cloud model can help your organisation solve many IT administration challenges and become more agile in the face of variable demand. The Future of Work report supports the notion of cloud contributing as a means of boosting productivity<sup>5</sup> by giving remote access to corporate information and to help employee retention.

While keeping these benefits in mind, your organisation must understand that cloud also gives rise to security and governance challenges you will face with a more mobile workforce.<sup>6</sup> You must develop new security models based around people and information rather than locations. And you will need to think through the business implications of a cloud delivery model.

<sup>1</sup> The Optus Future of Work Report, 2011.  
<http://www.optus.com.au/business/Ofters+%26+Insights/The+Future+of+Work> (in accordance with the methodology used in constructing the report and is based on information outcomes from this report page 8)

<sup>2</sup> Optus Future of Work Report, pages 35 and 40

<sup>3</sup> Optus Future of Work Report, page 38

<sup>4</sup> Optus Future of Work Report, page 25

<sup>5</sup> Optus Future of Work Report, page 24

<sup>6</sup> Optus Future of Work Report, pages 19 and 20

# The future of work.

**The Optus Future of Work report suggests that Australian organisations are currently undergoing a series of intertwined changes that will have farreaching effects on the way people work and the way their employers provide access to the information and services they need to do it.**

**THE CHANGING WORKPLACE**

This research indicates that the way we work will likely to be dramatically different by 2015. In early 2011, Optus engaged Stancombe Research & Planning to survey 326 IT and HR professionals at medium-sized and large organisations about the future of the workplace.

The Optus Future of Work report found that over the next three to five years:

- > Employees under 50 years of age and those with children and undertaking part time study were driving demand to use their own devices to access corporate networks, applications and information.<sup>7</sup>
- > Many of these businesses plan to issue smartphones and tablets to field force and sales teams.<sup>8</sup>

- > Businesses are increasingly planning to deploy mobile applications, particularly those custom-developed for the organisation.<sup>9</sup>
- > Businesses will offer at least some employees flexible working hours and locations, particularly the ability to work from home or other remote locations.<sup>10</sup>
- > HR departments believe that flexible working arrangements will help organisations attract and retain skilled staff, while IT departments believe these will improve work-life balance and increase productivity.<sup>11</sup>
- > IT and HR teams believe businesses primarily use webmail, remote desktop access and secure network access to support flexible working.<sup>12</sup>

Business users will increasingly expect to have access to corporate applications and collaboration tools, wherever they are and from any device according to the Future of Work report. To meet these requirements, organisations plan to increase their use of standard and proprietary mobile applications. Collaboration tools that enable real-time communications are a crucial area of growth.<sup>13</sup>



# Cloud computing.

These trends shown in the Future of Work report will have considerable impacts on the way IT departments deliver services to employees. The increasing use of mobile devices – including those owned by employees – and the ability to work outside traditional network boundaries will challenge today’s IT architectures. It will require a new way of working that allows systems to react more flexibly to the demands of the business.<sup>14</sup>

A recent global survey of IT and business executives conducted by Ernst & Young found that 61 per cent of respondents are currently using cloud computing, evaluating it or planning to use it within the next 12 months.<sup>15</sup> In the previous year’s survey, this figure was only 45 per cent of respondents.

Cloud computing is gaining popularity because it helps organisations to access computing resources, applications, infrastructure and content on demand, paying only for what they use. Rather than making large capital investments in IT systems, organisations can consume the technology they need as an operating expense. And they are more able to access this capacity whenever it’s needed, rather than waiting for the infrastructure to be delivered or data centres to be built.<sup>16</sup>

**Cloud computing is being driven by four major trends:**

- > **The changing workforce.** An increasingly mobile workforce is fuelling demand for flexible cloud services. Or, put another way, cloud services are a vital solution for organisations facing changes to their workplace dynamics.<sup>17</sup> If people expect to access information anywhere, at any time and from any device, cloud computing can deliver. Progressive IT organisations see this as away to intrinsically link their IT and business strategies.
- > **Virtualisation.** Virtualising servers, networking and storage is a crucial precursor to cloud computing. Market analyst Gartner Group expects the number of virtual machines in Australia and New Zealand to grow five-fold between 2009 and 2012.<sup>18</sup> Allocating virtual IT infrastructure resources dynamically allows organisations to scale up to meet demand for new mobility applications. Virtualisation also enables cloud service providers to slice and dice IT infrastructure so businesses and government organisations can consume it on demand.
- > **Networks.** Advances in network technologies are making it viable for organisations to access applications and services hosted in an external cloud, over fixed connections in their offices and homes, or using mobile devices.<sup>19</sup>

> **Finances.** IT leaders must meet the challenges of the changing workplace with prudent financial management. A key benefit of public cloud services is to allow organisations to pay only for the resources they use, and scale up and down in line with demand.

The Optus Future of Work report found around 40 per cent of IT executives surveyed expected their organisations would use cloudbased infrastructure and applications.<sup>20</sup> More ambitiously, Gartner has predicted that by the end of 2012, one-fifth of businesses won’t own any IT assets.<sup>21</sup> Instead, they will rely on virtualisation, cloud computing, and employees using their personal devices for work purposes.

Cloud offers a solution to all these driving forces, and considerable benefits. However, businesses need to think through a range of issues on their journey towards cloud computing.

7 Optus Future of Work Report, page 38  
 8 Optus Future of Work Report, pages 16 and 17  
 9 Optus Future of Work Report, pages 26 and 27  
 10 Optus Future of Work Report, page 50  
 11 Optus Future of Work Report, page 51  
 12 Optus Future of Work Report, page 53  
 13 Optus Future of Work Report, pages 28 and 29

14 Optus Future of Work Report, page 26  
 15 Ernst & Young, Into the Cloud, Out of the Fog: Ernst & Young’s 2011 Global Information Security Survey ([http://www.ey.com/Publication/vwLUAssets/Into\\_the\\_cloud\\_out\\_of\\_the\\_fog-2011\\_GISS/\\$FILE/Into\\_the\\_cloud\\_out\\_of\\_the\\_fog-2011%20GISS.pdf](http://www.ey.com/Publication/vwLUAssets/Into_the_cloud_out_of_the_fog-2011_GISS/$FILE/Into_the_cloud_out_of_the_fog-2011%20GISS.pdf))  
 16 Optus Future of Work Report, pages 24 and 25

17 Optus Future of Work Report, page 25  
 18 Gartner research cited in VMware presentation at OB Vision 2011  
 19 Optus Future of Work Report, page 10  
 20 Optus Future of Work Report, page 25  
 21 Gartner, Key predictions for IT organizations and users in 2010 and beyond (<http://www.gartner.com/it/page.jsp?id=1278413>)

# Cloud computing enables new ways of working.

Cloud computing has, at its core, the ability to meet the demands organisations face from the changing workplace.

## PRODUCTIVITY

Cloud computing can deliver considerable benefits to mobile workers. They can:

- > share files and collaborate while on the road
- > access applications and data from multiple locations
- > view and update customer information or corporate data in real time
- > access corporate technology resources using a range of devices, including notebooks, smartphones and tablets.

Corporate applications and collaboration tools delivered through a cloud model can help organisations build communities and market their services more effectively, by allowing clients, partners and stakeholders to easily access corporate systems. Making corporate information and collaboration applications more widely and reliably available can also lead to more effective decision making processes.

## BUSINESS AGILITY

Organisations can access, on demand, the resources they need to deliver applications to any employee on any device. An organisation can quickly scale up its capacity to meet peaks in demand and scale down its technology use during quiet periods.

The cloud model also makes it faster and less expensive for businesses to develop applications, since they no longer need to be tied to a particular physical environment or device. Instead, organisations can design their business and productivity applications to be delivered as cloud services. Alternatively, they can leverage and customise existing cloud applications to suit their uses. In either

case, end users can access these applications using PCs, tablets or smartphones, wherever they are.<sup>22</sup>

Cloud also helps eliminate the need to roll out application updates across mobile device fleets, which is a time-consuming and difficult task for IT departments. Rather than requiring each user to bring in their device and have the application reinstalled, IT departments can simply update the application in one place, and all users can instantly access the new functionality.

## RECRUITMENT AND RETENTION

Cloud computing also offers less direct but equally compelling benefits such as the ability to recruit and retain capable, high-performing staff who are keen to work for a dynamic, progressive organisation.

According to the Optus Future of Work report, organisations expected flexible working practices such as the ability to work from home or outside the office to be an increasingly important recruitment tool over the next three to five years.<sup>23</sup>

Employees also increasingly expect to have mobile access to business applications through their choice of device.<sup>24</sup> Enabling staff to use the mobile device that best suits their needs, rather than the one or two devices specified by corporate policies, would also be a boon to employee satisfaction and retention.

Finally, cloud-based access to corporate information through mobile devices would improve productivity for sales teams, field force teams and senior management, leading to greater job satisfaction.<sup>25</sup>

## A DAY IN THE LIFE OF A MOBILE WORKER

Emily, a project manager for a national construction firm, wakes up on the last day of a business trip to Perth. Before leaving the hotel, she uses her tablet device to conduct a videoconference with her team in Melbourne. They share and edit the slides for a client presentation Emily will have to deliver later in the week. The client presentation is stored in the cloud. She then logs into her secure virtualised desktop, also hosted in the cloud, to access the company's business intelligence system and answer a question for her manager. While Emily is visiting a construction project, the field manager shows Emily the site performance data – which is hosted in the cloud – on his smartphone, using a custom-developed mobile application. This application can also show the staffing roster

and which staff members have undergone compliance training.

Emily receives an urgent phone call from a client who is missing a delivery. Using the unified communications console on her tablet, Emily sees her contact at the supplier in the United States is still online. She initiates a videoconference and helps locate the missing shipment. She then calls to reassure the client and gives a firm delivery time.

At the airport, Emily's colleague Ted realises he has left his BlackBerry in the taxi. He uses Emily's phone to call the IT department. Steve in IT support remotely wipes Ted's BlackBerry, deleting any confidential documents that could lead to a PR or compliance disaster.

While waiting for her flight home, Emily checks the company's cloud-hosted enterprise collaboration portal on her tablet. She reviews some news articles her colleagues have added to their feeds and accesses a video of a speech her manager gave during the day. She uses tags to skip to the parts of the speech that are most relevant to her before getting on the plane.



# Challenges and recommendations.

While delivering many benefits, cloud computing also presents a range of challenges. Your organisation should carefully consider the following factors when deciding how to approach cloud computing for your critical applications and technology services.

## SECURITY AND GOVERNANCE

The traditional approach to information security relied on creating a high fence around an organisation's networks, servers and computers, with carefully controlled gateways to the rest of the world. As a result of cloud computing and mobility, information moves freely in and out of the corporate environment.

Cloud computing requires a new security model based on information and people rather than networks and gateways. To maintain security in this environment, you must make sure people can only access the information they need to. You should also implement policies that protect information on devices that hold a user's business and personal data. These security measures should apply irrespective of a user's device or operating system.

Using a public cloud service for business purposes requires a security and governance model that accommodates storing information and using infrastructure and platforms in a third-party environment. It may be necessary to understand your cloud providers' security measures.

For many organisations, combining access to private and public clouds using a hybrid cloud model can ensure they comply with information security requirements. You will most likely need to balance security and pricing models that suit your organisation's needs. If you have not taken these steps, you are not alone. Just over half (52 per cent) of the respondents to the Ernst & Young survey said they had not implemented any controls to mitigate the risks of cloud computing.<sup>26</sup> A similar number said their information security function was currently not meeting the needs of their organisation. They cited budget constraints, a lack of skilled resources and a lack of executive support as the most common reasons.

## CHANGING THE DELIVERY MODEL

Implementing cloud services also involves changes to people and processes. Your IT team will require different skills. You may also need to educate the business about the impact of cloud computing in areas such as self-provisioning, chargeback and service level agreements.

Organisations will need new systems for managing and delivering platforms, infrastructure and applications. You will need to build adaptability into business and technology use, allowing the organisation to adjust its course based on changing market and internal conditions.

Accessing a service provider's cloud systems also has legal and financial ramifications. Your organisation may reduce its reliance on fixed-asset, capital-expenditure-heavy IT service delivery, and replace it with an increasingly flexible operating expenditure model. This requires new types of contracts.

## CONCLUSION

Cloud computing is part of a fundamental transformation in the way organisations do business. It is driving change, but more importantly, it can help organisations meet the challenges they will face in coming years as a result of growing data volumes and dramatic shifts in the nature of the workplace.

Cloud computing allows businesses to become more agile at an organisational level. They can pay as they go for IT resources and adjust their consumption to meet demand. The outcome is lower total cost of ownership and capital expenditure.

At the same time, cloud computing enables organisations to support a more mobile, flexible and productive workforce. It provides a platform for organisations to build a culture of innovation and performance, to turn these coming workplace trends to their advantage.

<sup>22</sup> Optus Future of Work Report, pages 26 and 27

<sup>23</sup> Optus Future of Work Report, page 40

<sup>24</sup> Optus Future of Work Report, page 38

<sup>25</sup> Optus Future of Work Report, page 17

<sup>26</sup> Ernst & Young, Into the Cloud, Out of the Fog: Ernst & Young's 2011 Global Information Security Survey ([http://www.ey.com/Publication/vwLUAssets/Into\\_the\\_cloud\\_out\\_of\\_the\\_fog-2011\\_GISS/FILE/into\\_the\\_cloud\\_out\\_of\\_the\\_fog-2011%20GISS.pdf](http://www.ey.com/Publication/vwLUAssets/Into_the_cloud_out_of_the_fog-2011_GISS/FILE/into_the_cloud_out_of_the_fog-2011%20GISS.pdf))

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FUTURE OF WORK

# Social media and collaboration technologies.



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# Executive summary.

**Optus believes social media and collaboration technologies are revolutionising the way Australians interact at work and at home. We are seeing social networks, applications and media proliferating in personal and business environments. On the collaboration front, email is complementing social media tools that enable workers to share ideas and documents with several others at the same time.**

Many organisations understand they must find a workable position somewhere between banning Web-based social media entirely and allowing unmanaged use. They seek to establish and constantly revise security policies to prevent sensitive corporate information being distributed on social media and to minimise reputation risk.

The benefits of social media and collaboration technologies to business can be considerable, including enhanced productivity, an increased ability to recruit and retain talented younger staff and the capacity to leverage corporate knowledge accrued within an organisation.

## **SOCIAL MEDIA AND COLLABORATION CHANGING AUSTRALIA'S FUTURE**

**In early 2011, Optus asked market researchers Stancombe Research & Planning to survey more than 300 IT and human resources (HR) executives from medium-sized and large organisations to understand what their workplaces would look like in the future.**

The *Optus Future of Work* report found that of the organisations surveyed:

- > Fewer organisations were banning social media access at work and more were monitoring workers' access to these sites.<sup>1</sup>
- > Most HR managers believed allowing social media access from the workplace or employer-issued devices would be important in recruiting and retaining staff over the next few years.<sup>2</sup>
- > Some organisations were concerned about social media access damaging staff productivity.<sup>3</sup>
- > Organisations expected to increase their use of collaboration applications, particularly those that allowed real-time communications, such as instant messaging, Twitter-style applications and presence technologies.<sup>4</sup>

This paper will examine the business implications of social media and collaboration technologies, and assess a range of issues your organisation should consider when deciding if and how to implement them.

1. Optus Future of Work Report, page 33  
 2. Optus Future of Work Report, page 35  
 3. Optus Future of Work Report, page 34  
 4. Optus Future of Work Report, page 28

# Social media and collaboration.

**Social media is revolutionising the way we collaborate. We are now more connected to our families, friends, colleagues, customers, partners, suppliers, competitors, sporting associations and teams, fellow hobbyists, and governments than ever before. This connectivity is self-perpetuating, as each new connection opens a list of potential new contacts.**

This revolution presents a range of challenges for businesses. 'Social media' has a broad range of meanings with different business implications. It also represents a fundamental shift in the way businesses collaborate.

If you are confused by the social revolution, you're not alone. Welcome to the 'new normal'.

One of our observations is that the more people know about social media the more likely they are to be planning to harness the benefits of it; the less people know about social media the less likely they are to be building their corporate social strategies.

## PROBLEM, SOLUTION OR REVOLUTION?

The hype around social media may be distorting its evolution within businesses. Social platforms were born in the consumer world and business people can often find it hard to look past consumer uses such as sharing a humorous video with friends to see the collaborative potential of the underlying social media technology. This medium allows people to connect and share information globally, in real time, and in a way that deeply engages the workforce.

So what does this mean to today's knowledge workers? To answer this question, we have broken down the discussion of social media into three areas:

- > Web-based social media
- > Social applications in the enterprise
- > Information governance

## WEB-BASED SOCIAL MEDIA

The number of social media websites and tools is proliferating quickly. At time of publication, popular tools included Facebook, Flickr, Friendster, LinkedIn, MySpace, Skype, Twitter, Yammer and YouTube. Businesses must determine their stance on each of these platform sand how they will manage and police that decision. The most popular options are to:

- > Allow access for social use
- > Allow access for business use
- > Deny all access.

There are also now many technologies available for policing access to these platforms. Chances are, your organisation already has a policy to cover staff use of Web-based social media, or is considering one.

That policy will vary to meet your specific needs – there is no 'one size fits all' template.

When defining a policy, businesses should understand how different groups of people within the organisation perceive social media. To most senior managers with a traditional attitude, social platforms may be irrelevant to the core business, unproductive, distracting, a risk to information security and a breach of IT systems usage policies. By contrast, young graduates will almost certainly have used social collaboration tools to share information and connect at university and at home. They may regard email, telephony and face-to-face meetings as 'old school'. Denying a graduate access to these platforms is the equivalent of forbidding a senior manager to use a mobile phone. Many large corporations are acknowledging the role of social media as a communications medium rather than a productivity drain. For example:

- > International airlines are offering customer service on Facebook and Twitter.
- > Banks are using social networks to provide and improve customer service.
- > Retailers are delivering promotions, marketing and customer service over social media.
- > Media agencies are distributing breaking news updates over social media.

Senior managers who want to block access to Web-based social media should ask themselves: 'How disconnected do I want my organisation to be?' Blocking access to Web-based social media may hinder a business in engaging and retaining Generation Y workers. Failure to interact through social media may also make businesses increasingly irrelevant and invisible to younger consumers.

On the other hand, social networks can compromise the information security of a business and damage its brand. The correct balance for your organisation lies somewhere between the extremes of no access and unlimited access. When making this decision, you should consider the cost of not participating in the world's fastest growing communications networks. You should also consult with your marketing, communications and HR leaders.

## SOCIAL MEDIA THE ENTERPRISE

The social media revolution has shown the business world that email is just one of many communications tools. Email is a mechanism for transporting digital information from one person to another or broadcasting information to a group. This makes it a relatively ineffective collaboration tool.

Collaboration' refers to a group of people coming together to achieve a common outcome or piece of work. When people use email to collaborate, they often end up working on different versions of the output. This is because email does not offer a shared digital workspace for groups of people to work together.

TOOL	PURPOSE	PROS	CONS
Email	Send and receive small amounts of digital content one-to-one or one-to-many	<ul style="list-style-type: none"> <li>&gt; Efficient</li> <li>&gt; Easy to use</li> <li>&gt; Reach anyone, anywhere</li> <li>&gt; Ability to attach documents and executable files</li> <li>&gt; Standardised</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Broadcast model – can't control what you receive</li> <li>&gt; A very noisy medium</li> <li>&gt; Replicates versions of content in attachments</li> </ul>
Blog	Share digital content and allow others to comment on it	<ul style="list-style-type: none"> <li>&gt; Subscription model</li> <li>&gt; Easy to use</li> <li>&gt; Great for sharing ideas</li> <li>&gt; Encourages collaboration</li> <li>&gt; Centrally stored content – a single source of truth</li> </ul>	<ul style="list-style-type: none"> <li>&gt; No way to push information to another user</li> <li>&gt; Not suitable for private or sensitive material</li> </ul>
Wiki	A searchable organic web of related documents linked by subject	<ul style="list-style-type: none"> <li>&gt; Easily find information and knowledge by subject</li> <li>&gt; Great learning tool</li> <li>&gt; Encourages collaboration</li> <li>&gt; Centrally stored content – a single source of truth</li> </ul>	<ul style="list-style-type: none"> <li>&gt; No way to push information to another user</li> <li>&gt; Not suitable for private or sensitive material</li> </ul>
Tweet	Share short status updates and ideas with members of your human network	<ul style="list-style-type: none"> <li>&gt; Keep colleagues up to date with your activity</li> <li>&gt; Subscription model</li> <li>&gt; Encourages collaboration</li> </ul>	<ul style="list-style-type: none"> <li>&gt; No way to push information to another user</li> <li>&gt; Not suitable for private or sensitive material</li> <li>&gt; Short message length is restrictive</li> </ul>
News feed	Aggregation of activities, posts, tweets, blogs and other contributions from members of your human network	<ul style="list-style-type: none"> <li>&gt; Great way to get the latest updates and avoid outdated information</li> <li>&gt; Subscription model</li> <li>&gt; Encourages collaboration</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Not suitable for private or sensitive material</li> <li>&gt; Not the most effective 1:1 communications tool</li> </ul>
Community	Virtual workspace for people to collaborate, specific to subject or purpose; brings together information, applications, communication tools and people	<ul style="list-style-type: none"> <li>&gt; Brings individuals together regardless of location</li> <li>&gt; Centrally stored content – a single source of truth</li> <li>&gt; Subscription model</li> <li>&gt; Encourages collaboration</li> <li>&gt; Connects people with knowledge and information</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Each community needs an owner or</li> <li>&gt; Administrator – this creates overhead</li> </ul>
Human networks	Connect with people who are of interest or of value to your purpose	<ul style="list-style-type: none"> <li>&gt; Subscription model</li> <li>&gt; Encourages collaboration</li> <li>&gt; Connects people with knowledge and information</li> <li>&gt; Leverages intellectual assets</li> </ul>	<ul style="list-style-type: none"> <li>&gt; None – you can always unsubscribe</li> </ul>
Video libraries	Share digital video content within a central library.	<ul style="list-style-type: none"> <li>&gt; A powerful medium for learning and education</li> <li>&gt; Also suitable for OH&amp;S, compliance and executive briefings</li> <li>&gt; Captures and retains rich content for re-use</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Can place heavy band width load on networks</li> </ul>

# Social media and collaboration.

In addition, email is a 'broadcast' or 'push' model rather than a 'subscribe' or 'pull' model. Even if you do not care about the printer on level 7 running out of toner, you will still receive an email notification about it. Digesting and filtering this information consumes a great deal of our attention and productivity.

In contrast to email, tools such as blogs, communities, contextually aware content, federated search engines, human networks, news feeds, posts, tweets and wikis have considerable collaborative power. They create digital workspaces for people to share knowledge and ideas.

Organisations today can harness social networking by deploying enterprise-grade social applications. The potential benefits include increased productivity, better knowledge and information sharing and a more engaged workforce.

The table on the previous page discusses the relative value of each of the tools available to businesses.

There are many enterprise-grade social applications available which, if used correctly, are proven differentiators for businesses. They can increase productivity, boost knowledge and information sharing, and engage the workforce. These applications tend to encourage collaboration rather than simply transmitting and receiving digital information. Also, most use a subscription model, which allows people to tune in to the information they need and avoid the rest.

If your organisation's collaboration toolkit is primarily built around email, conference calls and face-to-face meetings, social applications are well worth reviewing.

## INFORMATION GOVERNANCE

Whatever your organisation's stance on social media, it must constantly revise security policies to meet the challenges these applications present. Social media can spread information like a virus.

Blocking access to Web-based social media does not solve the problem. Indeed, denying access usually encourages workers to access sites and applications using non-approved methods, such as from mobile devices, which may be outside the organisation's control.

Businesses can minimise their risks by using up-to-date security technologies and educating employees about their policies governing use of social media. These policies should also stipulate what corporate information can be sent over social networks and how it can be sent.

## PREPARING FOR SOCIAL MEDIA IN BUSINESS

Social media provides new ways of collaborating internally and externally. When developing policies around social media use, the first step is to identify stakeholders for each of these three categories:

- > Web-based social media – a good place to find a stakeholder could be within the Marketing Communications group, HR, or within a customer relationship function depending on your business.
- > Social Applications deployed in the enterprise – if your organisation has a Chief Collaboration Officer (or similar role) you are one step ahead. If not, then this responsibility could likely be split across HR and IT. A steering committee across the two could be the answer
- > Information governance - again this could potentially be a split. IT will own the technology that provides the security; HR may contribute to and communicate the policy that dictates usage policy. Either way, an owner is required for each of these.

Once you have identified stakeholders, the second step is to establish with each of them a strategy for each category listed above. Assess the challenges across the business and consider the benefits of each relevant social media application or service. Ensure your organisation establishes and regularly updates appropriate policies along the way.

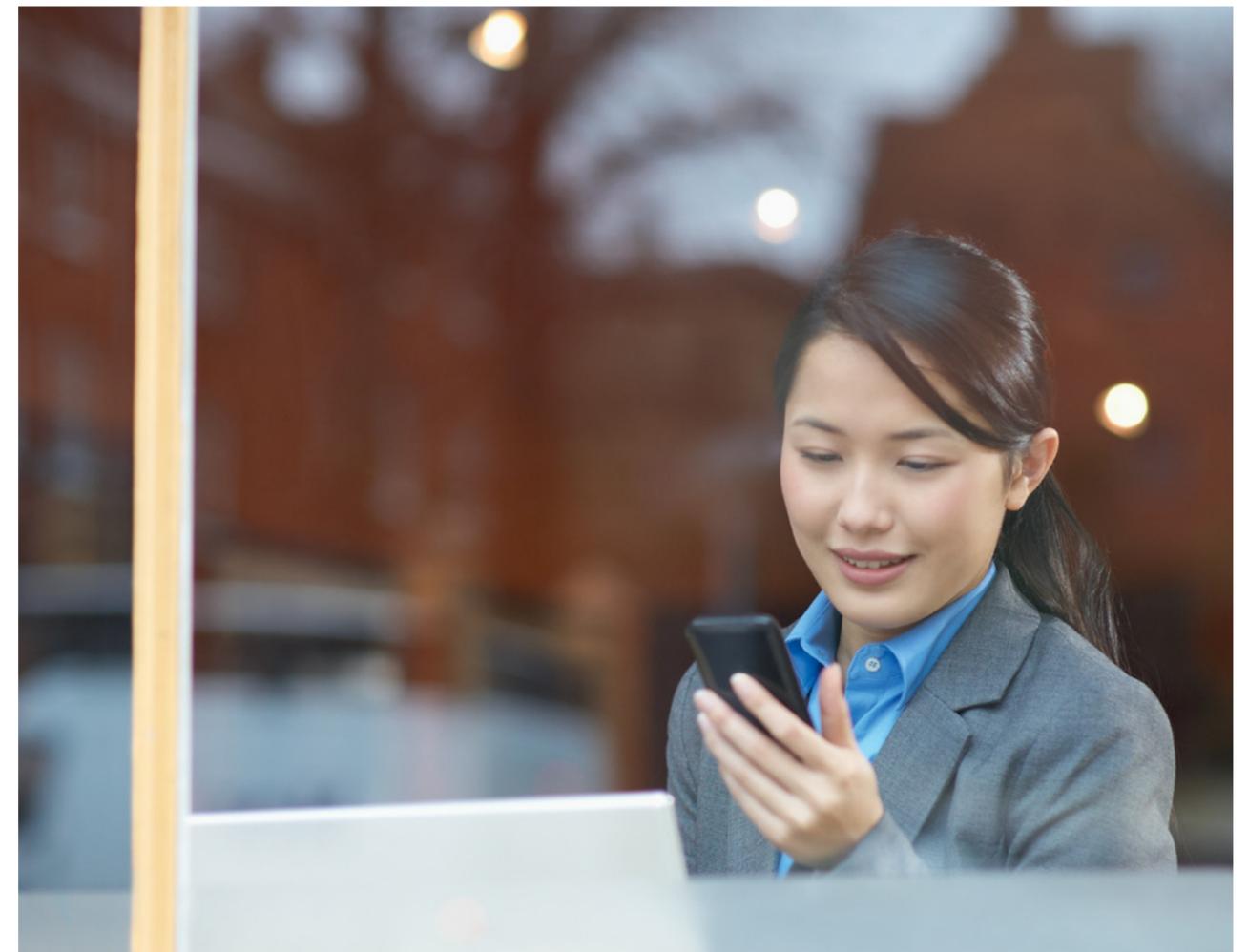
The final step in developing social media policies is to understand and prepare for the possibility that introducing social platforms will create a distinct divide across the organisation. Some staff will welcome it, while others may not 'get it' and might resist taking time out of their day to get on board. The latter group will require a change management program to help them develop an interest in social media. You will need top-down and bottom-up adoption plans to cater for these two user groups.

If your organisation has followed the three steps above, you are well on the way towards harnessing the collaborative power of social media in business.

# Conclusion.

**The way we communicate and collaborate at work is changing. Technology improvements and generational change is driving greater use of social media and collaboration tools, and your organisation may be able to benefit.**

The combination of social media and collaboration can unleash tremendous productivity and flexibility gains for organisations. Businesses that employ this combination can remove obstacles to communication, improve decision-making and outflank slower competitors. In addition, social media and collaboration can assure an organisation's future by making it a destination of choice for young, talented workers.





# Unlocking the potential of mobility.

Organisations can tap into the potential of mobility to make a business more agile, more dynamic and more responsive to customer and employee needs.

**Ask business owners what mobility means to them and most will probably talk about giving their employees tablets or smartphones so they can work while they are out of the office. However, business mobility is a far broader concept than this, with ramifications for organisations of all sizes.**

## WHAT IS BUSINESS MOBILITY?

Business mobility is about how organisations embrace a range of new technologies to transform the way they work and deal with customers, suppliers and partners.

For example, they can use mobility to run a more flexible and distributed workforce. This will gain momentum as the next generation of smartphones and tablets – and the advent of laptop–tablet hybrids – further reduce workers' dependence on the desktop computer.

Fuelled by mobility, trends such as social media, collaboration and the consumerisation of technology are already presenting businesses with an opportunity to transform the work environment. For example, applications that enable videoconferencing, web chat and on-screen drawing are now available on mobile devices, allowing workers and executives to work together more effectively when on the road.

## HOW WELL DO BUSINESSES UNDERSTAND MOBILITY?

Many organisations are already recognising that mobility is the future.

The Optus Future of Business Report 2012 reveals that 81 per cent of businesses plan to issue tablets to employees in three to five years, up from 69 per cent that do so now.

Businesses are also continuing to invest in allowing employees to connect personal devices to their corporate networks. In 2012, 56 per cent of businesses surveyed allowed employees to access the company network using their personal smartphones while 49 per cent allowed staff to bring-your-own-laptop. When it comes to tablets, 43 per cent of businesses allowed employees to connect their own tablets to the company network, with the number expected to rise to 56 per cent in three to five years.

The report also found that 48 per cent of Australian businesses expected to offer mobile applications to their employees in the next three to five years; the same share that plan to offer mobile applications to their customers.

As mobility becomes ubiquitous, organisations have an opportunity to completely transform their business.

## GETTING BUSINESS MOBILITY RIGHT

To unleash the potential of mobility, businesses need to understand how to embed mobility within their organisation. This includes understanding the impact on their customer service models, operational processes, human resources policies, and IT security and infrastructure.

Here are three considerations we believe organisations should take into account when developing their mobility strategies to transform the way they operate.

### Lead with the application

The real value of mobility lies in the applications and tasks available to your employees when they are away from their desks. Which business functions would benefit the most from being mobile and what activities do employees in these areas spend most of their time doing?

For instance, does being more mobile allow your business to engage more closely with customers, increase staff satisfaction, or make your sales or field force more productive? In the case of Jim's Antennas, an Australia-wide TV antenna service and repair business, a mobile application developed for iPads is providing its mobile field technicians with real-time access to financial reports and back-office systems while on site.

### Embed security

Mobility may pose new opportunities for businesses, but it also adds risk. As organisations make more data available on mobile devices and employees use personal devices for work purposes, traditional security models and infrastructure become less effective.

Businesses that implement bring-your-own-device policies need to consider moving beyond the traditional focus of managing their standard operating desktop environments. Many organisations are considering security at the data and information level and looking to implement robust policies governing the use of personal devices in the workplace, regardless of where the data is stored.

### Define the new mobile culture

One of the frequently overlooked aspects of mobility is how it changes corporate culture. You should consider which areas would benefit most from mobility and how you can adapt your work practices and environments to get the best results.

Modernising your applications and processes for mobility means your employees may spend less time at their desk or in the office. Voice, video or even internal social media may replace face-to-face discussions. The fact that employees are increasingly working outside the office is challenging traditional face-to-face communications and management styles.

And last, but not least, as the demarcation between personal and work-related device usage is blurring, employers may need to redefine employee and corporate liability when it comes to business information, devices and network usage.

When evaluating mobility, corporate decision-makers need to consider the extent to which it will transform their organisation. Implemented properly, mobility can make a business more agile, more dynamic and more responsive to customer and employee needs.

## Further information.

Call the Optus Business hotline **1800 555 937**  
or contact your **Optus Account Manager**.

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