

# DIGITAL WORKPLACE

Redesigning time and space of work  
with new digital tools.



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Mainly engaged in the Product Design field, Roberto participated as UX/UI Designer in the design of the software by Sogeit Solutions. He promoted products designed to ensure the security of companies: Private Cloud, Secure Chat and Asset Management. From this experience and relationship with customers, the LiveBox Suite was born, made up mainly by Drive, Talk & Go. The streamlined company structure and the long-term experience lead Roberto to a constant involvement in the coordination of the design of the Suite's products, becoming himself a strong link between customers' needs and product development teams.

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## **IN SHORT**

What is work? Producing value. And to succeed we need to share knowledge, learn from one another, gain new skills, travel in order to be in the right place at the right time. Work, however, is not merely tasks to complete and goals to achieve. Work can and must have a deeper meaning, linked to identity and to a sense of belonging.

Is the Digital Transformation that is profoundly changing the world we live in also revolutionising the world in which we work? Yes, and in a rather disruptive way. Digital technologies are transforming the tools we use and the way we work, creating a Digital Workplace in which we carry out our activities and achieve our goals (those known and those enabled by the latest technologies), replacing them with more fluid tools less connected to the concept of space and time, which enable us to be productive – and, if used well, much more productive – even though we are not seated in our usual workspace.

In a country like Italy where, according to the latest Eurostat data, only 2% of workers employed by companies or public organisations have adopted a Smart Working culture, many companies – also driven by emergency situations – are reorganising themselves to tackle a major technological and infrastructural refresh, allowing their members of staff to work from home, learning and very quickly familiarising themselves with new tools and workflows.

It is however quite clear that a Digital Workplace capable of really innovating in the way an organisation works, finding the right balance between virtual and physical space, between the potential of digitalisation and the need to share experiences with others, cannot develop in an emergency setting. Because all changes – and in particular those triggered by innovation and relating to work, require a strategy: an approach capable of allowing technological advancement and training, increased productivity of the individual and collective productivity growth to go hand in hand. Only in this way can the Digital Workplace truly enable a new and genuine corporate culture, shared by Top Management and by the workforce.







**DIGITAL  
WORKPLACE**

**1**

# **WHAT IS THE DIGITAL WORKPLACE?**



Today, every company is becoming a digital organisation, which must reassess the way its most valuable assets – in other words, its employees – work, learn and collaborate. Technological innovation, data and mobility are in fact reconfiguring the workplace and the way we work. This is also because the technologies that learn from data and adapt to the specific context (such as Artificial Intelligence or Robotic Process Automation) support an increasing number of activities that require competence, judgement, creativity and decision-making abilities, in turn generating new ways of thinking, collaborating and working enabled by technology, where human contributions and automated services must coexist.

The Digital Workplace bridges two generations: the so-called digital natives, who find themselves at ease in social and digital environments, and professionals who have experienced the birth of the digital world and must adapt to the changes it has introduced. Changes that affect the organisational structure of companies, which today are no longer hierarchical, but heterarchical. Changes to business growth strategies, no longer focused on simply increasing the number of employees, but on the engagement of increasingly independent collaborators. Changes to work activities and work ethics, as well as changes in the way in which skills, expertise and resources are exchanged within the organisation.



The Digital Workplace therefore enables a new type and pattern of workplace organisation, which can help enable change, enhancing the value of the business. All this is possible because the Digital Workplace:

- **increases individual productivity**, as the new tools available help optimise human activities, “freeing” people from those with little added value
- **facilitates teamwork**, as the new means of communication and collaboration shorten distances
- **promotes the dissemination of the corporate culture and the sense of belonging to the company**, as communication becomes widely available and reduces fragmentation between offices located in different areas
- **speeds up the supporting tools** used by management to analyse the status of the various initiatives and to take the appropriate decisions, providing complete and integrated information to facilitate the decision-making process
- **enhances the quality of IT support**, as today the role of the workplace assistant is essential in order to respond to the needs of end users quickly and competently.

When able to simultaneously engage both people and technologies into the organisation’s modernisation process, the Digital Workplace can really create new levels of efficiency: not only individual efficiency, but also team efficiency. Because while it is true that technology, particularly when immediate and simple, can free up productivity, it is even more true that this increase cannot concern only one individual but, rather, the entire working group. This, in turn, is possible only if technological advancement is supported by an adequate Change Management plan, in which communication and training are the two main pillars of a shared cultural change.

# 2

## OUR APPROACH



Thanks to its longstanding expertise in workplace projects, Engineering has developed a successful methodology designed to transform traditional work environments into digital workspaces.

Our approach to transformation from the traditional workplace to the Digital Workplace is based on Change Management strategies that require, first and foremost, a strong strategic drive on the part of top management, who must understand how refreshing platforms and devices is just the first step towards a proper digital transformation of the working environment. The selection and adoption of innovative tools and technological solutions, which at the same time are more in line with the current business reality, must therefore be carried out with timely planning, while providing employees and collaborators with adequate training.

It is therefore essential for the organisation to carefully target and support the process of change affecting the way employees work, collaborate, communicate and access company resources and shared skills, in other words transform the corporate “culture.”

**PORTFOLIO MAP**

**Digital Workplace**



**ENABLING SERVICES**

Technology & Cloud Services

Business & User Services

IT Consulting

Mobile Applications

UX & Service Design

Digital Communication & Strategy

**ENABLING TECHNOLOGIES**

AI & Advanced Analytics

Cloud

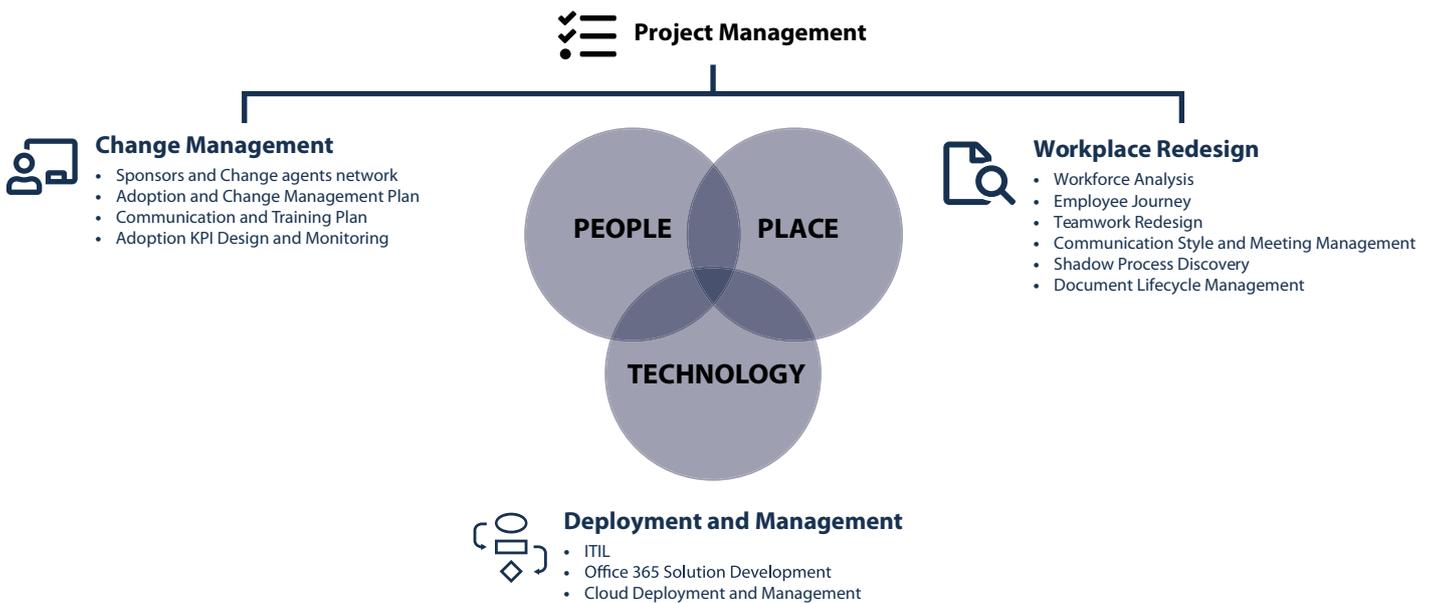
Cybersecurity

Robotic Process Automation

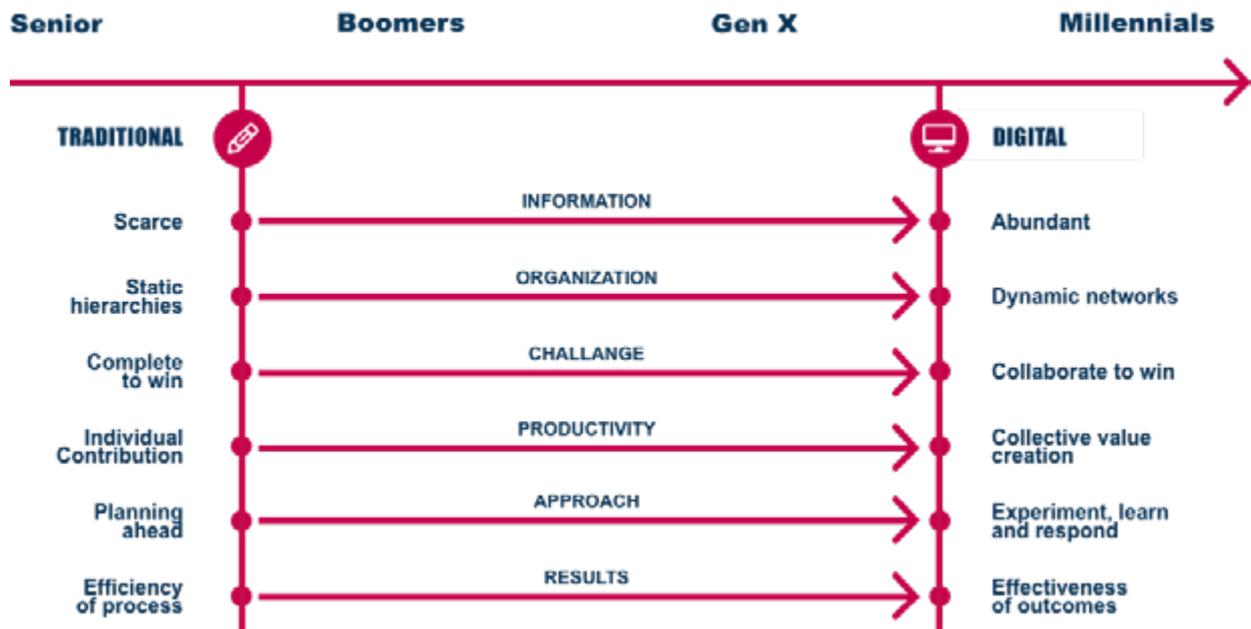
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# Digital Workplace: Change Management Program

The introduction of the Digital Workplace within the corporation means the employees of the organisation can get used to and adapt to new logics concerning work habits, the way they travel, the tools used for sharing information or the opportunities provided by mobile devices. The introduction of this new “culture”, based on strong digitisation, leads to changes that employees will not always welcome with open arms. This is precisely why in order to effectively implement a Digital Workplace within the organisation it is necessary, first and foremost, to adapt it to the way the company has always worked, gradually allowing employees to reap the benefits and become involved in its adoption.



Indeed, the first obstacle in adopting the Digital Workplace is people’s aversion to change, which can only be overcome by implementing a clear Change Management, monitoring and communication process for the change itself. Once accepted, it becomes necessary to learn how the new system works in order to adopt it correctly throughout the organisation.



Overcoming resistance to “new” elements therefore requires a strong commitment from Top Management, who must play a fundamental role in the development of the vision, the adoption of business strategies developed by Digital Transformation, and the identification and engagement of the company’s key members of staff, who in turn must act as catalysts for change.

The success of a transformation project enabled by the Digital Workplace is measured and monitored through:

- **the identification of KPIs that are meaningful**, concrete and closely related to the benefits of the initiative, providing management with the opportunity to understand to what extent the transformation is in line with the company’s expectations
- **measurement, through KPIs, of the use of the various services available**, with evidence of continuous growth in terms of the number of employees involved and an increase in their skills with respect to the new tools
- **the implementation of customer surveys** to observe and measure the effectiveness of training and communication actions, as well as the subsequent adoption of the Digital Workplace in daily operations.

# 5 Steps for Digital Workplace

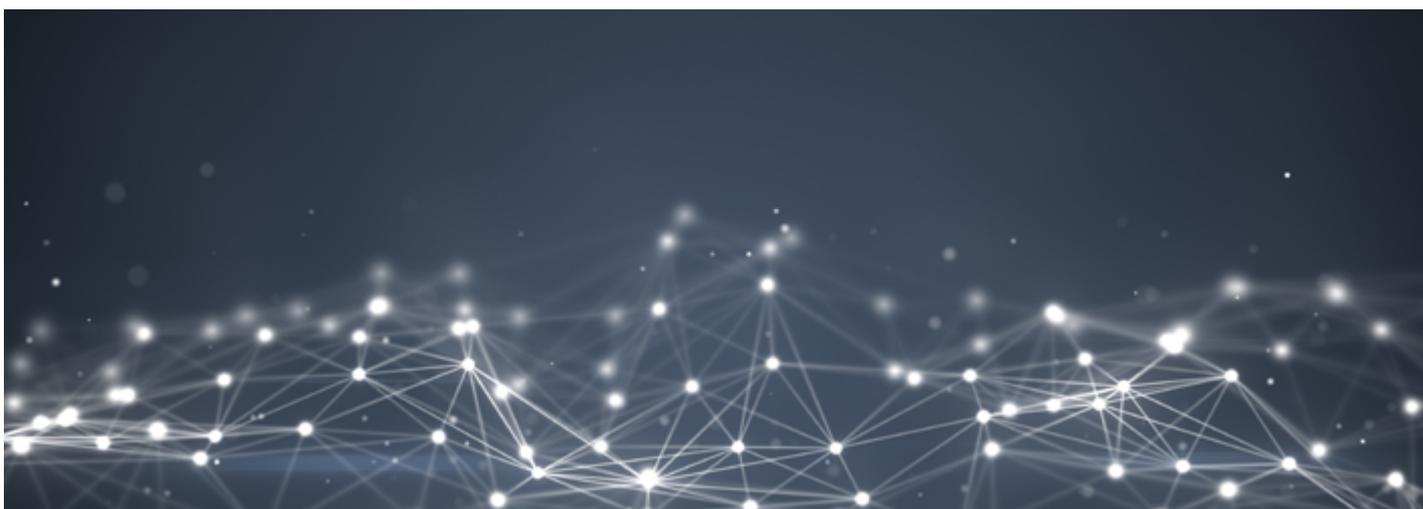
## 1

### Design

In order to support people towards change, making them feel an integral part of a new business organisation, it is first of all necessary to study and understand the inner workings of the organisation you are looking to change. How do people collaborate with one another? How do they communicate? How do they organise workflows and based on what classification?

It is only by studying the morphology of a business organisation and the choreography of the groups operating within it, introducing distributed practices and shadow processes, that it becomes possible to plan a Digital Workplace that is better suited to the business reality that one is looking to innovate, creating a shared transition from the “traditional” to the “digital” worlds. To complete the contexts that define the success of the program, it is necessary to create a high-impact user experience that is easy to use and engaging. This final step allows employees to work in a completely different manner and defines the moment at which the company internalises the transition towards the new culture, perceiving the resulting benefits.

This type of design will also make it possible to generate, through the new tools, an increase in efficiency applicable not only to the individual, but to the entire work team. Indeed, by putting all members of staff in a position to know and appreciate the benefits offered by the new tools, it becomes possible to ensure that the productivity increase of the individual is shared and integrated with the rest of the group: because an increase in the technological efficiency of a single person does not lead to an increase in collective productivity, generating only chaos. It is therefore key for the concept of sharing to be the basis of the workflow of the new corporate organisation created with the introduction of the Digital Workplace.





# 2

## Communication

A good Digital Workplace plan must be accompanied by an effective **employee communication** and **training** strategy, aimed at illustrating the advantages of the new way of working and using the tools. These benefits include:

- communicating with the company and with colleagues simply and rapidly
- sharing documents in order to make concurrent revisions and to present them during intra-office meetings
- using tools available in a physical location on the go and when travelling
- having the ability to connect to portals, hubs or containers on which to centrally manage documents, memos and notes relating to projects, services, campaigns and initiatives.

Employee communication plans must provide for activities focused on sharing the objectives set, enabling members of staff to feel that they are an instrumental part of the new corporate culture. Because a positive attitude towards change will be fostered only by helping employees understand the individual benefits obtained from implementing the Digital Workplace.

# 3

## Training

Training is provided through physical and/or online courses, or through extremely practical and on the job sessions or workshops that facilitate a quick and complete understanding of the new tools, so that the employee can use them quickly and independently, appreciating their adoption.

During this phase, important roles for the implementation of communication and training plans will be played not only by corporate sponsors, but also by the various Influencers and Change Agents, in other words reference figures from the client company, who will be involved and trained ad hoc to fully perform their role.

As part of the client company's extended project team, Influencers have the mandate to disclose the benefits of the initiative, the best ways to use the new service, and to coordinate the technical training, personalising it for specific cases to be shared with colleagues. Influencers therefore assume the role of real points of reference for all other employees.

Change Agents, on the other hand, are Business Unit Managers who, having a strong commitment as regards the initiative, will play the role of promoters and facilitators of the adoption of the tools and of the new ways of working, both within their own teams and across the entire organisation. Thanks to this approach, they create best practices for innovative ways to manage the organisation's core activities.

## **OverIT: In the classroom with Mixed Reality**

An international reference point in the automation field, Nice designs and manufactures a wide range of products and solutions in the home automation sector that make it possible to create a complete system for the integrated management of each space. Thanks to the collaboration between Nice and Engineering, together with the use of Mixed Reality technologies, virtual rooms have been created in which remote training is carried out relying on 3D models and multimedia content, making it possible to provide training to any type of subject in any corner of the world. Thanks to its expertise in the Mixed Reality realm, OverIT, an Engineering Group company, developed a virtual training project that facilitates the optimal management of training activities, with a reduction in costs and times and an increase in overall quality.

OverIT was recognised by Microsoft for its work in the Mixed Reality sphere, obtaining the status of "Microsoft International Partner" as part of the Mixed Reality Partner Program (MRPP). Members have access to a wide range of services and tools, as well as to a community that regularly shares insights and best practices with the Microsoft Product Team, helping customers to exploit the full potential of Mixed Reality.

# 4

## Deploy

Technological deployment must first be preceded by an innovation of corporate infrastructure, making it possible to embrace and manage the new technological tools in an agile manner. Only through an extensive hardware and software refresh strategy, which may also include the transition to leaner infrastructures such as the Cloud, does it become possible to lay the foundations for an effective Digital Workplace capable of increasing the productivity of the whole team.

The deployment of new tools must follow gradual and well-defined phases, which Engineering's technical team coordinates in parallel with the Change Management process. The technological aspect, in fact, is absolutely essential to ensure the same user experience across all the various devices available today, without areas of discontinuity. Usually, the deployment plan is organised as follows:

- **preventive analysis of the network, servers and architecture** in order to ensure that the platform can function correctly on the variety of devices available today
- **migration of mailboxes:** although a basic step, it is fundamental for the internal communication of companies
- **deployment of the various applications** incorporated within the Digital Workplace and related training activities
- **creation of the corporate directory** to enable the organisation and the hierarchical view of the company and of company contacts

# 5

## User support

At Engineering, we value deployment monitoring and user support, because we are very much aware that for an effective introduction of the Digital Workplace it is important to support the customer with highly trained operators, who are quick to respond to users and able to make the most of the support tools available to them (chatbots, cognitive engines for qualifying priority tickets, etc.). Thanks to this approach, we are able to accompany customers throughout the entire migration process, towards the new systems, while guaranteeing all users rapid levels of support in the event of system malfunctions or in case they have problems using the tools.

3

# OUR MARKET AND OPEN SOLUTIONS



Enabling technologies help organisations to overcome the material approach to work, ferrying the company experience towards a smarter and more agile standard that puts productivity at the centre, going beyond the concept of physicality and physical presence in the workplace.

Precisely to address the needs of these rapidly changing times, Engineering has put in place know-how and resources focused on the integration of market solutions (Microsoft Office 365), as well as the development of open source applications (LiveBox), an ideal platform for Smart Working and remote work.

### MICROSOFT OFFICE 365

Microsoft Office 365 is a complete suite of services that can be accessed in the Cloud. The standard packages include all the tools necessary for a modern workplace, which provide:

- data that is always available, anywhere and on any device via **SharePoint, OneDrive and Teams and the Office suite**
- access to colleagues' calendars, with the ability to set up a meeting and open a virtual room with **Teams and Outlook**
- opening of work areas to share documents and open hubs with **Teams and SharePoint**
- the possibility to “open” the company to all employees, sharing ideas, needs, skills and experiences via **Delve (for skills management) and Yammer**



## Digital Workplace in Engineering

In Engineering, we decided to be our first customers and thanks to the adoption of the Office 365 suite we have created a new and stimulating Digital Workplace, which has significantly transformed the way more than 11,000 professionals work in more than 60 locations worldwide. This digital transformation process has optimised processing times and made our processes more efficient: Benefits that were immediately well-received by our employees. Already during the first 6 months, 46% of our employee base started attending online meetings, reducing travel times and costs, and 30% of the working groups collaborate online on an ongoing basis using Teams and SharePoint, thus helping improve the exchange of information and productivity. Finally, thanks to the ability to access one's Office 365 account from a practically infinite number of devices, more than 50% of employees use this option flexibly in order to manage their work even while on the move.

The adoption of the new Cloud solutions has been supported and coordinated through a Change Management and employee training plan that relied on interactive videos, online training and dedicated communications, with constant monitoring of KPIs pertaining to adoption and customer satisfaction, in order to be able to intervene in a timely and agile manner in the event of critical issues.

*"The adoption of Microsoft Office 365 for a Group our size and with the complexity that characterises us", explains Francesco Bonfiglio, CEO of Engineering D.HUB, "is not the result of a selection of products, but the expression of the need to transform the way we work, to communicate and to collaborate, making this change part of an overall process of evolution. Engineering D.HUB led the adoption of Office 365 for the entire Group, because we wanted to be the first users of solutions that we will also create for our customers, with the guarantee of effectiveness, as always based on in-depth knowledge"*

*"We are very proud that a successful company like Engineering chose our technologies to create a digital workplace, improve collaboration between employees and the user experience of productivity solutions", commented Fabio Santini, Director of the Microsoft Italia One Commercial Partner & Small, Medium and Corporate . "Technological evolution is rapidly changing the way organisations operate around the world, regardless of their size, in order to stay competitive and grow the business. Companies that understand how to implement ambitious digital transformation projects will reap incredible benefits, enhancing the skills and engagement of their employees, optimising activities thanks to advanced data analysis and accelerating the pace of innovation"*

## **Digital Workplace and Smart Working in emergencies**

The extensive hardware and software refresh effort carried out by Engineering over the past three years has enabled the entire Group to be able to handle unexpected emergencies in an agile manner.

Thanks to a key technological change, which saw the conversion of nearly all of the Company's 11,000 desktops into mobile laptops, and the introduction of Office 365 tools reachable from any device and requiring a simple home connection, during this critical Coronavirus period Engineering has in fact been able to allow its professionals to work in an agile way, ensuring the safety of their health and, at the same time, the continuity of their service to customers.

Indeed, the Group not only had to face the challenges of an internal emergency, but was called upon to support its customers, particularly those located in high-risk areas, many of whom lack an IT background. In the span of just a few weeks (and sometimes within a single weekend) our professionals had to carry out significant technological refreshes, in order to make employees working for our client companies independent from an IT point of view so that they could continue their business from home, using a laptop, accessing the services and technological solutions required for their work, and with the security of having adequate support to face the current technological challenges.





During this emergency phase, Engineering dealt with a range of issues:

- implementing significant hardware changes, relying on its technicians to also support the reconditioning and reengineering of laptops
- relying on Software Distribution tools to engineer, package and distribute software solutions that have made it possible to render customers' employees operational, allowing them to work in Smart Working mode.
- enhancing the ability to support customers' users remotely, providing first and second level assistance through the various Service Desk hubs and enabling the technicians to work remotely, who were unable to physically access Customers' offices due to the access restrictions imposed on them by the current emergency and thus ensuring service continuity.

*"The significant hardware and software refresh operation carried out by Engineering over the past three years", explains Luca Bassignani, Engineering D.HUB User & Business Services Director, "has allowed the whole Group not only to become more agile on a day-by-day basis, but also to successfully face lengthy emergency situations, equipped with the right tools and best practices. Having been its own best client, Engineering was also able to support all its customers who trusted us to help them face this difficult time of contingency and completing a challenging Digital Workplace operation in a very short period of time, necessary to speed up the innovation of their tools and processes, in order to guarantee employees' business continuity and to safeguard their health".*

## **LiveBox Suite – Digital Workplace and Travel**

LiveBox is a suite of Open Source Engineering products designed to make it possible to manage business collaboration, communication and security. Inspired by the Company's experience in the military and defence world, it is characterised by exceptionally high security standards and is able to meet the needs of customers who cannot store their data in public and uncontrolled environments.

LiveBox Suite is compatible with all standard formats, it is an effective alternative to leading platforms available on the market, it can be installed on-premises, on public or on private Clouds and it is highly customisable.

The LiveBox Suite solution consists of three modules:



### **DRIVE**

**DRIVE** is an application framework that helps companies adopt a new collaboration and communication model as it ensures:

- protected and traceable digital content
- automated management processes
- integration of digital signature tools, dematerialisation and replacement storage
- introduction of new collaboration tools
- guarantee of GDPR compliance

Drive can be installed on-premises, in the Cloud or in Hybrid mode, it is a white label solution and it can be easily integrated with external applications.



### **TALK**

**TALK** enhances the security level of Smart Working and allows users to **chat** and to have **voice and video calls** with colleagues and collaborators using a tool certified by the organisation. It is available for **iOS** and **Android** systems, it can be installed on-premises, in the Cloud or in Hybrid mode and it is a white label solution that can be fully integrated with Drive.



**GO**

**GO** has been designed to manage staff on the go as well as strategic assets across the territory, as it supports:

- the acquisition of information from company systems or from external sources
- the generation of workflows on a georeferenced basis
- the set up of dedicated communication channels
- the monitoring of resources/assets from the control centre.

GO therefore implements control rooms that rely on a management view to **monitor staff and assets** in real time, to distribute structured content (travel documents, security and health travel guidelines, etc.) as well as to manage alarms and dispatch geolocated alerts.

The **IOS** and **Android** mobile apps allow staff who are on the move **to access all available information**, providing **notifications of any changes** with respect to the planned activities, facilitating the activation of emergencies, as well as implementing direct communication channels with the control room via chat, calls and video calls.



# 4

## FROM THE DIGITAL WORKPLACE TO SMART WORKING





Over these past few weeks we have been tackling – no doubt under traumatic circumstances – one of the most talked-about phenomena in the last decade: Smart Working. One of the key issues associated with Smart Working is the idiosyncrasy between everyone's awareness of its value and the objective delay and difficulty in its widespread adoption in the business world.

It is evident that the ability to work remotely has positive social impacts that are difficult to obtain in any other way:

- **Increased productivity:** individual productivity tools have made this possible for quite some time (PCs, tablets, smartphones now offer the same user experience on any application); however, the ability to access any business system, from any location and at any time allows companies to have their entire workforce available with enhanced levels of accessibility, collaboration, multi-team interaction and therefore increased per capita productivity
- **Enhanced efficiency:** while a physical meeting is the result of scheduling, geographies, availability of resources and on-site skills limited by their nature, a digital collaboration platform paradoxically makes it possible to instantly involve anyone, any expert and of any profession. This allows companies to solve problems, discuss sales opportunities, interact with customers, suppliers or colleagues more quickly and efficiently
- **Reduction of distances:** long commutes are an increasingly common issue, not only in large cities but also in smaller towns. On average, journey times from home to the office are in the hours. If we consider an average time of 1 hour, it is easy to calculate how the impact on an 8-hour working window is at least 25%, which can easily become 50% if the commute becomes 2 hours each way.

- **Environmental and social sustainability:** the impact on pollution and traffic is evident if we consider that the largest percentage associated with these phenomena is due not to the transport of goods, but to individuals commuting during business hours. Moreover, by being closer to their family or more simply thanks to the possibility to work in a family environment, individuals are able to achieve a highly desired work-life balance, with a positive influence on themselves, as well as on productivity. Similarly, the relationship between suburbs and large cities benefits from this approach, rebalancing the phenomenon of depopulation of suburbs in order to reach one's workplace. Shops, health services, gyms, schools and therefore also Public Administrations can therefore play a different role in a highly remote and distributed society in terms of the workforce.
- **Employment and access to resources and skills:** in the digital world we live in, humans represent the most precious resource available. The difficulty of finding and – even more so – of retaining talent is often compounded by the need to reconcile these individuals' places of work and residence. Smart Working opens borders, allowing individuals to work effectively with colleagues anywhere in the country or the world, favouring the rapid growth of expertise and improving the attractiveness of companies.





Clearly, however, even Smart Working presents a range of critical issues:

- **Depersonalisation of relationships:** in countries like the United Kingdom or the United States, where Smart Working has been a reality for decades, the problem of needing to maintain human contact between colleagues has been addressed with guidelines that require employees who otherwise would never need to go to the office to be present on-site on a regular basis. It is usually recommended to be on-site once every two weeks and to always attend meetings that call for discussion and human knowledge (kick-offs, meeting with new colleagues, corporate events, division meetings, etc.). A new generation of people managers and a new style of management must be attentive to these aspects.
- **Workaholism:** the risk of losing the sense of time and working well beyond working windows is accentuated by remote work. There are many examples that demonstrate how those who work from home often work much more than those who go into the office and how over time the lack of breaks or distractions can produce phenomena of alienation. Proper time management and the boundaries between life and work must be the subject of both Change Management projects supported by HR organisations, as well as of greater attention to these new aspects on the part of management.
- **The manager's role:** the use of modern individual productivity and digital collaboration platforms raises a legitimate question about the new role of an organisation's managers. The control of attendance or individual productivity can no longer be carried out visually or simply based on one's experience. In the same way, the coordination and management of geographically distributed members of staff cannot be effective in the absence of a mature and structured approach that takes into account the definition of goals and the monitoring of activities on an objective and non-discretionary basis. Absurdly, many of the responsibilities that a manager feels they have today disappear, replaced by the autonomy and automation facilitated by an advanced Smart Working platform. The new manager must therefore adapt and transform their role in order to learn how to define measurable goals, facilitating and orchestrating the use of these tools by their teams, allowing people more freedom (less micro-management) to obtain the maximum benefit for them and for the company, instead of slowing down their use to regain an unnecessary level of control.

So what are the key elements of a successful Smart Working strategy?

- **Review of processes:** today, many of the elements characterising the production and management control processes are still very much tied to processes defined when today's tools and challenges did not exist. Just think of the interaction between the sales, production, design, HR and procurement departments. How many of these processes, today, are at the basis of an organisation's inefficiency rather than its effectiveness? The adoption of a Smart Working strategy should not be confined to the use of video conferencing tools. Instead, it must be a key element of a broader digital strategy, as well as representing a prime opportunity for reviewing existing processes to identify the links with the physical presence of people, places/offices, and systems that do not speak with one another, to redesign them, optimise them and make them as automated as possible, through the adoption of new platforms such as Office 365, or enabling technologies such as Cloud and Robotic Process Automation.
- **Review of roles and organisational structures:** in the same way as processes, roles and organisational structures must follow a process of review and redefinition. The boundaries between geographies, offices, departments, area managers, groups and subgroups are disappearing, making it essential to understand which ones remain necessary, which can be reduced and which are no longer needed (or may even create an obstruction to the speed that new platforms permit). The most common mistake is to maintain the status quo, adding new tools and platforms on top of the existing infrastructure. This shall be seen as an additional complication, preventing the company from rapidly reaping the benefits and employees from understanding the advantage of the choices made. A striking example is the phenomenon of the so-called "adoption" of tools such as Office 365 or more generally the Cloud, namely the big difference that many companies suffer from between what was purchased, and is therefore available, and the actual level of adoption of such tools by users.
- **Adoption of flexible platforms:** the market offer is diverse and countless tools, free or paid for, are available that allow companies to manage practically every aspect related to productivity and business management. From email to chats, from video conferencing to file sharing and much more. Too often the choices are unidirectional (only open source tools or only tools from a supplier). The fear of becoming tied to a vendor is just as frequent, leading to delays in the selection of tools and their adoption. The correct approach is to start, as outlined above, with a careful review of processes and roles, to then adopt solutions that can be considered best of breed. Such tools may be changed over time or maintained regardless of the platform if, at the foundation, new work approaches are defined, which are the result of a thorough

process review and of an implementation plan accompanied by Change Management. Clear examples of this concept could be the transition from Skype to Teams for an organisation that has already adopted the video-conference paradigm. If all users are used to organising a meeting, involving participants, using microphones, cameras, speakers and interacting while sharing content; in short, if the videoconferencing paradigm is already understood and has been imprinted into the organisation's DNA, the transition from one tool to another will be automatic, because the mechanisms have now become "native".

- **Facilitation of BYOD (Bring Your Own Device):** Currently, we are experiencing phenomena that will perhaps necessitate global changes of the value chain. Just think about the availability of PCs and portable devices. Not all companies have provided their employees with portable devices, everyone is preparing to increase the configuration of new devices, but stock is running out and the entire logistics and production chain has been significantly impacted given that the majority of the devices arrive from countries in Asia where Covid-19 has become pervasive. The ability to use one's personal device therefore becomes an option to consider. Technology evolves at a speed that no internal company logistics chain can manage without difficulty. The risk, therefore, that personal productivity devices become obsolete even earlier than the traditional technological refresh cycle starts (typically 3 years) is now a reality. On the other hand, the dependence of each one of us (each prosumer) on technology leads us to acquire new devices, new PCs, tablets and smartphones, because they allow us to take advantage of services on a personal level. Combining the possibility of using our own devices with economic incentives, in the form of benefits, therefore becomes a strategic option that many companies are currently exploring, a productivity accelerator and a reduction in costs and complexity that otherwise must be addressed by diverting attention from the core business. The parallel of the transition to the Cloud for corporate infrastructures is clear: if it is true that companies are moving to the Cloud or in any case to forms of outsourcing, increasingly driven to focus on their core business, it is also evident that the same phenomenon shall have to be applied to individual productivity tools, whose performance is now just as vital as infrastructure and back-end applications.

As is the case for every element of a Digital Transformation, the only certainty is that the change, once started, will be continuous. It should not be a source of fear, but a mantra for everyone, managers and employees alike. The evolution of the business that these systems, and to an even greater extent the cultural and organisational change that their correct adoption implies, will not be able to stop, transforming into an engine of innovation and improvement of the company's productivity, of the entire production chain, of the value chain and of people.

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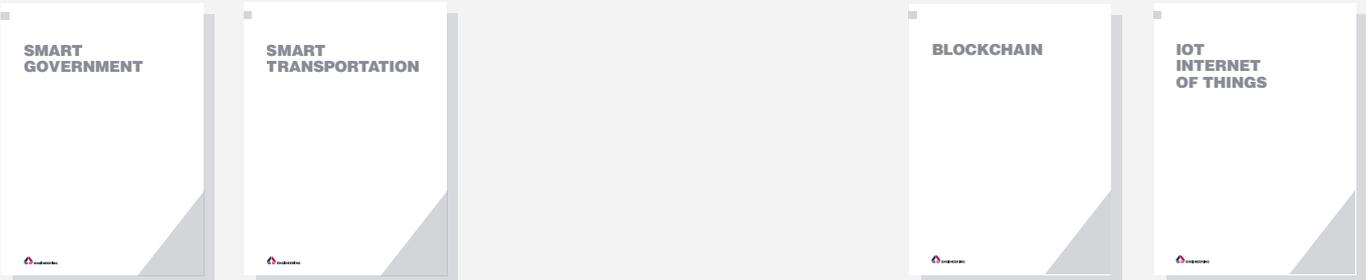
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