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CULTURE

Separation anxieties

For employers planning to adopt hybrid working after the pandemic, the cultural implications of operating with a distributed workforce are not to be taken lightly

Rich McEachran

The wholesale adoption of remote working by many companies over the past 15 months has required their employees to be ever present and always switched on, ready to respond to the next cascade of Slack messages before logging in for yet another Zoom meeting.

Enterprises have come to depend on the quality of their workers' domestic internet connections, but fast broadband doth not a connected business make. Neither does simply enabling colleagues to stay in touch with the latest in communication and collaboration tech.

Video conferencing and messaging platforms have become fixtures in the new world of working and are likely to remain so for the foreseeable future. Even though some businesses are welcoming all their employees back to HQ full time, many more have opted for a hybrid working model. For this to be effective, they must adopt a new approach and corporate culture to support it.

The first thing businesses need to do is invest in an online platform that can bring all their software, systems and data together in one location. This is because 'digital fatigue' has become a big problem for employees during the pandemic. Their increased screen time has been compounded by the fact the average worker has to access 41 different systems a month, according to Huler, a technology company that has built a "human-experience platform". The average employee also wastes 21 days a year dealing with IT problems such as slow and outdated software.

Angela Ashenden is principal analyst at research provider CCS Insight, leading its work on the aspects of workplace transformation. She believes that using a one-stop shop of this type enables employees to focus their efforts on managing clients and customers, whose expectations will probably have changed since the start of the Covid crisis.

"We've all embraced online team meetings during the pandemic – and this technology will remain crucial as we shift to hybrid work," she says. "But businesses need to consider how the impact of hybrid working will extend beyond internal operations to external relationships and processes too. They must start thinking strategically about how to use digital solutions to augment customer relationships – to streamline processes and improve transparency and trust."

The sudden shift to remote working will have been a culture shock for many people. If businesses are going to adopt hybrid working permanently, then communicating changes to employees will be vital, especially to mobilise talent and keep clients and customers happy.

This is the responsibility of the leadership team, according to Lara Owen, senior director of the global workplace experience at GitHub, an open-source software platform.

"Giving people the technology they need to work productively is the easy part of rolling out distributed work. Fully operationalising it requires going way beyond simply installing video conferencing software," she says. "The real challenge is to ensure that the human connection is never lost. That requires an invested leadership team with a clear mission and purpose. Once you have clarity about your cultural priorities, you will make better decisions about tactical changes and investments."

GitHub has encouraged distributed working for more than a decade. There is a fine, but important, difference between remote working and distributed working. The former is purely the act of working at any place that isn't on the company's premises. The latter refers to collaboration by teams whose members are in different locations.

Even though GitHub's employees have embraced distributed working – only about 700 of the 2,000-strong workforce regularly work on its premises – Owen and her team go to great lengths to ensure that the human connection is never lost.

"We still find ourselves constantly innovating and trying new things to keep people happy and engaged – and, quite honestly, to add a little fun to their day," she says.

To this end GitHub has started a programme of events whose offerings have ranged from mindfulness sessions to DJ sets played over Zoom. Managers have even been encouraged to start off their video meetings with a game of Pictionary.

Lisa Finnegan, vice-president of international HR business partnering at LinkedIn, acknowledges that the hybrid working model poses challenges for employers when it comes to maintaining a sense of community and helping employees to forge meaningful relationships.

"To ensure that you stay connected, it's important to take a regular 'pulse check' of employees to understand how they're feeling," she advises.

Implementing a successful hybrid working culture that keeps employees connected won't happen overnight, though. "Positive cultures evolve. Creating them is part strategy, part trial and error. It means being prepared to fail sometimes," says Owen, citing one example when this happened. During the height of the pandemic, GitHub trialled a movie night, but it didn't attract a big attendance.

"We subsequently discovered that employees felt a little burnt out from video conferencing to participate," she explains. "We learnt from that and adjusted our programme accordingly. Listening to feedback is crucial." ●

John Ramsten via Getty Images

41
systems are used by the average employee each month, leading to a decline in engagement and an increase in digital fatigue

21
days are wasted by the average office worker each year, owing to slow/outdated tech

Huler, 2021

CYBERCRIME

Hi-tech hijack: how not to get hacked

The cyberattack that cost a US fuel pipeline $4.4m in May highlights why businesses need to treat the fast-emerging threat of 'ransomware as a service' more seriously

Oliver Pickup

A wry observation doing the rounds among cybersecurity experts is that the hackers who've transformed ransomware attacks into a multibillion-dollar industry are more professional than their high-profile corporate victims.

It was certainly no laughing matter for the CEO of the Colonial Pipeline, one of the largest fuel-distribution networks in the US, when an attack in early May disabled the 5,500-mile system, triggering fuel shortages and panic-buying at filling stations. Within hours of the breach, Joseph Blount controversially paid a ransom of $4.4m (£3.1m) to DarkSide, the Russian hacking group that mounted the attack, on the basis that his concession was "for the good of the country". Despite this, the network was still out of action for a week.

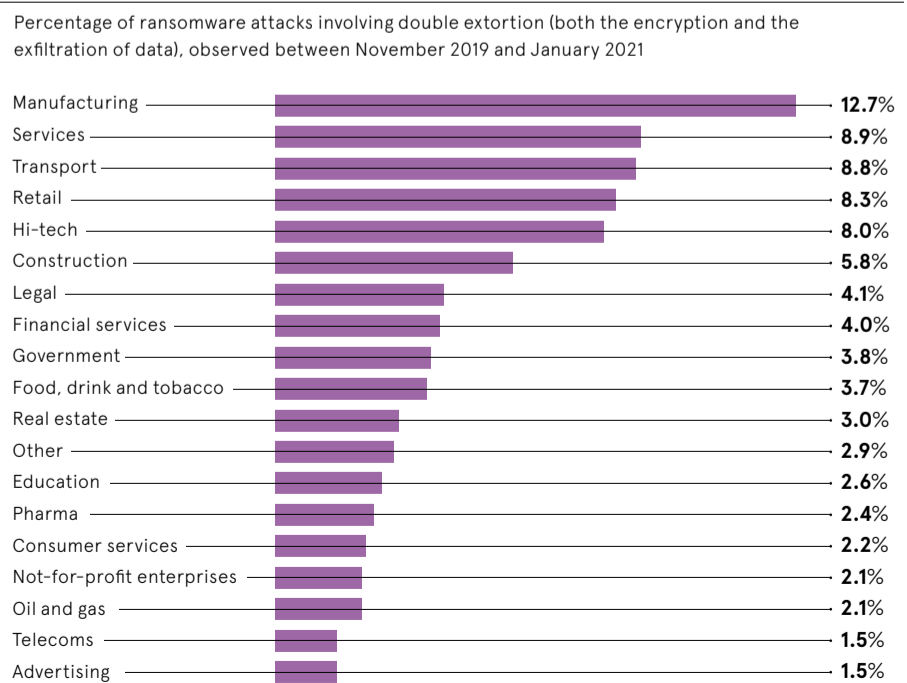The Colonial Pipeline case is one of many similar incidents, which have increased sharply in number since the pandemic started but have tended to go under the radar, as the victims are understandably reluctant to publicise their security failings. This example has exposed the rise of so-called ransomware as a service (RaaS), which DarkSide and various other professional hackers are now offering.

The number of cybercrimes committed worldwide in 2020 was 69% higher than the previous year's total. Ransomware was involved in 27% of these and a total of $1.4bn was demanded, according to a report published in May by US data security company Zscaler. In the UK, cybersecurity specialist Mimecast believes that as many as 60% of companies suffered a ransomware attack during the year.

"The Covid crisis has driven a huge ransomware surge," reports Deepen Desai, Zscaler's chief information security officer. "Our researchers witnessed a fivefold increase in the number of such attacks after the World Health Organization declared the pandemic in March 2020."

This collaborative approach to ransomware attacks is terrible news for businesses, warns Ian Pratt, global head of security for personal systems at Hewlett-Packard. "Once, it was the preserve of opportunistic individuals who would target consumers with demands of a few hundred pounds. Today, gangs operating ransomware make millions from corporate victims in so-called big-game hunts," he says. "This should have the alarm bells ringing in boardrooms."

By educating both themselves and their employees, business leaders can improve company-wide security protocols and so minimise the risk of ransomware attacks. Pratt explains that "users are the point of entry for most attacks", accounting for 70% of successful network breaches. Malware is "almost always delivered via email attachments, web links and downloadable files".

Michiel Prins, co-founder of San Francisco's HackerOne, a vulnerability disclosure platform connecting businesses with penetration testers, agrees. "Difficult as it may seem to prevent these attacks, prevention is always better than cure when it comes to ransomware," he says. "This means maintaining a nimble and adversarial approach to cybersecurity that takes into account the perspective of an attacker, getting beyond traditional solutions that miss more elusive vulnerabilities."

Prins argues that working with ethical hackers will "strengthen an organisation's overall security posture", as potential weak spots are reported and fixed "before any serious damage is done". Additionally, establishing a so-called bug-bounty programme, which rewards people for highlighting faults in the coding, "signals a high level of security maturity," meaning that the criminals might look for easier prey.

If they do fall victim to an attack, should organisations accede to ransomware demands? CrowdStrike estimates that just over a quarter of victims end up paying the hackers to unlock their systems. Nearly 60% of UK businesses would enter negotiations, according to Sam Curry, chief security officer at Cybereason.

"We'd advise against paying ransoms. But, in extreme situations, where lives are at risk or a national emergency is likely, it could be better to pay," he says. "Before making that

Criminals seeking to exploit the network vulnerabilities created by the general shift to remote working during the Covid crisis either developed more sophisticated hacking methods or, seeking a shortcut, paid for RaaS.

"RaaS is enabling even the least technically advanced criminals to launch attacks," warns George Papamargaritis, director of managed security services operations at Obrela Security Industries. "Gangs are advertising their services on the dark web, collaborating to share code, infrastructure, techniques and profits."

The RaaS model means that the spoils are split among three partners in crime: the programmer, the service provider and the attacker. "This is a highly structured and organised machine, which operates much like many legitimate organisations do," Papamargaritis adds.

The earliest reference to RaaS can be traced back to 2016. But, as Jen Ellis, vice-president of community and public affairs at Rapid7 and co-chair of the Ransomware Task Force, notes: "There are indications that it's on the rise, as more criminals take the chance to make quick, easy and relatively risk-free profits by entering the ransomware market."

decision, it's essential to notify your legal counsel, your insurer and the relevant law enforcement agencies."

There's no guarantee that paying up will end the matter. Peter Yapp, former deputy director at the UK's National Cyber Security Centre and now a partner at law firm Schillings, cites the Travelex attack in December 2019 as an example. Many of the company's web pages were still out of action two months later and a £1.7m ransom was eventually paid to the hackers. Later in 2020, Travelex sank into administration, "partly due to the losses and reputational damage caused by the attack", he says.

Charles Brook, threat intelligence specialist at cybersecurity company Tessian, acknowledges that it is a tough decision. "Ethically speaking, you have to consider that you are enabling cybercrime by paying a ransom," he says. "But I can sympathise with organisations that may have no other option."

There are other considerations, Brook adds. "If you pay, you could put a target on your back for further attacks. And, even after your files are decrypted, there may still be something malicious left behind."

As the hackers gain the upper hand, Yapp believes that the government needs to step up its efforts to combat ransomware. "This has become such a serious problem that perhaps it's time to lobby for the UK's new National Cyber Force to fight back against these criminals in a different, military, way," he suggests.

Perhaps the hackers won't have the last laugh, after all. ●

> **Ethically speaking, you have to consider that you are enabling cybercrime by paying a ransom**

THE INDUSTRIES WORST AFFECTED BY RANSOMWARE ATTACKS

Percentage of ransomware attacks involving double extortion (both the encryption and the exfiltration of data), observed between November 2019 and January 2021

Industry	%
Manufacturing	12.7%
Services	8.9%
Transport	8.8%
Retail	8.3%
Hi-tech	8.0%
Construction	5.8%
Legal	4.1%
Financial services	4.0%
Government	3.8%
Food, drink and tobacco	3.7%
Real estate	3.0%
Other	2.9%
Education	2.6%
Pharma	2.4%
Consumer services	2.2%
Not-for-profit enterprises	2.1%
Oil and gas	2.1%
Telecoms	1.5%
Advertising	1.5%

Zscaler, 2021

OPINION

> ## 'The most important lesson along the way to becoming a digital business is realising the truth: that technology only enables'

There is plenty of evidence that organisations accelerated their digital-first agendas since the pandemic struck. According to a study by the *Economist* and Microsoft, 72% of enterprises reported their pace of transformation had sped up significantly. It became a strategic priority. In the race to keep up with their digital-first peers, most said the pandemic had turbocharged their digital journeys.

As conference organisers, we also witnessed this pace of change, as told through the first-hand accounts of our keynote speakers. There was often a common narrative.

Since lockdown demanded contactless engagement for both customers and employees, daily life had to be reimagined. Work was no longer a place. Algorithms started to predict customer needs and proactively suggest next best actions for marketing, sales, and service teams, while automation also took away some of the administrative overhead.

Many speakers confirmed this as they described a move away from monolithic on-premises software to the cloud and microservices-based applications. Significantly, this helped them to respond faster to new customer needs.

It is why, early in the pandemic, Netflix provided a browser plugin to allow synchronised viewing among socially distanced groups. It is why, at Booking.com, about 1,000 experiments are run daily, which all employees are encouraged to set up. Three-quarters have done so to date.

As Gartner's distinguished VP analyst, Ed Thompson, has observed, how you treat employees is increasingly seen as a proxy for how customers infer they would be treated.

In another inspiring example of employee engagement, Doordash. com grabbed 20% market share of last-mile deliveries by being incredibly quick to respond to new customer needs – often within days of discovering them. Rather than slowing down responsiveness, senior leaders devolved decision-making to the front-line teams who were closest to customers and best able to make the right choices.

In a similar move, Mark Evans, managing director of marketing and digital at Direct Line Group, replaced traditional HQ work patterns with autonomous cross-functional teams. The decision was necessitated by the fast-moving markets in which the business is increasingly operating.

Maybe the most important lesson along the way to becoming a digital business is realising the truth: that technology only enables. To extract value, transformational technology needs the imagination and engagement of people to surface new operating models, keep value propositions relevant and ensure that customers remain happy, even under the kind of extreme pressure created in a crisis.

Chris Thewlis did just that as chief operating officer at Npower. He used conversation analytics to identify Covid-themed interactions and their associated issues. The resulting insights drove 111 initiatives designed to make life easier for the most vulnerable, isolated or financially challenged customers.

These included simplified interactive voice-response menus; chatbots that absorbed 10% of customer demand; and microsites offering emergency credit FAQs. As a result, the number of phone calls stayed within service-level agreements. It's something that few brands with large customer bases have achieved during the pandemic – all through the power of using technology within an empowered culture.

Stanford Swinton, VP of global care and customer experience at Deliveroo, characterises this as an ongoing fight against entropy, as seen in the emergence of cracks in the customer experience. These require immediate and ongoing remedies to prevent them from expanding into more serious expectation gaps. It is an ongoing commitment to constant responsiveness that retains the customers' trust.

In the race to become digital, organisations must remember the power of their people. ●

Nick Rust
Managing director,
Engage Business Media

Host local: the benefits of selecting a European cloud provider

For a truly resilient cloud, businesses should look beyond the US hyperscalers and explore options closer to home

The UK cloud market is highly concentrated around three US companies: AWS, Microsoft and Google. Together, these hyperscalers are so big and powerful that no single company (or country for that matter) can challenge their market monopoly. But that doesn't mean selecting a default cloud provider is the best option for UK businesses.

If you're completely reliant on a big three US cloud provider, it's often difficult to extract your applications and workloads. "There's a risk to business continuity," says Mark Neufurth, technical marketing expert for IONOS Cloud, "so once you've gone down this road it's tricky to back out of it. You're basically locked in. It could take you half a year or more to extract yourself from a contract, or the provider might say 'We'll let you leave, but it will cost you.'"

Businesses often have to fork out for support services to ensure their workloads are compatible with the environment to which they're moving. But IONOS Cloud prioritises interoperability so that data can be easily extracted if need be. That means if you do decide to leave, you won't be penalised.

Customers with a multicloud solution that spans US hyperscalers and a European provider like IONOS Cloud can also split their complex and everyday requirements between the two. (In fact, the headline-grabbing innovations pushed by the big three cloud providers often add little value to businesses that simply want a solution for their daily needs.)

Using a European provider for IaaS, backups, mirroring and Disaster Recovery essentially de-risks your IT environment by reducing your reliance on one US mega-provider. "In an operational sense, it's good to have an alternative," says Neufurth, "and due to our competitive technology, we believe that IONOS Cloud is that European alternative."

Also, the US CLOUD Act means US IT service providers must share data with the US authorities upon request, even when that data is stored or processed in other countries. This could potentially compromise UK firms' intellectual property or sensitive customer information and embroil them in legal issues across the pond. "It's always a risk to go to court in the United States," says Neufurth. "There's so much legislative variation across the state, district and federal courts."

With a European cloud provider like IONOS Cloud, you'll never have that problem. The fact that IONOS Cloud focuses solely on providing the best possible cloud solutions also differentiates it from US hyperscalers, which offer a huge number of products and services.

"That means they have a broader range of business interests," says Neufurth. "If they see a successful idea they'll often try to copy or improve upon it." As such, there's always a risk your cloud provider may end up as your competitor — a super competitor, in fact, with more money and development resources.

A European provider like IONOS Cloud is also agile enough to tailor its product roadmap toward customer needs. It uses a simple, transparent pricing structure too, so you'll never be caught out by hidden costs. And its smaller size also goes hand in hand with a more personal level of service.

That's especially important when it comes to solving problems, says Neufurth. "If Amazon has an outage for three hours, the first, and often only, thing you can do is open a support ticket," he explains, "but our goal is to speak with you directly to help solve the issue as quickly as possible."

US dominance of the cloud industry could also have a negative, long-term impact on UK and European technology innovation. Partnering with a European cloud provider helps to counteract this imbalance. It supports educational and career opportunities in the UK and Europe, thereby stopping the "brain drain" of talent to US companies and ensuring a brighter economic future for Europe's tech industry.

The size and market share of the US cloud providers means they will no doubt continue to play a role in many companies' cloud strategies. But with a European provider like IONOS Cloud in the mix as well, firms can ensure they're not at the mercy of a hyperscaler's whims, improve their resilience, and help to retain more cloud talent on home turf. In other words, it pays to host local.
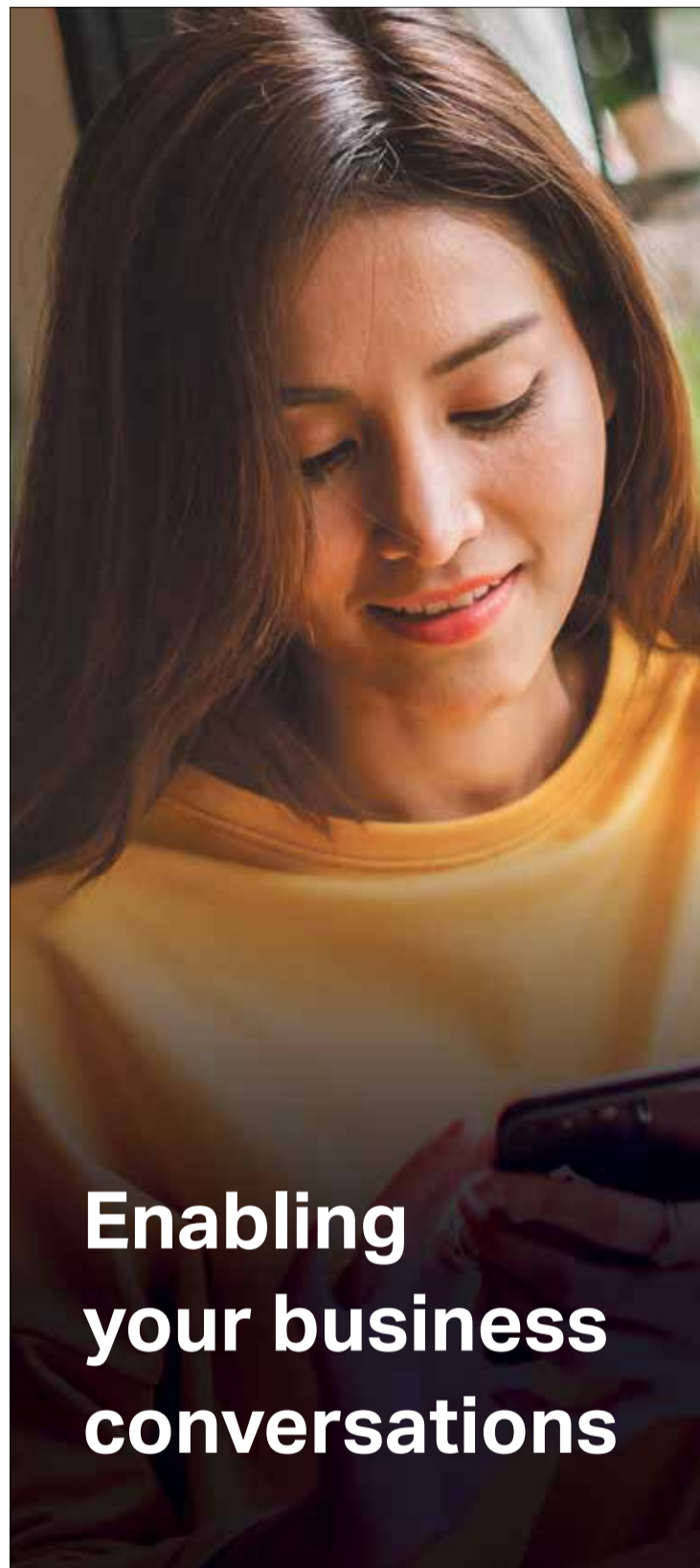
> **US dominance of the cloud industry could also have a negative, long-term impact on UK and European technology innovation**

For more information please visit
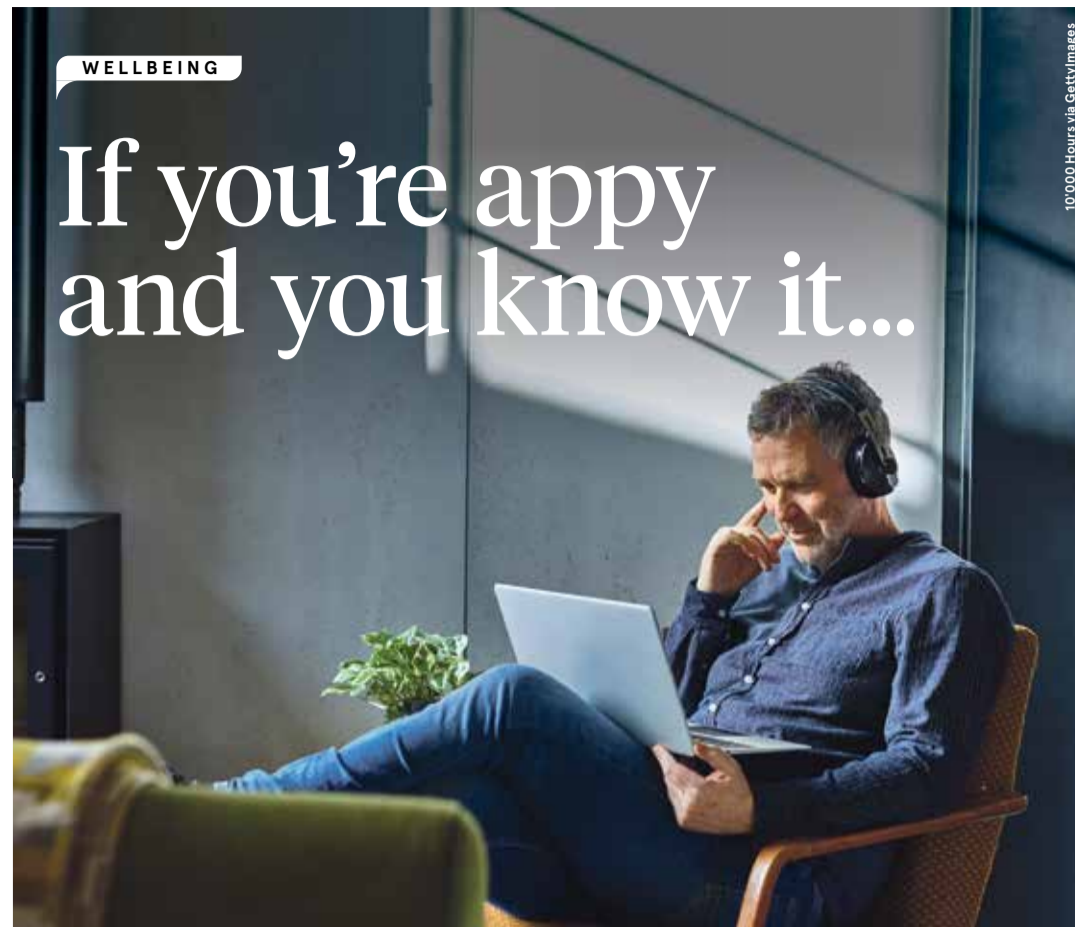**ionos.co.uk/hostlocal**

IONOS

WELLBEING

If you're appy and you know it...

10'000 Hours via Getty Images

The realisation that working at home can be particularly stressful has spawned a range of hi-tech solutions designed to help employers keep their remote workers engaged and motivated

Bradley Gerrard

Technology has been the buoyancy aid that's prevented many firms from going under during the Covid crisis, but what's less clear is whether it's helped to keep their workers' spirits up too.

Companies were able to shift their operations online and stay connected during the Covid lockdowns thanks to various software applications, including the now ubiquitous Zoom and Microsoft Teams.

The fact that work has been possible during these periods of confinement has surely been a relief to many people. But using the home as a makeshift workplace has created its own stresses, especially when employees have felt under pressure to be always available – often in suboptimal working conditions – while sharing the space with partners who've been laid off, say, or children who need home-schooling.

Proponents of the tech will say that it has kept employees connected and supported their productivity, but employers need to be aware of the stresses of remote working and the different ways in which these can affect them. A recent survey of UK workers from the Institute for Employment Studies found that 48% of respondents were working long and irregular hours during the lockdowns. The poll also revealed other key health concerns: 36% of respondents said they felt they were under too much pressure from work, 32% reported feeling unhappy and 60% were worried that they weren't getting enough physical exercise.

Miller explains that the challenges are, crucially, not at all challenging, but they do provoke engagement and improve people's wellbeing. Scores are kept confidential, meaning that there's no undue pressure on people to participate fully every day, while the temporary nature of the programme helps to give it a higher engagement rate than those of its open-ended equivalents.

Miller was so impressed with its effect on his team that he became an equity partner in The Wellbeing Games and is now helping to plan the app's expansion.

Integrating new recruits into a team can be difficult for businesses under normal circumstances, never mind when they're having to do it remotely. Joey Ceunen, chief technology officer at Carefree, a charity that provides short breaks for unpaid carers, joined the organisation only a few weeks before Covid-19 struck the UK and remote working became the order of the day. At that point, the only colleague he'd met in person was the CEO, Charlotte Newman.

"The team held regular online meetings, so that we could get to know each other, but things weren't flowing," he recalls. "The louder people were getting louder and the quieter ones were getting quieter."

connection," he says. "Only through human contact can you generate that important team effervescence, unless the tech you're using is genuinely designed to provoke conversation and interaction."

A chance conversation with a neighbour led Miller to look at an app called The Wellbeing Games, which instantly grabbed his attention.

The brainchild of HR expert Bernadette Thomas, The Wellbeing Games encourages users to complete five daily "challenges" in the following areas – movement, connection, nutrition, sleep and mindfulness – over 10 days.

> **Team bonding suffers when people work remotely. Things such as virtual quizzes don't generate that true connection**

David Miller, CEO of London-based creative agency Red Brick Road, remembers his own apprehension about how he would balance the demands of keeping his business running alongside maintaining pastoral care for his employees as the UK entered its first Covid lockdown in March 2020.

"Team bonding suffers when people work remotely. Things such as virtual quizzes don't generate that true

Ceunen naturally sought a digital solution to ensure that everyone in the team would feel part of it. One of these was Friday Pulse, which allows employers to gauge how their workers are feeling each week by asking one question: "How have you felt at work this week?" This generates a "happiness KPI" that can be tracked over time.

Carefree's employees have engaged extremely well with the app, which has other functionality that allows users to discuss things that have and haven't gone well during the week.
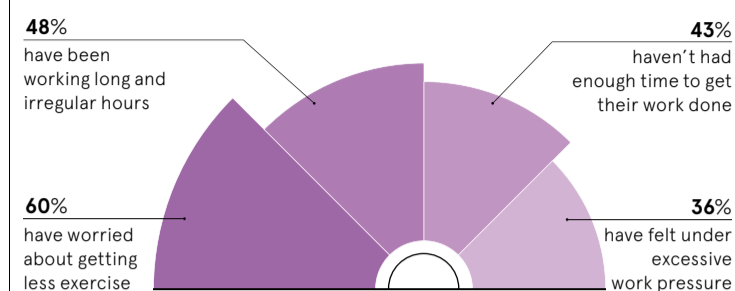
The charity has also embraced Spill, an app that works within Slack, the popular messaging platform. This enables employees to book one-to-one therapy sessions online with qualified providers.

"One of our team members who was struggling with homeworking used Spill," Ceunen says. "They have since said that it was exactly what they needed. It means that employees can deal with problems early on, rather than letting them build up until the whole thing explodes and then having to wait months for treatment on the NHS."

As the hybrid working model looks like becoming the new norm, business leaders would be well advised

HOW WORKING AT HOME AFFECTS EMPLOYEES' WELLBEING

Percentage of UK remote workers who say that working at home during the Covid lockdowns has affected their wellbeing in the following ways

48% have been working long and irregular hours

43% haven't had enough time to get their work done

60% have worried about getting less exercise

36% have felt under excessive work pressure

Institute for Employment Studies, 2020

to seek out tech that will genuinely support their employees' wellbeing.

Tony Stewart is head of digital at Scarlettabbott, a consultancy specialising in employee engagement. He believes that a business needs to have a clear purpose in mind for any tech-based solution it adopts in this area. "I wouldn't say that there is a single piece of tech that every business requires to support the wellbeing of its team members," he says. "The right choice depends on the business goals and employment strategy of each company, along with the community it's supporting."

While Miller believes that there has been a push in the past decade to encourage people to bring their "whole selves" to work, any remaining division between home life and work life has "disappeared rapidly", as video calls beam colleagues into each other's homes.

"Employers that might not have felt a duty of care before the pandemic have probably reappraised that stance," he says. "Now they'll think not only about how to look after workers in the office, but about how to look after them as people more broadly." ●

OPINION

'You have to be fast on your feet and adaptive, or else a strategy is useless'

The human element is fast becoming the critical part of any digital transformation strategy. The user has the opportunity to make or break technology roll-outs. While this sometimes seen as a weakness, it can also be a valuable strength.

The focus on people has only grown in the past year. In a recent survey, when we asked our audience to select their biggest digital transformation challenges, people and culture came second, far ahead of many other issues, and just behind cybersecurity.

Technology teams need to spend time engaging with the people in their businesses to understand their needs, wants, concerns and everything in between. Through our conversations with end users of digital services, we have found that this can be done using a number of methods.

The first is to engage effectively with employees to better understand them. Many businesses use surveys as a way to learn what employees want from their technology or future working environment. Some of the best examples take this concept a step further.

These include so-called business unit champions, who not only support technology roll-outs, but also continually communicate users' needs to the IT teams. After all, there is never a substitute for communicating with your colleagues.

The second is to create a bridging role in business units between end users and the IT team. We have seen this sort of role becoming more widespread. Firms are creating positions such as business analyst or transformation manager, which have responsibility for engaging with, or becoming embedded in, key business units. These people can serve as translators between IT teams and non-techy end users.

The third method is to move fast and iterate quickly. Becoming a cloud-native or cloud-focused organisation enables you to keep up with your customers' and employees' demands, which have changed overnight in the past year.

The critical task ahead is actually acting on the information you obtain and deciding what is best for your organisation and customer base. Examples of significantly improving the customer experience

through digital assistant services or rapidly updating products and services to meet their needs are vital. Our one key lesson from interviewing many chief information and technology officers is the ability to move fast. In the words of Charles de Gaulle: "You have to be fast on your feet and adaptive, or else a strategy is useless."

Ultimately, the companies that focus on their users and customers are the ones that will have the happiest employees, attract the best talent and produce the best services, making the most money in years to come. ●

Harry Chapman
Portfolio development director, Clarion Events

ORGANISATIONAL DESIGN

Hybrid theory: time to rip up the rulebook?

Businesses that intend to adopt a hybrid working model need to conduct a critical review of their operations and, if necessary, reject conventional wisdom about how work should be organised

Cath Everett

Luis Alvarez via Getty Images

E xperts in organisational design believe that a company's success in the new world of hybrid working will hinge on whether it can redesign its operations according to how people prefer to work. This includes devising an appropriately supportive IT strategy.

Their key contention here is that, despite a strong tendency among employers to manage their knowledge workers with a one-size-fits-all approach, doing so is rarely the way to get the best from them.

Alexia Cambon, a research director at Gartner, believes that the time is right for employers to "stop and think about assumptions that are primarily inherited". Many of these centre on "archaic work design structures" based on office life, such as the linear 9am-to-5pm working day and the "meeting culture" of the 1950s, she explains.

"We have a chance to move away from designing work around location and to design it around humans instead," Cambon says. "Things weren't working that well even before the pandemic, so it's time to stop making existing processes virtual. We need to think up new ones."

She points to employers that have kept an eye on their remote workers' activities digitally by, for instance, counting their keystrokes, rather than focusing on output instead of input. Those under surveillance felt obliged to work longer hours, creating a presenteeism problem that's been detrimental to their wellbeing.

Emma Parry, professor of HR management at Cranfield School of Management, agrees that it will be important for organisations to show their people more trust and grant them greater autonomy. But she also advises businesses to weigh up their needs carefully against what their employees want.

"For enterprises to do this well, it's about returning to organisational design principles – for example, by asking themselves: 'What tasks do we need to be in the office to perform?' and setting parameters according to those considerations," Parry says. "This isn't about preferences; it's about need, although involving employees in decisions and giving them flexibility in how they work is also important."

Because getting the balance right will inevitably be "challenging", according to Parry, it will require a "big shift in mindset".

She explains: "Most knowledge workers were in the office before the pandemic, whereas most have been operating at home during the lockdowns – two very different propositions. Now we are talking about a conflation of those ways of working, which presents a new challenge. It's not simply a continuation of what we're accustomed to, so it requires a new response."

This response includes reviewing all manner of aspects, ranging from organisational structure and culture to HR policies and the roles of business leaders.

"There are many questions to consider, such as: do we have the right environment, technology and culture to do this inclusively, so as not to disadvantage people who aren't as visible as those working in the office?" Parry says. "Some of it is about skills, but the rest of it is about changing attitudes and cultures."

Katie Burke, chief people officer at software company HubSpot, agrees. "Making the hybrid model work for all parties requires both trust and a much more integrated set of digital tools." When reviewing how the company should operate in a hybrid working world, its leadership team added the "secret sauce" of asking staff for their input, she says. To this end, the firm created five advisory panels. These included employees at all levels, along with experts in diversity and inclusion; remote and hybrid working; and compensation and benefits.

"Our aim as a leadership team was to move away from viewing everything through our own lens when thinking about the future," says Burke, who would advise any business leader in a similar position to "stop reading every white paper out there and ask your audience what they care about, so you can learn together".

This activity led HubSpot to introduce three working options: @office, where employees come to the firm's premises for three or more days a week and work from an assigned desk; @flex, where staff are office-based for two or fewer days a week with access to a hotdesk, but are also helped to set up a home office; and @home, where a dedicated remote working environment is the norm.

To support this shift, employees have been trained in how to use their software more effectively. The next couple of years will also see the roll-out of "location-agnostic benefits", along with resources and courses for line managers, Burke says.

On the technological side of things, Parry advises employers to take some time to reflect, having implemented systems at speed over the past 15 months. "It's time to step back and review what you've done, perhaps by aligning your digital strategy with your broader HR and business strategy," she says. "But it's not just about reviewing the tech you've invested in and how you use it. This is also about understanding how your processes will need to change to accommodate hybrid working and what systems will be required to support them."

Josh Bersin, dean of the Josh Bersin Academy for HR practitioners, recommends that companies "standardise their tools on to a few core platforms", such as Microsoft Teams or Facebook Workplace, and integrate other applications as required. The aim here is to provide as seamless a user experience as possible.
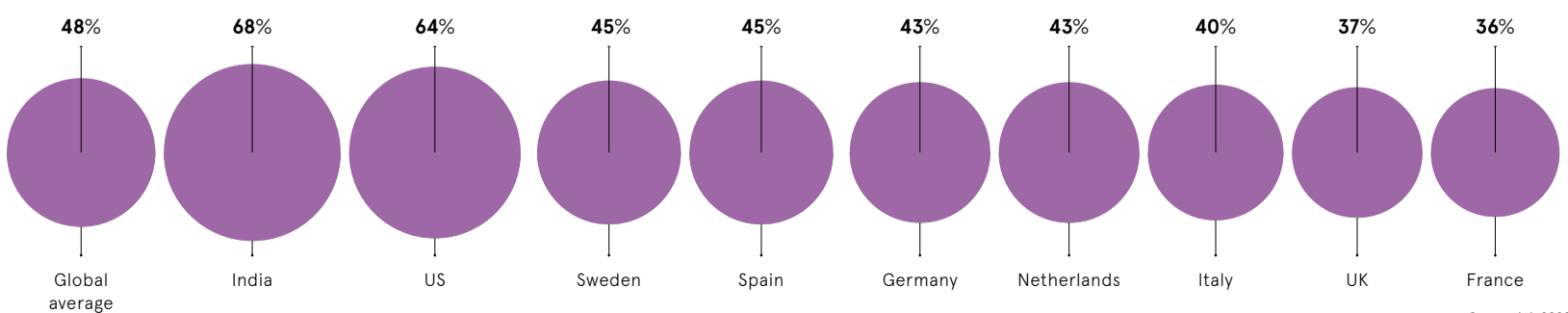
"Making the hybrid model work for all parties requires both trust and a much more integrated set of digital tools," Bersin says. "Organisations are already building and implementing these – rapidly."

Another thing that moving to a hybrid working world will require is a healthy dose of diffidence, according to Burke.

"No one's done this before, so you can't say that you're an expert and you've got it all figured out," she says. "But everyone benefits from that kind of humility. If you're honest, people are happier to give their input and also more willing to make mistakes, which means that we can all learn together." ●

> **Making the hybrid model work for all parties requires both trust and a much more integrated set of digital tools**

TRUST IS CRUCIAL FOR SUCCESSFUL HYBRID WORKING

Percentage of employees who said they felt micromanaged when working remotely

Global average	India	US	Sweden	Spain	Germany	Netherlands	Italy	UK	France
48%	68%	64%	45%	45%	43%	43%	40%	37%	36%

Capgemini, 2020

Connectivity powers the demands of hybrid working

Successful hybrid working will require a strong, inclusive culture that keeps people happy, engaged and connected, underpinned by tech that supports higher bandwidth demands

O rganisations around the world and across industries rose to the challenge of adapting almost immediately to remote working when the Covid-19 pandemic first struck last year, and all the while maintaining admirable productivity. Over a year on, however, and it's increasingly clear that the real challenge wasn't keeping people working from home, through video tools and communications infrastructure, but rather keeping them engaged and mentally resilient.

This is a challenge that will live on well beyond the pandemic, especially as most organisations are now planning a hybrid working model which combines office and home working and empowers employees to choose where the best place is for certain tasks. Getting the right balance will be crucial for both business productivity and employee wellbeing. Yet, historic difficulties in dealing with functional silos will extend to silos between those working in the office at any given time, and those who are working somewhere else.

"Hybrid working will mean higher responsibility for management to create an inclusive culture," says Keri Gilder, CEO of telecommunications company Colt Technology Services. "If not done well, they could lose aspects of their company culture and the ability to keep silos out of the organisation. I like that I don't have to commute for days a week, but at the same time I value in-person interactions. They're important to creating trust and community.

"Employee wellbeing is my number one focus as a CEO, and not because of the pandemic but because if you have a healthy workforce, mentally and physically, you have a healthy business. They're excited to come to work, they're engaged, and their positive outlook helps to provide a better customer experience. We've enabled over 60 mental health first aiders over the past year, we've focused on neuro disabilities, we launched a disability accessibility network, and we're looking at ways to support people with disabilities like dyslexia. It's vital that inclusivity and psychological safety exist for everyone to thrive in the culture you build."

Strong connectivity technology is essential to removing silos in a hybrid model and facilitating a culture that transcends a dispersed workforce. To test the connectivity demands of a hybrid workforce, Colt conducted a study on its own headquarters by analysing bandwidth usage during pre-Covid months and then during the pandemic when some staff were back in the office. The company found that with the office at just 60% of the typical employee attendance pre-pandemic, bandwidth requirements were 50% higher. The finding that an office a little over half-full, in a hybrid working world, needs twice the bandwidth than a previously full office is a wake-up call for every company.

The reason for this is because, despite some people returning to the office, the majority of meetings in a hybrid age still have some kind of virtual element, connecting to those who are not in the office. Cloud collaboration tools and applications may be a must-have for every business today, but they're only as good as the network delivering them, and new services must be integrated and managed carefully. In industries such as life sciences and manufacturing, video is often already the resounding bandwidth user. Meanwhile, the pandemic is accelerating the adoption of innovations with even higher bandwidth demands.

In the telecommunications industry, for example, where networks are installed and managed on a daily basis, Colt is testing a new virtual reality capability. When a remote employee is on location to fix a network but discovers they don't have the specific skill required for that repair, they can connect with a colleague sitting in an office and show them the problem using an Oculus Rift headset. The colleague can then relay the solution. It's a transformative development, but the bandwidth requirements are much higher than a non-VR environment.

Colt is dedicated to supporting these massive bandwidth demands in the hybrid working age, providing the communications infrastructure required to enable societies to keep working and economies to continue running, wherever people are located.

HOW MUCH DO YOU KNOW ABOUT YOUR FUTURE TRAFFIC PROFILE

Just a

60%

office occupancy could lead to a...

50%

increase in bandwidth

2022 likely
2022 conservative
2019 baseline

● Unsecure web
● Secure web
○ File sharing
● Video
● Other

Colt Technology Services London 2019

and cloud voice, which has become increasingly important in light of users who call on a different line than their Zoom bandwidth, as their internet connection can't sustain both.

"The other instance that we're seeing is the need for a hybrid cloud," says Gilder. "Enterprises don't want 100% of their workloads in one cloud. We're the leader in cloud data centre connectivity, having connected over 900 data centres around the world. And that's going to be critical because you will need to access IBM, Oracle and SAP workloads going over Google or Microsoft. There will be a variance of which cloud you're going to for which workload, and we can enable that because we have dedicated cloud access into each of the clouds, and into all the data centres that our enterprises require.

"Our purpose is to transform the way that the world works through the power of connectivity. If I look to the future, connectivity means physical activity, and we will continue to drive fibre infrastructure throughout the world; it includes software defined networking for flexibility in the network and ensuring we're connecting customers at the higher levels of the technology stack. It also includes making the connections to our partner ecosystem so that we can provide a full solution to customers. Colt Technology Services is the most reliable, flexible and secure provider and we're enabling customers to hit their business goals and not have to worry about their communications needs."

The company is rolling out a remote working enterprise grade capability, which includes on-demand bandwidth as well as Microsoft Office 365. Other core components include a security-as-a-service instance

> If you have a healthy workforce, mentally and physically, you have a healthy business

Are you ready for the future of work? Try our bandwidth calculator here: colt.net/hybrid

colt

TOUGH TO CRACK?
POOR PASSWORD HABITS

When choosing online passwords, too many of us still use unmixed names and numbers. Their simplicity makes our accounts more vulnerable to hacking. Given that the average person maintains about 90 online accounts, people often resort to using a handful of familiar passwords that are easy to remember. But this could be leaving individuals open to fraud – and their workplaces vulnerable to costly cyberattacks

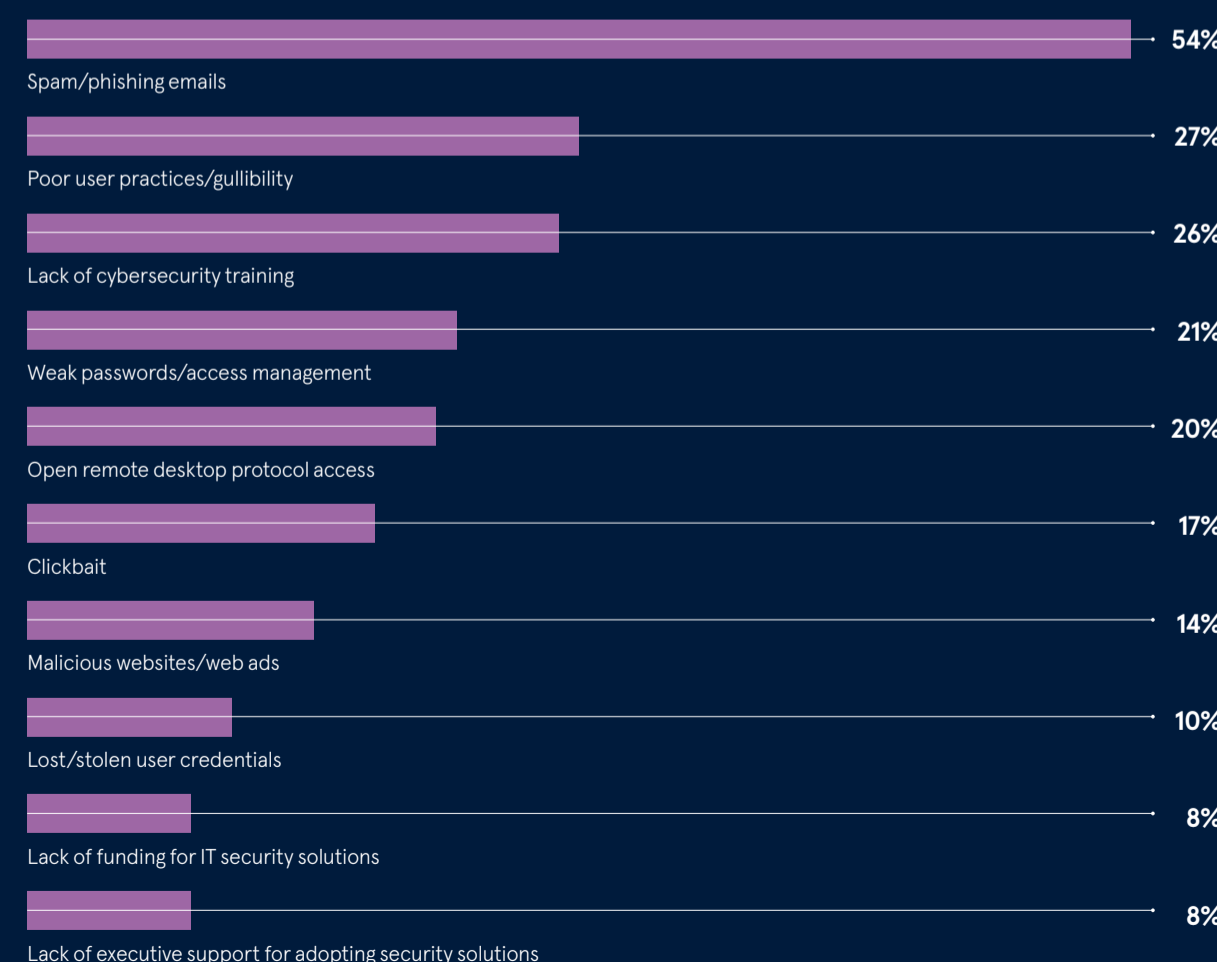## WHAT ARE THE TOP 10 WORST PASSWORDS USED IN 2020?

Nord Pass, 2020

The world's most common password remains 123456. It's still used by 23 million account-holders in the UK – and can be cracked in the blink of an eye

01	02	03	04	05
123456 Less than a second	**123456789** Less than a second	**picture1** Three hours	**password** Less than a second	**12345678** Less than a second

06	07	08	09	10
111111 Less than a second	**123123** Less than a second	**12345** Less than a second	**1234567890** Less than a second	**senha** 10 seconds

POOR PASSWORDS PROVIDE AN EASY ENTRY FOR HACKERS

Datto, 2020

The most common delivery methods and cybersecurity vulnerabilities causing ransomware infections, according to managed service providers worldwide

- Spam/phishing emails — **54%**
- Poor user practices/gullibility — **27%**
- Lack of cybersecurity training — **26%**
- Weak passwords/access management — **21%**
- Open remote desktop protocol access — **20%**
- Clickbait — **17%**
- Malicious websites/web ads — **14%**
- Lost/stolen user credentials — **10%**
- Lack of funding for IT security solutions — **8%**
- Lack of executive support for adopting security solutions — **8%**

24% of remote workers in the US use their work email and password to log into consumer websites and apps

20% of remote workers in the UK do this

Ivanti, 2021

16% of UK adults use the same one or two passwords for all of their online accounts

Proofpoint, 2020

Password name list

Name	Count
ashley	Used by 432,276 account-holders in the UK
michael	425,291
daniel	368,277
jessica	324,125
charlie	308,939

Names

liverpool	280,723
chelsea	216,677
arsenal	179,095
manutd	59,440
everton	46,619

Premier League clubs

blink182	285,706
50cent	191,153
eminem	167,983
metallica	140,841
slipknot	140,833

Musicians

superman	333,139
naruto	242,749
tigger	237,290
pokemon	226,947
batman	203,116

Fictional characters

WHAT'S IN A NAME? MEMORABLE PASSWORDS

When inspiration is lacking, Britons are likely to use the names of their favourite football teams, musicians and even fictional characters – but this practice makes their accounts more vulnerable to hackers

National Cyber Security Centre, 2021

WHAT ARE THE BIGGEST FRUSTRATIONS OF PASSWORD MANAGEMENT?

No wonder so many of us reuse passwords, as these experiences of logging into online accounts from around the world show

88% of consumers across the world reuse passwords for more than one account

53% of Asia Pacific consumers' main frustration is creating a password to meet certain requirements

44% of European consumers find this annoying

42% of Europeans are frustrated by having to enter private information

Auth0, 2021

HOW WE KEEP TRACK OF OUR PASSWORDS

Proofpoint, 2020

Common password habits of online adults worldwide

32% Manually enter a different password for each log-in	**29%** Rotate between five and 10 different passwords	**23%** Use a password manager	**16%** Use the same one or two passwords for all accounts

CUSTOMER EXPERIENCE

Midas touchpoints

With a few judicious technology choices, a company can offer its customers the kind of high-quality, tailored online experiences that will keep them coming back for more

Duncan Jefferies

No company can afford to ignore the customer experience (CX) it provides. In fact, any business that fails to provide a great CX runs a real risk of failure. But, in an age of ever-increasing choice for consumers, how can a firm offer outstanding performance in this respect?

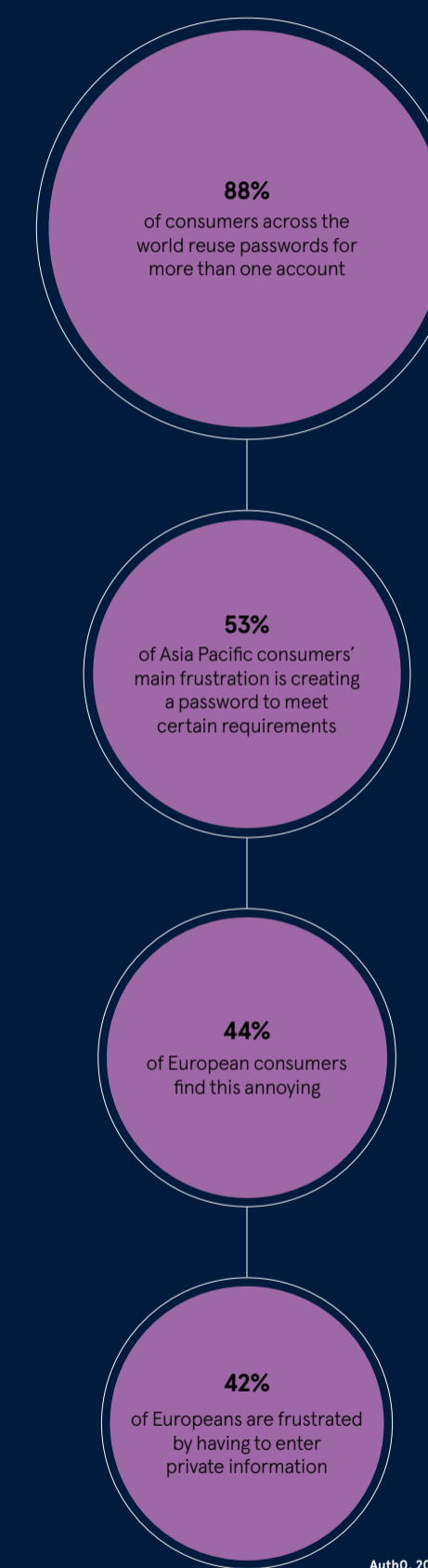"When consumers first encounter your brand, they typically want to be pleasantly surprised," says Amale Ghalbouni, experience director at Siegel & Gale, who has advised Levi Strauss, UBS and Unilever, among others, on CX.

"Your brand is competing for a share of their time, wallet, heart and mind," she says. "Any technology you choose when building awareness should help to strengthen the emotional connection and get

customers excited about any future interactions with your brand."

This technology could include AI-based chatbots, which can provide information to online customers. Although they need to be used judiciously and trained to avoid annoying people with substandard responses, chatbots can quickly answer FAQs or redirect users to the appropriate human representative.

Communications agency Soar Digital has installed the Frase Answers chatbot on its website. This analyses the whole site to learn about the services the company offers, FAQs, blog posts, contact details and more. The company has been able to refine the quality of bot's responses over time.

"Each answer can be rated by visitors based on its relevance, so the whole process is improved with their feedback," says Soar Digital's owner, James Johnson. "If the answer can't be found through AI, the customer can talk to a member of our team on the same screen."

Visitors have been benefiting from reduced waiting times, more relevant answers and faster access to resources, says Johnson, who adds: "This additional support enables our team members to allocate more time to delivering the best customer care we can offer."

When it comes to securing a sale, tech that enables a seamless CX across different channels can make all the difference. This something that Virgin Holidays understands better than most. Its call-handlers

> **Any technology you choose should help to strengthen the emotional connection and get customers excited**

undergo extensive training to become experts about the holidays it offers. But the process of routing a call to the right expert used to oblige callers to navigate an interactive voice-response (IVR) system, which resulted in high drop-off rates.

ResponseTap's call personalisation tech provided the solution to this problem. By analysing thousands of data points from a caller's website visit, it can predict the destination they are enquiring about to a reasonable degree of accuracy. Using these insights, it routes callers directly to the specialists best suited to help them, bypassing the IVR altogether.

ResponseTap's vice-president of customer success and operations, Barry Cochrane, recalls that its system was able to connect "more calls to agents – and those calls that were connected were more likely to convert into sales". Indeed, the number of daily phone bookings at Virgin Holidays increased by 48% after the system was installed.

Converting customer interest into sales revenue has always been a big challenge in ecommerce, where shopping-cart abandonment rates remain stubbornly high. As the pandemic has highlighted, the personalised experience that in-store customer-service specialists can offer is hard to replicate online. But software company Go Instore believes that its live video technology, which connects online customers to these in-store experts, could help to close the gap.

Clive Hudson, senior programme manager at Marks and Spencer, says: "Video-powered retail, in partnership with Go Instore, allows us to bring the expertise of our colleagues in stores straight to customers at home, offering convenience and flexibility alongside the service they expect from M&S."

Customers browsing the company's website can also watch live broadcasts of experts demonstrating new products. But, once customers have made a purchase, how can firms ensure that they continue to have a great experience?

Identity verification is a big part of online CX. Research in March by YouGov and Auth0, an ID management platform for app developers, found that 48% of UK consumers are more willing to sign up for an app if it offers a biometric log-in system. Yet only 14% of British companies have apps that provide this facility.

Steven Rees-Pullman, senior vice-president, international, at Auth0, says: "Businesses tend to consider identity as a log-in box. In reality, this is about providing an easy and secure way for users to come on board and log in, which is crucial for encouraging conversions and building loyalty."

Data analytics technology can also improve the latter stages of a customer's online journey by uncovering insights that can be used to personalise future interactions. But the effectiveness of these tools relies on the company's ability to break down functional silos so that the information can flow easily between various parts of the organisation.

TSB uses analytics not only to better understand the customer journey, but also to ensure that it meets its own high standards. Its director of design and delivery, Mike Gamble, explains: "We constantly monitor and analyse customers' non-digital activities too. This helps to ensure that our constantly evolving digital roadmap matches their changing behaviour. We are then better able to react and build the necessary services and capability for our customers' benefit."

While customers' behaviour might alter over time, one thing will never change: their desire for high-quality personalised experiences. ●

BOOM TIME FOR CX TECH IS SET TO CONTINUE

Spending on customer experience technology worldwide

$641bn
2022

$508bn
2019

$471bn
2018
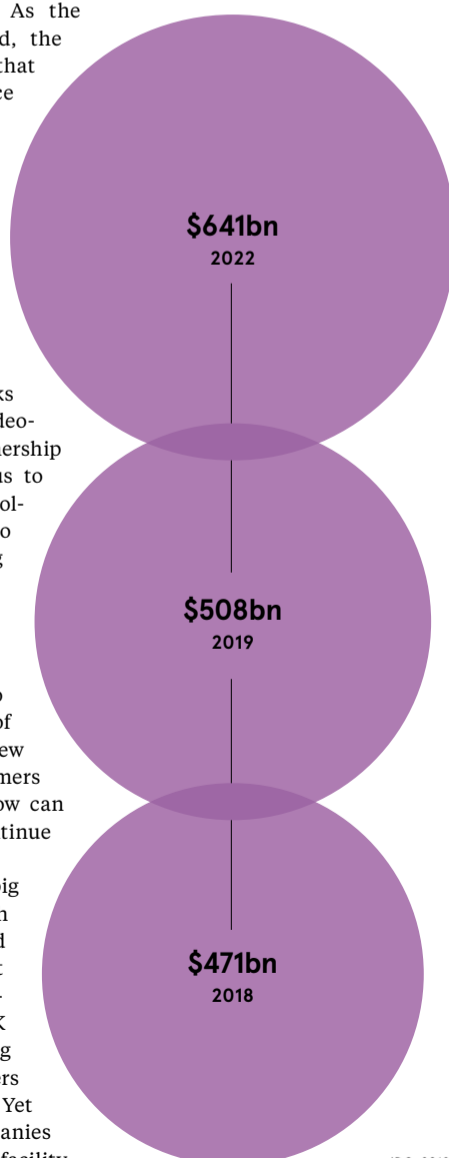
IDC, 2019

Automation powers customer empathy at scale

Businesses with the best contact centres now view them less as cost centres and more as profit generators that fuel customer loyalty through empathic interactions. Automation is the enabler

Calling a contact centre has not traditionally been an experience that customers enjoy. A necessary evil to solving a problem with, for instance, a utility provider, customers would, at best, tolerate the long waiting times and frustration of being passed around departments having to explain their issue all over again. At worst, it would drive them to take their custom elsewhere.

With few competitors offering a better alternative, most people fell in the former camp. In recent years, however, that has changed, as improving user experiences in other parts of consumers' lives have elevated their expectations to new levels. Meanwhile, the multitude of new communications channels have left them wanting different ways to interact too. Today, they expect a far more seamless experience, whatever channel they are communicating through.

"If a customer messages a brand on the company website and then phones its contact centre later that day or week, they expect the agent to immediately know who they are, what they've been doing and their experience and interactions with the company to date," says Barry O'Sullivan, executive vice president and general manager for digital and AI at Genesys, which delivers more than 70 billion customer experiences for organisations in over 100 countries each year.

"No matter what way you choose to contact a business, whether it's walking into a store or calling them on the phone or messaging them on WhatsApp, Facebook or Instagram, you want to be remembered and treated with empathy across all channels as you move through them."

These evolving customer expectations have presented an urgent need to transform the contact centre experience, including how organisations measure interactions. Traditionally, the key metric was always efficiency. As the contact centre was, in effect, a cost centre, companies strived to find ways to increase the speed with which agents could get through calls. In recent years, the focus has shifted more to the effectiveness of interactions, analysing whether customer queries are resolved on their first call and measuring overall customer satisfaction.

Though this is a step in the right direction, the next phase in the contact centre's transformation is even more important to meeting the growing expectations of customers: increasing empathy. When customers deal with a brand today, they want to feel heard and
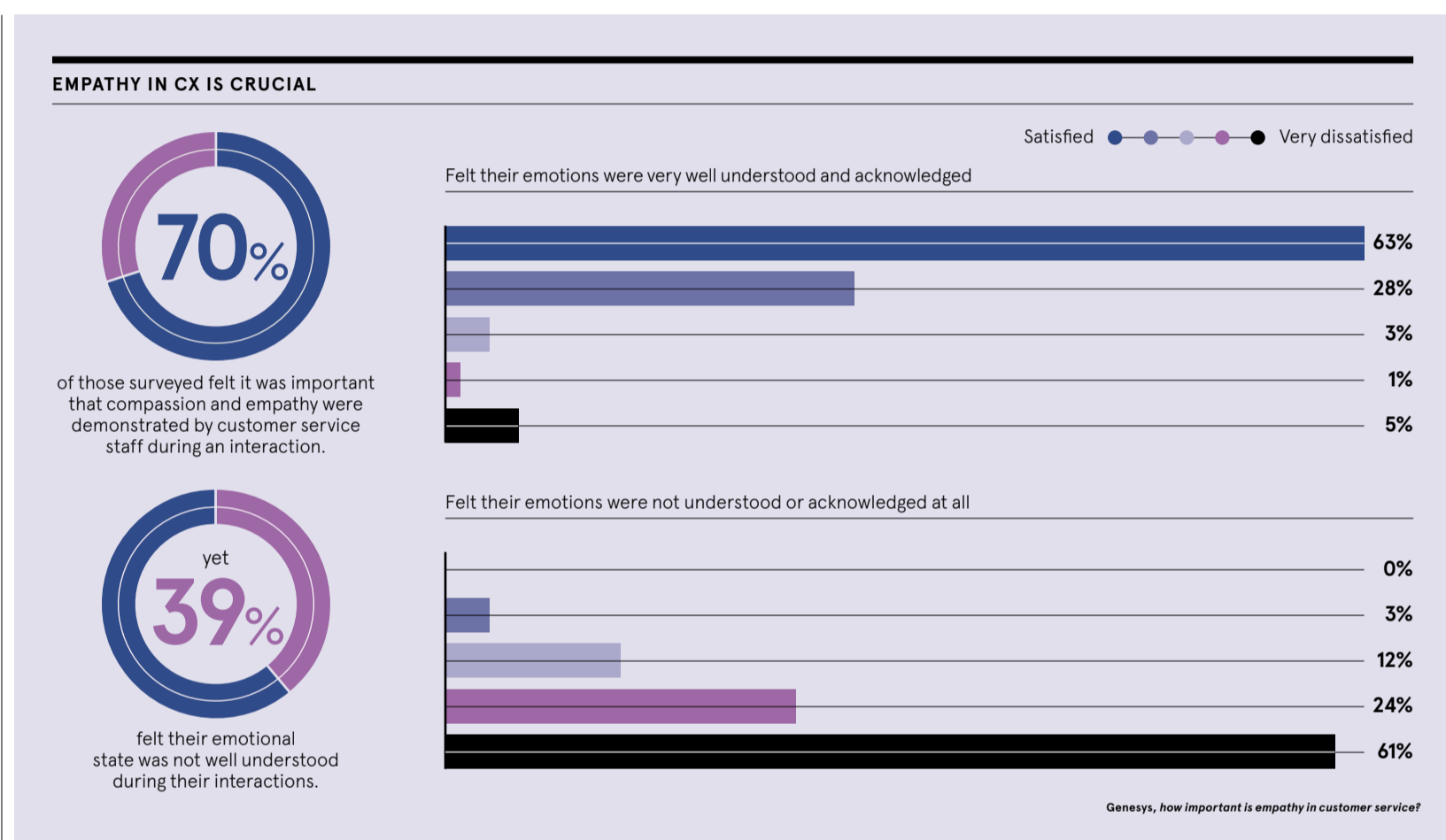
understood. They want to feel like the brand cares about them. This is much harder for organisations to measure, as the main area where results of customer empathy appear is in the loyalty to a brand. It's a vital metric.

"Personalisation is important because everybody wants to feel understood and remembered, not be treated as one of many," says O'Sullivan. "From a technology point of view, it's getting easier to develop and deliver personalisation. If you opt into communicating with a business, it's easier to know what you've been doing on the website, to remember what you said the last time you called, to know what

> **Personalisation is important because everybody wants to feel understood and remembered, not be treated as one of many**

you said in your last text message, and then thread all of those things together to personalise the experience. The important thing, however, is achieving that at scale.

"That's where automation comes in. A lot of people prefer self-service – they don't want to talk to anybody, they just like to be able to solve issues themselves. That requires technologies such as chatbots that can help them get answers they want without having to speak to a real person. The top 250 most common queries can be fully automated, which allows organisations to deliver that solution, at scale, for those customers and then free up their agents to deal with the higher value stuff that require more human intervention and empathy. Without personalisation, it feels like somebody invites you around for dinner and when you show up they say, 'Who are you?'"

Genesys connects every customer moment across marketing, sales and service on any channel. Its Experience-as-a-Service vision, powered by cloud and AI technologies enables organisations of any size to achieve personalised, emphatic interactions at scale,

fostering customer trust and loyalty. By first tapping into information already held on customers, through the likes of CRM systems and chat histories on web chat, WhatsApp, Facebook Messenger and Instagram Messenger, Genesys AI-enabled automation technology then gives customer service agents a 360-degree view of the customer and the journey they're on with the brand.
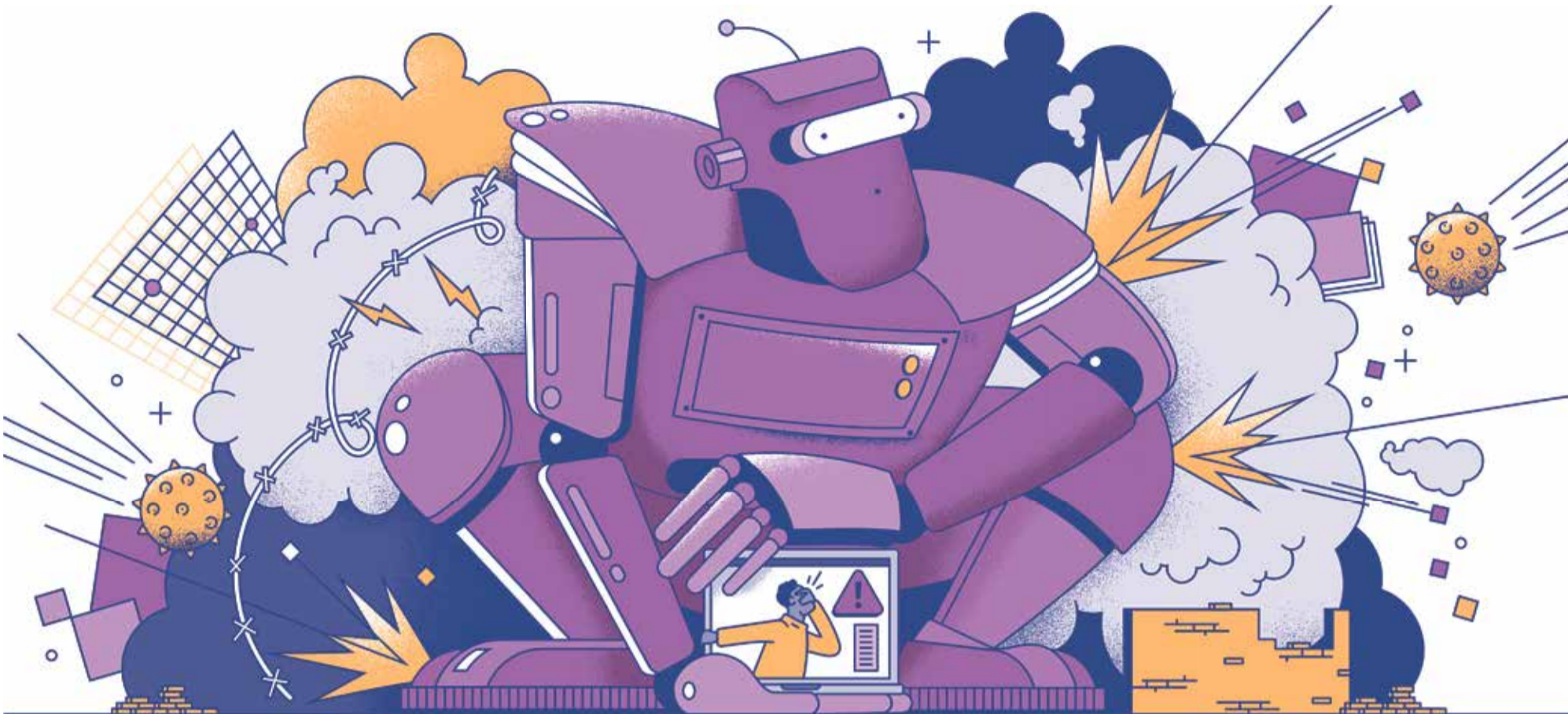
With Genesys software, organisations are now seeing the top-line business value of their contact centres, rather than just focusing on bottom-line efficiencies and the effectiveness of phone calls. At Vodafone Germany, for instance, chatbots now field 100% of all messaging conversations, and the company has significantly accelerated conversations on the website. Ethiopian Airlines, meanwhile, used the Genesys Predictive Engagement solutions to increase their website conversion rates by over 60% in just six months.

"If you're on a brand's website, the company can match your digital journey with similar journeys from other customers in the past to inform the best way to meet your expectations,"

says O'Sullivan. "It could be flashing up a piece of content, it could be offering a web chat, or it could be suggesting you call an agent and if you do, you're connected with the agent best suited to deal with your query. That is all done by software, which enables scalability. Brands can meet customers at their exact moment of need to deliver a seamless experience with zero silos.

"We've seen usage in digital channels rise over 300% in just the last year, but there are new digital experiences being created and invented now. Our vision is to be the platform for all digital experiences, including the exchange of digital goods and payments. More digital experiences will be delivered, more digital products will be created, and we want to be the platform for businesses to communicate with their customers on all of those."

For more information, visit
genesys.com/en-gb

GENESYS

EMPATHY IN CX IS CRUCIAL

Satisfied ●━●━●━● Very dissatisfied

70%
of those surveyed felt it was important that compassion and empathy were demonstrated by customer service staff during an interaction.

yet **39%**
felt their emotional state was not well understood during their interactions.

Felt their emotions were very well understood and acknowledged

63%
28%
3%
1%
5%

Felt their emotions were not understood or acknowledged at all

0%
3%
12%
24%
61%

Genesys, how important is empathy in customer service?

CYBERSECURITY

Why businesses need to protect themselves against rogue AI

Artificial intelligence has become a powerful weapon against cybercrime in recent years, but it's only a matter of time before the hackers start wielding it on a large scale themselves

Fiona Bond

T hree decades after a US university student called Robert Tappan Morris was convicted of launching the first widely known malware attack on the internet, cybercrime has become big business, costing the global economy an estimated £2.1m a minute.

Internet service provider Beaming reports that cybercriminals are launching increasingly sophisticated attacks on an "unprecedented scale". The pandemic has exacerbated the situation because it has prompted a sharp rise in remote working, which has enabled them to target vulnerabilities in domestic internet connections to attack corporate systems. In 2020, the average UK business faced 686,961 attempts to breach its systems – 20% up on the previous year's figure – according to Beaming. That equates to an attack every 46 seconds.

Facing this relentless onslaught, organisations of all sizes have had to up their game. For many, artificial intelligence has become key, as it can detect irregularities and pinpoint potential threats with much greater accuracy than traditional defences.

An important breakthrough in the fight against cybercrime came in 2013 when a new company called Darktrace created a defensive AI system that was "capable of watching over critical data 24/7 and detecting attacks in their earliest stages. This changed the game for defenders," says Abhay Raman, chief security officer at Sun Life. "In 2016, the same inventors created an autonomous response system – tech that can fight back against cyberattacks on its own. This is the present and future of data security."

Unfortunately, where experts in cybersecurity lead, hackers follow. They learn from each other in this game of cat and mouse, with both sides continually innovating in their efforts to outwit the opposition.

As a result, 96% of IT security professionals are braced for AI-powered attacks in what's likely to be another pivotal moment in cybersecurity, according to Darktrace.

The company's director of threat hunting, Max Heinemeyer, explains: "AI will be a powerful tool for cybercriminals. It means that attacks can be scaled up. They can propagate through systems faster and be more targeted in their action. As fully AI-powered attacks loom on the horizon, a shift in security defences is already under way."

Hackers can use AI to create sophisticated malware that's capable of replicating trusted systems, improving its ability to unleash widespread and undetectable attacks.

"Attackers are starting to reap the advantages of AI for themselves," Raman says. "We've seen deep fakes, but it can also be used in more subtle ways – for instance, to create highly convincing emails impersonating trusted people in your network or to help malware target high-value data in a corporate network."

Traditional cybersecurity tech will struggle to counter such attacks, warns Heinemeyer, who adds: "As we enter this new threat era, organisations will need to embrace nextgeneration technology to protect themselves from intruders. It's imperative that we use AI to defend against AI-powered attacks. Defensive AI can take highly targeted action to neutralise an attack without disrupting normal commercial operations. It can do this autonomously and, crucially, at machine speed, which allows human responders to take stock and plan from behind the front line."

In this algorithmic shoot-out, it will become a matter of who's quicker on the draw with their AI. Fortunately, experts believe that defensive AI may have the upper hand. The effectiveness of the tech relies upon robust information – and cybersecurity firms possess a wealth of data on recent attack methods and patterns.

"Defensive AI is absolutely necessary to fight offensive AI. Humans alone cannot do this," Raman says. "Autonomous response technology is already combating some of the most sophisticated attacks out there at machine speed, empowering thousands of enterprises to continue their normal operations even as attackers try to strike. This computer-speed response will be critical to stopping offensive AI, which will be fast and intelligent."

Although large, financially robust businesses have been the traditional target of sophisticated cyberattacks, hackers are increasingly setting their sights on small and medium-sized enterprises, which tend to be softer targets. As such, it will be more important than ever for these firms to protect themselves, which includes ensuring that their staff adhere to basic security principles.

Hackers are only too aware that one of their best routes into a corporate system is through human error. A survey of 2,000 workers in the US and UK by email security firm Tessian in April 2020 found that 43% of respondents had made mistakes with cybersecurity ramifications, either for themselves or for their companies.

Businesses should focus on the fundamentals and implement a multilayered approach to cybersecurity, advises Kelvin Murray, senior threat researcher at Webroot International. "This should involve using appropriate software and security knowledge, which should then be underpinned by a consistent education programme to improve employees' vigilance," he explains. "Security training and the establishment of proper online etiquette would be a good start, coupled with comprehensive best-practice guides for passwords and system policies to maintain effective defences."

The government's National Cyber Security Centre (NCSC) recommends that firms run security awareness campaigns that focus on positive messages about what staff can do to help protect the business. According to the NCSC, businesses should collaboratively develop a programme that works for people in the organisation, delivering "small, frequent chunks" of training to make the information more digestible.

Quite simply, enterprises will need to deploy tactics ranging from defensive AI to employee education programmes if they are to protect themselves, as the cybercriminals' weaponry achieves the next level of sophistication. ●

> "
> **Defensive AI is absolutely necessary to fight offensive AI. Humans alone cannot do this**

SMEs embrace unified comms in the hybrid age

The gulf in collaboration capabilities between large companies and SMEs was exposed by the pandemic, but smaller firms now have an opportunity to level-up their connectivity.

COMMS SOLUTIONS USAGE: TOO MANY SMES STILL RELY ON CONSUMER-GRADE SOLUTIONS

Almost half of SMEs still rely on consumer-grade solutions, hindering their productivity and security

Landline	71%
Mobile-only	71%
Business broadband	60%
Business phone contract	55%
Mobile broadband	49%
Consumer broadband	44%
None	1%

BUSINESS SOLUTIONS USAGE: CONTACT CENTRE STILL NOT A TOP PRIORITY FOR SMES

Although competition is now primarily based on customer experience, not enough SMEs are taking advantage of a contact centre solution

Telephony	50%
Network access	42%
Collaboration	31%
None	31%
CRM	28%
Contact centre	18%

Gamma's SME Buyer Behaviour Survey

T he Covid-19 pandemic accentuated the gap between large organisations and SMEs when it came to remote working. Many enterprises were already well on the way to adopting a more flexible workplace before the pandemic struck, albeit having to act quickly when lockdowns were implemented. SMEs, often more financially fragile than big firms and without the resources to test remote working, had to adapt to a new reality.

This didn't just mean providing employees with the appropriate tools to work from home, but also trying to keep up with a rapidly growing number of customer interactions on the phone. When companies struggled to cope with the spike in phone requests, their customers turned to email, social media or even WhatsApp to get their problems dealt with faster.

Most SMEs have been left to respond to these changing behaviours and challenges in an ad hoc way, employing a "sticking-plaster" approach to finding tools for what they initially expected would be a short-term issue, according to Chris Wade, chief marketing and product officer at unified communications provider Gamma. Yet almost a year and a half into the pandemic, it's clear this is no longer a short-term situation, and a more sustainable, long-term approach will be needed to ensure staff productivity and customer satisfaction.

"Sticking-plaster solutions can only take SMEs so far in this journey – especially when it comes to customer service and providing better customer experience," says Wade. "Customer demands and behaviours have drastically changed over the pandemic, with people turning to online and digital services to communicate with brands, purchase what they need and get the help they require. Voice calls are not dead, but customers expect to have different options and SMEs must keep up to fulfil all those requirements."

For SMEs, this inflection point is both a challenge and an opportunity. Email, social media or chat can remove the necessity to have multiple agents answering phone calls. Historically, the contact centre tools that would allow a business to employ those different channels have been too complex or expensive for smaller companies. Though that's no longer the case, according to Gamma's SME Buyer Behaviour Survey, more than 80% of SMEs still don't employ contact centre technology to manage customer communications, remove silos and gather more insights into customer behaviours.
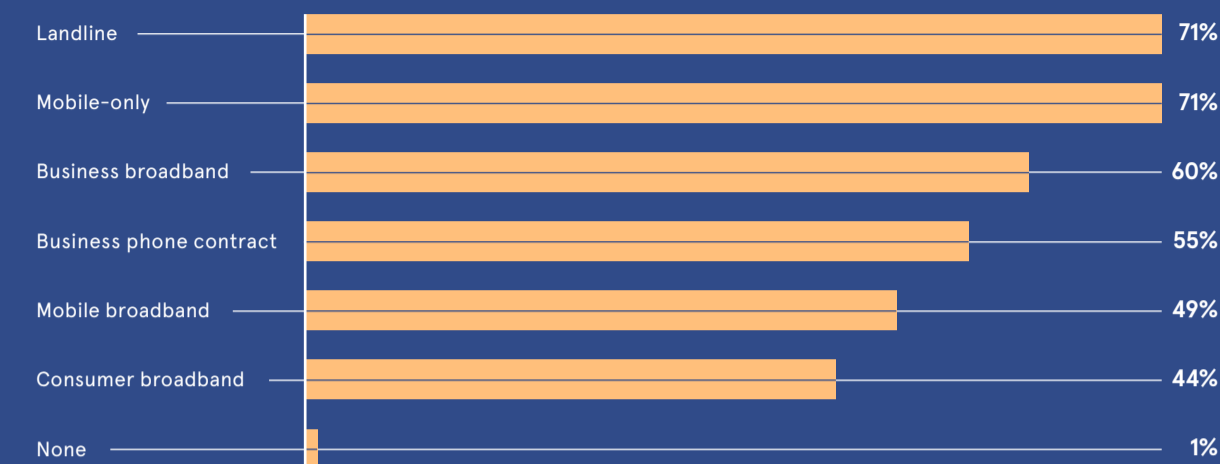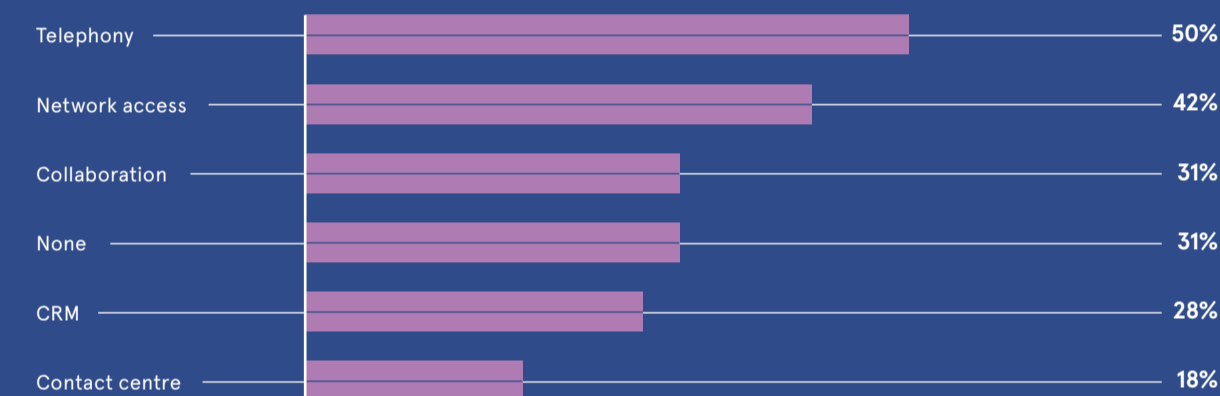
"SMEs are sometimes intimidated by the term 'contact centre', without realising that in today's digital world, a tool that can help them communicate with customers via different channels is becoming the norm," Wade adds. "With competition now increasingly based on customer experience, and with an increasingly dispersed workforce, a solution such as a cloud-based contact centre that can help SMEs meet customer requirements is the ideal option to take on the customer experience battle with bigger companies on equal terms."

With most companies now looking to adopt a hybrid working model post-pandemic, the main challenge is providing the same experience to office-based and remote workers. Hybrid doesn't mean remote working will be the preferred choice, nor that the office will become irrelevant. It's about giving employees the option to work where they prefer, which is easier said than done without the correct processes and solutions in place to ensure everyone, regardless of location, can access the same tools and information.

Connectivity is the foundation of a successful hybrid workforce. A study by Zen Internet found that 89% of remote workers lose half an hour per day to poor connectivity. Rural dwellers, a population that has grown during the pandemic, struggle especially to get adequate connectivity. According to Gamma's recent SME Buyer Behaviour survey, 44% of SMEs still rely on consumer broadband for their business needs, which isn't just inadequate from a connectivity point of view but also presents security risks.

The reliance on video conferencing tools, such as Zoom and Microsoft Teams, has increased the need for stable connections further. Even if half of the workforce goes back to the office, in a hybrid environment all employees need to have the same tools to work properly. Poor connectivity could create an even bigger divide between office-based and remote workers – with the latter becoming almost "second-class" employees, struggling to get work done. Meanwhile, poor connectivity could also mean customers are not able to reach customer service agents, with every missed call representing a potential loss for the business.

Through the acquisition of Telsis' software and development capability in 2019, Gamma has been expanding and strengthening its portfolio to provide SMEs with a contact centre solution designed to help them deliver improved customer experience. Horizon Contact, its cloud-based contact centre solution which integrates with its unified communications proposition, empowers customer service agents to collaborate easily with the rest of the business, and to work from anywhere, at any time. This results in much faster decision-making and information sharing, as well as improved employee engagement and better customer experience.

"Our underlying business-only network and connectivity services allow us to support SMEs' communications requirements, both internal and external," says Wade. "We believe communications solutions are only as good as the connectivity to support them, which is why our network plays a huge part in setting us apart from other software providers delivering services over the internet. We have the full spectrum of solutions to support businesses in their unified communications strategy. This means we understand business needs and offer solutions that adapt to the environment the business works in.

"As hybrid and mobile working take centre stage in the years to come, business requirements will change further. At Gamma, we deliver end-to-end unified communications solutions to the environment SMEs operate in. We have 20 years of experience in business communications, and over 5.5 million users on our network. We can cater for any particular setup and adapt to business needs."

Gamma also recently launched a mobile service, Gamma Mobile, to empower employees to work on the move, or simply remotely, with a focus on providing better coverage across the country. To deliver this service, Gamma has strengthened its relationship with Three UK so its customers can benefit from its £2+ billion network investments and the latest mobile technology, including superfast 5G.

For more information please visit
gamma.co.uk

> "
> **Sticking-plaster solutions can only take SMEs so far in this journey**

44%
of SMEs still rely on consumer broadband for their business needs.

89%
of remote workers lose half an hour per day to poor connectivity.

Gamma

INFRASTRUCTURE

How to get 5G ready

The advent of next-generation mobile connectivity presents opportunities that businesses should already be investigating, according to experts in the field. Here's their guide to getting started

Heidi Vella

I f the pandemic has served to prove anything in business, it's that digitisation and connectivity are the here and now. The Covid crisis has accelerated digital adoption by seven years, according to a global survey of executives by McKinsey.

The most obvious next step in that process is the installation of the UK's fifth-generation mobile phone network, 5G. Despite the government's decision to veto the use of Huawei equipment, which has delayed the national roll-out, now is still the right time for businesses to prepare for it, according to many experts. But where to start?

In mid-2019, the UK became one of the first nations to start rolling out a public 5G network, focusing initially as two years' time, although the roll-out may take far longer in rural areas.

Franks notes that 5G will be made available in a series of releases, each offering different capabilities. "Although some advanced features can be accessed today, depending on the type of benefits required, a company may prefer to wait until those further releases," he says.

Every business transformation needs someone to lead it. While the CIO would normally take charge of a tech-based project such as 5G adoption, it's important to think beyond those in charge of IT infrastructure, because the technology will enable a business to develop new goods and services. So says Frederic Huet, partner at telecoms consultancy Altman Solon.

"The connectivity that 5G provides is clearly linked to product development, as well as the supply chain. Therefore, avoid silos and embrace collaboration across departments," he advises.

Huet stresses how important it is not to think of 5G in isolation. Many opportunities lie in its combination with technologies such as artificial intelligence, big data analytics and the internet of things.

It's crucial to understand 5G's capabilities and possible use cases before developing a detailed business strategy based on these, according to Ian Bouquet-Taylor, operations director at AE Aerospace, who urges firms to "really blooming think before you start".

His company is working with West Midlands 5G, Ericsson and BT to implement three 5G use cases aimed at increasing operational efficiency, creating new revenue streams and improving both cash flow and working capital. These projects are part of a plan to double AE Aerospace's turnover in the next three years.

The firm had a series of conversations over two months about what 5G could enable it to do that Wi-Fi couldn't, Bouquet-Taylor recalls.

"This is important, because we are building a private 5G network and investing in sensors, servers and other technologies, all of which is expensive for an SME," he says. "We therefore need to know what the return on investment will be."

Once it has a clear plan in place, a company would be well advised to use one of the government-backed 5G testbeds, says Franks. "This will provide a practical understanding of what the technology can do, and what's involved in implementing and running it, before you have to commit large amounts of money."

Bouquet-Taylor agrees. His advice to other companies is to "start small, test it to ensure that it works, then expand". For instance, AE Aerospace is trialling one new 5G application on five of the 19 machines on its factory floor. This enables the firm to run digital and manual systems in parallel, so that not all machines would be affected if something were to go wrong.

Companies next need to think about sourcing the technology and consider whether to use a public or private 5G network, advises Huet.

"This will depend on the evolving needs of the business," he says. "Ask yourself: do we need broader coverage or something more localised? And would it make sense with regard to the price per megabyte or connection for us to have a private network? For nearly all companies, it's most likely to be a question of securing a good contract with a network operator."

A business might choose to start with the public network for trials and then migrate to a private network if that makes financial sense, Huet suggests.

Anthony Karydis is the founder and CEO of Mativision, which is working with the government testbed programme to make its immersive content platforms 5G ready. He believes that using a public network presents a significant risk for businesses – including his.

For the 5G Festival, a virtual live music event planned for early 2022, Mativision will be connecting artists across the country. "This will rely totally on the availability of 5G coverage in each artist's house. Without this, many applications won't work," he says.

There's also the question of whether to choose a managed service provider or not. "The former offers simplicity, as there is a single partner responsible for providing the entire service," Franks says. "Doing it independently would give you more control, but your capabilities would need to be high."

It's unlikely that many organisations will have all the skills they need in-house, particularly in the short term, according to Paul Beastall, technology strategy director at Cambridge Consultants.

"We have a need for more skills in the industry," he says. "This is a technical growth area."

While 5G is an exciting technology that holds much promise, it's important to cut through the hype, Beastall warns. "My appeal is always for people to be application-driven. Don't go chasing a technology just

Robert Franks is managing director of West Midlands 5G, which is part of the government's test programme. He believes that, although the Huawei decision has been a setback, public 5G network coverage could reach critical mass in as little as two years' time, although

Marion Trottman / Eye Em via GettyImages

10%

The proportion of land in the UK (mainly urban areas) covered by 5G networks in December 2019

Ofcom, 2019

because it's new," he says. "Testbeds are a good way to connect with independent experts and people using the tech to discover more about what it can do for your business."

It's also crucial to train end users properly and manage their expectations, Franks says. He learnt this after West Midlands 5G, working with BT and the University Hospitals Birmingham NHS Foundation Trust, ran a "connected ambulance" trial that enabled paramedics to perform remote ultrasound scans over the 5G network. One participant noted that, unless the new system was incorporated into the paramedics' training, they wouldn't be able to use it.
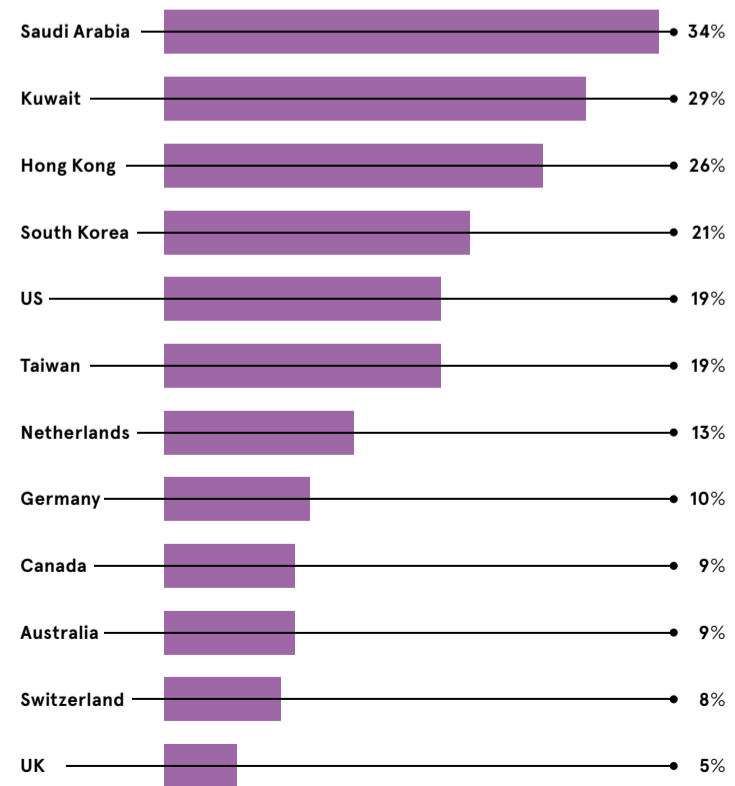
"It's vital that leaders think about the change management and process re-engineering that will be needed, particularly when humans are involved," Franks stresses.

To this end, AE Aerospace will be working with Aston University next year on a scheme designed to transform both processes and behaviour, according to Bouquet-Taylor, who says that the 5G project was his sole focus for two months.

"This can be all-consuming, so you will need time and technical support," he stresses. "This isn't the same as 4G. It's not like opening a box and plugging something in." ●

> ❝ My appeal is always for people to be application-driven. Don't go chasing a technology just because it's new
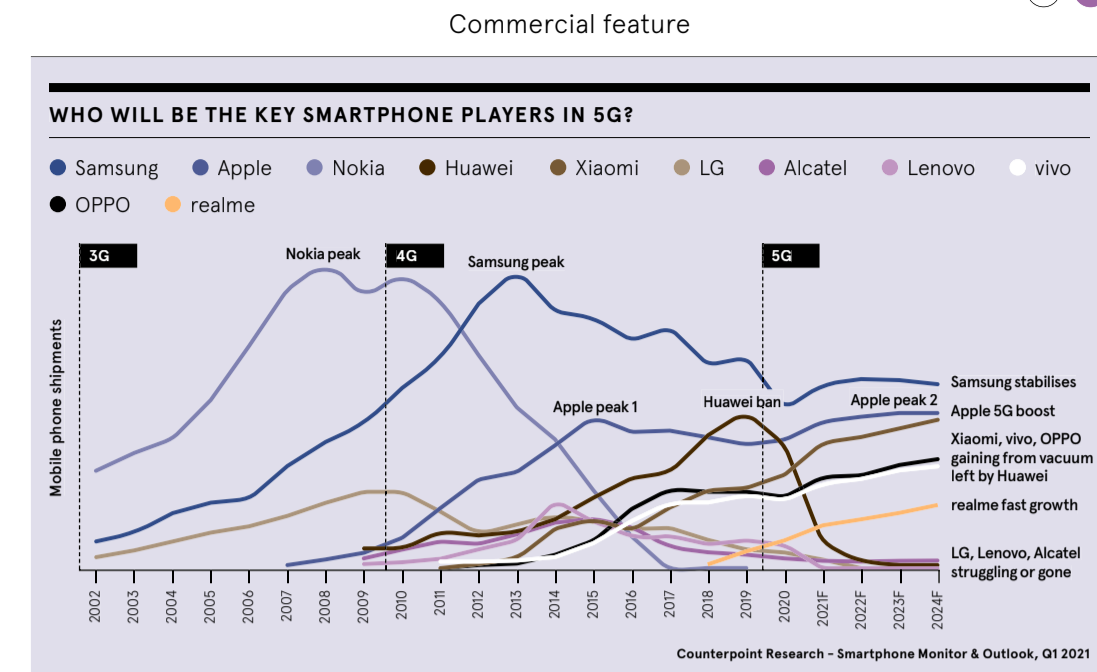
WHO IS WINNING THE 5G RACE?

Availability of 5G in select countries in 2020 (based on the percentage of time that users with 5G-capable handsets spent connected to the network)

Country	%
Saudi Arabia	34%
Kuwait	29%
Hong Kong	26%
South Korea	21%
US	19%
Taiwan	19%
Netherlands	13%
Germany	10%
Canada	9%
Australia	9%
Switzerland	8%
UK	5%

OpenSignal, 2020

WHO WILL BE THE KEY SMARTPHONE PLAYERS IN 5G?

● Samsung ● Apple ● Nokia ● Huawei ● Xiaomi ● LG ● Alcatel ● Lenovo ○ vivo
● OPPO ● realme

Nokia peak · Samsung peak · Apple peak 1 · Huawei ban · Apple peak 2

Samsung stabilises
Apple 5G boost
Xiaomi, vivo, OPPO gaining from vacuum left by Huawei
realme fast growth
LG, Lenovo, Alcatel struggling or gone

Counterpoint Research – Smartphone Monitor & Outlook, Q1 2021

The smartphone company on a mission to democratise 5G

Disrupter smartphone brand realme is spearheading the effort to bring 5G to more people

T he growth of 5G coverage has been encouraging, with the technology enjoying strong adoption across markets like China, the US and Europe. In Q1 2021, just two years after the launch of the world's first commercial 5G network, almost one out of every three smartphones sold was 5G.

As of May this year, 60 countries around the world had launched 5G, 12 of which are emerging markets.

However, barriers remain for the widespread adoption of the new technology among consumers, such as the affordability of the devices, a lack of digital literacy and skills, and the costs of mobile data.

The need to democratise 5G is the driving force behind one smartphone disrupter brand. realme is on a mission to make cutting-edge technologies accessible to everyone.

While realme may not yet be a recognisable brand among UK consumers, its message has been gaining huge traction worldwide. realme is the fastest-growing smartphone brand globally. It has a global user base of more than 70 million and is now the world's seventh-largest smartphone company.

The company has an ambitious goal of enabling 100 million young consumers to use a 5G smartphone within the next three years.

"realme believes that 5G is for the younger generation – internet natives who are looking for ways to connect and express themselves beyond the physical world," says Madhav Sheth, vice president of realme Global and CEO of realme India & Europe.

"By empowering the young, we hope they can, in turn, become the forerunners of 5G adoption and help lead more people into the 5G era."

Meeting consumer demand

How is realme aiming to popularise 5G? So far it has focused on offering high-end, high-spec products at surprisingly affordable prices.

In 2020, realme launched 14 5G devices in 21 markets. By 2022, the company aims to increase its 5G offerings to more than 20. Moreover, realme plans to take the industry lead in launching a 5G mobile phone at a $100 price point in the next few years, a move that is set to further accelerate 5G adoption, especially across rapidly emerging economies.

"Our 5G products have covered flagship to entry-level," says Sheth. "We mostly sell our products online, which always helps to control final prices. We maintain our focus on R&D and design, not marketing or other areas, so the consumer won't be impacted in the final price of the product."

However important to the consumer, Sheth believes price is not the deciding

factor in realme's plan to democratise emerging technologies like 5G.

"realme's goal was never to grab market share or ranking, and realme will not blindly follow any other brand. Instead, we will provide products which truly meet consumer demands," he says.

To further support the global adoption of 5G products, realme is set to establish seven R&D centres around the world in 2021, dedicated to exploring 5G technologies and products. At present, 90% of realme's R&D resources have been converted to 5G technology and products. In the next two years, realme will invest $300 million in 5G technology research and product development, as well as in promoting global 5G popularisation.

Additionally, realme is soon to launch its latest "Flagship Killer" device, realme GT, into global markets.

"The realme GT exemplifies the company's 'Dare to Leap' spirit by bringing cutting-edge design and technology, capturing the original essence of the Grand Touring (GT) experience for young people," says Sheth.

Taking pride in its status as an industry disrupter, realme is going all-in on 5G in its efforts to change the world.

Says Sheth: "As we progress into the future, realme will continue to drive large-scale adoption of 5G technology and products, break new ground with exciting innovations and create a promising and exciting tech lifestyle for every youth."

> ❝ By empowering the young, we hope they can, in turn, become the forerunners of 5G adoption and help lead more people into the 5G era

For more information please visit realme.com

realme

ROUNDTABLE

Watch this space: Covid's lasting effects on office life

Five experts in the workings of the modern workplace discuss how the pandemic has been transforming the white-collar experience – and consider the technologies and trends that could reshape it further in the longer term

Steve McGregor
Managing director of the DMA Group, which provides the specialist services needed to keep buildings running.

Tomáš Jurdák
Partner and head of real estate at MiddleCap, a private investment holding company.

Nathan Doughty
CEO of Asite, a cloud collaboration system for architects, engineers and builders

Dr Nicola Millard
Principal innovation partner at BT and a researcher specialising in the future of work

Paul Pavia
Head of development at MEPC, a property investment and development business

Duncan Jefferies

Q Are businesses reimagining the office in light of the pandemic?

SM The evidence is now incontrovertible: both the purpose and the value of the workplace are changing and they will continue to change.

TJ Originally, the office was all about the physical environment. But we're now looking more to the emotional quality of the space. This is something that we as a developer are trying to capture.

ND For us, a big factor in recruitment historically was how far away someone was from London. But we've realised that, when everyone works at home or they need to

come in only once or twice a week, it doesn't matter where they are.

NM We have seen a huge acceleration in the digital side of things. We're in a situation where we're trying to learn and reinvent work so that it works for both employers and employees.

PP Communicating in 2D with colleagues is quite an isolating and soulless experience. The longer that homeworking has gone on, the more people have become desperate to return to the office.

Q What challenges might companies face when adapting their premises to suit new ways of working?

When defining the ideal workplace, I used to explain it as a Venn diagram of people, property and process. The people circle is unchanged, but property has become more place and process is now definitely technology. So now one of the biggest questions that companies must ask themselves is: what do we need and where do we need it?

If companies want to repurpose the office substantially to be more collaborative, or create spaces that have flexible functions, that may drive them to relocate or consider downsizing – and there are costs associated with that. There may also be a cost associated with exiting a lease, which is also never easy. And, if you want to change the space fundamentally, you not only have to think about technological aspects such as connectivity; you also need to consider how to create productive, safe and well-ventilated places to work.

> ## It's crucial that landlords not only think about providing bricks and mortar. We must also consider how to provide a real community feel

> ## It's not about how many days you're in the office; it's about fundamentally changing the way you work

Q How might hybrid working influence the future office?

NM I always use the analogy of the zedonk, which is a hybrid of a zebra and a donkey. It doesn't spend three days a week as a zebra and two days a week as a donkey. It's a completely different breed. And that is what I think hybrid working is about. It's not about how many days you're in the office; it's about fundamentally changing the way you work.

I'm fairly confident that there will be some horrible hybrids in the next few years. The obvious one, which we experienced before the pandemic, was the meeting that was split between digital space and physical space. That's a nightmare, because proximity bias means that the people in the room tend to ignore those who aren't there. With this in mind, how do we create office spaces that enable those kinds of interactions to be frictionless?

Q Can sensors and other technologies help to ensure that the future office is more sustainable?

ND It's estimated that the built environment accounts for 40% of all carbon emissions, so we should use the current situation to change not only the way we work, but also the impact that offices have on the environment.

With regard to smart technology, the ability to determine that no one has been in a room for the past half hour and automatically adjust its air conditioning, say, is one thing. But we also work with many developers that are keen to incorporate sustainability into their buildings from the outset.

It is important to track what products you put into a building in the first place – something might work fine today, but not necessarily 10 years from now. One of the biggest issues we have is that the built environment is that you do something, you move on and nothing is recorded. Building information modelling and digital twinning, which enable digital records to be associated with corresponding physical items, can help to solve that.

Q How might property developers approach office projects in future?

TJ People like to be in nature, so biophilia is important, as is natural light. And people like fresh air, so they want to open windows. But in London you don't find many

buildings with openable windows, which is such a basic thing.

We brought all of these considerations [to our new development in the London Borough of Southwark]. These had an impact on the cost, so it was maybe 8% more expensive than the market benchmark. But we went to the board of directors and obtained their approval to invest more in the building. We completed the project earlier this year and were awarded platinum Smart Building Certification. This case highlights that tenants and investors are now open to paying for this kind of product.

Q What role will the future office play in managing employees' wellbeing?

PP Our strength at Wellington Place [a new urban quarter in Leeds that includes high-spec offices, independent restaurants and landscaped gardens] is that we offer people a really enjoyable experience. We say: "Don't think of the office as somewhere you go to work; think of it as a place for your daily interactions with people and for your wellbeing activities."

External spaces will also be so important for encouraging people back to the office. People want to know that they can unwind outside in beautiful surroundings at lunchtime and have a sandwich and a chat. If they then return to work energised and ready to go, productivity will go through the roof. So it's crucial that landlords not only think about providing bricks and mortar. We must also consider how to provide a real community feel.

Q Are we likely to see more smaller regional offices closer to people's homes?

TJ I think localised offices are a replacement for the home office for people who don't want to mix their private lives with office work. But I don't think they will compete with hub offices because of the concentration of capital, talent and amenities that the hubs offer.

NM It is true that not everyone wants to work from home, although this has worked for about 70% of people. But I think they're now saying: "I don't want to work there all the time," because it can be a lonely experience, or you end up living at work.

Q What other trends and technologies might shape the office over the next decade?

PP I think office environments are becoming more and more engaging spaces, which will continue to be a trend.

ND When you talk about sensors and real-time linking between a three-dimensional model and a physical asset, the important thing here is data. So there needs to be a golden thread of information running right from the design and construction of a building through to delivery and operations.

SM As a reference point in a constructed space, our view has always been that data is dollars, but data also improves quality and service. And we're increasingly using data to automate what we do. ●

Keeping connected in the age of hybrid work

As organisations look to shift from remote working to more of a hybrid model after the pandemic, technology is central to ensure both employees and customers feel engaged

The Covid-19 pandemic has transformed workplace models. A 'black swan' event in the truest sense, the drastic changes in the way people work has forced organisations to shift from traditionally incremental approaches to employee engagement, to rethinking this vital subject from the ground up and looking at it in a totally fresh and, crucially, end-to-end way.

While few organisations can dispute that productivity has, by and large, been maintained through the move to remote working, the pandemic has also undoubtedly illuminated the value of face-to-face interactions that many businesses and employees are now missing. As a result, most companies are now preparing to transition to a hybrid working model for the post-pandemic age, whereby employees decide where is the best place to fulfil certain tasks.

Of course, it's not only employee engagement that is affected by hybrid working, but customer engagement too. Though hybrid models will see a partial return to office working, for most companies it will be less frequent than before the pandemic. With less sense of what's going on around the organisation,

and bring that back into their business, especially in these times where costs are tight and people are still adapting to the change. We partner closely with customers to ensure they are in the best position to realise value."

Supporting the optimum hybrid model for both employees and customers requires a savvy adoption of technology that goes beyond collaboration platforms like Zoom and Microsoft Teams, which have become the lifeblood of organisations. Cloud is particularly important, enabling companies to consistently take advantage of the latest and greatest innovation through the continuous releases typical in cloud-based applications. This is especially valuable for back-end applications like enterprise resource planning (ERP) which traditionally weren't very cloud-oriented.

All of this supports the need for real-time data and flexibility, which has grown exponentially during the pandemic. In the hybrid model, it foresees maximum value from balancing meeting in-person while also taking advantage of technology that enables virtual meetings of all shapes and sizes, delivering value and fuelling relationships. This is just one of many examples where Unit4 is using technology to boost customer engagement.

"The acceleration of digital transformation has brought to the forefront the areas we need to emphasise to ensure our customers are supported," says Michelle MacCarthy, global head of customer success at Unit4, a leader in enterprise cloud applications. "They include providing strong onboarding, education, enablement and training so we can enhance their ability to drive better adoption, achieve value

it's crucial that employees and customers can source this information through the digital tools at their disposal. Achieving a single source of truth will rely on real-time, point-to-point integration between tools and applications, while flexibility can be gained through microservices which can be altered without affecting other services.

Unit4 recently launched ERPx, its next-generation intelligent ERP solution which combines these innovations, bringing together the capabilities of multiple departments onto a unified cloud platform that shares real-time information in a powerful, people-centric approach. With better insights, employees become more effective and increasingly motivated. The freedom to connect and extend industry-specific online data services and solutions quickly and easily helps companies achieve a digital foundation where people feel included wherever they are.

"ERPx puts our customers right at the forefront of the latest functionality as soon as it becomes available, ensuring they're always innovating, planning and staying ahead," says Shivkumar Gopalan, CIO at Unit4. "It uses API technology with microservices that interact with each other and provide quick integration, both within the tool and outside. It also utilises artificial intelligence to improve the user experience for end users by drawing insights from their behaviours, such as repetitive pieces of work, to inform what to include in the next releases. These innovations will be essential to keeping staff and customers connected."

> ## The acceleration of digital transformation has brought to the forefront the areas we need to emphasise to ensure our customers are supported

For more information, visit unit4.com

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