

# ENTERPRISE AGILITY

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In an ever-faster business world, organisations must be ready to adapt to changing times



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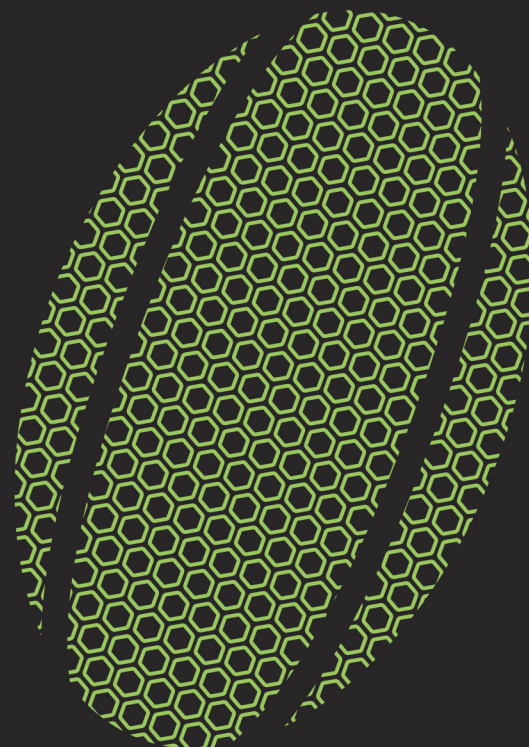
When business stagnates or a newcomer steals your market, agile can save you



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◆ OVERVIEW
● GIDEON SPANIER

These are some of the most exciting and challenging times to run a business because the pace of change has never been quicker thanks to new technology and global communications.

Business leaders need to be more nimble to cope with this fast-moving world of constant evolution. The consulting firm Deloitte found that 83 per cent of businesses plan to adopt more agile methods.

They must think ahead, keep innovating and, if things go wrong, be willing to change direction or shut down an under-performing unit. That means running a flexible organisation that is open to collaboration with other companies and embraces technology.

“Try fast, fail fast” is the mantra in Silicon Valley. Or as Sir Martin Sorrell, chief executive of the advertising group WPP, warns: “You have to be prepared to cannibalise parts of your operation, so I believe in eating your own children.”

Few companies are comfortable with cannibalising themselves to survive, but spectacular failures, such as that of Kodak, the photographic film company

that was too slow to embrace the rise of digital technology, have served as a salutary warning.

By contrast, Steve Jobs’ final decade of leadership at Apple and his decision in 2005 to develop the iPhone is widely regarded as a masterclass in how an established business can be more agile.

First, he showed strategic nous and responded quickly when he correctly identified a threat to his business. At the time, the iPod portable music player was Apple’s best seller, responsible for 45 per cent of company turnover, yet he foresaw that “the device that can eat our lunch is the cell phone”, according to his biographer Walter Isaacson.

Second, Jobs was willing to work with a partner – in this case, the mobile phone manufacturer Motorola – because he knew Apple, a computer company, didn’t have all the necessary know-how inside the organisation. However, when that partnership failed to produce results by the end of 2005, he split from Motorola and pivoted by focusing on his in-house team.

Third, he fostered a dynamic working environment within Apple that encouraged the iPhone project management team to be radical by dispensing with a

separate keyboard, which was used by Nokia and BlackBerry, the dominant mobile manufacturers at the time, in favour of a touchscreen.

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Staying agile is essential as the tech revolution has much further to run while the mobile internet and powerful cloud-computing become ubiquitous

The iPhone launched in 2007 and became the best-selling device in Apple’s history, smashing sales and profit

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records. By the third quarter of 2015, iPhone represented more than 63 per cent of Apple’s sales and iPod was barely 1 per cent.

Facebook’s Mark Zuckerberg is another business leader who has shown remarkable agility in terms of vision,

strategic responsiveness and organisational flexibility.

In early-2012, his social media company was about to float on the Nasdaq stock exchange in a stunning \$100-billion debut, yet Zuckerberg was smart enough to see beyond the Wall Street hype. He spotted threats on multiple fronts as Facebook was relying on desktop computers for advertising revenue and had no mobile business, just as rival app upstarts Instagram and WhatsApp were emerging.

Zuckerberg pivoted, ramping up Facebook’s mobile business so that it was worth 23 per cent of group revenues within 12 months, and buying first Instagram and then WhatsApp.

In a further sign of his shrewd judgment, he let Instagram and WhatsApp remain as separate businesses within the group, so that their founders could maintain a nimble, startup mentality.

Zuckerberg’s strategy has paid off handsomely as Instagram has overtaken Twitter to hit 400 million users and WhatsApp has passed 900 million. Both acquisitions are examples of how staying agile has maximised productivity and competitive advantage for their parent company.

Being agile is harder for a legacy business because, to return to the Sor-

rell analogy, it can mean “eating your own children”.

In the case of *Auto Trader*, a weekly print magazine full of second-hand car classified advertisements, reinventing itself for the digital age was a huge test. However, investing early in online and then pivoting to launch apps worked.

*Auto Trader* kept the print magazine going until 2013, almost as a marketing tool in the end, and then floated the wholly digital business for £2.5 billion.

It is a rare example of a market-leading legacy business retaining its pre-eminent position online. In contrast, digital upstarts, such as Rightmove, the property website, or LinkedIn for jobs, have usurped legacy businesses in other sectors.

There must be no room for complacency as BlackBerry and Nokia’s fall from grace has shown.

An agile employer has to change its workplace culturally to attract employees too. Millennials, those born after 1983, expect flexible or remote working, and the ability to choose their own devices and software.

Staying agile is essential as the tech revolution has much further to run while the mobile internet and powerful cloud-computing become ubiquitous.

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## ◆ GUIDE TO AGILE

● ALEC MARSH

Do you think your business is working efficiently? Do you believe you're delivering good value to your customers? Do your products and services delight customers? Are your staff enjoying their work?

If your answers to any of these questions is "no", then you could consider embracing an agile business approach. That's according to Ken Rubin, author of *Essential Scrum: A Practical Guide to the Most Popular Agile Process*, who adds pointedly: "In a world of uncertainty, you need an approach that helps you understand what you're doing and how you're doing it."

Having emerged from the world of computer programming – notably when a group of software developers created the *Agile Manifesto* in 2001 – there are two main agile methodologies for business leaders to consider. Both share core manifesto principles, which Mr Rubin characterises as delighting your customers, getting faster results, having the confidence to succeed in complex projects and having "more joy" in your organisation.

And of agile methodologies, as the title of the book indicates, scrum is the most widely used. It begins with a conceptual shift. Ditch the 18-month, colour-coded wall planner, detailing what will be done, when and by whom for how long. Instead appoint a product owner, the business person or project visionary who identifies the features required for your piece of work.

"I often refer to this as 'the big blue cube in the head that they want to build'," says Mr Rubin, who has coached more than 200 organisations in scrum. "The project owner breaks this down into a list of features – the really important stuff that they want to do first is at the top of the list."

Next comes the scrum master. "He's our coach," says Mr Rubin. "He's expert at scrum and helps the team become expert at using scrum." Finally, there are the vital people who will produce your product, your cross-functional development team.

These development teams now work in sprints, typically two to four week periods, meaning bigger projects would necessarily take multiple sprints. Crucial to this is sprint planning, in which members of teams should "acquire confidence" that they can actually achieve what they're meant to during a given sprint.

Once planning is over, sprint exe-



# Heads down for the daily business scrum – while standing up

*Agile business methods aim to get faster results, delight customers and allow your staff to have more fun*

cution – that is to say the actual work – begins, typically accounting for 80 to 85 per cent of the overall time. "The intention is to help a self-organising team better manage the flow of work," explains Mr Rubin.

Each day of the sprint begins with a planning meeting – the daily scrum – so people can update teammates on what they achieved the day before, say what they're hoping to achieve that day and discuss any blockers to progress. Normally, this meeting is conducted standing up.

Then at the end of each sprint, there's an "inspect and adapt" workshop to review the work, followed by a sprint

retrospective to review the process. "The idea is we try to get better every sprint and as we build something we show it to the stakeholders to get fast feedback," says Mr Rubin. "My joke about sprint review is you're allowed to hate what I do, you just have to hate it early." And then the next sprint begins.

In this way companies have created everything from computer programmes to cars to marketing campaigns. Mr Rubin has even helped a religious group use it to improve outreach methods. Meanwhile, executive teams have used scrum to actually implement scrum in their organisations.

But scrum is not perfect for everyone.

What if what you do can't be planned for? What, for instance, if you operate a support function? Then agile has another solution called kanban.

The kanban method, from the Japanese for "signboard", emerged from an inventory management process devised by car makers Toyota. At its heart is the signboard, a visualisation of the work of a given organisation or sub-unit, with tasks delineated in rows and columns. The columns describe the states of work and the rows or "swim lanes" the types of work.

"It's not a process, it's an overlay," explains Mr Rubin, who has often seen kanban employed in companies that

also use scrum, though for different functions. "The idea is you model how you work today and then you make incremental, evolutionary changes to what you're doing." You then keep measuring and tweaking to finesse what you do.



**Ditch the 18-month, colour-coded wall planner and appoint a product owner who identifies the features required for your piece of work**

Kanban draws on agile principles in several ways, not least by imposing limits on how many items can be in a given column at any given time. "Limiting work in progress is a core agile philosophy," he points out. Kanban is also a "pull" not a "push" system so additional tasks only present themselves when previous tasks are complete. This helps people focus.

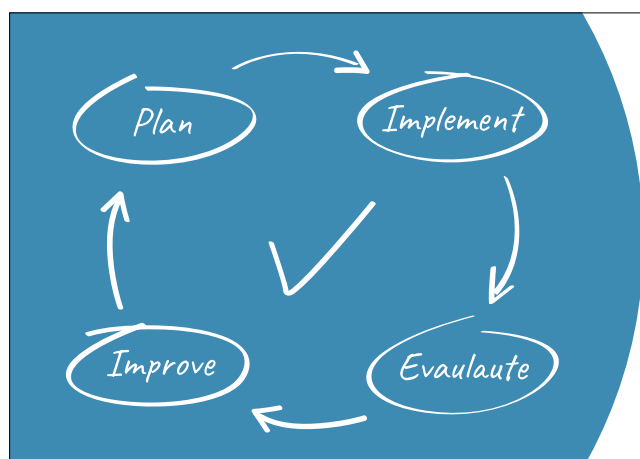
"Often what I hear is 'we're working on so many things that we're finding it hard to get anything done in a timely way'," says Mr Rubin, who is critical of corporate cultures that target maximum utilisation of workers. "What they're missing is the most important point – economic damage in companies is not caused by idle workers, it's caused by idle work. There's a cost-delay associated with work being idle and that cost tends to be orders of magnitude greater than having spare capacity."

However, if adopting scrum or kanban is too much of a stretch for you, then you could instead think about co-opting some agile habits.

"Agonising about how you become agile is a contradiction in terms," cautions Anthony Freeling, author of *Agile Marketing: How to Innovate Faster, Cheaper and with Lower Risk*, and president of Hughes Hall, Cambridge. "The whole point of agile is to get going and to find your own way that works."

So if scrum or kanban don't float your boat, try something else. Indeed, Dr Freeling advises companies to consider ways of behaving in a more agile way, such as by conducting low-cost initiatives or business experiments to develop new campaigns or product offerings.

"Get started, run the first tests, measure the results and see if you end up with something better that surprises you. Then try doubling the number of tests you do," he concludes.



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## COMMERCIAL FEATURE

# TAKING AGILE TO PRINCE2

*More and more organisations are seeing the benefits of working in an agile way – and the same can also be said of projects and project managers*



Although PRINCE2 remains the de facto project management approach for project managers across the globe, demand is growing for guidance on how best to apply agile delivery methods to the tried-and-trusted PRINCE2 framework. It's for this reason that AXELOS, owners of a number of global best practice methodologies including PRINCE2 and MSP, have developed PRINCE2 Agile.

Designed around consultations with project management practitioners and agile practitioners alike, PRINCE2 Agile is an extension to PRINCE2. It combines a recognised framework with the variety of the agile ways of working, and is supported by training, an examination and a globally recognised qualification.

"The new approach promises to be transformational for many organisations," says Peter Hepworth, chief executive officer at AXELOS.

"There are more than a million PRINCE2 qualified project management practitioners, making it the most widely used project management framework globally. However, we are always looking at ways of continually improving our best practice guidance and

blending PRINCE2 with agile was the logical next step in the evolution of PRINCE2."

In the UK alone, AXELOS estimates there has been a 10 per cent rise in practitioner exposure to agile methodologies over the last year, with its own research pointing to this trend being reflected on a global basis.

The business case for developing the new approach addresses a key issue, improving the success rate of project delivery.

Richard Pharro, chief executive of APM Group, has been accrediting training organisations to deliver PRINCE2 over the past 20 years.

He says: "The pace and approach to project management has changed rapidly over the past five years. Stakeholders want to see a quicker return on investment and they want evidence that a project is yielding results. Thinking in an agile mindset can be a huge cultural shift for an organisation. Agile enables incremental delivery of change.

"It's important to remain focused on the overall project goals, but allow for innovation too. Sometimes the best ideas occur when you are not travelling in a straight line, but you don't want to stray too far from the original goal. PRINCE2 Agile enables

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Launched just a few months ago, PRINCE2 Agile is already receiving positive feedback from practitioners and trainers alike

businesses to become more competitive by focusing on delivery as well as project direction and management."

Mr Hepworth says: "There is research to show that one of the main causes of project failure is not getting senior management buy-in. PRINCE2 Agile can bridge that gap by blending the governance of PRINCE2 with the flexibility and responsiveness of the agile way of working.

"Just being more agile, such as working in small teams of people drawn from across the organisation, can be very efficient, but if you fail to communicate what is going on, senior management can feel ignored and that's where project failure becomes a risk. With PRINCE2 Agile you retain the benefits of speed and responsiveness."

Initially, the perception was that the two methodologies behind PRINCE2 and Agile represented opposing approaches to project management. But as Keith Richards, the lead author of PRINCE2 Agile, points out, the new product combines the key elements and benefits of both.

"Back in 2001 when Agile was just becoming established, I thought then that the two very different approaches would actually work well together," Mr Richards says.

It's a belief he repeated in his 2007 book *Agile Project Management: Running PRINCE2 Projects with DSDM Atern*.

He says: "As Agile grew and PRINCE2 continued to grow, AXELOS, in response to their own customer feedback, asked me to author guidance on combining PRINCE2 with Agile. The project was a result of a collaborative effort involving more than 40 people, globally and cross-sector. We knew that for this

to work, it needed a credible exam and really challenge people's agile knowledge."

Launched just a few months ago, PRINCE2 Agile is already receiving positive feedback from practitioners and trainers alike.

Paul Flower, a project manager specialising in data centre migration, attended one of the first PRINCE2 Agile training courses. "I was interested to see if there are different ways to deliver data centre migration projects, which can require a lot of agile working. Having done the course, I think there is a lot of scope in it to let us work in that more agile way and to adapt our processes accordingly," he says.

Anne Jensen is a PRINCE2 trainer with EPM Group in Copenhagen and a newly accredited PRINCE2 Agile trainer. She says: "For a long time the PRINCE2 community has needed guidance for tailoring how to use PRINCE2 that was not in a command-and-control way. There has been a huge battle between traditional and agile project management because of this, and I think PRINCE2 Agile closes the gap between the two."

One of the big attractions of PRINCE2 Agile is that it allows organisations to build on their current investment.

Mr Richards says: "Many have invested huge amounts in PRINCE2, and are now bringing in agile techniques and ideas. PRINCE2 Agile builds on that investment. Companies don't need to start all over again and retrain their teams in something new. This is tried and tested and creates a best-of-both-worlds scenario."

The recent launch of the AXELOS Professional Development Programme, an online annual membership programme aligned to AXELOS' global best practice frameworks, will enable individuals to benefit from access to PRINCE2 Agile.

Designed for individuals to ensure their skills and knowledge are up to date and relevant, it enables members to demonstrate their relevance to their employers and peers with a digital badge, which is awarded on successful completion of continuing professional development (CPD) activities.



## TRAINING COURSES

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We offer regular public training courses in PRINCE2 Agile and, until the end of 2015, these courses will be delivered by lead author Keith Richards.

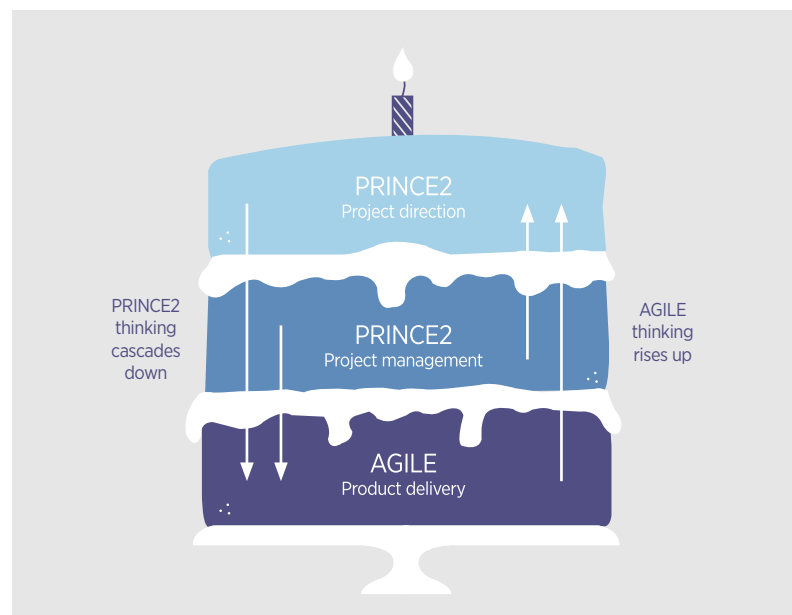
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"PRINCE2 Agile is a great way for a PRINCE2 practitioner to stay up to date and it is an opportunity for organisations to show they are investing in their teams," Mr Hepworth says.

Organisations that adopt agile behaviours and techniques stand to gain from early delivery of more projects. In turn, this will generate faster returns on their investment, giving them a competitive edge over organisations that have yet to take advantage of the flexibility and responsiveness of agile.

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# How to thrive in turmoil

Successful businesses are those that anticipate change and embrace disruption as a positive force driving innovation and growth

◆ BUSINESS TRANSFORMATION

● DAN MATTHEWS

A lot has changed in 20 years. In 1995, we didn't have the internet – certainly not at a consumer level – let alone broadband or cloud applications, so business moved in nice predictable cycles. People didn't expect much and company life was good.

Then digital punched a hole through the picture. Overnight people could shop without going outside, talk to friends in New Zealand for free, not run out of camera film on holiday, give up the commute and generally do everything much, much faster.

“When people talk about agility, they are not referring to the changes a business makes, but the structure that allows it to move quickly should the need arise

The late-1990s were, therefore, a manic period in our history. Old companies debated how to respond to the situation, whether to stick or twist. Should they join the crazies and buy a load of startups or resolutely resist what was surely a phase? New companies raved skittishly about all the possibilities.

This was the birth of agile, though we didn't know it. It was the first time in a long time that businesses had to respond to a change so fast and profound. The genie roared out of the bottle and ever since chaos has reigned supreme.

Since the turn of the century executives in slow-moving organisations have sat nervously on the edge of their seats, wondering when a new invention will come along and eat them.

In this era, “disruption” no longer describes an annoying happening that gets in the way. It moved to the positive sense, to push things forward and shake up tired formats.



MOST IMPORTANT DIGITAL TRANSFORMATION INITIATIVES RANKED

	Very important	Somewhat important
Improving processes that expedite changes to digital properties, such as website updates, new mobile or social platforms	80%	19%
Updating website and e-commerce programs for a mobile world	71%	25%
Integrating all social, mobile, web, e-commerce, service efforts and investments to deliver an integrated and frictionless customer experience	70%	24%
Updating customer-facing technology systems	66%	29%
Further research into customers' digital touch points, as there's more to learn	63%	36%
Building a social media program that is more competitive against our peers	58%	36%
Creating a sense of urgency to show executives that our digital transformation effort does not align with current plans	54%	27%
Overhauling customer service to meet expectations of connected customers	46%	49%

Source: Altimeter Group 2014

To be fair, a lot of brands have coped admirably with all this turmoil and even thrived, either by adapting to the new changeable landscape or by buying companies that could do the job for them. Ones that shut their eyes and hoped it would go away have by now shut their doors too.

Retail was hit particularly hard. Game, Woolworths, Blockbuster, Comet, Land of Leather, Borders, Zavvi and JJB Sports all flat-lined. In a single year, 2013, HMV, Jessops, Blockbuster, Republic, Dreams and Dwell all either went into administration or shut down for good.

The credit crunch didn't help, but these businesses collapsed because of an inability to adapt, not because of a lack of liquidity. Responding to the swirling, frothing market has been front-of-mind for chief executives ever since – one wrong move, or failure to move, and you're toast.

“Agile ways of working are a response to working in more complex situations,” says Aaron Shields, head of strategy, Europe, the Middle East and Africa, at FITCH retail and brand consultancy.

“With a connected world and a myriad of channels to buy and sell from, it seems everything is a lot more complex than it used to be. So agile ways of working are being adopted by airport authorities and design consultants alike.”

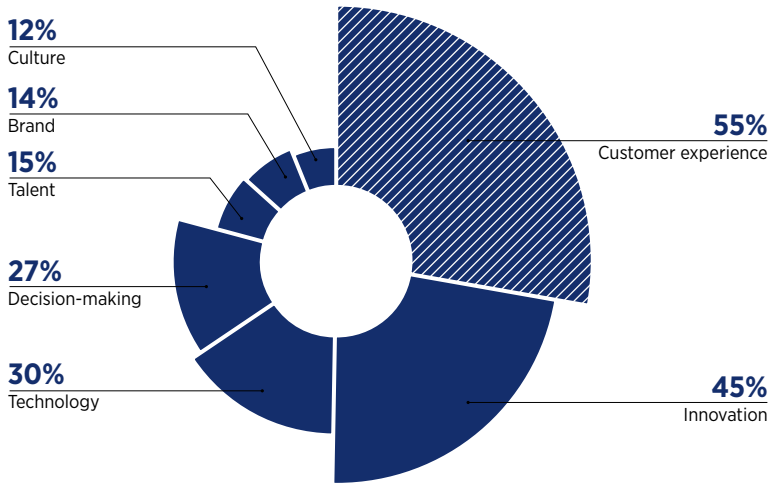
When people talk about agility, they are not referring to the changes a business makes, but the structure that allows it to move quickly should the need arise. In theory it's possible, though unlikely, to be agile but not change things for years on end.


Whatever the definition, today everyone's at it, to the extent that even the companies which started the ball rolling in the nineties and noughties are reinventing themselves to avoid becoming ten-year-old fossils.

Yahoo has undergone dramatic changes in recent years, Cisco has just appointed a new chief executive to take the business in a different direction and Google, the undisputed champion of agile, recently decided its logo needed a spruce up.



BIGGEST DRIVERS BEHIND THE NEED TO TRANSFORM BUSINESS






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SUCCESS: TRAINLINE INTERNATIONAL



Trainline is a leading name in the UK travel industry, offering reduced prices on train tickets online since 1997. To replicate its success in the UK across the European market, the company launched an agile startup business called Trainline International under the Trainline umbrella group in 2012.

The international venture took inspiration from Eric Ries's influential lean startup model, which was implemented within the support framework of the main Trainline company.

This approach allowed Trainline to grow rapidly internationally while still keeping costs low. The team's initial strategy was to offer a minimum viable product, which could be easily adapted

for nuances of the new regions.

It adopted a mobile-first strategy, incorporating mobile-friendly designs, which meant they could access new users quickly. Elastic cloud development was also crucial to update the product continually in response to customer feedback and requests.

In order to meet the high standards the company required quickly, it used freelance content creators they found through online talent marketplaces such as Upwork. They initially used freelance workers for marketing purposes, but eventually expanded this approach more broadly to include technical projects.

It enabled Trainline International to scale quickly by engaging talented independent professionals with the specific skills needed for each stage of growth as business needs evolved – no large overheads and little waste.

The flexible, hybrid approach has allowed Trainline International to grow fast. The company now services 11 countries across Europe two years after launching. As a result of its success, this approach is now being adopted within the parent Trainline business, where utilising freelancers is an important part of the company's competitive strategy.

FAILURE: BLOCKBUSTER

The conventional wisdom says digital content distribution channels destroyed Blockbuster. All of a sudden people were streaming or downloading films from the internet, or at the very least having DVDs sent to their door, rather than walking into a real shop, browsing and selecting.

But it was really just a general failure to move with the times. In the early-1990s box office receipts fell, which had a ripple effect on activity at Blockbuster stores. The business reacted by expanding its offering, stocking more toys and sweets.

This, many experts think, was not the right response, or at least there should have been more responses. If fewer people wanted to rent videos, then fewer people would also buy food. In 2000 came the crunch – a single poor decision that effectively spelled the end for Blockbuster.

That year the business was one of the biggest names in film, dominating the market for rentals and boasting thousands of shops, serving millions of



customers around the world.

So it was a gutsy Reed Hastings who met Blockbuster executives to propose a joint venture. Netflix, his small business, would run the online side and Blockbuster would promote Netflix with marketing material through its stores. The deal was never done. Blockbuster crashed in 2010, while Netflix is now valued at more than \$30 billion.

Companies that inflated to epic proportions and shrivelled in less than a decade are too numerous to name. Many were purchased in astronomical deals by corporates that had no idea what to do with them, perhaps hoping they would provide residual income forever and mothballing them when this didn't happen.

For the rest, the key to surviving the agile era will be customer interaction, data collection and actionable insight. Knowing your customers has always been important, but now the information comes faster and is more detailed. Chief executives are motivated by the thought that rivals are acting on insights before they get up in the morning.

"Threats will arise through IT-enabled product enhancements, improved customer connectivity, especially through personalisation, supply chain efficiencies, connected devices or crowd-based business models," says Phil Freegard, a partner at Infosys Consulting.

"It is time to let go of sentimental ties to legacy systems and embrace new digital alternatives. Speed and customer understanding will be key if entrenched businesses within sectors like

banking and retail want to survive the digital shake-up."

Cloud is another weapon of choice, with its capacity to bring disparate teams together for coherent action, says Ian Stone, UK and Ireland managing director at Anaplan, a software company.

"The on-demand resources of the cloud provide businesses with unprecedented scale, and the ability to manage and process data volumes cost effectively that were previously unthinkable," he says.

"To borrow an example from the world of rugby: when you are camped on the opposition's try line, you want to recycle the ball quickly so you can maintain your competitive advantage – playing a slow ball gives the opposition the time to get back into shape."

It's hard to see how markets could ever go back to the old way and be anything other than confusingly fast changing from here on in. The best advice is to hold on to your hats, it's going to be a bumpy ride.

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COMMERCIAL FEATURE

# THE OVERLOOKED ENGINE OF THE AGILE BUSINESS

*An organisation's digital network is its strategically important powerhouse driving business forward*



Got a problem? Build an app. It's the fit-all solution to any issue right now. And it's easy to see why we love apps.

More than 40 percent of consumers regard their mobile device as the most important thing for making purchase decisions, according to a Nielsen survey. One in three only uses a mobile. The app obsession is increasing.

Goldman Sachs estimates mobile commerce will hit \$626 billion by 2018. That is equivalent to all sales made by computer in 2013.

As well as being the consumers' choice, apps are a popular option for business units keen to skirt around the IT complexities that define many businesses to deliver a speed and agility they know their customers are demanding.

But there are suggestions that the hype around apps is stealing attention away from other more important issues. Aaron Miller, chief digital technologist at Avaya in Europe, the Middle East and Africa, spends most of his time talking to boards about their digital strategies.

He cautions: "Businesses recognise that they need to become more nimble to stay competitive, but apps alone aren't the answer. Adding an app to your network in a bid to become more competitive is like adding a spoiler to your car when what it really needs is for you to look under the bonnet and service the engine.

"It may give you an edge in the short term, but as soon as a competitor comes along with an engine that is finely tuned and well maintained, you're out of the race completely."

Mr Miller refers to the network as the engine of modern-day business, arguing that the only time it comes on to the chief executive's radar is when it goes down.

It's a fair point. There is no denying that the network is a strategically important part of modern business, running everything from a company's telephony and website, to its security cameras and air conditioning. As the internet of things and wearable technology take hold, the demands on the network will become greater still.

Yet a recent survey commissioned by Avaya found that 94 per cent of European businesses are negatively affected by the complexities of their network. This limits what can be deployed when and how quickly. Network fragility may mean your app quickly becomes inconsistent, unstable or simply won't work, qualities guaranteed to annoy and alienate internal and external users alike.

The reason, as Adrian Brookes, director of corporate consulting at Avaya, explains is that what were once best-in-class networks, when they were installed in the 1990s, are today creaking under the demands of modern business.

He says: "Consider an iconic car from the same period and compare it to a car built today. We now have a completely new way to build cars. You can retro-fit your 90s icon with a DAB radio, heads-up display, sat nav and cruise control, but it gets ugly, expensive and difficult to manage, plus your car wasn't built with these add-ons in mind.

"The same is true of networks. It gets to the point when you really need to upgrade."

Mr Brookes makes some recommendations for building a powerful network fit for the digital age. Open standards are vital. You don't want to be trapped with a vendor, when you could be mixing and matching from the best on the market.



40% of consumers regard their mobile device as the most important thing for making purchase decisions



94% of European businesses are negatively affected by the complexities of their network



x31 times faster to roll out new services over a virtualised network than a traditional network

Security, he says, remains critical. It should be built into the network, not added on. And virtualisation is key. Human error is the biggest cause of network downtime. Avoid it by virtualising your network. Research suggests it is 31 times faster to roll out new services over a virtualised network compared with traditional networks.

With the hallmarks of an agile business – speed, flexibility and security – now all built in at the foundation layer, it's easy to see how add-ons such as apps can then start to deliver as they are meant to.

Europe's leading private hire company Addison Lee recently invested in Avaya Fabric Connect to upgrade its network. The new system massively reduced the amount of manual configuration needed. Previously laborious tasks now seem effortless. Addison Lee's chief technology officer Peter Ingram is now confident the company can grow and add services, secure in the knowledge its core infrastructure is rock solid. Yes, apps are exciting. But get your network healthy first. Nothing will work unless you do.

To find out more visit: [avaya.com/uk/solution/fabric-connect](http://avaya.com/uk/solution/fabric-connect)





## COMMERCIAL FEATURE

# GET A WEBSITE TO GET AHEAD

*Lots of British companies still don't have a website. They are badly missing out. In a Q&A, Emma Jones, founder of Enterprise Nation, the campaigning body for entrepreneurs and small businesses, explains why all firms need a website*



**Q Does every business need to be online?**

**A** Yes. A website is your window to the world, whether that world is trade in your local area or with international markets. When so many customers are online, your business has to be there too.

**Q How do I make a website?**

**A** The first thing to do is buy a domain name. This will secure your identity online and you will be able to use it as leverage, even before you build your website. For starters, it will give you a professional-looking e-mail address (myname@mycompany.com). Research by Verisign<sup>1</sup> reveals 93 per cent of small businesses say branded e-mails make them look more credible.

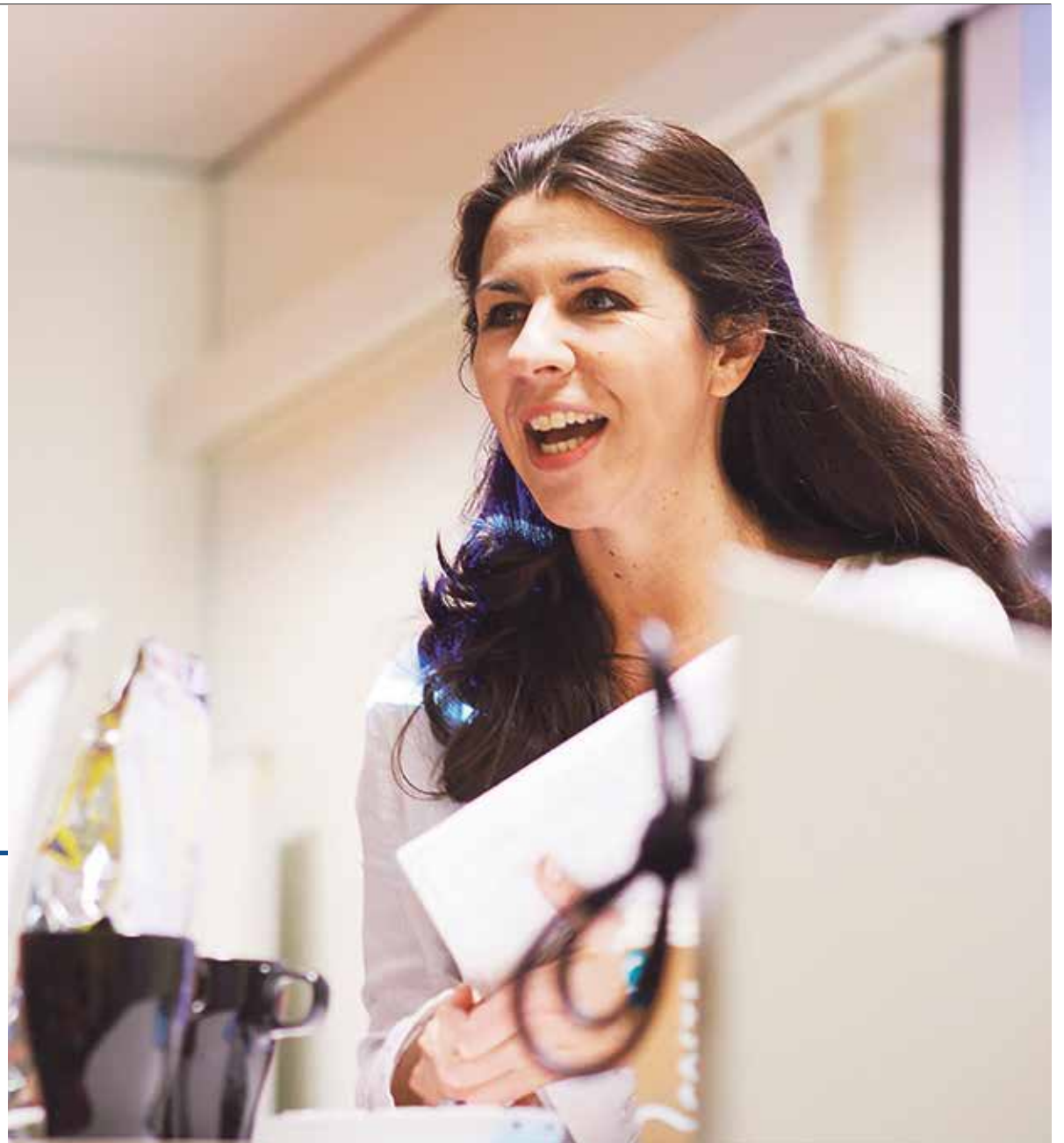
You don't even have to build a website at the purchased domain, rather you can redirect potential customers to your shops, whether they be Etsy, eBay or Notonthehighstreet.com, or a profile on social media platforms, such as Facebook, Instagram and so on. This approach will build your experience.

Pretty soon you'll want your own website. This lets you control the branding, the content, how people pay – everything, in fact. You can run your website in parallel with your marketplace shops, but with unlimited potential, which in turn could dominate your sales.

Template tools, such as Moonfruit, Squarespace and Wix.com, let you build a website with no coding. Just click, drag, and publish. Hey presto. It's done.

Template websites cost on average £20 a month, and for that the template provider makes sure your website stays current and live.

The most ambitious step to owning your own website is to have a developer build a site for you. The secret here is to write a solid brief, so there's no confusion, on how the site should look and perform. Find developers on the Enterprise Nation marketplace (enterprisenation.com/marketplace), and look for agencies with high ratings and reviews from previous clients.



**Q I'm not good with computers – will that be a problem?**

**A** No. If you decide to go online through social media platforms or template site-builders, you simply need to know how to navigate to these sites and they make the rest as easy as possible. If technology isn't your greatest strength, surround yourself with people who do understand it. Through our Go and Grow Online campaign, we offer lots of content and events to match businesses with experts in all topics connected to setting up and making the most of technology.

**Q What if I need to update my site with new pictures and words?**

**A** If you have gone for the option of working with a template website, which is what we recommend for businesses starting out, then adding pictures and words is straightforward. You simply upload and then click and drag to get everything in the right place.

**Q Is it expensive?**

**A** No. Starting on social media is free and, with a template website, there are options ranging from free to prices going up to an average of £20 a month.

**Q Do I need to be a .com?**

**A** At enterprisenation.com we are big believers in the power of .com. A .com domain delivers trust in your brand and it is internationally recognised from the start. This is what every small business wants, making .com their preferred domain.



**At enterprisenation.com we are big believers in the power of .com. A .com domain delivers trust in your brand and it is internationally recognised from the start**

**Q Can the internet help me export?**

**A** Having an online presence opens you up to international trade and new opportunities. There are 1.2 billion people online across the globe, and many of them are looking for products and services that say Made in Britain. At Enterprise Nation, we have literally seen businesses start online on a Monday and sell to the world by Wednesday. An online presence immediately opens you up to any customer with an internet connection.

A .com e-mail address is vital for exports. Foreign buyers may be put off by a regional name, such as .co.uk or .london. A .com suggests global reach.

You can also use tech tools to make the export process easier, such as adding PayPal to your website to accept currencies from across the globe, and a support service on your site, such as Zendesk, so international customers can make contact and ask questions when you're sleeping.

**Q What is SEO?**

**A** SEO stands for search engine optimisation and this is the process you go through to

get seen on the web. It involves steps such as being active on social media, including Twitter, Facebook and Instagram, linking to and from quality websites, blogging websites your customers may visit, as well as uploading video clips to YouTube and keeping your own site fresh with content that includes words your potential customers will be searching for. Take these steps and your site will have better search potential for your customers.

**Q Fraud is a concern – will my website be secure?**

**A** When it comes to accepting payment on your site, use recognised brands, such as Stripe, PayPal or Worldpay. Be sure to change passwords on a regular basis and keep company data in the cloud and backed up so there is no fear of losing customer e-mails and accounts. Opting for a template website means you get a site with anti-fraud measures built in so you can focus on building your business.

**Q I want to get started – what is my first step?**

**A** Buy a domain. Create a social media presence. And then set about building a website using a template builder. Get promoting and, before you know it, your home on the web will be attracting visitors from places you never imagined. If you want to learn more about how to succeed online, visit the resource centre at start-online-with.com.

<sup>1</sup>Benefits and Barriers of Bringing a Small Business Online, September 2013

**start-online-with.com**



# 10 lessons from startups

*Fearless, inventive and insanely ambitious, startups bristle with virtues and lessons worth learning. Here are ten startup tips companies of all sizes can gain from*

## START FROM SCRATCH

How would you design your company if it didn't exist? Startups get to create everything from scratch. It means they can be creative with revenue models, infrastructure and organisational structure. British banks are currently being forced to go through this process, forced to by a wave of startup banks. Atom, Mondo and Secco are mobile-app-first banks, challenging the high street incumbents with new business models. One challenger bank even accepts World of Warcraft gold. Chris Gledhill, founder of pre-launch Secco Bank, describes his model as the result of "designing a bank with a blank sheet of paper". Big firms need to recapture that mindset.

## ASK FOR HELP

The old insult about management consultants is that they borrow your watch then tell you the time. It's absurd. Startups have no hang-ups talking to advisers. Investors act as non-execs (well, the good ones). Banks help startups with the right structure, strategy advice and cash-flow modelling. Startups in accelerators, such as Barclay's FinTech Accelerator, get mentoring from entrepreneurs and share ideas with other startups. Big firms need to quit being so shy.

## FUND TO SCALE

Startups use funding to accelerate growth. They use angel investment, crowd-funding, bank loans, venture capital and bonds. The cash means they beat organic growth. And when they see the results, they often return for more. Video conferencing service Blue Jeans just closed its fifth round raising \$76.5 million to a total of \$175 million. The money will fund expansion in Europe, Asia and Australia, plus research and development. "With this investment we are fuelling up our tanks and preparing to step on the gas," says boss Krish Ramakrishnan. Established firms can do the same.

## BE FUN

Eric Ries, author of *The Lean Startup*, points to a paradox. Employees at startups work "under conditions of extreme uncertainty", yet enjoy greater job satisfaction. So what's going on? Office hours at startups are more flexible, career paths less rigid, access to the boss is more direct and the culture

is more human. In large firms, human resources teams attempt to codify good practice. The result is bureaucracy. So why not copy the ethos of a startup? Currency exchange business TransferWise has a sauna in its Clerkenwell office as a nod to the Estonian origins of the founders. Innocent Drinks installed AstroTurf artificial grass and picnic tables. Better to be zany than boring.

## TOP TIPS

● CHARLES ORTON-JONES

## EXPORT

Small UK firms export more than larger ones. FedEx's second annual *Great British Export Report* shows the average small and medium-sized enterprise (SME) exports more than it imports, and 72 per cent believe international revenues will increase over five years. Trevor Hoyle, vice president of FedEx Express, says: "The report shows that SMEs recognise how lucrative exporting can be for their business and as result more are going global, actively helping to reduce the deficit." Artisan chocolate brand Choc on Choc exports to ten countries including Japan and Qatar, and recently founder Flo Broughton has added Malaysia. Can you match that?

## THINK SOCIAL

Facebook and Instagram are dangerously addictive, which is why they make great business tools. Startups often include a social strategy at the heart of their

business model because the founders grew up with social media and they can't afford traditional corporate communications channels. Yoni Assia built his stock trading platform eToro into a global giant by thinking social. All trades are viewable on eToro's social platform, so investors can copy the best performers. It was radical, different and proved to be a winning selling point. Social is the future of marketing.

## THINK BIG

"Stay hungry. Stay foolish." Steve Jobs' advice comes in two parts, the second bit being the hardest. Startups are foolish because they don't know any better. They may launch daft products, they experiment and take risks. When Jobs launched the iPhone, the review in the UK tech website *The Register* said: "Why the Apple phone will fail and fail badly." The iPad? From *The Inquirer*: "We can't gauge what the actual target market is." Jobs never lost that startup appetite for experimentation. He stayed foolish and prospered.

## PROMOTE FROM WITHIN

Startups promote from within for two reasons. First because they can't afford hotshot candidates. And second because they develop esoteric habits which outsiders don't get. Promoting from within encourages staff to believe they can reach the top. It preserves the culture of the company. Google is a perfect example. The company is dominated by early employees. Number 15 Joan Braddi became vice-president of search. The current chief legal officer was Google's first lawyer, first meeting founders Larry Page and Sergey Brin in 1998, the year it incorporated. The current chief business officer joined a year later. Susan Wojcicki was employee number 16. She's now head of YouTube, owned by Google. Amazingly, the original YouTube founders rented her garage as their first office.

## FORM PARTNERSHIPS

Startups are a source of energy, fresh thinking and talent. Making friends with startups will let you benefit too. Samsung's latest "secret ingredient" is its Open Innovation platform, where it forges partnerships with startups. Samsung runs accelerators in New York and San Francisco. It takes equity stakes in startups. It also announced plans to increase efforts to help startups in its native South Korea. "The future is about the thoughtful integration of hardware and software. And that means startups," says David Eun, vice president of Samsung's Global Innovation Center. No reason why your firm can't do the same.

## USE TECHNOLOGY

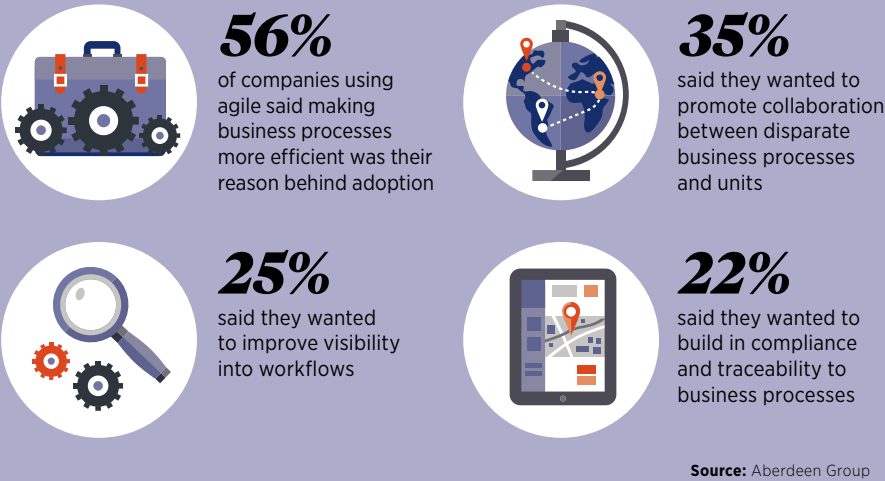
A lot has happened in the past five years. The cloud is now cheaper and more reliable than on-premises storage. The internet of things (IoT) is here. By 2020 there will be 25

billion connected devices, according to Gartner. There is wearable tech, such as Apple Watch, Samsung Gear and Fitbit. Alternative payments have taken off, from Apple Pay to Droplet. Mobile apps are ubiquitous and can be made via codeless platforms. Startups have the luxury of building their infrastructure using the latest tech. For example, AdhereTech is making internet-connected medicine bottles, which report usage patterns and trigger reminders if patients forget. It's an IoT and cloud combination with huge potential. Neither service was viable just a few years ago. A technology review will reveal what tech you could be using.

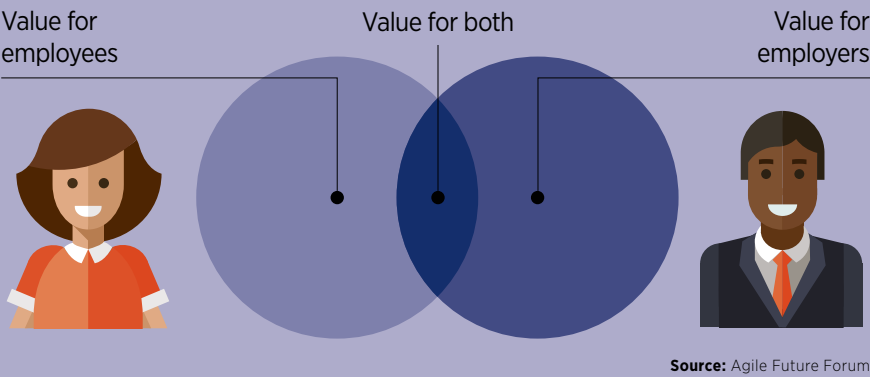
# Keys to unlocking - and securing

*Businesses new to the agile way of working may have some way to go before reaping the rewards, but those willing to jump who*

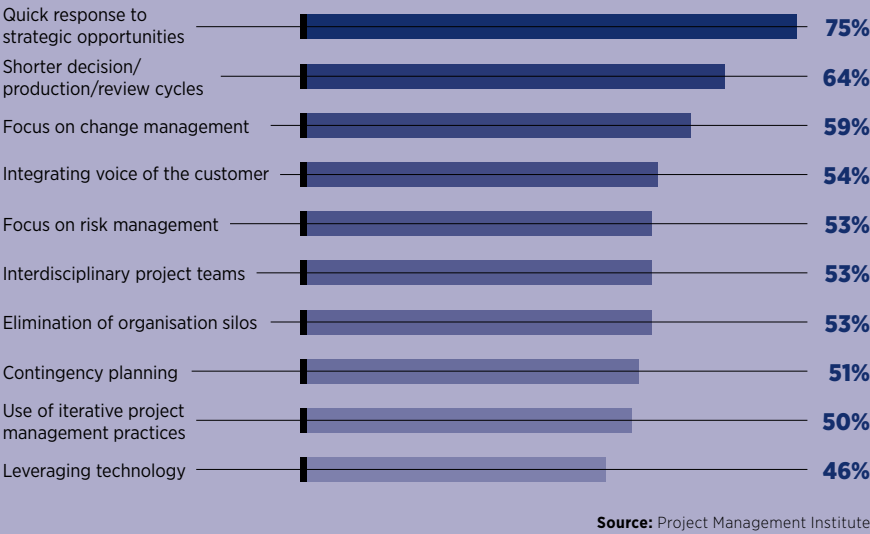
INNOVATIONS SOUGHT THROUGH ADOPTING AGILE



AGILITY PRACTICES CAN OFTEN BE CONFIGURED TO GENERATE VALUE FOR BOTH THE EMPLOYER AND EMPLOYEE



CHARACTERISTICS OF ORGANISATIONAL AGILITY



ADOPTION OF AGILE DEVELOPMENT BY FIRM SIZE

Employees	Adoption
1 - 19	24%
20 - 49	18%
50 - 249	26%
250+	32%

Source: Gist

TOP THREE INVESTMENTS FIRMS ARE MAKING IN UNIFIED COMMUNICATION AND COLLABORATION

- 01 Web, audio and video conferencing services
  - 02 IP telephony calling and management
  - 03 E-mail, fax and voicemail, including unified messaging
- Source: IDG Enterprise 2015

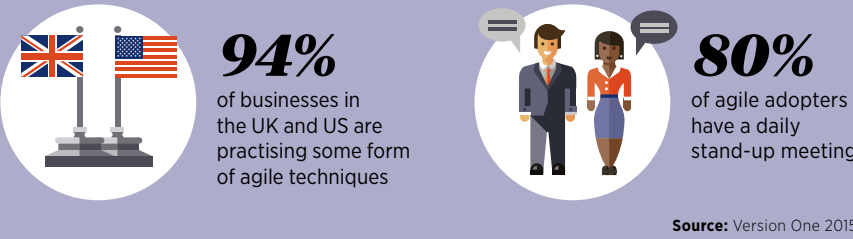
AGILE MANIFESTO

- Agile businesses value
- Individuals and interactions over processes and tools
  - Working software over comprehensive documentation
  - Customer collaboration over contract negotiation
  - Responding to change over following a plan
- Source: BCS The Chartered Institute for IT

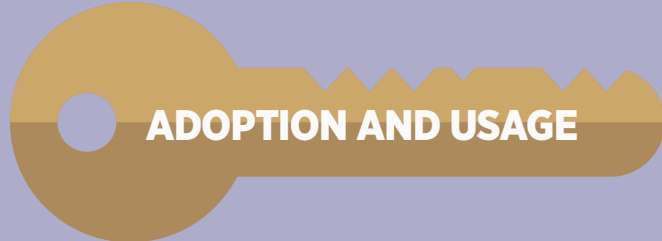
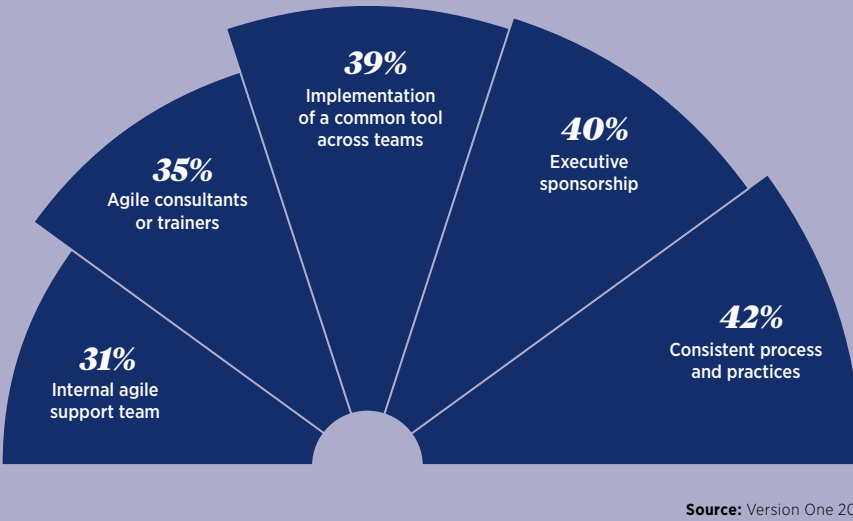
MOST USED AGILE METHODOLOGY

Scrum	56%
Scrum/XP hybrid	10%
Custom hybrid - multiple methods	8%
Scrumban	6%
Kanban	5%

Source: Version One 2015



TOP TIPS FOR SUCCESS WITH SCALING AGILE

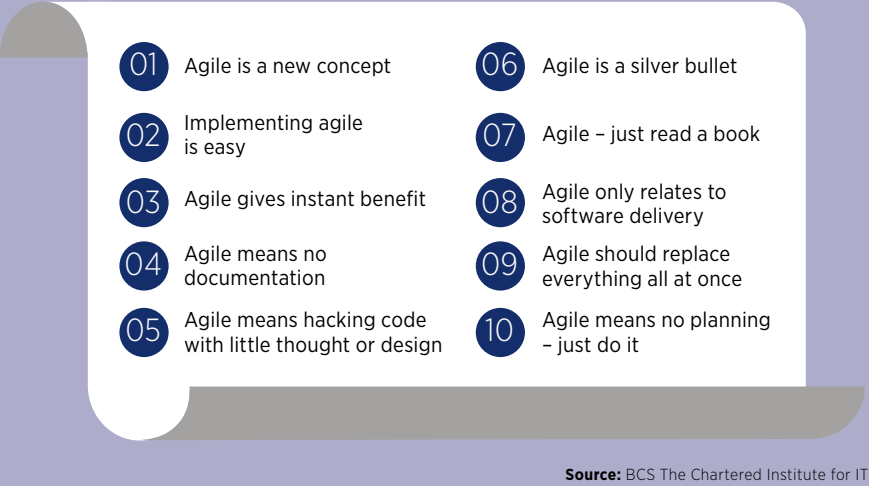




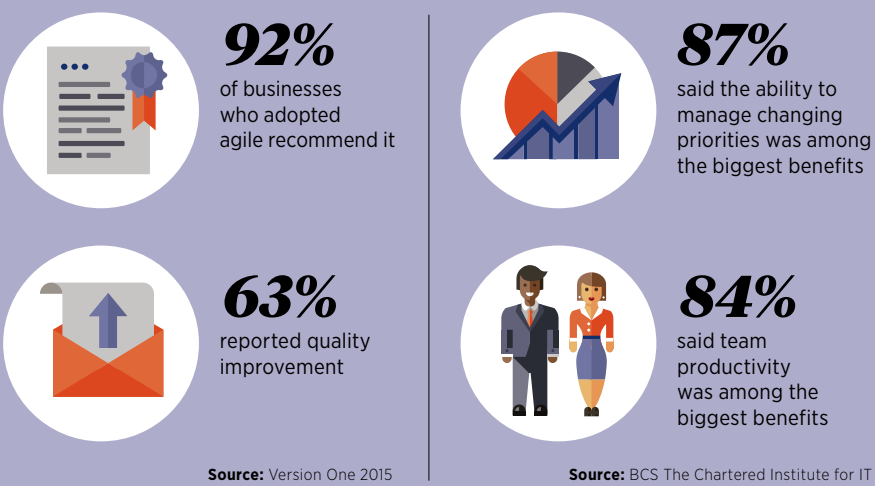
# ring - agile business success

leheartedly into a fresh approach may wonder why they hadn't done so sooner

## AGILE MYTHS



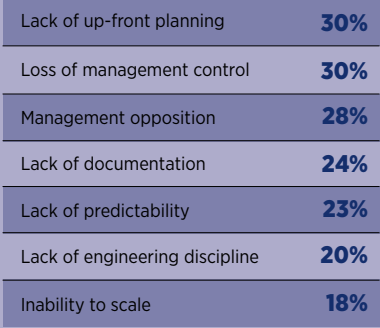
## FEELING THE IMPACT OF AGILE



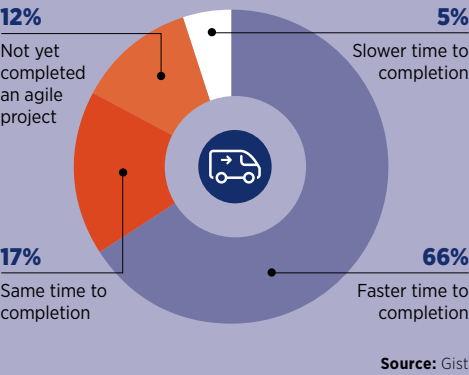
## BARRIERS TO FURTHER AGILE ADOPTION



## GREATEST CONCERNS ABOUT ADOPTING AGILE



## PROJECT DELIVERY HOW AGILE MAKES A DIFFERENCE

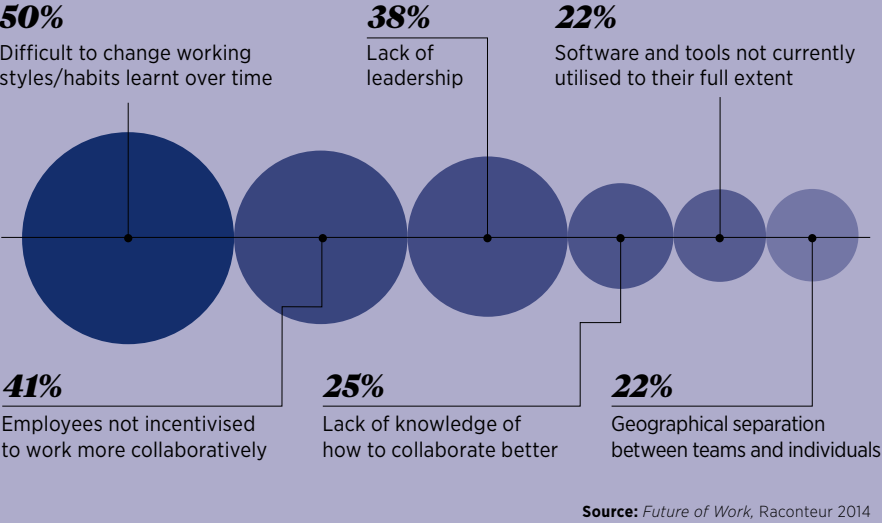


## PROJECT SUCCESS BY AGILITY LEVEL

	High agility	Low agility
On time	<b>73%</b>	<b>44%</b>
On budget	<b>75%</b>	<b>47%</b>
Meeting goals and business objectives	<b>83%</b>	<b>59%</b>
Meeting/exceeding return on investment	<b>71%</b>	<b>40%</b>

Source: Project Management Institute

## BIGGEST CHALLENGES IN CREATING A MORE COLLABORATIVE WORK CULTURE



## BENEFITS OF INCREASED ORGANISATIONAL AGILITY



BARRIERS AND CONCERNS

IMPACT

# Simon says: ‘Be nimble, be quick’

*Institute of Directors boss Simon Walker (pictured) stresses the never-ending need for change and modernisation in UK business and industry*

◆ INTERVIEW  
● RAYMOND SNODDY

Simon Walker, director general of the Institute of Directors, hopes to improve the quality of UK management – but first had to transform his own organisation.

Behind the columns of the 1820’s Nash building in London’s Pall Mall, all had not been well. The plush headquarters with its strict dress code was perceived by some as a rather stuffy home for ageing fat cats and, as a result of image and recession, membership had been in decline since 2001.

“We have got to be nimble and we have got to be flexible; we have got to be agile because otherwise we are not going to survive,” argues Mr Walker, who has also held senior positions at Reuters and Buckingham Palace.

Agility in this case included the launch of IoD 99, accepting 99 people under the age of 35 paying £99 each to join, who were running startups rather than sitting in established executive suites.

Normally to be a member of the Institute of Directors (IoD), a candidate would have to have been a director for three years or control an annual budget of around £250,000 in a large organisation.

“Actually we got 500 of those [IoD 99] people and our membership is rising again for the first time in years,” says Mr Walker, who was also involved in revising IoD standing orders that used to insist on ties and jackets, and would have frowned deeply on jeans.

“I don’t mind jeans, but we would prefer them not to have holes and we even had three or four sightings of shorts over the summer,” says Mr Walker, who believes that the changes in IoD culture and inclusivity are a metaphor for the ever-present priority of change and modernisation in UK businesses.

“I think business is in a reasonably positive phase. We know that productivity has to improve and growth has to stay in its current picked-up state and to create real wealth by creating real products, rather than the financial speculation we have had for so long,” explains the IoD director general.

More young people, he believes, are realising how exciting it is to launch their own business, whether it’s a high-tech startup or a hairdressers.

The US assumption that it’s fine to fail at the beginning and you just pick yourself up and try again is also becoming more prevalent in the UK.

Mr Walker says he likes former Business Secretary Sir Vince Cable personally, but was totally opposed to his sugges-



tion that for directors associated with failed companies it should be a case of “three strikes and you are out”, and you would then be permanently disqualified as a company director.

“That would have ruled out Thomas Edison and Henry Ford,” notes Mr Walker tellingly.

Recognising that businesses need a degree of social consent and acquiescence to succeed, another of his tasks is to try to counter anti-business attitudes in politics and society.

“I am constantly trying to shift the emphasis on to smaller companies and entrepreneurial companies and companies that are making it and creating things and creating jobs,” says Mr Walker, who is not afraid to tackle publicly even some of the most powerful British companies on serious issues such as executive pay.

“We are doing our best on that, trying not to represent the fattest of fat cats

and we have been very critical on executive pay,” says Mr Walker, who was very outspoken about the “golden hello” worth £25 million to incoming boss of oil and gas group BG, Helge Lund.

“Managerial agility is something that can be taught and can be encouraged, but it has to be a top corporate priority

The IoD director general’s comments, backed by a shareholder revolt, saw the amount drastically reduced.

For Mr Walker the greatest contribution the IoD can make to improve the skills of the UK business community is

through education.

“Managerial agility is something that can be taught and can be encouraged, but it has to be a top corporate priority. There has to be a focus; being nimble, being able to adjust has to be seen as a real benefit,” he says.

There are expensive, full-week IoD residential courses on preparing executives to run companies “the proper way” or modules are also available. There are courses for independent directors and even for personal assistants.

“My ideal target is someone who has possibly a brilliant business idea, but doesn’t actually know how to run a company. They can come here and learn everything they need to learn through our professional and development people,” says Mr Walker, who himself learnt an important lesson from taking an IoD course on the role of independent directors.

He found the legal implications so on-

erous that he resigned as an independent director of a charity and instead now just gives informal advice.

Mr Walker, who has personally moved from a left-wing perspective to becoming a dedicated believer in free markets, does not think there is a single type of business leader.

“The entrepreneur, who starts up a business and gets it going, is so different from the minder, who looks after an established company, but I think the quality of business as a whole [in the UK] is pretty high,” he says.

Under Mr Walker, the IoD has also been blunt-speaking on many of the controversial issues of the day that go far beyond fat cat pay.

On European Union membership, Mr Walker believes business is likely to support staying in the EU if Prime Minister David Cameron “can get something” in the negotiations.

“If Britain left the EU there would be a five or ten-year interregnum when we wouldn’t know what access we were going to have. That is something that I think people have a strong pre-disposition against,” says the IoD executive.

Overall the IoD is in favour of immigration and believes the free movement of labour is at “the absolute core” of the British economy, particularly in and around London.

“It has enabled us to punch above our weight economically and we believe the government is risking it – we blame all politicians not just the Tories – and I think they are giving offence to the world,” says Mr Walker, a South Africa-born migrant, who notes there has already been a fall in Indian students coming to this country.

At Buckingham Palace, another British institution transforming itself with “a terrific website” and Prince Andrew regularly holding events for young entrepreneurs, Mr Walker had to practise diplomacy and discretion.

Clearly he feels under no such obligation now. What does he feel about the election of Jeremy Corbyn as leader of the Labour Party?

“God. Words fail me really. I think he is beyond parody. It’s just so ludicrous. It’s hard to credit at all actually, but it happened,” he concludes.

As for the future of British business, Mr Walker says the simple message from the IoD is be as agile as you can – and “go to it and do what you feel enthusiastic about”.

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CAREER HIGHLIGHTS

1996-97  
Special adviser in John Major’s policy unit at 10 Downing Street

1998-2000  
Director of corporate affairs at British Airways

2000-03  
Communications secretary to the Queen at Buckingham Palace

2003-07  
Director of corporate communications and marketing at Reuters

2007-11  
Chief executive of the British Private Equity and Venture Capital Association

Oct 2011  
Director general of the Institute of Directors



COMMERCIAL FEATURE

# BUILDING A FOUNDATION FOR ORGANISATIONAL AGILITY...

*The most agile organisations are succeeding by establishing a solid framework around strategy, culture, leadership, people and process, says **Craig Killough**, Project Management Institute's vice president, organisation markets*



Regardless of size or market sector, every successful organisation shares a common feature – the ability to pivot and implement quickly in order to achieve competitive advantage.

In a world of fluctuating economies, unpredictable sales trends and thin profit margins, an agile enterprise has the ability to stay one step ahead of its less nimble opponents by planning for change and evolving to meet new challenges in its business environment.

Organisational agility can be defined as the ability to change or adapt rapidly in response to market conditions or other external factors, which can include new competitors, emerging technologies, customer demands, and sudden economic and sociopolitical shifts. All these require effective communication as well as proper change and risk management for survival.

It can also include much more than the widely used project management tools and techniques of agile and other approaches. In fact, agile approaches to project management and formal project management can, and do, co-exist successfully.

Project management is the application of knowledge, skills, tools and techniques to project activities to meet project requirements. Agile allows teams to deliver projects piece by piece and make rapid adjustments as needed.

Agile is not done in place of managing a project. Rather, it is frequently introduced as a way to speed up the phases of a project. Though the term “agile” has been used in project management for the past decade to refer to a series of specific practices and approaches, organisations now recognise more value when they think broadly of organisational agility as a strategic competence rather than a set of tools and templates.

So, what creates organisational agility? Project Management Institute's *Pulse of the Profession® In-Depth Report: Capturing the Value of Project Management Through Organisational Agility* indicates some con-

crete leading practices at the core of success. They start with a firm grounding in the basics of project management, including an appreciation for the value of experienced and well-trained professionals, and the standardised programme management practices they use.

Agile organisations actively engage executive sponsors, align projects to strategy, and establish a well-aligned and effective project management office (PMO). They also have better communicators, more collaboration and more engagement. They are change enablers and manage risk effectively.

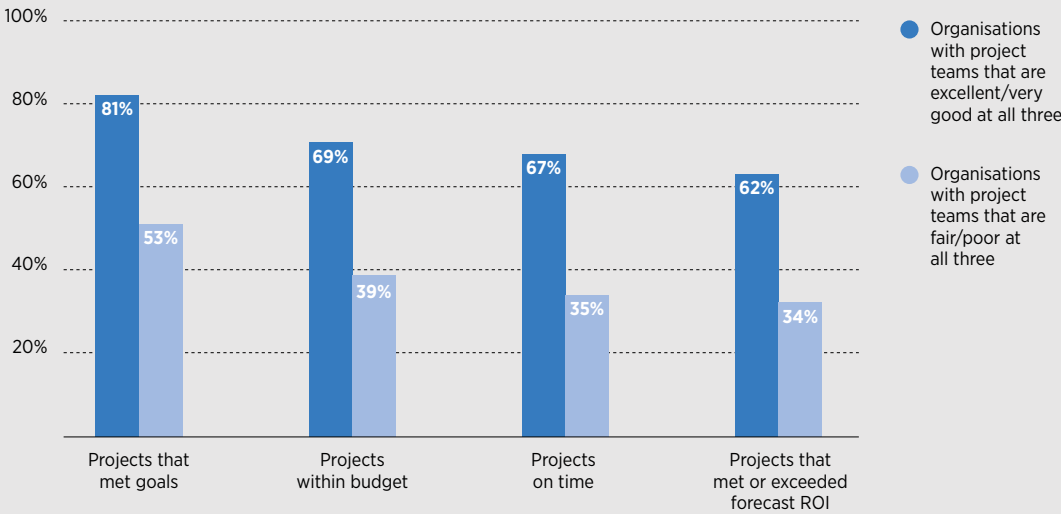
It is the combination of all these elements that has led to their ability to adjust and adapt to rapidly changing market conditions. On their journey to becoming more agile, successful organisations overcome many barriers, including slow decision-making, cultural mindsets that don't support agility, lack of executive engagement or leadership, little communication between departments and unclear organisational vision or strategy.

How can you eliminate these roadblocks? *Pulse* research identifies five essential practices for creating a framework of organisational agility.

**CREATE A SUPPORTIVE COMPANY CULTURE**

True organisational agility arises from a company-wide mindset that embraces change and is fueled by disruptions to the status quo. Organisations are more likely to nurture a supportive culture when they fully understand that projects and programmes drive change. They understand that when projects fail, so do profits because organisations are less likely to achieve strategic goals. Creating a supportive culture promotes responsiveness throughout the company. Organisations should create ways to capture the values of openness, transparency, respect, knowledge, improvement and adaptation.

## Collaboration, communication and flexibility lead to significantly better project outcomes



**MAINTAIN STRATEGIC FLEXIBILITY**

Organisations with an agile mindset adapt quickly to changing market conditions and are better prepared for new opportunities. As the *Pulse* study indicates, 73 per cent of organisations report that being flexible and adaptable are the most important characteristics of an agile organisation when it comes to staying on track with strategy. Being good at change management – an essential organisational capability that cascades across and throughout project, programme and portfolio management – supports that strategic flexibility. It's about anticipating, identifying, developing and implementing change.

**ESTABLISH COLLECTIVE LEADERSHIP**

One of the barriers to increased organisational agility is the lack of executive engagement or leadership. But when leadership shares a common view of the organisation's strategic goals and develops the proper strategic response with sufficient support, organisations are more agile. Those with highly developed cultures of organisational agility are nearly three times more likely to have their top leadership aligned with the strategic goals of the organisation, according to the *Pulse* study. Executive buy-in is

essential in creating a trickle-down effect for acceptance of the agile mindset at all levels, in all departments.

“It's about anticipating, identifying, developing and implementing change”

**FILL KEY POSITIONS WITH THE BEST PEOPLE**

Organisations that elevate the roles of project and programme managers as strategic talent are more prepared to capitalise quickly on new opportunities and initiatives. The *Pulse* study reports that 41 per cent of organisations are extremely or very focused on the training and development of employees in project management, 18 per cent focus on programme management and 13 per cent focus on portfolio management. But technical skills are not enough. Successful organisations want additional skills in leadership and business intelligence, competencies that support longer-range strategic objectives. The ideal skill set – the

PMI® Talent Triangle™ – is a combination of technical, leadership, and strategic and business management expertise.

**UTILISE ADAPTIVE PROCESSES**

PMI's *Pulse* research reports that organisations with highly developed cultures of agility are twice as likely to use standardised project management practices. These organisations are also more likely to adapt their project management approaches – 95 per cent compared with 72 per cent of organisations with underdeveloped cultures – and create hybrid management models that fit their unique organisational cultures. In addition, agile organisations have solid risk management processes, which allow them to be more flexible and manage obstacles more fluidly.

In today's fast-moving, perpetually changing market, a culture of organisational agility that enables projects and programmes to be completed faster and better than ever before is an essential strategic competence. Agility is the result of numerous factors, but crucially it is an organisation's ability and willingness to change.

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# Being remote is n

*Working at home or away from the office is set to take off as advances in technology*

◆ REMOTE WORKING
● STEPHEN ARMSTRONG

Back in 1967, BBC TV's science and technology programme *Tomorrow's World* hailed the arrival of Europe's first home computer, installed in industrial consultant Rex Malik's London house so that he could work from home. Mr Malik looked forward to a "robot housekeeper crossed with a private secretary" that could handle his diary, shopping list and accounts for a mere £30 a week. The reporter, Derek Cooper, explained that, according to experts, all homes would be this way in just 20 years' time. Forty eight years later, that remote working dream is finally being realised.

On September 28, Jeremy Smith, chief technology officer at Jellyfish Pictures, the BAFTA award-winning visual effects studio behind *Doctor Who* and *Line of Duty*, tweeted a picture of himself working on a complex animation in a plane at 30,000 feet. You don't get more remote than that.

It was a remarkable feat for a number of reasons, explains Barry Daniels, president of strategic alliances at cloud and networking pioneer Exponential-e. "Visual effects files are huge, so working on them over the internet is very difficult – it takes so much time to send a file, it risks being damaged. The problem for Jellyfish was that their central London studio was in some expensive real estate near Crossrail. Rents were going up and power demands on the grid meant they couldn't increase their power supply. They were slowing down and their costs were going up."

Exponential-e created a small private cloud for Jellyfish – high speed, huge bandwidth and easy to access – meaning its staff could produce animation and motion graphics on any device from any location in the world, and expand globally without the constant need for capital investment.

The huge tectonic shift in what's possi-

ble, argues Danny Wilks, IBM's business unit leader for social business and smarter workforce, is data, cloud and engagement, which he describes as the what, how and why of doing business.

"The 'what' is about the data, the new natural resource and source of competitive advantage," he explains. "The 'how' is how you deliver it, which means essentially the cloud delivering insight and growth, and the 'why' is about meeting the changing expectations of employees, customers and consumers."

IBM has recently developed Verse, an intelligent messaging system aimed at replacing e-mails in a cloud based enterprise. Using its Watson supercomputer, Verse prioritises messages and avoids tedious reply-all or round-robin e-mails. "There's no point replicating 20th-century client server structures," Mr Wilks points out. "If you're trying to organise a meeting – everyone's diaries are on the cloud, room availability is, so let Watson do it."

There are problems. "Speed and quality are often sacrificed when we work from home," according to Yahoo chief executive Marissa Mayer, who has banned Yahoo staff from remote working to boost the innovative ideas buzzing around her Silicon Valley HQ. Over at Salesforce, the customer relationship management software service specialists, they think they've hit on the solution.

“The huge tectonic shift in what's possible is data, cloud and engagement – the what, how and why of doing business”

"The problem with remote working is how do you propagate a company culture when most of your employees are rarely in your office?" says Raj Mistry, Salesforce senior vice president. "In a world of Facebook and LinkedIn, people are already used to feed-based social networks which are a great way of building a culture."

In spring 2012, Salesforce introduced Chatter, an internal social network. Everyone is connected and the most influential employees – judged not by the number of posts, but how colleagues respond – are invited to chief executive Marc Benioff's quarterly offsite retreat with the company's top executives.



Over the past three years, Chatter has been rolled out to Salesforce clients and each roll-out has linked back to the mothership so hubs of collaboration evolve around individual clients with client and Salesforce staff "chattering". Not only can a sales team get expert tech help within minutes, Salesforce client GE has extended Chatter to customer Japan Airlines to allow experts to monitor jet engine performance.

And it's expertise that's key. "The only problem with all this data is that no one really knows what to do with it," warns Jim Steele, chief customer officer at InsideSales.com. "Companies have been gathering truckloads of the stuff, but only really analysing around

TIPS FOR REMOTE WORKING

Keep it simple – no complex log-ins or VPN keys. People are busy. Make it as easy as sitting at your desk and turning on your computer.

Get the right secure technology in place. Will your system work at the right speed with half the workforce accessing remotely?

Establish a golden hour, either daily or weekly, where you can get hold of everyone all at once if necessary.

Don't use traditional e-mail – inbox hell will slow you down. You need some sort of smart messaging application that can help staff prioritise.

It's better to talk too much than too little. Keeping employees engaged with clearly defined goals helps stop people drifting away.

Don't procrastinate. In an office, you can bump into someone at the water cooler or go to their desk if they're not getting back to you; remotely, not so much. And that can be frustrating. Reply to requests quickly.

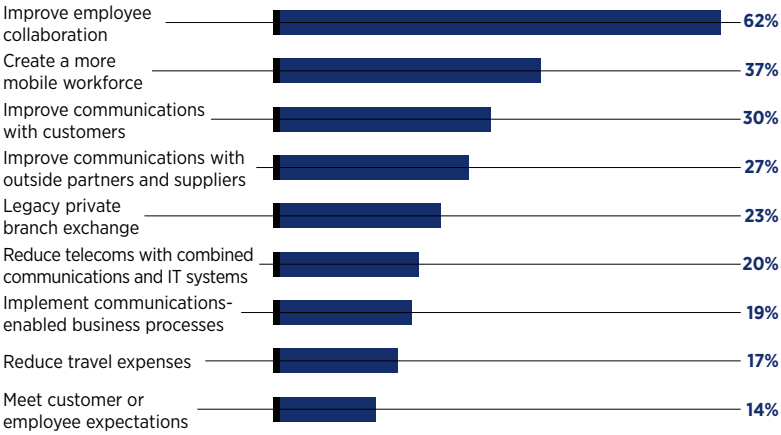


# Now getting closer

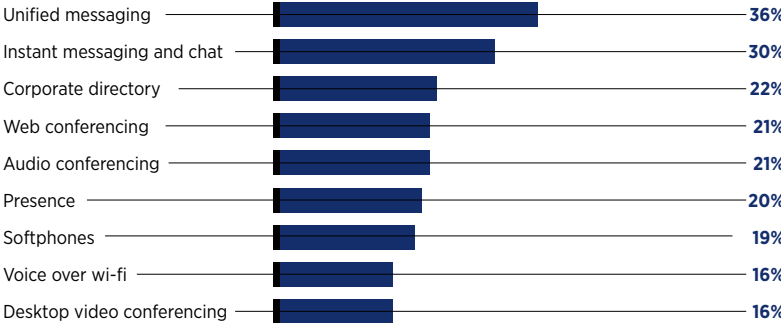
provide better and faster computing tools



## BUSINESS DRIVERS FOR UNIFIED COMMUNICATIONS



## MOST BENEFICIAL FEATURES OF UNIFIED COMMUNICATIONS



Source: Information Week 2015

3 per cent of it. Collaboration relies on good data analytics.”

Last month, InsideSales launched its predictive analytics software that trawls through clients’ data and suggests its best response. “You can be sitting on a beach in Bali and the software can tell you which is the best number to call to get the best response on a new lead,” Mr Steele explains. “It’s about making everyone an expert.”

Of course, the *Tomorrow’s World* story was all about tech improvements which, according to Kevin Wen, president of networking equipment giant D-Link Europe, have not been improving as quickly as forecast either in 1967 or even as recently as ten years ago.

“Slow tech means some companies who had tried pioneering flexible working then retreated from it,” he says.

“There is a wave of new technology that will help solve a lot of the problems which made things difficult

“But there is a wave of new technology that will help solve a lot of the problems which made things difficult. When it

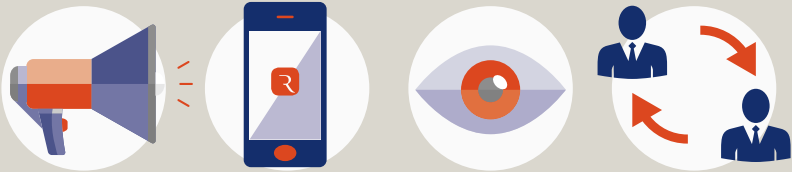
comes to mobile working, 3G is slow, congested and overloaded; 4G allows for data-sharing, but 5G, arriving in the next few years, allows for real collaborative working, video conferencing.”

Mr Wen also point to technology improvements around, for instance, the smart home, which will make it easier for companies and employees to operate remote working. Smart electricity meters, for example, will help employees and companies understand the time an employee has spent working, but also help the employee have the company cover their home-working costs with billable hours of electricity use.

Employees are getting ready for this change. Harry Campbell is an aerospace engineer in Los Angeles, who works from home for Boeing. He also drives for Uber and Lyft. “The future is portfolio jobs – people having multiple income streams,” he says.

“Remote working really means companies staff up or down according to demand. It’s important for employees to be able to deal with that. Uber’s remote working is simple – you switch the app on, you’re ready to work. The minute you want to stop, you switch it off. I can work when I need more money and stop when I’m tired.”

As an Uber-Lyft driver, he does have one tip – follow the alcohol. “If you want a guaranteed time to earn money, switch the app on when the bars close,” he explains, proving that no matter how high tech we get, some things will never change.



Use social media, either internal or existing platforms, to build community and creativity. Incentivise people to take part with rewards or gamification.	Keep it all in one place – mobile phone users spend most of their time on three apps. Mobile workers should only have a single app for the office.	Make the most of video conferencing. People’s faces reveal an awful lot, so try and see them as often as possible.	But always have difficult conversations and meetings face to face. There are certain things that should never be discussed remotely.
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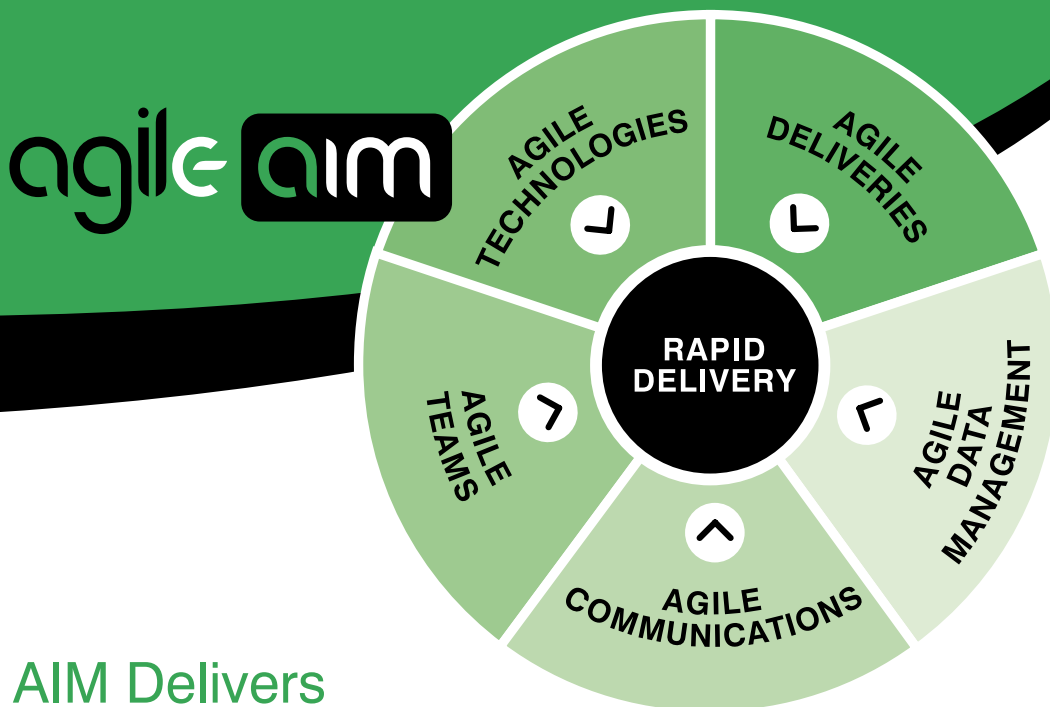
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OPINION



COLUMN

## Customers' demands call for agile supply

*Omnichannel shopping and greater customer expectations require the retail supply chain to adapt – fast*

DR JOHN LOCKTON

Management Consultancies Association board member

“Nowhere is the pressure to be agile greater than in retail. A shopper puts a foot forward and their mobile phone signals their movement. Their exact whereabouts, shopping history, preferences and aspirations can be available to retailers vying for trade. But this shopper will only remember and revisit the ones who offer a combination of service and product excellence.

Uber, Airbnb and, of course, Amazon are transforming consumers' expectations of retail. The internet has changed everything. Google is increasingly influencing the retail supply chain. Many a purchase starts with a search, and Google offers a handy shopping option to help consumers compare brands and retailers. The consumer expects retailers to act like internet natives, no matter what their legacy.

Leading retailers know this. From the time consumers search to the moment they get the product in hand, these retailers see a unified experience that can differentiate them from the competition. This understanding has led to a race in the customer offer. Same-day, next-day, weekend deliveries are becoming increasingly common.

But firms upping the ante are also realising just what it means in terms of forecasting demand, understanding stock levels, integrating supply chains and creating delivery networks. Putting escalating consumer expectations at the centre of the business is becoming increasingly complex and costly, particularly for retailers maintaining a strong presence in physical stores.

Moving to this world is a tough transition. Retailers cannot create good stock visibility, accuracy and infrastructure overnight. The vast majority of pioneers in omnichannel recognise the need to re-engineer systems and business process, while those still challenged with creating multichannel retail tend not to see this need. The danger is retailers either falling short of customer expectations or creating systems which could be, in the longer run, economically undesirable.

Constantly meeting unlimited expectations just costs too much. It might be necessary to reduce the offer. The question is when and for whom.

An increasing number of businesses are focusing on a more pragmatic use of large data sets and business analytics to inform the management and deci-



sion-making processes. Black Friday is a case in point. While some retailers see it as unprofitable and unsustainable, others think it is an opportunity they can exploit.

Innovative retailers are seeing the benefits of adjusting delivery options in mid-sales cycle so the supply chain can cope with peaks in demand while still meeting customer expectations. To do so retailers need good visibility of stock and supply chain performance. Black Friday also demonstrates the dependencies in the online retail market. If retailer X does one thing, competitor Y will do another, creating a domino effect in the market and finding weak points in the supply chain.

Putting consumers at the centre of the retail supply chain can mean recognising operational limitations and seeking partners with complimentary assets. This can create strange bedfellows. Just a few years ago it would be unthinkable that consumers could order an item from an eBay seller and pick it up in an Argos outlet, housed as a concession in the local Sainsbury's store. But this is happening now.

Meanwhile, within the business, previously estranged functions are quickly having to get to know each other. What is the best delivery offer from a marketing perspective? What will it cost? What are the options in between? To figure out the answers, marketing and supply chain management need to sit around the table or, better still, be managed as part of the same customer-experience function.

New connections inside and outside the business, greater visibility of stock and the ability to exploit big data analytics all require agile technology development and management processes. But this is just the start. The internet of things promises to transform both customer experience and supply chain management, mushrooming data volumes at the same time. Businesses deploying agile technology and management processes will be best placed to execute continuing transformation.

While retail is at the sharp end of these changes, it will affect many industries. As manufacturing faces the challenges of both mass customisation and direct demand from the consumer, the impact will be felt right across the markets. Agile is a small word, but it is a big deal, wherever you sit in the economy.





# Changing role must keep pace with tech

Continuous disruption is forcing companies to transform their IT at an accelerating pace, dramatically changing the role of the chief information officer or CIO

◆ CIO

● NIC FILDES

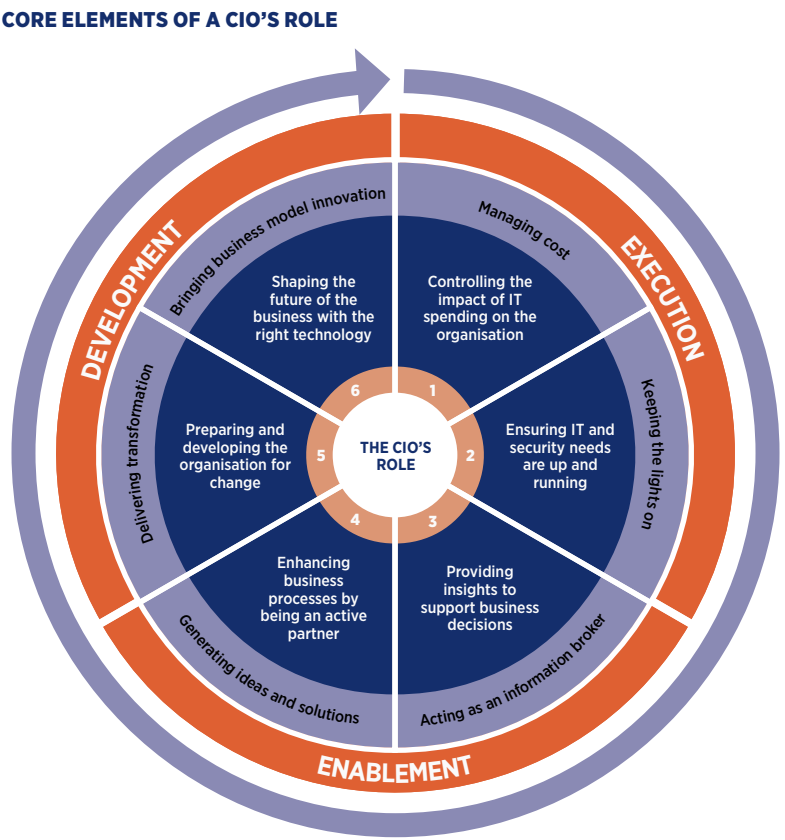
Who would want to be a chief information officer? The venerable job title should really be sacrosanct in a world where software and data is consuming the world. The reality is very different with many arguing that the old-fashioned CIO is obsolete or that a new breed of executive – the chief data officer or CDO – is subsuming the most important parts of the job.

Forrester, the research company, found that 45 per cent of companies have already appointed a CDO and a further 16 per cent plan to in the coming year.

“Should CIOs feel threatened by the rise of the chief data officer? Some may,” says Forrester’s Gene Leganza. “But in many cases, CIOs are only too painfully aware that they have too many things on their plate to give the data agenda the attention it needs.”

Even without data to worry about, those CIO plates are spinning very fast. Company employees have started to circumvent IT departments to find the best tools, often ones that can be downloaded straight to an iPhone or iPad. Meanwhile, IT departments have been inundated, walking the tight rope between serving the needs of staff, who still can’t work the printer, to those who have grown up in the web 2.0 world and wonder why they can’t use more advanced technology within the office.

Ian Stone, managing director of Anaplan in the UK and Ireland, says: “Digital disruption has made the business world move faster than ever. It has meant that CIOs have to enable their companies to plan and optimise performance in real time to support the business effectively.



Source: EY 2014



tous and brilliant consumer technology and social media companies have not just raised the bar on how good technology can be, they have created intolerance to what they see as complaining IT departments,” says Phil Freegard, a partner at Infosys Consulting.

That means the role of the CIO has to change as fast as the technology being used by the workforce – a trend that will only accelerate in a world of wearables and internet of things innovation.

Ben Dowd, business director at O2, says: “CIOs are traditionally known as the infrastructure guardians, the software and hardware gurus. But the role is significantly changing. It is no longer enough to focus solely on providing in-office IT equipment. Forward-thinking CIOs are harnessing technology to catalyse

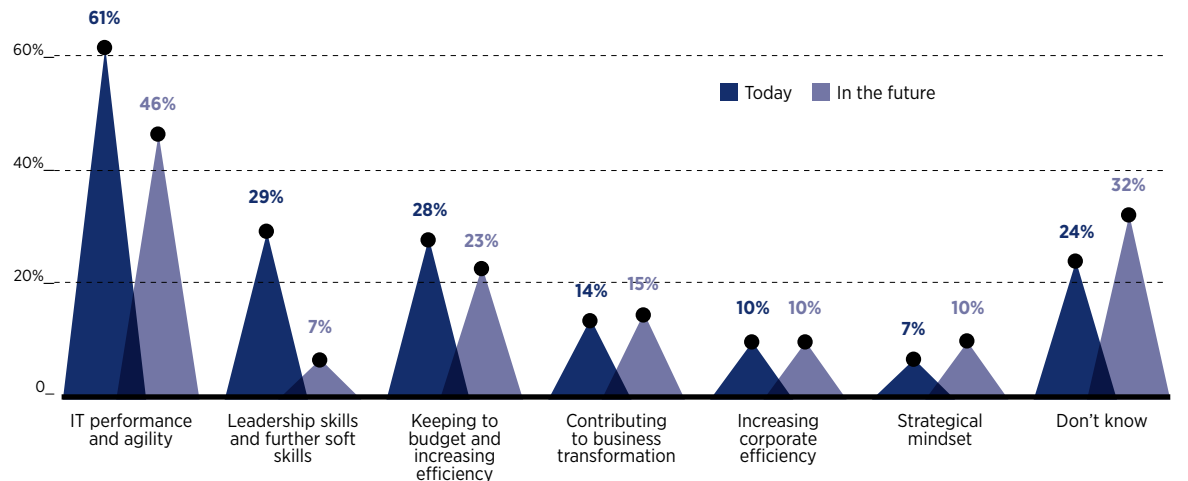
place work is done. In other words, they understand the goals and desires of their software and IT teams, and how these want to adjust their culture, process and practices to enable them to deliver better business value through their work.

“But, on the other hand, the CIO has the traditional organisation mindset of the rest of the board, holding back the very changes they know they need to action. Compare this CIO with the CIO of a start-up and, no doubt, you will find the valley is not nearly so deep.”

Toby Perkins, managing director of UKNetWeb, says change has to be fundamental throughout an organisation for a company to be truly agile and to react to the plethora of new technologies. “CIOs normally are convinced of the benefits of agile. The challenge is getting the people in between top

“The role of the CIO has to change as fast as the technology being used by the workforce – a trend that will only accelerate

KEY MEASURES FOR CIOS



Source: EY 2014

new ways of working that can disrupt traditional operating models and add real value to the bottom line.”

It is, of course, easy to argue that CIOs should be on the bleeding edge of the latest trends, but that ignores the huge task in managing legacy IT systems. A recent Vanson Bourne survey of 200 CIOs found, unsurprisingly, that 66 per cent of disruption and complexity was generated by the cloud. Yet next on the list was legacy IT and 89 per cent of those quizzed argued that it was a real challenge to simplify older systems while driving innovation. That requires a bi-modal approach which many cannot adopt.

This creates what those in the industry call the “CIO crevasse”. Craig Girvan, director and “scrum master” at IT company Headwards, says: “The CIO in mature organisations is now in the crevasse between the rock and the hard place. On one hand, the CIO has gone to *gemma* – the real

and bottom to understand the benefits or how to implement it,” he says.

“It requires change at a cultural level, and in every organisation there will be a percentage of people who quickly adopt and another percentage who resist the change. Trying to achieve change internally with an existing organisation is just hard and requires huge levels of persistence.”

That elevates the CIO to the role of aggregator or cheerleader who can place a ladder across the crevasse and guide people over. Russell Reynolds, the recruitment company, used psychometric assessments of 28 of the world’s most successful CIO and argues that a new category – a “productive disruptor” – has emerged. “These are leaders who are agile, unafraid and extremely skilled at overcoming organisation inertia, who can bring disruption to a business and convince their colleagues to join them,” he concludes.

EVOLUTION OF THE CIO

1950s-1960s  
The CIO was better known as the “electronic data processing manager”, in charge of the enormous mainframe computer kept in the “glass house”

1980s  
The era of distributed computing sees IT leaders whose stature within an organisation starts to grow

1990s  
The CIO is born as computers move from number-crunching to enabling; the role is more strategic than the previous maintenance-led responsibilities of an IT leader, as security and compliance come to the fore

2010s  
The CIO starts to have board-level influence and is increasingly seen as a “field general” by some companies



# Pivot your business model

*When business stagnates or a newcomer steals your market, agile thinking and swift action can save the company*

## ◆ CHANGING COURSE

● CHARLES ORTON-JONES

“It’s important to understand that nearly every company goes through life-threatening moments,” says Ben Horowitz, the legendary entrepreneur and venture capitalist, in his new book *The Hard Thing About Hard Things*. This is when a chief executive really earns their spurs. Above all, he says, “Don’t punk out and quit.”

He’s right. Most businesses have these moments. And the boss can’t duck out and run away. They need to find solutions to the problem.

BT is doing it right now. The old fixed line revenues won’t last. Not in the age of Skype. So two years ago it launched a television channel, BT Sport. With a £897-million deal for Champions League football, it has kicked off well.

Nokia did it in the 90s. It made tyres and TVs. Not great. Then the boss decided to pivot into mobile phones. By the end of the decade it was Europe’s most valuable company.

So what’s the secret to changing course? Founding an internal startup is a standard tactic. Simon Harbridge, chief executive of Stone Group, was at risk of a threatening moment at his IT company. For two decades Stone Group assembled tech products for the public sector. The market shrank and shrank. “The signs were clear that we had to re-evaluate our strategy and take drastic action to maintain the future of the business,” he recalls.

His solution? “We developed a new business unit, Stone Infrastructure Services, which would focus on selling the services of our people, rather than the products that our people manufacture,” says Mr Harbridge. “Central to the concept was offering our public sector experience, and applying that in a consultative way to the whole technology stack, such as wireless and cloud computing, rather than just supplying computers.”

He re-assigned staff to the new unit and recruited specialists in the field.

“Thankfully, it has been a success so far. We posted a 20 per cent increase in profits last year so it’s been worth the blood, sweat and tears of getting to where we wanted to be,” he says.

His advice to anyone doing the same? “A robust communications plan, a joined-up leadership team and taking your employees on the journey with you, to name but a few, are all important,” says Mr Harbridge.

Controlling emotions helps too. “It has been massively stressful. Sometimes frustrating, but there is no easy way to change the direction of a business, so you must remain calm and find the positives,” he says.



1. Launch programme of BT Sport, August 2013

2. Nokia Lumia 900: Nokia sold its devices and services division to Microsoft for £4.6 billion in April 2014

3. William Hill’s online betting platform

Finding a new export market can work. UK Trade & Investment (UKTI) international trade advisers can help companies of all sizes crack an export market for the first time. Parveen Thornhill, London UKTI regional director, says: “It all starts with speaking to an expert. Whether it’s about marketing, IP [intellectual property] or e-commerce, an international trade adviser can guide interested businesses through the journey. Companies quickly recognise a different way of doing business, which leads to new customers and exciting opportunities.”

“My favourite example is Foffa Bikes; they took part in an export communications review with UKTI and with us developed an e-commerce international communications strategy. They have since closed their London showroom and now operate online and through a network of resellers within the

EU. It’s made a massive difference to how they do business and importantly their bottom line.”

Adapting once may save your business. To thrive long term, you will need to improve continuously. How is this done?

One person who knows is Jamie Hart, group director of innovation at bookmaker William Hill. Seven years ago online betting was booming. William Hill needed to move online to compete. The method? Mr Hart helped form a new unit. A four-man internal division would build William Hill’s online presence. The idea was bold, creating an autonomous entity, rather than add the

duties on to existing staff members. But how else do you compete with a swarm of hungry startups?

William Hill needed a startup of its own. The approach worked. William Hill is now an online giant, accounting for 40 per cent of revenue, with a 15 per cent market share in the UK.

Now William Hill wants to retain that revolutionary spirit. Mr Hart says: “We’ve recently created WH Labs, a division that has the licence to experiment and innovate. Here we generate, test and trial fresh concepts focused on delivering compelling user experiences. Some will end up in our core offering, some will stay outside – all will

ultimately help us learn faster and differentiate our offering.”

“In many ways what we have started is an infinite task. It’s an obsession, a culture rather than a project with an end-date. We set a clear vision of where we want to get to, we update that all the time, we’ve set ourselves up with a permanent, well-resourced development unit that has adopted an agile approach, we’re recruiting top talent and we’re constantly innovating.”

Benchmarking this culture will help. Ian Shott, of the Royal Academy of Engineering Enterprise Hub and serial entrepreneur, built Excelsyn into a \$20-million pharma company in six

years by acquiring and adapting business units.

“The most important lesson in acquisition is to understand the values and culture of the business you’re buying,” he says. “We track and reinforce the values of my companies through ‘behaviour descriptors’ which check employee performance against our company values. The whole process is transparent and our company values were even written on their business cards. The behaviour system was also integrated into the performance management system, so that every employee can constantly check whether their performance aligns with our values.”

Outside consultants can help. Talking to your bank is essential. Adam Rowse, head of business banking at Barclays, says banks look at companies all the time to track their strategy. But they won’t react negatively to a change of direction if they understand what is at work.

“We try to be supportive,” says Mr Rowse. “We can help you ask the right questions. What is the market opportunity? What research have you done? What competitors are there? What is your USP? How will you get in? M&A? New people? We can advise. We also run business clinics.”

Accountants are surprisingly helpful. For example, Accenture publishes industry reports on disruptive new technologies on the Open Innovation section of its website. It’s a goldmine of free research.

As Mr Horowitz says, most business face life-threatening moments. But with the ability to pivot into new markets and business models, such moments can herald the start of something even bigger.




“The signs were clear that we had to re-evaluate our strategy and take drastic action to maintain the future of the business”





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