

Work Redesigned:

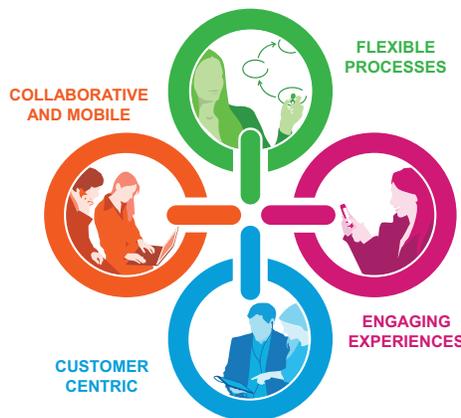
A strategy for seizing new opportunities.

The way work gets done is changing, and the implications for enterprises are significant.

Corporate culture – including staff skills, organizational roles and technology tools – is reaching a tipping point. The way we work is changing and those changes are driven largely by the Consumerization of IT.

Avanade describes Consumerization as a market trend in which technology first adopted in the consumer space enters the workplace. This form of technology populism has swept organizations globally as employees take on a greater role in choosing the technologies with which to do their jobs.

In addition, all of the long-noted workplace trends such as virtual offices and teams without fixed locations or hours, greater collaboration between customers and trusted suppliers, and globalization all have contributed to a changing workplace.



In response, senior executives are taking steps to capitalize on this trend and redesign how their employees work to drive greater performance. Those organizations who don't take action may risk loss of top talent, market share, and key growth opportunities.

The Nexus of Forces

Four forces are driving these changes in the workplace including mobility, cloud services, information, and collaboration. To get a good look at how technology is blurring the

lines of work style and lifestyle, Avanade recently conducted a survey of 599 C-level executives and IT decision-makers in 19 countries.

The research suggests that Consumerization—fueled by changes in ubiquitous Internet access, consumer behavior, collaboration technologies, data consumption, cloud services and more—is doing more than facilitating remote access to data and applications. It's also enabling enterprises to redefine and transform how work gets done.

To deal with these changes, organizations need to redesign the processes they use to conduct business every day to transcend location, roles, time zones and business boundaries, opening the door for more collaborative business. In many cases, some of those business processes include:

- Sales and Service Enablement
- Process Automation and Compliance
- Order Fulfillment and Distribution
- Distributed Teaming.

Companies Are Preparing for Work Redesigned

Businesses that enable employees to work in new ways are seeing an array of business results. Avanade research shows that companies that fully support the use of new, consumer-focused technologies to enable new work approaches are 54% more likely to report increased sales and profits. These progressive companies are able to respond to customers more quickly, produce better work, solve problems, and beat business deadlines.

Avanade's research also shows that in the last year, companies implemented new business processes to capitalize on investments in mobile devices and consumer technologies. More than 70% of companies surveyed changed at least one business process to redesign work with consumer-driven technology. Perhaps more intriguing, 20% of companies changed four or more business processes to capitalize on new work models.

What does a Work Redesigned Enterprise Look Like?

Organizations embracing Work Redesigned are fundamentally changing the way they approach "business as usual." Key attributes of a Work Redesigned enterprise include:

Being Collaborative and Mobile:

- Organizations are able to function as more open, virtual enterprises.
- Employees, customers, partners and others can quickly find the right data to make business decisions and collaborate.
- Enterprises deliver easy, but secure access to critical systems and data via the cloud from any device.

Offering Engaging Experiences

- People inside and outside the organization have multiple ways to connect with the enterprise.

- Customers and suppliers find it easy to do business with and have a positive user experience through functional and beautiful user interfaces.

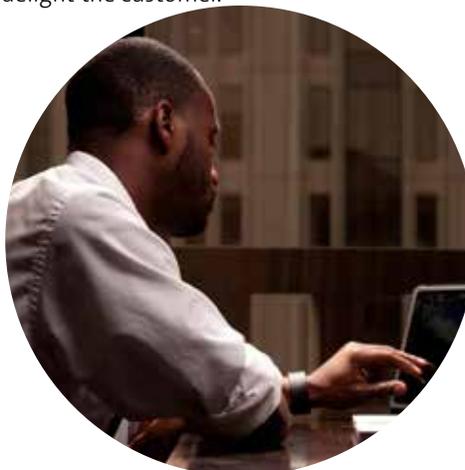
Establishing Flexible Processes

- Organizations can quickly streamline and modify how work happens by digitizing information and automating manual, paper-based processes.
- Self-service access to core systems and data speeds the pace of business and delivers cost savings.
- Technology adoption enables rapid process change in response to changing market needs.

Being Customer Centric

- Adapting products and services to the changing needs and behaviors of your customers at a granular level.
- Redesigning business processes to align with the value customers perceive.
- Continually monitoring customer behaviors and sentiment to stay in front of trends.
- Establishing dialog channels of trust and collaboration with customers and partners.

The ultimate aims of Work Redesigned are the ultimate aims of the enterprise: to drive higher value by responding faster and more fully to changes, challenges, and opportunities in the market—and to delight the customer.



Work Redesigned is Real, Now

Avanade is currently helping companies to achieve the Work Redesigned vision.

For example, one of the largest home health and hospice organizations in the U.S. found that outdated systems and work processes wouldn't support its continued growth—and that reductions in Medicare reimbursement rates were hurting revenues and margins.

To counter these trends, Avanade worked with the company to identify work processes—particularly among the company's 15,000 clinicians—that could be streamlined and automated. It redesigned applications that support processes such as recording clinical documentation in clients' homes and adjusted some job descriptions accordingly.

As a result, the company expects to improve cash flow by reducing the time it takes to receive reimbursements, while also enhancing clinical quality and, hence, client satisfaction.

In another instance, Avanade is working with one of Australia's largest food retailers to redesign the work process for fulfilling online customer orders. It is delivering a

A "Work Redesigned" strategy enables enterprises that are increasingly global, mobile, and borderless to re-think and change business processes to capitalize on new opportunities.



Windows 8 slate and custom application, embedded in fulfillment carts, that provide highly visual information on products, inventory status and location, enabling order pickers to work without time-consuming, manual efforts to obtain this information. The retailer expects the redesigned work process to speed order fulfillment while boosting its accuracy and increasing customer satisfaction.

Getting from Here to There: How Avanade Can Help

Avanade helps enterprise customers develop a customized Work Redesigned strategy that enables effective collaboration and mobility, flexible business processes, engaging experiences and unwavering customer centricity.

We use a number of approaches. Whether informal ad hoc, or supported by formalized structures and programs, the key is to foster innovative thinking and ideas across your organization to envision new, more efficient and practical possibilities for getting work done. To begin your Work Redesigned journey, we recommend:

- Starting small
 - Involving a cross-section of your people
 - Storyboarding ideas
 - Building a proof-of-concept
 - Running a short pilot to evaluate ideas and refine new work processes
- This can enable quick wins and lead to the adoption of the proof-of-concept into other areas of the business, additional geographies, and more.

The architects of Work Redesigned must continually consider the business issues of culture change as well as the need to balance the importance of business functions such as:

- Governance
- Application development
- Software/hardware management and support
- Third-party vendors with integration layers and add-ons
- Device management and support
- User support
- Service management

For each role or process to be redesigned, these factors, and more, need to be assessed, opportunities need to be identified, a future state needs to be defined, and an implementation road-map needs to be drawn.

With all of these requirements, Avanade can help. We deliver robust, business and technology solutions with compelling applications for businesses and consumers featuring rich user experiences that ensure seamless and secure connections to the infrastructure, regardless of the technologies involved.

Finally, Avanade can help you create a great place to work! A Work Redesigned organization can attract and retain top employees by building a modern, social, digital workplace that enables collaboration and teamwork and fosters creativity and innovation.

If you're ready to see how Work Redesigned can work for you, take the first step with Avanade. We'll schedule a Work Redesigned briefing to take you through the strategy, potential opportunities across your organization, and the promise of becoming more agile, collaborative, and customer centric!



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About Avanade

Avanade provides business technology solutions and managed services that connect insight, innovation and expertise in Microsoft® technologies to help customers realize results. Our people have helped thousands of organizations in all industries improve business agility, employee productivity and customer loyalty. Additional information can be found at www.avanade.com.

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