



TECHNOLOGY DRIVING THE FUTURE OF WORK



CONTENTS

INTRODUCTION	3
EXECUTIVE SUMMARY	4
01 MAXIMISING VALUE FROM TECHNOLOGY INVESTMENTS	5
02 STREAMLINED DIGITAL WORKSPACES	8
03 CREATING WORLD-CLASS USER AND COMMUNITY EXPERIENCES	11
04 ARTIFICIAL INTELLIGENCE AND AUTOMATION	14
05 SUCCESSFUL TECHNOLOGY TRANSFORMATION	17
06 POWERING PROGRESS FOR A GREENER FUTURE	20
PROSOURCE.IT – DELIVERING CHANGE, GROWTH AND RESULTS	23
CONCLUSION	24

We are delighted to launch this report about technology driving the future of work to mark our first 25 years of empowering businesses through technology.

During this time, we have been at the forefront of managing and delivering IT projects that deliver improved business performance and growth. We enable effective, transformative change while minimising disruption to business operations.

Technology is a driver of competitive advantage, but also a huge financial investment. All too often critical projects are under managed and do not achieve their objectives. We specialise in delivering complex technology programmes. This often involves managing partner relationships by acting as an extension of the internal team. Our people are true experts who integrate into clients' businesses and support their success by working in a culturally appropriate and effective manner.

We bring only our knowledge and experience, no preconceptions or rigid models. There is no one size fits all. Every business is different and we come into each project ready to listen and learn before making recommendations

that are centred around the critical issues affecting the business. For us, it is always about doing the right thing – for our clients, but also for our people.

Our focus is on extracting the most value for our clients' technology estates without compromising on quality or performance. Many of our clients have been with us since we started our journey and see us as partners in progress, working tirelessly to do the very best for the business.

As we look to the next 25 years, we are excited to continue pushing boundaries and exploring new possibilities. In this report we consider some of the key themes that we believe are shaping the future of work. We hope you enjoy reading this report and find it useful.

Stewart Proctor
Managing Director
prosourcenet.it



EXECUTIVE SUMMARY

Technology is no longer merely a facilitator; it's now the driving force shaping the future of work. Our report explores six critical themes that illustrate how strategic tech adoption is transforming workplaces, enhancing productivity and fostering sustainable growth.

Maximising the **value of technology** investments is increasingly vital. Businesses face pressure to demonstrate the tangible returns on their spending much more quickly than in the past. Strategic partnerships, data-driven decisions and effective change management are key to unlocking the full potential of these investments. This is especially true in environments where budgets are tight and immediate results are expected.

Digital workspaces have become the cornerstone of modern businesses, providing flexibility, promoting collaboration and ensuring digital equity exists wherever your teams may operate. Accelerated by the pandemic, but clearly now here to stay, the simplification and standardisation of technology is driving greater value for businesses.

AI and automation are leading the charge in innovation, offering unparalleled opportunities for productivity and efficiency. However, businesses must adopt these technologies cautiously, with careful consideration of data privacy and ethical concerns. AI should be seen as a collaborator to augment human capabilities.



Transformation is the enabler behind many of these trends, but it is complex and enthusiasm for the promised benefits can sometimes mean that the hard questions aren't asked early enough. Success will be achieved by planning and setting realistic goals with tangible benefits that are properly supported across the business, not just the technology team.

Creating exceptional **user and community experiences** is now more important than ever. Physical and digital environments are increasingly merging. They need to create lasting impressions to build loyalty for both staff and visitors. Seamless technology integration and thoughtful workspace design are essential for balancing functionality with the "wow" factor. Early IT involvement in the design process ensures that technology enhances, rather than hinders, the user experience.

Finally, the **environmental impact of IT services** is significant, but the sector holds the potential to drive sustainability across industries. By adopting energy-efficient practices and renewable energy, businesses can reduce their environmental footprint and lead the way toward a greener future.

The future of work is being shaped by the strategic implementation of technology.

Businesses that can harness the power of these advancements will not only thrive in a rapidly changing world, but also set new standards for efficiency, inclusivity and sustainability in the workplace.

MAXIMISING VALUE FROM TECHNOLOGY INVESTMENTS



- Technology can drive productivity and improve operational efficiency across our digital and physical workplaces leading to significant cost savings and reduced environmental impact. Not all investments though are equal.

Whether it's in the form of software, hardware, or IT services, the strategic deployment and management of these resources are critical to business success.

However, realising the full potential of technology investments is often fraught with challenges, including rapidly evolving technologies, misalignment with business goals and inadequate change management.

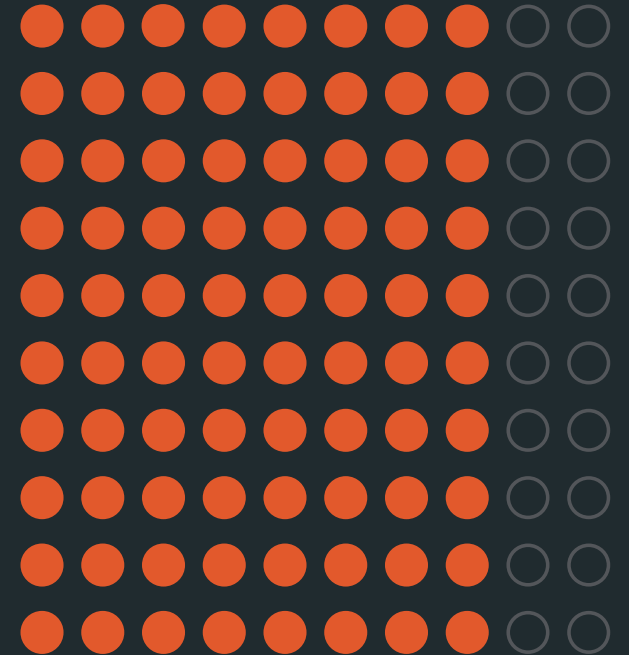
JLL's global technology survey of over 1,000 real estate decision-makers revealed that: "Fewer than

40% consider their existing tech programs to be very successful in meeting their initial objectives, and 80% aren't extracting enough value from the technology they're already using."

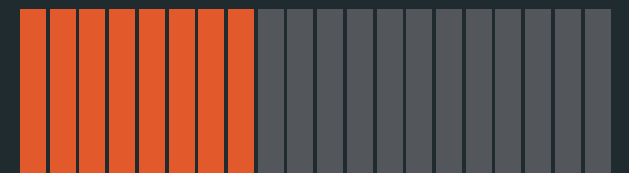
Both CIOs and those responsible for real estate technology investments are feeling the pressure to show the benefits of their spending. In the current economic environment, many companies are taking a short to medium-term view of their spending. This means that high-cost initiatives need to show savings or benefits in the near-term to even be considered.

FIGURE 1.1 – REAL ESTATE DECISION MAKERS

80% aren't extracting enough value from the technology they are using



40% consider their technology programs very successful



The Gartner CIO survey 2024 showed budget increases around the world to be little more than inflationary. So, the challenge ahead is very much about getting more from less.

“Strategic technology investments can drive productivity and cost savings, but without proper alignment, engagement, and management, businesses risk missing out on their full potential.”

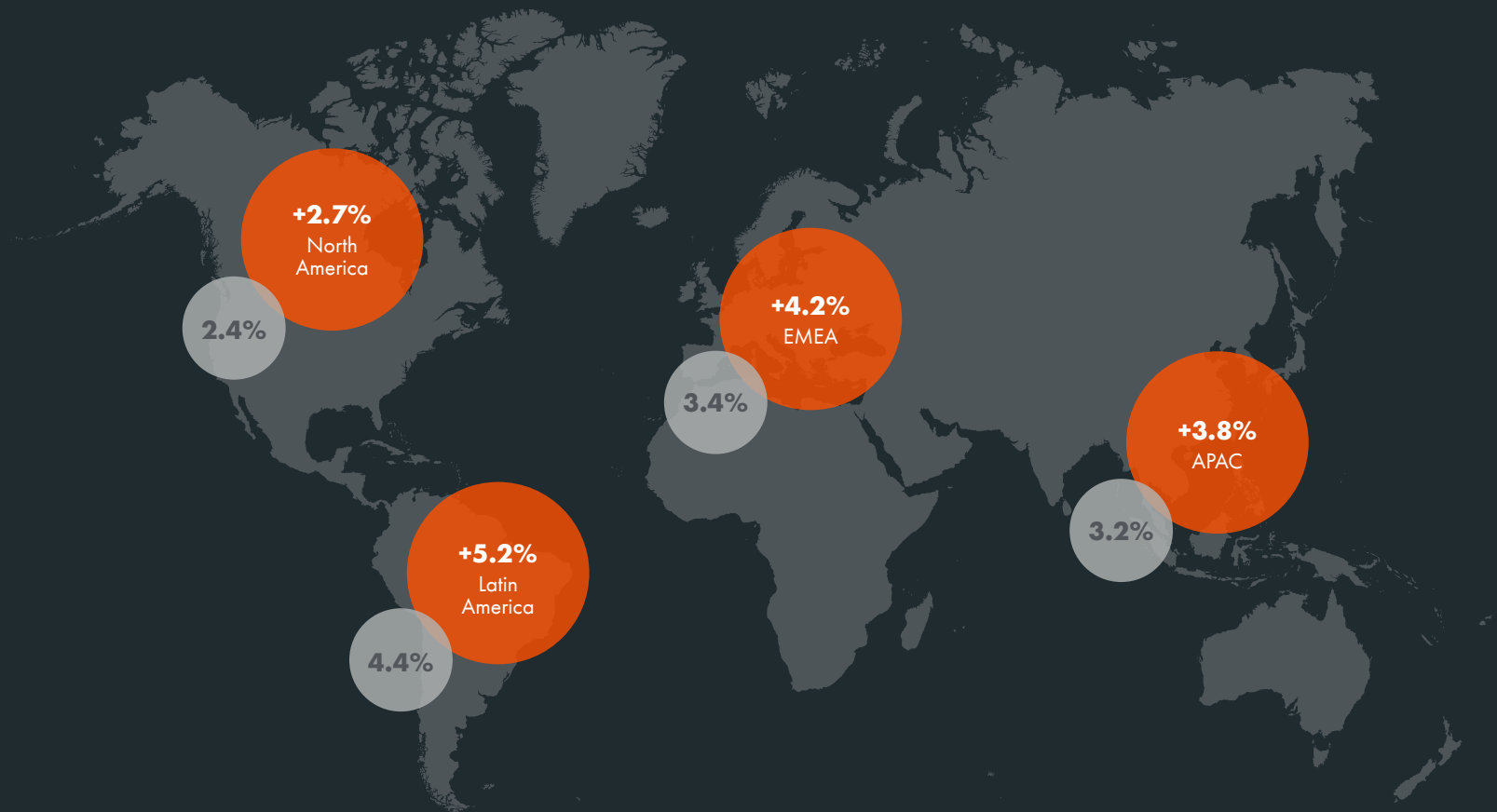
Natalie Hunter
Business Unit Lead
North America



FIGURE 1.2

IT budget change, revenue change expectations and inflation Average change

● Expected change in Enterprise IT Budgets* ● 2024 Forecast Inflation**



* 2024 Gartner CIO and Technology Executive Survey

** Inflation (CPI) total annual growth rate OECD

Smart spending

Meaningful partnerships

Many large-scale businesses are using multiple suppliers to service their IT needs. While strategic IT sourcing agreements will have gone through a procurement process, this could have been driven by events or constraints that are now less relevant. A periodic strategic review of agreements and performance might be a worthwhile investment. It is vital to make sure that contracts are delivering value. Managing these partnerships properly ensures that the expected services are being provided and that the suppliers are given the right work to focus on. It also means that any gaps or overlaps can be quickly identified.

Engaging teams

Technologies that are not properly adopted in a company provide poor value. No matter how advanced the solution, if the people using it don't engage with it properly, it will never achieve its maximum impact. A culture that's driven by change and adoption is a vital step to embed technology when it is first implemented, and ongoing coaching can deliver benefits far beyond its costs. Far too often it's the final and overlooked hurdle in a transformation that leads to its eventual failure. Putting people at the front and centre of everything is key for successful technology programmes.



“We expect a continued trend towards simpler, more flexible investments in the future. A frictionless workspace will improve not only employee satisfaction, but also their productivity – which ultimately drives greater value for the business. As workplace technology matures and moves to silent running, CIOs can support business objectives by repurposing their investment into more transformational opportunities.”

Dante Balsamo

Business Unit Leader, prosource.it



Informed investments

Data-driven decision making

Some companies are taking a more strategic approach by integrating technology to collect data that informs decisions and investments, rather than relying on assumptions. For example, investing a small amount to fit sensors in meeting rooms can provide real usage data on room occupancy. By analysing data on how spaces are used, companies can ensure any expenditure is justified by real needs and avoid large outlays on unnecessary and expensive upgrades. This approach also looks beyond the initial costs of upgrading technology and instead evaluates the total cost of ownership over several years – showing that an upfront investment could offer significant savings in operational costs.

Digital twins

This approach can be extended outside of spaces to entire buildings. By investing in building a 3D digital twin – a virtual model of a building that mirrors its structure, systems, and operations using real-time data from sensors and IoT devices. This can identify areas of energy waste and fine-tune air flow, lighting and other building management systems, reducing costs and being kinder to the planet. Overall, a digital twin enhances building performance, maintenance, comfort, and sustainability.

Beyond the hype: prioritising long-term value

It's easy for companies to become dazzled by the promised instant improvements of the latest technologies. However, if they don't have any knowledge of how they will impact productivity, cost savings, and revenue over time it's going to become ever harder to secure buy-in from the board. The first step is ensuring that the very best value is being obtained from all existing agreements. Every pound or dollar spent on technology counts. Now more than ever we need to avoid the pitfalls of technologies that look impressive but fail to deliver.

STREAMLINED DIGITAL WORKSPACES

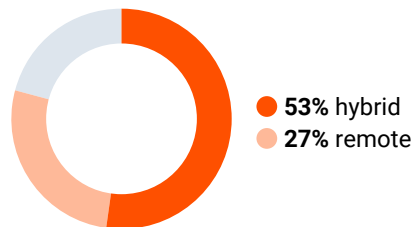
As flexible working styles have become common across most industries, the role of the digital workspace has become more critical. It is these technologies that enable people to work effectively regardless of where they are based.

Streamlined digital workspaces offer transformative solutions enhancing flexibility, collaboration and innovation. These platforms facilitate seamless communication and cooperation among remote and workplace teams. However, the benefits go far beyond simply those related to people's location. By integrating advanced tools and practices, streamlined digital workspaces empower organisations to be more inclusive. This paves the way for a more equitable and connected future.

FIGURE 2.1 – FLEXIBLE WORKING STYLES

In the US, of the employees with jobs that can be done remotely

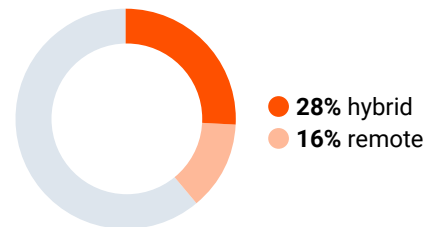
80% are hybrid or remote



Source: Gallup data May 2024
<https://www.gallup.com/401384/indicator-hybrid-work.aspx>

In the UK, of the employees with jobs that can be done remotely

44% are hybrid or remote



Source: ONS data February 2023:
<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/articles/characteristicsofhomeworkersgreatbritain/september2022tojanuary2023>



A shift to simplification

Building-in flexibility

Businesses have adapted to more change in the last five years than arguably the 50 that went before and they have learnt some important lessons. Implementing technology that allows them to grow and contract more easily has been a key decision driver. This means creating a simpler, but smarter technology estate. By integrating cloud-based tools, real-time collaboration platforms, and AI-driven task management systems, digital workspaces can be tailored to meet needs as they evolve. This enables organisations to quickly respond to changing market conditions, scale operations efficiently and maintain a competitive edge.

Meeting spaces: less is more

In the past, there was a tendency to overengineer meeting rooms with multiple screens and myriad devices. Driven by estate integration complexity, these intricate setups often caused

users more headaches than benefits. They were complicated to operate, creating a drain on IT support functions to help support and fix issues. With the improvement of products and services available today, we are seeing simpler technology being deployed.

Instead of several hardware layers, such as screens and switchers, the tendency is now to offer technology that caters for multiple use cases. This might include using a higher-quality single screen that serves all purposes and consolidating peripherals, such as cameras and speakers into one device. This improves the user experience for everyone, whether in the room or remote. It also simplifies the installation and the training needed.

Companies are seeing the benefits of streamlining their meeting room technology, not just from a financial perspective, but also in terms of usability and maintenance.



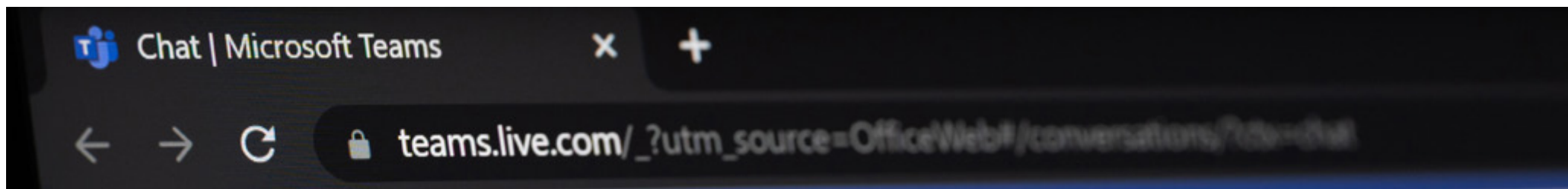
Digital equity

Inclusive meeting experiences

The large screens and enhanced audio capabilities in new meeting room technology have a hidden benefit – promoting digital equity. In this new era of hybrid work, it's vital that everyone has an equal presence in meetings, whether they're joining from home or in the office. In the past, AV systems typically showed only a small thumbnail of the person speaking and often people struggled to be heard. Advanced meeting room technology now allows screens to dynamically switch focus to the person speaking. This digital equity fosters inclusivity as no voice goes unheard. It provides an equal platform to those who are more softly spoken or less

confident and offers an immersive meeting experience that can replicate the feeling of being in the same room. By helping everyone to feel included, heard and never overlooked, it encourages participation and empowers people to voice their opinions.

Modern meeting technology incorporates AI-driven features such as real-time transcription and translation, which break down language barriers and support accessibility for participants with hearing impairments. These advancements ensure that meetings are more than just a series of presentations – they become collaborative environments where diverse ideas can flourish.



Focusing on collaboration

The pandemic push

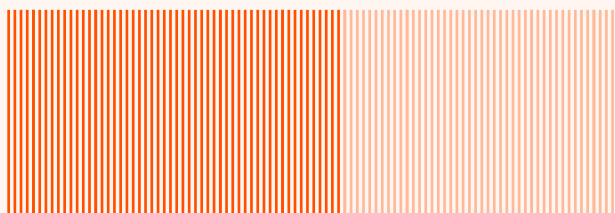
The pandemic was the catalyst for a significant transformation in the way businesses operate, particularly in the realm of communication and collaboration tools. Prior to the pandemic, Microsoft Teams was already a popular tool for collaboration. However, the global health crisis and subsequent shift to remote work have accelerated its adoption. As the solution itself has evolved to include more features it has become a cornerstone of modern meeting solutions.

AV providers are now prioritising Teams-native projects, recognising its widespread acceptance and necessity in hybrid work environments. This shift means less complicated and costly equipment and a more uniform experience, whether employees are working from home or in the office.

Where alternative platforms must be catered for, businesses can also consider offering BYOD (bring your own device) functionality. This maximises the interoperability of devices which means any platform can be catered for by simply allowing device mode in meeting spaces.

Challenges may remain for large enterprises working across separate infrastructure and identity management systems. Microsoft is particularly focused on the expansion of multi-tenant organisational features. However, it will still remain critical for businesses to develop their own roadmaps to simplify, transform and consolidate their estates. This enables them to benefit from technologies in their most simple, native form.

FIGURE 2.2 – MICROSOFT TEAMS



According to a 2022 Morgan Stanley CIO Survey, **more than half (54%)** of organisations have now standardised on Microsoft Teams and **that number is expected to increase to 75% by 2025**

The digital workspace revolution: adapting to a new era of work

The pandemic has undeniably accelerated changes in how we work and driven more widespread adoption of common business communication and collaboration tools. The move towards streamlined digital workspaces represents more than just an upgrade in technology, it signifies a fundamental shift in how we approach teamwork and inclusivity in a hybrid world.

By simplifying and standardising technology, companies can create more efficient, flexible and inclusive, workspaces for their teams. They can also generate greater value from their technology investments by making them a more productive addition to the workforce's toolset.

“Looking ahead, we believe that simplicity, inclusivity, and adaptability will continue to drive the evolution of digital workspaces. As technology advances, we can expect even more sophisticated tools that further bridge the gap between in-office and remote work. Collaboration will become increasingly natural and fluid. Innovations such as virtual reality meetings, advanced AI collaboration aids, and enhanced data integration are likely to become more common. This will enable more flexible ways to connect and engage with team members regardless of their physical location.”

Simon Scott Martin
Digital Workplace Practice Specialist
prosource.it



CREATING WORLD-CLASS USER AND COMMUNITY EXPERIENCES

In today's fast-paced, technology-driven world, an impactful workplace is becoming a differentiating factor.

This means that delivering an exceptional experience is paramount. It's not just about providing top-notch services; the physical environment and digital interactions your clients and customers experience are equally crucial.

This is now as important for your people as it is for your visitors. As companies try to entice their employees back to the office, the office experience is more important than it used to be. Technology is an enabler of this and for the GenZ digital natives, it is often the point of difference that matters the most.

Maximising the opportunities to create this differentiating experience is why it is important to involve technology teams early when designing workspaces.





Elevating visitor experiences

Balancing functionality and the wow factor

Meeting rooms, traditionally viewed as simple functional spaces, have evolved into critical touchpoints for creating a lasting impression. In client-facing industries these spaces are no longer just about functionality. They must wow clients and incorporate cutting-edge technology and aesthetic appeal. A well-designed meeting room equipped with digital tools that work well demonstrates a company's commitment to innovation and professionalism.

While external-facing meeting rooms demand a high level of investment, internal meeting spaces can be designed with a more functional approach in mind. Employee meeting spaces still need to deliver, but by having rooms for different audiences, companies can manage their budgets more effectively without compromising the overall experience. This distinction allows for the allocation of resources where it matters most – creating spaces that your staff will be proud to bring their visitors into.

The seamless visitor journey: designing for impact

Beyond the meeting room, the entire journey through your physical space is an opportunity to reinforce your brand's values and ethos. From the moment a visitor steps into your building, they should be enveloped in an environment that speaks to your company's values and attention to detail.

Modern building design is increasingly focused on creating a seamless front of house experience that navigates visitors through showstopping spaces, carefully avoiding the more mundane areas of the building. This might include an inviting reception area that serves as an initial touchpoint, followed by a journey through thoughtfully designed corridors, lounges, and visitor zones that are striking and technologically advanced. These spaces should be more than just visually appealing; they should offer comfort and functionality, with features like high-speed Wi-Fi and interactive digital screens. This requires consideration of not just the technology, but also the content creation and operational capabilities that will bring the tech to life.

Integrating technology early: the importance of proactive planning

To achieve this level of visitor experience, it is crucial to integrate technology considerations into the earliest stages of building design. Involving IT project managers at the concept phase ensures that technology is not an afterthought, but a core component of the architectural and interior design. This proactive approach allows for the seamless integration of essential technological elements, such as smart building systems, integrated audiovisual setups, security, access control and advanced communication tools. All of which contribute to a frictionless visitor experience.

Moreover, early IT involvement can help avoid the pitfalls of costly last-minute changes, which often occur when technology needs are considered too late in the process. By aligning technological requirements with the overall design from the outset, companies can create spaces that are not only aesthetically pleasing but also technologically flawless and fully equipped to meet the demands of modern business interactions.



Encouraging company cohesion

Enabling better workstyles

As businesses become more aware of the diverse needs of their people and focus on ensuring they can work in a way that suits them best, office layouts have changed. Working in an agile way means that the office needs to support the different tasks that people do in a day. For example, focused work might need an appropriately-sized monitor in a quiet environment, whereas brainstorming would be better in a flexible space where people can collaborate. Some people prefer to work outside. Others like to have a background buzz rather than silence. Building technology in to support this is vital. It can be as simple as accessible charging points in seating areas or phone booths for Teams calls. Designing the workspace thoughtfully around people's needs is something that your employees will value and show up for.

Providing connection

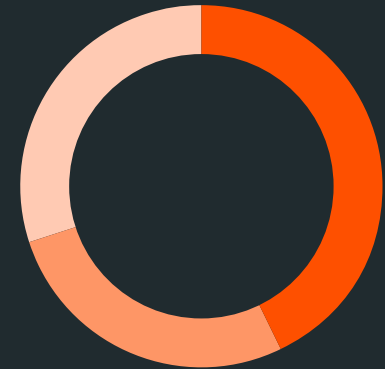
Collaboration tools are vital for the hybrid workforce to operate, but communications platforms can provide a way to connect people wherever they are. Whether this is through company adoption of tools like Viva Insights (Yammer) or apps, the key is to keep the tools consistent and drive from the top. The more functionality the tools offer, the more likely they will be adopted. For example, people are more likely to pay attention to company news when it's broadcast on an employer app that also allows them to access their workplace and order a coffee.

The convergence of visitor and employee experiences

While the visitor experience is critical, the future of work also hinges on delivering an exceptional employee experience. The integrated physical and digital work environment plays a crucial role in employee satisfaction, productivity, and overall wellbeing, which, in turn, directly impacts the quality of service provided to clients.

When both clients and employees are at the forefront of design and technology decisions, companies can create environments that not only attract and retain top talent, but also foster long-lasting client relationships.

FIGURE 3.1 – WORK ACTIVITIES IN THE OFFICE

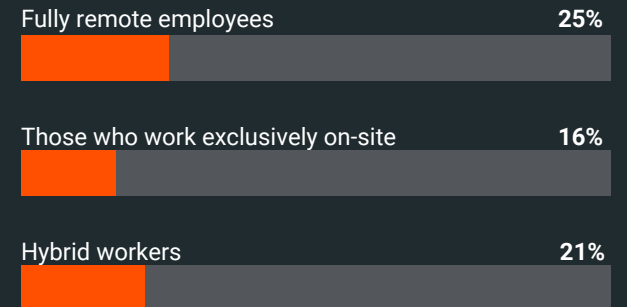


- 43% focused work
- 27% face to face collaborative work
- 30% virtual collaborative work

Source: JLL research 2023. Is Hybrid Really Working?

FIGURE 3.2 – TECHNOLOGY TO HELP COMBAT LONELINESS

Levels of loneliness



A recent Gallup survey about loneliness at work revealed that fully remote employees report significantly higher levels of loneliness (25%) than do those who work exclusively on-site (16%). Hybrid workers fall in between at 21%.

Source: Gallup

ARTIFICIAL INTELLIGENCE AND AUTOMATION

The current fervour over AI feels something like a technological gold rush. The promise is strong with the potential to transform businesses and enable high-performing teams to drive competitive advantage.

For some, this is reason alone to invest and integrate AI into the business at speed. The kudos that would come for those that are first to harness this potential is clearly something keeping many Chief Executives awake at night.

These technologies can significantly enhance efficiency by automating time-consuming and repetitive tasks, thereby improving productivity and allowing employees to focus on higher-value activities. However, to fully harness the benefits of AI and automation, businesses must understand the implications of these technologies and develop a strategic approach to their implementation.



FIGURE 4.1 – AI BREAKTHROUGHS

80%

of global CIOs believe that AI breakthroughs will have a significant effect on their business.



FIGURE 4.2 – KEY BENEFITS

The key benefits CIOs expect to see within 1-2 years are:

83%

Increased productivity

77%

Increased competitiveness

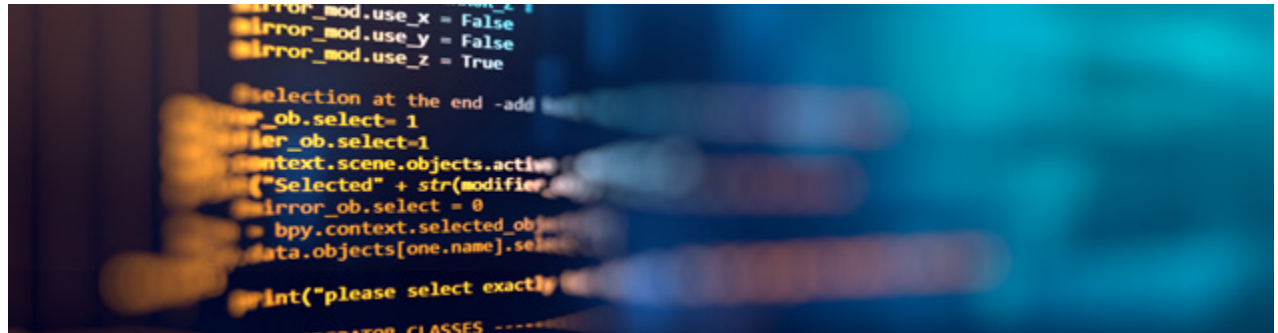
57%

Enhanced business practices

51%

Cost reductions

Source: Lenovo Global CIO Report 2024



Weighing up the benefits

Productivity gains

In terms of productivity and efficiency, AI and automation have already demonstrated their potential to revolutionise business operations. By automating routine tasks such as data entry, scheduling, and customer service, AI frees up human resources to focus on creative problem solving and strategic decision making. Successful implementations can also result in operational cost savings and improve service delivery times.

Letting down the drawbridge

One critical area of consideration is data privacy and ethical practices. As AI systems increasingly rely on large datasets to function effectively, they raise important questions about privacy and data security. We expect impacts to be felt as regulatory changes such as the EU Artificial Intelligence Act start to come into force. At this point in time, we don't have all the answers but business leaders should remain vigilant to the risks these systems can expose while looking to unlock the benefits. A measured and targeted adoption may offer best way to start your journey.

Understand the true capabilities

A co-creator – not a replacer

Human-AI collaboration is another crucial aspect of the future workplace. Rather than replacing human workers, AI systems are increasingly being designed to augment human capabilities. For example, AI can assist doctors in diagnosing medical conditions by analysing vast amounts of data and help engineers design more efficient systems through simulations. To maximise the benefits of such collaboration, it is essential to design AI tools that are user friendly and easily integrated into existing workflows. This requires investment in user experience (UX) design, along with support to ensure that employees can work effectively alongside AI rather than feel threatened by it.

The innovation multiplier

AI and automation can be powerful drivers of innovation and competitive advantage. Companies like Amazon and Netflix have leveraged AI to transform their industries through personalised recommendation systems that enhance customer satisfaction and loyalty. Early adopters of AI technologies often gain a significant competitive edge by operating more efficiently and innovating faster than their competitors.

Empowering the workforce

To successfully integrate AI into the workplace, companies need to invest in training so employees can both understand and make use of the AI tools. This requires significant organisational and cultural transformation. Effective change management is crucial. Cultivating a culture that embraces technology and innovation is essential for ensuring that employees view AI as a tool that enhances their work rather than risks their jobs becoming obsolete. That needs strong leadership with a clearly communicated vision for how AI and automation will align with the company's long-term strategy.

A more efficient, innovative and competitive future

AI and automation hold immense potential to transform the workplace by offering businesses unparalleled opportunities for efficiency, innovation, and competitive advantage. However, realising these benefits requires a thoughtful and strategic approach. Companies must address critical issues such as data privacy and ethical considerations while fostering a culture that embraces technological change.

By viewing AI as a co-creator rather than a replacer and investing in the necessary training and support, companies can empower their workforce to thrive alongside these technologies. Those who can effectively harness the power of AI and automation technologies will build a more efficient, innovative, and competitive future.

COPILOT: GETTING READY FOR TAKE-OFF

Now that Microsoft has made its AI offer Copilot widely available, there is a lot of buzz on the possibilities. But what is it and how might you use it?

In a nutshell, it's an AI tool based on ChatGPT which works across the whole Microsoft estate. It can take your information across everything from Teams to Word and combine it, or you can use it for each application separately. From our experience so far, these are the key benefits:

Aggregation

How many times have you searched for a piece of information, but you couldn't remember if it came to you in an email, a Word document or something else? At its simplest level, Copilot can quickly find it. More impressively, it can scan across everything you have and give you a short and simple summary in moments.

Help...on steroids

It's certainly helpful. But more like help, training and doing it for you all rolled into one. For the everyday Office apps that most

people are familiar with, it takes you from novice to expert in just a few prompts. From summarising (or writing) long documents to using the excel formulas you never even knew about, it just makes everything you do better and faster.

Power app development

Perhaps one of the big uses might be at the more advanced end of the 365 capability spectrum. Copilot can code, which means speeding tasks up and potentially giving more advanced capability to a wider audience within the business. This could mean a greater opportunity for innovation if people who can't normally code can get access to a quick way to try new ideas.

Beyond the hype, it's a truly impressive tool but it comes at a cost on top of the normal licensing fee. For businesses, the first job is to understand where the most value can be gained – deploying it on an enterprise level might not be for everyone. The best approach at this point is to assess the use cases and then empower those who have it to use it effectively.



○ Copilot gives you stilts. So whatever you can do now, it helps you push the boundaries to reach further than you ever thought possible.

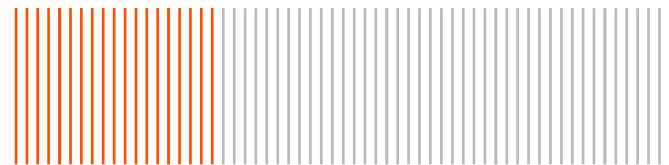
Dom Beadle
AI Practice Specialist
prosource.it



SUCCESSFUL TECHNOLOGY TRANSFORMATION

Enabling a smarter, more agile
and location agnostic workforce.

FIGURE 5.1 – TECHNOLOGY TRANSFORMATION



Technology transformation is a way to improve efficiency and help businesses to be more competitive. Yet data from BCG tells us that **only 30% of digital transformations are successful.**

The primary reason for investing in transformation is to create a business that runs more effectively. In the ideal scenario it would reduce operational costs and bring other associated benefits such as flexibility and scalability. Planning to migrate critical infrastructure offsite is central to increasing workforce agility whilst improving business continuity. However, there is clearly a big gap between the starting objectives and where a lot of transformation programmes end. There are many reasons goals are not met but the bottom line is that true transformation is complicated. There are variables outside of the programme's direct influence which can often mean that the resources and planning needs estimated at the outset need adjusting as the programme progresses.

Aspirations and good intentions can lead to costly disappointment if the business isn't fully prepared and committed to what will become a significant change for everyone. Those businesses that do ask themselves the hard questions at the start will be in a much stronger position to enable a successful transformation.

Setting realistic priorities

Develop a clear vision

Ideally you should start with a readiness assessment. This is a structured discovery and evaluation of a company's infrastructure, applications and data to determine suitability for transforming. The evaluation should consider technical, financial and operational factors, as well as the potential benefits which could be realised in any or all of these areas.

This will identify the underlying technical components to be changed or transformed but equally there should also be an evaluation of the wider infrastructure and end user estate, considering elements such as network capacity, access and identity management and security requirements.

Most importantly organisational capabilities should be reviewed to understand skills, capacity available from internal and partner teams as well as how those arrangements could change over time to broader organisational objectives.

The impact of moving from capital to opex-based financial models is also important so that the full impact of the transformation is properly understood. A complete assessment will consider all these things and more. The other extreme of not assessing readiness, is paralysis by analysis, which many transformations suffer from. The best way forward is to build a good plan and develop governance around it that can deal with change.

Set your course

In a next step the vision needs to be broken down into a strategy. For a cloud transformation, organisations need to look at the benefits of exiting their on-premise data centre business. The complexities and the

never-ending cycle of hardware replacement costs can be key reasons to change. Moving to the cloud should also enable them to either extend their capabilities or do existing things better.

Moving isn't transforming, so simply taking all the old applications and infrastructure into the cloud is going to undermine the benefits. It will still be the same things just working in a new environment. Identifying candidate services for transformation can be done in parallel or in sequence but setting the right priorities and defining what good looks like will help you achieve your desired outcomes.

Timing is critical

Before diving into a transformation project, it's worth assessing the current technology estate, including the remaining duration of existing licenses and supplier agreements. The cost of exiting current contracts prematurely may be high and so it may be prudent to reassess timing. While this might be frustrating for those eager for change, it doesn't mean nothing can happen. It gives more time for preparation, increasing the chances of success when the timing is right.

Picking the right battles

Overzealous transformations can cause costs and complications to spiral. While it can be tempting to make multiple changes at the same time, there are often very good reasons to avoid taking this approach. If an application has a short lifespan – maybe three years or less – it might not be something you want to take on your cloud journey. Sometimes the costs and disruption outweigh the benefits. In the same way, looking at heavily used or aged applications to transform first may be more beneficial than smaller, little-used applications, even if they are longer lived.

Successful transformation is about doing the right thing, in the right way, at the right time. Taking time to get the model right from the outset will reap dividends in the future.

Mike Gross
Cloud and
Infrastructure
Services
Practice Lead
prosource.it





Taking a human approach

Integrated expertise

Transformation is a skill. It's unrealistic to expect a team accustomed to a stable environment with only occasional upgrades to know how to manage complex changes. They will need support in the transformation, whether this is from outside resource, upskilling or more likely a mixture of the two. Overburdening the team with something outside their comfort zone could risk the programme and create a negative experience.

Equally, bringing in a separate team who are perceived as outsiders isn't necessarily the answer either. Where expert support is needed, it needs to be effectively integrated with the existing team so that they are receptive to it and prepared to work together on the longer-term goal. Supporting the incumbent team so that they can pivot to the new normal means that once the transformation has taken place, they are equipped for the future state.

Recognise that change is hard

Successful change takes time. Preparing your people and involving them in the early planning will help them to engage with the vision longer term.

While the transformation might be the "job" of specific teams, the results will impact the wider business. These programs can be particularly challenging because much of the tension surrounding the change stems from its significant impact on the organisation's structure, roles, and capacity needed to service their IT operations.

Enabling success

Creating a strong, realistic but flexible plan is the key to a successful transformation. It might be that it isn't realistic to transform everything or at least not all at once. Creating a good model and managing it effectively is the best approach. It is important to recognise organisational capabilities and constraints as well as triage the technical estate at the start. This makes it easier to agree how to manage the change and make sure the right resources are in place to set the programme up for success and stay on track.

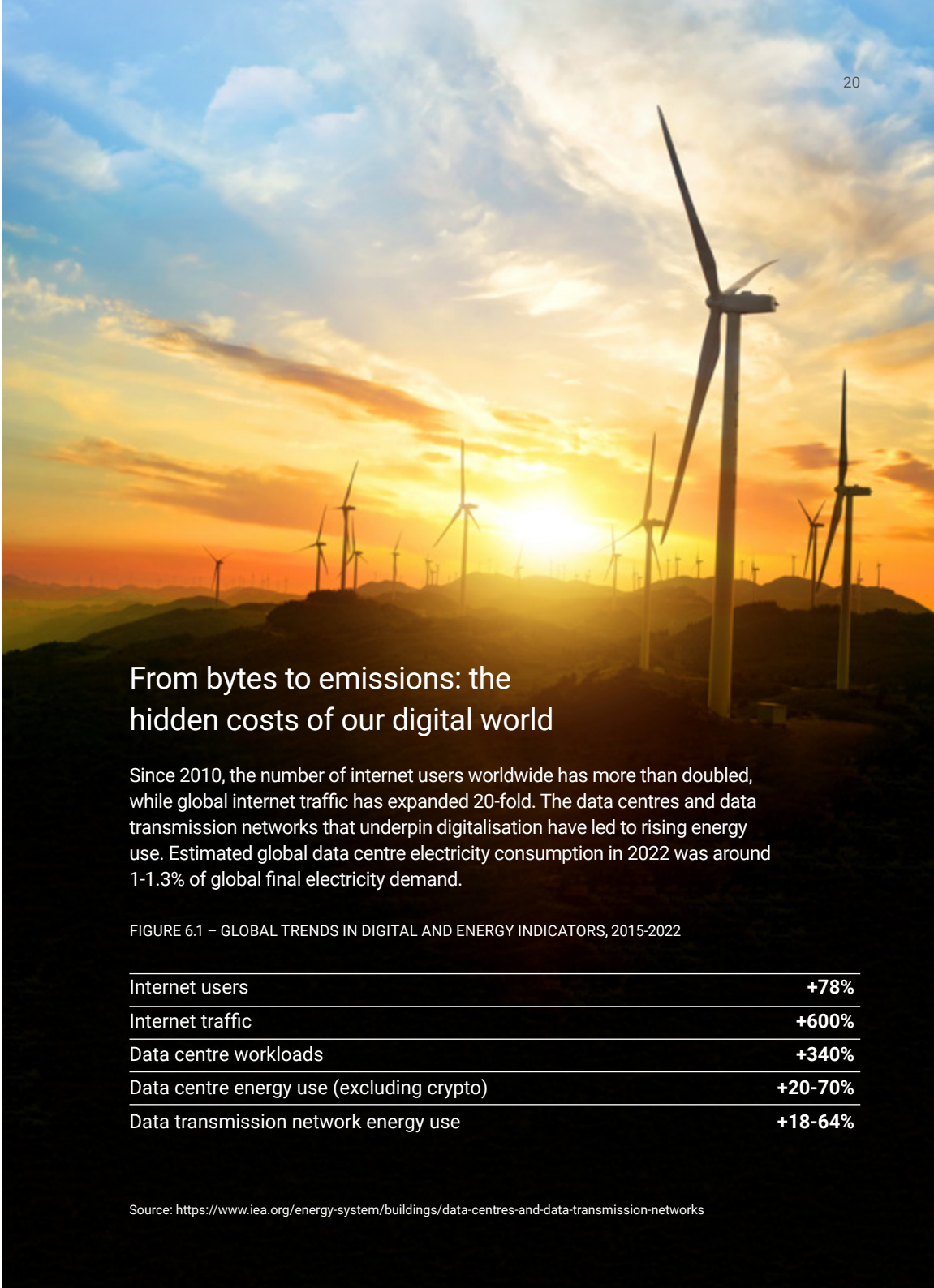
POWERING PROGRESS FOR A GREENER FUTURE

Information communication technology (ICT) services are essential for the functioning of modern businesses, but they also have a significant environmental impact.

The ICT sector accounts for approximately 7% of global electricity consumption and it is forecast that this share will rise to 13% by 2030. Without serious consideration and direct action, these figures have potential to rise as the demand for IT services increases, bringing with it an increase in operating costs.

Using IT to go green isn't just good for the planet – it's also good for business. Companies that prioritise sustainability stand to benefit from significant cost savings on operating costs.

IT services also have the potential to improve sustainability and reduce environmental impact across all sectors. These benefits can outweigh the direct environmental impact of IT services if they are implemented in a sustainable and responsible manner. Therefore, it is important for large global enterprise organisations, which are major consumers and providers of IT services, to adopt strategies and practices that minimise their environmental footprint and maximise their positive contribution to sustainability.



From bytes to emissions: the hidden costs of our digital world

Since 2010, the number of internet users worldwide has more than doubled, while global internet traffic has expanded 20-fold. The data centres and data transmission networks that underpin digitalisation have led to rising energy use. Estimated global data centre electricity consumption in 2022 was around 1-1.3% of global final electricity demand.

FIGURE 6.1 – GLOBAL TRENDS IN DIGITAL AND ENERGY INDICATORS, 2015-2022

Internet users	+78%
Internet traffic	+600%
Data centre workloads	+340%
Data centre energy use (excluding crypto)	+20-70%
Data transmission network energy use	+18-64%

Environmental impact of IT services

Total cost of ownership

Understanding the total costs of ownership is important to evaluate the best approach from both a financial and a sustainability point of view. Take a server as an example, which requires power to run and a back-up power source. The server creates a thermal output which needs to be cooled, monitored and alarmed, all of which use additional energy.

Many companies think that the answer to this is to remove servers and instead store their data in the cloud.

Most cloud hosting organisations have prioritised energy efficiency as a form of competitive advantage and they have a financial ability to achieve this that smaller companies would not have.

Cloud data centres benefit from economies of scale. Sharing means using energy, space and facility services in an efficient way.

Cloud hosting facilities can be customised to organisational technology needs. They use advanced AI and power/cost optimisation practices to enable savings.

It's not always easy to get to a total cost of ownership, but it is necessary to make a true comparison. Businesses that believe cloud is automatically better and lose focus on how much they store could find costs and environmental impact creep up over time. Total cost of ownership needs regular reviews to make sure the best decisions are being made.

Since 2010, IT services emissions have grown modestly despite rapidly growing demand for digital services, thanks to energy efficiency improvements, renewable energy purchases and broader decarbonisation of electricity grids.

The environmental impact of IT services

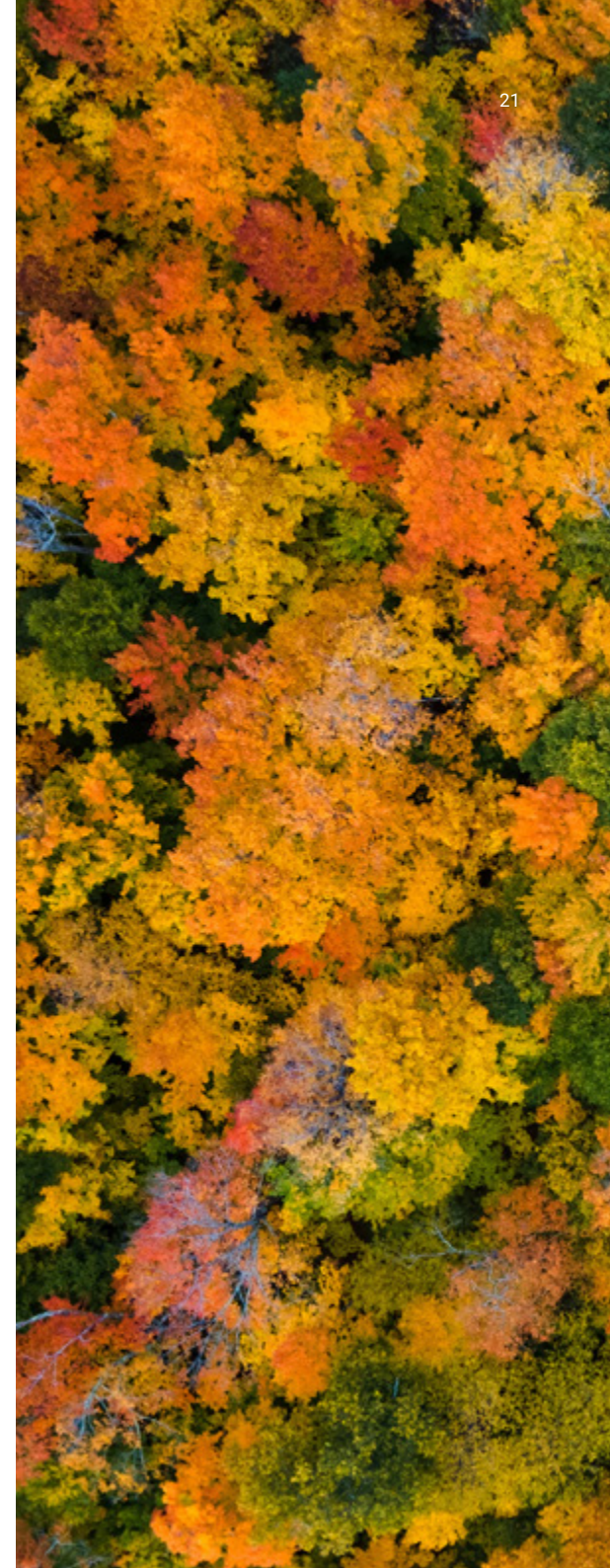
The environmental impacts of information IT are significant. They stem from energy use and emissions linked to producing, operating, and disposing of IT equipment and infrastructure. This includes the energy and emissions associated with the supply chain, such as raw material extraction and manufacturing. IT influences societal behaviours, alters consumption patterns and presents both opportunities and challenges for sustainability.

IT and sustainability – a double-edged sword

IT services have the potential to improve sustainability and reduce environmental impact. Smart technologies that increase efficiency, cover everything from lighting and thermostats to manufacturing and logistics.

On the other hand, IT services can also create sustainability challenges and increase environmental impact. For example, streaming high-definition video content requires more data and bandwidth than browsing text-based web pages. Integrating AI into search tools might make them more useful, but could result in a tenfold increase in electricity demand.

The Shift Project, a French thinktank, has claimed that the data servers that store emails have a larger carbon footprint than pre-pandemic air travel. This is because the servers consume a lot of energy and most of the world's power grid comes from fossil fuels, not renewable sources. The average email can produce between 0.2g and 17g of CO₂, and globally, over 370 billion emails are sent each day, which adds up to more than 150 million tonnes of CO₂ annually.



Building a sustainable future: integrating green IT into global enterprise enterprises

To improve sustainability and reduce environmental impact, large global enterprise organisations need to address the following key themes:

Green IT

Reducing the direct environmental impact of IT services. This can be achieved by improving the efficiency and environmental performance of IT equipment and infrastructure.

- Designing and procuring products that are energy-efficient, resource efficient, durable, repairable, upgradable and recyclable.
- Implementing energy management systems to monitor and control energy consumption and emissions.
- Applying circular economy principles and best practices to reduce, reuse and recycle.

Green by IT

Reducing the indirect environmental impact of IT services. This can be achieved by improving the efficiency and sustainability of the supply chain and the end use of IT services.

- Collaborating with suppliers, distributors and customers.
- Applying life cycle assessment and carbon footprint analysis to evaluate and disclose the environmental impact of IT products and services.
- Implementing green procurement policies and standards.
- Encouraging and educating IT users to adopt sustainable consumption patterns and behaviours.

Green through IT

Leveraging the systemic environmental benefits of IT services in other sectors and domains.

- Developing and providing IT services that can enable sustainability and reduce environmental impact in other sectors, such as energy, transport, industry, buildings, agriculture, health and education.
- Assessing and reporting the net environmental benefits and trade-offs.
- Collaborating with policymakers, regulators, and civil society to promote and support the adoption and diffusion of sustainable and responsible IT services.

Many large corporates are integrating carbon offsetting into their broader climate strategies. While this is a useful tool, it's most effective when combined with direct efforts to reduce emissions. The focus should be on minimising emissions at the source before relying on offsets to balance out the remaining impact.

Balancing growth and green: IT's role in sustainability

While the rapid growth of data usage and internet connectivity drives increased energy consumption, IT services also offer substantial opportunities to enhance sustainability across other sectors.

Large global enterprises have the power to minimise their impact on the planet and maximise their positive contribution to sustainability. Green IT practices, sustainable supply chains and innovative technologies drive efficiency and reduce emissions.

By embracing these strategies, the IT sector can not only mitigate its own environmental impact, but also lead the way in fostering a more sustainable future for all industries.





DELIVERING CHANGE, GROWTH AND RESULTS

For 25 years, we've helped some of the world's largest businesses drive growth through successful technology transformation. Our expertise ensures that the results you want are the results you get.

Despite the best of intentions, the reality is that most transformation projects require more change than initially anticipated. Organisational differences and complexity can easily be underestimated. Business priorities are prone to change, which can lead to knock-on effects and interdependencies that are harder to manage or simply overlooked.

When multiple suppliers are involved in delivering IT services, issues can slip through the cracks if there is no single party stepping up to take responsibility. Without careful management a tipping point is reached where objectives are missed, service quality reduces and costs spin out of control. At this point the perception can be that IT is underperforming, costly and has lost focus.

This is where our experience can help. We understand the cyclical patterns of change which means we can spot the problems before they happen.

What we do

- Offer practical and proactive insights to design, deliver, deploy or simply augment programmes at the point of need.
- Bridge gaps and smooth over organisational growing pains.
- Identify the path to maintain service performance, control key project priorities and ensure critical objectives are met.
- Support your mission while keeping the focus on your goals.
- Fill any skills deficiencies, capacity or structural gaps until the project is complete, while upskilling your internal team for the longer term.

We enable your business to be future ready and positioned for success.

How we do it

- We have the best people with the right expertise to deliver successful outcomes.
- Provide neutral leadership across internal and supplier teams.
- Resolve differences and misalignments between individuals or teams.
- Engender a positive, can-do attitude.
- Highlight quick wins to keep momentum and engagement.
- Embrace and address ambiguity.
- Create trust and confidence with business teams through improved governance control and outcome delivery.
- Engage teams with ongoing coaching to embed the changes.

TECHNOLOGY IS REDEFINING THE WORKPLACE

We hope you have found this report useful.
If you'd like to discuss any of the ideas or
themes with us further, please do get in touch.

The transformative potential of technology
in shaping the future of work is undeniable.

Our report highlights how strategic technology adoption is not just introducing new ways of working, but also fundamentally reshaping how we work. This is influencing everything from workplace culture to how buildings are designed and run. Technology is also helping to foster more creative, inclusive and efficient workplaces that are kinder to the planet.

However, navigating this evolution isn't easy. It requires a strategic approach to ensure the technologies enhance rather than hinder and are truly worth the investment. Strong leadership is crucial to proactively engage the workforce so that they can embrace these changes.

The future will belong to the businesses that can harness the power of technology responsibly and strategically. Forging partnerships and leveraging external expertise can help to drive innovation and ensure the right technologies are implemented in the right way, at the right time.

Please reach out to one of our experts if you'd like to discuss how we can help your business address its technological challenges more effectively.

Digital Workplace

 Simon Scott-Martin

 Alasdair Macleod

Enterprise Change

 Paul Thibodeaux

 Phil Morton

Cloud and Infrastructure Services

 Mike Gross

 Dan Ridge

North America

 Natalie Hunter

UK, Government and Public Services

 Louise Dorney

EMEA, Energy Industry

 Shane Reid

Global Strategic Accounts

 Dante Balsamo



www.prosource.it

Follow us: 

Email: hello@prosource.it

