

Creating a *Sustainable* Future

With the technology decisions you make today

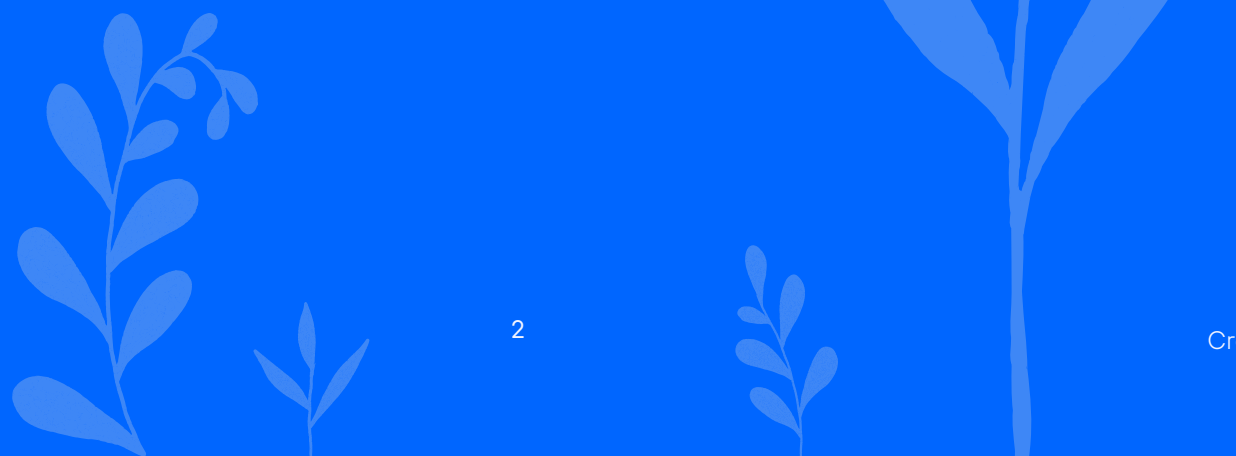
With hundreds of transformations under our belt, our experts share how to plant the right digital seeds to transform and thrive.

From insight to action



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From Fire-Fighting to a *Sustainable* Future

Introduction

The pandemic underscored the need to transform like never before. It demonstrated how technology is now central to business operations for all of us.

Many organisations were already heading on a transformation journey before the pandemic struck, but the crisis significantly accelerated this as a necessity.

However, delivering a transformation that creates lasting value doesn't just happen. It takes planning, strategy, skills, collaboration, and know-how.

But the good news is, that by planting the right digital seeds today, you can meaningfully plan for a sustainable future tomorrow.



Overcoming Obstacles

What were tech leaders' biggest concerns?

In Telefónica Tech's research: [Planting Digital Seeds](#), we asked UK&I technology leaders about their biggest concerns and challenges.

Here's what the survey respondents said:

Top 3 Challenges

1. Addressing scarcity of talent
2. Digital dexterity
3. Competing business outcomes

38% are concerned about potential security vulnerabilities by poor remote working practices.

52% need greater collaboration from the business to make better IT decisions

45% realised greater technology efficiencies but needed people-based processes to catchup

81% of businesses made expedient ICT purchases during the pandemic that serve no long-term purpose

So, how can these challenges be addressed?

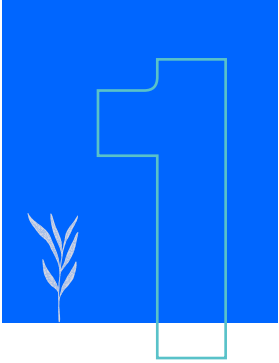
In the following guide, our experts share insights from our award-winning transformations to overcome these challenges. Take away the trusted tips and strategies that helped other leaders drive down costs and drive-up value, every step of the way.



5 Steps to Creating a *Sustainable* Future

Each transformation is unique, with different objectives. However, by being clear on your goals, tackling transformation in the right order, and applying best practice principles, you can deliver a sustainable transformation, where the value is clear and lasting.





Planting Digital Seeds

For *sustained innovation*

Tackling your transformation in the right order is critical. This may sound obvious, but too often we see examples of organisations getting it wrong.

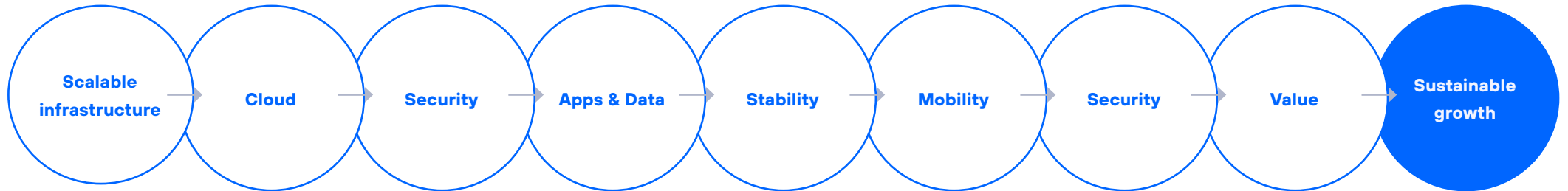
A good example of this is investing in a major ERP system, then realising you don't have the infrastructure to support it.

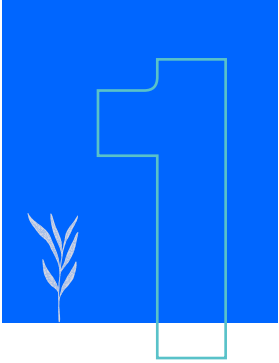
Without the right foundation in the cloud, it is also impossible to leverage growth-insight technologies such as AI. This is just one of the reasons transformations fail, but without it, scalable growth and sustainable innovation are impossible.

70% of *digital transformations* fall short of their objectives

Boston Consulting Group

[Flipping the Odds of Digital Transformation Success](#)¹





Planting Digital Seeds

Keep cyber *evergreen*

Digitisation is an enabler, but it also introduces its own set of challenges. Particularly when it comes to cyber security.

You will inevitably have more attack vectors as you digitise. So, how do you begin to future-proof cyber security when new threats emerge every week? And what are the best ways to keep up with the latest developments without wasting budget?

Telefónica Tech recommends implementing cyber security best practices. When you have the fundamentals in place, you will be more able to adapt to the fast-changing landscape in the future.

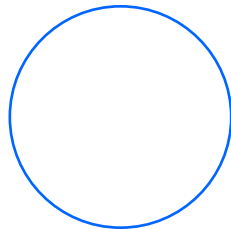
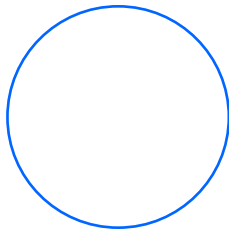
5 Cyber Security *Best Practices*:

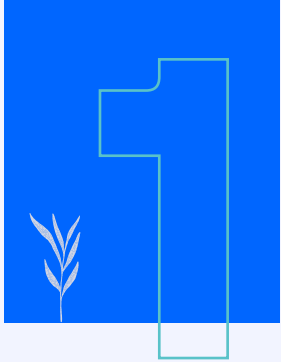
1. Use AI-based Intelligence to stay one step ahead
2. Adopt Zero Trust everywhere
3. Regularly review governance with pen tests
4. Educate employees to strengthen your weakest link
5. Capitalise on security innovation within Public Cloud

Cyber security is essential for productivity:

Getting your cyber security posture right is not only essential for protecting your business, but also for ensuring employee productivity and freedom. For this, it is important to:

- **Make cyber simple, consider biometric sign-in or management tools.**
- **Adopt collaboration tools to fuel productivity and benefit from advanced security features**
- **Align your productivity strategy with your cyber strategy so they always remain in step.**





Planting Digital Seeds

The path to *sustained innovation*

Anthony Nolan



4 years ago, pioneering blood cancer charity Anthony Nolan didn't even have Wi-Fi. However, planting their first digital seeds with a cloud-first infrastructure and digital workplace laid the foundation for sustained innovation. They can now look to enhance the use of AI to deliver cells for those patients in need.

Typically, platforms were put in, but not replaced. This made modernisation challenging as their Chief Digital & Information Officer explained:

“When you're coming in as a CIO or a technology leader, it's really difficult to talk about data futures, analytics and AI when the email is not working.”

To advance their transformation Anthony Nolan worked with Telefónica Tech to build a cloud-first and digital-first workplace that would allow flexible working practices.

The charity now has an evergreen infrastructure that scales with the ever-changing needs of this complex organisation and a workspace that is patched and always up to date.



By planting their first digital seeds, they dramatically reduced their operating costs, and their employees now have the right tools to do the best possible job rather than being constrained by technology.



Feed and Water Regularly

Optimising *cloud*

Cloud plays a fundamental part in transformation, but organisations severely underestimate the amount of ongoing maintenance needed.

For example, your team may be able to manage one cloud service in isolation, but what happens when you need to move to multi-cloud? The picture can get complicated.

On top of that, the rapid adoption of the cloud during the pandemic led to a general lack of governance and structure.

And with technology advancing at such a pace, what was considered best practice when you first moved to the cloud, might not be best practice anymore.

That's why we advise a regular health check.

5 Benefits of a cloud *health check*

1. **Cost optimisation:** carry out regular checks to avoid spiralling costs
2. **Reliability:** keep apps, services, and data resilient
3. **Performance:** ensure apps and services can cope with demand
4. **Operational effectiveness:** review alerts, monitoring, and log data collection for analysis
5. **Security:** make sure your business is continually protected in the cloud.

Telefónica Tech Health Checks ensure your cloud is continually optimised.

"A fresh pair of eyes can be invaluable - it's like checking an email again and again, but then someone else reviews it and instantly spots a spelling error!"

Jacob Chew, Microsoft Licensing Specialist,
Telefónica Tech UK&I





Feed and Water Regularly

Optimising *budget*

Making sure you can scale in the cloud but without breaking the bank is key to sustainable growth.

So, how can you avoid wasting your hard-won budget, and drive-up lasting value, every step of the way?

- **Reduce technical debt:** the more you migrate to the cloud, the more you reduce technical debt, which is costly to maintain
- **Avoid lift-and-shift:** re-engineering apps to scale seamlessly in the cloud is invariably worth the extra effort
- **Right-size consumption:** Assess different scenarios to accurately calculate costs and combine this with regular health checks to keep an eye on overspending as you adapt to changing market conditions.
- **Be clear on goals:** this automatically injects rigour and predictability into your transformation

“Through 2022 in any given month, over 30% of the growing expenditure on software and cloud services will be unused. Given IT leaders’ mandate to wisely allocate often scarce technology budgets, this level of waste is unsustainable.”

Gartner

[Software Asset Management for the Cloud.](#)²





Refresh Your Thinking

Step away from *legacy*

Trying to transform without changing legacy thinking can be akin to throwing your money down the drain.

Many teams are still stuck in a lift-and-shift mentality. Here data ends up sitting on legacy platforms, or in virtual machines, which severely limits the potential of your transformation.

Transformation can only add *real* value to your organisation if your apps and data are re-engineered for the cloud. This way they can adapt to the changing shape and scale of your business.

On-premises and cloud are different beasts. That's why it is important to consider if your team has the necessary skills to support you. It can be hard to change gear when you don't have the skills, the experience and are juggling short-term priorities.

At Telefónica Tech, we encounter many organisations who try and go it alone but fail because they simply lack an understanding of what's involved. This is why partnering with a [specialist you trust](#) can help your transformation get off on the right footing.

“Most companies are flying ‘data blind’ with regard to the skills they need for transformation”

Gartner

[The Unbounded Workforce](#)³





Refresh Your Thinking

Scaling with *business ambition*

BUSINESS TRAVEL

Moving to the cloud made it possible for a leading business travel organisation, headquartered in the UK to rapidly scale global operations. With the help of Telefónica Tech's expert perspective, their award-winning apps were completely re-engineered in the cloud.

To match expansion goals, this global organisation wanted to rapidly expand their workforce.

To achieve this, they needed a more scalable infrastructure and a modern workplace. The customer also needed a desktop that could provide the same user experience for every single employee - regardless of location.

Working with Telefónica Tech's expert team, apps and data were re-engineered and code re-written. Once migrated, both data and apps worked seamlessly in the cloud.

Since deployment, both employees and customers get the same consistently good experience, regardless of how many users are accessing the system.

The move to cloud allowed this global organisation to meet its expansion milestones with very little additional infrastructure investment, and to extend its award-winning apps across new markets.

The continuous innovation that cloud enables is helping them adopt emerging technologies such as AI without further investment.





Refresh Your Thinking

Reimagine business operations

It's impossible to transform an organisation with technology alone. If you treat cultural transformation as an afterthought, you are unlikely to be successful.

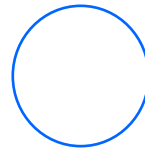
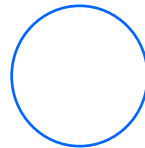
Those that succeed:

- **Transform their entire business model and operations versus digitising manual processes.**
- **Secure senior buy-in from leaders who are ready to embrace change**
- **Bring employees on the journey, sharing the expected benefits and outcomes.**
- **Actively celebrate success and adoption, as well as challenge those who don't embrace new ways of working.**

At Telefónica Tech, we believe it's people who give meaning to technology and not the other way around.

At a time when technology is more present than ever in our lives, we cannot forget that the most important connections are human connections.

**So, how can leaders
unlock technology
platforms and
unlock people's thinking
to drive digital
dexterity forward?**





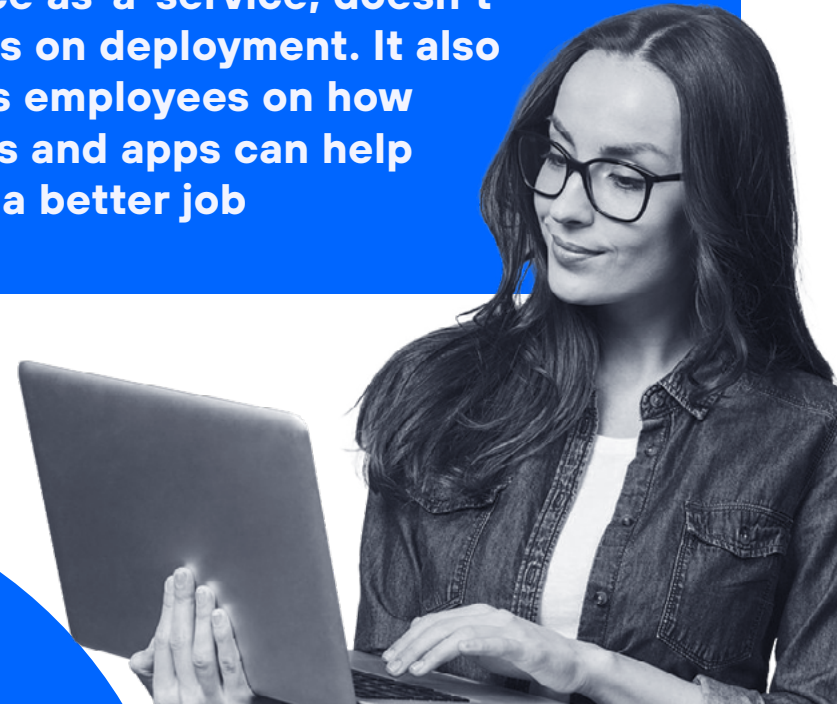
Refresh Your Thinking

Align *people* with technology

3 Key Considerations for Digital Dexterity:

- 1. Do you have the right communication platforms?** Senior leaders need to communicate digital initiatives and their impact on the wider organisation. The importance of collaboration platforms such as Microsoft Teams or Zoom cannot be overstated.
- 2. How will you educate and upskill employees?** Investigate which eLearning platforms you can tap into. These offer teams a fast way to upskill plus you gain insight into your team's technical strengths and weaknesses.
- 3. How will you change employee behaviour?** Don't forget about change management and end-user adoption. Employees need to understand the technology and apps provided that are relevant to their specific roles.

That's why Telefónica Tech's modern workplace as-a-service, doesn't just focus on deployment. It also educates employees on how platforms and apps can help them do a better job





Refresh Your Thinking

Get a fresh perspective with a *trusted partner*

A VISION FOR HEALTHCARE

Telefónica Tech's partnership with a UK NHS Trust has progressed the hospital's digital maturity programme to advance patient care.

"We had a vision for a modern system fit for 21st-century medicine, but we knew to try and run this ourselves would be a mistake. Now, with Telefónica Tech we have experts across different domains that the Trust previously didn't have access to."

UK NHS Trust

EMPOWERING EMPLOYEES

Telefónica Tech helped Guide Dogs define user personas to map technology closely to employee groups with specific requirements.

"Telefónica Tech was able to untangle our complex infrastructure. You succeeded where others failed."

GUIDE DOGS, Charity

A REPUTATION FOR INNOVATION

The transformation Telefonica Tech delivered proved so effective for music licensing organisation PPL PRS that now the parent organisations view them as trusted innovators.

"You provide a skill set and knowledge into our business that would probably end up costing us four or five full-time people."

PPL PRS Music Licensing





Grow Your Own Talent

Foster a culture of *learning*

Scarcity of talent is one of the top 3 challenges identified in [Telefónica Tech's research](#). This is not easy to resolve; there is simply not enough talent in the market.

But there are key initiatives that can help narrow the gap to sustain your transformation.

- **Grow Technology skills** - identify which skills you lack, then share resources for employees to develop in-demand skills. Also, consider allowing time to learn throughout the working week and tap into free learning resources provided by the larger vendors.
- **Invest in Future Talent** - as part of the tech community we need to all collaborate to surface the best talent. Next-Gen Workers make up 73% of the

workforce today and it is important to democratise skills by providing opportunities to gain experience and engage with no code/low code technologies such as Microsoft's PowerApps. ⁵

- **Rethink Talent** - to fill the current skills gap, all of us will need to rethink recruitment. For example, hiring and upskilling apprentices, or considering recruiting career returners or switchers.
- **Upskill with a Partner** - One of the added benefits of collaborating with an experienced partner is they can share their knowledge and experience to upskill your team.

"Our technical team had skills that were 10 years out of date. With Telefónica Tech's help they have been upskilled in the new cloud-based technologies and now there is immense pride in keeping the environment evergreen."

Former CDIO, Danny Attias, Anthony Nolan, Blood Cancer Charity





Grow Your Own Talent

Nurture and *engage* employees

Providing a good employee experience with the technology you provide is becoming vital to both attracting and retaining talent. Particularly for Gen Z, where 80% aspire to work with cutting-edge technology. ⁴

But tech leaders need to consider how technology can improve the employee experience for everyone. How can you use tech to foster a greater degree of diversity and inclusion within the workplace? Especially in the era of hybrid working.

For this reason, it is no longer sufficient to use a one-size fits all approach to deployment. Instead, tech leaders need to adopt a more personalised approach.

This requires actively listening to all areas of the business to fully understand the needs and requirements of different employees.

To Drive Employee Satisfaction via Technology:

- **Conduct research around user types**
- **Build personas**
- **Personalise the experience**
- **Monitor the digital experience continuously & prepare for constant change**

Leaders who become initiative-taking listeners, and continuously review employee satisfaction will be able to successfully map technology to users. In turn, helping to build a strong culture and encourage employees to feel better connected to their workplace.



The key to success will be understanding the future needs of Gen Z and millennials, while also ensuring that Gen X workers have the right technology to stay engaged.

Forrester,

[The Guide to Equipping the Next Gen Workforce](#) ⁵



Grow Your Own Talent

Fill immediate *skills gaps*

The reality is that many of the strategies to grow talent will only begin to impact business operations in the mid-long term. So, in the short term, how can leaders fill immediate skills gaps to advance transformation?

Flexible resourcing is the answer

For hard-to-recruit IT skills, the costs of external services, such as flexible resourcing, can be a more efficient use of budget than hiring a new full-time employee.

As in all areas of IT, the shift to the as-a-service model is becoming more widely adopted when it comes to sourcing skills. Why take an expenditure gamble on one set of skills for a range of unforeseen projects and situations, when you can expend less on a range of skills tailored to each situation as it arises?

With flexible resourcing, tech leaders can:

- **Appoint the level of skill and expertise for a specific purpose to increase the likelihood of a successful outcome**
- **Scale budget and resources cost-effectively without weighing down payroll long-term, as business needs change**
- **Free up existing internal resources to focus on the longer-term transformation**

Telefónica Tech has credible, skilled resources ready to help, today.

76% of businesses said that a lack of digital skills would affect the profitability of their business

Learning and Work Institute,
[Research](#) ⁶





Shift to Sustainability

In the *cloud*

Historically, businesses have bought tech without much thought about its carbon footprint. So, how can we begin to move to a more sustainable future in the cloud?

- **Moving more to cloud** - Cloud platforms have 98% lower carbon emissions than on-premises data centers ⁷. Additionally, because of the massive increase in cloud consumption leading hyperscalers are investing time and money to make data centers more efficient. For example, trialling [data centers under the sea](#) to improve power usage and [investing heavily in renewable power](#).
- **Replacing physical with virtual** - From video streaming to virtual desktops, cloud computing reduces the need for physical assets, reducing cost, waste, effort, and environmental impact.
- **Thin clients and a Virtual Desktop Infrastructure** - These are economical solutions for organisations that are looking to reduce their carbon footprint.

- **Flexible working** - With the shift to hybrid and flexible working, employees have greater control over their carbon footprint.
- **Gaining smarter insights** - powered by cloud, data & AI are providing insight for different sectors to innovate faster to drive sustainability. For example, smarter built infrastructure in the construction sector and monitoring and optimisation of equipment, fertiliser, waste & soil, in agriculture.

62% of consumers want companies to take a stand on sustainability topics and 88% of investors see sustainability as a driver of competitive advantage. Key stakeholders now expect companies to embed sustainability into their business models

Accenture,

[Climate Leadership in the Eleventh Hour](#) ⁸



Shift to Sustainability

Reuse, recycle, *repurpose*

It's sobering to think e-waste has become one of the world's fastest-growing waste streams on the planet. The latest World Economic forum data puts the latest estimated annual figure at 57.4 billion tonnes. ⁹

In the past, the majority of IT assets would have been destined for landfill, but thanks to Asset Upcycling we can begin to improve sustainability within the sector, as well as clawback value to fund innovation projects.

Recycling and reusing assets help to reduce CO2 emissions and reduce the amount of e-waste sent to landfill. Removing the need to remanufacture and remine assets also helps to reduce water consumption and reduce the tonnes of earth mined as part of the process of producing IT assets.

To keep data safe and meet the required regulatory standards, it is important to collaborate with a partner, like Telefónica Tech, whose service has been CO2 assessed as part of the Carbon Footprint Standard and who can provide data destruction certification and authentication.

£70K Recovered via Asset Upcycling for UK Charity

Telefónica Tech helped a leading UK charity invest £70k back into their IT budget through asset upcycling. This in turn helped to fund future innovation projects, including a single source CRM, a new website platform, as well as ever more life-changing services for the different community groups they support.



Reap the *Rewards*

The past couple of years has taught businesses that they need to be ready to pivot overnight.

None of us has the benefit of a crystal ball to know what's around the corner, but what we can state with certainty is that by planting digital seeds in the right way, companies can avoid wasteful false starts and be in the best position to grow, thrive and support sustained innovation.

It is true that delivering fundamental change at scale in large, complex organisations is challenging, especially with short-term pressures. Research, unfortunately, shows that 70% of digital transformations fall short of objectives, often with profound consequences.¹⁰

But this is why it is so important to be clear on your goals, to tackle transformation in the right order, and to apply best practice principles, such as those outlined in this document.

Having a powerful support network is also key, working with trusted partners to accompany you on this sustainable transformation journey and support you every step of the way.


Where you want to go, our experts *have already been*

Let's Talk

To speak to one of our experts

 [telefonicatech.uk](https://www.telefonicatech.uk)

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About Telefónica Tech

Telefónica Tech is the leading company in digital transformation. In the UK & Ireland, we provide a wide range of services and integrated technological solutions in Cyber Security, Cloud, and the Modern Workplace. As part of the wider Telefónica Tech family, our expertise extends to IoT, Big Data, and Blockchain. With our worldwide presence and strategic hubs in Spain, Brazil, the UK, Germany, and Hispam, our capabilities reach more than 5.5 million B2B customers in 175 countries every day.

We unlock the power of integrated technology for all businesses, bringing together a unique combination of the best people, with the best tech and the best platforms, supported by a dynamic partner ecosystem. We do this in a simplified manner, to facilitate and accelerate tech adoption and make a real difference every day, to every business.

To find out more about Telefónica Tech globally, visit telefonicatech.com.



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