ARG
IT Clarity®

RETURN TO OFFICE

Post-Pandemic Workplace Insights Guide 2021

Contributors

The content in this document was sourced from over 2,000 client interactions run by ARG consultants in 2021. This data has been consolidated and normalized to identify best practices that we have implemented and observed during meetings with over 1,100 executives. Additional contributors are listed below.

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Senior Product Specialist, Network & Security

With over 25 years in IT and 20 years leading IT teams, Dave offers real world knowledge of how to gain buy-in to roll out new technology. Dave has made technology purchasing decisions and overseen countless infrastructure and software implementations across the country to thousands of users. During his previous role, he built out an IT staff and systems to transform the IT acquisition and roll-out strategies for one of the nation's leading trucking and logistics organizations. In addition to his IT leadership experience, Dave also brings 6 years of experience managing network integration projects and support for a Maryland-based VAR. DeCillis earned his BS in Business Information Systems from Stevenson University and holds a CISSP certification.

Steve Murphy
Vice President

Steve Murphy has been consulting with clients for over twenty-five years. Today, he works with ARG's largest and most complex client engagements to provide strategic insight into product fit and financial rationalization. Under Steve's leadership, ARG provides compelling business case analyses that help clients fully understand the financial impact of their technology investment decisions. Prior to ARG, Mr. Murphy led Product Marketing at Net2000, worked in Marketing and Finance with MCI, and was a CPA, consultant, and auditor at Arthur Andersen (now Accenture). His expertise in corporate finance, accounting, and product management drives his unique perspective centered around strategic goals and objectives. Mr. Murphy holds a BS degree from Georgetown University and an MBA in Marketing and Finance from Indiana University.

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With over 15 years of experience in the contact center and enterprise communications markets, John Cooper has deep domain expertise from assisting thousands of clients across a range of industries and geographies, delivering strategic consulting and intelligence regarding the converging fields of contact center, customer experience, enterprise communications and collaboration. John earned his bachelor's with honors from Villanova University and is a Microsoft Certified Engineer.

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With 20+ years of experience in infrastructure operations and delivery, Jim has deep domain expertise from assisting thousands of clients across a range of industries and geographies. Jim delivers strategic consulting and insight regarding the changing landscape of cloud services and solutions and their security and compliance implications. Jim earned his bachelor's degree from George Mason University and his MBA from Mercer University. Prior to joining ARG, Jim held leadership positions in operations, engineering, and product management at the likes UUNET, INAP, Latisys/Zayo Data Centers, Windstream Hosted Solutions, Dell/EMC.

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With over 25 years in the industry, Jeff is widely recognized as one of the nation's foremost experts in voice, web, and video collaboration. Jeff has provided communications support and recommendations for thousands of clients ranging from Presidential campaigns and top enterprise organizations to associations and law firms. During his career he has saved clients millions of dollars through his recommendations and strategic leadership. Jeff earned his bachelor's degree from Washington State University.

Steve Grimsley
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With over 27 years of experience in the telecommunications industry, Steve is a leading communications industry consultant with a proven track record in implementing voice engineering, PBX and connectivity options, unified communications, and contact center. His insight helps enterprises and solution providers develop unique strategies to meet the escalating demands of today's business customers through all facets of their cloud communication strategy and execution. Steve is comfortable on the leading edge of new technology deployments and was instrumental in thoroughly vetting and rolling out the first FedRAMP Zoom UC Deployment for a top 10 government contractor among other complex projects. In addition to his product expertise and consulting, Steve spent years leading ARG's Client Services team and brings that experience and service and support focus into how he consults with clients today.

Kara Semon
Vice President, Client Experience

Kara's team of Client Experience Managers directly influences ARG's Net Promoter Score (NPS) that exceeds those of USAA, Apple, and Costco. Kara spearheaded the implementation of ARG's Value Realization process to address one of the gaps in customer expectations which was user adoption. She dove right into the role, running meaningful client engagements alongside her team, gathering client feedback, and continually honing, improving, and documenting ways to create even greater business value. Kara's hands on approach with clients provides immediate feedback on trends, vendor performance and commonalities being experienced across the market.

Gana Jiya
Senior Project Experience Manager

An experienced enterprise project manager offering a strong balance of business savvy and technical capabilities, Gana is laser focused on client success and asks the right questions to ensure that projects are deployed to optimize business impact. Gana received his master's degree in Electrical Engineering from George Mason University. He is also PMP, Professional Scrum Master 1, and ITIL certified. He also holds CCNA, CompTIA A+ and Microsoft Certified: Azure Fundamentals certifications.

Heather Campbell
Chief Experience Officer

Heather's team helps thousands of customers identify, implement, and operationalize technology such as cloud computing, security, mobility, IoT, unified communications, and data networks. With cloud solutions making up most of ARG's business, Heather identified a gap between client expectations and what service providers offered in terms of deployment and adoption support. Heather developed ARG's value realization process. The process builds on the business value identification in our consulting process and carries it beyond deployment to ensure that our clients fully identify, implement, and operationalize the benefits of new technology.

Contents

The World Changed in 2020

In the spring of 2020, we experienced years of social behavior change in the span of 30 days as the business community quickly adopted technology to work remotely.

The rapid transition to remote work was difficult for most businesses. This was reflected in Xerox' Future of Work Survey, with only 28% saying they were fully prepared and 29% citing technology as their biggest pain point. Respondents cited remote IT support (35%), inadequate workflow solutions (27%), lack of communications and collaboration tools (22%), and lack of cloud-based solutions (10%) as their top technology challenges.[1]

IBM surveyed 380 chief information officers (CIOs) and chief technology officers (CTOs) at mid-sized and large corporations and found that 40% of respondents felt their teams lacked the right skills to "fully meet their IT ambitions", with over three-quarters saying they would have to rely on managed services from infrastructure partners to fill this gap. More than 60% of technology leaders surveyed say they expect the increased demand for cloud infrastructure to be permanent. Respondents also identified professional skills development and security upgrades as key IT priorities.[2]

We all adapted. If you are reading this, you survived.

35%

Top challenge is remote IT support.

27%

Inadequate workflow solutions.

22%

Lack of communication & collaboration tools.

40%

Lack skills to "fully meet their IT ambitions".

60%

Demand for cloud infrastructure will be permanent.

Optimizing the Hybrid Workplace

A Moving Target

With widespread vaccine availability in the US, people are returning to work in-person. Before the pandemic, only 7% of employees reported having access to a flexible work schedule or the option to telework, according to the Pew Research Center.[3] Today, 74% of professionals expect remote work to become standard.[4]

The human factor for returning to the office is the big "question mark". With varying comfort levels, lingering childcare issues, and new virus strains emerging, most businesses aren't sure who's going to want to come back to work in-person or how often. A recent survey showed that 1 in 3 people would look for a new job if they were required to be back in the office full time, so companies need to keep this in mind as they develop go-forward plans.[5]

In addition to the team member who had traditionally been in the office, many companies hired full time remote employees for the first time during the pandemic. Unless your business requires all personnel to be physically present, you can expect employees to be working in and moving between a variety of locations—office, home, and travel—going forward. So, how do you set your business up to be successful?

74%
of professionals expect remote work to become standard procedure.

93%
of pre-pandemic employees didn't have access to a flexible work schedule or the option to telework.

1:3
people would look for a new job if they were required to be back in the office full time.

Now What?

How do you ensure workers have the tools required to do their jobs: connectivity, devices, applications, data, collaboration, management, and support?

There is no "one size fits all" approach. Every organization needs to make a thoughtful business decision and align solutions to their individual mix of onsite and remote employees. The hybrid model comes with unique challenges as we endeavor to make the experience accessible for everyone. People and infrastructure may have changed and distributed support comes with a new set of challenges. **So where should you focus?**

Top 3 considerations for hybrid work:

1 **Quality of experience** in a hybrid environment

2 **IT resources** to support the go-forward strategy

3 **Securing the new perimeter**

CONSIDERATION 01

Quality of Experience

Historically, organizations would acquire services to support their physical offices with the expectation that all employees would work solely from that location. Today, the office is one of several locations where organizations conduct their business. For many, the footprint and layout of the employee workspace will change. As staff members work remotely, it is important to identify your key user personas and optimize the services and experience to meet their requirements. **The first step in addressing this is to define your user identities and needs.**

Ask yourself the following questions to start:

01 *Who are your people?*

02 *How many user types do you have? Do they only use SaaS applications? Do they need access to legacy applications? Do you have any power users (engineers/developers)?*

03 *Where do they physically work today and where do you expect them to work going forward?*

04 *Does your company work on corporately supplied devices or utilize a "Bring Your Own Device" (BYOD) model?*

05 *If at home, do they have residential bandwidth challenges that need to be addressed with 4G/5G backup or SD-WAN?*

06 *How do you make the transition from remote work to in-office work as hassle free as possible? Duplicate docking stations, mice, keyboards, and charging cables in office and at home.*

08 *Can your agents work from anywhere? Ensure they can access key applications and critical integrations and that you are providing your clients with an omni-channel experience.*

Custom Personas

Happy Employees & Happy IT

Are you confident you have the best technology in place to support staff working in the office as well as those working remotely and is it equitable? Will in-office users log in the same way as remote users? Do they have the same interfaces and do their personal settings follow them? There are multiple ways to accomplish this: cloud desktop or desktop as a service (DaaS); workspaces or portals; and Single Sign On (SSO). These tools are equipped with inherent disaster recovery/ business continuity and security components.

There isn't necessarily a single solution for an organization. It is critical to align the right solution with the right user type. An organization can mix and match solutions to ensure that each user has the right tool to facilitate the highest level of productivity. To the right are some sample personas that we frequently see.

SaaS Users

Single sign-on and multifactor access to office 365 and all other web- based applications like Salesforce, Concur, and Marketo. Ideal for knowledge workers and mobile road warriors who are fine working in all SaaS apps and don't need anything fancy.

SaaS + Virtualized Application Users

Includes everything above plus access to one-off applications. This model works for users who primarily work in SaaS but need access to line of business applications in a data center (i.e. Great Plains, SAP, Dynamics, and Epic). Ideal for finance, ERP managers, & healthcare workers.

Cloud Desktop Users

Includes everything above. Ideal for users leveraging some SaaS but with a significant amount of line of business apps running in a data center or complex compliance and reporting requirements (i.e. eDiscovery, terminal processing).

A consistent user experience (UX) increases overall user satisfaction & relieves the service desk from excessive help calls.

Meetings

Leveling the Playing Field

A recent McKinsey survey suggests that 90% of organizations will adopt some combination of remote and on-site work as they return to the office, but 95% of conference rooms are enabled with minimal technology.[6] How can we ensure the experience is as collaborative in the office as it is at home?

Take **inventory of conference rooms** to see if they can accommodate these new demands and if there is budget to retrofit. If you don't have budget or additional cameras in the room, understand that **workarounds will require more bandwidth or wireless access point availability** to support the increased devices online.

Keeping track of **in-person versus remote meeting attendees** is inflicting endless headaches on meeting planners and administrative assistants as it makes tasks like identifying catering headcounts for hybrid events painful. We've found the following tips prove to be the most successful methods for mitigating this issue: **1) Send duplicate invites,** one for remote attendees and one for in-person attendees **or 2) have in-person attendees RSVP "Accept" and remote attendees RSVP "Tentative" to the meeting calendar invitation.**

Publish a set of corporate standards for hybrid meetings and train your staff on the new procedures to enable maximum productivity. Policies should offer support for a variety of meeting types. Instruct staff to **include a weblink in every meeting invite and to conduct meetings with video cameras turned on** when possible.

For larger meetings, **schedule 10-15 minutes for technology testing** prior to the meeting to ensure that nothing kills meeting momentum. **Leverage this time for in person attendees to meet and greet** so that remote attendees can enter a productive meeting at the designated start time.

Review planned meeting activities to **ensure remote participants can engage** appropriately. Consider what tools and techniques can be used to maximize remote participant interaction with the in-room attendees. For example, if you need to poll the meeting attendees, **consider a phone-based survey tool** like Poll Everywhere to capture real time responses. This puts remote participants on equal footing, versus a "show-of-hands" or relying on verbal feedback. Additionally, **use an online whiteboard or focus a remote camera on a flip chart to capture meeting notes** so everyone can see what's being written as it happens. Lastly, if there is an activity where attendees will write on a wall chart, **use a webcam to allow remote participants to read their peers' responses** before placing their own, just like if they were physically present.[7]

Meeting Examples

Board Meeting

Ensure the room is equipped with enough high-quality microphones so remote participants can hear.

If the room isn't equipped with technology that enables everyone to feel like they are in the same room, leverage a camera that tracks to focus on whomever is speaking.

Strategy Session

All attendees, both onsite and remote, should log into their own devices. This provides equal access to chat, visibility of facial expressions, etc. This also requires bandwidth and increases the load on wireless access points, so plan to accommodate.

To capture meeting notes, use an online whiteboard or collaborate on a shared document so everyone can see what's being written in real time.

All-Hands Meeting

Ensure the room is equipped with enough high-quality microphones so remote participants can hear. If multiple microphones aren't a viable option, supplement audio input by having in-person attendees pass around a hand-held device with a microphone before speaking.

If the room isn't equipped with technology that enables everyone to feel like they are in the same room, mount webcams to face in-room attendees and presenters.

Minimize chat for onsite participants and designate an in-room cohost to pose live chat questions in real time.
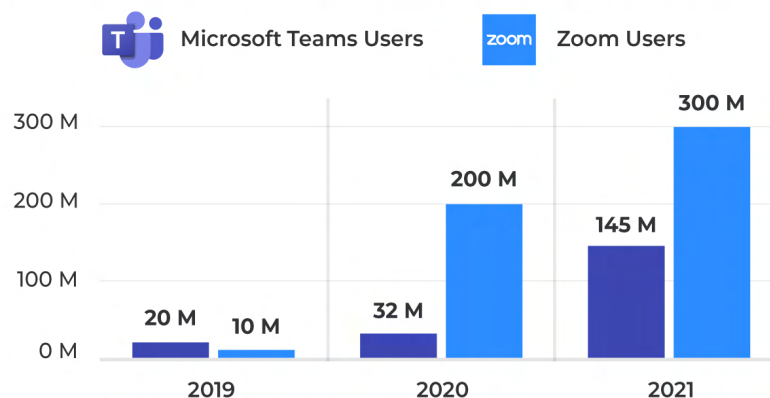
Choosing a Permanent Collaboration Tool

5 years ago, there were only a handful of platforms that allowed you to communicate both internally and externally. The market has evolved, and the pandemic forced rapid change. Zoom gained market share early on with their freemium product and ease of use. Similarly, Microsoft gave Teams away with their software licenses. Both companies' pre-pandemic positioning combined with timely marketing efforts, drove their use cases to the masses in the wake of COVID-19.

As we move forward, unified communications is blurring the lines between your phone system, your conferencing platform, and even your contact center. Identifying where your users already spend the bulk of their time can minimize disruption as you roll out a permanent solution, but each platform has pros and cons. It is time to determine where you want to take your unified communications strategy and solidify what functionality is most critical to your organizations' future success.

Daily User Count *(Millions)*

Microsoft Teams Users   Zoom Users

Year	Microsoft Teams Users	Zoom Users
2019	20 M	10 M
2020	32 M	200 M
2021	145 M	300 M

Leverage Enterprise Software Investments

Integrating your collaboration platform to fully exploit your enterprise software investments is key to ensure that you gain efficiencies and ROI from your largest investments. SaaS companies are increasingly developing and publishing apps to extend their workflow into unified collaboration environments like Teams and Zoom. This enables improvements to user experience, customer experience, and collaboration that further justify the technology decision. UCaaS provides a great opportunity to create seamless customer journeys and facilitate better coworker communication. There are massive efficiencies to be gained by aligning the platform with business applications for ERP, CRM, helpdesk, and digital workflow management and bringing them together with native integrations.

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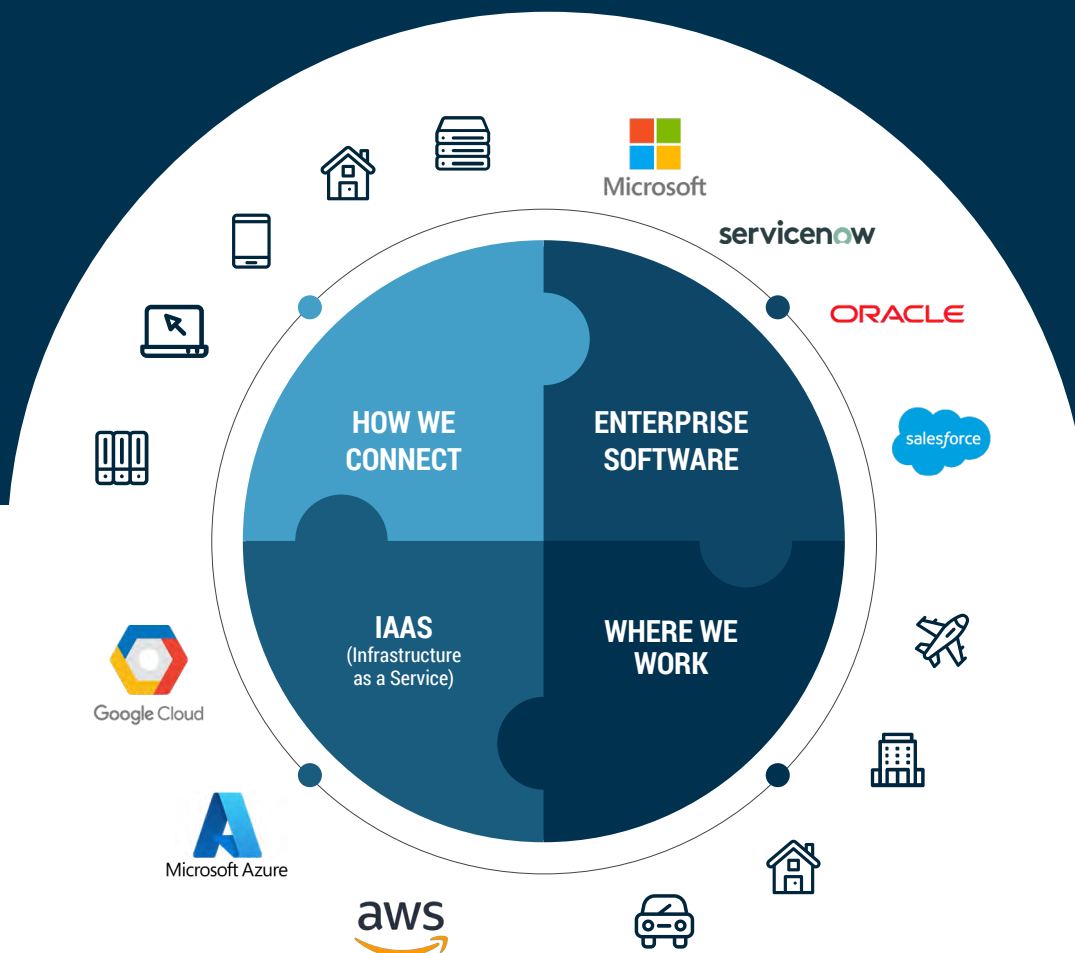
Before the pandemic, an average 6% of customer service agents worked from home. Today, 77% of service organizations are either adopting or accelerating their work-from-home programs and 80% of companies now plan to close their physical customer service centers entirely. To keep up, many contact center leaders are increasing investments to support employee & management needs, such as collaboration and teaming tools, remote training resources, dual monitors for agents, and cloud-based telephony.[8]

Deloitte.

Work Smarter, Not Harder

Real Time Transcription, Artificial Intelligence (AI), and Business Intelligence (BI) are changing the game for many, and tools are being rolled out so quickly that it can be hard to keep track of what is available from whom. Real time transcription services free up time by allowing agents to focus on the client experience instead of taking notes. Automating also provides better data integrity, since few agents can type fast enough to capture an entire conversation.

We are also seeing AI and conversational AI increase efficiency and improve client experience by handling simple requests like balance look ups or frequently asked questions. This allows clients to self serve more quickly and providing bandwidth for agents to focus on the client interactions where their expertise is required. AI tools can offer up responses to assist the conversation, provide insight on monolog, and can automatically screen pop based on what is being said – either suggesting a possible resolution or a product or service that might be of interest. These tools also extend value after the interaction as they offer the ability to search the entire history for mentions and topic sentiment. This improves life-cycle management, as all interactions are being captured through integrations, offering continuity of knowledge. There are many departments that interact with clients including marketing, account executives, client support, and accounts payable (AP). The more you can link all those interactions together and provide visibility, the better your clients' experiences will be.

BI is a hot topic. Conversations used to focus on who could provide the most data, but now the focus is on who is doing the most with it. Taking the data from across all interactions with the business, under-standing trends, and feeding meaningful information back to the business in meaningful ways can help improve process, get ahead of common issues, and enhance target sales efforts.

The ability to provide tools that maximize the experience for remote and onsite participants is another important consideration when choosing your collaboration platform. As you evaluate, ensure you are looking at integrations with cameras, lighting, audio equipment and additional A/V components to strengthen the virtual meeting experience.

CONSIDERATION 02

IT Resources

The paradigm has shifted. Do you have the resources to support remote, in-office, and hybrid staff? Supporting remote work has been a challenge for many organizations as they wrestle with nonstandard environments, un-protected devices, contention with personal use and home bandwidth issues. Now is also the time to identify opportunities to optimize your in-office environment because employees that are less productive in the office will be less likely to stay there.

Enabling **in-office** productivity.

Wide Area Network (WAN)

Since server access is no longer solely determined by building access, you must also consider WAN components. Reassess in-office bandwidth for changed workforce and remote user access. Depending on your anticipated onsite headcount, you may require additional bandwidth or updated service-level agreements (SLA) to support high-quality video for additional staff. Dedicated internet bandwidth offers better SLAs and support than broadband. And depending on the nature of applications in use and your uptime and performance requirements, you might want to explore SD-WAN to protect the user experience.

Wireless Access Point (WAP)

WAPs are more important than ever. Many coworkers are returning to work in-person, but they may not all be comfortable with the way the office spacing was historically set up. To support new workspace configurations and allow for social distancing, you may want to avoid the limitations of preexisting cabling and allow WAPs to carry more of the load. You'll also want to consider physical phone requirements, since most desktop models don't have built in wireless.

Network Segmentation

Security should be top of mind as employees return to and move between work environments. Carving your network into different areas and ensuring that your most critical components are protected by least privilege is an easy first step. Examples include segmenting LAN from guest access or VLANs with access rules for security.

Enabling **remote** productivity.

Cloud

The pandemic served as a wakeup call for many organizations as they became aware of the futility of keeping anything on-premises. Software as a Service (SaaS) is ideal for many applications. Home grown or custom applications and design applications that require graphics processing units (GPU) are being moved to third party data centers as companies rethink their corporate real estate footprint. Offsite back up and recovery is of paramount importance to protect your operations as ransomware attacks continue to escalate. With so much critical information moving to SaaS, it is worth considering cloud access security brokers (CASB) and data loss prevention software (DLP) to ensure your data is secure.

Policies & Procedures

The first step here is to clearly define your policies & procedures. This could range anywhere from "you have to come into the office if you have bandwidth issues at home" to dispatching technicians to fix home Wi-Fi networks. Once you document the level of support required, you can align IT support with organizational priorities and determine the financial implications.

Personnel

IT support for nonstandard environments is a challenge, particularly when organizations deliver a high level of remote employee support. Many clients are evaluating options for an MSP replacement or augmentation to provide additional support for overtaxed IT resources.

Your home office is only as secure as your

Ƥ PELOTON®

The proliferation of IoT devices increases risk even further. In June 2021, McAfee discovered a vulnerability that allows hackers to access Peloton's bike screen and potentially spy on riders using its microphone and camera. Internet-connected devices, whether they are bikes, computers or even refrigerators, are all susceptible to hacks. Ensure that you separate your work devices from the rest of your home network.

CONSIDERATION 03

Securing the
New Perimeter

Is your technology security posture appropriate for how you are operating today and how you plan to operate going forward?

Cybercrime rates skyrocketed as the world relied more and more on the internet during the pandemic. We saw a 600% rise in malicious emails and a 350% rise in phishing websites in the first quarter of the year.[9] Complexity has increased with the need to develop additional corporate policy and standards to support home networks. Due to the changes to the security perimeter, you are facing greater risks of exposure. Ransomware attacks are escalating in frequency and cost, phishing and social engineering attacks are on the rise, and the SolarWinds hack highlighted supply chain and ecosystem vulnerabilities that most hadn't even considered. A recent Proofpoint survey found that 64% of CIOs feel their organization is at risk of

suffering a material cyberattack in the next 12 months.[10] Over half of CISOs are more concerned about the repercussions of an attack in 2021 than they were in 2020.

As we move forward, it is important to make thoughtful investments and understand how every dollar spent by IT can strengthen your organization's security posture. This ranges far beyond traditional cybersecurity point solutions. As we have seen clients face ransomware and other cyber attacks over the past 18 months, below are some of the strategies that have worked well to maximize IT investment by improving security, resiliency, etc.

Cloud-First Strategy

Leveraging cloud applications for mail, anti-spam & archiving, voice & collaboration, & CRM provides disparate locations of resources on a robust external platform that will remain "up" even if your network is compromised.

Robust Backup & Recovery

Third party off site incremental back up twice a day and daily automatic snapshots of your environment ensures that you can recover from a ransomware attack.

Layered Next-Gen Security

This could include DaaS + MFA SSO + Managed Threat Detection or XDR & CASB/DLP and regular penetration tests. This approach minimizes exposure and provides the ability to quickly and remotely rebuild user desktops.

Where to Focus

Cybersecurity can be overwhelming! Look to focus on the following tips to improve your security posture.

Know what you have.

Build a usable inventory list. Use tools like Windows management, patching, endpoint protection, and spreadsheets to help identify systems, apps, cloud assets, vendors, and partners who are storing, processing, or handling your data.

Have a tested backup & DR plan.

Don't forget cloud assets (M365)! Acquire and regularly test third-party offsite backup. Backups should be air-gapped from providers. If an MSP gets hit, there's a strong possibility that both production and BU will be affected. Ensure MSPs are leveraging external solutions for protection.

Be an informed skeptic.

Develop and trust your gut. Leverage regular training and education tools to help inform staff.

Thoughtfully manage your identities.

Enable multi-factor protections and consider single sign on or team-based password management tools like LastPass or 1Password.

Keep current.

Regularly review accounts and disable or remove old, unused, or inactive ones.

Monitor and limit access.

Zero-trust is the preferred way of limiting access. More traditional methods included network access controller and Active Directory profiles to limit access to sensitive information.

Security can be a team sport.

Thoughtfully deploy external help or managed services. Expanding your team can provide better monitoring and coverage options, scalability, as well as expanding your subject matter expertise.

Develop a risk management program.

Remember to communicate often, discuss realistic scenarios, and monitor resulting to-dos. Security discussions should be cross functional and not solely include IT or security.

Maximizing Investment while Increasing Security

How do you present this to the business? Before you spend more, ensure you maximize what you have first, then identify gaps and clearly articulate what you are looking to get out of an additional investment. Additional support, network, security products, and personnel to support new corporate standards aren't free. Your CFO will need a financial summary of benefits to the organization with all costs included compared to current spends and cash flow. Include cash flow impact and supporting financial data; profit and loss statement impact; and balance sheet impact. Address timing by month, quarter, and year of savings and cash flow.

Cash Flow

- When will you need to disburse cash?
- When will you realize reduced expenses and therefore reduced cash payment? How can the difference between the initial cash disbursement timing and the improved cash flow be shortened?
- What will be a CAPEX vs. an operating expense? What is the useful life for depreciation? Can a major CAPEX acquisition be financed?
- What will be normal operating expenses and cash flow?

Profit & Loss

- A new solution may not directly impact the top line/revenue but can positively impact the bottom line/profits
- The benefits will be both short term (<12 months) and long term (>12 months). This will matter to the CFO for planning purposes.
- When can net cost reductions be guaranteed?
- Quantifying improved efficiency across all areas of the business can be difficult but should be noted in the financial model. Challenge the CFO to think about this in the meeting to get the thought process started.

Balance Sheet

- CAPEX considerations.
- Balance Sheet impact will be more important for major CAPEX and client financing projects.
- Our solutions reduce operational expense. Controlling or reducing operational expenses improves cash flow & EBIDTA.
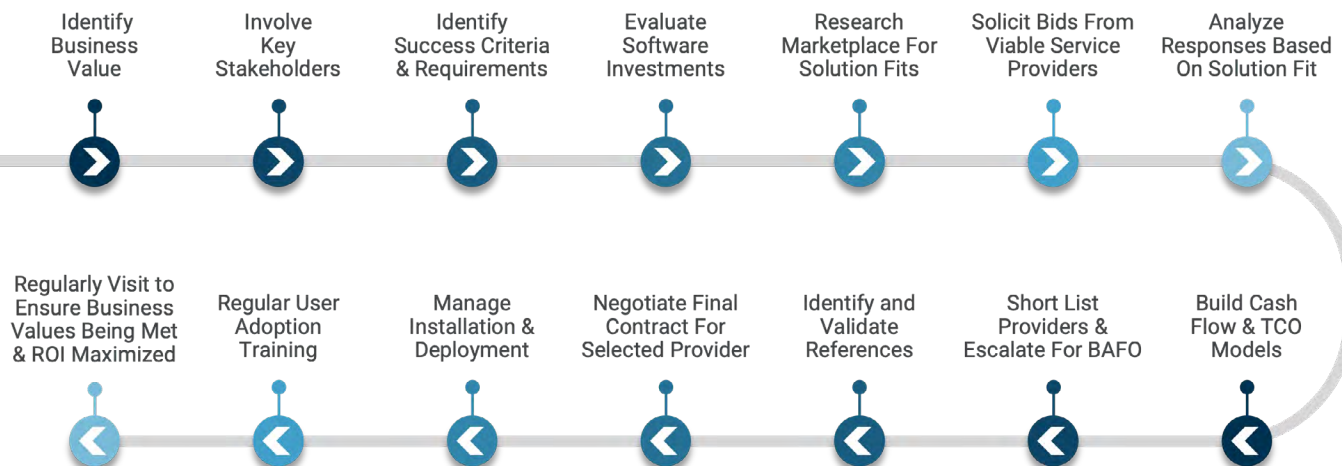
Summary

The post pandemic workplace is still evolving as new pandemic strains cause return to office dates to push out. Flexibility and remote work is now the norm, and you should prepare accordingly. Optimize your technology stack to support a hybrid environment by focusing on user personas and deploying the right technology stack for each user type to support their role. Providing a consistent user experience regardless of location will increase user satisfaction and optimize IT resources. Meeting and communication platforms are converging, and providers are aggressively battling for market share right now. Take advantage of the current market to clarify your vision for the future and invest in technology that enables workforce efficiency and maximizes the return on your investment.

Cybercrime continues to escalate, and ransomware attacks are something every business needs to prepare for. Ensure that every IT investment improves your security posture by focusing on robust backup and recovery, leveraging cloud-based applications and using a layered approach for security.

As you evaluate what you need going forward, take a hard look at all your costs to see if you can shift spend or identify savings. Prepare a financial summary of benefits to the organization with all costs included compared to current spends and cash flow or engage ARG to do this for you at no cost. There is no charge for ARG's consulting and they will walk you through the below process.

A Thoughtful Decision Process

Identify Business Value → Involve Key Stakeholders → Identify Success Criteria & Requirements → Evaluate Software Investments → Research Marketplace For Solution Fits → Solicit Bids From Viable Service Providers → Analyze Responses Based On Solution Fit

Regularly Visit to Ensure Business Values Being Met & ROI Maximized ← Regular User Adoption Training ← Manage Installation & Deployment ← Negotiate Final Contract For Selected Provider ← Identify and Validate References ← Short List Providers & Escalate For BAFO ← Build Cash Flow & TCO Models

Gaining
Organizational Support

To support the right solution for an organization, ARG helps clients prepare the presentation for all internal stakeholders. This presentation justifies the solution by thoroughly documenting the selection process. We prepare you to field questions from the board room, your leadership and your peers. You will be prepared to inform them with the detail they need to approve your recommendation:

1. Why are we making a technology change? What are we looking to achieve and why? How will it enhance the organization's cybersecurity posture?

2. Were we inclusive? Who was involved in the decision?

3. What process did we follow?

4. What are our requirements & measurement for success? What business value will we achieve?

5. What approaches did we consider? Roughly how much does each approach cost?

6. Did we look at everyone? How did the suppliers stack up?

7. Are we getting the best deal? Cash flow? Net savings?
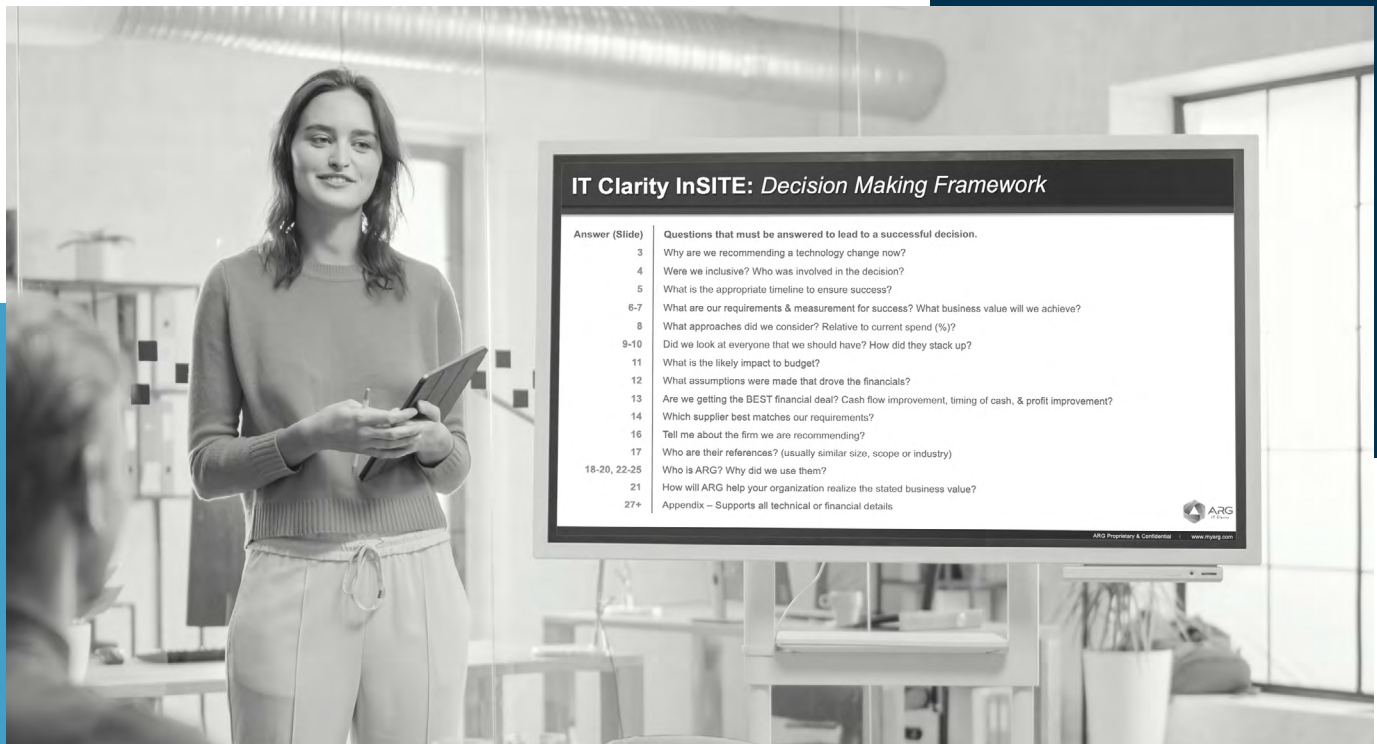
Contact ARG to finalize your return-to-office plan.

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[1] https://www.xerox.com/downloads/usa/en/f/future-of-work-white-paper.pdf   [2] https://www.techrepublic.com/article/two-thirds-of-cios-admit-their-systems-just-arent-ready-for-the-future/   [3] https://www.pewresearch.org/fact-tank/2020/03/20/before-the-coronavirus-telework-was-an-optional-benefit-mostly-for-the-affluent-few/   [4] https://www.growmotely.com/future-of-work   [5] https://www.prnewswire.com/news-releases/1-in-3-remote-workers-may-quit-if-required-to-return-to-the-office-full-time-robert-half-survey-finds-301262727.html   [6] https://hub.frost.com/virtualcollaboration/   [7] https://hbr.org/2021/06/what-it-takes-to-run-a-great-hybrid-meeting?ab=hero-subleft-2   [8] https://www.deloittedigital.com/content/dam/deloittedigital/us/documents/offerings/offerings-20210628-future-of-service-download.pdf   [9] https://apnews.com/article/virus-outbreak-europe-technology-pandemics-medical-research-c7e7fc7e582351f8f55293d0bf21d7fb   [10] https://www.proofpoint.com/us/resources/white-papers/voice-of-the-ciso-report