



press release
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Orange Business Services and Sia Partners analyze new ways of working in the digital era

[Orange Business Services](#) and the consultancy [Sia Partners](#) released a [position paper which explores how the digital phenomenon fundamentally changes ways of working](#) by impacting employees, as well as how companies interact with their clients and partners, thereby creating new opportunities. This position paper is based on a Europe-wide study – conducted in conjunction with Sia Partners and Harris Interactive – including more than 1,800 interviews with company CEOs, IT managers, business owners and Human Resources managers across five European countries.

New ways of working to improve customer relationships

The digital phenomenon has an effect on the expectations of individuals today who want more connectivity, personalization and interaction in their relationships with companies. The research indicates that 83 percent of European companies acknowledge that better customer service is a driver of new ways of working. The position paper highlights the experience of BNP Paribas Wealth Management, which provided tablets to its increasingly mobile sales forces in Asia to manage the relationships with their customers.

Home working diversifies with the emergence of “third place working”

Flexible working is not only a means to improve quality of life of employees, but also a lever for productivity and real estate optimization for companies. The study reveals that flexible working is formalized by a legal framework in 54 percent of European companies, which have established a home working policy. In addition to home working and office working, distance work is taking on new forms in various locations – from public to enterprise-provided – to accommodate employees. These new spaces are known as “third places to work.”

Collaborative work: the enterprise opens its ecosystem

Through co-creation, co-working and co-innovation, collaboration is a real evolution in ways of working that is made possible thanks to the digital transformation. Companies extend their collaboration to an increasingly wide network of suppliers, clients and partners. “Corpworking” is a new trend that consists of welcoming members of this ecosystem in a dedicated location. This is the case with SNCF, which has specific workspaces – and access to the company’s Wi-Fi – in their new headquarters to accommodate partners and clients. In addition to shared spaces, 74 percent of European companies consider collaboration with external partners a ‘must-have’ or ‘nice-to-have’ practice.

Security: a major requirement for companies

The introduction of new ways of working calls for a transformation of the company’s IT infrastructure and raises questions about security and the protection of resources. Sixty-five percent of companies in the study confirm that security will have an impact on their ways of working over the next three years. In 2013, 62 percent of European companies had set up a secure mobile solution, and 10 percent more planned to deploy one before the end of 2014.



IT projects increasingly influenced by business departments

While IT managers are still responsible for the choice of digital equipment and solutions in 97 percent of European companies today, the position paper shows the increasing influence of business owners (i.e., director or manager of business units, production, facilities, marketing or sales) in the decision-making process. Thirty-six percent of European companies believe that business owners' level of involvement in decision making will increase in the next three years. Human Resources (HR) executives also play a major role. In 59 percent of companies, HR is involved in the decision-making process for the working environment.

In 2014, 44 percent of European companies plan to implement at least one new tool or service to develop new ways of working. For example, their priority projects cited for the short term involve deploying cloud services, tablets and applications. Orange Business Services and Sia Partners' ambition is to accompany enterprises in their digital transformation.

Download the position paper here: <http://www.orange-business.com/en/library/white-paper/taming-the-digital-tiger>

Position paper methodology

The position paper "[Taming the digital tiger: How to seize the opportunities from new ways of working](#)" is based on a Europe-wide study performed by Orange Business Services with the support of Sia Partners and Harris Interactive. Conducted in 2013 in Europe, it was extended to cover the U.S. and Asia in 2014 with additional interviews. The paper now covers:

- 8 countries: Belgium, China, France, Poland, Spain, Switzerland, U.K., U.S.
- 60 face-to-face interviews, 10 focus groups with 62 participants, 1,862 interviews
- large, medium and small companies
- a mix of business sectors, including services, industry, agriculture, trade, transport and construction
- various corporate functions: CEOs, IT/Telco managers, Human Resources, business owners (director or manager of business units, production, facilities, marketing or sales)

About Orange Business Services

Orange Business Services, the Orange branch dedicated to B2B services, is a leading global integrator of communications solutions for multinational corporations. With the world's largest, seamless network for voice and data, Orange Business Services reaches 220 countries and territories with local support in more than 160. Offering a comprehensive package of communication services covering cloud computing, enterprise mobility, M2M, security, unified communications, videoconferencing, and broadband, Orange Business Services delivers a best-in-class customer experience across a global landscape. Thousands of enterprise customers and 1.4 million mobile data users rely on an Orange Business Services international platform for communicating and conducting business. Orange Business Services was awarded four of the telecom industry's highest accolades at the annual World Communication Awards 2013 – Best Global Operator, Best Cloud Service, Best Enterprise Service and Best Small Business Service. Orange Business Services is the only seven-time winner of Best Global Operator. Learn more at www.orange-business.com or follow us on [LinkedIn](#), [Twitter](#) or [Facebook](#).

Orange is one of the world's leading telecommunications operators with annual sales of €41 billion in 2013 and has 164,000 employees worldwide at March 31, 2014. Orange is listed on the NYSE Euronext Paris (symbol ORA) and on the New York Stock Exchange (symbol ORAN).

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About Sia Partners

In less than 14 years, Sia Partners has become the leading independent consulting firm in France. The firm was cofounded in 1999 by Matthieu Courtecuisse who is now the majority shareholder accompanied by 14 international partners. Sia Partners boasts 500 consultants and an annual turnover of 75 million Euros. The Group has offices in 12 countries, including the US, its second biggest market, which contributes 10% of total turnover. Sia Partners is renowned for its sharp expertise in the Energy, Banking, Insurance, Telecoms and Transportation sectors.

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