KPMG

Digital Transformation

Work anywhere, together

Due to the COVID-19 pandemic, companies had no choice but to create a remote work environment for most of their employees. Some experienced organizational, technical and cultural challenges, but eventually worked these issues out. Ultimately, COVID-19 has shown that it is possible for people to work anywhere and be productive doing more jobs than was thought possible.

Despite this generally positive outcome, many companies will face a dilemma when the widespread COVID-19 social-distancing restrictions finally relax, and greater risk and compliance issues remain: Do they continue to allow their employees wide latitude to work remotely or do they pull them back to the office completely? Many will opt to continue to offer work-from-home benefits, but it will be a more complex decision matrix with role, level and location dimensions in play.

To succeed, organizations will need to think through the implications and develop a comprehensive strategy to implement an entire workplace technology ecosystem that equips employees to do their jobs and supports critical business operations effectively and securely.

Your challenges

Companies that continue with some level of remote workforce will have to integrate new virtual models into their legacy service delivery model, governed and enabled by robust oversight capabilities and collaboration tools. In doing so, they should consider the following questions:

- → Which staff roles should be permanently virtual? Which staff roles should be a hybrid of virtual and non-virtual?
- → What capabilities are needed to enable the new model? (e.g., hoteling, touch-down space, remote management tools, etc.)
- → How can you maintain and enhance culture while introducing the new model?

- → How will the new virtual model impact workflow across locations, including high-value locations? How do you maintain information symmetry and productivity levels?
- → Which technologies, such as collaboration or file-sharing tools, do you need for an efficient and effective workflow across the different locations?
- → How can you leverage agile methodologies to improve efficiency in a hybrid environment?
- → How will the new model be governed?
- → What investments are needed? What is the anticipated economic return?

How KPMG can help you

In order to define and establish a proper foundation for flexible work, KPMG developed the "Work Anywhere Framework". This framework consists of seven building blocks:

People
Increase employee satisfaction and motivation while maintaining a pipeline for high-performing digital and IT talent.

Performance
Define what is needed to ensure staff is productive, collaborative and monitored in a virtual context.

Culture
Determine the impact of flexible work to the employee base, roles, and corporate culture and derive improvement measures. Build a culture based on accountability and trust.

Workplace optimization
Optimize the physical and virtual work environments to ensure that the employees have the required and appropriate equipment – at home and in the office.

Service delivery model
Re-think the overall IT service delivery model design and location strategy in light of the new virtual option.

Governance
Update IT policies to contemplate virtual work environments and implement robust governance and oversight structures.

Technology
Establish the necessary infrastructure and select the proper tools and operating models.

Your benefits

→ **Lower real estate costs** due to the higher share of employees working from home.

→ **Higher productivity and lower turnover** from reduced commute time and better work/life balance. Enhanced IT talent accessible anywhere.

→ **Higher productivity with state-of-the-art automation tools.** Leverage new ways of working and collaboration.

→ **More resilient IT service delivery models** that can quickly react and flex as business realities change.

→ **An innovative and flexible culture, or a growth mind-set** that encourages agility, collaboration and change.

→ **Everyone is a leader, encouraged to take action and challenge** with autonomy and the freedom to act, while being accountable for meeting business objectives.

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