

Report

NEW WAYS OF WORKING

MAY 2022



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The Pandemic boosted a high-intensity change in ways of working.

There are those who prefer to work face-to-face, those who love to work remotely and those who bet on the hybrid environment to get the best of both worlds.

Beyond personal tastes, organizations must define their "blend" and make it part of their value proposition.

Being true to our purpose as companies, we aim that this work will accelerate your discernment.

Hybrid work processes, that until two years ago were put into practice in a marginal and discretionary way, have become a new way of working to which organizations have been adapting to, in a greater or lesser extent, in order to be able to continue with their operation and not compromise the achievement of their goals.

In this context, given the importance of the ability to adapt and implement solutions that allow us to work with a flexible and hybrid scheme, we have developed a survey to measure **the maturity level of new ways of working** in organizations.

The participants in this study are **leaders of different companies and organizations** in various markets and industries, with different roles. They have shared their vision to enrich ours with their answers, and we thank them for their commitment.

In order to deepen the vision and results per country, we analyzed the key results obtained in each one of them through best practices performed, and the main concerns that arose and, in some cases, that still are on the table.

Without further ado, we share with you the report with the main **results and conclusions**, as well as recommendations to accelerate the related processes and capitalize on them, in order to be able to play in a New League.

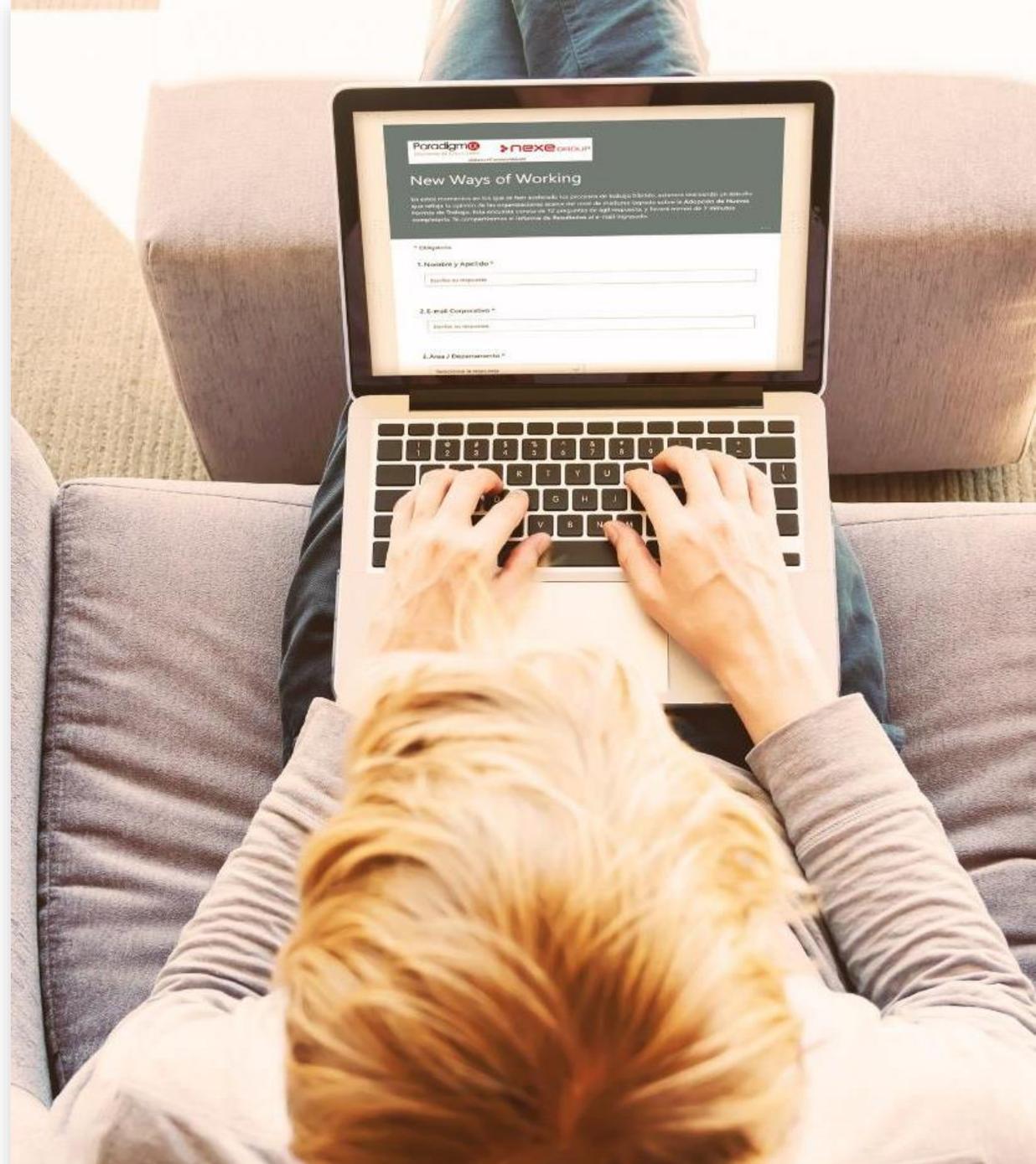
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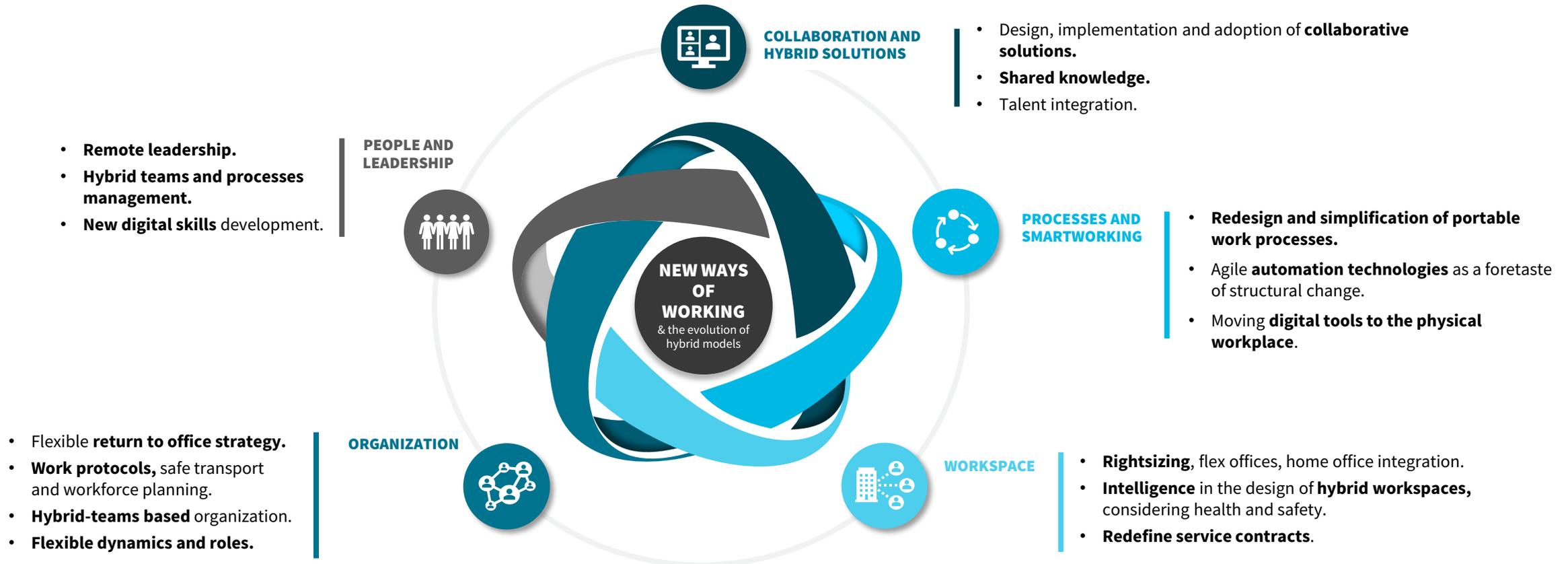
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What do we tackle when we talk about NEW WAYS OF WORKING

Our Value Proposition for New Ways Of Working aims to **accelerate the adaptation to digital business models** and solves the evolution toward hybrid models. Based on this definition of New Ways of Working, we work **on five dimensions of the same reality that interconnect, influence, enhance or slow down this transformation.**



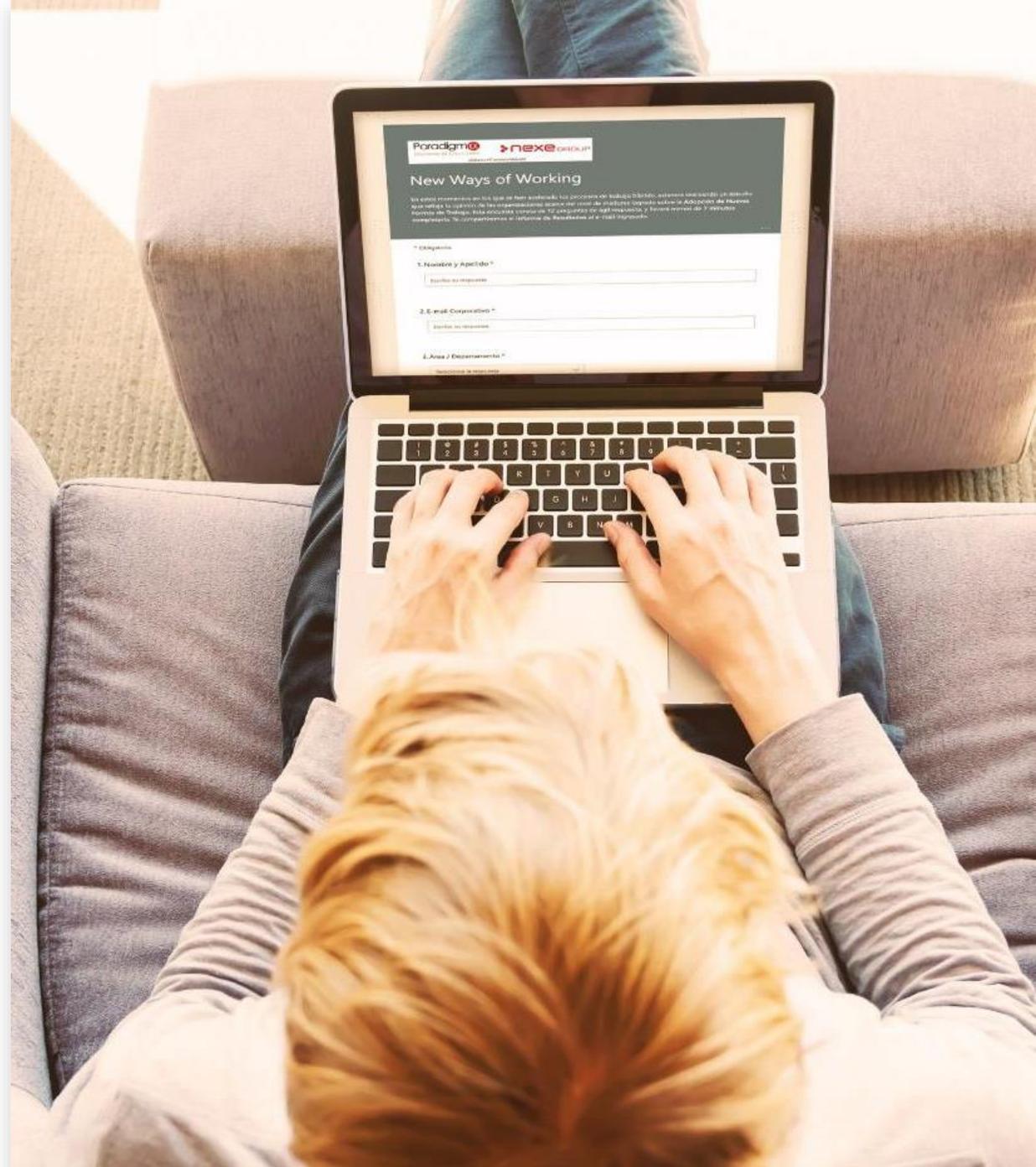
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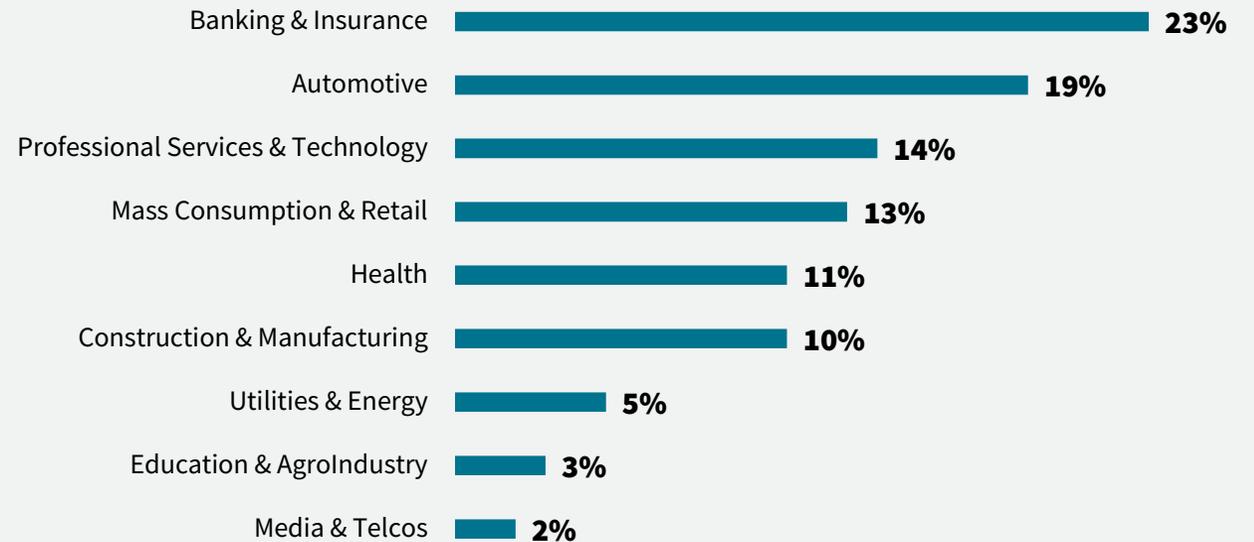


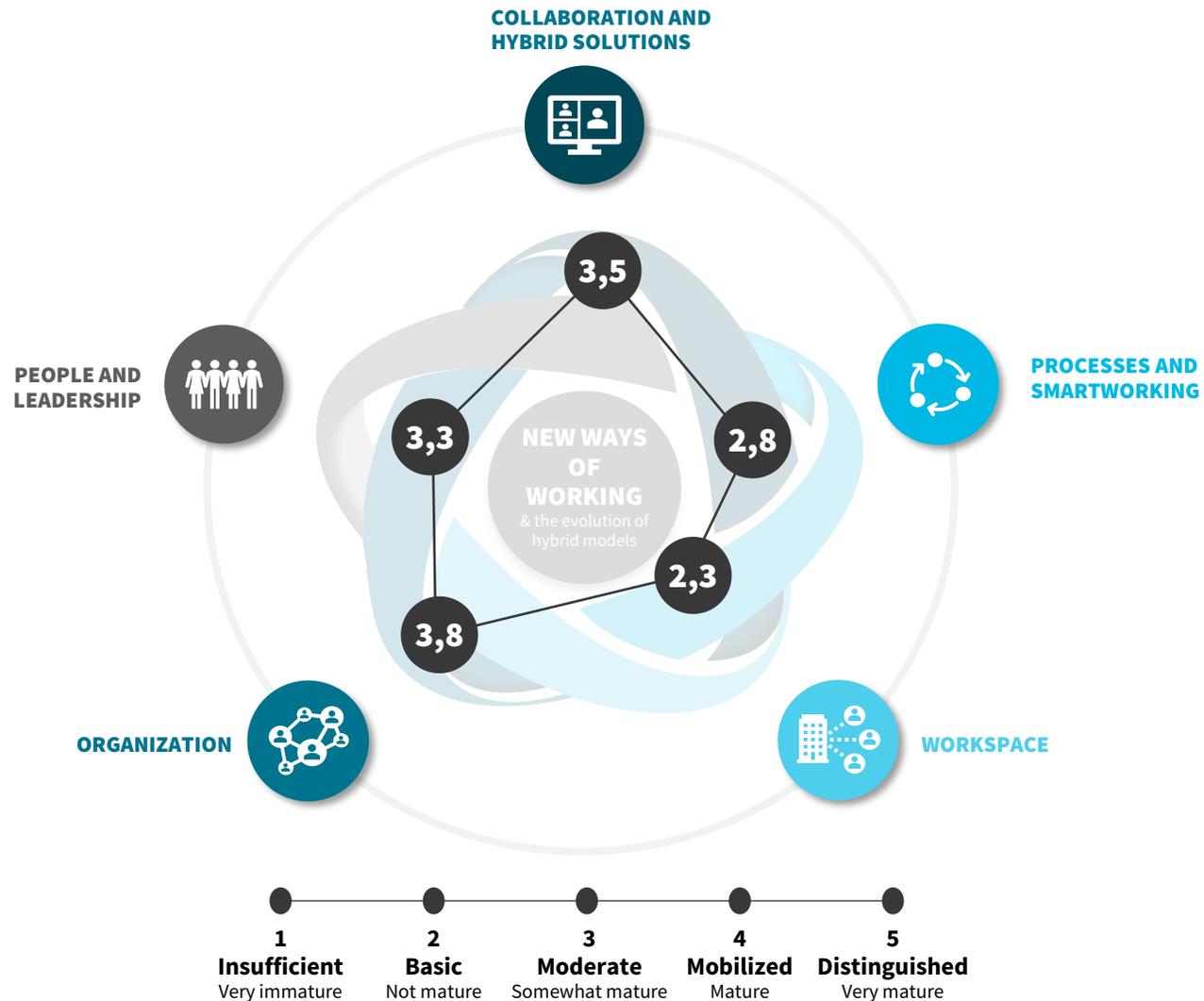
In order to find out the **maturity level of the organizations** in terms of **New Ways of Working**, we worked on **5 categories**, for which **5 maturity levels** are proposed.

The maturity level is assessed **by category from 1 to 5** based on the answers given during the survey.



Participation by market sector





- Adaptation to virtuality is the result of the people's **coordinated effort**.
- **Achieving a Sustainable hybrid scheme** translates into having portable processes, re-thinking spaces and achieving the "blend" between virtual and face-to-face models.
- **New Ways of Working** is the beginning. We start talking about **New Ways of Business** (companies) and **New Ways of Living** (people).



- The pandemic boosted the adoption of collaboration solutions - the biggest change management action ever seen.
- Companies integrated their teams into collaborative models but underutilized the potential of the solutions. They focused on overcoming the crisis, not differentiating themselves.
- There was no defined hybrid design, so as face-to-face returns, the effectiveness and quality of collaboration reduce.

3,4

Dynamics: organization
and roles

3,7

Technology /
Communication solutions

3,4

Knowledge
management

3,2

Application areas

KEY TRENDS



have virtual collaboration solutions
with high intensity of use.



still do not have all the repositories
integrated, unique and accessible.

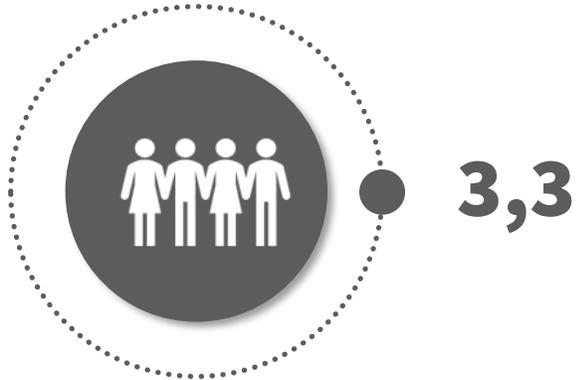
MAIN OPPORTUNITIES AND PAIN POINTS



did not incorporate innovation and the
search for new collaboration and
communication technologies as a usual
practice.

SOME ACCELERATORS & SOLUTIONS

- >> Training for communication in hybrid work environments
- >> Virtualized integrated Knowledge Management solutions
- >> Incorporation of participatory communication tools



- We face the challenge of having **hybrid leaders: orchestrators, with transversal and agile management skills, who should be flexible and react quickly. They also need to be closer to the collaborators and team members.**
- **It's time to develop those skills and behaviors. How many leaders truly have these qualities? Are these leaders in your organization?**

3,0

People
(Collaborators)

3,6

People
(Leaders)

KEY TRENDS



believe that employees are somewhat flexible, owners of their processes, with focus on digital evolution and self-learning.



of cases show that **leaders manage hybrid teams.**

MAIN OPPORTUNITIES AND PAIN POINTS



of **leaders promote to a lesser extent** employee **participation** in the **decision-making process.**

SOME ACCELERATORS & SOLUTIONS

- >> **Upskilling and reskilling of digital competences and communication skills in hybrid work environments**
- >> **Building high performance teams**



3,8

- **What is the best hybrid scheme? The one that makes sense.** Starting from **collaborators with ownership and accountability** in their work and **re-signifying the face-to-face and virtual spaces**.
- Defining the virtual / face-to-face blend is necessary to dimension the required spaces and processes. Employees, customers and suppliers expect now **every interaction to have meaning and relevance**.
- Flexible models require **leaders who empower employees**.

3,8

Jobs and roles

KEY TRENDS



of daily dynamics are adapted to remote working.



Of flexibility in jobs and roles when the organization is able to adapt to hybrid work

MAIN OPPORTUNITIES AND PAIN POINTS



of the organizations have not resolved the hybrid face-to-face / virtual work model yet. Only 6% returned to **the full face-to-face working model**.

SOME ACCELERATORS & SOLUTIONS

- >> Design of a hybrid model for each type of activity
- >> Preparing teams for automation and portability of their jobs
- >> Re-defining the work week and working hours, as well as the overall Employee Value Proposition
- >> Agile methodologies



Physical spaces are redesigned by technology applied to hybrid dynamics:

"Fewer square meters, better designed and better equipped, ready for hybrid integration".

It is **time to think of spaces according to the activity that takes place in each one of them** and not according to the person who is in each place.

2,3

Operational aspect

KEY TRENDS

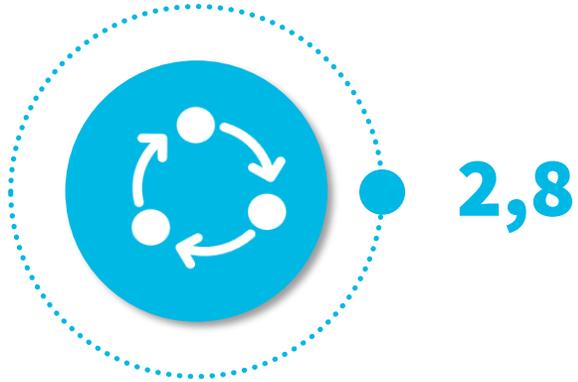
- **The square meters demand decreased** due to two factors:
 - the continuation of **remote activities**
 - the reduction of storage space for documentation, due to the **significant progress made in image processing.**

MAIN OPPORTUNITIES AND PAIN POINTS

- **1 out of 5 does not have the necessary physical facilities** to adequately carry out hybrid meetings.

SOME ACCELERATORS & SOLUTIONS

- >> **Intelligence in the design of hybrid workspaces, considering health and safety**
- >> **Adaptation of the work model to new point of sale formats**



- **Achieving portability** means **being where the business and processes are**.
- **Achieving this objective in a sustained manner implies to adopt a re-engineering approach in order to ensure the safety and reliability of the processes.**

2,8

Process
portability

2,8

Process
automation

KEY TRENDS

42%

of organizations had no portable processes before the pandemic.

47%

did not have the roles prepared for virtual work

MAIN OPPORTUNITIES AND PAIN POINTS

- **Data integration and intelligence applied were scarce.** The solutions were "**operational enablers**" rather than a re-engineering process.

SOME ACCELERATORS & SOLUTIONS

- >> Agile technologies and process automation
- >> Reshaping the sales and customer service process in an omnichannel perspective
- >> Human-machine integration: review of roles and functions

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COLLABORATORS



- **Talent Market** (skills / expertise)
- **Family situation / Restrictions:** home office, space availability, amenities



ACTIVITY



Grouping of activities (by area/position) by type according to:

- **Teamwork activities / ideas generation** and relationship
- Tasks that require: office items, documentation file, physical receipts
- **Face-to-face customer service**
- **Concentration / analysis tasks**



OWNERSHIP & HOME OFFICE GOVERNANCE



Analysis and identification of **areas/teams** according to:

- Level of **operational ownership** in collaborators
- Level of **product decentralization** in people
- Distributed **leadership capacity**



WORKSPACES



- **Job positions** available by building
- Capacity per building
- **Restriction** or specificity per building
- **Access** to the **customer and/or supplier** building
- Rooms and spaces with **connectivity for the hybrid model**



OPERATIONAL WORKING MODEL

By area and/or position

- Hybrid / face-to-face / virtual
- Frequency
- Fixed or mobile days
- Optional or by contract

Definition of costs and benefits:

- **Costs for the company:** internet coverage, compensation for electricity costs, equipment provision (chairs, notebook, headphones, etc.), internet signal monitoring at home, etc.
- **Benefits for the company:** release of not-used spaces (owned or rented), reduction of expenses, talent attraction and retention, etc.
- **Benefits for employees:** dining room, parking lot.



BEST PRACTICES

Internal surveys to know employee's preferences (on-site, remote or hybrid work).

Flexible solutions and services offered to employees to improve their **work-life balance** and the **quality of time at work** (e.g. rule of 2 days at the office; 4-day working week; sport classes and meditation sessions).

Recover from 'The Great Resignation' with a **Workforce Experience Strategy** via Microsoft Viva.

Defining work models and the **perfect "blend"**. Adopting a **3-dimensional view of the organization**:

- **BODY**: How is the organization up to the challenge?
- **MIND**: How are the people emotionally?
- **SOUL**: How aligned is the organization with the business?

Providing **coaching** to employees to guide them through New Ways Of Working.

CHALLENGES

- Collaborators' new needs and interests: greater flexibility and freedom, as well as a better work-life balance.
- The 'Great Resignation': high attraction and recruiting costs, employee attraction and retention, overall benefits (EVP) costs and potential implications.
- Ensuring the psychological well-being of the employees and their skills in a VUCA world (e.g. learning skills, self-management skills, resilience).

KEY DATA

37%

Of people are using the time used for commutes for physical exercise.



Source: Robert Walters – Productivity & Remote Work

77%

Of people have personal and family lifestyle as a new priority.



Source: NWOV Survey – Oct. 2021

60%

Of the working population finds it hard to balance work and private life in home office.



Source: Statista | Schwierigkeiten und Probleme im Homeoffice - 2020



Emotional training

Retail Bank

Implementation of a program of **Webinars & Workshops** with the objective of developing the following:

- Manager's role in the care and attention to **emotional wellbeing**.
- Skills to manage **uncertainty**.
- **Effort recognition** as an emotional managing tool.



“Refind ourselves”

Energy company

Definition of a **comprehensive plan to re-share the workspaces**:

- **Safety / health** of the staff.
- **New Ways of Working**: protocols in the plants and at the headquarters with the expansion of the home office scheme already implemented.
- **Wellness**: sending work items, releasing agendas.



Assignment-based work model

Consumer Goods Company

Implementation of the **“U-Work” model** at Unilever, which gives employees the **freedom and flexibility** associated with contract roles with the benefits linked to permanent roles:

- Employees don't have a fixed role and hence **work on varying assignments**.
- They can **design their own work patterns** – anything from a few days a week for few months, to short, concentrated burst of full-time.



Personalized work arrangement

Insurance Company

- Flexible arrangement allowing teams to work from wherever they want at their own pace.
- There is no telecommuting agreement as **the employees organize themselves as they wish, in agreement with their manager and their team**.



HQVillage: “The Best Place to SmartWork”

Start-up

- **Enhancement and redevelopment of Italian villages** making them become widespread **remote business locations** through a network of private property owners.



Achieving Work / Life Balance

Professional Services

- **Defined standard working patterns** for individuals and teams (total hours worked, hours worked outside of the work day, amount of focus time, network contacts...).
- Trained individuals and teams on how to **monitor and interpret dashboards** that indicate whether the established norms are being met.



BEST PRACTICES

Design of **management models** with focus on **collaboration, agility** and **flexibility**.

Define and update the **interaction model** within the organizations.

Launch **initiatives to bring teams together** and **support camaraderie** to compensate the distance generated by hybrid work (e.g.: virtual talent shows, virtual coffee rooms, etc.).

Implement and **enhance technologies that support collaboration and align with the organization's culture** (Microsoft Viva, Microsoft Teams, Office 365, Zoom etc.).

CHALLENGES

- People feeling isolated from their team and less connected to their organization's culture after shifting to remote or hybrid work.
- Low dissemination of best practices, lessons learned and big wins, as well as underdeveloped ideation spaces to foster co-creation and innovation.
- Lack or misuse of collaborative technological tools to support new working models and foster work efficiency.

KEY DATA

50%

Of people feel disconnected from the company.



54%

Of companies face communication problems with home office.



33%

Of employees quit their jobs within the first 90 days.





Functional assistance & Change Management in MyPeople

Metallurgical company

- Project facilitating the information of dispersed workers on **different platforms integrated into one**, with **easy access** and visualization on **mobile devices**.



Pharmaco

Asynchronous communication

- Creation of dedicated **websites** and **online platforms** for **asynchronous scientific communication** between company / REP and customers.



Public road operator

Virtual collaboration

- Re-engaging the supply chain into **periodic meetings and workshops** to foster virtual collaboration.



La Vitre: “Teleport your teams”

Start-up

- **Purpose:** to **bring together teams located in different offices**.
- **Description:** solution placed in two distant offices, allowing to **exchange as if the interlocutors were in the same room**.



Tech company

Distributed Work

- **“Distributed Work @Google Playbooks”** as the go-to document to help teams being more effective.
- Use of technology to support the “asynchronies” communication: **P2 blog posts** for long-form communication; **Slack** for more immediate banter/work; **Zoom** for larger meetings; **Happy Tools** to coordinate schedules across time zones.



Start-up

WonderMe: an interactive virtual space

- A communication software offering flexibility in its design and re-creating **spontaneous exchange opportunities**.



BEST PRACTICES

Development of **management models** and **methods** based on **trust, responsibility** and **autonomy**.

Training programs for both managers and collaborators to master the new hybrid model.

New **PMS models** (Performance Management Systems) based on **effective working results**, with new KPIs identification.

Internal surveys to assess the collaborators' well-being and measures to **improve their experience at work** (e.g. well-being programs, non-email policy, office curfew etc.).

CHALLENGES

- Leaders' willingness to sustain agility in decision-making and maintain a hybrid work model that foster the collaborators' accountability and autonomy.
- Leaders' skills to lead remote and hybrid teams.
- Ensuring a positive work experience both online and on-site taking into account the well-being of the collaborators.
- Overcoming work silo's structure that may arise from the adoption of a hybrid work model.

KEY DATA

80%

Of employees say that a change in direct management or leadership impacts stress levels



Source: Korn Ferry Survey - 2018

+32%

Trust between managers and employees via a hybrid work model



Source: Osservatorio, *Smart Working in Italia* - 2021

75%

Of cases show that leaders manage hybrid teams.



Source: NWOV Survey – Oct. 2021



Large FMCG
retailer



Change in transformational behaviors

- Ensuring a **systemic view** to guarantee that there is a real **change in transformational and operational behaviors** by activating key levers: purpose, leadership role, systematics and emotional balance.



Personal finance
company



New PMS model and career path

- New KPIs identification** and **model enhancement** with focus on results and winning initiatives.
- New Career path** to be considered, **with less geography constraints** (e.g. coordination roles to be extended, considering remote management and the possibility to remotely manage and coordinate teams).



Job placement
network



Soft skills' training

- Resources are trained on not only technical skills such as software development, but also on **soft skills** specifically designed **to support a geographically distributed team**.



Tech company



Positive work experience

- The **two days at the office** rule was established.
- Implementation of pulse **surveys per quarter to assess well-being** (physical health, mental health, psychological safety).
- Usage of well-being apps** (unmind).
- Psychological medical online appointments.**



Cross-industry



Hybrid management program

- Hybrid management programs developed in most of French big companies.
- Purpose: to support managers** in the adoption of **best practices in hybrid model**.



Health insurance



High Performance teams development

- Increase in the **generation of initiatives**.
- Evolution from a vision by area to a **vision by process**, optimizing the **interaction of roles and profiles**.



BEST PRACTICES

Define an **agile governance model** within the organization.

Check and **update responsibilities and roles**.

Development of skills in managers and teams for the optimal implementation of the new model.

Redefine the **employee value proposition**.

Recruit **new profiles** (e.g. experts in collaborative solutions, content designers, etc.).

CHALLENGES

- Adopting digital and agile practices only as temporary solutions with no clear definition of the overall new work model.
- Inadequate change management and business adoption process to ensure the buy-in of the people.
- Lack of expert profiles for new specific needs (digital, collaborative approaches, etc.).

KEY DATA

34%

Of companies have not defined a specific hybrid work model yet.

Source: NWOV Survey – Oct. 2021



67%

Achieved a greater flexibility of jobs and roles when they adopted hybrid work.

Source: NWOV Survey – Oct. 2021



44%

Of employers have a formal flexible work policy in place.

Source: Il Sole 24 ORE – Dec. 2020





Personal finance
company

Cross-functionality's enhancement

- **Organize fungibility between teams:** identify / train multi-skilled profiles within them and create permanent mobile teams in the operational ones.
- Create and disseminate a **culture of cross-functionality:** develop programs to acculturate employees to the company's professions ("live my life" between 2 professions); convince collaborators of the benefits of cross-functionality.



Cross-industry

Collective design of hybrid work

- A tool-based approach involving the whole team, which enables to **formalize collectively a roadmap for the organization of the team's operating models in a hybrid scheme.**



Insurance
company

Adoption of agile methodologies

- Deploy the agile culture with focus on implementing **fast and agile customer-centric solutions, collaboration and communication.**



Retail Bank

4-day working week

- In November 2021, Atom Bank announced that they would be moving their **430+ staff to a four-day, 34-hour workweek with either Monday or Friday off with no reduction in pay.**



Leading
Retail Bank

Integration of management team

- Improve the functioning of the **Territorial Directorates as coordinated units.**



Cross-industry

Use a holistic workplace approach

- Coordinated efforts across an organization's technology, operations, facilities and HR departments.
- Implemented a **governance program that centralized all modern workplace projects under one program**, funding a continuous improvement approach that is coordinated by a "Director of Modern Work" and guided by a cross-functional council.



BEST PRACTICES

Design new **spaces that are more flexible and adapt to the hybrid work model** (meeting rooms fully equipped for video-conference, co-working spaces, flex office, documents digitalization to reduce storage space, etc.).

Grant physical spaces an added value that digital cannot provide (e.g. enhance the office experience by adding recreational spaces; design workspaces to improve customer experience).

Implementation of **reservation tools** (e.g. booking of collective or individual workspaces, booking of a place in the lunch room) and **dedicated days per function**.

CHALLENGES

- Some traditional facilities are not adapted to hybrid work.
- Optimization of the office space and the real estate footprint to reduce operating costs and impulse a new work dynamic.
- Companies going back to a face-to-face model (totally or partially) should work on the attractiveness and comfort of their office (recreational spaces).
- The face-to-face customer relationship model requires an evolution of space where a memorable experience can be generated in a flexible and secure space.

KEY DATA

31%



Do not have the physical facilities required to adequately carry out hybrid meetings.

60%



Of companies are planning to reduce their office space.

600K€



Estimated cost savings due to hybrid work



Chemical
company

Cost reduction analysis

- Company with about 300 employees and 3 sites.
- **Cost reduction analysis through the adoption of hybrid work**, cutting costs related to travel expenses, cars usage and gas, and to the centralization of working spaces.
- Resulted in **600k€ cost savings**.



Cross-industry

Flex office deployment

- Programs integrating HR, real estate and IT dimensions to **deploy Flex Office type work environments** through a participative approach.
- **Purpose:** optimize the use of square meters; energize the way people work; bring meaning to the return of teams on site; reflect the key dimensions of the future of work and transcribe them in the workspaces.



Leading Spanish
Bank

Unification of customer & employee experience

- **Redefinition of the front-office workspaces.**
- Design and implementation of a **homogeneous model** that **unifies the customer and employee experience** in a wide selection of branches.



Pharmaco

Company merge

- **Evaluation study to merge 2 companies** (currently located in 2 different building) into the same office – **25% efficiency needed**.



Commercial Banking
Company

Clean desk concept

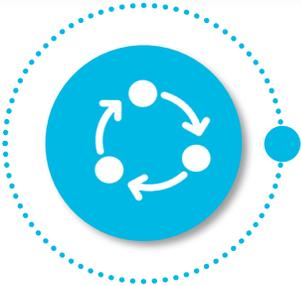
- Implementation of a **'clean desk' concept:** anyone who comes into the office has to find a new desk every day: and then leave it just as they found it.



City Council

Real estate optimization

- Bristol City Council set a project to **reduce the office estate by 85%, increasing utilization of the retained estate by 250%** as well as deliver £125 million in savings over five years.



BEST PRACTICES

Adoption of **agile technologies and process automation** to impulse an organizational evolution towards further coordination and efficiency.

Reshaping the sales and customer service processes in an **omnichannel perspective**.

Definition of the new **hybrid go-to-market model** and **sales support tools** based on customers' channel preferences.

CHALLENGES

- Some companies still have a traditional approach to using digital channels only as an alternative to traditional ones.
- Data integration and intelligence is scarce.
- Companies have not yet reached the maturity level required to have 100% digital processes integrated with third parties.
- An effective hybrid model is based on a 360° knowledge of the customers, which requires a certain level of investment depending on the amount of available information.

KEY DATA

50%



Of establishments have recently invested in some form of digital technologies.

45%



Backlog reduction with the implementation of agile practices.

+5-10%



Of field force efficiency with dematerialization and digitalization of processes.



Insurance
company



Robotization of the insurance policy process

- Facilitate and automate a critical process with **RPA (Robotic Process Automation) solutions**: from a five-day to a two-hour process.



Utilities
company



Implementation of Agile practices

- Re-arrangement of **teams** creating **multidisciplinary** ones to improve coordination and response.
- Manage daily rituals** to enhance efficiency (daily scrums, sprint planning, sprint retrospective, Kanban board) and key performance indicators.



Top business
school in Europe



Agile methodology

- Agile methodology to redefine or create a new **organization to achieve efficiency and flexibility**, and improve communication and collaboration processes and thus, **optimize both clients (students) and employees (teachers) experience**.



Personal Finance
Company



Operational efficiency enhancement

- Accelerate the **dematerialization and digitalization of processes** to meet the increased need of fluidity and speed in requests processing.
- Reinforce processes' management** by adopting an **"end-to-end" analysis** and **monitoring more varied indicators** such as productivity, deadlines and quality.



Pharmaco



Channel mix definition

- Definition of the **optimal channel mix** to address the customers based on a proper **segmentation** and **profiling**, mainly leveraging on data available online.



Sporting Apparel
Wholesaler



Manual process automation

- Held **two workshops** (4 hours total) to understand the **team's ways of working**.
- Used Microsoft 365 tools to build a rapid prototype**. Iterated on solution and finished digitization and automation of the business process in under six weeks.
- Trained users and enabled remote work** for the first time since the start of the pandemic.



BEST PRACTICES

Development of **new businesses, new products or services and new business models**, taking advantage of the opportunities of the digital world.

Reinvent and adopt a **new channel mix (omnichannel strategy) through digital solutions** to reach customers.

Implement agile methodology to be “change-proof” and ready to handle any situations.

CHALLENGES

- Acceleration of digitalization process due to the pandemic. Physical stores are no longer the main sales channel and are repurposed as experience centers.
- Building new and more robust supply chain to answer clients' needs (e.g. fast direct-to-customer delivery).
- Hybrid transition of organizations (e.g. remote working solutions, quality of life at work, new flexible workspaces).

KEY DATA

83%

Of companies say omnichannel strategy is a shared priority by top managements



Source: Osservatorio Omnichannel Customer Experience - 2021

20%

Portuguese companies' usage of Agile principles.



HR Magazine Study – June 2021

76%

Of people in LATAM say that they have increased their purchases on the internet



Source: NWOV Survey – Oct. 2021



Insurtech

Integration & New Business Strategy

- Structuring brand transformation, with focus on a **portfolio of mass-market products for a modern segment that values the digital experience**. It was created for having a 100% digital management. Everything can be done from mobile devices.



Bank

Digital Omnichannel Transformation

- Launch of 'Digital Omnichannel Transformation', a new digital transformation program to accelerate and promote a **culture of innovation** and to offer **products and services of value** for customers.
- It enables to activate a more fluid engagement action in an omnichannel logic.



Luxury Fashion House

Boosting online CX & sales

- Connecting customers with local Sales Associates via a **chat**.
- An online shopping assistance with customers to book **video appointments with Sales Associates** and **browse products** as if they were in store.
- Virtual product launches** and **styling sessions**.
- Entire **catalog shoppable on WeChat**.



Automotive Manufacturer

New agency network

- Boost for the creation of a **network of spare parts sales agencies** in independent workshops.
- Space and logistical model design and launch associated with the new agency network.



Online grocery delivery business

Gorilla: "Groceries at your door in minutes"

- The increasing demand for **fast direct-to-customer delivery** during the lockdown was answered by **last mile delivery businesses** such as Gorilla.



Bank

CX enhancement

- Allow customers to **interact with their advisors regardless of location**. Contact and interaction with client's advisor through Teams and direct interface offered on the application.

WHEN MY ORGANIZATION REACHES 5...

ORGANIZATION

"Is agile, flexible, evolutionary, transversal and intelligently hybrid"



PEOPLE AND LEADERSHIP

"Talent is led, developed and empowered to create and achieve value"



COLLABORATION AND HYBRID SOLUTIONS

"Our hybrid interactions, internally and with third parties, are effective and engaging. Collaboration leverages our managerial leadership"



PROCESSES AND SMARTWORKING

"The processes are digital, integrated, transversal with applied data intelligence"



WORKSPACE

"Physical spaces have fewer operational meters, more hybrids and prepared for high-value activity"



DIGITAL
ACCELERATORS
SKILLS

BUSINESS
ACTORS
IN A DIGITAL
WORLD

GENERATES BUSINESS OPPORTUNITIES THAT POSITION ME AS:



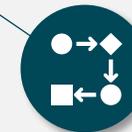
A relevant actor in the development and participation of new business ecosystems.



A generator of unique deliverables that offer unique experiences to digital customers.



A leader in efficiency and operational excellence, making the normal business operation profitable and sustainable.



An organization with the capacity to reconvert the traditional business to dialogue and integrate with the digital business.

Acknowledgements

We would like to thank our readers and those who participated in our survey.

We hope that the results and conclusions will be useful in adapting and generating actions that make it possible for organizations to sustain and grow in a changing and demanding environment.



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