Workplace transformation:
Unleash innovation and lower costs with new technologies and work environments

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It matters where and how people work. As companies seek new ways to drive competitive advantage, it can be easy to overlook the corporate workplace itself. But success today depends on finding better ways to get things done—right down to the physical and digital environments your employees use. To better meet the needs of people and teams, office spaces should be designed around different modes of working—individual productivity, face-to-face meetings and group collaboration. Instead of being assigned to cubicles that constrain contact and communication, employees should be empowered to work fluidly across teams, locations and devices. The tools you provide should be fully mobile as well, not deskbound. By focusing on individuals and the work they do when designing office space, a workplace transformation can help your business achieve unprecedented levels of employee engagement, productivity and market reach while lowering costs.

This white paper explores the three elements of workplace transformation:

- **Real estate –** how open, fluid and functionally optimized spaces replace traditional offices designed around hierarchy, uniformity and immobility to better support the work being done at a given time and to lower the costs of facilities
- **People –** how changes in employee measurement—with a focus on objectives instead of proximity—allows employees to work without the constraints of physical location
- **Technology –** how wireless and remote access solutions are combined with virtualization, mobility management and collaboration software to enable productivity and collaboration anywhere

Why companies need new office space today

Traditional office environments were designed for a different era of business and a different workforce. Work is no longer defined by arbitrary parameters like nine-to-five hours, fixed office locations and rigid organizational boundaries. To compete in today's always-on global economy, businesses of all sizes look to make the best use of available time and resources, and empower people to work however and whenever they can most effectively drive business value.

A changing workforce poses new requirements for organizations. Savvier about design and technology than earlier generations, the best employees have high expectations for a more innovative work experience—one designed around their own needs. This includes their desire for greater flexibility over how, where and when they get their work done, and flexibility to access corporate applications and data on any device. The composition of the extended workforce is evolving as well, as organizations increasingly rely on geographically dispersed workers, outsourcing agencies, consultants, contractors and temporary employees, and seek tighter integration with partners and closer interaction with customers.

Dynamic global markets and economic pressures drive the need for more flexible, productive and efficient ways of working. Stakeholders such as executive management, governing bodies and constituents want their organizations to become more resilient and respond more quickly to changing business circumstances. To seize opportunities to grow revenues, expand markets and create or improve products and services, businesses need to move beyond fixed locations and rigid

organizational structures, and develop the capability to deploy people and support collaboration anywhere.

Workplace transformation is the adaptation of an organization's office space to the way people and businesses work today. Physical environments are redefined around the needs of the people who work within them, including redesigned, functionally oriented spaces within corporate offices. At the same time, digital environments let people access all of their apps and data from wherever they choose to work, giving them flexibility to choose their work setting based on their current needs. In essence, a workplace transformation is made possible through the rethinking of real estate, people and technology to meet the needs of the business, helping the organization as a whole become more productive, efficient and competitive.

Rethink real estate to inspire your workforce

At a high level, workplace transformation involves moving away from assigned offices, desks and cubicles to more open seating where organizational or project teams can sit together in fluid combinations. Individual employees gain the flexibility to choose from a variety of work environments to meet their needs throughout the day. For the business, this helps optimize the real estate budget in two key ways: eliminating the cost of dedicated space for employees who spend much of their time outside the office, and letting actual usage drive space allocation.

For organizations embarking on a workplace transformation, make sure to:

• **Design spaces to support the variety of employee needs.** Assigned office spaces ignore the fact that the typical employee's needs change frequently over the course of a day as they do different kinds of work. A cubicle might be fine for some routine tasks but it is too small for team collaboration and too informal for a customer or partner meeting. Similarly, different people have different preferences for their work environments— standing desks or swivel chairs, music or silence, office desks or a table in a café across the street. Sometimes the same employee can assume each of these personas over the course of a week. Traditional office layouts strive for standardization, but the diversity of human workstyles calls for an equally varied approach to the workplace. People need the freedom to work, meet and collaborate in the kinds of environments they find most comfortable and productive, and it's incumbent on the organization to provide them.
• **Design space to support collaboration both in person and with remote colleagues.** Traditional floor plans often reflect a company's organization chart—offices for executives, cubicles for rank and file employees—more than their daily operations. It makes more sense to allocate space according to function and desired outcomes. Single-person offices can be put to better use for collaboration, team meetings and more formal customer gatherings. Executives can often become more engaged and effective by working in the same environment as their direct reports. To support collaboration across locations, meeting rooms should be equipped with videoconferencing so team members can participate fully from anywhere.

Ensure employees have the flexibility to do their best work

Most employees will quickly welcome the opportunity for a more flexible work experience, but it's still important to make sure they understand the value of their redesigned work environment and how best to use it to meet their needs. The first and most fundamental step is to give employees the freedom to work from anywhere they choose, including, when appropriate, outside the office.

Conduct trainings to teach employees about the new environments you're providing and how to best leverage them based on the types of work they're performing. Encourage collaboration with peers through both physical meeting rooms and technology. People should be given a clear understanding of how the redesigned workplace is designed to increase engagement, productivity and satisfaction.

For HR and management, there are two important conceptual shifts to consider in your workplace transformation.

- **Managers should measure employees on their results, not face time in the office.** Traditional office spaces were built around line-of-sight supervision, the idea being that managers need to be able to see their employees at all times to make sure they're working. This is an outdated and somewhat insulting notion. What really matters is whether people are delivering the results the business counts on them for—something that can be assessed from anywhere. Leadership should focus on employee objectives to determine success—the results that directly correlate to business outcomes. This is a more rational approach to management in any type of office environment, but it's especially valuable when people can work from anywhere.
- **Leadership should hire based on skills, not location.** In pre-digital times, managers wanted all their employees together in a single location, and geography was a prime factor in every hiring decision. This meant hiring only candidates who happened to live in the area, and often forcing local employees to work in the office even if they could do better work elsewhere. As the new workplace dissolves traditional boundaries and parameters, organizations should embrace an anywhere work environment. Employees should be empowered to work anywhere they can get the most done, and organizations should recruit the best candidates for every opening, regardless of their location.

Provide a more flexible and mobile technology experience

The technological aspect of workplace transformation revolves around three core requirements for IT—some or all of which are already being addressed in many organizations.

- **Access –** Evaluate existing investments in wireless infrastructure and remote access solutions, and augment them as needed to ensure that employees have secure access to applications and data wherever they are.
- **Collaboration –** Provide collaboration and communication tools that enable people to work together on projects or hold virtual face-to-face meetings regardless of their location.

- **Choice –** Allow employees the freedom to choose the devices that best help them deliver on their objectives.

Citrix secure app and data delivery solutions provide the technology backbone to a workplace transformation—in essence, they enable the digital workplace. For organizations that are ready to get started, focus your implementation in the following areas to ensure people have access to all the technology they need to be productive from anywhere:

- **Virtualized apps and desktops.** Citrix XenDesktop and Citrix XenApp securely deliver virtualized Windows and Linux apps and desktops to workers anywhere, on any device—including mobile devices—with high performance and an optimized user experience.
- **Enterprise mobility management.** Citrix XenMobile is a mobile device and application management solution (MDM and MAM) that enforces mobile device and app security policies on any personal or corporate device without compromising employees' personal apps and data.
- **File sharing.** Citrix ShareFile lets people access, sync and share files securely from any device, wherever they're working, even from outside the enterprise network. Powerful management and control capabilities provide a safe, IT-sanctioned alternative to consumer-grade cloud storage services.
- **Mobile email.** Citrix WorxMail, an enterprise-grade mobile email app, lets companies make sure employees' business email stays secure and separate from their personal email—even if they're using the same device for both.
- **Mobile Internet and intranet access.** Citrix WorxWeb provides a secure alternative to built-in mobile browsers to help companies ensure that employees adhere to company policies on the mobile devices they use to access the corporate intranet and other sites.
- **Business productivity apps.** Citrix Worx Mobile Apps for document editing, time management, and note taking include business features that enhance productivity, while ensuring that corporate data is not used with unsecure apps on employee mobile devices.
- **Networking.** Citrix NetScaler optimizes, secures and controls the delivery of all apps to people wherever they are with high availability and performance. Its Unified Gateway provides a single access point for all enterprise, web, mobile, cloud, SaaS and Citrix apps and delivers an exceptional experience on any device.
- **Collaboration.** Citrix GoToMeeting with integrated video conferencing provides face-to-face meetings to support teambuilding, communication and productivity even among geographically dispersed teams.
- **Tech support.** Citrix GoToAssist helps organizations keep employees up and running wherever and however they're working with on-demand remote tech support on any device. IT experts can see and even control a user's screen to resolve issues quickly.

Citrix secure app and data delivery solutions simplify the technology requirements of a workplace transformation by uniting the capabilities described above to provide people with instant access to apps, desktops, data and communications on any device, anywhere.

The Citrix workplace transformation experience

Citrix has completed multiple workplace redesigns over the past few years, including a new office in Raleigh, North Carolina, and floor renovations at the Fort Lauderdale, Florida operational headquarters. The results have been striking.

In Raleigh, Citrix moved its office from the suburbs to the downtown area. A repurposed former steel warehouse helps attract workers who want to live and work in an urban setting. Collaborative spaces range from open booths in high-traffic areas that invite passersby to join a discussion and a calm rooftop garden that encourages creative thinking, to an open-air auditorium that puts a casual spin on large meetings. Citrix real estate leaders solicited employee input on every aspect of the building's design and furnishings to be sure it met the needs of mobile and stationary workers, as well as visiting customers, partners and Citrix employees from other locations around the world.

The renovated space in the Fort Lauderdale office uses open and collaborative design concepts to give employees a choice about how, when and where they work. As part of the project, Citrix created distributed personal spaces where employees can find privacy and quiet for work requiring more concentration than an open area can provide. To support team collaboration, Citrix provided whiteboard surfaces at workstations and informal meeting locations to encourage brainstorming sessions and knowledge sharing. A social interaction zone is where people can have fun, let off steam and strengthen team relationships.

Workplace transformation projects like these have delivered real value for the business and employees of Citrix. The results have been impressive:

- 91 percent of those in these new spaces have described the change as positive
- 45 percent say their productivity has improved
- 62 percent say their collaboration has increased
- Space utilization increased by 60 percent, helping optimize real estate costs while reducing carbon footprint
- The $1.6 million invested in one workplace transformation project was offset by the $1.8 million saved annually by no longer having to rethink facilities as new employees join the company
- Citrix achieved estimated real estate expense savings of $10 million annually across corporate offices

Transforming IT and the workplace in tandem

The technology strategy that enables workplace transformation also helps IT respond to key imperatives such as:

- **Design for what's next –** IT needs to be able to accommodate the future in whatever form it may take. The device- and service-agnostic technology environment that powers the digital workplace provides that flexibility.

- **Embrace consumerization –** The rigid, "corporate" feel of the traditional workplace is being replaced with a more personal, self-directed experience where people can access and use the resources they need, when, where and how they need them.

- **Secure what matters –** The move to fully mobile, any-device workstyles is made possible by an approach to security that focuses on apps and data—the factors that matter most. Virtualization, containerization and encryption keep business data safe both in transit and at rest regardless of the device it resides on.

- **Simplify IT operations –** While enterprise technology environments threaten to become ever more complex, Citrix solutions provide a single infrastructure for secure delivery of apps and data from the data center or cloud of the customer's choice.

- **Deliver human and business outcomes –** Workforce agility, productivity and engagement made possible by the digital workplace help employees drive greater value for the business and its customers—a strategic win for IT and the entire organization.

Conclusion

Traditional office environments are poorly suited to the needs of modern organizations and their employees. By enabling a digital workplace powered by secure app and data delivery technology, organizations can transform their physical space to better meet the needs of the people who use it.

- Real estate is utilized more efficiently because space is allocated according to actual functional need, helping lower costs.
- People are empowered to work in the location that best suits their requirements—either inside or outside the office—aiding both individual productivity and team collaboration.
- Management shifts emphasis from face time to business results, making it possible for organizations to hire the right people regardless of their geographic location and use tools such as remote access, online collaboration and videoconferencing to make them a seamless part of their teams and projects.

The result? Businesses as a whole become more agile, efficient, innovative and competitive while employees become more productive and engaged. A win win.

To learn more about workplace transformation and the secure app and data delivery technologies that power it, visit www.citrix.com

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Citrix (NASDAQ:CTXS) is leading the transition to software-defining the workplace, uniting virtualization, mobility management, networking and SaaS solutions to enable new ways for businesses and people to work better. Citrix solutions power business mobility through secure, mobile workspaces that provide people with instant access to apps, desktops, data and communications on any device, over any network and cloud. With annual revenue in 2014 of $3.14 billion, Citrix solutions are in use at more than 330,000 organizations and by over 100 million users globally. Learn more at www.citrix.com.