Digital Communications
From Things to Things-to-be-Done

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Agenda

Digital Transformation
(from things to things-to-be-done)

- **My background**

- **Digital Transformation – Things Are Going Away**
  - Digital Transformation – People, Things, Data
  - Software is Eating the World
  - Hardware is Dematerializing
  - At Mitel: Phones to Hardware to Software
  - Physical Premise to Cloud

- **Transition to Omnichannel**
  - What – Multi to Omni
  - Why –
    - Jobs to Be Done
    - Work Changing
    - Zoom Example

- **IT internal digital transformation inside companies too.**
  - Perhaps more focus on job to be done.
- **Hybridity and Multimodality**
- **Thoughts on Language**
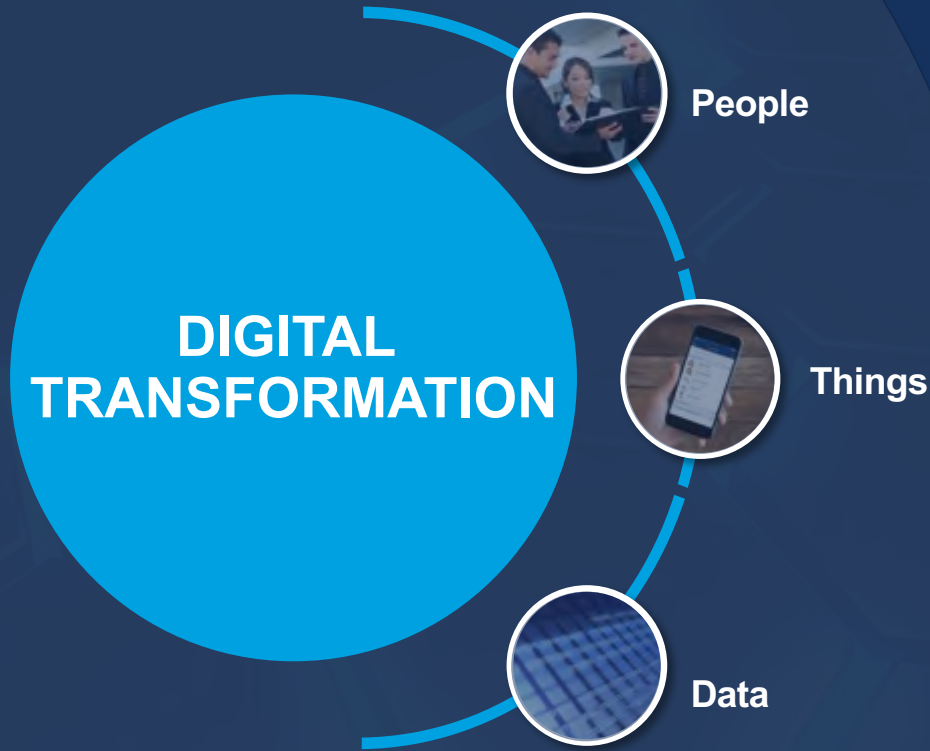
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About Me

- **JD from Florida State**
- **MBA from The Ohio State University**
- **Taught Public Speaking, Persuasive Communication in OSU Comms Dept**

- **Professionally:**
- **Working since 2011 in Corporate Finance, Negotiations, Mergers & Acquisitions**

- **Personally: What brings me to Athens**

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Digital Transformation – Things Are Going Away

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Software is Eating the World

Infrastructure — amazon web services

Communications — twilio CLOUD COMMUNICATIONS

Mapping — Google Maps

Braintree — Payments

SendGrid — Email

Dematerialization

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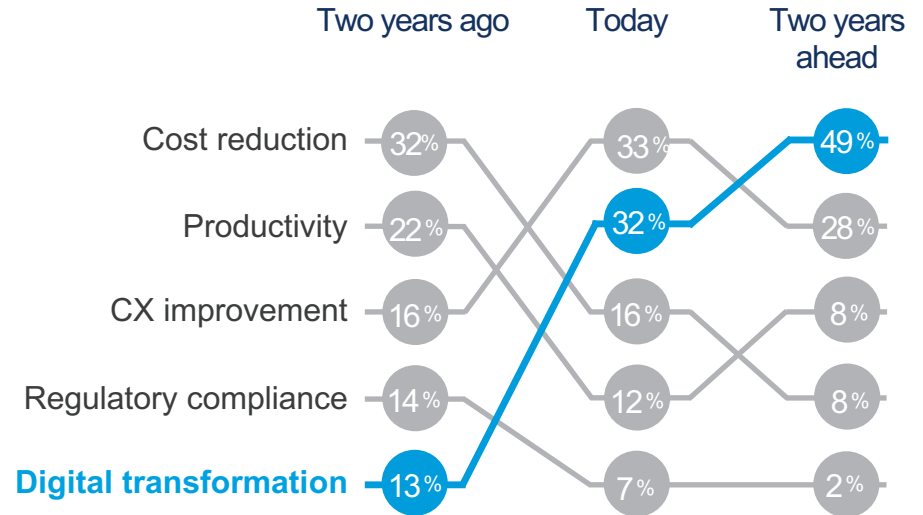# Catalyst for Change: Digital Transformation

Digital

Any technology that connects people, machines or information

Transformation

The realignment of the foundational concepts of a business

- From operating model to infrastructure
- Touching every business function
- UCC will be major enabler

	Two years ago	Today	Two years ahead
Cost reduction	32%	33%	49%
Productivity	22%	32%	28%
CX improvement	16%	16%	8%
Regulatory compliance	14%	12%	8%
Digital transformation	13%	7%	2%

Source: Forrester's Q1 2018 Digital Business Automation Survey
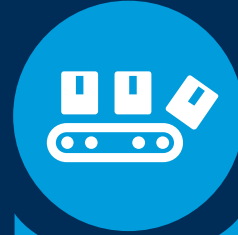
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The Fourth Industrial Revolution

STEAM POWER AND MECHANIZATION

FIRST

Water and steam power is used to create mechanical production facilities

MASS PRODUCTION AND ELECTRICAL EQUIPMENT

SECOND

Electricity lets us create a division of labor and mass production

COMPUTERS AND AUTOMATION

THIRD

IT systems automate production lines further

CYBER-PHYSICAL

FOURTH

IoT and cloud technology automate complex tasks

Hardware to Software

Where we started
1973
100% hardware

Where we are
2019
95% software

Hardware has become a delivery mechanism for software

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Premise to Cloud

1976 — Pioneered field of computerized PBXs with Mitel SX200, first software-driven PBX

1982 — First Computer Telephony Integration Interface

1996 — First Communication Between a Telephone and a PC over USB

1998 — First Distributed IP PBX Installation

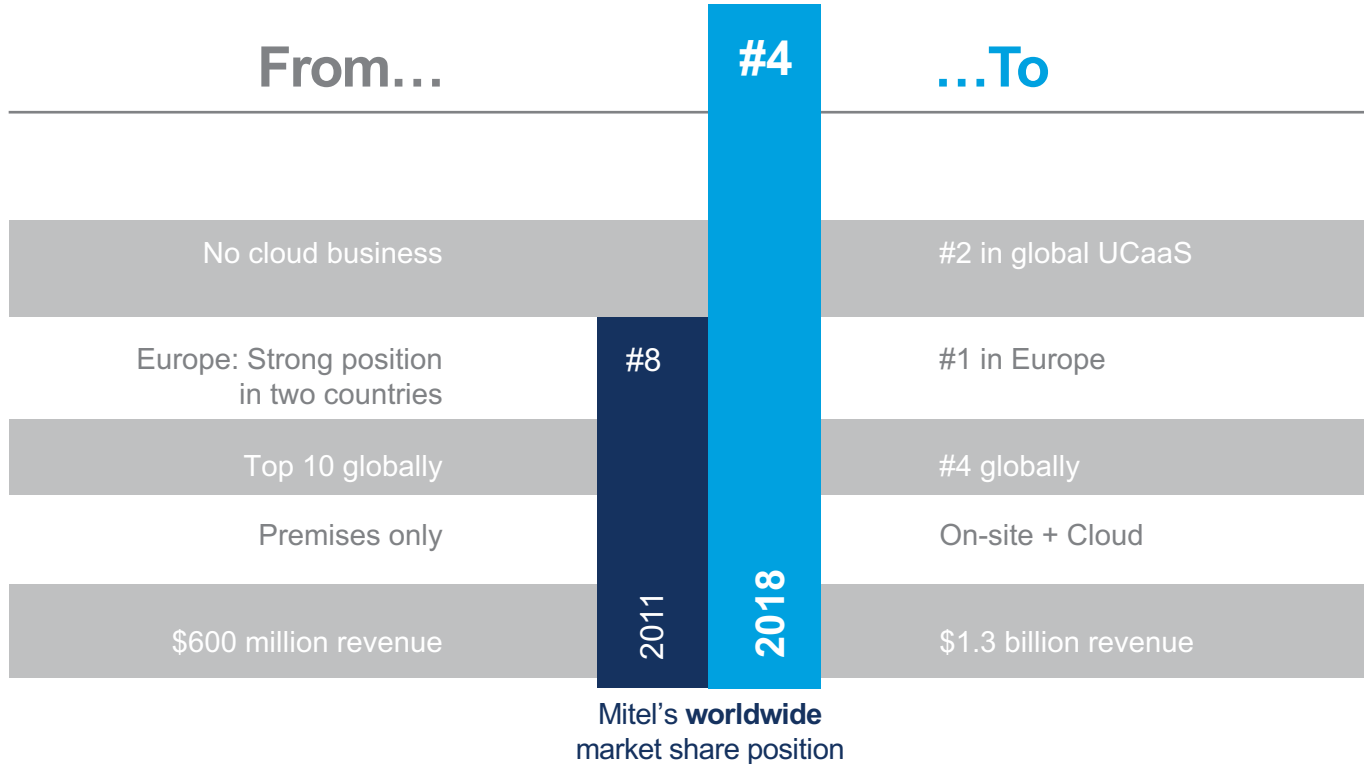**2010** — First to Virtualize Unified Communications in Partnership with VMware

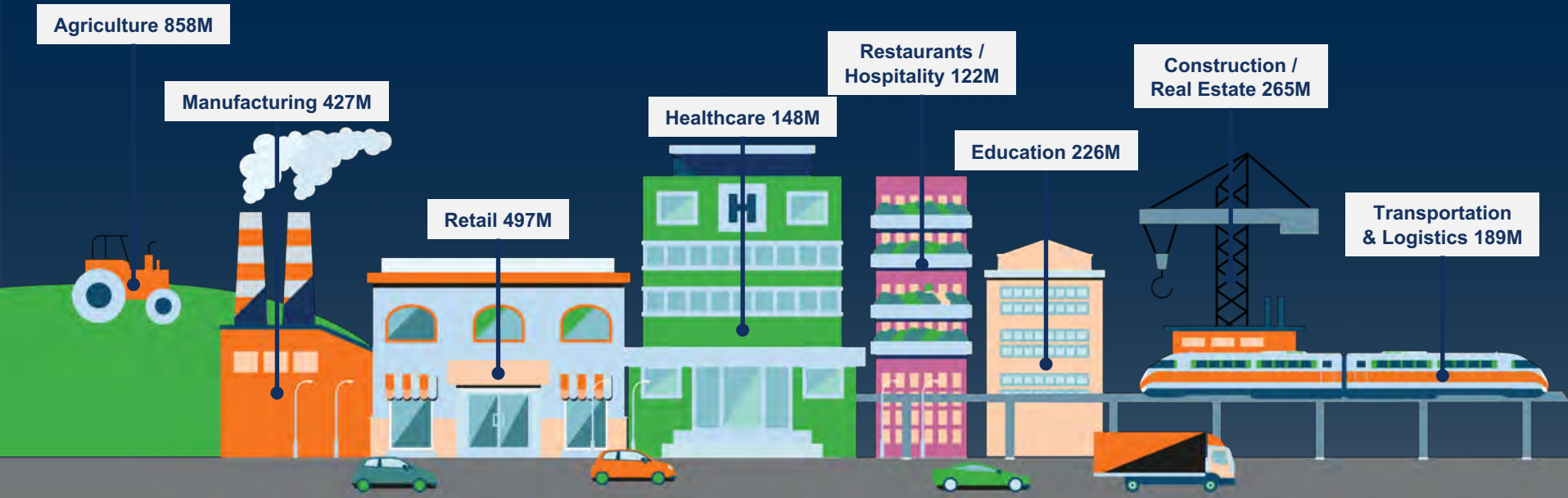**2017** — First to Serve More Than One Million UCaaS Subscribers Worldwide

Mitel's Transformation – Moving to the Cloud

From…

#4

…To

From…		…To
No cloud business		#2 in global UCaaS
Europe: Strong position in two countries	#8	#1 in Europe
Top 10 globally		#4 globally
Premises only		On-site + Cloud
$600 million revenue		$1.3 billion revenue

2011

2018

Mitel's **worldwide** market share position

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Transition to Omnichannel

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80% of Global Workforce Works Without a Desk

Agriculture, education, healthcare, retail, hospitality, manufacturing, transportation, and construction industries employ 2.7B employees.

Agriculture 858M

Manufacturing 427M

Restaurants / Hospitality 122M

Construction / Real Estate 265M

Healthcare 148M

Education 226M

Retail 497M

Transportation & Logistics 189M

Our vision:

SEAMLESS COMMUNICATIONS & COLLABORATION

Why?

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Things to Be Done -- "Jobs to Be Done" Theory - Clayton Christensen

Christensen advocates for the "Jobs to Be Done" Theory (or Jobs Theory for short). In this theory, customers are **not buying specific products**. They are **hiring products to fulfill a specific job in their lives**. As Christensen explains:

"What causes us to buy products and services is the stuff that happens to us all day, every day. We all have jobs we need to do that arise in our day-to-day lives, and when we do, we hire products or services to get these jobs done."

Milkshakes – more than one job

At Mitel: Are Phones *the job to be done?*

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From the Zoom.com S1 this week (filing to go public)

• Employees are increasingly distributed. Historically, teams were physically located together, even in the largest organizations, to drive productivity. Mobile and cloud technologies and ubiquitous network connectivity have enabled modern organizations to be increasingly distributed.

• Organizations seek to drive deeper engagement with employees, customers and partners. People derive more personal satisfaction and are more productive when they engage at a deeper level across internal and external business relationships. With increasingly distributed workforces, maintaining this level of engagement is difficult. Video is a rich form of interaction as it allows the communication of facial expressions, emotions, body language and the surrounding environment. However, the lack of reliable business solutions has limited the adoption of video in the workplace.

• Employees are influencing IT decisions. Employees are increasingly the primary force for IT modernization at work as they bring the latest technologies from their personal lives to their jobs. Employees often expect to seamlessly communicate on any device and across mediums and, as a result, are increasingly influencing IT decisions.

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Internal Digital Transformation as well

- Moving from multiple internal systems to few.

- Focusing on the User Experience, and the job to be done

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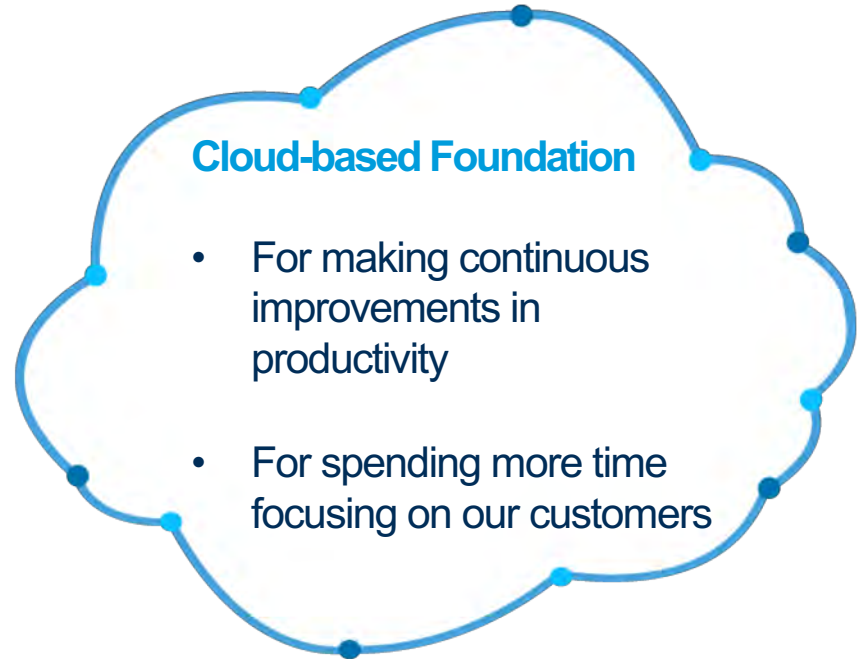# ERP Consolidation

CRM Consolidation

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Connecting Our People & Productivity Tools

- Communication and collaboration tools

- HRIS System

- Travel and Expense System

- Office365

- Online anytime training

Cloud-based Foundation

- For making continuous improvements in productivity

- For spending more time focusing on our customers

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Impacts on Modality

- ## A typical conversation for me:

  - My startup cofounder pings me and (iMessage) and says "Hey David! Do you have time to chat?"
    - (He's in Canada, and I'm in Athens)
  - I respond "Sure Dan, I have a some time. I know we usually do FaceTime Video – is it ok if we do FaceTime Audio"
  - Call proceeds by FaceTime Audio
    - If we need a screen share, we hop into a Zoom collaboration room.
  - Often we follow up at the end with sending each other something that we need by email.

- ## Also impacts delineation between home and work.

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Further Language Implications

Which of these count as language?

- Interactive Voice Response

- Artificial Intelligence Chatbots?

As things-to-be-done are digitally transformed, more language areas will be impacted.

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Summary

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What Questions Do You Have?

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