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
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
DIGITAL TRANSFORMATION

CHANGING
How Customers
INTERACT

REWIRING
Today’s Business
STRATEGY
Software is Eating the World
Dematerialization
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

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

FIRST
STEAM POWER AND MECHANIZATION
Water and steam power is used to create mechanical production facilities

SECOND
MASS PRODUCTION AND ELECTRICAL EQUIPMENT
Electricity lets us create a division of labor and mass production

THIRD
COMPUTERS AND AUTOMATION
IT systems automate production lines further

FOURTH
CYBER-PHYSICAL
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
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
<table>
<thead>
<tr>
<th>From...</th>
<th>...To...</th>
</tr>
</thead>
<tbody>
<tr>
<td>No cloud business</td>
<td>#2 in global UCaaS</td>
</tr>
<tr>
<td>Europe: Strong position in two countries</td>
<td>#1 in Europe</td>
</tr>
<tr>
<td>Top 10 globally</td>
<td>#4 globally</td>
</tr>
<tr>
<td>Premises only</td>
<td>On-site + Cloud</td>
</tr>
<tr>
<td>$600 million revenue</td>
<td>$1.3 billion revenue</td>
</tr>
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Mitel’s worldwide market share position

Sources: MZA Ltd; Synergy Research
Transition to Omnichannel
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
Retail 497M
Healthcare 148M
Restaurants / Hospitality 122M
Education 226M
Construction / Real Estate 265M
Transportation & Logistics 189M
Powering a True Omnichannel Communication

MEETINGS

SEAMLESS COMMUNICATIONS & COLLABORATION

MESSAGING

TELEPHONY
Our vision:

SEAMLESS COMMUNICATIONS & COLLABORATION
Why?
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?
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.
Internal Digital Transformation as well

- Moving from multiple internal systems to few.

- Focusing on the User Experience, and the job to be done
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
- 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.
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.
Summary
What Questions Do You Have?

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