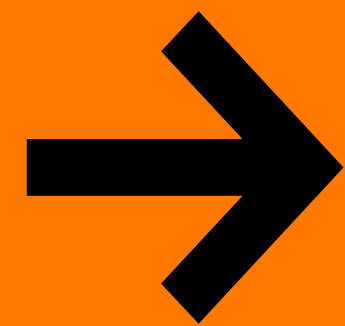


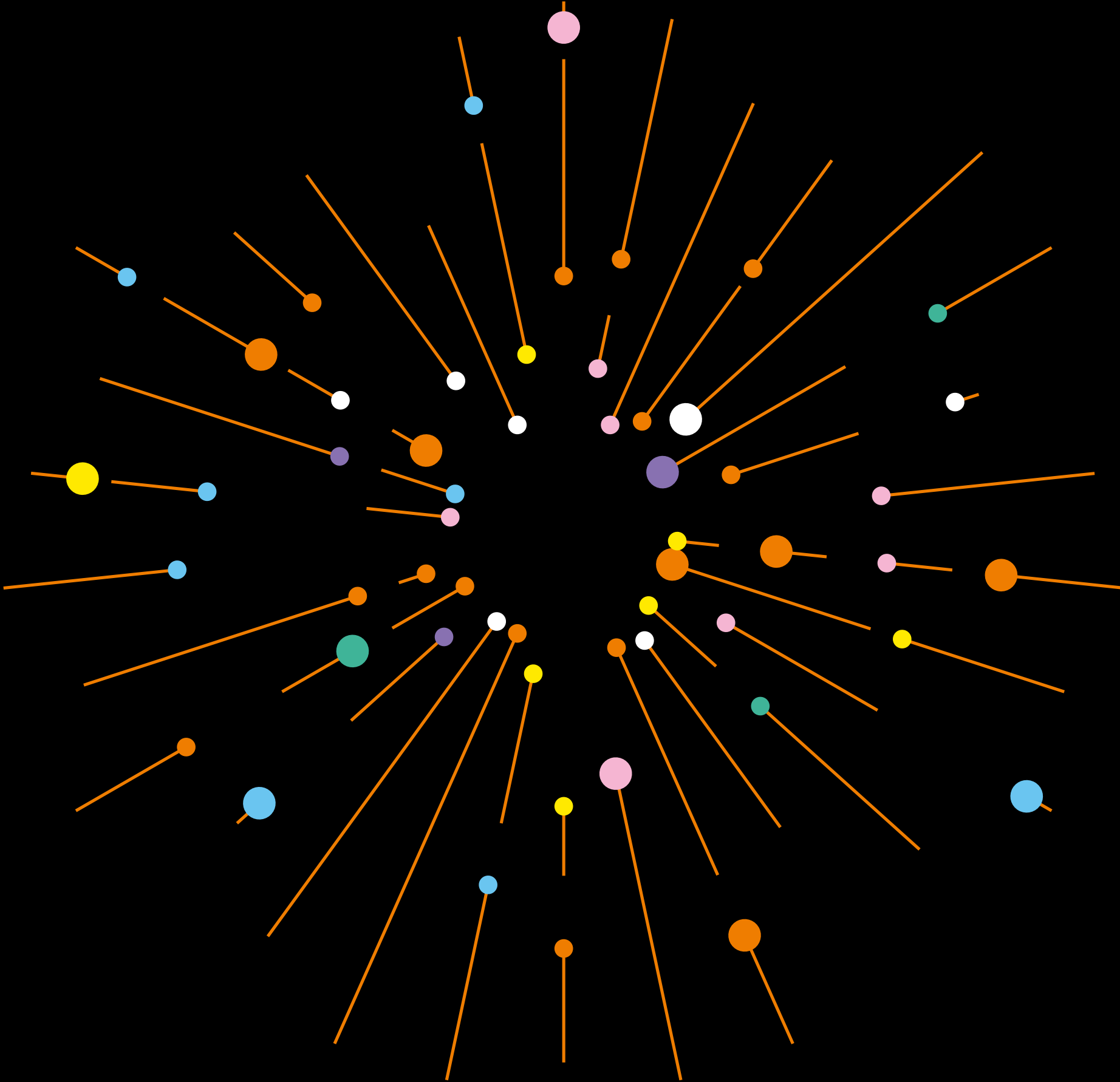
**Frontline
workers:**
empowering and
enabling an evolving
workforce with digital



Business

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The evolution of frontline workers

There are now well over two billion frontline workers worldwide, and they continue to grow in number and importance. Empowering and enabling them will be critical to how your business moves forward.

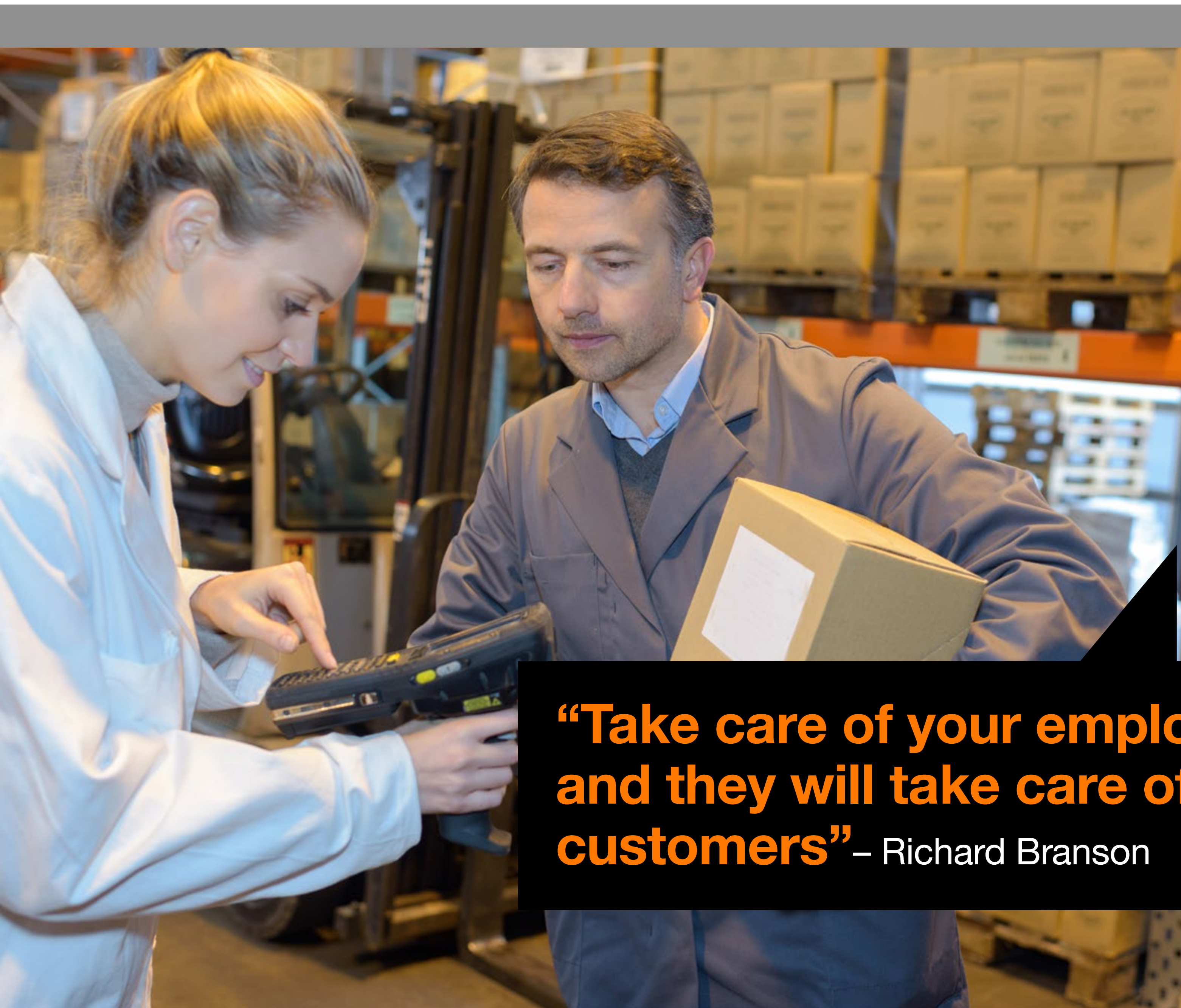
According to Gartner, as of 2022 there are approximately 2.7 billion frontline workers worldwide¹ – more than double the number of desk-based workers. However, when thinking about the future of work, too many organizations take frontline workers for granted and leave them out of the conversation.

Frontline workers have traditionally been defined as workers who deal directly with customers or other users of an organization's services. And while frontline workers are recognized as essential within an enterprise, they have historically been underserved by emerging technology trends.

Unlike knowledge workers who are equipped with smartphones and tablets to help them do their jobs better, frontline workers have typically had to make do with basic devices connected to siloed systems.



88% of organizations employ staff in critical frontline roles³



“Take care of your employees and they will take care of your customers” – Richard Branson

Changing times, changing roles

It's something that needs to change. Today, over 80% of the workforce is mobile². Companies in all industries now rely more than ever on frontline mobile workers to carry out business-critical tasks and be the backbone of a country's economy. Legacy thinking can hold an organization back when it comes to frontline workers: different working models between frontline and information workers were commonplace, but in a digital-first world, this must change.

Today's frontline workers play essential roles across all verticals, including manufacturing, retail, healthcare, construction, transport and logistics, warehousing, hospitality, energy, utilities, and agriculture. They're essential in delivering customer experience (CX), employee experience (EX), and powering a company's brand image, customer satisfaction, and loyalty. They must be equipped with the appropriate digital tools and technologies to drive digital transformation, overhaul EX, and capture data from the edge.

Orange Business understands the importance of frontline workers in today's digital world, and we have the tools and skills you need to empower them to deliver value to your business. This ebook will detail how.

How have frontline workers changed?

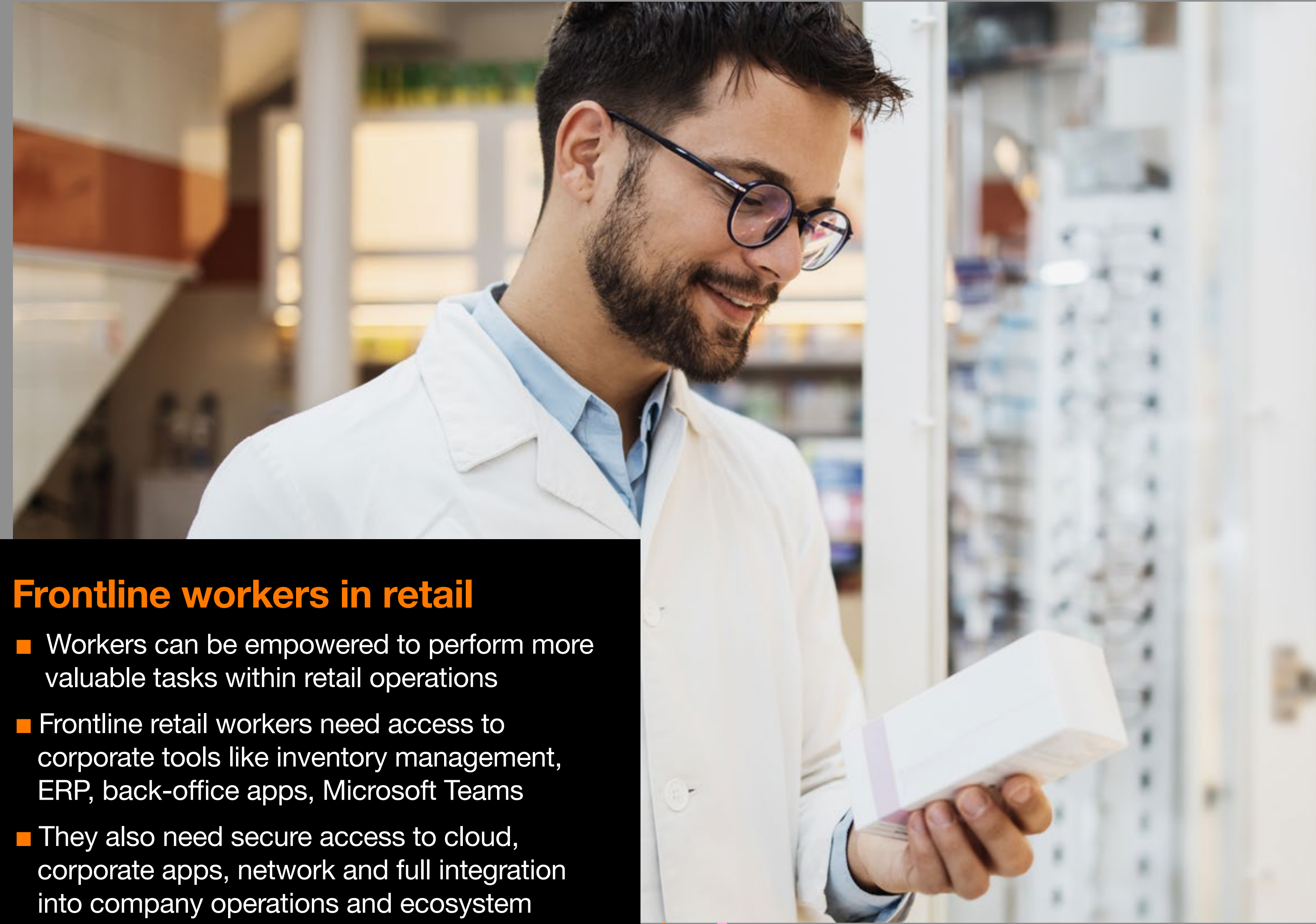
There have been significant and fundamental changes in how frontline workers do their jobs.

Frontline workers' roles and responsibilities evolved as a matter of practicality and need. The emergence of the 'on-demand economy', omnichannel retail and global supply chain issues placed greater pressure on frontline workers to perform more tasks, faster. The past few years changed a lot of the requirements of frontline workers, with working practices changing to embrace things that had not been factors before, such as social distancing.

The devices changed as well. In times gone by, frontline workers might have been tasked with using simple scanners within a supply chain role, for example. Today, frontline workers use smartphones, laptops, tablets and a variety of purpose-built devices and are more integrated into overall operations. They need reliable, secure access to the corporate network and corporate apps. They need an experience comparable to that of office-based workers so that they can do their jobs effectively.

Frontline workers in retail

- Workers can be empowered to perform more valuable tasks within retail operations
- Frontline retail workers need access to corporate tools like inventory management, ERP, back-office apps, Microsoft Teams
- They also need secure access to cloud, corporate apps, network and full integration into company operations and ecosystem





Evolving roles

Until recently, frontline workers have not benefitted from as much engagement with the wider organization as they do now. They were siloed in their jobs and business processes were not the all-encompassing digital procedures they are now. Today, frontline workers must be enabled with devices and fast, reliable connectivity that can give them secure access to enterprise applications. And they need these tools to carry out a wider variety of business-critical tasks: the role is no longer data input or checking boxes on forms, it has evolved and many of these processes have become digitized.

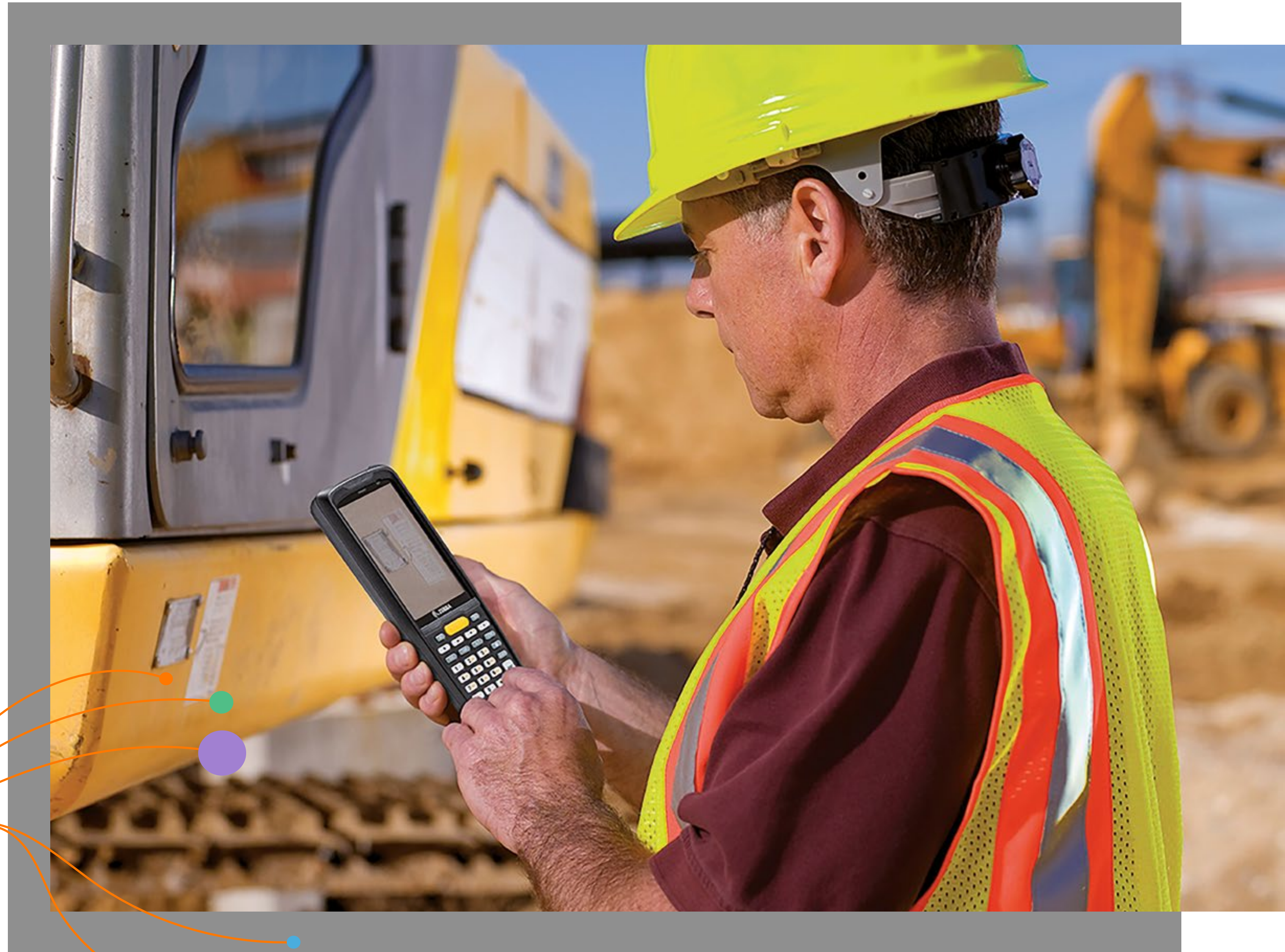
Frontline workers are now vital data collectors, nodes on the extended corporate network that are essential information gatherers whose work enables real-time decision-making and problem-solving at the edge. The data they collect is vital for workflow optimization, improved productivity, and, ultimately, improving customer satisfaction and enhancing the company bottom line. The nature of frontline workers has changed and they are part of real-time business processes. They're often your organization's first point of contact with customers, clients, partners and other stakeholders outside, but now they are essential parts of your company ecosystem. And thanks to digital technologies and connectivity, you can now deploy more corporate applications to frontline workers and take 'normal' office computing tasks to new, frontline locations.

Empowering frontline workers: the challenges

The tools exist to empower and enable frontline workers to deliver greater value to your organization. But challenges and barriers remain.

One of the biggest barriers to maximizing the potential of frontline workers is mindset. For a long time, frontline workers have been considered out of sight, out of mind, an afterthought. This is a major challenge for enterprises: your company culture needs to change and your frontline workers need to be engaged, connected, safe, and aligned with the business. If you want to improve productivity, you can no longer leave them isolated.

Isolation is at the center of much of the complexity companies have always had in managing frontline workers. They are based outside the corporate perimeter, which makes IT and cybersecurity officers nervous.





Research has found that 33% of frontline workers say they don't have access to the right technology to do their jobs⁴. And often it is uncertainty and nervousness that has caused this: frontline workers are generally mobile and often shift-based, which makes managing and securing their devices a big challenge.

Frontline workers also often share devices, such as taking a scanner from a rack to manage inventory in a fulfillment center. Or, for example, a courier company delivery agent using a mobile device connected to an external public network via a SIM versus staff working in a warehouse who are typically connected to a closed, private network. Shared devices raise additional issues, with customer data potentially being accessible to workers on different shifts or in different places who use the same devices at different times.

Furthermore, managing frontline workers is very different from managing your office staff: frontline device lifecycles include software updates, guarantees, and regional data privacy regulations must be carefully monitored to ensure devices are up to the job and in compliance. Indeed, compliance is a challenging area in lots of ways: for example, in highly regulated industries your frontline workers' devices need to comply with regulation around tracking highly regulated materials like chemicals, pharmaceuticals, or human blood products.

Complexities of managing frontline workers

Managing your frontline workers typically includes complexities like:

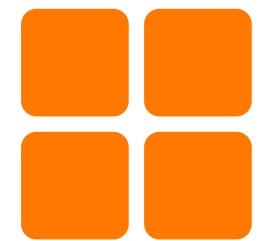
- **Asset, warranty and management gaps.** This includes how many assets you have in circulation, ghost assets, devices outside of mobile device management (MDM) policy control, and updating of in-house apps
- **Managing applications.** How do you manage applications and how do you keep them updated?
- **Security.** Out of date operating systems (OS), unpatched devices, and siloed digitization can all leave holes in your operations
- **No performance focus.** Without monitoring and evaluation, you can't know if your frontline workers are delivering value. So you need operational insights, experience indicators, metrics, and local IT manual operations in place
- **Connectivity.** You need to establish the best way or ways to connect your frontline workers to the cloud for example
- **Uncontrolled TCO.** Your devices must be managed, you must make sure they have the relevant warranty, and upgrades must be managed when required



Frontline workers in supply chain and logistics

- Digitally enabled frontline supply chain and logistics workers can deliver more value to organizations than just being traditional box-packers or delivery drivers
- To deliver greater value, they need access to customer orders and accounts, inventory management, ERP, back-office apps, Microsoft Teams, fulfilment, supply chain management tools and more
- With the right corporate culture and digital tools, frontline workers can be vital contributors to a progressive, end-to-end, joined-up supply chain and logistics operation





Customer success story, business applications:

Inventory management application improves field service productivity.

The company is a European leader in onsite support and assistance for installation and deployment of connected devices and technologies. Every day the company's 15,000 field service technicians handle over 75,000 service calls across nine European countries.



Challenges

- Lack of tools to monitor equipment stocks from the field in real-time
- Lack of interconnection between apps used by the company's field service crews and warehouse stock management system
- Insufficient digitization of workflows between reception and fulfillment of equipment orders received at the warehouse from field crews
- Poor traceability and visibility of equipment and supplies



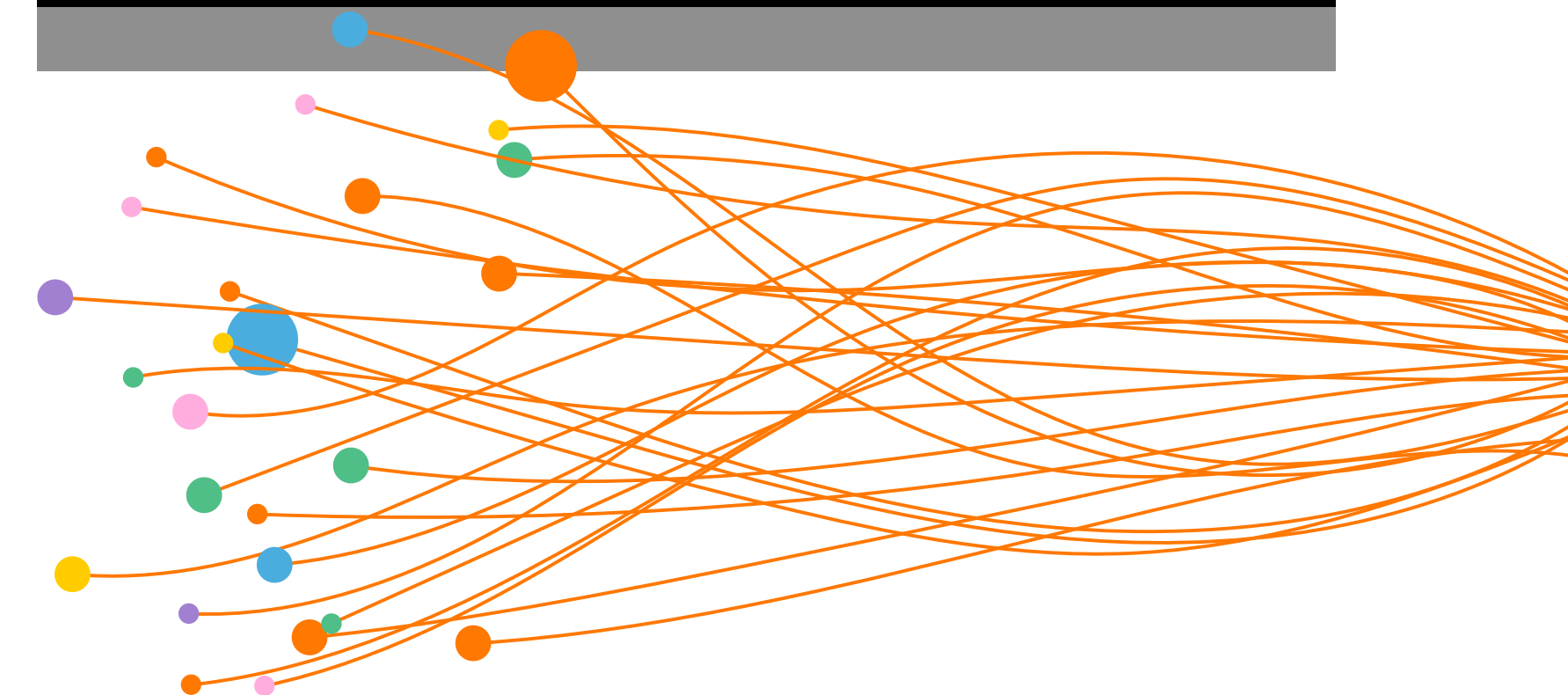
Solution

- Rapid, custom application development leveraging OutSystems low-code platform
- Implementation and integration of back-office solution to enable optimal warehouse configuration and layout
- Deployment of a mobile device interface to enable product barcode scanning and order fulfillment verification within the warehouse
- Deployment of a mobile device interface to allow field technicians to view availability of warehouse stocks in real-time



Benefits

- Enhanced functionalities enable field crews to improve customer service delivery
- Cost and time efficiencies through real-time stock and inventory management
- Optimization of workflows, from reception to installation of equipment, drive improved efficiency and productivity



Empowering your deskless workforce with digital

Getting the most out of your frontline workers means making changes to traditional roles, processes, and procedures within your company. Put frontline first.

You cannot just expect your frontline workers to suddenly perform their jobs differently, a shift like that does not just happen. You need to take the lead, invest time and resources in the transformation, and drive the change forward.

Maximizing the effectiveness of your frontline workforce can potentially give you a competitive advantage over your rivals and enhance your company's bottom line. Furthermore, equipping your frontline workers with the latest digital touchscreen devices, such as smartphones, can aid staff retention⁶. And you can maximize their effectiveness by empowering them with the latest devices and business applications that help them support key tasks along the workflow.

UC&C apps and push-to-talk tools can enable your frontline workers to keep in constant communication with teams and management wherever they are working. Digitizing your workflows can help optimize routes and deliveries, leverage data to constantly update and improve them, and drive efficiencies throughout your operations.

Cybersecurity is a key concern when it comes to empowering your frontline workers. They must have access to corporate applications and data in the cloud, and that access must be as secure as possible. Whether in retail, logistics, hospitality or healthcare, your data and your customers' data must be protected.

70%
Gartner predicts up to 70% of mobile and endpoint new investments will be aimed at frontline workers over next five years⁸.



Changing culture can be crucial

Across many areas of business, a strong, top-down management culture can often separate a successful company from others. Culture can have cumulative effects on your business performance but also on motivating and inspiring your workers to greater productivity and loyalty.

But it takes effort, and a shift in corporate culture does not just trickle down to your frontline workers. You need your business leaders to invest in them and demonstrate your commitment to them. As things stand, frontline workers feel disconnected from company leadership, with 68% of frontline managers saying leadership does not prioritize building workplace culture and 63% of frontline workers saying messages from leadership often get lost and do not reach them⁷.

 Customer success story, Device OS, security and management:
International chemical company works with Orange to transform the management of frontline worker devices.

 Challenges

- The company had a weak inventory of their multi-country fleet of Zebra mobile computers
- Some devices lacked the required warranty because of decentralized and uncontrolled regional sourcing
- Device firmware was never updated
- The company carried out manual configuration of Zebra scanning engines
- The company had monitoring of MDM attributes in place but not of device performance (KPIs)

 Solution

As a Zebra Technologies Registered Alliance Partner, Orange Business proposed a co-innovation approach that would develop a set of managed services for the customer's rugged devices used at production sites worldwide. Approach included:

- A comprehensive inventory of hardware and associated warranty of devices used at 35 global sites, plus regular monthly reports
- Definition of processes for the validation of new OS versions and customization of Orange automation for mass deployment of new OS versions to address customer constraints like business hours, region, spare, or bandwidth
- Use of OEMConfig to activate all manufacturer specific settings, such as Zebra DataWedge configuration
- Monitoring of KPIs to ensure device operations, covering things like battery health, Wi-Fi signal, device/app usage

 Benefits

The company saw increased productivity overall, optimized ROI, and minimized device TCO. The customer now outsources labor-intensive work to Orange, enabling corporate IT teams to focus on core business and innovation.

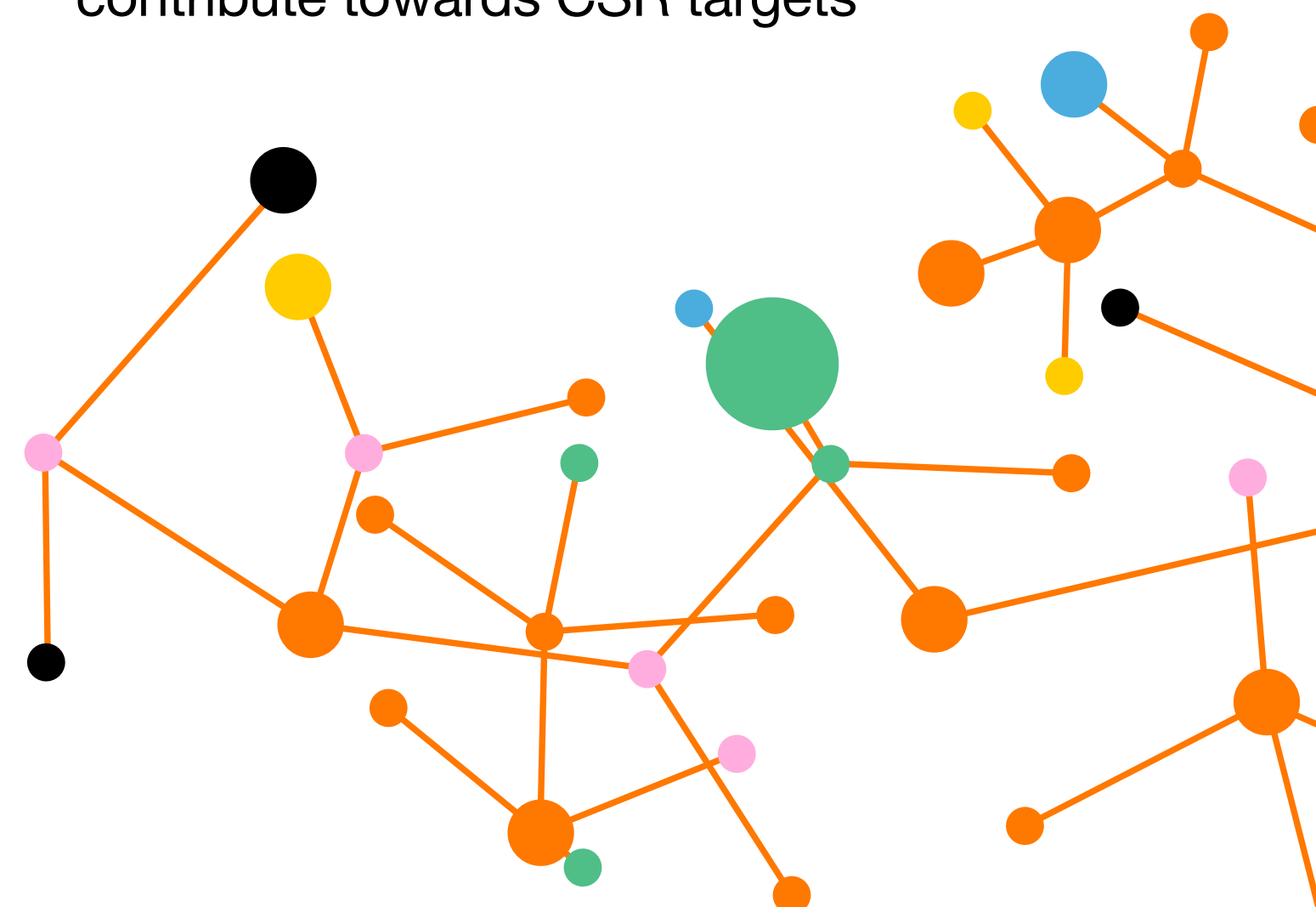
- Accurate and up-to-date visibility of frontline worker devices, with warranty ordering and renewal now monitored and budgeted
- Devices are regularly upgraded to the latest OS version for appropriate security defense
- Automation for configuration of manufacturer ecosystem resulting in simplified user experience (UX) and reduced IT workload
- KPI monitoring lets the company take corrective actions before issues impact end-users and company productivity

Manage frontline devices better, enhance your CSR

Corporate social responsibility (CSR) is now both a commercial and a moral imperative for companies. Managing your frontline devices more effectively can help you drive greater CSR performance and results.

- Maximizing frontline device availability and usage can contribute positively to corporate CSR efforts
- In turn, companies with higher CSR ratings enjoy more positive brand image
- Commitment to CSR makes companies more attractive to buy from, and more attractive investment opportunities for investors
- CSR can positively impact your TCO and bottom line
- Your carbon footprint from smartphones and mobile frontline devices can be improved with better device management
- Proper management of devices can contribute to overall business success: for example, CSR can comprise over 20% of decision-making in mobile services tenders today
- Orange Business is committed to circular economics, and our Re program demonstrates our belief in maximizing device lifecycles

- The Orange Lead the Future strategic plan centers around an ethical, responsible and inclusive vision of digital technology. We are committed to the environment and the sustainable growth of our customers, which we have placed at the center of our Lead the Future strategic plan
- The Orange Green Act program is aimed at encouraging our entire company and its stakeholders to place environmental issues at the heart of processes and activities. We have a target of achieving net zero carbon emissions by 2040, 10 years ahead of the rest of the telecom sector
- Orange Business has designed our device management services to help extend device lifecycles for customers and help them contribute towards CSR targets



Protecting the planet with Orange Re

Every year, over 1.5 billion mobile phones are manufactured worldwide but only 1% to 2% of them are recycled globally. To address this, Orange launched the “Re” initiative, built around four pillars: recycle, return, refurbish, and repair. The aim is to raise awareness of the environmental impact of mobile phones, recycling, and the importance of giving a second life to mobile equipment. The program aligns with Orange’s commitment to circular economics in all our activities and practices.



Why Orange Business?

Orange is uniquely placed in the market to offer a complete, end-to-end frontline worker ecosystem that addresses today's operational challenges. We deliver end-to-end mobile solutions designed to help your frontline workers be engaged, connected, safe and aligned with your business



The Orange portfolio



Consulting

Orange experts understand your needs and work with you from the ground up to formulate your frontline worker digital strategy. This covers an initial audit and business consulting to identify the priority areas in your organization, technical consulting on what devices, what OS, and what apps you need, and change management.



Business applications

Orange specializes in helping you make the right choices of business applications to drive process digitization and automation in your organization. That could be business-specific apps that tie in to your warehouse management system, human resources (HR) apps such as people scheduling tools, or collaboration apps like Microsoft Teams or push-to-talk (PTT) tools that enable your frontline teams to communicate with each other.

Collaboration, knowledge-sharing and corporate culture can also be fostered by going social with news channels, intranets and learning communities for your frontline workforce. Orange provides you with all the app services you need, including off-the-shelf Orange apps or bespoke apps, digital app development, and distribution of public and in-house apps. Working with Orange as your trusted digital transformation partner ensures you drive business value through our proven DevOps approach that combines rigorous standards, best-in-class practices, and extensive testing capabilities of our state-of-the-art software supply chain.



Collaboration

Orange specializes in all the leading collaboration tools, including Microsoft Teams, Webex, Zoom, and Klaxoon plus voice calls. We also provide virtual and augmented reality (VR/AR) solutions including assisted reality wearables like smart glasses that can enable field technicians to hold video calls with remote expert engineers and resolve issues quickly at any distance.



Integration

Orange has the knowledge and expertise to successfully integrate hardware and applications into your ecosystem. This is a vital element of the mix, as without the right integration capabilities, digital frontline worker strategies will fail. Integration covers your move to multicloud, a walk-in-and-take-over approach, multisourcing service integration (MSI), APIs, and workspace process automation.



Devices and OS

Orange recommends always having the latest OS version installed on your devices, as this is essential for security compliance and avoiding potential vulnerabilities that could negatively impact your business. We help ensure you have robust processes in place and carry out validation tests to make sure new OS versions do not negatively impact the business apps you have installed on your frontline worker device fleet. It is also worth noting that rugged devices in the field which are using an OS that is no longer receiving security updates could have implications for international security accreditations such as ISO 27001.



Device sourcing

As one of Europe's largest distributors of mobile devices, Orange can provide you with devices and accessories from leading rugged device brands including Zebra, Samsung, Honeywell, Crosscall, and others.



Device lifecycle management

We assist you with management of devices across the entire lifecycle, including forward and reverse logistics, staging and kitting, device enrolment, and asset inventory and warranty check.



Security and management

Orange also provides all-important security and management, covering unified endpoint management (UEM), device enablement and management, and OS upgrade and activation of device security.

Orange can give you a one-stop shop for empowering your frontline workers, encompassing hardware, apps, connectivity, security, integration, and ongoing management and support. We work with the leading brands but are device-agnostic in our capabilities.

Our vision is to deliver a flexible suite of services that combines Orange expertise and integration capabilities to help you manage and improve the performance of your frontline workforce.



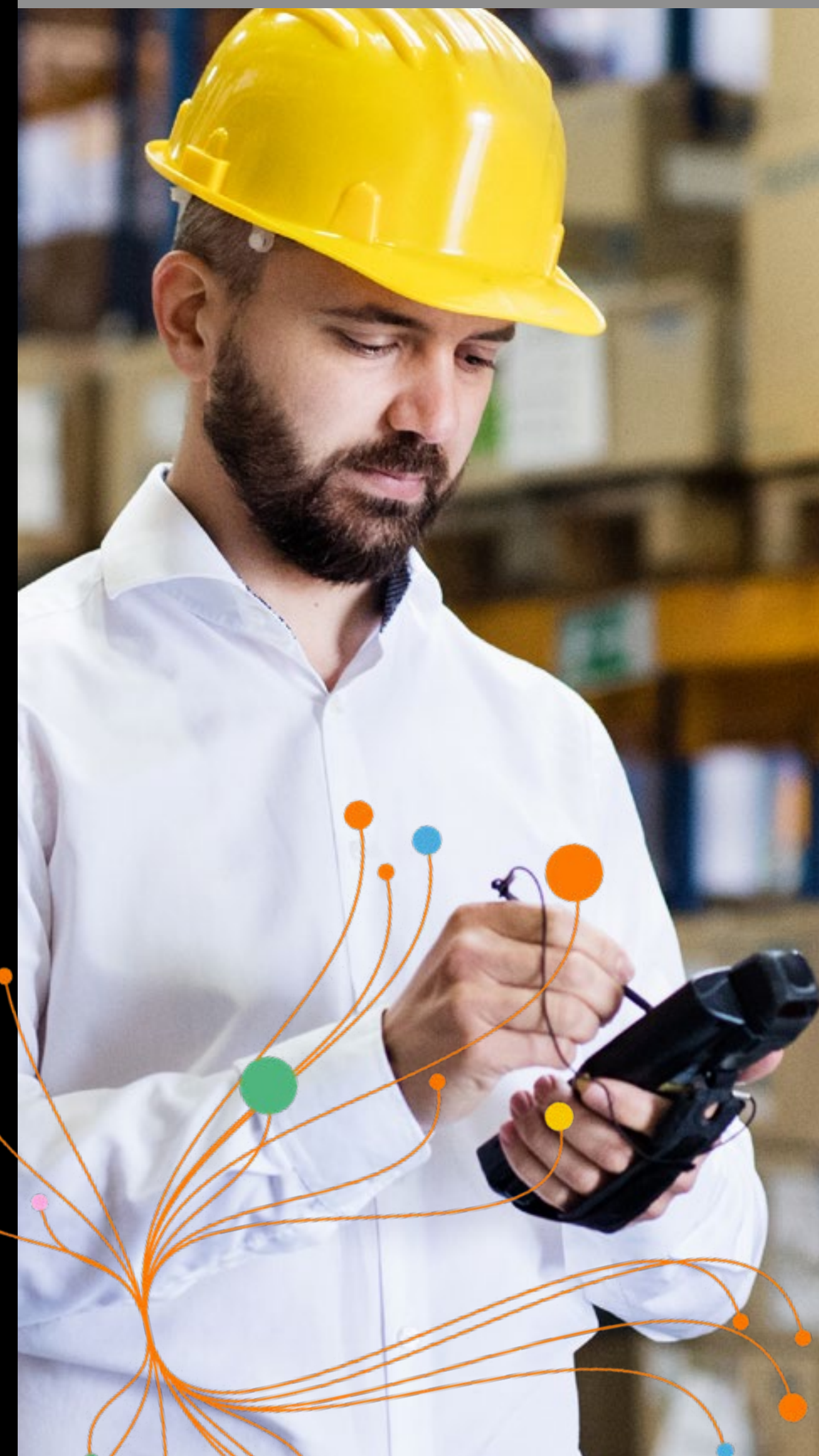
Connectivity

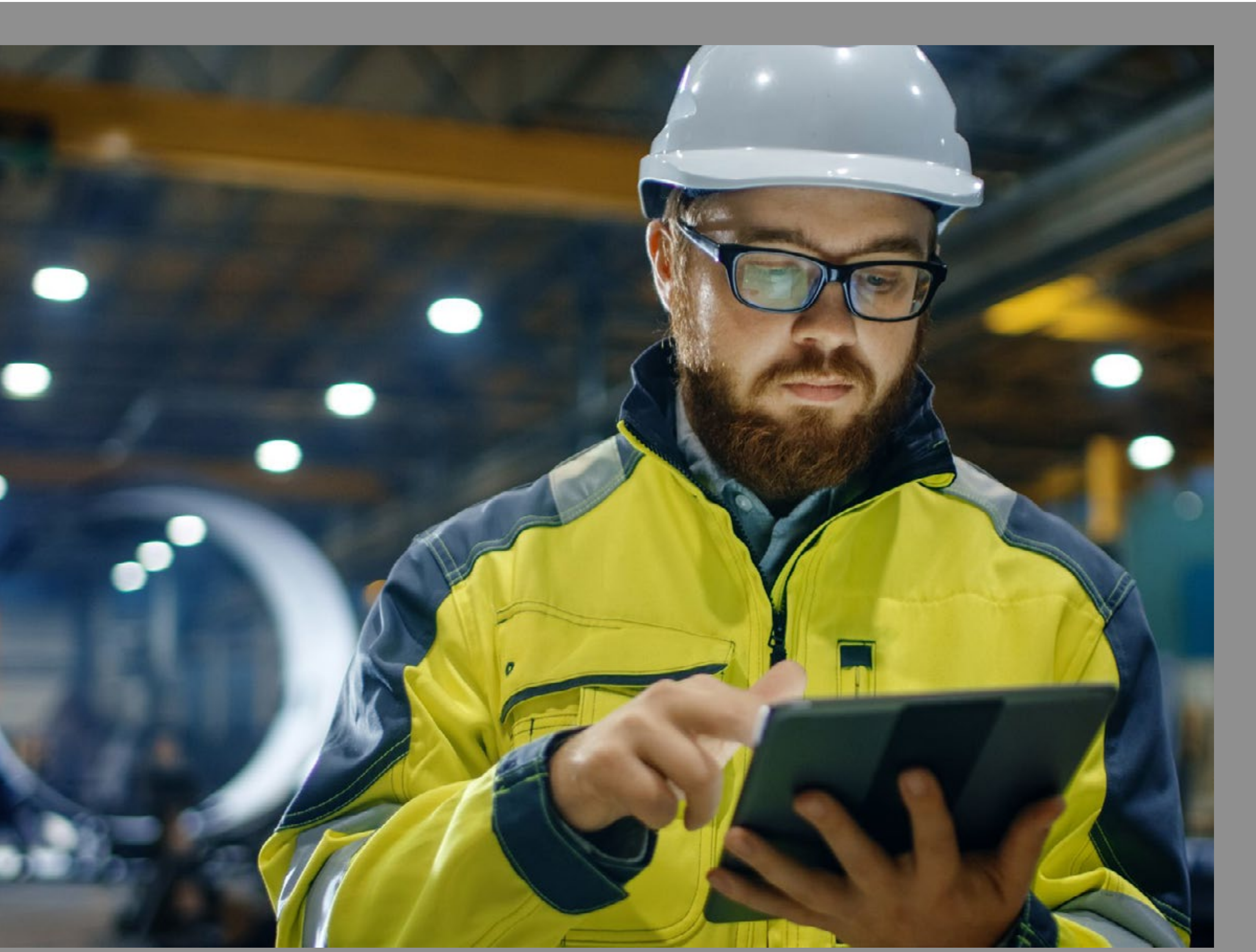
We advise on and deploy the right connectivity for your frontline worker needs, including corporate Wi-Fi networks, mobile private networks: LTE/4G/5G, standalone, virtual, or hybrid, 4G/5G mobile connectivity (SIM), 4G/5G mobile connectivity (SIM), and satellite.



Adoption and service

Orange works with you to help you drive adoption and usage across your organization, maximizing ROI and optimizing TCO. This encompasses proactive monitoring, customer success management, level 2 and 3 support and managed detection and response.





Partners in frontline worker enablement

Orange Business leverages partnerships with leading vendors of frontline worker solutions to act as your single point of contact throughout every phase of your project.

- Hardware from leading rugged device manufacturers
- Business applications from independent software vendors
- Integration capabilities
- Centralized device lifecycle management
- Management of devices and associated mobile IT
- Controlled device and warranty inventory
- Device OS and application upgrades
- Configuration of device manufacturer ecosystem
- Leverage device manufacturer tools to proactively monitor device health and usage.
- Managed device services available as per device manufacturer ecosystem.

Contact Orange

For more information, please contact:

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Mobility Client Director

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Find out more about how Orange Business helps companies enable frontline workers at: **www.orange-business.com**

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