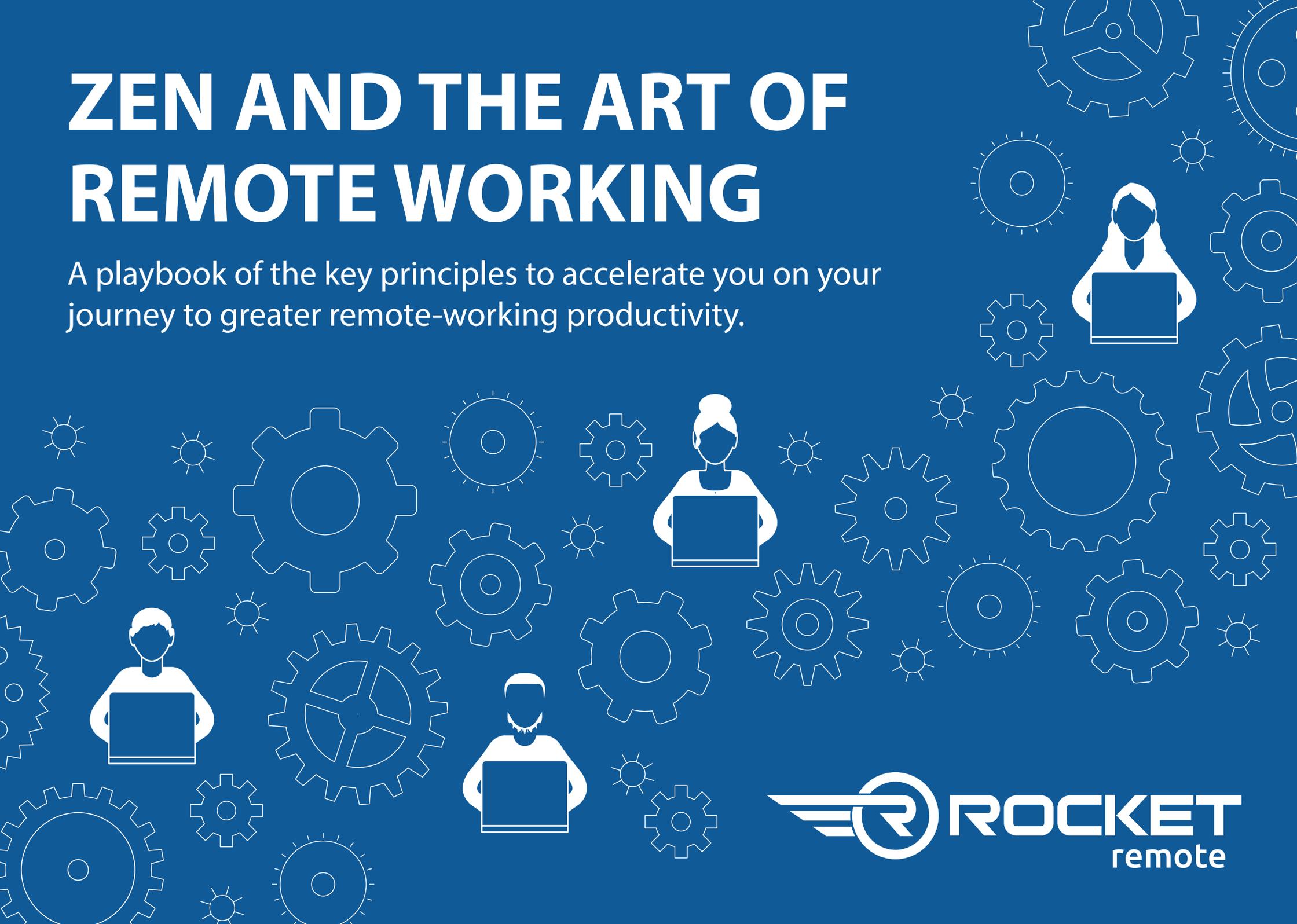


ZEN AND THE ART OF REMOTE WORKING

A playbook of the key principles to accelerate you on your journey to greater remote-working productivity.





A JOURNEY

I remember reading Robert Persig's excellent book 'Zen and the art of Motorcycle Maintenance' when I was younger.

It wasn't the easiest of reads but I absolutely loved it. Because I am writing this during the Covid-19 lockdown, I have had a bit more time on my hands to take time out and allow myself time to think. Persig's lessons have gently and firmly been repeating in my consciousness. In his book he talks about quality and how to recognise it. It is not a rational measure – you just know it when you see it.

With remote working, I decided early in my research for this playbook that trying to give a prescriptive one-size-fits-all approach would be entirely detrimental. Every organisation is different. Not only in terms of resources but more importantly, they are defined by the people within them. What works for one organisation likely will not work for another.

Remote working is a different philosophy. Getting to 'Remote Working Zen' is a journey. It is not a project. In fact, it is much more akin to Persig's journey that he describes in his book. Recognising when things are going right and when things are going wrong, and importantly, acting on both. But you should give yourself permission to take the time to think about it.

Some of the finest organisations on the planet are Remote. They have spent the time getting their culture, systems, processes and communications fit for this working environment.

And, indeed, they have turned this into a competitive advantage. In this playbook are a series of habits that exemplify those organisations that have achieved 'Remote Working Zen'. Think about how you can get them up and running in your own organisations.

Change is always difficult for humans – we are hard wired to avoid it and seek security. Particularly in these times of massive societal change it is important to remember that kindness and compassion are the currencies of true excellence.

I've written this playbook so that you can dip in and out of it. Don't try and attempt everything all at once. Just read a page and go and do something about it. Pick the easy wins first and congratulate yourself and team for getting them done.

I wish you well on your respective journeys.



Tim Dew

P.S. If you enjoy this playbook, I would be very grateful if you could share it with colleagues and friends. Feel free to connect to me on LinkedIn and even better if you have time. send me a shareable photo of something that has made you laugh recently.



**When one person suffers from a delusion, it is called insanity.
When many people suffer from a delusion it is called a Religion.**
— Robert Persig



YOUR STARTING PLACE



Larger Organisations

Transformation in a large organisation takes time. This is a function of the number of people involved. It is an interesting thing that, invariably, the smallest amount of money in any transformation project is given over to the human change element. Odd, but that is the world we live in. Communication and getting everyone to align to a common purpose is difficult. It is a bit like getting an oil tanker to turn. Nonetheless, there are some big advantages to bigger players; they can utilise the wealth of knowledge locked into their workforce. They also tend to have the money and resources to adapt the organisation. And most likely, they will be running a strategy which will help to give context to the direction of travel.



Smaller Organisations

Much more like a speedboat, they are in their nature far more agile. This is an obvious advantage allowing them to adapt and change how they do things on the fly. However, their problem tends to be the inverse of larger organisations: their processes are less matured, they don't have the money or skills readily available to apply to the problem and often they have a poor understanding of risk. This can lead to fear by decision makers and inaction. Strategy is very poorly understood so the context of why change is happening is often missed.



Individual

If you are a member of an organisation or working alone, you might well be feeling a bit lost. Don't worry, this is a very normal sensation with remote working. Fear not though, this document will help you with some tips and tricks. One piece of immediate advice is not to feel too overwhelmed. Mainly because there are lots of people feeling the same way. If you don't read anything else in this booklet, just remember that you won't be any use to anyone if you don't look after yourself and your family. This is your top priority. After that, just take the steps that you can reasonably manage. A mountain is climbed with many steps and winning is not always about being the fastest to the top.



**To dare is to lose one's footing momentarily.
To not dare is to lose oneself.**
— Søren Kierkegaard

PRODUCTIVITY IMPACT

Andy Haldane, the Chief Economist of the Bank of England wrote "Productivity is a terrible word, as it leaves most people dazed and confused. Few are those who can define it and fewer still those who can measure it". I agree; it is a macroeconomic measure and it is a bit meaningless for organisations because there are too many variables to be able to measure it effectively.

But productivity is important

To put productivity in context for the Western World, there are estimates suggesting that the cost to the UK economy of its productivity problem is about 200 times the size of the potential worst-case scenario presented by Brexit. If countries could just solve their productivity problems...

Productivity measures how efficiently production inputs, such as labour and capital, are being used in a system to produce a given level of output. Which to normal mortals doesn't mean very much.

I find it easier to think about productivity as the effective application of organisational enhancing activities (better communications, processes, systems). Therefore, it can only logically be considered as a human endeavour. My friend Will Dowson who works for the Bank of England said that productivity is pure a creative pastime. Artificial Intelligence:

forget it. Our brains are extraordinary; they are the best tools available that we have available right now for us to solve this problem.

Whatever your situation, you should be aware that a move to remote working provides threat and opportunity in equal measure to productivity. Ultimately, productivity in organisations tends to be measured by the financial performance of an organisation.

Going remote means organisations must relearn how to do things. This means grappling with new technologies like video conferencing, chat applications, ensuring security of data, managing children and cooking more frequently to name but a few.

Equally, less time travelling, more downtime to think, less adapted behaviours (wearing the work hat), interfacing with other organisations (where households might be discussing work related issues in their own organisations) all add significant opportunities into the productivity mix.

The organisations that can adapt and change quicker than others will be the ones that come up smelling of roses in the next few years. I would urge you to consider the use of all the brains available to you to solve this new way of working. Many of these brains will exist within your organisation and even more, outside. Ask for help and discuss your challenges.



HABIT Recruit brains

Share your issues inside and outside of the organisation.
Do not be bothered by hierarchy.



DYNAMIC INSTABILITY — CARPE DIEM

The reason why a new Prime Minister or President shuffles their cabinet / senior advisors when they begin their new role (irrespective of how well the advisor are doing their jobs) is because they realise that the only way to create change is that you have to throw all the balls in the air.

Einstein apparently didn't say: "The definition of insanity is doing the same thing over and over again and expecting different results." But I think we can all agree that its true.

In order to create change you have to create Dynamic Instability. In normal life, creating dynamic instability is normally deeply unpopular. It tends to make people very unhappy. I know only too well from personal experience, in and out of work.

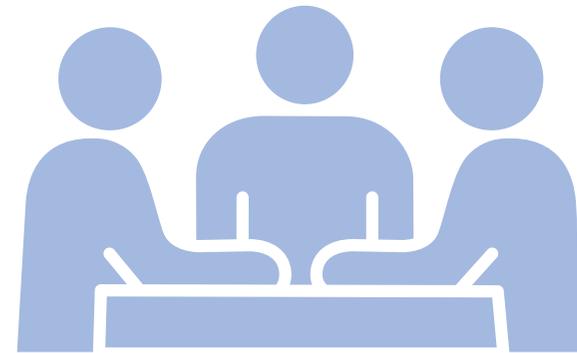
Humans are wired to think negatively in any change situation.

It is a very important part of our survival instinct. However, Covid-19 is presenting a situation where the balls are being thrown up in the air without out any individuals being to blame.

It is unlikely we will see anything as disruptive as this virus happening again in our lifetimes. If there is another, we will be much better prepared. You now have the opportunity to change the landscape of your organisation fundamentally. Health services around the world are already doing this, not because they fancy it, but because they have to.

The only mistake right now is inaction.

Carpe Diem – Seize the day!



Extra note: This ability to create and take advantage of dynamic instability is one of the core functions of the CONCORD Strategic planning tool.



HABIT Carpe Diem

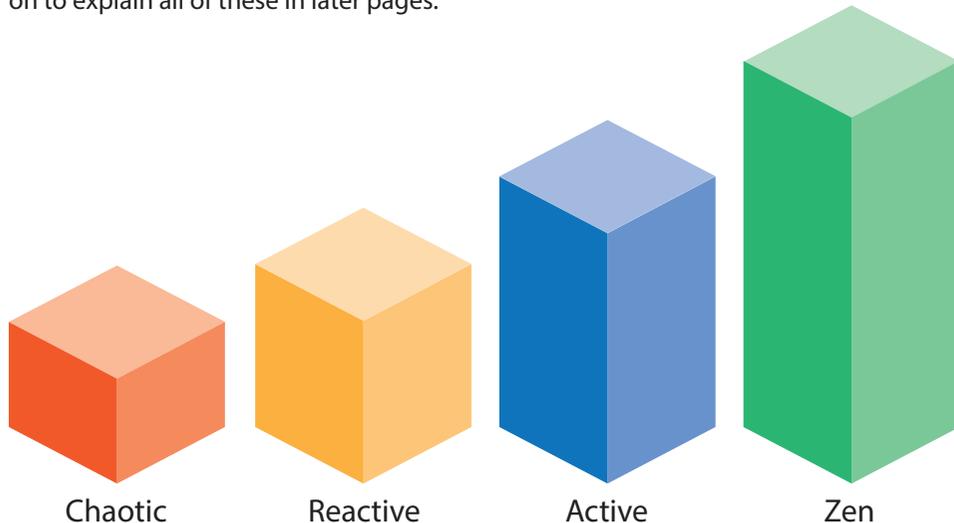
Look for opportunities to change now whilst the balls are in the air.
You are unlikely to have another opportunity like this.



KNOW WHERE YOU ARE

To understand better what your remote journey might look like, we have created a Remote Working Maturity Index which will help you to understand more about where you are on the journey. If you aren't familiar with a maturity index, have a look at it each of the columns and which of the descriptions most relate to you.

The likelihood is that you might well be a bit of a mixture and don't fall into any one category, which is normal. Different organisations will have different infrastructures which will lend naturally to being more advanced in some areas and weaker in others. For instance, you might have brilliant IT systems, but informal gatherings aren't quite so hot. There might well be some terms that you don't fully understand at this stage. I will come on to explain all of these in later pages.



HABIT Use the Remote Maturity Index

Actively discuss with your colleagues and teams where you are on the Remote Working Maturity Index. Do it frequently and see what you can improve.

BAD EXPECTATIONS

Remote working is different and requires a fundamental change in the way you manage yourself, your team and your organisation.

Don't presume that your old communication pathways, processes and IT systems will be fit for purpose in a remote-working environment. Very likely, they won't be. Even though a huge amount of time and energy would have gone into creating the infrastructure to make your organisation effective, you will have to calmly and firmly be prepared to rip things up and start again. This isn't a sign of weakness; it is a sign of great leadership. Be open to new ideas.

This isn't a one-size-fits-all arrangement. Your own remote-working strategies will be unique to your organisation – just because you have heard that one thing is working in another organisation doesn't mean it will work for yours.

Also recognise that whatever you put into place today is unlikely to be what you need in the future.



HABIT Always be prepared to throw away the old

Be prepared to rip up the old rules calmly and support new ways of thinking. Help others to think the same way.

WHERE ARE YOU GOING?

In CONCORD, we use the term Recognition Events to describe the things we would be able to see in the future that would show us that your objectives have been achieved. They are non-financial, non-numerical and inspectable. They are not open to interpretation. (There are loads of reasons for doing it this way which are beyond the scope of this document!). This might be tricky and you will need to think differently. Try and imagine you are walking-the-virtual-floor and you can inspect what is happening in the future. Use the 'Zen' column in the Maturity Index diagram to help make some objectives and then describe them as Recognition Events.

Recognition Events are a lot simpler for people to understand than 'increase order processing by 20%'.

Here are some ideas

Weekly stand-up meetings take place which everyone has prepared for in advance

Everyone understands the Systems that they are using and know how to get best use out of them

A new member of staff joins the team and feels comfortable suggesting new ideas to improve the existing systems. They are listened to

Individuals have the tools and processes to be able to make decisions quickly without needing to ask

We can see regular water-cooler meetings in the diary to allow the team to get together. People are attending them

I regularly meet other business colleagues for virtual social events

All members of staff know what the early indicators of poor wellbeing in themselves and they know what actions to take if they become aware

Individuals are comfortable raising their hand to accept more responsibility because they know they are being well supported



HABIT Know where you are going
Communicate clearly what the end point is to the whole team.



KNOW WHAT CHANGE IS WORKING

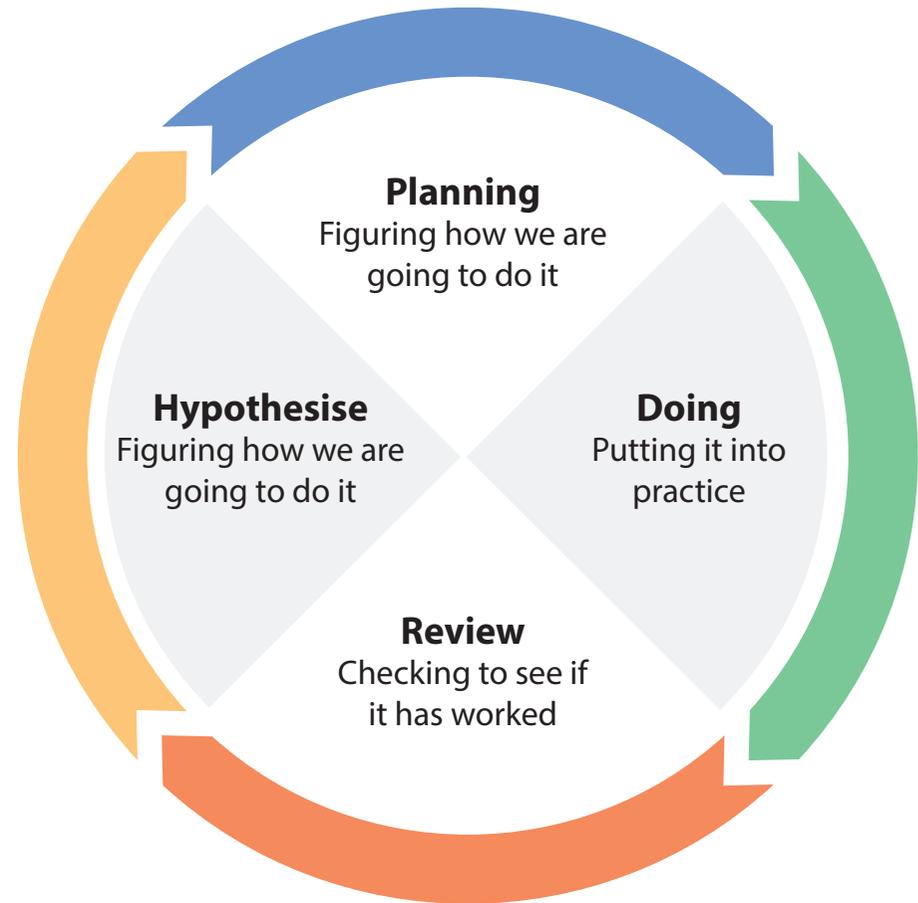
We all have our own individual means of creating change. There are many formal methods which you may have had experienced or not. It might be Deming, Kolb, Double Diamond approaches but they all pretty much do the same thing although proponents might well argue with me on this point!

The key point to remember here is that it doesn't matter what system you use, it is infinitely better to have a system rather than none. Even if it is incredibly lightweight. Even better, think about making your own.

When the ROCKET team are developing serious games, every test has a hypothesis which starts off with the words "We want to prove..." e.g. "that people will make the connection for themselves between poor remote working and organisational financial performance".

We then create a plan of how we are going to test it. We then debrief (watercooler discussions) and this then enables us to change our designs accordingly.

The bit to remember is that you must stop and think. You can't change anything if you are just pushing on with day-to-day stuff relentlessly.



HABIT Adopt a testing approach

Create a hypothesis. Prove it / disprove it. Check the results and go again. Most importantly, STOP and think.

GETTING THE BEST OUT OF EVERYONE

Another great book that has inspired my thinking over the past few years is Unconscious Branding by Douglas van Praet. It's about the neuroscience of marketing and motivation. In this book he says:

"If you want someone else to completely believe in your idea, you must make them believe that it was their own idea all along".

This is probably the most important section of this document. If you aren't able to win the hearts and minds of the people you are working with, any change will be resisted with every ounce of energy.

Management is often regarded as a top down exercise. Management is a 360 degree exercise. It is not just about managing down, it's up as well. And outside the organisation too!

Always be kind

Don't worry about the ownership of ideas. Great management is about bringing ideas out of a group of individuals, not having them yourself. If you believe that by telling people to do things you will get great results, think again.

Work out how you can achieve Recognition Events together. This will establish a common purpose and set the tone for everyone to work together. It's easier than you might think and you might find it's different to the way you have worked before. And that's ok.



HABIT Get everyone working on solutions

Be kind and let others come forward with solutions.
They might be better than yours!



WELFARE

At the time of writing this article, the UK is in the grips of a lockdown for Covid-19 and many workers will have been sent home to remote work. Inevitably there will be lots of people feeling a bit lost in this new environment and with the Covid. Whatever your situation, you should always be thinking carefully about how co-workers are feeling. It is more important than ever to think about your own conduct and behaviours in this environment.

One of the things that is now working against communications is the fact we have now lost an extraordinary range of human communication tools in our arsenal. In a face-to-face meeting, you can probably tell if someone is happy or not within a few seconds of them walking through the door. Body language is a huge component of our everyday communications. This has largely disappeared in a remote environment and the opportunity for misunderstandings will increase hugely.

Have you ever had an email misinterpreted? I think we all have. How something is read and understood is even more pertinent now because it is less easy for other members of your team to cross-reference the tone of your writing with body-language and discuss the details over a coffee break.

Co-workers welfare is so important in remote working and you need to ensure that people are feeling OK because you won't be able to immediately see if they are upset about something. You will need to address this and create new habits between people to make sure that they are happy, and that you are too.



HABIT Check the welfare of your colleagues

What is replacing those watercooler chats?



VISION AND CULTURE

Having advised companies over the past 20 years, my overall impression is that most organisations take little time to think properly about their values and culture. More often than not, it is a section on a website that someone fills in and then no one ever looks at it again. And, if you are a tight knit team and there is good interactive management, I understand why it is often seen as being less important.

BUT, with remote working, the significance changes. How everyone behaves towards each other and the respect shown to others is magnified. Working remotely can be and often is a lonely place to be. The need to feel part of a team that understands and works with you to achieve common outcomes can only be developed if the basic requirements of respect and care are being looked after.

How you will behave to one another needs to be discussed. Discussion will make it real.

Then live and breathe it.



HABIT Understand your values and culture
Agree your policies with everyone and live and breathe them.

DELEGATION AND LEADERSHIP

It always surprises me how poor organisations are at delegating decision making. When I am coaching senior executives, I talk about “letting the kids walk to school” to which the response is “I can’t possibly let the kids walk to school, they might fall and hurt themselves”.

This is heavily dependent on an individual’s leadership skills. There is a massive misunderstanding between management and leadership. Great managers are not necessarily great leaders. Which are you?

In the sporting context and in the UK, one of the most successful soccer coaches is/was a Scot called Alex Ferguson (Manchester United). I liken successful leadership to him because he does three things effectively:

- 1. He sets the values and culture for the team**
- 2. He decides who is on the team**
- 3. He decides what formation they play in**

He does not kick balls.

In remote working environments, you will have to delegate responsibility. Otherwise it just will not work. Always be asking: “Who can take responsibility for making this decision” – sometimes it might be you but often it doesn’t need to be. Take time every day to drive decisions to the right places in or out of your organisation.



HABIT Delegate decision making
Centralised decision making does not work in remote environments.
Take time to make sure that decisions are being made in the right places.

THE HANDBOOK

Everyone that has read any business books in recent years should understand the principle of the franchised business; a fully manualised business that anyone can pick up and operate. Made famous in the E-Myth Revisited by Gerber, written for SMEs, the principles apply to any size of organisation.

The whole idea is about establishing one 'source of truth' for the whole organisation; a single place that contains all the information that an individual will ever need to carry out their role.

Initial investment will appear large, but as regular habits are formed the task becomes easier. Everybody within an organisation needs to contribute to it and own it. This is essential to the smooth operation of remote businesses. Contributing to the handbook must become the daily habit of everyone. Get a question answered – add it to the handbook. Version control and change requests must be handled somewhere too.

You should also consider this in terms of future productivity – not as a hassle – this is an investment. 'Paying forward' allows organisations to onboard people swiftly, swap jobs, pick up on a job if someone is ill. This is a massive opportunity to establish in your organisation today. More precisely, with everyone taking bite size chunks, you will find that it can be established far quicker than you would ever imagine.



HABIT Establish a handbook

Pay forward for future productivity.

MAP WHAT YOU SHOULD DO

Your organisation might have quite developed process maps, or indeed, none. Every interaction between individuals, internally or externally, is likely to be affected to some degree by remote working... even indirectly.

Understanding how these interactions work is important. Often it is easy to apply quick fixes to things which you do yet consideration should be given to the unintended consequences that this may cause elsewhere in the business. And those consequences could have very serious impacts for everyone. You will need to get out of your business silo and think more widely.

Taking the time to understand what you do by mapping your interactions is a worthwhile exercise. It might seem longwinded to start with but you get quicker and quicker at it. Any interaction should record

- a. **Purpose: Why are we doing it?**
- b. **Means: How are we doing it?**
- c. **What tools to we use to do it?**
- d. **Asynchronous vs Synchronous – does it need people to act at the same time?**

This is a great exercise which will help to bring a team together with a common activity. Uniquely, this is a skill that once embedded, will drive self-improvement within your organisation. If your organisation is able to self-improve, productivity becomes a self-fulfilling prophecy.



HABIT Map what you do

Get the team to regularly look at all of its interactions and work out ways of improving them.

REDESIGN YOUR OPERATION CONTINUOUSLY

It is inevitable that your operations will be changing fundamentally with distance working. You should accept that your old systems are unlikely to be fit for purpose for your new world. You should also accept that the systems you create now might not work after you have optimised others.

Always be prepared to rip up work that you have done and just ask the question continuously – does this work for everyone? How can we improve it?

This isn't about one person coming up with the ideas – this is everyone on the team contributing.

The most successful remote working organisations have been able to do two key things very successfully:

1. They formalise informal interactions
2. They move nearly all their workflows to become Asynchronous



HABIT Redesign Operations Continuously

Make it a habit to review what you do and ask people for suggestions for improvement.

FORMALISE THE INFORMAL

There are a vast number of interactions within your organisation that make it function. I like to think of it as a biological cell. There are simply thousands, if not millions of things that make it operate. And a large proportion of them require human to human interaction. If you snooze you will lose. You will have to take time and care to ensure that these interactions happen as part of the core fabric of what you do.

Your objective is to ensure that everyone in the company has the frameworks to be able to communicate freely within anyone in the organisation about anything that they need to get their job done, feel part of the team and that they are being looked after.

You can't convey a smile to someone when you walk in through the door in the morning in a remote environment unless you do something about it.

There must be a significant change in emphasis toward connecting and bonding between people: interests, emotions, fears and hopes should have a voice.

Here are some ideas

- Diarise coffee breaks
- Give permission for anyone to contact anyone within the organisation
- Allow anyone to reach out to anyone about non-work matters
- Allow break-out calls to happen
- Establish social channels
- After lockdown, allow people to travel to meet up
- Encourage the use of emojis
- Social events
- Don't favour timezones (where appropriate)



HABIT Formalize the informal

Make sure that everyone has a voice for non-work related matters.



MORE TO ASYNCHRONOUS WORKFLOWS

I try to avoid using jargon where possible but there isn't a better one here, sorry! It should, however, become part of your everyday language. Synchronicity, previously hailed as a sought-after goal, must be re-evaluated.

Instead, and wherever possible you should be asking if any of your activities can avoid interactions happening at the same time. In other words – making everything asynchronous.

Meetings are a good example of wasted (expensive) time which can be reduced significantly. This goes for office working too incidentally.

A good question to ask

“Can I complete the activity without the need for someone else?”

Imagine for a moment if everyone else was asleep, how could we design things so that an individual can complete the meeting, present the work, finish the project.

This is another great way that you and colleagues can invent new ways of doing things.

Some things to consider

- Go public with communications – shared chatrooms allows other people to learn and also answer your questions
- Always answer one thing at a time – start a new thread, don't present lists
- Keep answering until something has been completed. Don't pack emails
- Consider if you have answered the question after you have written it
- Add links to documents or include a picture or a quick whiteboard of what you are trying to do
- Consider if you were receiving the message you have just sent
- Mention people by name if you need an urgent answer
- Flag things as important if they actually are important
- Flag things as unimportant too
- Prepare for meetings in advance. This is about respect. As an exercise you estimate the amount of money in man hours that has been spent on

Remember that communication is measured by the response you receive.



HABIT Work Asynchronously where possible

Make things work without the need for people and systems to come together.



PURPOSEFUL REDESIGN: A 4-WAY LENS

Many of your previous workflows could be pertinent, redundant or somewhere in between. Just because you have always done it one way, doesn't make it needed in the same way now that you remote work.

Your workflows might well need to change as a result of remote working but recognise too that organisations build duplication and inefficiencies into themselves from inception. This is a prime opportunity to remove duplications and unneeded activities within your organisation.

When redesigning your activities always start with why you are doing it.

Then you should consider what needs to be conveyed, how you are going to do it and which systems and technology you should use to make it work best.

What systems can we use to make it better and run more smoothly? If you have formalised your informal interactions by now, the need for using processes for human interaction will be much reduced. I judge an organisation by its ability to solve problems. Problems always occur and knowing that I am being looked after by a person that cares makes me go back to that organisation time and time again.

PURPOSE

The Why?

Why are we doing this?
What's the objective here? Do we really need to have a meeting about it?

COMMUNICATION

The What?

What information are we conveying?
Categorise, capture and check that it is all needed

PROCESS

The How?

How are we going to get this information to someone else? What is the flow? Are all the steps needed?

SYSTEMS

The Which?

Automate the routine and humanise the exceptions



HABIT Purposeful Redesign

The 4-way lens – PURPOSE (WHY?), COMMUNICATION (WHAT?), PROCESS (HOW?), SYSTEMS (WHICH?)



CONGRATULATE

Strictly, this should be included in Culture but it is so important, I needed to break it out.

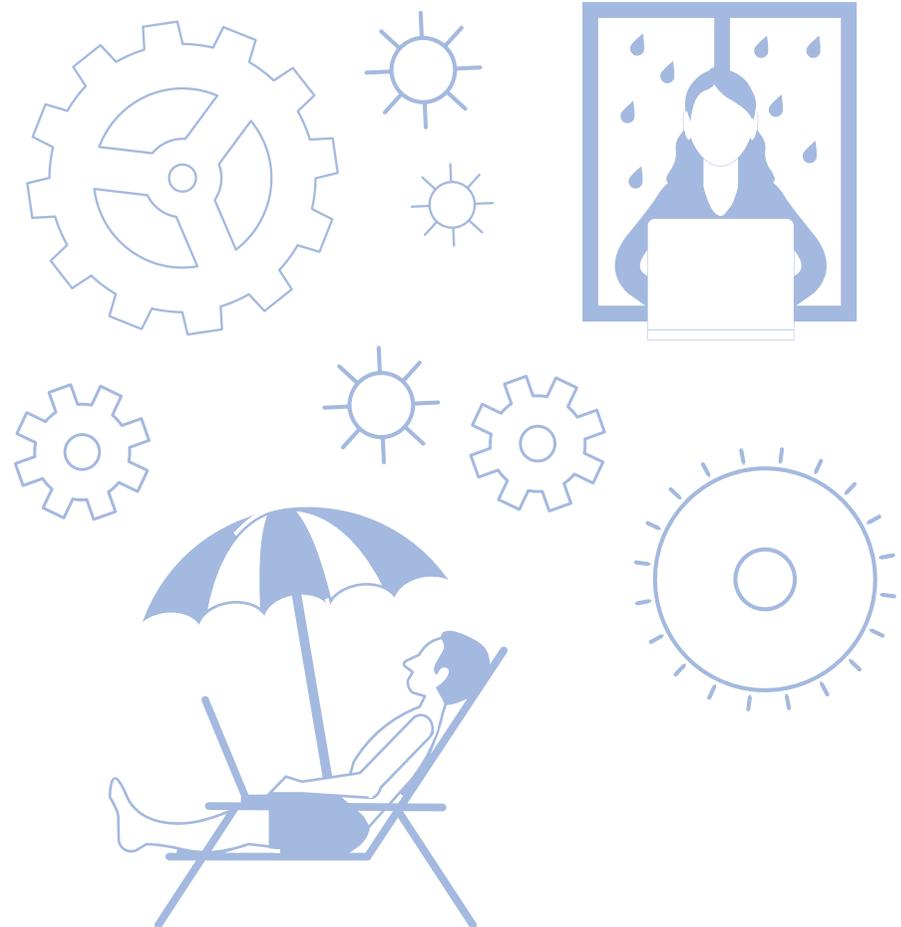
I always think that the rest of the world must think British people are so rude! I love the humour in the UK but other cultures are so different. British people thrive on sarcasm and irony. I make this point because with remote working, the ability to do a nuanced witty remark is much reduced. I am a member of several WhatsApp social groups and people (including me!) can often come across as being rude when they really didn't mean to be.

This goes for telling people that they have done well. A smile or a nod of the head does not happen anymore.

Congratulations for doing good things must be explicit and you should formalise it. Everyone should make it a personal habit.

Congratulate your co-workers, use emojis wherever you can. Congratulate your suppliers and your clients. And your boss. And your family. Count how many times a day you can do it.

I wonder if Covid-19 might make the world a happier place?

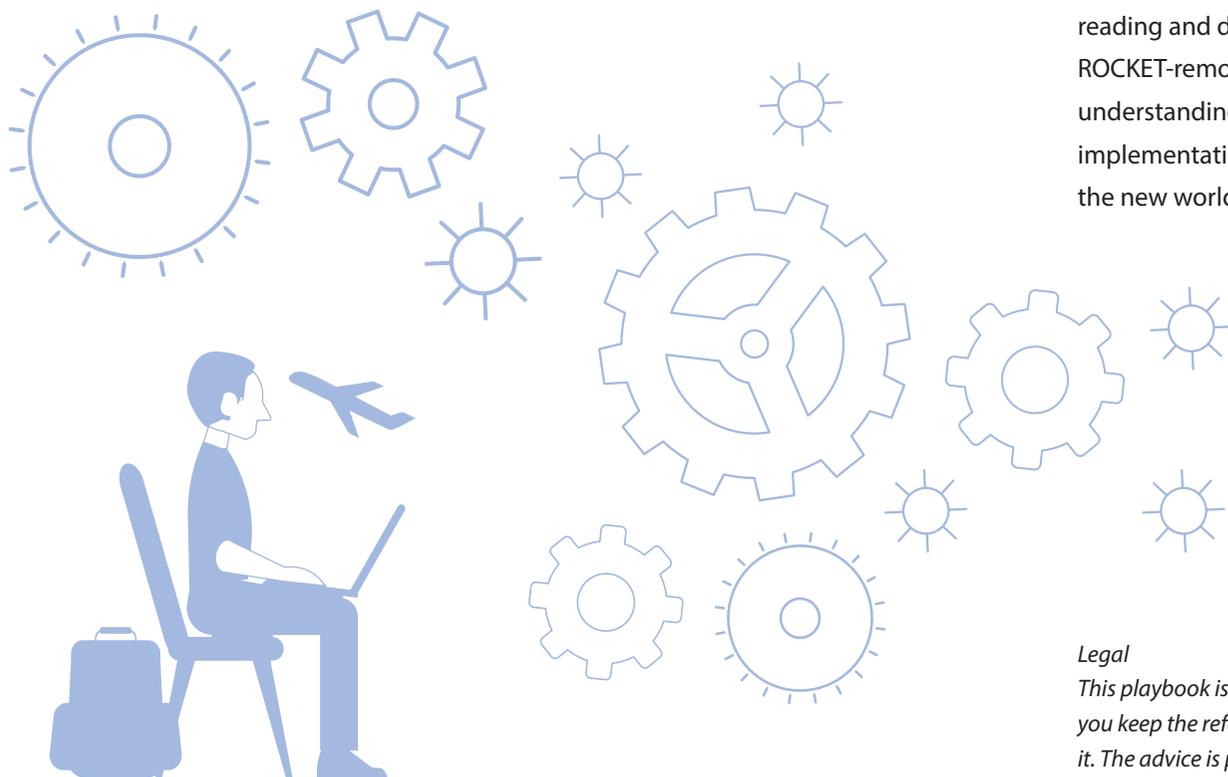


HABIT Congratulate
Everyone and frequently.



SUMMARY

Don't try to do this all at once. Dip in and out of this playbook and see which bits you can achieve rather than being overwhelmed by what you can't. Have fun with it – get your whole organisation involved. Ask people today to take responsibility for each one of the Habits summarised below.



ABOUT THE AUTHOR

Tim Dew

Tim Dew is the founder of CTA GLOBAL Ltd. and GAMES WITHOUT FRONTIERS Ltd. His passion is to create tools that drive productivity and make the world go round a bit faster. Educated at Heriot Watt University in Edinburgh, he spends much of his time reading and developing new toolsets based on the latest scientific theory. ROCKET and ROCKET-remote are the first two of 30 games planned that rapidly accelerate commercial understanding within organisations. CONCORD is an end-to-end strategic planning and implementation tool. Fortunately, Covid-19 has proven that all his products are needed in the new world.

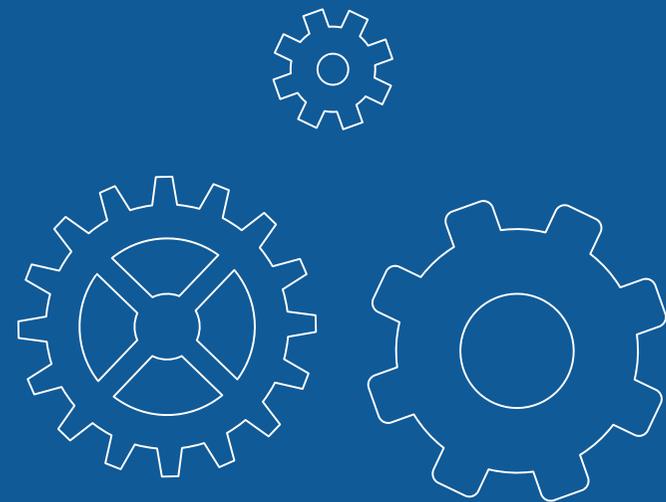


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Don't Adventures Ever Have An
End? I Suppose Not. Someone Else
Always Has To Carry On The Story
— *J R R Tolkein*



HABITS

HABIT 1 Recruit brains

Share your issues inside and outside of the organisation. Do not be bothered by hierarchy

HABIT 3 Use the Remote Maturity Index

Actively discuss with your colleagues and teams where you are on the Remote Working Maturity Index. Do it frequently and see what you can improve

HABIT 5 Know where you are going

Communicate clearly what the end point is to the whole team

HABIT 7 Get everyone working on solutions

Be kind and let others come forward with solutions. They might be better than yours!

HABIT 9 Understand your values and culture

Agree your policies with everyone and live and breathe them

HABIT 11 Establish a handbook

Pay forward for future productivity

HABIT 13 Redesign Operations Continuously

Make it a habit to review what you do and ask people for suggestions for improvement

HABIT 15 Work Asynchronously where possible

Make things work without the need for people and systems to come together.

HABIT 17 Congratulate

Everyone and frequently.

HABIT 2 Carpe Diem

Look for opportunities to change now whilst the balls are in the air. You are unlikely to have another opportunity like this

HABIT 4 Always be prepared to throw away the old.

Be prepared to rip up the old rules calmly and support new ways of thinking. Help others to think the same way

HABIT 6 Adopt a testing approach

Create a hypothesis, prove it / disprove it, Check the results and go again. Most importantly, STOP and think

HABIT 8 Check the welfare of your colleagues

What is replacing those watercooler chats?

HABIT 10 Delegate decision making

Centralised decision making does not work in remote environments. Take time to make sure that decisions are being made in the right places

HABIT 12 Map what you do

Get the team to regularly look at all of its interactions and work out ways of improving them

HABIT 14 Formalize the informal

Make sure that everyone has a voice for non-work related matters

HABIT 16 Purposeful Redesign

The 4-way lens – PURPOSE (WHY?), COMMUNICATION (WHAT?), PROCESS (HOW?), SYSTEMS (WHICH?)



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