

Enterprise Mobility Strategies: Insight from the Trenches

Business Brief: With mobility becoming increasingly strategic to the enterprise, executives from across a spectrum of industries recently gathered at an Executive Roundtable event to share insights, challenges and success with mobility initiatives. Together with leaders from Yankee Group, Palm and ACS, these executives discussed the opportunities and issues companies face today when integrating mobile devices into the enterprise. This business brief presents an overview of the discussions and findings presented at the event, as well as an introduction to managed mobility services as a way to reduce risk and costs while achieving the business objectives of an enterprise mobile strategy.

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Enabling the Mobile Enterprise

According to Yankee Group, mobile workers – those who spend 20 percent or more of their time away from their primary workspace – make up 41 percent of workers in the U.S. today. Enterprise mobility strategies can enable these workers to be more productive when they are out of the office. While the basic requirements for improving productivity call for access to e-mail, calendar and collaboration tools on mobile devices, forward-thinking companies are going beyond this to provide applications that enable mobile workers to conduct business on the go, such as taking orders or underwriting a loan. With innovative use of the mobile device, these companies are reaping benefits over and above worker productivity gains, including higher revenues, improved customer service, reduced operational costs and a more differentiated offering.

Other advantages of implementing a mobile strategy include lowering communications and technology costs, business process improvement, offering greater employee flexibility and work-life balance, and better management of remote assets. One Executive Roundtable attendee reported that his company reduced staff by 60 percent and increased productivity by 300 percent by thinking outside of the traditional office mindset. This company continues to hone its mobile strategy to realize further cost savings and introduce innovations that help the company do more with less.

Taking a Strategic Approach to Mobility

With the ubiquity of the mobile phone today, it's becoming clear that companies can no longer afford to take a tactical approach to enterprise mobility. For many organizations, the number of mobile devices has grown exponentially, and businesses are now looking at how best to harness this mobility and leverage it to maximum benefit while controlling rapidly increasing costs.

Instead of an opportunistic approach, businesses today need to look strategically at how mobility can support the enterprise and how it can be integrated to optimize key business processes. This means thoroughly evaluating user needs, device and application requirements, service plans, usage policies, mobile application development, vendor management and more.

Without a strategy and policies in place, it can be costly and difficult to secure and manage these mobile devices to satisfy corporate requirements and reap all the benefits mobile offers. This is especially so in environments where compliance is an issue or sensitive information is being handled or transmitted.

The Yankee Group expects that mobility will evolve over the next 10 years from a more tactical implementation found in many companies today to a holistic model, where mobility is integrated into most business and IT processes and actually influences work behaviors. To get there, organizations must overcome the complex management challenges of enterprise mobility.

Mobility Creates New Challenges for the Enterprise and IT

Deploying smart phones and other mobile devices and applications can deliver measurable business benefits, but enterprise mobility also presents a number of hurdles and challenges.

Who owns the device?

One aspect of enterprise mobility that can be difficult to resolve is the decision on who owns the device. If the employee owns it, can the firm control it? If the firm owns it, will employees carry two phones? While each organization must make this decision based on the nature of the business, the executives participating in the Roundtable indicated that the corporate liability approach offers the greatest cost-effectiveness. In either case, creating corporate policies that address the issue of ownership and usage is imperative.

Addressing Security

Security also plays a major role in the mobile strategy – particularly when customer data are involved. With workforces using mobile devices to remotely access sensitive data such as customer data, credit card data, medical records and patient information, mobile devices can represent a vulnerable entry point for threats and data leakage. A Roundtable attendee commented that “securing servers is easier than securing mobile devices” and that “delivering a single sign-on to everything is more difficult than expected.”

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Is it scalable?

Another challenge is deploying and managing mobile solutions on a large scale. Companies are discovering that managing the expanding mobile environment is time-consuming and complex. IT departments become quickly overwhelmed as growth climbs steeply and technology changes rapidly. Increased support, security and administrative requirements can require significant resource commitments that take away from other IT priorities.

Increasing Complexity

New mobile technologies continue to be released at a rapid pace, making it difficult for organizations to keep up – especially when there are multiple device types and platforms spread throughout the enterprise. Roundtable attendees reported that it was difficult to select which platforms to support as part of an enterprise mobility strategy.

The Burden of Support

One Roundtable attendee reports that customer care is a significant expense when it comes to supporting mobile users. Given the complexity and rapid technology changes of mobile devices, it can be extremely challenging to deliver a seamless experience for all enterprise users.

Pepsi Bottling Company Cuts Mobile Expenses by \$2.5 Million

After centralizing telecom expenses and growing the number of wireless units by 50 percent, Pepsi Bottling Company, with 60,000 global employees, was looking for ways to drive additional wireless savings. The Million Dollar Challenge initiative was a way for Pepsi to reduce mobile telecom expenses without affecting productivity or sales. By educating users on policies and costs, the program reduced daily mobile usage during peak times, SMS text messaging and directory assistance to save more than \$2.5 million annually – far more than the original goal.

Turning to a Managed Mobility Service

According to Yankee Group's 2008 U.S. Fixed-Mobile Convergence Survey of large business decision-makers, better management of existing mobile solutions is the second-highest mobility investment priority for enterprises. Given all the challenges mobility presents, this came as no surprise to Roundtable attendees. But there is a way to address these challenges: outsourcing mobility management.

A managed mobility service removes the complexity of setup, management and support of an enterprise's mobile environment. Ideally, the managed service would offer consulting and services around the optimal mobile strategy, deployment, device and user support, security, expense management, optimization and advanced applications.

ACS Managed Mobility Services support the entire life cycle for corporate mobility strategies – from rollout to ongoing management and support. With ACS Managed Mobility Services, enterprises have one source for complete purchasing, deployment, inventory, data security, help desk, technical support and redeployment solutions for smart phones. With ACS, companies can:

- **Lower Cost** – Reduce overall communication expenses between 15 and 25 percent or more (all figures are based on ACS and business partner experience)
- **Increase Productivity** – Through secure, immediate access to corporate systems, productivity can be increased by 10 to 20 percent.
- **Reduce IT Workload and Resources** – Internal mobility resources needed for administration, support, deployment and other activities can be reduced 20 to 40 percent.
- **Improve Data Security** – ACS can deliver encryption and advanced data security measures that protect sensitive data.
- **Speed Time to Market** – Faster, better ROI as mobility initiatives can be rolled out rapidly, with initial phases accomplished in as little as two weeks.

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Reducing Mobility Costs With Managed Mobility Services

A global manufacturer with wireless spending of \$9 million per year for 6,000 devices wanted to reduce mobility costs, centralize procurement and increase visibility of usage and costs to each user and business unit. After moving to a managed mobility service from ACS, the manufacturer experienced initial savings of \$420K, with additional savings expected.

Summary

Businesses are beginning to seek out a more strategic deployment of mobile solutions to improve productivity, reduce costs, streamline processes and create additional revenue opportunities. Along with the advantages comes the burden of managing and supporting mobile devices. Companies are turning to best practices, insight from peers at other companies, and managed mobility services to help them maximize the benefits of enabling a more mobile enterprise.

To learn more about enterprise mobility and managed mobility services, visit www.acs-inc.com/mobility/.

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