

Planning for Scale: The Key to Mobile Success

Uniting siloed
projects behind an
enterprise strategy
pays off



Mobile has become complicated very quickly. Support expenses are the number one concern of those responsible for controlling the total cost of ownership for mobile. This white paper explains how enterprise-level mobile planning can unite siloed projects, achieve economies of scale and lower the support costs for mobility.

Why do enterprises launch mobile pilots and even complete full-scale deployments without an enterprise mobile plan? Too often, planning is perceived as a long, painful process that slows everything down. With users demanding always-on connectivity and 24x7x365 support, few companies can afford to slow things down. However, taking the time to create a mobile strategy sets the enterprise up for success and is well worth the effort.

A new wrinkle that affects mobile planning has surfaced, not at the enterprise level, but with line-of-business executives (LOB). LOB executives, not IT, are now funding mobile 74% of the time, which makes their voices louder during the planning process.¹ When LOB controls the mobile purse strings, pressure mounts to deploy quickly, which can make planning an afterthought. This scenario is especially common with companies, lagging behind on mobile, that feel competitive advantage slipping away and an urgency to act swiftly.

However, taking a hurried approach to enterprise mobile can be counted on to create a “disaster,” according to a leading industry analyst.² “Mobility at scale is a far different management beast than mobility at small, well- controlled proof-of-concept levels,” Tony Rizzo of Blue Hill Research points out.³ As companies rush ill-planned mobile rollouts across an enterprise, these projects can quickly exhaust support resources, sending mobile costs spiraling out of control.

Better planning can lower support costs

Mobile’s most daunting challenge is support because of the complexities abound in enterprise mobile.

A few of these key complexities include:

1. A proliferation of devices and device types
2. The rising number of devices being used by each mobile worker
3. Connectivity of mobile to corporate databases and applications
4. Fast cycle time of upgrades that come every six months
5. Demand for support to be available 24x7x365

Working exclusively in mobile for 34 years has given Stratix a “front row seat” to mobile’s evolution – one of technology’s most rapidly advancing innovations. Today, Stratix’ unique perspective combines an understanding of the past, combined with the accumulated expertise needed to anticipate the future.

In the next few weeks, Stratix will publish a best practices-based informational series on how working with a MMS provider can solve mobile’s toughest challenges including the need to properly plan and deploy mobile across the enterprise.

Mobile planning allows each of these complexities, along with others that are specific to each enterprise's environment, to be taken into account before the first device is deployed. From our experience, taking the time to properly plan a mobile deployment can dramatically lower the support costs and total cost of ownership of mobile over the life of the deployment.

How to create an enterprise mobile plan

An enterprise view drives the mobile planning process, which includes three distinct phases:

1. Assessment: Enterprise needs and readiness audit
2. Planning: Enterprise Mobile Plan & Blueprint
3. Prioritization: Implementation Roadmap

Having a well-defined mobile strategy helps companies get the business results they expect from enterprise mobile. So much so that 76% of enterprise executives recently polled said they had created such a strategy and had taken the necessary steps to support it enterprise-wide.⁴

Assessment: Bringing needs and readiness together

Ideally, every enterprise will have a strategic vision that spells out how it intends to leverage mobile to improve operational efficiency, better serve customers and change the competitive landscape. Executives from the C-suite, IT and key lines of business should participate

in this vision-setting because mobile has the capacity to touch every operation in the enterprise. Often, a Mobile Center of Excellence (MCoE) oversees mobile visioning at the enterprise level.

During the Assessment phase, look for opportunities to use mobile to improve business operations, more deeply penetrate existing markets and reveal new business opportunities. Focusing solely on devices and deployments can be counted on to distract companies from plotting a course to mine the business value that lies in mobile.

As noted in our last paper, over 74% of all mobile projects are not driven now by IT, but by lines of business (LOB). As these business units define their needs for mobility and select the devices, management software and managed service providers that are used, the risk of creating highly fragmented siloes is very real. These silos put enterprise mobile at risk and should be avoided.

Often, enterprises engage with a Managed Mobility Services (MMS) provider to gain insights into mobile's best practices and coming technology advances and unite individual LOB's mobile projects with a shared strategy and common objectives. This outside perspective, especially if it comes from a MMS provider with deep mobile-specific expertise, can help the enterprise build a strategy that lasts over time. In addition, bringing an MMS into the assessment process allows the enterprise to benefit from what the MMS has



learned in more implementations than a single enterprise could ever experience.

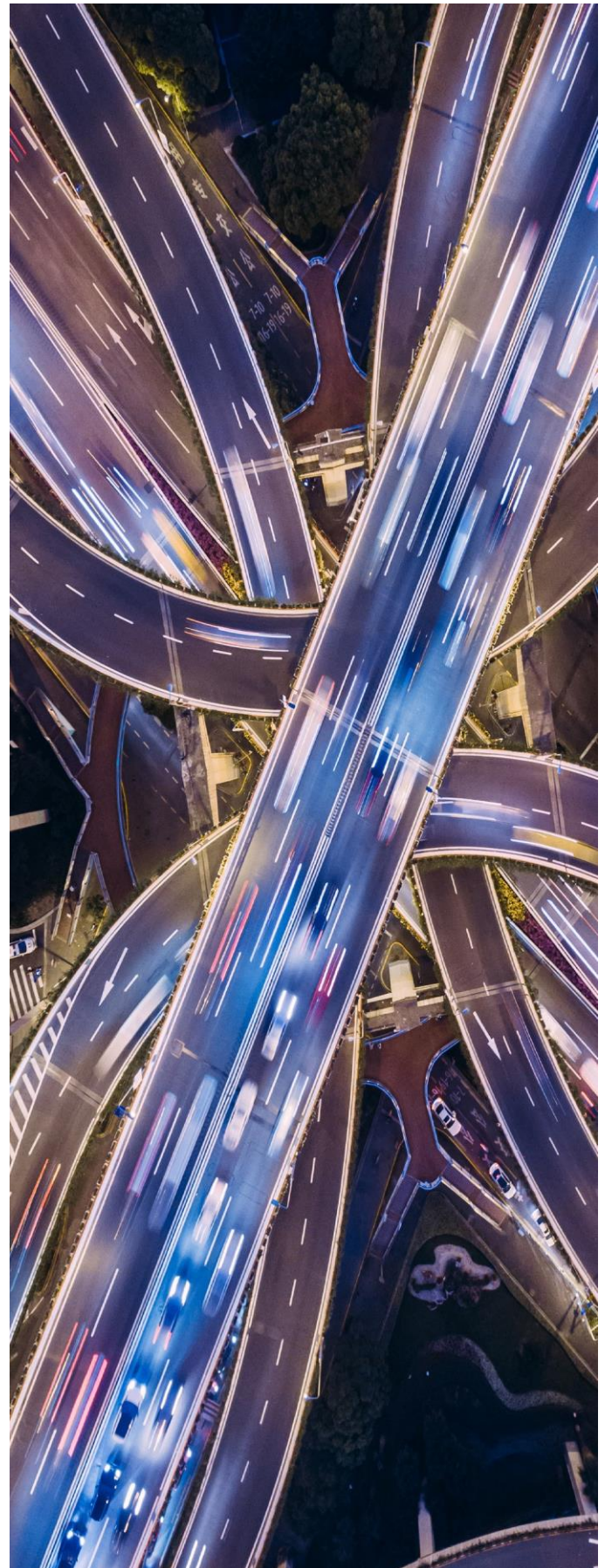
Planning: Creating a Strategic Mobile Blueprint

Getting to a strategy and, ultimately an enterprise mobile plan, requires that companies focus on understanding the business drivers behind mobile from an enterprise perspective. The MCoE can serve as the forum needed to identify symbiotic needs across the organization but this committee is not nearly as important as its output – the Strategic Mobile Blueprint.

The Strategic Mobile Blueprint that crystallizes the enterprise’s strategy lays out a plan for making that strategy a reality and creates a repeatable process that helps mobile scale. The blueprint also outlines the foundational elements needed to build a mobile ecosystem to support the soon-to-be-deployed solutions.

Too often, enterprises in a hurry focus on devices first and support second, overlooking the important role the mobile ecosystem plays in keeping users up and running. The mobile ecosystem has been defined as the architecture surrounding and supporting mobile, which includes operating systems, networks, management platforms and applications. Few people recognize how important selecting the right mobile architecture and platform can be to their overall success.⁵ Choose a platform not aligned with the enterprise’s direction and that choice will haunt you, not just in today’s deployment, but in every deployment that comes along. While there are no “wrong” platforms, the optimal choice delivers a “best option” platform that can scale with the enterprise.⁶

Enterprises with MCoE generally count on it for global governance of enterprise mobility



but allow for ample decision-making at the “local” level as well.⁷ This provision enables user communities and their respective business units to develop a feeling of ownership and responsibility for mobile in their operations.

Expect the mobile enterprise plan to have a short “shelf life.” With major operating system (OS) upgrades coming at a rate of every six to 12 months, the Strategic Mobile Blueprint will need to be updated regularly, at least annually, to align with changing business needs and advancing technologies.⁸

Prioritization: Implementation Roadmap aligns with priorities

Now that the strategy is set and the blueprint is complete, it’s time to create an enterprise-wide Implementation Roadmap. This activity, which is often executed through a MCoE, ranks each proposed mobile project in terms outlined by the enterprise. Some of the ranking criteria can include benefit to the enterprise, deployment cost, ongoing maintenance expense, depth of support, scalability and manpower requirements.

It is important to note that executing an Implementation Roadmap requires discipline to avoid yielding to the political pressures that infiltrate the planning process. Certainly, there needs to be a degree of flexibility in the roadmap because market conditions change and priorities shift. However, the economies of scale and financial payoffs available through adherence to the roadmap can quickly dissolve when enterprises “jump ahead” without adequate justification.

Even organizations that have completed mobile projects without a blueprint can benefit from taking a more strategic, enterprise view of mobile. A mobile strategy drives the creation of the Strategic Mobile Blueprint and the Implementation Roadmap, which includes timelines to help organizations effectively navigate the complexities of enterprise mobile. The blueprint includes timelines for deployment and defines how “Day 2” support of mobile users is to be handled to improve user adoption. A MMS provider such as Stratix can provide the deep expertise and experience required to develop this roadmap and prioritize timelines necessary for success with mobility.

Conclusions

Controlling the cost of mobile continues to be executives’ top concern. Taking the time to craft an enterprise-wide mobile approach, complemented by a Strategic Mobile Blueprint and Implementation Roadmap, helps keep mobile projects on deadline and on budget. This process also helps to set measurement guidelines for determining how well or how poorly the implementations advanced the corresponding business goals. These two key documents can also keep unpredictable cost variables to a minimum by accurately predicting the time and resources needed to advance the enterprise-wide mobile vision.

Sources: 1 QuickPulse: Mobility as a Service. (2017). IDG Research and CIO.com., 2 Rizzo, T. (2017). Managing Today’s Enterprise Mobile Projects. Blue Hill Research., 3 Rizzo, T. (2017). Managing Today’s Enterprise Mobile Projects. Blue Hill Research., 4 Quick Pulse. (2017). Mobility-as-a- Service. IDG Research and CIO.com, 5 Stratix. (2016). Enterprise Mobile Blueprint – Crafting a Strategic Plan that Lasts. www.stratixcorp.com, 6 Stratix. (2016). Enterprise Mobile Blueprint – Crafting a Strategic Plan that Lasts. www.stratixcorp.com, 7 Bhattacharya, A. (2014). Seven Steps to Creating an Unbeatable Enterprise Mobility Strategy. Infoq.com., 8 Beaudoin, S. (2015). Gartner: Designing an Enterprise Mobility Strategy That Actually Works.