



The Mobility Management Revolution

Making the Move from Telecom Expense Management to Managed Mobility Solutions

Jay Highley
President & CEO
Integrated Mobile

1. Introduction:

Today's corporate environment looks relatively similar to the workplace of five years ago: A comfortable warren of conference rooms, cubicles and corner offices. However, the traditional office is just one of many places where business is now conducted. Home offices are on the rise, hotels offer wireless and Ethernet, and the mobile workforce can log on from almost anywhere – in cars, at airports, in coffee shops and even on the golf course. In turn, the flow of information from person to person and place to place has undergone a radical revolution in recent years. The use of mobile devices has grown exponentially in the last several years as companies have increasingly turned to mobile devices to improve worker productivity, reduce operational costs and enhance customer satisfaction. Once-humming FAX machines now gather dust while text messages with sensitive information are flying through the air with ease. Pocket protectors now protect Blackberries and styluses — not pens and paper, associates' hips are ringing off the hook, and Bluetooth devices are whispering in their ears. While good for associates, IT decision-makers are struggling to keep up. And the phone bill is looking more and more like the phone book every month.

Just how much are companies spending on wireless services these days? Strategy Analytics, a Boston-based research and consulting group, has predicted a 20% growth rate for business wireless expenditures in 2006, with the market topping \$22 billion in North America, Western Europe and the Asia/Pacific region by the year's end.¹ Yet these rising costs are only part of the wider challenge faced by businesses struggling to manage the increasingly complex blend of mobile devices, applications and services through which mission-critical information now flows.

The age of mobility has arrived with such breathtaking swiftness that it's taken companies into uncharted territory. A one-size-fits-all expense management solution for controlling wireless costs and services no longer suits this fast-changing world. This paper takes a look at the challenges faced by IT and business leaders in managing a mobile workforce and highlights the difference between simply attempting to control wireless costs (TEM) and adopting a managed mobility strategy across an entire business enterprise.

2. From TEM to MMS: The Time Has Come for Managed Mobility Solutions

Managing telecom costs was once a simple act of tracking line items, dates and expenditures. Basic reports from a Telecom Expense Management (TEM) provider allowed the finance department to crunch the numbers. And those numbers tended to stay the same from month to month. But with the chaotic revolution in mobile business services, everything has changed. Knowing where the money is going – and trying to control costs – is only one aspect of a complex management challenge that now engages multiple stakeholders, from the IT, finance, purchasing and legal departments to the end users of mobile devices and services.

Mobility has become an integral tool in the way that enterprises adopt new processes and methods to enhance productivity and facilitate communications. Adopting a long-term scalable strategy for achieving well-defined goals is essential for success. Absent a long-term strategy with a clear-cut wireless policy, actual outcomes can fall well short of expectations. As a result, organizations need a comprehensive solution for managing their wireless services that encompasses the entire lifecycle of the mobile enterprise, from policy and procurement through analysis, expense management and scalable support. The time has come for Managed Mobility Solutions (MMS).

3. TEM and MSS: What's the difference?

Managed Mobility Solutions (MMS) is sometimes confused with Telecom Expense Management (TEM), which many companies continue to use as a stop-gap approach to controlling wireless costs - in part, because they are unaware of the benefits of MMS. Here's how to tell the two apart:

Telecom Expense Management (TEM) offers a report-based snapshot of wireless expenditures and attempts to control costs through monitoring and adjusting usage and service plans. While TEM documents historical costs and usage, this static, one-size-fits-all solution is a throwback to old-fashioned expense management and reporting. But today's enterprise needs to understand, proactively manage and reduce the costs and complexities of mobility services, not merely know (and control) where the dollars are being spent. That's where MMS comes into play.

Managed Mobility Solutions (MMS) provides a holistic, lifecycle approach to the fast-changing mobility services landscape. It offers a single point-of-contact for wireless services across multiple carriers and a real-time dashboard for managing and supporting mobile devices and services — no matter who is using them, where, when or how. With MMS, organizations can reduce the total cost of wireless ownership by 15 to 40 percent, while developing and maintaining scalable policies and systems that support and adjust to enterprise mobility developments. Where TEM provides a reactive point of reference for past wireless expenses, MMS offers a proactive, comprehensive solution to managing complex enterprise mobile costs, assets and services.

4. Mobile Management Challenges

Today's companies face significant challenges when managing their mobile services. Chaos and complexity rule the day, with escalating costs and complications related to myriad devices, carriers, network providers and applications (not to mention users and locations). Policies and procurement planning struggle to keep up with this fast-changing environment. And service providers, despite the best of intentions, offer support with systems designed for consumers rather than large-scale corporate users. Key challenges for companies' seeking to manage and control mobile services include:

- **Skyrocketing Costs**

Organizations are facing exponentially increasing costs for mobility services across the enterprise - both in actual costs and in percentage of the total telecom budget. And adoption of new technologies is expected to continue growing at record rates as cell phones and other mobile devices become ever-more sophisticated tools for communication, productivity and commerce.

While voice and data usage plans can spin out of control if not globally negotiated, numerous other hidden or "soft" costs can also erode the real value of mobility-enabled productivity. For instance, associates who use devices in the field may experience lost productivity if their company lacks quick-turn repair, replacement or user support policies for malfunctioning equipment. When forced to return to manual processes while the equipment is being repaired or replaced,

workers must re-adopt old-fashioned, less effective tools. So, if a salesperson uses a mobile device to access sales materials and capture critical information during customer calls, a malfunctioning device may mean lost sales, less effective information-gathering and, ultimately, dissatisfied customers.

- **Outdated Policies and Procurement Planning**

Wireless policies and procurement plans lag because of the lightning speed of user adoption for new devices, applications and services. No sooner has a usage policy been established or a procurement budget approved than a slew of new devices, services and applications arrive on the scene to blur the just-drawn lines. Without a carefully monitored (and adjustable) procurement policy, IT managers are often faced with the daunting challenge of making snap decisions about which devices and services their associates can use. Managers are faced with a dizzying array of offerings and price-points - and an associate base clamoring to adopt the latest technologies. The challenge is exponentially greater for those operating in a multi-carrier environment. In this fast-changing landscape, end-users - literally left to their own devices - may be making procurement decisions for themselves. Their choices must then somehow be supported and managed by the company, leading to a mixed bag of devices, applications and services that may not play well together across the enterprise platform or be easily supported and maintained in a timely fashion.

- **Mixed Usage and Users**

Today's enterprise includes multiple wireless users accessing a wide range of devices serviced by a mix of carriers while running multiple applications. Personal and business usage blends together during the daily life of the workforce, while business communications and productivity applications share bandwidth with gaming, music and videos. The blend of "corporate liable" and "individual liable" devices within the enterprise further muddies the waters for companies trying to control costs, and secure, manage, maintain and support multiple devices across the mobile workforce. When associates use personal devices to perform company work, it can be almost impossible for the enterprise to effectively separate personal vs. business costs for the device, much less control the flow of secure data on private devices. Companies need a practicable, scalable and up-to-date wireless policy to help support and manage personal devices that may be incompatible with enterprise applications, security standards and accounting requirements.

- **Hodgepodge of Carriers and Network Providers**

Carriers and network providers support multiple enterprise customers through systems designed to service individual consumers. In addition, the inherent competition among carriers forces enterprise customers using more than one carrier to seek alternative solutions for managing mobility services across multiple providers.

- **Security Risks**

Companies struggle to maintain a delicate balance between enabling the wireless workforce and restricting the flow of sensitive information. With once-secure data increasingly moving across non-secure wireless networks and devices, confidential communications can erode into public information as they pass from user to user across multiple devices, applications and networks.

Limiting the risk of security breaches is a top priority for today's IT decision-makers. Recent reports involving lost devices and the release of sensitive information only serve to highlight the mission-critical need for managing remote and mobile access through password-protected devices and applications, and the ability to lock and/or kill data contained on lost or stolen devices.

5. Why Choose MMS?

Unlike the limited TEM view of wireless expenditures, MMS not only empowers companies to reduce wireless costs, but also allows them to manage and support enterprise mobility services in real-time while shaping scalable policies and procurement administration. This total lifecycle management approach allows organizations to regain control over the chaos created by multiple devices, applications, providers and users. The key benefits of MMS include:

- **Greater Control and Visibility**

MMS provides a real-time view of wireless assets and services through customized dash-board tools that are easy to use and scalable for growth.

- **Simplified Single Point-of-Contact**

MMS consolidates mobility management by offering a single point-of-contact for services across multiple carriers and network providers, allowing for more effective cost control, service and support.

- **Improved Administrative and End-user Support**

MMS supports policy development and procurement administration and improves end-user support for wireless services with a total lifecycle management approach that brings all components together under a single view and system.

- **Reduced Total Cost of Wireless Ownership**

The total lifecycle management provided by effective MMS can reduce wireless cost of ownership by 15 to 40 percent.

6. What to Look for in an MMS Provider

The right MMS provider can help companies reap significant benefits, both in the short-term (through cost-savings and simplified single point-of-contact for services) and in the longer-term (through scalable policy development, procurement administration and total lifecycle management). Here's what companies should look for when selecting an MMS provider:

- **Experience**

The provider's management and technical teams should have a proven track-record in the wireless world, with a history of successful implementations for organizations of a similar size and complexity. When considering an MMS provider ask for references and seek evidence of prior success.

- **Customizable Solutions**

The provider should offer customized solutions specific to your company's wireless needs rather than a "one-size-fits-all" solution. The customized solutions should be designed around the objectives of your internal stakeholders (including IT, telecom /procurement, HR, finance, and user support), and be based on your organization's real-world wireless needs. Someone else's roadmap won't take you where you need to go.

- **Powerful and Proven (but Easy to Use) Tools**

The provider should offer powerful and comprehensive tools that are simple to implement, learn and use for real-time management of mobile services. A relevant online real-time dashboard view for total mobility management is a key element of a good MMS package, and multiple stakeholders should be provided with training and access.

- **Soup-to-Nuts Offering: Implementation to Program Development**

The provider should offer a comprehensive plan that ranges from implementation and training through optimized expense controls and productivity management. The solution should also provide a forward-looking program and policy development and procurement administration to help you manage and scale your mobile services for the future.

- **Total Lifecycle Management**

The provider's solution should encompass your company's entire lifecycle of wireless usage, from planning to procurement, support and ongoing service, with customized monitoring, accounting and continuous adjustment. Costs can only be controlled by taking this holistic, lifecycle view. This level of oversight can reduce enterprise mobile services costs by 15 to 40 percent.

- **Agnostic and Adaptable Solutions**

The provider's solutions should support management of any and all wireless devices, carriers, service providers, and related software applications. No closed-loop solutions: You should be able to expand or reconfigure your mix of devices, services, applications and providers as your company's needs evolve.

- **Guaranteed Outcomes**

The provider should offer proven, guaranteed outcomes that meet the objectives outlined by your stakeholders. These outcomes should be negotiated and agreed to during the initiation, planning and implementation process with the MMS provider. Outcomes should be based on a coauthored roadmap of measurable objectives and performance metrics; have clearly defined compensation based on specific, agreed-upon outcomes; and result in measurable optimization of hard- and soft-cost reductions for mobile services.

7. Conclusion

Today's companies can no longer afford an expense report-based approach to managing their increasingly complex mobile costs and services. Managed Mobility Solutions (MMS) are designed around the real-world, real-time challenges and opportunities of the wireless workforce. With customized MMS, companies can reduce their mobile services costs by 15 to 40 percent while streamlining and improving the management of wireless assets and services now and for the future. Thanks to MMS, counting the minutes has become a thing of the past.

Footnotes:

1. Strategy Analytics. "Mobile Business Applications Outlook for 2006." Boston, MA, 2006.
Reference from press release: <http://www.strategyanalytics.com/press/PR00257.htm>.



About Integrated Mobile Inc.

Integrated Mobile, headquartered in Columbus, OH, is a leading managed wireless services company that uses Six Sigma methodology to globally deliver a proven, end-to-end management solution for the enterprise's entire wireless lifecycle, including device fulfillment and configuration, training, asset management, bill optimization, reporting and 24/7 end-user support. The Integrated Mobile solution helps businesses reduce their total cost of wireless ownership by 20-40%, provides a single point of contact for all wireless services across multiple carriers, improves the overall quality of administrative and end user support — all while simplifying the management of wireless devices and services. For more information about us, please visit www.integratedmobileinc.com.