The 2016 Handbook for Mobile Transformation

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An enterprise mobile strategy for the digital world
Introduction: Mobility Remakes the Enterprise

The numbers around mobility usage are staggering. An estimated 4 million to 5 billion iOS and Android devices are in the hands of consumers today. By 2020, about 80 percent of adults worldwide will have a smartphone.

Mobility is everywhere, and that ubiquity is a primary driver of massive digital transformation. Mobility has rapidly evolved beyond basic services to today’s focus on a seamless, interactive experience via customer-facing apps. And as the universal tech platform, smartphones are reinventing consumer behavior on a global scale and driving significant change across the business world.

Mobile gives businesses unprecedented opportunities to offer both customers and employees the information they need, at their moment of need. According to Gartner, the use of mobile apps will surpass that of Internet domain names by 2016, making mobile apps the dominant means of engaging with brands.

“Regardless of industry, consumers and workers expect to use mobile devices like smartphones or tablets to conduct business,” said Jonathan Salkoff, senior mobility enterprise architect at AT&T.

In the digital economy, information is increasingly the coin of the realm. To get the best ROI, technologies like mobile should be part of a larger and overarching business vision that advances digital transformation by maximizing the value of information.

As a result, consumer-driven mobile trends like BYOD have become mainstream behavior, and many users don’t stop at one device. According to research by Forrester, 74 percent of employees have two devices that they use for work, and 52 percent of users juggle three devices.
Moreover, mobile workers want to use those devices interchangeably to get the information they need, when and where they need it.

“Mobility fundamentally changes how enterprises conduct business,” Salkoff said. “Unfortunately, many companies just tack on mobile capabilities to existing processes and tools, which often fails to deliver the desired results.”

Instead, Salkoff said that a truly mobile business strategy requires companies to look at mobility through the lens of information delivery rather than technical deployment, and change processes to support that vision.

Here’s why: In the digital economy, information is increasingly the coin of the realm. To get the best ROI, technologies like mobile should be part of a larger and overarching business vision that advances digital transformation by maximizing the value of information with an end-to-end mobile management framework.
**Complex Business Challenges**

Although mobility is a top priority at many companies, the rapid pace of change imposes complicated problems that block the path to success.

For example, a true enterprise-level mobility strategy will touch everything from business processes to workforce skill sets by applying the unique capabilities of mobile in the context of day-to-day work life.

But that need for a comprehensive strategy is at odds with how many organizations approach their mobile initiatives, which often start at the functional level and fail to take the big picture into account. Taking a fragmented, “one-off” approach to mobility often neglects issues such as data integration, application consistency and a standardized user experience.

“You don’t want to have each department come up with their own budget and then build apps that don’t talk to each other,” Salkoff pointed out. “You need enterprise-wide governance to make sure departments aren’t operating independently.”

Another common mistake is to build mobile apps that mimic their desktop versions instead of redesigning them to make the most of mobile capabilities. A holistic approach begins with defining the desired outcomes and then determining how mobile can enable them.

Organizations also often struggle to implement security consistently across a wide range of device form factors and operating systems, increasing their vulnerability to attack. With a global cybercrime market estimated at nearly $300 billion, it is not surprising to find security top of mind for IT executives, particularly as mobility usage booms. CIO Magazine’s ‘2016 State of the CIO’ survey found that cybersecurity is a top-three technology initiative among respondents, and ranked high on the list of goals that CEOs set for their CIOs.

But creating consistent security across a mobile workforce is complicated. Mobility has created an anywhere, anytime business culture, and that very accessibility poses increased security risks. Not only have workers moved beyond the corporate firewall, but
they also use a wide variety of devices and operating systems, and many of them are personal devices.

“Mobile security and interoperability are critically important and must be addressed holistically,” Salkoff said. “It’s also incredibly complex. From issues of device management to safeguarding the data itself, organizations need to build architectures and processes that both secure information and adapt to changing user needs.”

Implementing consistent mobile management and user support policies is another common bugbear. Organizations increasingly need a way to not only manage and control mobile devices, but also enterprise applications that access corporate information. For that to work, they need to consistently apply mobile management and user support policies across the entire enterprise and throughout the mobile lifecycle.

“Issues such as application compatibility, global support and change management must also be addressed within an integrated framework that aligns business processes with technology,” Salkoff said.

“You want to build a strategy that will work not just now, but three years down the road,” he said. “That requires companies to create flexible polices that securely promote collaboration and content access across multiple devices and platforms.”

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JONATHAN SALKOFF, SENIOR MOBILITY ENTERPRISE ARCHITECT AT AT&T

Finally, many organizations have IT infrastructures that cannot evolve at the speed of mobility change, and lack the internal expertise necessary to address that issue. Those with mobile expertise are in high demand, making it difficult to support and manage enterprise mobility in-house.
How To Get Started

While most organizations have come to grips with the fact that mobility has grown into a complex, multiplatform, mixed-ownership ecosystem, many don’t know how to deal with this new reality. The fact is, there is no one-size-fits-all approach. Rather, each organization has unique mobile worker populations and differing compliance environments. Finding accepted best practices for such customized requirements is a long shot, to say the least.

As a result, many companies struggle to articulate an enterprise mobile management, or EMM, strategy that satisfies the need for business flexibility while complying with critical IT requirements such as security and integration.

Many have trouble growing beyond narrow functional goals to gain consensus on a companywide EMM strategy. Complex issues of integration, deployment, security and mobile application management stymie other organizations. Still others wrestle with the daunting task of identifying and investing in the right mix of architectures and technologies that work with existing systems while still scaling to support future growth.

All of these challenges are real, and status quo tactics won’t work. Instead, give your company’s mobile strategy an extreme makeover using the following steps:

1. **Start with a mobility roadmap.** Faced with such a complex and dynamic environment, many companies look to outside experts to perform a comprehensive evaluation of the organization and to construct a roadmap and mobility strategy. “Having a third party looking from the outside in helps companies move from a narrower functional perspective to look at their mobile strategy from an enterprise perspective,” Salkoff said. Good mobility consultants will focus on business goals like improving business processes, increasing employee productivity and optimizing end user experience.

Consultants can also help evaluate existing company skill sets and define technology standards to ensure that
technologies and processes are implemented consistently across the organization. While new technology evaluation and purchasing is an important part of any EMM strategy, the first step is to evaluate the ability of existing infrastructure to support EMM. “You have to assess what you have before you can move into new technology,” said Asmara Hadi, associate director of AT&T mobile and business solutions marketing.

Consultants can also help companies integrate a mobile-first mentality into existing functions like application development. For example, an application that’s built for a tablet or smartphone has very different requirements than a laptop version. From a different look and feel to working with issues like connectivity and battery life, companies need to assess and build a cohesive process that maximizes mobile strengths while still maintaining a standard user experience across every application platform.

Finally, establishing a governance system will help companies better manage the journey by establishing methods to standardize business processes to support mobile-first issues. For example, how does a healthcare company create a mobile app that complies with data privacy regulations? “You need a governance model that ensures that the mobile app you roll out maintains compliance,” Salkoff said. “That means a governance platform that’s integrated across your operation.”

2. **Manage mobile devices within EMM.** Implement a mobile device management strategy as part of the overall mobile life cycle, rather than as a stand-alone solution. Device management covers elements that range from provisioning to ensuring that personal and corporate data are securely separated on a personal smartphone. With today’s focus on managing applications and content as well as the devices themselves, companies can leverage a platform-based system that automates many tasks, improving management and monitoring regardless of the size of the IT staff.

3. **Integrate enterprise-grade mobile security.** Security should be built into each facet of enterprise mobile management. “Protection in a mobile environment is very different than that of a desktop,” Hadi said. Instead of a perimeter-based focus, mobile security is embedded throughout the stack, with the focus on securing data across multiple levels. Features such as centralized access management, role-based permissions, advanced encryption and the ability to manage passwords and remote content wiping are all key attributes. That security must also extend across mobile collaboration tools, in keeping with an EMM framework built around information value. For example, mobile content management must be built around highly secure file sharing solutions in order to safely extend this environment to mobile users.
4. **Build apps and manage content to improve productivity.** Is it easy for your mobile workforce to find and use relevant content, or do they make do with workarounds that impede productivity? For example, a recent survey from office accessory maker Kensington Co. found that 82 percent of respondents used email to transfer files back and forth between two devices, and felt that it affected productivity.

Rather than approach content management and collaboration piecemeal, look for a centralized, device-agnostic platform for file storage, sharing and collaboration. “Think of it as the content layer that underlies all of your other business apps,” Hadi said. “Whether your company uses Salesforce, Google Apps or NetSuite, workers need a reliable method of accessing content directly from within those apps while also complying with corporate data access policies.”

The same principle of consistency applies to application development. Today’s workforce demands easy-to-use and intuitive apps regardless of what device they use. Make sure that mobile applications are built within an overall application development strategy that delivers consistent UX and information flow across platforms, devices and business functions.

“The number one thing is to make sure that mobile apps integrate with back-end systems to give real-time data updates,” Hadi said. “And the second is user friendliness. People will adopt applications faster if they signal navigation easily via color, or look and feel.”

5. **Automate expense management.** With the growing popularity of BYOD, many organizations face a host of time-consuming paperwork and manual processes when it comes to reimbursing staff for business use on their phones. Automated expense management delivers voice, messaging and cellular data plan allowances to personal phones, providing a simple way for the organization to pay for plans.

Expense management tools also keep business usage separate from personal use, which helps with data compliance. On the flip side, companies can also use expense management tools to look for seasonal spikes and adjust data plans monthly. “It helps companies plan ahead and avoid over-spending on data,” Hadi said.

6. **Partner for end-to-end delivery.** Smartphones are, in essence, tiny supercomputers, but IT generally lacks the resources or skill set necessary to support and maintain them. Instead, many turn to outside partners to provide important services that support an enterprise-wide mobile framework. End user technical support services, for example, provide a single point of contact for end users across multiple mobile form factors, operating systems and applications. Device provisioning, kitting and deployment is another area where outside expertise can substantially support EMM, particularly with mobile device management.
Conclusion

When it comes to mobility, the only certainty is that the speed of change will only accelerate. Mobility has driven massive digital transformation across every industry and in countries around the world, and maximizing mobility’s enormous value requires a strategy that can keep pace. Companies have already shifted away from an early device-centric focus aimed at controlling the device itself to EMM, which targets secure information and application management instead.

In 2016, more companies than ever will turn to EMM to make the most of this vital digital disruptor. By defining and building an innovative mobile strategy that supports both line of business goals and enterprise IT, mobility can become a crucial success factor within an overarching digital strategy.
Prepare your business for the future of mobility

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AT&T makes managing mobility simple. Our Enterprise Mobility Management solutions help you harness the full power of mobile technology to transform every aspect of your business—giving you a real competitive edge. AT&T has helped many organizations innovate faster, make their data work harder, and help their people work smarter.

We strip out all the complexity of managing mobile devices, applications and content, making it easy for you to connect people to each other and to the information they need—anytime, anywhere and on virtually any device. You can focus on driving your business while we design, deliver and support a highly secure, agile mobility platform.

We know mobility inside out. We’ve been at the forefront of mobility since the very beginning, and we draw on all of that experience and expertise to help you plan and deliver a strategy that gets results. And by working closely with the most innovative partners we continue to push back the boundaries of what mobility can help you achieve.

All this experience has helped us build a comprehensive Enterprise Mobility Management portfolio that includes creating successful mobility strategies, managing and securing mobile devices, applications and content, developing groundbreaking mobile apps, controlling mobility costs, and helping your people work together in innovative ways.

And because we’re also an experienced network provider, we can provide end-to-end assistance across every part of the mobility spectrum—from strategic consulting right through to network migrations.

Give your people what they need, when they need it—without driving up costs or adding more IT complexity. This is enterprise mobility, only simpler.

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