

Managing Mobility

Planning your journey
to a new way of working



shaping tomorrow with you

FUJITSU

You're at a crossroads – which way should you turn?

Mobility and the “always on” mentality have become the new normal, both in our workplaces, and in our day-to-day lives. But for many organisations it's still a daunting prospect – one that will involve a significant amount of investment and have a major effect on the way they operate.

While mobility can be a challenging initiative for businesses to implement, and must be planned in extreme detail to ensure success, it's not something to be feared. It is enabling staff to be more productive wherever their jobs take them, and as a result, helping organisations reach levels of productivity and efficiency that were previously unachievable – all while increasing employee satisfaction and flexibility.



Here we'll look at the key steps to implementing mobility successfully, and show how you can maximise its value across your organisation – today, and for years to come.

Rising to the mobile challenge

Mobility has climbed the agendas of businesses across the globe thanks to the massive agility, productivity, cost, and collaboration benefits it can deliver. But it's not just another enterprise technology trend, it's a radical transformation of where, when, and how we work – and implementing it successfully brings many challenges.

To date, the adoption of mobility in most organisations has been an incremental process, with each part of the business deploying point solutions to meet their particular needs. But many organisations are now starting to realise that an enterprise-wide approach is needed to get maximum value from their investment.

The way executives view mobility varies enormously. Some are evangelists, some are far more sceptical, and others have a narrow interpretation of it as merely home-working. Opinions differ across business functions:

- The HR executive may see mobilising the enterprise as a way of enabling flexible working strategies to attract and retain the best talent. They may also see it from the employee's perspective – where mobility can provide an enhanced work-life balance and better staff engagement and enablement
- The CIO may see mobility either as a good opportunity to demonstrate what IT can do, or as a potential headache as they grapple with the new demands, technologies, and security issues
- The Sales and Marketing executive might believe mobility to be a great way of engaging customers to help drive better customer loyalty and advocacy
- The executives running lines of business may see mobility as a better way to boost the efficiency and effectiveness of their employees.

Whatever the view is across senior management, for a mobile strategy to be successful, its objectives and sponsorship must be aligned across the entire enterprise – everyone needs to be on side and working together to get the most from it and maximise its ROI.



Managing mobility as a change programme

Mobility is so much more than a technology initiative. It's a change programme that will have a transformational impact on the majority of your employees – and that requires careful management.

Its success is determined by how much people's behaviours and working practices change after its adoption.

Mobility can have far-reaching implications for people and it's imperative that a structured approach is taken to engage stakeholders and manage any resistance to change. This includes understanding the organisation's readiness for change, creating a coherent framework, and selecting and deploying appropriate communications, training and incentives.

Six steps to effective change management

Establish a clear project structure

You need to set up a formal project structure with clearly defined roles and responsibilities for business change. For each affected business area there needs to be a credible lead from the operational side of the business that can bridge the gap between users and the project delivery team.

Involve and consult with the users

Changing working practices and introducing new mobile solutions requires everyone to be involved. For example, you could run workshops to understand their challenges and requirements for mobile solutions, or accompany teams out in the field to understand their operational challenges.

Use a pilot to get early feedback

An initial pilot is a way of reducing risk. It will help identify some advocates for change – creating a first batch of evangelists who spread the message and sell the programme to their colleagues.

Set up a comprehensive training programme

It's imperative that users are trained in the new working practices and the technology. If users don't understand how to use the technology effectively, there can be resistance to change.

Listen to the adopters of change

Throughout the project, ensure that you listen to the real adopters of this change – your employees. Allowing staff to air their concerns is useful to identify stakeholder needs and pick up on any issues with the roll out.

Benefits realisation

To ensure new working practices are embedded, carry out health checks, additional training and support after 6 – 9 months of project closure. By taking this approach, organisations can better manage expectations, deliver benefits earlier, and avoid disillusionment.

Building your business case

Initially, the benefits of mobility centered on user productivity improvements, such as avoiding unnecessary travel. While these benefits are still applicable to most organisations, mobility is now also recognised for the employee effectiveness advantages it delivers, which contribute to real business outcomes like increased revenue and better customer service.

An organisation should start its mobility journey by creating a benefits map. This defines each benefit, helps them identify key areas that mobility can improve, and acts as a powerful communication mechanism between IT and the business – helping to keep objectives aligned during the implementation process.

Specifically, the benefits roadmap needs to show:

- The key strategic outcomes of the mobility solution and how it supports the aims of the organisation, e.g. increasing revenues, improving market agility, decreasing costs
- The key business benefits sought and their linkages, e.g. increased worker mobility, decreased property costs, a smaller carbon footprint
- How the key technology capabilities will enable the business benefits, e.g. how remote access will reduce the need to travel
- The key initiatives that are necessary and sufficient for success across business, technology, people and process, e.g. remote access, management culture change
- The key assumptions regarding the success of the programme, e.g. the realisation of benefits, technology maturity, union position.

It's important that the business case contains both qualitative and quantitative data to make it robust and increase the chances of gaining executive approval. So, in addition to using benefit planning tools, we also recommend:

- Running user workshops to understand the appetite for mobile working, its benefits, opportunities, and barriers
- Performing an analysis of the end users, their work styles, personas, and their current/potential use of technology
- Running an online end user survey to assess current working practices and the likely take-up of mobile working.



Choosing the right strategic partner

Given how significant and far-reaching the effects of mobility will be, it's critical that you pick the right strategic partner to help you in your journey. It's a decision that will influence operations across your organisation for years to come.

New mobile processes will come to underpin many of your day-to-day activities, so availability and reliability are essential. Fujitsu's proven ability to integrate and deliver solutions at scale – paired with its exceptional service record – keeps employees productive wherever they are, giving them mobile tools they can rely on with confidence.

If you've spent an extensive amount of time figuring out your organisation's mobility requirements, you need a partner that can deliver a solution that's tailored to you. With Fujitsu Workplace Anywhere, you can get truly personalised computing experiences – meeting the diverse needs of all stakeholders and lines of business. Our strategic partnerships with vendors such as Citrix, Microsoft, Cisco and Mitel, mean we can find the best solution to meet your individual needs – no matter what you require.

Fujitsu Workplace Anywhere is a truly end-to-end mobility solution and service. We understand that there is no "one size fits all" answer for today's diverse organisations, so we have put together a blended service comprised of proven solutions, including:

- Truly flexible solutions that are carrier, device, and data-source agnostic
- A blend of classic and virtual client services, combined with dedicated mobile services
- Full support for BYOD with tools that maximise mobile productivity
- Unified Communications and collaboration, helping to improve communication across the entire organisation
- Anywhere, anytime access to business-critical applications and full cross-device integration and compatibility
- Sophisticated security tools and services to maintain a high level of data integrity and protect your full device portfolio
- One of the broadest ranges of support for end-user devices, enabling you to select the solutions that you really want.



If you'd like to learn more about Fujitsu Workplace Anywhere, or discuss your mobility needs and find how we can help you plan and execute your own journey to mobility success, please visit <http://tinyurl.com/workplace-anywhere> or contact a Fujitsu mobility expert today at Ask Fujitsu on 0843 354 7998



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