

Mobilising the Enterprise: Mobility driven innovation

By David Rosewell and Simon Gray, Fujitsu

The rise and rise of mobile

Does anyone remember the technology of 20 years ago? Heavy laptop computers; slow dial up connections; multiple devices for phone, camera and email – how things have changed. We now have multi-function, hand-held devices with high speed connectivity providing a rich user experience that would have been classed as science fiction back then.

In fact, does anyone remember things two years ago and how things have changed? It's only over this time period that we have seen the true manifestation of mobility with the rise of the tablet, near ubiquitous Wi-Fi/3-4G and proliferation of the "app" and the appstore. The only thing that is certain is that the importance of mobility will continue and the pace of change will continue to accelerate.

Mobility driven innovation? – An opportunity for the Enterprise

We believe that mobilising the enterprise is all about using mobility to drive innovation for employees and customers – innovation in this context being new ways of adding value to people on the move that previously had not been identified.

As mobility has become more important in society, it also provides opportunities for businesses to significantly improve their performance. For example, this could be making your workforce more productive whilst away from the office, such as social workers visiting vulnerable citizens or engineers visiting multiple sites to carry out repairs.

It can also be about improving the customer experience by using mobility to better engage with them during the buying process. For example, specifying options on a car purchase.

We shouldn't forget that flexible working can bring great benefits to the employee, helping to improve work-life balance, attracting and retaining the right staff in the company. In addition, flexible working can bring significant cashable savings as some organisations have saved millions of Pounds/Euros through property rationalisation.



Mobilising the Enterprise is not without its challenges

Mobility provides fantastic opportunities for the business, but there are some significant challenges to overcome, and security is usually close to the top of the CIO's agenda. When it comes to mobile, people are concerned about protecting data and maintaining its confidentiality, integrity and availability – particularly when it is outside of the office for the first time. What happens if a device is lost or stolen? What happens if the data transfer can be intercepted? What happens if the device screen can be simply overlooked?

Another headache for the CIO is IT consumerisation: technology being developed and proven in the consumer market and then spreading to the corporate environment. This often leads to an increasing gap between what some users have at home and what they use in the office, which puts pressure on IT to respond. If it doesn't, staff will take things into their own hands. Unofficial BYOD (Bring Your Own Device) will take place, leading to security and manageability challenges.

And let's not forget the people side – the introduction of mobile solutions sometimes requires a cultural change, without which the solutions are not used properly, or even at all. This means that you don't get the promised return on your mobility investment.



What is Mobilising the Enterprise?

We believe that mobilising the enterprise is about delivering on the promise of “time better spent” – people spending their time on things that are important and value-add, rather than non-productive, repetitive or bureaucratic tasks such as re-keying of information, unnecessary travel and dead-time whilst waiting for something to happen.

a device centric approach is really not the right place to start with a mobility strategy

For us, it’s split into two main areas – new ways of working and new ways of getting the job done:

1. New ways of working is really all about flexible working

– this is the white collar knowledge workers and remote teams being as effective as if they were in the same room. Yes, this might have been around for a while, but there is a new generation of tools to support those workers: powerful/light multi-function devices (different form factors allowing the user to snack, consume or create information as appropriate), high speed near ubiquitous networking and powerful collaboration tools.

2. New ways of getting the job done is about mobile working.

This is all about focusing on the field workers, people who aren’t or don’t need to be based in offices or tethered to a desk.

A great example is an organisation that mobilised their debt collection team. The old way of getting the job done was to go into the office in the morning to get the list of debt collection visits and work through them one by one. Often, people were not in and there was limited scope for re-prioritising work and staff. The new way of working is to use mobile solutions to allow the debt collectors to start from home and to re-prioritise work when customers are not available, thus improving the productivity, returns and job satisfaction for the team.

Another example is a government enforcement organisation that needed to validate identities of suspects in the field. The old way of working was to telephone someone back at base to check the identity on the system. The new way of working is to have a mobile solution to do that in the field. This saves time and allows the skilled resource to be deployed in the field rather than being back at base waiting for calls.

It’s also about embracing mobility to better engage with customers. The old way of working in retail/hospitality was the assistant doing the work, such as taking orders or payment. New ways of getting the job done use the growing installed base of smart-devices as a platform for allowing customers to order and pay – freeing up your staff and saving the customer having to wait. Now that really is “time better spent”.

How should you go about Mobilising the Enterprise?

Mobile devices are important – really important. They need to be useful, usable and desirable, but a device centric approach is really not the right place to start with a mobility strategy.

There are some well documented cases where a device centric approach has failed. For example, the 43 English Police forces spent £80m on devices and could only identify £400k of realised benefits¹.

We believe that the right place to start is the business and in particular the outcomes you seek, whether that is driving down costs, increasing revenues or improving the customer experience. From those business outcomes, it’s all about understanding your people’s roles within your enterprise and their work styles – and the processes and solutions they really need. In this way, the right devices can be selected and the benefits from the solution can be realised.

¹ Source: NAO

Is there a distinct mobile worker these days?

So let's look more at the roles and work styles.

Historically, organisations identified desk-based workers and mobile workers and built their solutions around these two distinct types. More recently, a move away from a "one size fits all" approach to specific activity based roles has led to a more flexible service but still with a distinct "mobile worker". We are now moving to a world in which all of the roles have a mobile element, whether they are task workers, knowledge workers, power users or customers. This we call a work-style or engagement-style and their mobility requirements will influence choices around the kind of service they require.

For example, a knowledge worker will use multiple devices for work and the style of use will be dependent on their form-factor (screen-size; user interface etc.) so they will snack on data using a smartphone, use a tablet for consuming content rich data and a laptop for creating content – potentially all at different locations. Also, a task worker in a supermarket might be 80% mobile in her work

If you don't mobilise your employees: they may mobilise themselves

as she uses a mobile device to check stock levels or to fulfil an on-line order. She might also deal directly with customers, helping them select and order a purchase.

Each role type within your enterprise has differing requirements from mobility; different ways of interacting with the information and this will continue to grow as new ways of interaction are thought up. The important point is to take a human-centric approach to work styles as this is how people work, not how the technology wants them to work.

All of this is possible and more is coming down the line

We have already mentioned the pace of change with mobile technology, so it might be tablets this year, wearable technology next year and things we can't imagine the year after. When will we see the first case of BYOD with wearable technology – and people wanting to read their corporate email on smart-glasses?

Augmented Reality (AR) has an important part to play – with powerful examples such as assisting employees in the field with just in time guidance for carrying out their jobs, and as a mechanism for engaging customers to better show how your products/services will benefit them in their daily lives and homes.

We can't predict the future, but we can plan for it as employee and customer expectations increase – ignoring the opportunity to mobilise your enterprise is not an option.

Why mobilise the enterprise – employees?

Employee mobility is happening today: people are coming to work with fundamentally different expectations as to how they want to work and the services they need – and it's not just Generation Y. New devices and apps are coming onto the market every month with shorter and shorter product cycle times and near ubiquitous high speed connectivity provides opportunities and demands from the business.

If you don't mobilise your employees: they may mobilise themselves – that is provide their own devices or seek alternative employment from an organisation which provides them with the equipment they want!

If you ignore this opportunity, your organisation certainly won't be as efficient and effective as your competitors and your business performance will certainly suffer.



Why mobilise your enterprise - customers?

It is happening today with the smartphone becoming the default device to engage with the customer: for example, delivering personalised offers via mobile, scanning groceries in the supermarket with mobile, order and payment with mobile in restaurants, paying for parking by mobile and ordering taxis via mobile. More and more use cases will appear over the next 12 months, delivering an enhanced experience and convenience for the consumer.

If you don't deliver ... your customers may go to your competitors

If you don't mobilise your customers, you may miss out on sales opportunities as the mobile enabled engagement has been proven to drive revenues. For example, mobile coupon rates are 10 times that of paper coupons.

If you don't deliver on the promise of multi/omni-channel interaction, your customers may go to your competitors instead and certainly your business performance will suffer – will you still be in business in 12 months time?

Seize the opportunity for "time better spent"

The time has come to seize this business opportunity to deliver on the promise of "time better spent", starting with the business outcome, rather than the mobile device itself.

Mobilising the enterprise doesn't have to take forever or cost the earth, you can start small and expand – building on success and learning for how mobility works in your business.

In order to realise the benefits, it's imperative you address people, process, technology, service and select the right partner for end-to-end capability in this complex and ever changing world.

The time has come to mobilise your enterprise with an organisation that has both the vision and the capability – Fujitsu.

● **About the author:** David Rosewell is Head of Mobile Business Solutions Fujitsu UK and Ireland, Simon Gray is Head of Mobile Workplace Solutions at Fujitsu UK and Ireland.

What next?

- Contact Fujitsu: askfujitsu@uk.fujitsu.com
- Visit our website: uk.fujitsu.com and follow us on Twitter @MobileWorkspace

REF: 3487

ID-2193/01.2014. Copyright © Fujitsu Services Limited 2014. Fujitsu Services Limited, Registered in England no 96056, Registered Office: 22 Baker Street, London, W1U 3BW. All rights reserved. No part of this document may be reproduced, stored or transmitted in any form without the prior written permission of Fujitsu Services Ltd. Fujitsu Services endeavours to ensure that the information in this document is correct and fairly stated, but does not accept liability for any errors or omissions.