

## WHITE PAPER

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# Linking Mobile Solutions to Business Strategy

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May 2007

## EXECUTIVE SUMMARY

IDC believes that a mobile strategy allows companies to take a pervasive and powerful information and communications technology (ICT) from the periphery to the core of the enterprise, unleashing pervasive capabilities across its workforce. Companies that have a mobile strategy can reap the rewards of investments mobilizing business applications, improving customer service, optimizing mobile assets, and helping employees be more effective when making daily decisions about best servicing customers. Meanwhile, organizations that adopt mobile solutions without clear goals in mind may find it a challenge to integrate solutions, control costs, and ensure a superior customer experience.

As they enable professionals, field workers and remote employees, Canadian businesses are increasingly reliant on wireless services and mobile technologies. This is reflected in the growth of spending around wireless services, and is facilitated by the variety of new devices and applications available to businesses today.

In April 2007, 368 Canadian organizations were interviewed as part of a multi-stage study sponsored by TELUS. IDC found that businesses and organizations are achieving high business value from their mobility solutions. There are many indications that integrated mobility solutions are poised for rapid growth in Canada:

- ☒ Organizations are planning to implement several new mobility solutions to address business problems. In some specific business process areas, the number of companies using a solution will more than double in the next two years.
- ☒ Respondents rated the business value achieved from their mobility solutions as moderate or above 95% of the time. Most of this business value was associated with tactical gains as opposed to strategic ones.
- ☒ IDC sees increasing adoption of wireless broadband access that can handle multiple types of information and the use of more sophisticated mobile devices to enrich and simplify the information worker experience.
- ☒ Key characteristics the participants expect from their providers of communications services include the ability to deliver integrated applications, provide assistance with deriving business value from mobility solutions, and deliver solutions tailored to specific industry needs.

All of this indicates the beginning of a rapid up-take in the use and business value of solutions to address the needs of mobile and remote workers, provide mobile workers access to core business applications and information, and integrate information from the field into business applications in the main office.

For those organizations that take a strategic approach to integrating mobile solutions as part of their plans to mobilize applications, the business will gain a significant strategic advantage. By enabling employees' access to the critical information necessary to make the right decision at the right time, regardless of location or role, organizations can realize the benefits of improved productivity and greater efficiency, while enhancing both employee and customer satisfaction. The key to success, not surprisingly, is aligning the mobile solution with the organization's overall business strategy. With support from senior managers, participation by end users and IT staff, and a well-defined plan, an organization's efforts can be focused to achieve its vision.

A mobile strategy is a formal recognition of mobility as an integral aspect of an overall business strategy. IDC believes that stakeholders should begin by looking first at the critical business processes as well as the related workers and user roles and needs, and plan accordingly. The technology strategy and decision-making follow logically as companies consider issues involving the degree of wireless connectivity, types of applications, standards, security, service coverage and, finally, device features and functions. The combination of accelerating growth of integrated mobility applications and the potential for high business value drives home the need for a mobility strategy.

This white paper will explore the business value of wireless mobile solutions. The paper will also examine the need to develop a mobile strategy to help overcome obstacles to successful wireless deployments, manage risk, gain strategic benefits, and prepare for accelerated growth.

## INTRODUCTION

This paper is the initial deliverable in a multistage study. IDC has completed the initial qualitative phase and the first of two quantitative phases. The final quantitative phase will be completed in mid-summer 2007 and a final research report will be published. This report will summarize quantitative findings across all potential areas of mobile adoption, as well as highlight best practices for implementing mobile solutions. This paper addresses two key topics. First we will provide some background from our research that supports the premise of an impending tipping point in the growth of integrated mobility applications. We will then provide some key direction into the considerations we believe are critical in developing a sound mobility strategy to support and gain strategic advantage from that growth.

### ***Study Structure***

#### **☒ Phase I – Developing the Mobile Strategy**

This phase was based on a combination of quantitative research and a set of in-depth interviews with stakeholders within organizations that have deployed wireless or mobile solutions. The focus of these executive level interviews was on determining the current state of mobility strategy and on deriving best practices in the development of mobility strategy. This was supplemented by quantitative research around mobile and wireless solution adoption conducted by IDC as part of its ongoing interviews with senior executives, line of business managers, and ICT decision-makers in Canada.

#### **☒ Phase II - Quantitative Research – Business Processes & Technology**

The initial quantitative phase used a web-based survey to examine fourteen business process areas in the context of mobility solutions, and to understand how they create business value. In addition, the survey collected information on current and planned device and connectivity technology use and expectations of mobility solution providers.

Survey participants were from a diverse group of businesses and organizations across Canada and a broad range of industries. Approximately 31% of the participants were from companies with fewer than 100 employees, 36% were from companies with 100 to 499 employees, and the balance (33%) were from companies with 500 or more employees. Thirty-seven percent of the participants were executives and middle managers, 52% were managers, and 11% were staff. Thirty-seven percent of the respondents were senior ICT decision makers with the balance from line-of-business or executive management.

#### **☒ Phase III - Quantitative Research – Strategy & Deployment**

In the final phase of the study, we will examine in greater detail the linkage between mobility strategy and business impact, and will collect information regarding the inhibitors and facilitators in deploying a comprehensive strategy.

## SECTION I: THE CASE FOR STRATEGY

Faced with increasing demands to increase revenue, improve customer satisfaction, and enhance operational efficiency, Canadian executives and their organizations are looking to mobile solutions to help achieve their objectives. As organizations strive to innovate and improve business performance, the proliferation of mobile devices, widespread adoption of enterprise applications, and vast improvements in wireless network speed and coverage are driving greater need for an over-arching mobile strategy. Companies are also spending more on mobile solutions, often in a decentralized manner, without the appropriate governance, policy, or understanding of the scope of deployment, the total cost of ownership, or return to the business.

At the same time, IDC is also witnessing the growth of the mobile workforce. Worldwide, IDC is forecasting the mobile worker population to grow from 744 million in 2006, to 878 million in 2009.

- ☒ Mobile workers include individuals who are non-office-based (like inspectors), office-based workers (including sales professionals), and home-based workers (such as telecommuters).
- ☒ The growth of the mobile workforce is an outcome of flexible employment arrangements, changing roles and occupational profiles, an expanding global economy, and more ubiquitous access to wireless and mobile technology.
- ☒ Improved reliability, performance and coverage of wireless networks across Canada is also stimulating business user adoption of wireless data services.
- ☒ Canadian businesses are expected to support mobile and remote workers, as 56% of Canadians worked from home at some point in 2006.
- ☒ Companies are also spending more on mobile solutions, often in a decentralized manner, without the appropriate governance policy, or understanding of scope of deployment, total cost of ownership, or return to the business.

Based on these factors, IDC believes that companies can no longer consider wireless mobile technology as a peripheral or "nice-to-have" technology: moving from tactical to strategic management of mobile solutions is imperative. In the same manner that ICT became increasingly tied to an organization's overall business strategy, mobile and wireless solutions are growing in importance and also require focus and strategic attention.

### ***Examples of Mobile Solutions in Canadian Business***

- ☒ **Investment in mobile solutions can have a significant impact on efficiency and employee morale.**

A not-for-profit Administrative Authority recently implemented a mobile solution for its fieldworkers. Field inspectors comprise nearly half the organization's staff; their use of mobile solutions is inherent to their service and dates back over a decade. However, the painfully slow nature of their previous system was

escalating costs, and affecting employee morale. Large file sizes and long synchronization times were the main culprits.

The organization decided on using rugged laptops in the field, an improved network, and work order processing software in the back office. The results of this well-researched mobile project were almost immediately palpable, with the prime benefit being increased performance of synchronization. Transmitted file sizes were reduced from gigabytes to megabytes, resulting in savings of approximately 30-40 minutes daily for each inspector. The number of completed inspections per day was increased by over 30%, resulting in higher revenues. Additionally, the drastic reduction in wait times and a much more intuitive GUI improved employee morale dramatically.

☒ **Providing a mobile point sales solution can improve customer service and generate more revenue.**

This large organization in the hospitality and tourism industry recently implemented a mobile solution that resulted in significant benefits. The project was prompted by the need to provide a "best in class" customer experience. From a business standpoint, their previous point of sale solution lacked the capabilities of inventory management and real time credit card validation. This resulted in financial losses due to credit card fraud and inventory write-downs.

The organization chose to implement an integrated remote point of sale and reservation system, enabled by WiFi connectivity. This solution realized numerous benefits for them, both tangible and intangible. Customer satisfaction increased dramatically as employees were free to focus more time and attention on customers versus dealing with slow IT systems. The real time reservation system resulted in a more responsive, less expensive and more efficient booking process. Finally the hugely successful mobile point of sale system resulted in an increase in sales, a reduction in inventory shrinkage, credit fraud, and IT support requests, and a more satisfying customer experience.

In general, however, examples like these are only evident in leading organizations. The quantitative research shows that there is a disconnect between the rate of adoption and the business value that current adopters are achieving from their mobility solutions. Adoption rates will accelerate as more organizations become aware of the potential of these solutions. Larger businesses have an edge in the adoption of solutions today, but there is every indication that small businesses will catch up considerably over the next two years. Many small and medium sized businesses and organizations view mobility solutions as a key lever in generating revenue. Larger businesses are more inclined to view the benefits of their mobility solutions in terms of productivity, cost reduction, and end user service.

### The Mobility Solutions Gap

Most respondents in our initial survey who had adopted mobile or wireless solutions found solid business value, yet it is clear that the adoption of solutions in some areas lags the potential benefit. Overall, only 6% of the participants did not find at least a moderate amount of business value in the mobility solutions they had implemented, whereas 45% found moderate business value, and almost 50% found significant value.

At the same time, average adoption (including implemented and planned) ranged from as low as 18% to as high as 90% across the solution areas. Clearly there is some disconnect between these two findings.

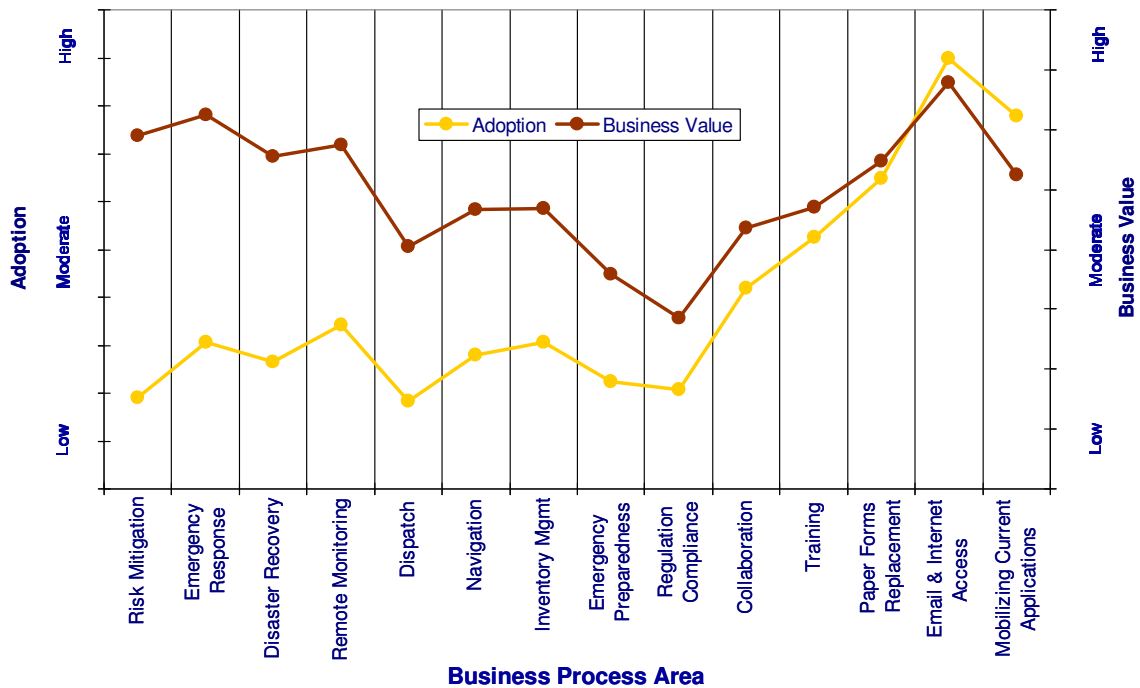
The adoption is moderate to high for Mobile Email, Mobilizing Existing Applications, Forms, Training, and Collaboration solutions, and below moderate to low for the others tested (Figure 1).

**FIGURE 1**

#### Mobility Solutions Adoption & Business Value

Q – Which of the following best describes your status in regard to (solution area)

Q – How much business value do you perceive you are receiving or will receive from providing (solution area) to your mobile workers?



Source: IDC Canada, 2007  
n=362; Canadian companies and organizations

### **Business and Technology Managers Agree on Benefits of Wireless and Mobile Solutions**

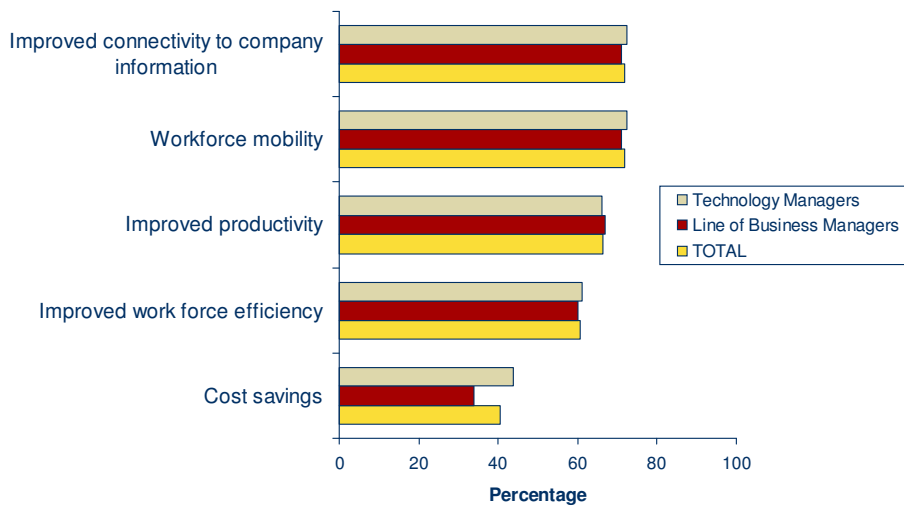
Both business and technology stakeholders within Canadian organizations have common views of the business benefits of wireless mobile solutions (Figure 2). The top three benefits are improved connectivity to company information, workforce mobility, and improved productivity. These inter-related benefits point to the growing hunger for information at the edge of the network.

The majority of companies that have already deployed wireless solutions have realized business value. This result further underscores how Canadian organizations are embracing wireless mobile solutions.

**FIGURE 2**

#### **Benefits of Wireless Mobile Solutions: Business and IT Are Aligned**

Q – What are the benefits your organization experienced from adopting wireless technologies?  
(Top 5 shown)



Source: IDC Canada, 2007  
n=303; Canadian organizations with 100 or more employees

#### **Further Evidence of Accelerated Growth**

Businesses typically implement a mobile solution to address a business issue by selecting an application to address the problem, determining network requirements, and finally selecting the endpoint devices to be used. Examining this process in reverse strongly suggests that the reason for the strong adoption of multi-use devices and advanced connectivity technologies is the adoption of integrated applications.

☒ Based on the initial research, laptop or tablet personal computers with connectivity were clearly the most common mobile device, followed closely by

BlackBerry devices and simple handsets. PDA devices with connectivity, advanced function handsets and smart phones all show significant growth. These findings indicate a trend towards higher function, multi-use devices. (Figure 3)

☒ Connectivity technology adoption is also evolving rapidly in Canada. Cellular voice is the current leader with cellular data, high speed cellular data, and wireless WAN rapidly catching up. Based on the survey responses, in two years, the number of Canadian businesses that have deployed wireless LAN, cellular data, cellular high speed data, and satellite communications is expected to double. (Figure 3)

☒ According to decision makers, the most important characteristic of a wireless services provider is the provision of “solutions integrated with wireline technology or other IT products/services” (integrated solutions). This bears true for almost any demographic cut of the data, from small to large businesses, across most industries, across job functions and most job levels.

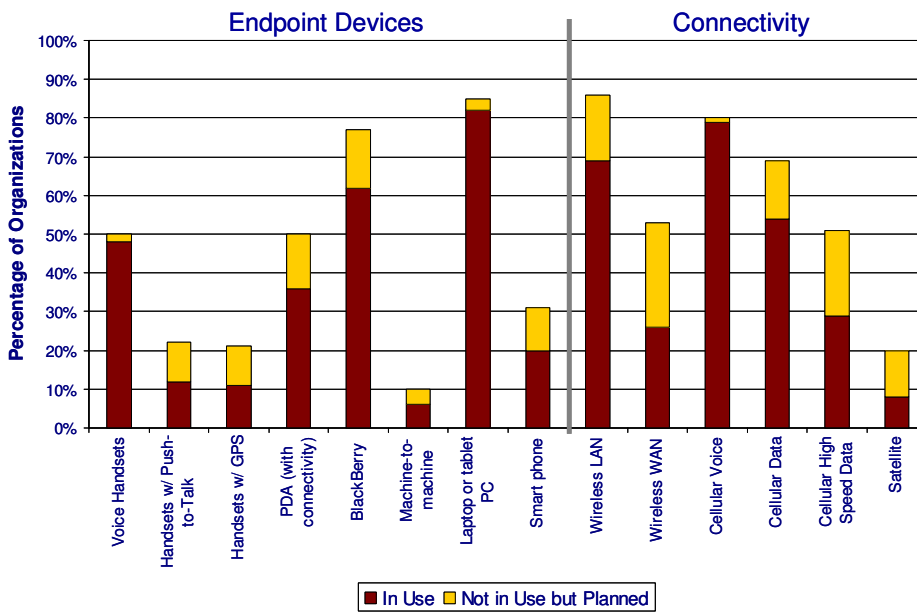
We infer from this that Canadian companies are on the cusp of broad adoption of integrated mobility applications. The growth in the use of multifunction devices, and advanced connectivity technologies, and the expectation that providers will offer integrated solutions are clear indications that business leaders are anticipating that growth.

**FIGURE 3**

**Trends in Device and Connectivity Adoption Point to Accelerated Growth of Integrated Applications**

Q - What types of mobile devices do you currently use? Plan to use?

Q – What mobile connectivity technologies do you currently have deployed? Plan to deploy?



Source: IDC Canada, 2007  
n=258; Canadian companies and organizations

## ***The Strategy Imperative***

In 2006 IDC asked 300 medium and large companies if they had a mobile strategy, a minority (36%) said 'Yes'. The majority, however, either did not have a strategy or did not know if they had one. This is clearly an indicator of low awareness for the strategic benefits of wireless and mobile solutions. Today there are clear reasons why companies and organizations should engage in a comprehensive strategy project for mobility:

### **☒ Manage Risk**

Instituting a mobile strategy will prevent companies from losing control of mobile workers and corporate assets. A mobile strategy will also help manage risk, improve security, and equip the IT department to be more proactive in their support of business goals. Continuing the path of tactical deployment of mobility/wireless solutions in the light of accelerating adoption, broader application mobilization, and deeper integration is likely to be a high risk approach.

### **☒ Manage Complexity**

One of the key reasons for not implementing mobile solutions is the complexity of integrating wireless with other business and IT systems. IDC also observes an increasing concern around security with respect to wireless: this is now the number one perceived issue for CxOs. Having a strategy will help companies manage business applications, wireless solutions, security concerns, and overall IT issues in a holistic manner.

### **☒ Gain Strategic Advantage**

Gaining the strategic benefits of mobility solutions and turning them from simple productivity gains and cost reduction efforts into revenue generation and customer service improvement projects will require a more holistic approach.

A mobile strategy is a formal recognition of mobility as an integral aspect of an overall business strategy. For some organizations where the workforce has always been mobile, it is integral to operations. For the majority of firms, the linkage is less obvious, but important nonetheless. IDC believes that stakeholders should begin by looking first at the critical business processes as well as the related workers and user roles and needs, and plan accordingly.

The technology strategy and decision-making follows logically as companies consider issues like data governance, the degree of wireless connectivity, types of applications, standards, security, service coverage and, finally, device features and functions. Your strategy initiative should focus on linking your mobility approach into a wider business strategy to truly extend the capability and intelligence of your applications out to your mobile workers, customers, and partners.

## SECTION II: CONSIDERATIONS FOR DEVELOPING A MOBILE STRATEGY

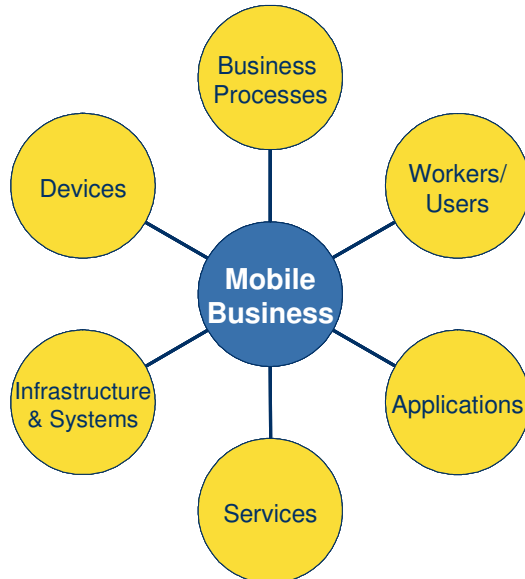
Business and technology leaders seeking an over-arching strategy to encompass mobility should consider several factors. This section of the paper will delineate the key considerations and provide guidance in the strategy development process.

### *Incorporating the Elements of a Mobile Organization*

The mobile organization is more than just employees using a cell phone, PDA or other wireless device. The six elements of a mobile business are (see Figure 4):

**FIGURE 4**

The Scope of Mobility: A Mobile Business Has Many Different Aspects That Need To Be Incorporated Into a Mobile Strategy



Source: IDC Canada, 2007

- Business Processes** – including sales reporting, inventory refresh, field data collection, customer calls, and many others
- Workers and Users** – sales teams, retail clerks, dispatch supervisors, auditors, consultants, field service technicians, executives, and other employees on the move
- Applications** – customer relationship management (CRM), field force automation, inventory management, business intelligence, and more
- Mobile Services** – location-based services, GIS/GPS, alerts, status updates, messaging, as well as voice and telephony services

- ☒ **Infrastructure and Systems** – network equipment, servers, tools, and wireless access points along with the software management tools to administer mobile devices and optimize the performance of the ICT infrastructure, as well as the carrier infrastructure that is invisible to the average business
- ☒ **Mobile Devices** – smart phones, converged devices, notebook and tablet PCs, tablet computers and other specialized handhelds, along with the operating systems embedded in these products.

### ***Begin with Business Processes and Workers/Users***

When considering a mobile strategy, technology decisions should follow, not lead, the discussion. Organizations should begin with the two most important drivers of all decisions: business process and the nature of work being performed by employees, contractors, partners, customers and other mobile users.

### **Examining Business Processes**

One of the first areas for organizations to target for improvement is those business processes which are well-defined. Typically the business process follows the activities associated with a functional department within the organization, such as sales, marketing field service, field inspection, procurement, human resources (time and expense reporting), as well as logistics.

Organizations can next examine which mobile workers are idle, and how best to deploy activities to them. In this way workers can complete more tasks in a given timeframe. In addition, organizations can look for information bottlenecks where mobile workers lack the critical information necessary to make the right decisions at the right time. This may include accessing the customer profile, order status, and outstanding field service tickets before a crucial meeting to close another large deal. It is essential for field service workers to be able to access key technical data in order to speed diagnostics and resolve problems.

Among the many business processes which can be automated and made more efficient are: fleet management, remote inventory management, dispatch control, field data collection, and marketing demand generation campaigns.

Streamlining the business process leads to improved productivity, and makes mobile workers not only more efficient but also more effective, and leads to greater customer and employee satisfaction.

### **Serving Different types of Mobile Workers**

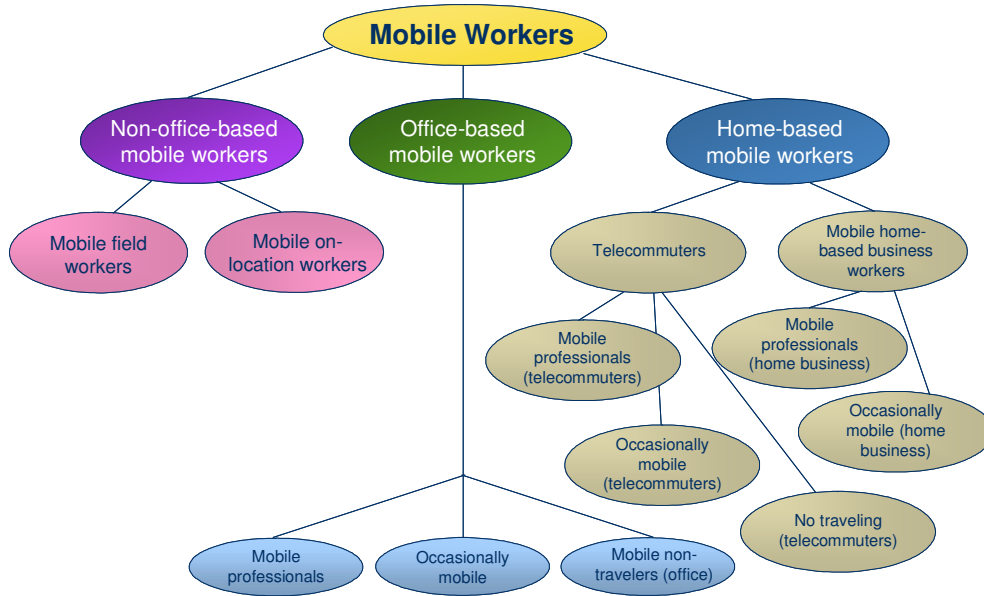
IDC segments the mobile worker population into three core categories, which include office-based mobile workers, non-office-based mobile workers, and home-based mobile workers (Figure 5). Those three major categories of workers clearly have different tasks and modes of work that tie into the business processes of an organization. Serving the needs of an expanding and increasingly mobile workforce requires a thoughtful look at the nature of work. Some questions for a customer of mobile solutions to consider when developing a strategy include:

- ☒ Are workers more productive with the freedom to be mobile?

- ☒ Is working mobile full time or occasional for most users?
- ☒ Where will mobile workers, devices, or services be deployed?
- ☒ What training will users need?

**FIGURE 5**

Mobile Worker Population Hierarchy



Source: IDC, 2005

### Connecting Processes and Users through Mobile Applications

Over the past fifteen years, Canadian businesses have invested heavily in enterprise-level applications, from ERP and CRM to industry-specific software. In many cases these investments can be extended out to mobile users. Some common "back end" enterprise applications can have different uses depending on the industry. For example:

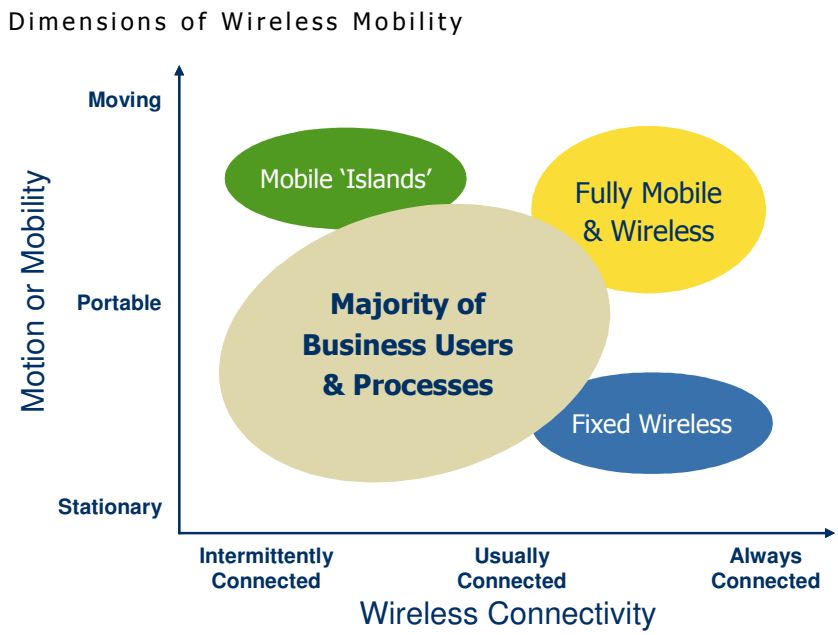
- ☒ In health care, case/records management files can be served by information management, specifically content management and CRM software.
- ☒ Similarly, insurance assessment tasks can be delivered using CRM, ERP and content management applications.
- ☒ Performance reporting in the financial services sector can be a function of CRM, human capital management, and business intelligence applications.

The move to mobile enterprise applications represents a new focus that fundamentally changes the way organizations grant mobile workers access to mission critical applications. Mobile applications serve as the aggregation point for information regarding the state of the business and enable more intelligent business decisions. Embedded within a mobile application is part of (or an entire) business process, which can be automated to help reduce the time spent on non-value elements. The opportunity to increase productivity and improve efficiency stems from supporting the information needs of mobile workers and includes access to tools, best practices, and data needed while in a mobile environment.

***Dimensions of Mobility***

Illustrated in Figure 6 below are the two basic dimensions of wireless mobility that will help businesses formulate a plan for planning, building, and implementing mobile solutions. Along the bottom axis is the degree of wireless connectivity: from intermittently connected, to usually connected, to always connected. On the other axis is the rate or need for physical mobility: from stationary, to portable, to moving.

**FIGURE 6**



Source: IDC Canada, 2007

While a high-speed wireless connection operating at broadband speed would be the ideal for many, the reality is that this degree of wireless connectivity is not always necessary or practical. Many activities that take place outside of an office or headquarters location can be considered mobile, even though they are not continuously in motion. Similarly, "always on" wireless connectivity may be a nice-to-have rather than a must-have for specific users. Many field worker applications can work as remote "islands", i.e., disconnected for periods of time, while still being considered within the mobile hierarchy.

## **Assessing Your Mobile Needs**

The two dimensions of mobility can help business and technology managers think about the processes that can be enabled by wireless technologies. It also provides a framework for considering the mobile workers' activities and how they tie back into overall businesses operations, pointing decision-makers to related questions for consideration:

- What software applications should be or can be extended to a mobile environment?
- What field work is being done by workers, or even equipment?
- Is location or geographic, geo-spatial, or location-based information useful and/or valuable?
- Do devices need to be connected to the network all the time while mobile?
- What environmental and physical conditions are to be considered?
- What security policies are in place that extend to a mobile environment?
- What upload and download speeds are necessary?
- What user interface is required and best suited for the application?

## **LESSONS LEARNED AND EMERGING BEST PRACTICES**

As part of its research into mobility, IDC conducted interviews with Canadian organizations that have already benefited from mobile solutions, including both commercial enterprises and public sector organizations. What follows are some key points of guidance based on the experiences of business leaders who have worked through the roll-out of a mobile solution.

### ***Plan to Succeed by Aligning with the Business Strategy***

As with any major business improvement project, planning and preparation in the early stages of a mobile strategy can pay off in the long run. A consistent understanding of the business strategy is vital among key stakeholders such as senior management, end users, financial decision makers, and IT. Aligning the mobile strategy or mobile solutions with the organization's strategy will help gain the commitment and support from senior executives for a major business improvement initiative.

Mapping out the business process to identify improvement opportunities is a foundational part of the effort. When business processes are well understood and mature, reviewing the detailed activities associated with delivery of the product and/or service can help identify areas for improvement. A focus on eliminating idle time, identifying what information is required and when, and understanding how it will be

used to benefit both customers and employees generally results in identifying solid potential benefits.

This detailed planning can help drive the significant business process improvements realized through gains in revenues, and higher levels of customer satisfaction.

### ***Get Senior Level and End User "Buy In"***

While most executives will be cognizant of the need for general cell phone and mobile email use, most functional-specific applications will come out of a departmental need, and may not be formally addressed at the senior management or user level right away. The good news is that most Canadian C-level executives outside of IT roles see business value from deploying wireless solutions, according to IDC Canada's *Top Executive Survey 2007*. Developing the business case can take time, but the project champion can often gain support with the assistance of their service provider or technology integrator.

### ***Bringing in Teams and Resources at the Right Time***

Involving key stakeholders is critical to making the implementation of a mobile solution a success. Getting end users on board from day one and throughout the various phases of the project is an essential element for success. When the end user feels like part of the team and participates in developing the solution, it is much easier to gain buy-in and resolve any issues that develop during implementation.

Disciplined project management and leadership are also key components of developing and implementing a mobile strategy. Striking the right balance of innovation and results (on time and on budget) can be challenging. This balance is usually necessary to meet senior management's expectations.

### ***Find the Right Expertise - Choosing the Right Partners***

The selection of a supplier of any service or product is an important step, one that becomes moderately more complex when dealing across technologies and functional areas. When looking at your current partners, whether they're carriers, software developers or hardware vendors, consider the value being offered beyond a discounted device. What other business benefits will your mobile provider deliver? Reconsider signing a long term agreement with a supplier if all they are providing is a commodity product or service.

Consideration for selecting the right partner should include the level of experience in the applicable industry, and whether the partner has implemented similar solutions and integrated with similar mobile devices, software applications, technologies, and telecommunication services. A previous working relationship is also important, as the partner should have a better appreciation of the organization's priorities, culture, and organizational structure to help facilitate the development and deployment of the mobile solution.

### ***Start Small – Be Open to Pilot Projects***

Most businesses have learned from experience in IT that pilot projects are beneficial; this is equally true for large wireless mobile solutions. Translating the requirements, initial specifications, and solution design into a working prototype helps vendors work out kinks in the technology, and lets users see the solution in action.

Customers should be prepared to invest in a proof-of-concept pilot, as the supplier will have real costs to cover and resources deployed to support the project. In cases where the end user organization is not familiar with the technology or how success can be guaranteed, a working prototype can help mitigate the risk associated with the "unknowns," as well as validate the viability of a proposed solution. This is likely to be a worthwhile investment of time and resources to help achieve the organization's desired outcomes.

### ***Connectivity Is Still Important***

While taken for granted, it is vital for mobile workers to access the critical information they need, anytime, anywhere. As part of the planning phase, ensure that the wireless network and/or infrastructure meet this requirement, especially if it is critical to their job function. Failing to consider the fundamental connectivity required for mobile solutions can lead to disappointing results. Loss of access will result in loss of confidence by end users and lower usage of the mobile solution. This prevents the full business benefits from being realized. Instead of improving employee loyalty and satisfaction, morale is diminished and recovery from this poor experience will require additional time and resources.

## **LEARN MORE**

This white paper is the first of two that IDC Canada will publish about enterprise mobility and it is the result of research phase 1 and 2 (qualitative interviews, more than 360 quantitative surveys, as well as other on-going IDC panel research). This white paper supports the premise of an impending tipping point in the growth of integrated mobility applications, and provides guidance on key considerations that are critical to developing a mobility strategy that can support and drive strategic advantage.

The forthcoming second white paper will result from phase 3 (additional quantitative interviews) It will explore in detail the organizational benefits and dynamics of mobile solutions beyond voice, email, and personal productivity tools, including an-depth review of findings across all potential areas of mobile adoption, as well as highlight best practices for implementing mobile solutions.

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## **Online Assessments**

TELUS has two online tools that can be used to augment the information contained in this paper.

The Online Wireless Solutions Roadmap (WSR) tool can help you get a benchmark of what mobility solutions peer companies are implementing and how they are doing it.

The TELUS Business Value of Integrated Communications (BVIC) tool will allow you to benchmark your project approach to drive the maximum possible business value from your communications solutions.

Request a login to the TELUS tools at [telus.com/businessvalue](http://telus.com/businessvalue)

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## Related Research

- ☒ Stephen Drake, Randy Giusto, Raymond Boggs, Merle Sandler, Kevin Burden, *Worldwide Mobile Worker Population 2005-2009 Forecast and Analysis*, IDC #34124, October 2005.
- ☒ Tony Olvet, Steve Yang and Lawrence Surtees, *From Wireless to IP Networks: Canadian Business Telecom Survey*, IDC Canada #CA14TM7, April 2007.
- ☒ Lawrence Surtees, Steve Yang and Tony Olvet, *Canadian Wireless Services 2006-2010 Forecast and Analysis*, IDC Canada #CA9TM6, December 2006.

## TELUS Corporation Online Tools

- ☒ The Online Wireless Solutions Roadmap (WSR)

The Online WSR is an online experience that illustrates what is possible with today's wireless technology, quantifies the amount of business value leading organizations are realizing by adopting various wireless solutions, and offers personalized assessments that are intended to benchmark an organization's mobility deployment against peer organizations. The comparisons built into the TELUS tool are based on the data collected in Phase II of this study.

- ☒ Business Value of Integrated Solutions (BVIC)

The BVIC tool provides a benchmark of a specific communications project against comparative data, initially collected by IDC in 2006, and augmented by several hundred assessments completed online since then. The intent of the BVIC tool is to provide best practices information on how to gain the maximum benefit possible from an integrated communications solution.

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