

# **The 2008 Enterprise Mobility Benchmark Report**

November 2007



## Executive Summary

Aberdeen's research shows that enterprise mobility has made significant inroads in organizations and more importantly, is having a measurable impact on the productivity of an organization's workforce. Best-in-Class (BIC) organizations are leveraging their enterprise mobility solutions as an integrated part of their overall business strategy. The findings are drawn from an October / November 2007 survey of over 580 organizations.

### Best-in-Class Performance

Aberdeen used three key performance criteria to distinguish Best-in-Class companies from all other organizations. These Key Performance Indicators (KPIs) are some of the operational metrics that are fundamental to defining workforce productivity:

- 71% increase in employee responsiveness to others - **2.3-times the Industry Average**
- 65% increase in an employee's ability to gain knowledge / data from others - **2.7-times all other organizations**
- 70% increase in the flexibility of the workforce - **1.8-times the Industry Average**

### Competitive Maturity Assessment

Survey results show that Best-in-Class organizations shared several common characteristics:

- Best-in-Class organizations are **65%** more likely than Laggards to have processes to evaluate new mobility projects
- Best-in-Class organizations are **34%** more likely than all others to have a mobility "guru" on staff that is responsible for mobility initiatives
- Best-in-Class organizations are **28%** more likely than Laggards to monitor the security of their mobile applications

### Required Actions

In addition to the specific recommendations in Chapter Three of this report, to achieve Best-in-Class performance, companies must:

- Develop business rules around mobile applications
- Take better control of wireless expenses
- Increase the adoption of WiFi-enabled smartphones

#### Research Benchmark

Aberdeen's Research Benchmarks provide an in-depth and comprehensive look into process, procedure, methodologies, and technologies with best practice identification and actionable recommendations

"With a global workforce, [leveraging mobility is] the only way to do business and maintain a competitive workforce."

~ Consultant  
US Engineering Firm

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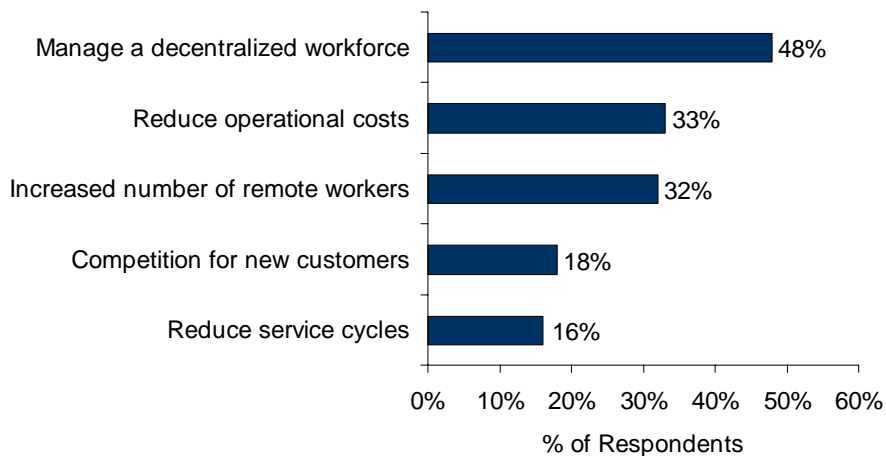
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## Chapter One: Benchmarking the Best-in-Class

### Enterprise Mobility - Moving to a Strategic Mindset

In Aberdeen's November 2006 study, *Enterprise Mobile Adoption: a Corporate Conundrum*, the number one reason organizations were developing a mobility strategy was to respond to customer needs more quickly. Aberdeen's latest research shows that the primary drivers have evolved over the last 12 months. The two greatest pressures organizations currently face are the need to manage an increasingly decentralized workforce and the need to reduce operational costs (Figure 1).

**Figure 1: Key Pressures Driving the Need for Enterprise Mobility**



Source: Aberdeen Group, November 2007

Global expansion, both in terms of an organization's footprint, as well as the expansion of an organization's customer base requires those organizations to have an increasingly remote workforce to ensure they are closer to their customers. Travel, as well as the need to ensure that employees can access data anytime and anywhere can significantly increase the costs of doing business. As competitive pressures escalate, an organization's success is increasingly intertwined with its ability to enable its workforce to be as effective and productive on the move as it is at the office. To proactively manage competition for customers, organizations must increase the intimacy of customer relationships while delivering prompt, personalized customer service. Best-in-Class organizations increasingly consider mobility the key to balancing the need for customer intimacy while improving internal business processes and reducing operational costs. This virtuous circle will ultimately drive further adoption of mobile solutions within those organizations.

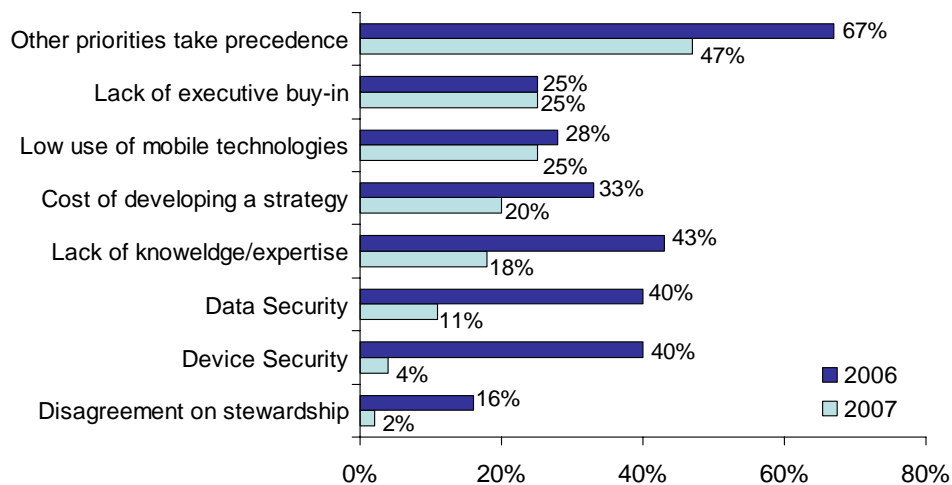
#### Fast Facts

- ✓ On average, organizations state that **44%** of their workforce is considered mobile
- ✓ **97%** of Best-in-Class organizations believe that smartphones have improved the performance of their workforce
- ✓ **75%** of Best-in-Class organizations have **increased** the proportion of their IT budgets spent on mobility over the last two years

## The Challenge of Enterprise Mobility

While the importance of developing a formal mobility strategy is clear to most businesses, some organizations still remain slow to act. Aberdeen's November 2006 research showed that 23% of responding organizations were planning on developing a mobility strategy within the next 12 months. In those 12 months, enterprise mobility has evolved from a "nice-to-have" option into a critical differentiator for organizations looking to drive growth within their space. In fact, this concept of accelerated adoption of mobility within the enterprise is seen when only 10% of respondents to Aberdeen's latest research on enterprise mobility planned on developing a mobility strategy in the next 12 months.

**Figure 2: Key Challenges Preventing Mobile Adoption**



Source: Aberdeen Group, November 2007

Twelve months time has shown that there has been much education in the marketplace around enterprise mobility. While the primary barriers to developing a mobility strategy have not changed, Aberdeen's research shows that beyond prioritization, many of the fears surrounding mobility (i.e.: data and device security and industry knowledge) have been mitigated. That said, executive buy-in still remains a key challenge for those organizations that do not believe there is a critical need for mobility within their environments.

## The Maturity Class Framework

The value of any solution – let alone a mobile solution – must be tied to the quantifiable results it can deliver to an organization. While there are pockets of tangible and measurable value in enterprise mobility (e.g.: time savings from the adoption of mobile field service solutions), it is far more difficult to develop a meaningful ROI for more widespread horizontal mobility solutions such as mobile email. Aberdeen used three key performance criteria to distinguish Best-in-Class organizations from Industry Average and Laggard organizations. These KPIs are some of the time-

sensitive operational metrics most frequently touted as key factors in measuring an organization’s (and its employees’) effectiveness and productivity: (1) responsiveness to others; (2) the employees’ ability to gain knowledge / data from others; and (3) the overall flexibility of an organization’s workforce. Table I summarizes Aberdeen’s findings and defines Best-in-Class performance for this study.

**Table I: Companies with Top Performance Earn Best-in-Class Status**

Definition of Maturity Class	Mean Class Performance
<b>Best-in-Class:</b> Top 20% of aggregate performance scorers	<ul style="list-style-type: none"> <li>▪ 71% increase in employee responsiveness to others</li> <li>▪ 65% increase in an employee’s ability to gain knowledge /data from others</li> <li>▪ 70% increase in the flexibility of the workforce</li> </ul>
<b>Industry Average:</b> Middle 50% of aggregate performance scorers	<ul style="list-style-type: none"> <li>▪ 31% increase in employee responsiveness to others</li> <li>▪ 25% increase in an employee’s ability to gain knowledge /data from others</li> <li>▪ 38% increase in the flexibility of the workforce</li> </ul>
<b>Laggard:</b> Bottom 30% of aggregate performance scorers	<ul style="list-style-type: none"> <li>▪ 1% increase in employee responsiveness to others</li> <li>▪ 12% increase in an employee’s ability to gain knowledge /data from others</li> <li>▪ 14% increase in the flexibility of the workforce</li> </ul>

Source: Aberdeen Group, November 2007

**Fast Facts**

- √ The CEO at Best-in-Class organizations is involved in mobility initiatives and the strategic planning of those initiatives **50% more frequently** than at all other organizations
- √ **41%** of employees at Best-in-Class organizations are trained on mobile devices versus **only 25%** of employees at Laggard organizations
- √ **80%** of the workforce at Best-in-Class organizations adheres to official mobility procurement policies

**The Best-in-Class PACE Model**

Using applications and technologies to drive enhanced workforce productivity and further enterprise mobility to ultimately achieve the Best-in-Class performance in Table I requires a combination of strategic actions, organizational capabilities, and enabling technologies (Table 2).

**Table 2: The Best-in-Class PACE Framework**

Pressure	Actions	Capabilities	Enablers
<ul style="list-style-type: none"> <li>▪ Managing a decentralized workforce</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increase workforce collaboration</li> <li>▪ Develop systems for global access to information</li> </ul>	<ul style="list-style-type: none"> <li>▪ Policies for appropriate use of devices</li> <li>▪ Policies for appropriate use of wireless data services</li> <li>▪ Procedural controls in regards to enterprise mobility (Sarbanes Oxley, etc.)</li> <li>▪ Processes to evaluate new mobility projects</li> </ul>	<ul style="list-style-type: none"> <li>▪ Mobile VPNs</li> <li>▪ Mobile VoIP</li> <li>▪ Wireless data cards / 3G plans</li> <li>▪ WiFi enabled smart-phones</li> <li>▪ Mobile PBX integration</li> <li>▪ Mobile IM / collaboration</li> </ul>

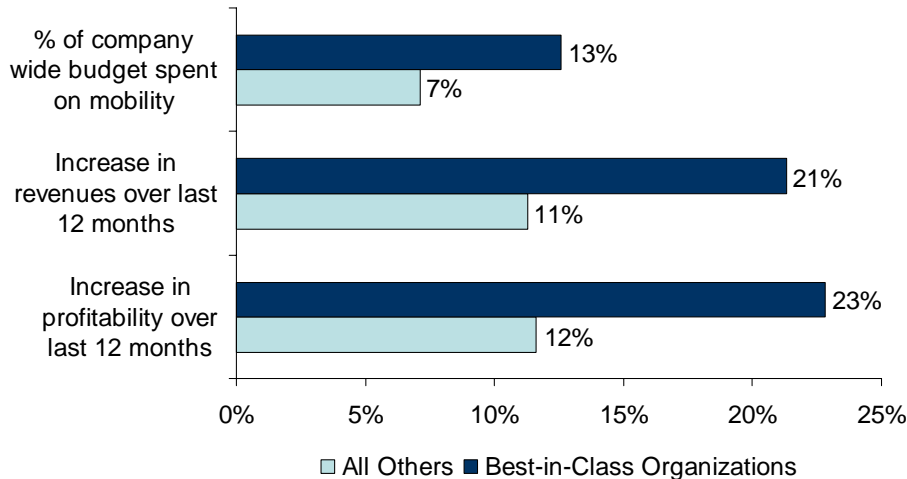
Source: Aberdeen Group, November 2007

**The Returns from Best-in-Class Performance**

Figure 3 shows how a policy driven strategy for enterprise mobility directed at enhancing workforce productivity can provide tremendous benefits to an

organization. Best-in-Class organizations spent, on average, almost twice what all other organizations invested on enterprise mobility. That upfront investment has paid off handsomely over the last 12 months. In fact, the larger investments in enterprise mobility translated into an **88% relative increase** in top line revenue and a **97% relative increase** in the overall profitability of the organization.

**Figure 3: Investing in Mobility Impacts the Top and Bottom Lines**



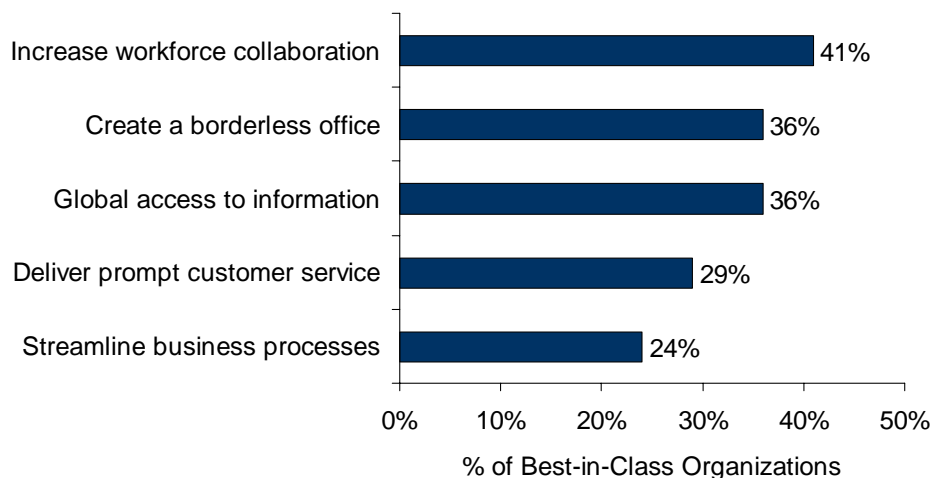
"In my area, connectivity is highly important and mobility affects all personnel and all the equipment used and allowed to be used."

~ Logistics Manager  
Portuguese Aerospace Agency

Source: Aberdeen Group, November 2007

To achieve that level of performance, the Best-in-Class actions in Table 2 show that top performing organizations place the most emphasis on leveraging their technology enablers as a means to an end - not as an end of its own. In fact, Best-in-Class organizations are more likely than all others to leverage technologies to create a borderless office (i.e. mobilizing the workforce) to enhance that productivity. Figure 4 illustrates how those organizations strategically approach the challenges illustrated in Figure 1.

**Figure 4: Best-in-Class Actions to Improve Enterprise Mobility**



Source: Aberdeen Group, November 2007

### Successful Mobile Strategies Must Be Holistic in Nature

Aberdeen surveyed organizations not only on the maturity of their mobile strategies, but also on the breadth of their strategies – specifically looking at the factors they included in their mobility strategy. A complete mobile strategy must cover a broad set of factors, including: back-office hardware / software, end-user devices / platforms, and appropriate usage and procurement / payment policies.

"Standardizing the mobile devices has helped us reduce our maintenance costs and improve support for our end-users."

~ VP Sales

Canadian High Tech company

**Table 3: Key Considerations within a Mobile Strategy**

	Best-in-Class	All Others
End-user devices	85%	77%
Security policies for enterprise mobility	77%	55%
End-user applications	76%	63%
Back-office mobility applications	73%	57%
End-user mobility platforms	72%	62%
Security for devices	69%	53%
Back-office mobility hardware	66%	61%
Carrier selection	65%	56%
Security for content on devices	60%	42%
Wireless device management	54%	44%
Wireless expense management	51%	37%
Solution interoperability	46%	30%

Source: Aberdeen Group, November 2007

Aberdeen’s research found that 39% of Best-in-Class organizations considered 10 of the 12 factors listed in the survey as part of their mobile strategy and that 95% of Best-in-Class organizations included at least six of the 12 listed factors as part of their strategy. This is in sharp contrast to the Laggards, where only 58% of those organizations included at least six of the 12 factors. For example, while 46% of Best-in-Class organizations included solution interoperability in their mobile strategy, less than one if four laggards did the same. This is a key differentiator between Best-in-Class organizations and all other organizations.

### Aberdeen Insights - Strategy

Best-in-Class organizations are taking a holistic approach to enterprise mobility and understand the importance of a complete strategic vision and total visibility around their mobile initiatives, whether it be regarding devices, applications, security, or even the carriers selected. The fact that Best-in-Class organizations consider more facets of mobility in their mobility strategy is directly linked to the fact that as mobility becomes strategic to an organization, more senior executives are involved in the decision making process at Best-in-Class organizations. For example, both the CEO and the CFO at Best-in-Class organizations are involved in mobility initiatives and the strategic planning of those initiatives – 50% more frequently than at all other organizations.

"Currently we only really use mobile email but we use it a lot. We are now exploring what other applications we should mobilize."

~ CIO,  
European Software  
Manufacturer

In the next chapter, we will see what the top performers are doing to achieve these gains.

## Chapter Two: Benchmarking Requirements for Success

The selection of mobility solutions and their integration with business intelligence and business process management systems plays a crucial role in the ability to efficiently apply these strategies, resulting in increased profitability.

### Case Study – Shamrock Foods

Take, for example, Shamrock Foods in Phoenix, Arizona. With over 2,500 employees and \$1.7 billion in revenues, Shamrock Foods is both a significant Dairy operation with a nationwide presence and a Food Distribution business covering nine states in the southwest. Throughout its 85 year history, Shamrock has prided itself in being an early adopter of new technologies. To date, 40% of its workforce is considered “mobile.”

The company is in the midst of a massive technology upgrade with Rob Baxter, its VP & CIO, spearheading upgrades for the wired & wireless infrastructure, as well as the messaging and PBX systems. While corporate executives have already received smartphones, the company is increasing its adoption of mobile devices for sales and drivers alike. The sales people are leveraging 3G data cards embedded in their laptops for mobile ordering systems, while the drivers are adopting ruggedized devices for mobile field service applications including deliver asset tracking, routing, and delivery management. The final phase of the driver handheld mobile device deployment will be completed in the next three to four months.

While these initiatives all require extensive monitoring, Mr. Baxter is already evaluating how his organization can eliminate its desk phones and replace them with a mobile unified communications solution that will leverage its new messaging and PBX systems to drive even further productivity gains for its workforce. “Although we are heavily adopting mobile technologies, we’re not yet where we want to be” says Baxter. “Mobility will drive further improvements in our business processes and drive increased productivity for our mobile workforce.”

### Fast Facts

- ✓ **67%** of Best-in-Class organizations currently use or plan to implement remote over-the-air backup systems
- ✓ Best-in-Class organizations are **82% more likely** than Laggards to have anti-virus software on their mobile devices
- ✓ Best-in-Class organizations are **60% more likely** than all other organizations to have systems in place for remote "kill pills"

### Competitive Assessment

The aggregated performance of surveyed companies determined whether they ranked as Best-in-Class, Industry Average, or Laggard. In addition to having common performance levels, each class also shared characteristics in five key categories: (1) **process** (policies for appropriate use of devices and processes to evaluate new mobility projects); (2) **organization** (corporate focus and collaboration among stakeholders); (3) **knowledge management** (documenting mobility implementations and staff training on the applications); (4) **technology** (the selection of appropriate tools and intelligent deployment of those tools); and (5) **performance management** (the ability of the organization to measure the benefits of

technology deployment and use the results to improve key processes further). These characteristics (identified in Table 4) serve as a guideline for best practices, and correlate directly with Best-in-Class performance across the key metrics.

**Table 4: The Competitive Framework**

	Best-in-Class	Average	Laggards
<b>Process</b>	Policies for appropriate use of devices		
	72%	68%	58%
<b>Process</b>	Processes to evaluate new mobility projects		
	53%	39%	32%
<b>Organization</b>	Have a mobility 'guru' on staff responsible for mobility initiatives		
	63%	51%	40%
<b>Organization</b>	Cross-functional (non-IT) teams to test new mobility initiatives		
	45%	38%	33%
<b>Knowledge</b>	Processes to document mobility implementations		
	53%	40%	27%
<b>Knowledge</b>	Staff training programs for mobile applications		
	44%	38%	28%
<b>Technology</b>	Enterprise mobility technology currently in use:		
	<ul style="list-style-type: none"> <li>▪ 62% mobile VPN / VPN for mobile devices</li> <li>▪ 53% WiFi enabled smartphones</li> <li>▪ 50% 3G data plans</li> </ul>	<ul style="list-style-type: none"> <li>▪ 56% mobile VPN / VPN for mobile devices</li> <li>▪ 46% WiFi enabled smartphones</li> <li>▪ 48% 3G data plans</li> </ul>	<ul style="list-style-type: none"> <li>▪ 38% mobile VPN / VPN for mobile devices</li> <li>▪ 31% WiFi enabled smartphones</li> <li>▪ 39% 3G data plans</li> </ul>
<b>Performance</b>	Measurement of the impact on productivity from the use of enterprise mobility solutions:		
	<ul style="list-style-type: none"> <li>▪ 78% monitored their mobility policies</li> <li>▪ 82% monitored mobile application performance</li> <li>▪ 68% monitored the security of their mobile applications</li> </ul>	<ul style="list-style-type: none"> <li>▪ 76% monitored their mobility policies</li> <li>▪ 78% monitored mobile application performance</li> <li>▪ 66% monitored the security of their mobile applications</li> </ul>	<ul style="list-style-type: none"> <li>▪ 52% monitored their mobility policies</li> <li>▪ 51% monitored mobile application performance</li> <li>▪ 53% monitored the security of their mobile applications</li> </ul>

"We believe mobility is a requirement - not an option."

~ Senior Executive,  
US Based Firm

"Mobile solutions can at times be difficult to support remotely and maintain. This is why user training is paramount."

~ Manager, European Medical  
Services Organization

Source: Aberdeen Group, November 2007

## Capabilities and Enablers

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The essential ingredients of successfully deploying and reaping the benefits of a mobile solution that can increase the productivity of an organization's workforce include process, organization, and technology enablers that come together to form a working solution that translates to more effective and profitable working environments for organizations.

"There are specific areas only within our organization that mobility enables. It is these areas that we have focused on to achieve strong value for our users."

~ IT Director, Australian  
Finance Department

### Process

Best-in-Class organizations in this study have more formal policies governing appropriate usage, and processes to evaluate new mobility projects as compared to all other organizations. Best-in-Class organizations are **43% more likely** to have processes in place to evaluate new mobility applications as compared to all others. These rules and processes are the key to creating a successful strategy for leveraging these technologies. Implementing these rules and regulations results in Best-in-Class organizations being **93% more flexible** than all others, thanks in part to the processes they put in place.

### Organization

Best-in-Class organizations are **36% more likely** than Laggard organizations to have cross-functional (non-IT) teams (e.g., lines of business) to test new mobility initiatives. They are also over **57% more likely** to have a mobility "guru" on staff to drive mobility within their organization. Best-in-Class organizations recognize that a successful enterprise mobility strategy requires a thorough understanding of both the technologies and the impact they will have on the end users.

### Knowledge Management

Fifty-three percent (53%) of Best-in-Class organizations indicated they had processes in place to document their mobility implementations (e.g., documentation around application development, business rules, etc.) - a rate that is almost twice that of Laggard organizations. Best-in-Class organizations are also **44% more likely** than Laggard organizations to have programs in place to train their staff on how to properly use the mobile applications that are being deployed. This organizational structure results in 62% of Best-in-Class organizations indicating that employee satisfaction with mobile solutions has improved over the past two years – a rate that is **52% more** than that of Laggard organizations.

### Technology

Fifty-three percent (53%) of Best-in-Class organizations indicated they are currently leveraging WiFi enabled smart phones as part of their enterprise mobility strategy – over 70% more frequently than Laggards. Additionally, 62% of Best-in-Class organizations have mobile VPN solutions to ensure that the data being transferred to and from mobile devices is secure. These organizations understand that enterprise mobility is taking on new

dimensions in terms of the increased bandwidth available by using WiFi as another data path for these intelligent devices, but that security must remain paramount regardless of what devices are being used.

### Performance Management

Seventy-eight percent (78%) of Best-in-Class organizations review and monitor their mobility policies on a regular basis. Additionally, 83% of Best-in-Class organizations review and monitor the overall progress of their mobility strategy. In fact, almost one in three Best-in-Class organizations reviews their mobility strategy on a quarterly basis. These organizations understand that as mobility takes on an increasingly strategic role within their organizations that they can not simply let the projects run their course. Application performance and the value it provides to the end users must be continuously monitored and reviewed to ensure that the time and financial investments are maximized and that end-users are garnering the optimal benefits from the solutions.

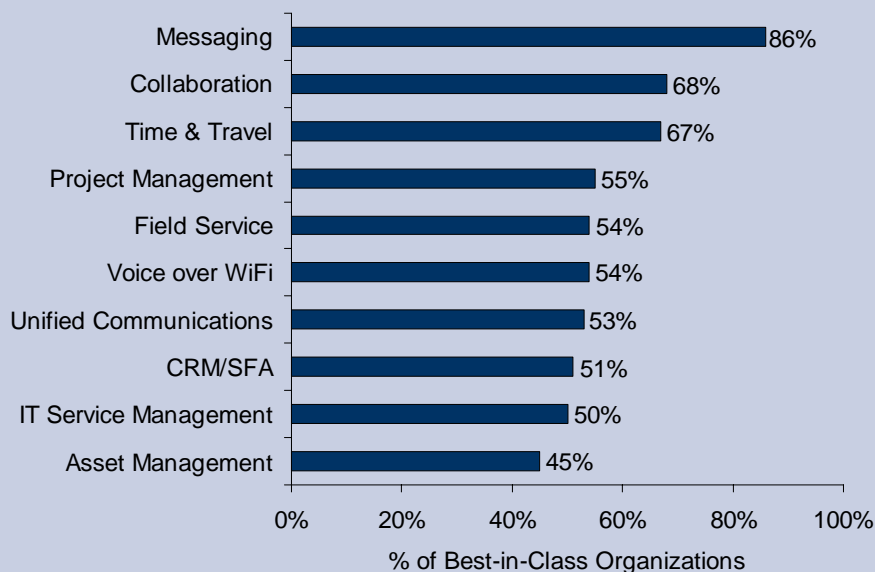
"We are now considering how to extend the functionality of our mobile devices by connecting them to our PBX system."

~ Telecom Director  
Global Aerospace  
Manufacturer

#### Aberdeen Insights - Technology

As shown in Figure 5, **73%** of Best-in-Class organizations include back-office applications as part of their overall mobility strategy, while **76%** of those same organizations include policies and procedural controls for the installation and use of applications found on the devices. Figure 6 shows which applications Best-in-Class organizations are most frequently mobilizing.

**Figure 5: Top 10 Deployed Enterprise Mobile Applications**

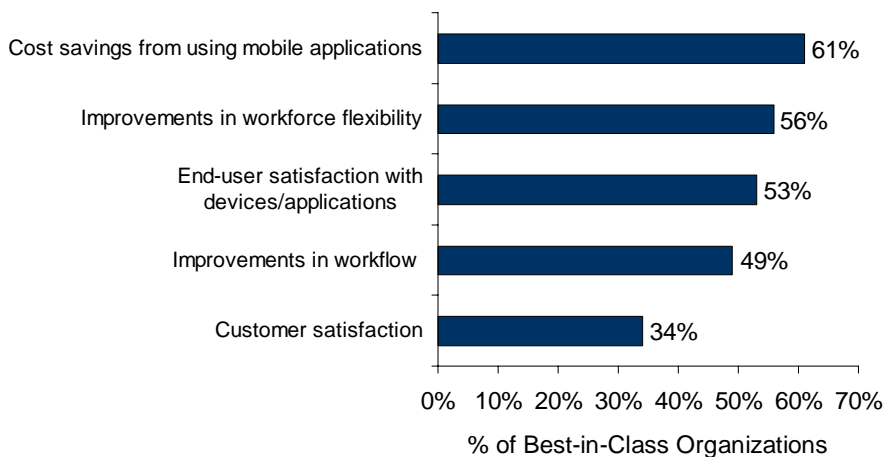


Source: Aberdeen Group, November 2007

## Chapter Three: Required Actions

Best-in-Class organizations' adoption of mobile solutions is driven by the need to 1) manage a decentralized workforce, 2) reduce operational costs, and 3) manage an increasing number of remote workers no matter where employees may be around the world. The greatest challenge for organizations is to ensure they are deploying the most appropriate mobility solutions to the right people within the organization. The effectiveness of a mobility strategy and the productivity gains it will drive within an organization depend on the approach that an organization is taking, as well as the KPIs that are developed in the planning process for ongoing performance measurement. Figure 7 shows KPIs that Best-in-Class organizations most frequently use when tracking the benefits of enterprise mobility.

**Figure 6: Key Performance Indicators for Best-in-Class Enterprise Mobility**



Source: Aberdeen Group, November 2007

Aberdeen's research has identified the pressures organizations face in regards to driving mobility within their organizations and how they responded to those pressures with both an organizational and technological decision process. All organizations must consider a continuous analysis of the technologies and the existing business processes to drive improved workforce productivity. This iterative process will ensure an organization's ability to remain speedy and nimble in both its current and emerging competitive areas.

Whether an organization is trying to improve its workforce's productivity, flexibility and collaboration from Laggard to Industry Average, or Industry Average to Best-in-Class, the following actions will help spur the necessary performance improvements:

### Fast Facts

- ✓ **55%** of Best-in-Class organizations indicated that the selection and purchase of smartphones is managed by the IT department
- ✓ **67%** of Best-in-Class organizations have policies for the appropriate use of wireless voice services
- ✓ **43%** of Best-in-Class organizations have help desk staff trained on enterprise mobility solutions

## Laggard Steps to Success

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- **Develop business rules around mobile applications**

Laggard organizations are currently 36% less likely than Best-in-Class organizations to have business rules in place around mobile business applications. The key to any successful application deployment – either fixed or mobile – is the development of comprehensive business rules around who is using the applications and in what context those applications will be used. That process will help mitigate the hurdles that come up during the development and deployment process and ensure stronger end-user adoption of the applications.

- **Implement systems for remote device “kill pills”**

Best-in-Class organizations are currently **over twice as likely** as Laggard organizations to have systems in place for remote device shutdown. Remote kill pills are designed to help ensure that when a device is lost or stolen that the device, and more importantly the data on the device (including the increasingly prevalent storage cards) does not fall into inappropriate hands. This is a key form of functionality ensuring mobile device management, and more importantly overall mobility management.

"Mobility has helped increase the flexibility of our workforce and has resulted in increased customer [satisfaction]."

~ Senior Executive,  
German High Tech Firm

## Industry Average Steps to Success

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- **Take better control of wireless expenses**

The proliferation of mobile devices in organizations creates challenges not only for the IT department but also for the finance department. Best-in-Class organizations are 31% more likely than the Industry Average to have policies for wireless expense management. The Industry Average must focus on proactive migration from employee-liable to corporate-liable contracts, developing well documented policies to determine eligibility and establish a consistent approval process for wireless services. Last but not least, establish a program to perform monthly service plan optimization.

- **Deploy anti-virus solutions for smartphones**

Currently, **only 25%** of Industry Average organizations are using anti-virus solutions for mobile devices. As smartphones gain increasing capabilities to not only view but edit office documents, these devices are increasingly blurring the line between being voice-only devices and micro computers with voice capabilities. The phenomenon of storing various documents on a mobile device becomes increasingly compelling with the proliferation of storage cards capable of holding multiple gigabytes of data; but carries the burden of introducing new vehicles to propagate viruses that can not only compromise or disable mobile devices, but also infect the backend systems that the mobile devices connect to.

## Best-in-Class Steps to Success

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- **Standardize mobile device options**

Standardizing mobile device platforms is becoming an increasingly important issue for IT departments. With so many options available in the market, combined with the continuing infiltration of devices by savvy pro-sumers, organizations must set strict device policies to prevent potential chaos for the IT department – from a support and security perspective. Currently, **less than half** of Best-in-Class organizations have strict IT department driven policies around device procurement and provisioning.

- **Increase the adoption of WiFi-enabled smartphones**

While 53% of Best-in-Class organizations are currently using WiFi enabled smartphones, there is an opportunity to increase the adoption of this style of device because they provide organizations with increased flexibility in terms of data connectivity and the kinds of applications that can be deployed on mobile devices (including voice over WiFi). In fact, Best-in-Class organizations should begin examining WiFi enabled smartphones less as “phones” with strong data capabilities and more as “**intelligent devices**” that can, in certain instances, become viable alternatives to laptops.

### Aberdeen Insights – Summary

In the last 12 months, enterprise mobility has become one of the most exciting opportunities for technology to dramatically impact the way organizations go about their business. Aberdeen’s research of over 500 individuals worldwide has shed light onto the current state of enterprise mobility and the productivity gains these solutions can deliver to an organization.

Best-in-Class organizations that have been using a broader portfolio of mobility functionality more frequently within their organizations - along with a more strategic mindset around how to deploy and manage both devices and applications - have been shown to effectively leverage these technology enablers to improve their business processes, thereby improving collaboration within their organizations and their workforce’s productivity. The next step in this evolution for Best-in-Class organizations will be to continue the adoption of mobile technologies and further the development of the truly borderless office.

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## Appendix A: Research Methodology

In October and November 2007, Aberdeen examined the use, the experiences, and the intentions of more than 580 organizations using or considering enterprise mobility solutions in a diverse set of environments.

Aberdeen supplemented this online survey effort with interviews with select survey respondents, gathering additional information on enterprise mobility strategies, experiences, and results.

Responding enterprises included the following:

- **Job title / function:** The research sample included respondents with the following job titles: CIO or other C-level officer (26%), VP or director (27%), manager (25%), and staff / consultants (12%).
- **Industry:** High-tech organizations represented 29% of the sample with telecommunications services representing another 16%. Other sectors responding included education, banking and finance, public sector, automotive, retail, medical equipment, construction / engineering, and distribution.
- **Geography:** The majority of respondents (55%) were from North America. An additional 31% were from Europe, Middle East and Africa, and 12% from the Asia-Pacific region.
- **Company size:** Twenty-eight percent (28%) of respondents were from large enterprises (annual revenues above US \$1 billion); 25% were from midsize enterprises (annual revenues between \$50 million and \$1 billion); and 47% of respondents were from small businesses (annual revenues of \$50 million or less).
- **Headcount:** Forty-one percent (41%) of respondents were from small enterprises (headcount between 1 and 99 employees); 18% were from midsize enterprises (headcount between 100 and 999 employees); and 41% of respondents were from large businesses (headcount greater than 1,000 employees).

Solution providers recognized as sponsors of this report were solicited after the fact and had no substantive influence on the direction of *The 2008 Enterprise Mobility Benchmark Report*. Their sponsorship has made it possible for Aberdeen Group to make these findings available to readers at no charge.

### Study Focus

Responding executives completed an online survey that included questions designed to determine the following:

- √ The degree to which enterprise mobility solutions are deployed in their organization and the financial implications of the technology
- √ The structure and effectiveness of existing enterprise mobility implementations
- √ Current and planned use of enterprise mobility to aid operational and promotional activities
- √ The benefits, if any, that have been derived from enterprise mobility initiatives

The study aimed to identify emerging best practices for enterprise mobility, and to provide a framework by which readers could assess their own management capabilities.

**Table 5: The PACE Framework Key**

Overview
<p>Aberdeen applies a methodology to benchmark research that evaluates the business pressures, actions, capabilities, and enablers (PACE) that indicate corporate behavior in specific business processes. These terms are defined as follows:</p> <p><b>Pressures</b> — external forces that impact an organization’s market position, competitiveness, or business operations (e.g., economic, political and regulatory, technology, changing customer preferences, competitive)</p> <p><b>Actions</b> — the strategic approaches that an organization takes in response to industry pressures (e.g., align the corporate business model to leverage industry opportunities, such as product / service strategy, target markets, financial strategy, go-to-market, and sales strategy)</p> <p><b>Capabilities</b> — the business process competencies required to execute corporate strategy (e.g., skilled people, brand, market positioning, viable products / services, ecosystem partners, financing)</p> <p><b>Enablers</b> — the key functionality of technology solutions required to support the organization’s enabling business practices (e.g., development platform, applications, network connectivity, user interface, training and support, partner interfaces, data cleansing, and management)</p>

Source: Aberdeen Group, November 2007

**Table 6: The Competitive Framework Key**

Overview	
<p>The Aberdeen Competitive Framework defines enterprises as falling into one of the following three levels of practices and performance:</p> <p><b>Best-in-Class (20%)</b> — Practices that are the best currently being employed and are significantly superior to the Industry Average, and result in the top industry performance.</p> <p><b>Industry Average (50%)</b> — Practices that represent the average or norm, and result in average industry performance.</p> <p><b>Laggards (30%)</b> — Practices that are significantly behind the average of the industry, and result in below average performance.</p>	<p>In the following categories:</p> <p><b>Process</b> — What is the scope of process standardization? What is the efficiency and effectiveness of this process?</p> <p><b>Organization</b> — How is your company currently organized to manage and optimize this particular process?</p> <p><b>Knowledge</b> — What visibility do you have into key data and intelligence required to manage this process?</p> <p><b>Technology</b> — What level of automation have you used to support this process? How is this automation integrated and aligned?</p> <p><b>Performance</b> — What do you measure? How frequently? What’s your actual performance?</p>

Source: Aberdeen Group, November 2007

**Table 7: The Relationship Between PACE and the Competitive Framework**

PACE and the Competitive Framework – How They Interact
<p>Aberdeen research indicates that companies that identify the most impactful pressures and take the most transformational and effective actions are most likely to achieve superior performance. The level of competitive performance that a company achieves is strongly determined by the PACE choices that they make and how well they execute those decisions.</p>

Source: Aberdeen Group, November 2007

## Appendix B: Related Aberdeen Research

Related Aberdeen research that forms a companion or reference to this report includes:

- [Driving Workforce Productivity with Unified Communications](#),  
September 2007
- [Reducing the Financial Risk of Wireless Networks](#),  
September 2007
- [Measuring the Real Value of Wireless LAN Deployments](#),  
June 2007
- [Benchmarking the Enterprise Road Warrior](#),  
April 2007
- [Improving Customer Satisfaction through Unified Communications](#),  
March 2007
- [Mobile VoIP: Fixed/Mobile Convergence in the Enterprise](#),  
February 2007
- [The Real Cost of Enterprise Wireless Mobility](#),  
January 2007
- [The Enterprise Mobile Messaging Benchmark Report](#),  
December 2006
- [Enterprise Mobile Adoption: a Corporate Conundrum](#),  
November 2006

Information on these and any other Aberdeen publications can be found at [www.Aberdeen.com](http://www.Aberdeen.com).

Author: Philippe Winthrop, Research Director, Wireless & Mobility,  
[philippe.winthrop@aberdeen.com](mailto:philippe.winthrop@aberdeen.com)

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