

# Getting up to speed with enterprise mobility\*

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The widespread availability of affordable high-speed wireless technology, compatible devices and software applications has made Enterprise Mobility, or EMobility, feasible for significant business processes. EMobility could make it possible for an organization to open its business model to alliances and innovation. However, the challenge is to understand potential benefits for customers and suppliers and tailor solutions to specific needs.

### Are you moving toward an enterprise-wide solution?

As quickly as you could say “text message,” the next wave of opportunity in the business operating environment is upon us. Enterprise Mobility, or EMobility, offers alternatives for interacting with customers, employees, assets, and other businesses—any time, from any location. Though the concept has been discussed since the advent of the Internet, it has become feasible only since high-speed wireless technology and compatible devices became readily available and affordable. Today, software applications can be installed on smaller, less-costly hand-held computers and used for significant business processes. Essentially, the combination of pervasive mobility applications, services and connectivity could add up to the opportunity for true enterprise mobility for most businesses. No exploration of how an EMobility solution could benefit your business would be complete without pausing to consider the potential impact of being trumped with one by your major competitor.

“The challenge for businesses is to understand the potential opportunities that EMobility could provide to them, as either a customer or supplier, and determine how to move quickly to benefit,” says Christopher Isaac, PricewaterhouseCoopers’ Advisory Services principal.

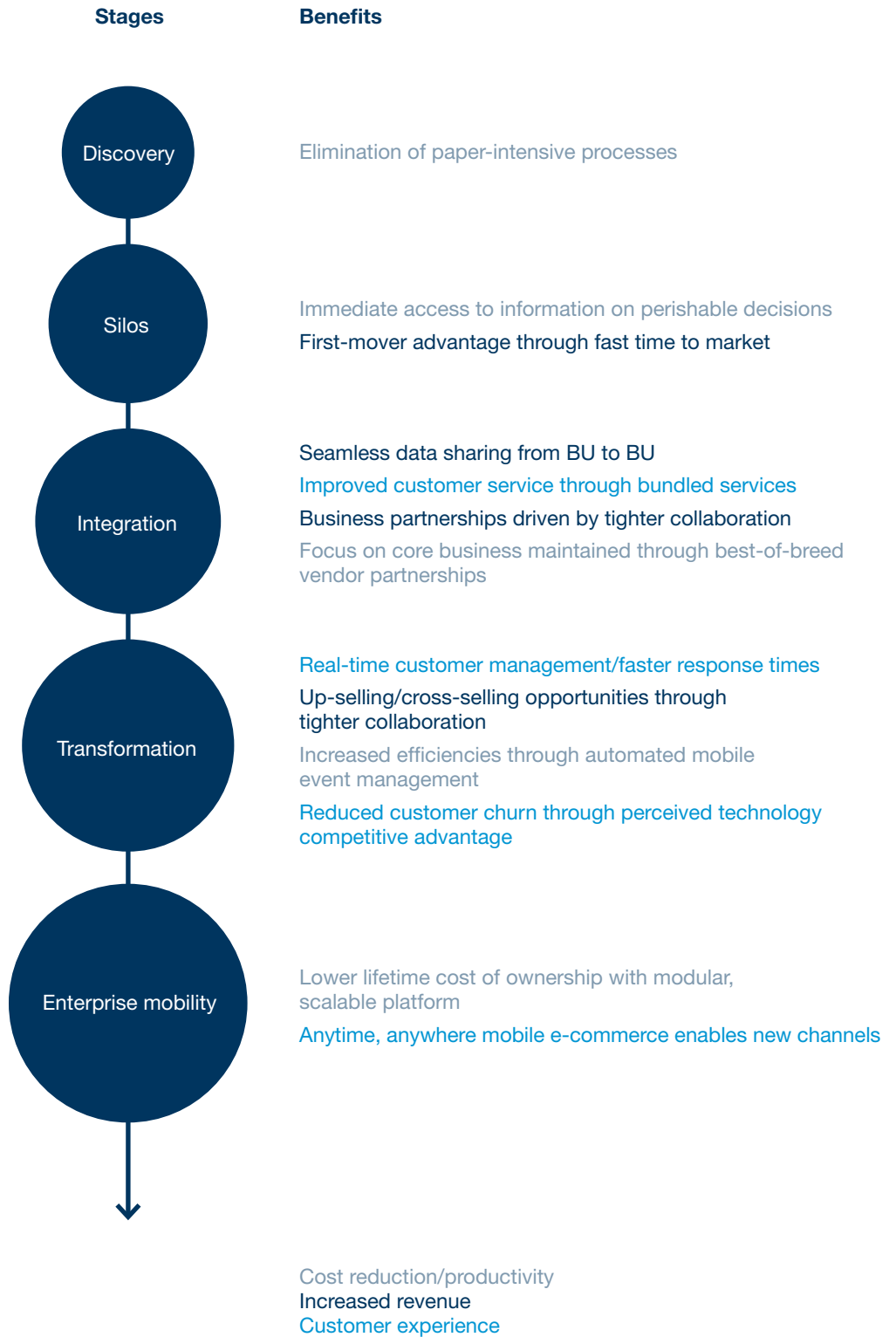
“Unlike e-mail, which all sorts of businesses could adopt readily, EMobility must be tailored as part of a solution for specific situations,” notes Adam C. Kennedy, Advisory Services director. “A solution that might work for a shipping company is not necessarily right for a financial services company or a utility company because each has a different set of needs. For example, a utility company might want to use a wireless device to dispatch repair and maintenance crews and coordinate service calls with customers. On the other hand, a solution for a financial services company with far-flung offices could be more about ensuring that customers have access to a central repository of secure information in real-time.”

We recently spoke with Kennedy and Isaac to discuss how EMobility is being integrated into business models to encourage alliances and innovation.

**Q** What do midsize businesses need to know about EMobility?

**A** EMobility is not just about buying technology, it’s about finding ways to improve your business using mobility technology as a tool to facilitate alliances and innovation, for example managing inventory using radio frequency ID chips, providing secure access to a central repository of information, or managing a field workforce more effectively using devices that let you know where they are and where they need to go.

## EMobility evolution—stages and benefits



Q What are the potential benefits of using EMobility effectively?

A Three major benefits could include:

- Cost reduction/increased productivity
- Increased revenue, or
- Improved customer experience

However, rarely would a company get all three benefits at once. Typically, in developing EMobility, companies generally pass through five stages of evolution, although in practice, some companies skip directly to more advanced stages and reap the benefits of prior stages. [See chart on page 16.]

Q How has the use of mobile technology changed over the past three years?

A Three years ago, early adopting industries, such as technology and transportation/logistics, led the market in implementing mobile applications for specific business functions, such as handheld units for delivery personnel. Today, companies that are deploying mobility solutions tend to target individual business processes and functions within a specific area of responsibility. Successes are driving more businesses to create company-wide mobile strategies that incorporate current infrastructure, demands from different parts of the business including clients and IT strategy.

Q Where does EMobility appear to be headed over the next few years?

A Increasingly, businesses will consider using mobility to innovate and re-engineer business processes to harness the full potential of legacy or concurrent IT investments. We're already seeing vendors creating enterprise-wide solutions rather than discreet applications. I would think core enterprise products with out-of-the-box mobility can't be far behind.

Q How could enterprise technology change the way a business deals with vendors and customers?

A Here are just a few examples. Suppliers could seek solutions that make them appealing as preferred vendors, for example, using radio frequency ID chips in product packaging to facilitate product tracking by distributors. On the client side, the ability to exchange information on a real-time basis can be a powerful tool for connecting customers quickly with information they need and want, customizing it for how they would like to receive it. For example, a timeshare tour could comprise a more interactive, multimedia experience tailored to a prospect's interests, such as skiing in Canada versus surfing at the beach in Hawaii. Or, a utility company that employs a new "Smart Meter" technology could change its entire business model, from one that requires sending someone to read your meter to one providing real-time information about electricity use, giving the company the power to adjust power during peak and non peak hours. A California utility company is implementing this type of technology today.

Q What's the first step toward enterprise mobility?

A Assessing your business processes and determining where the opportunities are in those processes that mobility will facilitate.

**Q** What does an enterprise need to consider when implementing a mobility solution?

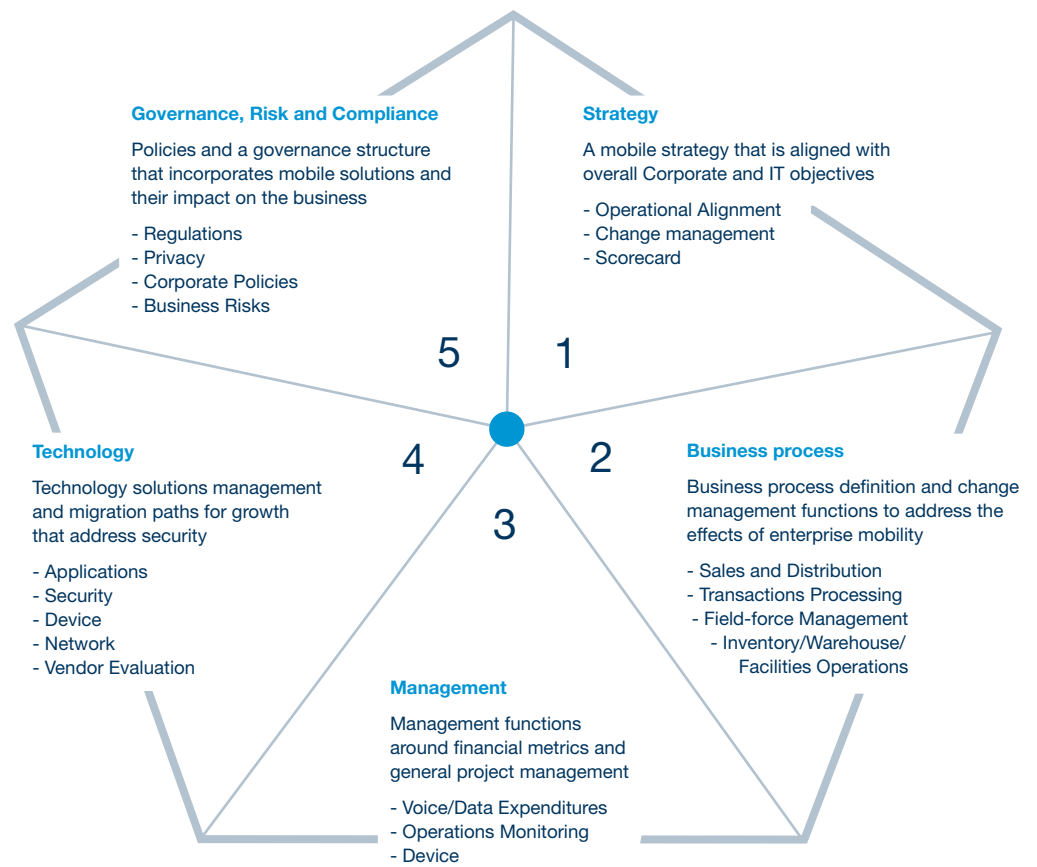
**A** A business should consider the following five key items in the diagram below when implementing a mobility solution.

**Q** What might surprise a midsize company about enterprise mobility?

**A** Implementing enterprise mobility solutions might not be as costly as you think. Just as cell phone use prices have dropped, general technology prices tend to come down as technology matures. It all depends on what you need and you can start with a small, pilot project and grow. For example a small brokerage house could offer a group of select customers access to financial data and market information on PDA devices to notify them of market changes and confirm shares bought or sold.

**Q** What is the biggest risk of E-Mobility?

**A** Among the greatest risks is allowing what used to be well-protected data, such as confidential information, to move outside of corporate walls without effective security, governance and compliance.



As the number of success case studies mounts, we are starting to see greater momentum around E-Mobility, and with it, more expectations around consumers and suppliers for instant access to information.

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## Risk hot spots

Areas to watch for risk on the path to enterprise mobility include the following:

### 1 Strategy

Mobility strategy that is not consistent with the overall stated corporate objectives or IT objectives could result in ill-fitting technology or technology that does not adequately support the underlying business issues and processes.

Mobility initiatives may lack executive support, leading to unrealized benefits, cost overruns, and poor decision making.

### 2 Business process

Integrating mobile processes with existing business processes, replacing existing business processes, and changing organizational structures require significant resources and commitment from the top down. As a result, the enterprise may under-support mobile initiatives and prevent a full realization of benefits that produce positive value, such as the creation of new business models, increases in operational effectiveness, or enhancements in customer experiences.

Lack of strong project management may lead to deployment delays and cost overruns, and could inhibit benefits realization.

### 3 Management

Cost and return on enterprise-wide E-Mobility implementations may be difficult to quantify because processes have unclear performance indicators and demand is difficult to test until applications are implemented. As a result, inconsistent frameworks may be used to evaluate, monitor, and measure the performance of mobility solutions.

### 4 Technology

Poor vendor selection and management practices may slow the success and adoption of new mobile solutions. For example, the selected vendors may not provide the necessary customization of applications and devices to meet business needs.

If available technology is a driving force for adoption, the enterprise may lose its focus on business processes and purchase unneeded or ill-adapted technology.

### 5 Governance, Risk and Compliance

The company may inadvertently violate security, privacy, or regulatory policies because of a weak E-Mobility policy and governance structure.

A focus on solutions for individual business units or functions may produce overlapping expenditures.

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