A *no jitter*

Leadership Guide to Mobile Collaboration/BYOD

Sponsored by

AVAYA
The Power of We™

By Michael Finneran, president, dBrn Associates

Enterprises are witnessing a fundamental change in the workplace driven by mobility, social/collaborative networks, and the influx of Gen C, or the "Connected Generation". Organizations are flattening and the workforce is becoming more mobile, with the result that there is a growing demand for tools that will support this evolving workplace. What changes are you seeing in your organization? And do you have a mobility plan and policy to set the foundation for how your employees, suppliers and customers will communicate and collaborate in the future?

This guide will help you understand the impact mobility technologies are bringing to bear in the enterprise and how organizations will have to adapt and operate in an environment where users, employees, customers and partners (i.e. "anyone" including "guests") are bringing their own mobile devices into the workplace. To meet business goals and gain that critical competitive edge, enterprises will need to embrace these changes but incorporate best-practices in their adoption and deployment by developing the most effective security, management and control policies.

Enterprises need flexible tools to enable the type of agility in their business processes that will drive efficiency and productivity while maintaining that high-touch customer experience.

The move to bring your own device (BYOD) is changing the work environment, and placing new demands on IT. A recent Information Week Analytics survey of 322 business technology professionals found that 62% currently support BYOD and another 24% are developing such a policy. Enterprises will need to seek out vendors that have a comprehensive strategy for providing end-to-end solutions with service wrappers, known total cost of ownership (TCO), scalability and the ability to integrate with existing investments.

At the same time, businesses are struggling with a recovering economy, aggressive competitors, and fickle customer loyalty. Enterprises need flexible tools to enable the type of agility in their business processes that will drive efficiency and productivity while maintaining that high-touch customer experience.

The New Workplace

The impact of Gen C on the workforce should not be discounted. While their work habits may be different, these workers are highly motivated, highly mobile, and thrive in a collaborative environment. Gen C workers also have high expectations with regard to the types of technologies they will use in the workplace. This is the first generation to have grown up with broadband Internet, mobile phones and Facebook, and they are now becoming our employees and our customers.

Policies are needed that allow device choice while still ensuring the security of sensitive data and compliance with regulatory mandates.

Bred on technology and collaborative by nature, this new generation is bringing their consumer technology solutions like Skype and Facebook into their work lives independent of IT, and sharing these ideas with their workmates through social network interactions.

The demands of this changing workforce and the influx of new devices into the workplace has created a fundamental tension within IT. On one side, IT is being driven by management demands to expand device choice to spur efficiency and increase employee satisfaction. On the other hand, IT is still responsible for security and compliance, so that sensitive corporate data is protected. In the longer run, that responsibility extends to validating that the next generation of business-transforming mobile apps can be supported on this increasingly diverse set of mobile devices.

This growing tension points to a real need for policies that allow device choice while still managing the security of sensitive data and compliance with regulatory mandates. The Information Week Analytics survey referenced earlier found that while 84% of organizations recognized lost or stolen mobile devices as a serious security concern, only 14% required mandatory hardware encryption for all data stored on mobile devices.

Developing effective policies will require that IT reach out to other key stakeholders in legal, human resources, labor relations, compliance, and line

of business units to ensure that the policy aligns with overall business goals and objectives. Only in that way can the organization safely tap into the enormous computing power that BYOD devices offer.

That policy must be developed through creative dialogue with line of business managers and communicated effectively to users. The best-crafted solution can come crashing down if users engage in risky behaviors like forwarding corporate emails to personal accounts or exchanging sensitive corporate files through consumer services like Drop Box. Additionally, IT departments must understand the capabilities and limitations of the various mobile platforms and may find that it is necessary to ban certain devices or operating systems if these lack the fundamental elements required to provide security and compliance. In the end, if the decision comes down to user choice versus security and compliance--it is imperative that we choose the latter.

Defining "Mobile" and How It Fits In Your Organization

While the term "mobile" is linked to smartphones and 3G/4G cellular services, in reality there are a range of mobility use cases that can impact your organization with a variety of devices and services to support them. The executive with a smartphone dashing through an airport is but one use model for the mobile worker. It is important to understand the mobile use cases that exist in your company, identify the best mix of tools to address them, and guide line-of-business managers with regard to the most functional and effective options to integrate mobile applications their operations.

Whether the business area is product development, customer support, channel management, or order fulfillment, the mobile solution will need to become an integrated part of that process.

CIOs will need to consider how these powerful new capabilities can be integrated into business processes to drive results. Whether the business area is product development, customer support, channel management, or order fulfillment, the mobile solution will need to become an integrated part of that process. Likely, those processes were developed in an environment that lacked the rich collection of mobile devices and networks and will need to be rethought in this new context. Companies should be able to deploy targeted applications to specific groups of workers based on their needs, and employees should be able to access a rich set of tools from their device of choice and from wherever they are.

In fulfilling that imperative, employees need to be able to respond to the task at hand with a choice of devices and have the ability to flexibly draw on additional communication tools as the task evolves regardless of where they are. What's more, they should be able to escalate that interaction from the original tool or application to respond to changing needs throughout the day as they move from one task to the next.

While the term "mobile" assumes motion, users may well be stationary when they need to connect to the network. The nature of the laptop has traditionally limited user mobility, however, the continuing evolution of mobile devices has meant that users are constantly adapting their work habits to take advantage of the new technology options. So as applications migrate from laptops to tablets, mobility is once again brought back into the picture.

Teleworkers represent another facet of the mobile workforce. The ability to have employees work from home productively requires that they be able to communicate and collaborate effectively with a widely scattered network of colleagues. Those solutions can allow organizations to attract better talent, accelerate business processes, and reduce the organization's carbon footprint.

Enterprises should seek out solutions that allow users to access the network from their laptop at home, with a tablet on the train, or on a smartphone while waiting in a customer's lobby.

While teleworkers operate in that fashion on a regular basis, many other workers use different versions of mobility throughout the work day. To tap the potential efficiencies mobility has to offer, enterprises should seek out solutions that allow users to access the network from their laptop at home in the morning, with a tablet on the train, or on a smartphone while waiting in a customer's lobby. As well as being able to access information, key personnel need to be accessible in all of those locations to respond to customer requests and other business necessities.

Mobile solutions that involve interactions with customers are important by definition. The ability to engage unified communications (UC) capabilities like presence, which allows co-workers to see a colleague's availability status, can cut down on missed connections and endless voicemail exchanges, and get customers' concerns addressed more quickly.

It is also critical that the solution take into account the network service options. While 3G cellular services are ubiquitous and 4G availability is growing, those options deliver far less capacity than a well-designed Wi-Fi network. The carriers are clearly moving to eliminate flat-rate pricing plans with their 4G options, and the growing use of these ultra-fast 4G services could place additional strains on mobile budgets.

For users who are mobile only within the office, a Wi-Fi based solution can eliminate usage charges. However, even outside of the office, users are often within range of a Wi-Fi network, and enterprises should be looking for mobile solutions with the ability to jump on a Wi-Fi network if one is available.

Lastly, in identifying mobility use cases, it is important to consider all job functions and not simply executives and knowledge workers. Anyone who is mobile but still needs to be reachable and requires access to corporate data is a candidate, and a good percentage of those interactions will involve collaboration. The key to success will be to recognize the personnel that are key to satisfying customer needs, and equipping them with the mobile tools they need to accomplish that goal.

Mobility initiatives should be undertaken with a view as to how they can impact the business as a whole.

Driving Business Transformation

While making users more accessible and providing access to information on the go can yield immediate returns in terms of productivity, mobility initiatives should be undertaken with a view as to how they can impact the business as a whole. In taking mobility to the next level it is important to look at business processes and determine where mobile solutions can be integrated to either streamline those processes or effectively create new ways to engage work or customer interaction.

Among the key focus areas in developing that mobility strategy are:

- Engage the business units
- Think about mobility in all of its various forms
- Reach out to other core stakeholders in legal, human resources, and compliance
- Embrace the concept of consumer technologies but ensure the business issues of manageability and security are addressed
- Start now

Mobile Collaboration: For Now And The Future

Integrating mobility into business processes holds enormous potential to revolutionize the way businesses operate. Collaboration, both internally and with suppliers, channel partners, and even customers, can drive efficiencies, speed workflow, and transform customer interactions.

Organizations will need trusted partners with both the tools and the understanding to effect these changes while ensuring that they are implemented with a real concern for manageability and security. Avaya makes a line of world-class mobility offerings designed to work together seamlessly, and protect existing investments while incorporating enterprise-grade mobility on the widest range of smartphones and tablets in the industry.

Let's work together to bring this transformation about.

About the Author

Michael Finneran, president of dBrn Associates, is an independent consultant and industry analyst, who specializes in wireless technologies, mobile unified communications, and fixed-mobile convergence. With over 30-years in the networking field and wide range of experience, he is a widely recognized expert in the field. He contributes on wireless and mobility to NoJitter as well as UCStrategies website. He has published numerous articles and white papers and has contributed to Computerworld, Data Communications, The Ticker, and The ACUTA Journal.

About Avaya

Avaya is a global provider of business collaboration and communications solutions, providing unified communications, contact centers, data solutions and related services to companies of all sizes around the world. For more information, please visit www.avaya.com.