



# Surviving the Age of Mobility

How to master experience,  
management and support



*“To win in the marketplace, you must first win in the workplace.”*

— Doug Conant, Founder, ContantLeadership  
(Former CEO, Campbell Soup Co.)

## Introduction

**Flexible, always-on and unshackled** — these are words that have come to define modern mobile workers, a commanding force set to reach 1.87 billion people, or 42.5% of the global workforce, in 2022.<sup>1</sup>

Mobile work, in the true definition of the term, is not groundbreaking by any means. Working outside the office on company-issued PCs has been commonplace for years. But due to the rise of mobile operating systems, IT is now facing a new paradigm of mobile work: the use of smartphones and tablets that are multifunctional and more end-user-focused than ever before.

As these types of devices continue to proliferate, the gap between workers and their office desks will widen even more, adding new layers of complexity to IT’s role in the enterprise.

Businesses would do well to adapt to this shift. According to a study by The Economist, companies with effective mobility strategies are rated higher by employees in attracting talent (17%), getting the best work out of employees (15%), and enabling creativity and innovation (14%) than companies that are seen as behind the curve.<sup>2</sup> This data hints at a larger cultural shift: Technology has become an undeniable force in how workers perceive their careers and their employers.

As a result of this disruption, IT often finds itself teetering between two objectives: providing the most preferred experience for modern end users and doing so strategically, efficiently and in a way that yields long-term value for the organization. Because of the traditional approach to IT, the highly dynamic nature of mobility, the increasing fragmentation of endpoints and many other reasons, enterprises are unable to transform and, in many cases, are even forced to retreat to day-to-day “firefighting.”

This guide outlines an enterprise-focused approach to mobility, offering guidance and key considerations when reshaping the back-end experience (for IT) and the front-end user experience.



## Laying the groundwork

When starting your mobility journey, defining challenges and objectives is critical. What are you ultimately trying to achieve through mobility? What business problems will a mobile initiative solve?

One of the biggest pain points in this stage is organization. For large institutions such as enterprises, challenges are complex and multilayered, penetrating several lines of business. But most roadblocks can be separated into two modes of thinking when building out a mobile strategy: the back-end process and the experience for the end user, as seen in Table 1.

Back-end process	End-user experience
Due to limited staffing and knowledge, our IT teams are unable to support end users consistently and correctly. Mobile platforms often call for mobile ecosystems and the skills to manage and support a mobile device (from Level 1 service desk to security and monitoring), as well as a separate set of tools and specialties.	Without proper support, the end-user experience becomes less than par as certain applications become inaccessible or compromised. Productivity decreases, and workers become frustrated at having to wait a long time for issues to get fixed.
Device fragmentation (where some mobile users are running older versions of operating systems while others are running newer versions) is rampant in our company and causing inefficiencies.	End users are unable to collaborate and be productive since accessing work documents, email, chat/voice is not always available on Bring Your Own Device (BYOD) or company-issued mobile devices.
We need to enforce company policies better for employees who are exchanging and storing sensitive company data.	Many of the business-critical applications needed for workers to perform are not compatible in a mobile environment. Users continue to revert to a desktop or PC rather than a mobile device to access work content, causing inefficiencies.
In addition to our already-complex IT stack and limited skill sets, we need the right technologies to monitor and secure endpoints.	Limited IT support is forcing our users to troubleshoot their own device issues when something goes wrong.
We don't have a clear understanding of total cost of ownership for a desktop/PC, let alone a mobile device. We need insights into expense management and carrier fees since these costs are fragmented and can quickly add up or go unnoticed.	

Table 1

Organizations often get so bogged down in the minutiae of management that they fail to capitalize on the incredible opportunities mobility presents in virtually every business sector.

More mature organizations can use mobility to create breakthrough transformation, whereas less mature companies typically struggle just to manage mobility effectively. Generally speaking, there are five levels of enterprise mobility maturity, and a company's ranking on this scale determines whether or not the organization is fully prepared to transform:

1. Functional
2. Enabling
3. Contributing
4. Differentiating
5. Transformational



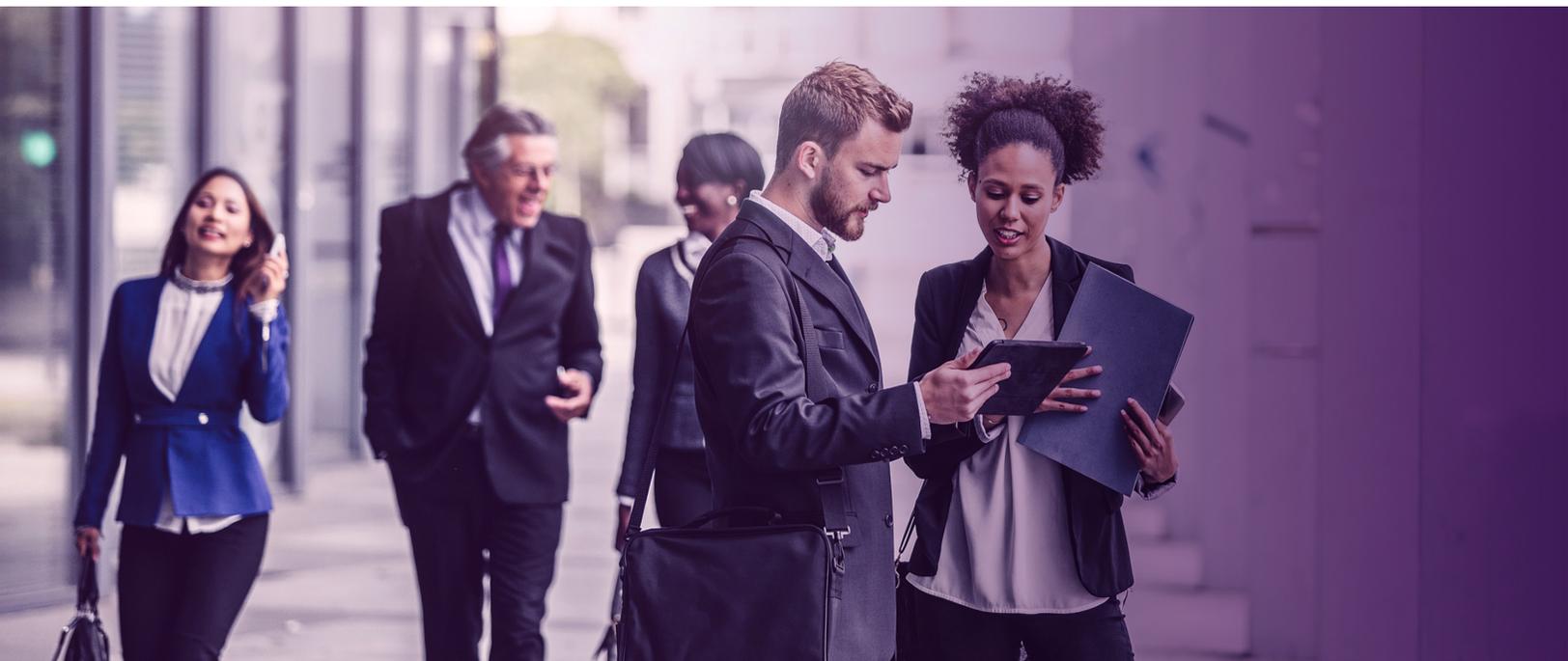
## Assessing mobility maturity

A mobility maturity assessment can be used to determine strengths and weaknesses of your current environment and can lead to concrete goal setting. This deep dive into technology and processes includes analyzing your posture in:

- Device support
- Mobile policies and governance
- Security and compliance
- End-user satisfaction
- Applications
- Integration with other infrastructures
- Cost containment strategies

Even enterprises that have already embraced mobile devices in their environment but find the experience inconsistent or chaotic can benefit from an assessment — and, within a given category, multiple maturity levels can be identified. Each maturity level has its own set of identifying characteristics, and this type of comprehensive assessment is required to pinpoint an organization's maturity levels accurately. Companies that fall on the lower end of the scales typically have at least some of the following factors in common:

- Devices issued based on job titles rather than need
- No clear assessment of BYOD status or related policies
- No recent assessment of a Mobile Device Management (MDM) or Enterprise Mobility Management (EMM) solution
- Uniform device security regardless of variability in risk among user groups
- Limited support and operational practices, including delays in lost/stolen device response, poor end-user feedback and “best effort” support
- Minimal use of mobile applications
- Weak mobility governance with limited mechanisms for feedback to IT from the lines of business





In addition, companies operating at the lower end of the mobility maturity scale often display other traits that hamper their ability to fully reach their potential in the mobility space. On the other hand, organizations that fall into the higher ranges of the mobility maturity scale typically display characteristics such as:

- Recognition of mobility's role in transformation and ensuring foundational status in IT strategy
- Identification and application of user segments and profiles to enable role-based technology deployment, support, financial reimbursement and security posture
- IT governance that emphasizes business enablement and collaboration
- Broader deployment of proven applications
- The development of a framework and some deployments of vertical applications for line-of-business process improvement and automation

Today, most companies fall into the 1.5 to 2.5 range (out of 5) on the enterprise mobility maturity scale. Companies that want to fulfil their potential in an increasingly mobile-first business environment should consider an expert maturity assessment that accurately identifies their current and target characteristics within a realistic time frame.

Performing such a mobile maturity assessment is often a first step for many organizations. The good news is resources are available to help companies not only perform a mobility maturity assessment and develop a mobility strategy, but also to execute that strategy. The ultimate result of such an endeavor, and the goals of any organization, are application success, a great user experience, agility and breakthrough transformation.

Most importantly, deployment of any technology, if not executed within a proper maturity framework, often leads to poor business outcomes. Adding more devices to your environment scales inherent problems that exist if areas of growth aren't called out and addressed head-on.

To get the most value out of an assessment, ensure every category is evaluated against industry best practices and multiple key performance indicators. This requires extensive knowledge of best practices in a broad range of areas.



*“There’s a difference between having mobile devices in your workplace and having a mobile strategy. You might have invested in a thousand devices. That doesn’t mean you’ve mastered mobility. What happens when the devices break? When it’s time to refresh? What about security? Covering these bases — and covering them methodically — is the difference between being a participant in the age of mobility and a leader in it.”*

— Evan Tomlin, Director of Mobility  
and End-User Compute, Insight



*The EMM market is growing at a very healthy rate. Its Compound Annual Growth Rate (CAGR) is 18%, and the market is expected to grow from \$1.8 billion in 2017 to \$3.3 billion by the end of 2021.<sup>3</sup>*

## Setting the vision

A mobility maturity assessment should eventually lead to an actionable road map. This road map should define critical milestones and key performance indicators over a specific period of time to execute your mobile strategy and achieve your end state. This is where consulting is crucial.

You've identified the friction points. What are your options in the marketplace at large to remove those friction points? How much will it cost? How long will it take? How much will you save year over year? What resources are available to you internally and externally to execute your mobility plan?

### **A holistic approach: The anchor to any mobile strategy**

Historically, as the marketplace responded to challenges posed by enterprise mobility, solutions were piecemeal. MDM, which focuses on device enrollment and access, and Mobile Application Management (MAM), which controls data and applications on mobile devices, were typically only consumed individually through different vendors.

Today, EMM has merged these once-siloed solutions into one core system. Techopedia, an online technology dictionary, defines EMM as a "collective set of tools, technologies, processes and policies used to manage and maintain the use of mobile devices within an organization."<sup>4</sup>

As devices and the platforms that support them continue to proliferate and businesses adopt mobile-friendly management methods, EMM is evolving to support a unified endpoint management ecosystem. A mature mobile strategy will cover more than additional tools and teams; finding ways to streamline business processes, support methods and tooling should all be imperatives.

But whether you're building a mobility experience from the ground up or improving existing processes, you'll need to consider how to execute at the most efficient levels without bogging down IT. For this reason, end-to-end solutions have emerged to offer a more holistic approach to mobility that helps enterprises free time and other valuable resources.

This big-picture view of mobility considers how to drive efficiencies at every phase of the mobile device lifecycle. But you need to ask a string of questions at each stage of a mobile strategy execution to expose any gaps in resources:



### Preparing the environment

- How do we ensure business-critical applications work safely and securely on a mobile platform? How would we get future applications to work in this environment?
- How will our current infrastructure support a mobile platform?
- How will we be able to scale as our mobility needs grow?
- How much of our legacy systems will we need to decommission to support a mobility platform? Do we need to consider moving away from the premises to the cloud to support a mobile platform? Are hybrid options available?

### Choosing devices

- If we're investing in mobile devices to distribute, have we selected the right ones based on our unique users' job needs?
- Have we categorized mobile device types based on personas? An example of a unique mobile user might be a "purpose-configured device," one that can scan credit cards, barcodes or even IDs (the backs of driver's licenses).
- If we're accommodating BYOD initiatives, what policies do we have in place to support this?

### Onboarding

- How will we communicate the organization's mobile strategy to the enterprise and its expected impact on current end users and future business units?
- How do we plan to familiarize both IT and end users with new systems and/or devices and make sure they're used properly?
- How will we ensure increased adoption of the platforms and adoptions by the end users?

### Deployment

- Do we have the available resources and skills to configure and deploy a mobile solution at scale? This typically includes project management, mobility management tool expertise to integrate within the existing (and future) environment, security requirements and mobile development methods.
- If we're using third parties to develop mobile apps, are they following the proper guidelines to ensure apps can be deployed easily, with the right security and minimal effort from IT resources?
- Do we have IT business analysts who can "gut-check" and verify that our mobile functionality maps properly to our mobility management infrastructure?





*Workers who consider their employer a “pioneer” in mobile adoption and support have higher levels of productivity, creativity, satisfaction and loyalty than those who say their employer’s use of mobile technology is subpar.<sup>2</sup>*

### Management and support

- Have we selected a set of management tools that align with our organization’s goals?
- Shortly after deployment, how will we manage the “day two support” needs of users? Is our service desk resource mobile-oriented and knowledgeable enough to support users shortly after launch and beyond?
- Do our end users know how to get help when they need it? Do we have self-help strategies in place?
- If we’re supplying mobile endpoints to users, besides providing service desk and/or engineering support, what is our plan for repairs and replacements?
- How do we keep end users productive during downtime? Will we have backup devices for them?
- Will we regularly gauge end-user sentiment on their mobile experiences? If so, how?
- Will we have the resources to alter the experience if end users demand change?
- What if our company scales or goes through a merger/acquisition? Will we need to start from scratch?

### Security

- Do we have a plan for the unique security needs of various mobile devices? Some may translate from traditional PC/laptop to mobile device, but many won’t.
- Will our organization allow mobile devices to connect to a company-secure Wi-Fi network as we might do for a traditional endpoint?
- Have we defined a policy on mixing personal and organizational data? Are the right controls in place to keep personal and corporate data separate?
- Have we enabled conditional access?
- How will we respond to security breaches?
- How will we handle identity management?



## Strength in numbers: The power of partnership

Although organizations can and have planned and executed a mobile strategy in-house, most operate at only a fraction of what's considered best practice in the industry. Any gap in a large mobility initiative can lead to increased costs, less than optimal end-user experiences and wide security gaps that most likely need to be mitigated through both policy and technology.

Here are a few general pros and cons of executing a mobile strategy in-house:

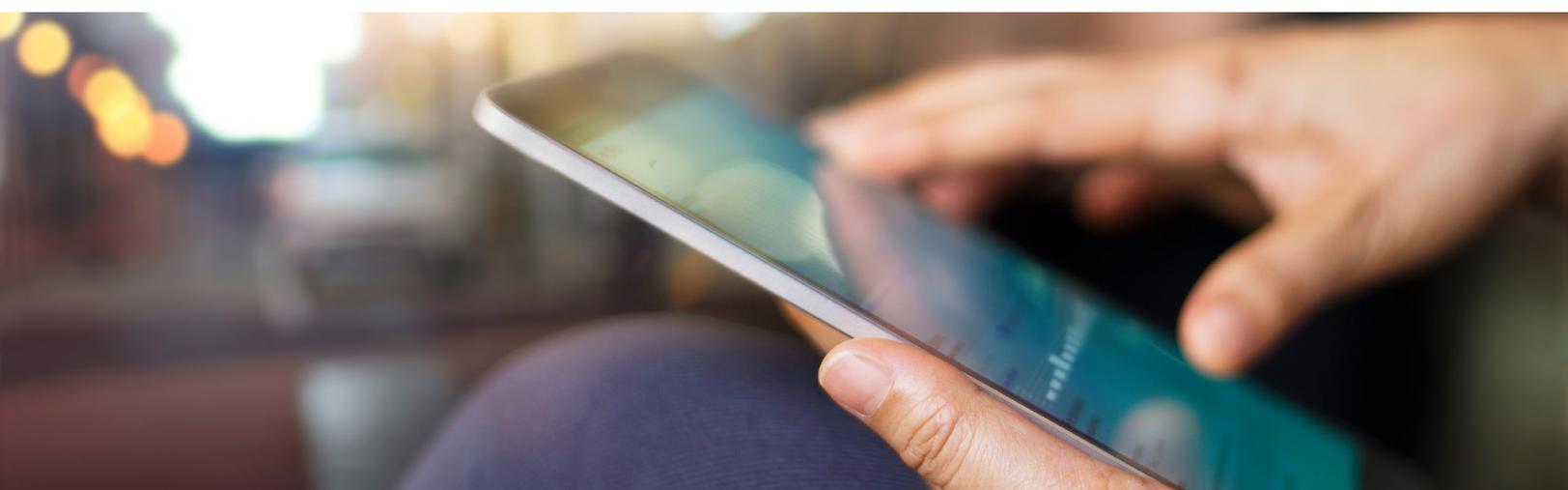
Pros	Cons
Full control to own the entire solution with organizational resources	Expensive to hire and retain the right talent to capture requirements, configure, deploy and sustain solutions over time
No need to transfer knowledge to outside vendors and face ramp-up time	Increased risks to the company due to lack of knowledge around industry best practices
Intimate understanding of the business can ensure the mobility strategy meets your company's unique needs and requirements	Resource exhaustion that prevents IT from focusing on innovation
	Unexpected costs such as hidden fees or unforeseen expenses from carriers can arise if staff is not fully dedicated to monitoring this activity

Table 2

### What should you look for in a managed service provider?

Experience, knowledge, Original Equipment Manufacturers (OEM) and carrier relationships, as well as overall vision, will help instill trust in your partner for the journey. A few questions to ask include:

- Can the managed service provider help you today *and* help you plan for what's next based on market trends?
- Does the provider offer ongoing, deep, technical services beyond the installation and deployment?
- Because planning is vital to success, does the provider help in defining your mobile-first vision?



*“To remain competitive today, businesses will need to be proactive and creative when it comes to building and managing their IT workforces. In some cases, the best solution may be reaching out to experts beyond the organization to outsource IT staff needs.”*

— 2018 Insight Intelligent Technology Pulse Survey

### Introducing Insight Managed Mobility

Insight Managed Mobility provides consulting, technical and management services specific to the mobility ecosystem within an enterprise. At Insight, we view mobility within the prism of three pillars: the device and operating system, the MDM platform, and services.

### How do we do mobility at Insight?

Consulting and design	<ul style="list-style-type: none"><li>• Assessing the environment and mapping all new tools and processes as they align to business goals</li><li>• Outlining economies of scale, projecting year-over-year costs, advising on proper device types and more</li></ul>
Build, integrate, deploy	<ul style="list-style-type: none"><li>• Finalizing your mobile device choices, licenses, specialty OEM products and lifecycle services</li><li>• Carrier activation, zero-touch engineering and configuration, staging, kitting and shipping</li></ul>
Manage and refresh	<ul style="list-style-type: none"><li>• Ongoing support for end users, such as tier 1, 2 and 3 service desk and engineering services (both proactive and reactive)</li><li>• Logistics, repairs based on warranties, remarketing, asset disposal and OEM service augmentation</li></ul>



*“You may delay, but time will not.”*

— Benjamin Franklin

## Conclusion

No matter where you are on your mobility journey, one thing is certain: As newer generations enter the workforce, they bring with them more exacting standards for technology. They’ll continue to introduce new device types into the enterprise ecosystem. And IT’s role, discreet but powerful, will become the true pulse of this digital workforce as it bridges the gap between people and technology.

Understanding the market, mobility trends and how to face disruption with the right resources will help you withstand the ever-changing nature of the modern workforce.

## Technology simplified. Meaningful experiences.

At Insight, we help employees work smarter. By connecting your workforce, we help you create meaningful and productive employee experiences.

Our strong supply chain optimization and workplace solutions combined with our data center transformation expertise and modernized applications keep business running, foster flexible work environments and put you at the forefront of innovation.

<sup>1</sup> Luk, G. (2016, Oct. 28). Global Mobile Workforce Forecast Update 2016-2022. Strategy Analytics.

<sup>2</sup> The Economist. (2016). Mobility, Performance and Engagement: How CIOs Can Contribute to Business Performance by Shaping the Employee Experience. Sponsored by Aruba, a Hewlett Packard Enterprise company.

<sup>3</sup> The Radicati Group. (April 2017). Enterprise Mobility Management Market, 2017-2021.

<sup>4</sup> Techopedia. (2018). Enterprise Mobility Management (EMM).