

EXECUTIVE SUMMARY

Making the Right Decisions About Business Mobility

March 2005

Who Moved My Enterprise?

A Best Practices Approach for Transparently Extending Communications to the Mobile Workforce

- Recent bad weather has **prevented your employees from getting to the office**, and now several major business deliverables are in jeopardy...
- Several important clients have been complaining that **key employees within your organization are inaccessible** when they are out of the office, and several important requests made via email have gone unanswered...
- One of your best salespeople quit to go work for the competition, and since she was using her personal mobile phone for business calls, two important **clients are now calling the competition...**
- Your Human Resources department has reported that it is becoming increasingly **hard to attract good employees** in the local market, unless your company can offer a better balance between work and personal life...
- Your **at-home workers feel isolated from their peers**, and need the same productivity tools as their colleagues back in the main office....

Chances are you're seeing one or more business situations like the ones listed above. They're symptomatic of an enterprise that lacks an enterprise-class approach to mobility. The many mobile technologies available to enterprises today offer tremendous opportunities, but can fall short of expectations if they're not implemented and managed in a strategic manner.

In fact, despite the ubiquity of cellular phones, Avaya research* finds that only 45% of office workers say they are normally able to immediately reach key contacts, and 48% say they pick up important messages late at least once a week, for the same reason.

This much is clear: Mobility goes far beyond the cellular phone, and simply issuing cellular phones to employees is not a mobility strategy.

Having the right overall approach to mobility can make the difference between a business that just gets along, vs. a successful business that's able to make its people more productive, its processes more intelligent, and its customers more satisfied – crucial ingredients for competitive advantage.

Mobility vs. Enterprise-Class Mobility

The Avaya vision of enterprise mobility proposes that each worker's mobility goes far beyond any single device or circumstance. Workers need enterprise communications in a large variety of work situations and locations, changing dramatically from day-to-day, and minute-to-minute. Expectations from customers and colleagues often extend beyond traditional business hours and locations. In fact, a proper business continuity plan leverages the enterprise mobility solution in times of need. A robust approach is needed to meet all these needs, to ensure workers have consistent communication capabilities everywhere.

The ability to rapidly – and appropriately – communicate is an essential business asset that can help an extended enterprise navigate through these challenges and emerge with a competitive edge. In particular, we see enterprise-class mobility as the right approach to help ensure that your employees – regardless of their physical location – remain an integral part of the enterprise and are highly effective, productive, and accessible to key stakeholders.

Simply put, enterprise-class mobility is an approach to give consistent, equivalent communications empowerment and control to all of your workers – whether they are at their desk or home-office, moving around the enterprise campus, or out on the road.

How Extended Is Your Enterprise?

As with any business plan, one of the best places to start is by understanding the requirements. To determine the specific needs that enterprise-class mobility can address, we recommend looking at your major business functions from a “who” perspective. The following types of questions can help you identify the key individuals or groups of employees that are particularly well positioned to impact the performance of your business:

- Which employees directly interact with your clients for sales and support?
- Which staff members work with key partners and suppliers?
- Who is involved with the development and delivery of your product or service?

*Footnote: Avaya 2004 survey of 600 office workers in the United States, United Kingdom, Germany, Australia, Brazil and Russia.

In a normal workday, many employees will transition through different modes as they perform their jobs. Avaya considers mobile workers to be those who may work remotely, roam about the enterprise campus, or travel extensively outside the office. Understanding the “mobility profile” of your key employees is an important step in ensuring that your enterprise has the right communications capabilities, devices and infrastructures to maximize individual productivity and effectiveness. A complete enterprise mobility solution should address the needs of your employees across these different mobile work modes, and ensure that consistent capabilities and services can be provided regardless of access modes.

While many office workers rely on communications functions like voice mail, conferencing and call transferring, there are many other communication applications that are essential tools in performing their jobs and interacting with customers and colleagues. Extending your contact center, collaboration, your telephony and messaging applications to your mobile workforce is where the real value is generated for the organization. Enterprise-class mobility gives you the ability to make those same tools equally available to all of your employees, regardless of their location or communications device. Equally important, your employees benefit from continuing to be part of the enterprise.

The ability to extend these must-have communications tools across your enterprise depends on two main factors. First and foremost, the call processing software that powers your central voice server must be specifically designed and engineered to enable enterprise-class mobility. Second, your communications network needs to be converged and capable of handling IP telephony at appropriate Quality of Service (QoS) levels.

In the truly mobile enterprise, mobile workers have direct access to the same communications tools as their in-the-office colleagues. Whatever an individual’s preferred device – cellular phone, PDA, smart phone or personal computer – your full enterprise can take advantage of centralized personnel directories, integrated access to email and messaging systems, being alerted when conference call bridges or messages are waiting, and easy collaboration with multi-party conferencing.

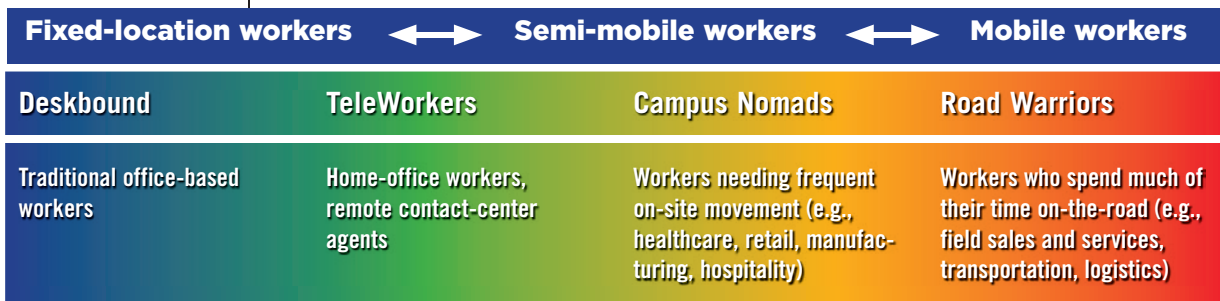
Network and Device Requirements for Enterprise-Class Mobility

While all employees benefit from having access to empowering communications capabilities, not all of your workers need the same devices or capabilities. Depending on an individual’s mobility profile, their needs can range from a standard desktop phone and PC to wireless-enabled laptops and PDAs. Once you determine the devices you need to ensure a productive and effective workforce, you will also need to determine the specific network infrastructures and connectivity that will be required. This may sound intimidating and expensive, but many enterprises find just the opposite, particularly when compared to alternatives, including the alternative of doing nothing while the competition advances.

The chart at bottom, left shows the various degrees of employee mobility, some typical communications devices each group will need, and the required underlying network infrastructures (note, the chart is not meant to be exhaustive or prescriptive).

In most enterprises, **deskbound** workers are typically well equipped with the communications devices they need – a personal computer for data and a desktop phone for voice. On the infrastructure side, enterprises are increasingly migrating their traditionally separate voice and data networks to the converged local area networks that are essential when deploying enterprise-class mobility.

Over the past few years, **teleworking** has become more attractive with the advent of ubiquitous high-speed DSL and cable broadband service to the home. But high-speed connectivity isn’t a prerequisite for teleworking. At-home computers with just 56k dial-up can be outfitted with softphones to give employees easy access to all of the powerful voice features available to in-the-office workers, such as caller ID, voice mail, speed-dial, send-all-calls, message-waiting indicators. With these technology advancements, teleworking has become an indispensable business option, enabling the enterprise to address a multitude of business needs, ranging from business continuity, to additional flexibility in building the workforce, to cost savings via real-estate consolidation.



On-campus mobility is required for a number of industries – especially education, healthcare, manufacturing and hospitality. Even here, there is no one-size-fits-all solution, with the existence of a variety

Mobility mode	Deskbound	Teleworking	On-campus	Road Warrior
Essential networks	Local Area Network	Wired broadband and narrowband, VPN	Wireless LAN/WiFi, hot spots, VPN	Public cellular, VPN
Typical devices and applications	Desktop phone	Softphone	Desktop phone, hot desks	Softphone on PDA
	PC	PC	WiFi/cordless phone	Cellular phone
	Unified communication	Unified communication	PDA, smart handheld device Unified communication	PDA, smart handheld device Desktop extension to cellular Unified communication
		Laptop	Laptop	Laptop

of wireless and cordless platforms that meet the needs of different companies, with different infrastructures, at different price points. For end-users, the choice of devices depends largely on the specific job function. For many, a laptop equipped with a wireless capability and a softphone will give the needed voice and data access to the enterprise network.

When mobile on-campus users also have a requirement for a portable, handheld device for data, an integrated PDA or smart phone can operate over public or private wireless networks, and many will support an IP softphone.

The best solution for many workers who need campus-wide, voice-only communications, is a new breed of 802.11 wireless phones – so-called dual-mode or dual-technology phones, which enable users to send and receive phone calls over the wireless LAN when they are anywhere on campus, as well as when they leave the boundaries of the campus and roam in the wide-area cellular network. These devices are part of a larger movement in addressing enterprise mobility needs, generally termed fixed mobile convergence (FMC). This ensures call continuity and further improves mobility and productivity, while reducing cellular minutes, and empowers the enterprise with more security and control.

Road Warriors' device requirements can vary depending on the intensity of their need for data access. For mobile users who require only voice communications, a standard cell phone with extension-to-cellular capabilities will provide one-number access for clients and colleagues alike. For users who don't need constant connectivity, a laptop with VPN software and an IP softphone will likely suffice.

In addition to voice, a second major capability for the road-warrior is unified communication: integrated applications delivering wireless, Web and speech-enabled access to voice mail, email, voice communications,

calendar, and collaboration tools. This allows workers to easily manage all of their multi-media communications from any device of choice – desk phone, cellular phone, PC or wireless handheld device.

Finally, for nearly all workers in an enterprise, unified communication can work as a virtual secretary, wherever they are. With unified communication, they can access all of the features associated with traditional voice messaging, and use "text into speech" capabilities to skim through or listen to all of their incoming business email when they're pressed for time or on the move. Although unified-communication applications are powerful for almost any employee, frequently mobile workers will show the biggest productivity gains.

Summing Up

What to look for in an enterprise-class mobility solution:

- Simple to use, simple to administer
- Consistent user capabilities and experience across all modes of work and devices
- Mobile communications integrated with other modes
- Mobile communications integrated into enterprise processes and business operations (e.g., mobile call detail records integrated with other call detail records)
- Secure and reliable access and delivery of applications
- Enterprise management and control of mobile devices and services

The many considerations of an enterprise-mobility strategy may seem daunting, but the potential payoff is too great for most enterprises to ignore. The importance of providing your workforce with these competitive tools will only become more acute in the coming years. To help you get started, we offer the following list of 10 best practices for getting started on your quest for true enterprise-class mobility.

**FOR MORE
INFORMATION:**

**avaya.com
1-866-GO-AVAYA**

Determining the Business Fit for Strategic Enterprise Mobility: 10 Things You Can Do To Help Ensure the Right Decision

Opportunities to Provide a More Differentiated Experience for Your Customers

1. Look across your customer-facing organizations to see whether communications provide, or prevent, a uniform, positive customer experience -- and corresponding brand image. Are you missing opportunities through missed calls?
2. Conduct an inventory of communications applications, devices and systems among the different groups. Identify inconsistencies that can hamper collaboration and uniform performance.
3. Deploy a pilot of a controlled, consistent cross-location architecture, and measure improvements.

Opportunities to Improve Operational Execution

4. Ask your communications vendor to help assess your users' needs and demonstrate solutions that can extend your communications, providing seamless communications to all workers - including an assessment of wireless LAN performance, and ability to handle voice traffic.
5. Establish a one-number model for your users, especially customer-facing users. Transactions are accelerated, and the enterprise owns the number - and the customer.
6. Ensure users are aware of the communications solutions that are available to them for their individual jobs, and train them to extract value from the solutions you provide. A PDA is unnecessary and overly expensive if it's used only for keeping addresses.
7. To prevent your users from being overwhelmed by constant accessibility, create policies and guidelines for the enterprise and the workforce for when people must, and can't, be reached.

Opportunities to Control Costs

8. Examine how and where your employees use their cellular phones. Cellular calls originating in your office buildings could be costing you much more than landline
9. Select the right solution that meets the needs of your customers and the needs of your users, without over-engineering.
10. Work with a consultant that can analyze your network architecture and discover missed opportunities to reduce costs and/or improve the customer experience.

About Avaya

Avaya enables businesses to achieve superior results by designing, building and managing their communications infrastructure and solutions. For over one million businesses worldwide, including more than 90 percent of the FORTUNE 500®, Avaya's embedded solutions help businesses enhance value, improve productivity and create competitive advantage by allowing people to be more productive and create more intelligent processes that satisfy customers.

For businesses large and small, Avaya is a world leader in secure, reliable IP telephony systems, communications applications and full life-cycle services. Driving the convergence of embedded voice and data communications with business applications, Avaya is distinguished by its combination of comprehensive, world-class products and services. Avaya helps customers across the globe leverage existing and new networks to achieve superior business results.

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