

INSIGHT

2012 Best Practices in Enterprise Mobility Deployment: Four European Case Studies

Nicholas McQuire

IDC OPINION

The case studies outlined in this document examine a range of approaches to enterprise mobility, driven by specific organizational and technical challenges across several countries in Western Europe. In each case, device proliferation — including tablets, increasing mobile application usage, and demands from employees for greater mobility — have driven IT departments to invest in strategic mobile capabilities within their firms.

This document aims to provide IT professionals and business decision makers with:

- Practical "real world" examples of European mobility deployments
- Key insights on best practice
- Essential guidance on how European organizations are implementing effective enterprise mobility strategy

IN THIS INSIGHT

By exploring the drivers and approaches of Brent Local Authority and Leeds Council in the U.K., Honda France, and AWD in Germany, IDC highlights how specific mobile enterprise strategies have been implemented and what the key lessons learned throughout deployment have been.

Specifically, these case studies show:

- How a mobility strategy is reinvigorating the role of IT within organizations and how the rewards from greater enterprise mobility outweigh its risks
- How firms are deploying mobile applications to realize organizational goals and transform their business
- Why public sector organizations are securely deploying Android devices and iPads to drive value in a difficult spending climate
- How European firms are embracing BYOD policies but remaining compliant in an uncertain regulatory context

This document aims to provide IT professionals and business decision makers with practical examples, key insight, and essential guidance on how European organizations are implementing enterprise mobility strategies and overcoming current mobility challenges.

SITUATION OVERVIEW

Key 2012 Trends and Challenges in Deploying Enterprise Mobility

Organizations are facing similar challenges in the deployment of mobility across their organizations. While an uncertain European macroeconomic environment makes for even greater scrutiny and requires watertight business cases, organizations can turn this to their advantage.

Four unique case studies profiled in this report from four countries across Europe reflect the current challenges organizations face in 2012 with modern deployment and management of enterprise mobility. Critical themes explored include:

- ☒ Mobile enterprise application enablement
- ☒ BYOD policy and implementation
- ☒ The role of tablets in the enterprise, especially the business case
- ☒ Secure Android device deployment

We have briefly summarized the key trends and challenges raised in the case studies below.

☒ **Applications are now a critical aspect of a mobility strategy.** Organizations are now increasingly mindful that a successful mobile strategy, aimed at driving organizational goals, rests with an application road map for their business. AWD, for example, believes that in the future, mobile applications will be like a "string of pearls" tied to each critical business process within the firm. In the case of Brent local authority, the decision to support iPads was almost solely because of the development and deployment of mobile applications that could deliver efficiency and productivity improvements. Honda France decided to deploy iPads exclusively to develop applications to improve business performance metrics and mobilize KPI data.

☒ **BYOD is arriving but working in parallel with corporate mobility.** BYOD is a popular topic across the case studies. However, for those implementing BYOD rather than enforcing a companywide BYOD policy, they are also focusing on opening up device and application choice within their organization-purchased or "corporate liable" programs as well, while also allowing employees the choice of BYOD policy. In this respect, BYOD is not deployed as company standard across the entire organization, but rather it is a fit-for-purpose program, coexisting with corporate liable, and relevant to willing workers that have the appropriate work style requirements and risk profiles for BYOD.

In the case of Leeds Council in the UK, an "opt-in" BYOD strategy ran in parallel with its core Android corporate device deployment. Towards the end of 2012, Brent Council in the UK will also look at deploying a formal managed BYOD program that will complement this overarching mobility strategy, including corporate liable.

- ☒ **User agreements are critical to BYOD success.** While many firms are reactive on implementing mobility policy today, organizations in this report recognize that proactive BYOD policy is the cornerstone of an effective managed BYOD program and mobility strategy. In the case of Leeds Council in the U.K., for example, BYOD participants sign a disclaimer that maintains critical aspects of the firm's organizational mobility policy, which we review below. AWD in Germany highlighted that user agreements are also critical to addressing complicated compliance environments, especially around user privacy and remote wiping of personal devices.
- ☒ **iPads are more than executive jewelry.** The pressure on some IT departments to deploy tablets can be viewed as a desire for "executive jewelry." However, when deployed in a specific line-of-business (LoB) area or task, tablets can make a real difference to a business strategy and the bottom line, as seen in the cases of Brent Council and Honda France.
- ☒ **Android for enterprise is maturing.** While Android is still being met with skepticism by many IT departments, Leeds Council in particular implemented a comprehensive Android strategy. As a local U.K. authority, it took the practical and cost-oriented decision to make Android its corporate standard platform while offering support for iOS devices on a BYOD basis. Leeds offers some important considerations across hardware and software on how organizations should approach Android for their organizations.
- ☒ **Enterprise mobility management tools are the foundation.** Perhaps most importantly, all the case studies reveal that in order to realize strategic benefits of enterprise mobility, it is necessary to have the appropriate enterprise mobility management tools deployed with mobile device management, security, and application management functionality. There is still a lack of maturity in Europe regarding the relevant technologies to implement effective enterprise mobility. For example, close to 80% of respondents in IDC's *Biannual Enterprise Mobility Survey 2012*, fielded in May of this year, said they have not yet implemented a multi-OS mobility management solution for their mobile workforce.

The following case studies provide background to the organizations and their situation, the key challenges they faced in delivering mobility to fulfill objectives, and the key lesson they learned from their implementations.

Case Studies

Balancing Android and BYOD Strategy in the Public Sector: Leeds City Council, U.K.

Leeds City Council is the second largest local authority in the U.K., employing around 33,000 individuals. Over the past 12 months, the council's IT department has focused on a significant ICT revamp, including upgrading to Windows 7 with close to 500 applications and installing a new network, email service, and storage environment.

During this time, mobility had grown in importance and with it employee demand for devices. With the council largely dependent on Windows Mobile, it realized it needed a more mature approach to end-user device deployment and mobility strategy. Added to this, the U.K. Government Code of Connection compliance program provides strict guidelines to U.K. councils on information and network security. This required a closer look at all aspects of mobility.

Mobility Challenge

Leeds Council had close to 1,000 corporate standard Windows Mobile 6.5 devices. In order to manage them, the IT department largely used a manual system and Activesync, which enabled some PIN enforcement and basic remote-wipe capability for email and PIM.

With greater maturity in mobility usage, the last 12 months witnessed more employees knocking on the door of the IT department asking for newer devices. Yet despite this, manufacturer support for the Windows Mobile devices was in decline. Capitalizing on the opportunity the ICT revamp provided, the IT department made the decision to open up its support capability to include other mobile device platforms, such as Google Android and Apple iOS. As a result, they also realized that they would need to implement better automation, policy enforcement, and remote management tools for mobile.

In addition, Leeds Council also considered Microsoft Windows Phone support given its Microsoft heritage. Yet with weak uptake within the U.K. consumer base, lack of third-party device management support for the platform at that time, and its immaturity on the security side (i.e., no native encryption) rendered it more of a road map platform for the council.

Mobility Solution

With no BlackBerry deployment and with the cost constraints of a public sector organization, Leeds Council had a very specific aim. It decided to implement an enterprise mobility management solution based on MobileIron, which would enable it to support Android and Apple iOS platforms, and maintain its legacy Windows Mobile environment through a single console and management toolset.

Critically, in pursuing this strategy, it became very clear early on in the implementation that the council needed a comprehensive Android support mechanism. This would maintain a cost profile appropriate to its budget on corporate devices. iPhones in particular were deemed significantly more expensive for corporate investment. As a result, Leeds Council took the decision to make Android its corporate standard device moving forward. While it would continue to support iOS devices; it would do so only on a BYOD basis.

Leeds selected the Samsung Galaxy S2 Android device as its corporate standard device. While native encryption is standard in this device, the council also took the decision to include additional mobile security with MobileIron as well as enhancing email and PIM security with the Nitrodesk Touchdown solution, which can be managed through the MobileIron console. This would ensure there is no risk of malware from Android applications.

In parallel, the decision was also taken to provide users with the choice of opting-into a BYOD program launched at the same time. To ensure the smooth running and management of this, Leeds Council automates enrollment by encouraging BYOD users to download the MobileIron MDM client via the App Store or via an email. In addition, BYOD participants must also sign a disclaimer, which comprises the following conditions:

- Users back up personal information
- They are prescriptive on which devices can connect to BYOD policy
- Line managers approve BYOD via the IT service portal
- Users report lost devices
- Users permit IT to install an application on the device
- Users conform to the corporate standard for policy deployment (e.g., PIN, timeouts, and certificates on their device)
- IT can remote wipe the council's information on the device if lost/stolen or an employee leaves the organization

Leeds now has over 220 Samsung devices deployed and is also migrating around 800 Windows Mobile devices to the MDM platform. Further to this, the IT department now supports approximately 200 BYOD users. In terms of mobile applications, email is primarily the focus, but the firm has over 230 employees capable of mobile application development. For example, it is currently looking at the application requirements of the workforce; including SharePoint and Siebel access, company directories, and housing applications.

Lessons Learned

While in the early phases of its mobile deployment, Leeds Council is unique in its approach to mobility strategy, especially for a U.K. council. It is among the forerunners in providing comprehensive support for Android devices in the U.K. public sector and as a result highlights some interesting lessons:

- Have measured rollouts.** While many organizations are under pressure from both management and employees to grant access to devices, Leeds maintains that organizations starting out should not "boil the ocean" in terms of implementation. Having a phased approach to better understand uptake and the impact greater mobility will have on your support model (especially BYOD) is critical.
- Embrace Android but treat it differently.** Leeds has standardized its corporate liable program on Android and secures the platform via a single standard device, MDM software from MobileIron and a container solution for email and PIM. Having considered all critical elements — the hardware, the version of Android (support for version 2.2 or higher), the device management software, and secure email and calendar — the council has a solid foundation on which to build its mobile strategy. Not only does it have a good grade of IT security around Android in place, but most importantly it can also support users in gaining the advantages of the wider Android ecosystem.

A Focused Approach to Application and Device Deployment: Honda, France

Honda is a Japanese multinational corporation and a manufacturer of automobiles, motorcycles, and power equipment products. The firm has over 170,000 employees worldwide and over 300 employees in France.

Mobility Challenge

Honda France recently took the decision to deploy up to 30 corporate-owned iPads to its field force. This decision was made with the view to improving the efficiency of field-engineers and technicians, providing them with increased levels of access to real-time data.

The Honda France IT team has a long history in deploying mobility. Five years ago it implemented over 150 Windows Mobile devices in both France and Italy. These devices included cameras, allowing users to take pictures of the registration numbers of customer vehicles, linking this data to a Web services database and allowing the user to call up customer information and background at the point of interaction.

Given the tough macroeconomic climate in Europe, Honda France decided on a far more targeted approach to mobile strategy. As a result, it has become increasingly focused on enabling its field force with devices and mobility capability.

Mobility Solution

Honda France therefore decided to deploy iPads and focus its strategy on mobile applications where it felt mobility could drive real value to the business. In order to achieve this, Honda has deployed an enterprise mobility management solution from MobileIron, which is able to secure the iPads and critically distribute, manage, and deploy applications to these devices as well.

Honda's applications are developed by an in-house team and include stock checking and KPIs for senior management. In the future, financial information for transaction capabilities will also be included as a core application for the field force.

Lessons Learned

In addressing mobility strategy and deployment in a focused way (given the pressures brought about by the macroeconomic climate), Honda France has had to focus mobility where it can make a noticeable difference to the business. As a result, lessons learned include:

- ☒ **Keep focused on business benefits.** Honda argues there are risks that need to be managed irrespective of how high the demand is for "toys" from end users within the organization. All companies must be focused on what they are trying to achieve through mobility deployment and keep this central to their strategy.
- ☒ **Applications to enhance business KPIs.** Mobility is a great opportunity to enhance business performance metrics and understand performance in real-time within the organization. This is especially true within a field force. Mobilizing KPI data provides the business with far more granular information that can help the firm make faster, more responsive improvements to the business, and track performance. Honda is working to improve its business KPIs consistently, which it will mobilize in order to provide more immediate visibility and consistency in its business reporting.

***Reinvigorating Employee Attitudes to IT and Productivity:
London Borough of Brent, U.K.***

Brent Council is a local authority representing an area of London in the U.K. The council is one of the most diverse boroughs in the U.K. and has approximately 3,000 employees. This year Brent plans to open a new Civic Centre in Wembley, located at the heart of the borough. This development process is challenging the council to think differently about its IT strategy, leading it to explore the implementation of new and flexible ways of working for its staff.

Mobility Challenge

With budget pressure on local authorities across Britain, there is increased emphasis on councils to work more efficiently. Despite this, the majority of IT departments in U.K. local authorities are faced with the additional burden of rigid codes of compliance. As a result, IT strategies are bound in this context when it comes to wider approaches to ICT.

Brent Council embarked on a review of its IT strategy and estate, driven by the forthcoming opening of its planned Civic Centre. The installed base at the time was around 2,000 desktops, approximately 1,000 laptops, 800 BlackBerrys, and around 30–40 ruggedized tablets.

Throughout 2011 and 2012, employee requests to go paperless and to use mobile devices, including iPads, and mobile applications out in the field rolled in to the IT department. Because Brent is a smaller council with some degree of autonomy, its new CIO was able to take a transformative new IT direction for the council centered on mobility and consumer technology, setting it apart from many councils in the U.K.

Mobility Solution

For the third of its workforce that are mobile information workers, the council embraced corporate-owned iPads based on a board decision and deployed 35 devices in late 2011 with a view to deploy up to 50 more over the next six months. Additionally, Brent's contract with its operator renews in 2012, and the firm expects up to 200 additional iOS devices largely migrated from its BlackBerry fleet. Towards the end of 2012, Brent will look at deploying a formal managed BYOD program.

To support iPads and iPhones, Brent deployed an enterprise mobility management solution from MobileIron to enable it to implement policies around the devices, which include PIN and password protection, remote wipe, and inventory checks. The council encourages its employees to back up personal data to iCloud because as part of its policy, IT initiates a full wipe of the device, including all personal data, if a device is reported missing or stolen, despite that functionality to selectively wipe data on the device exists.

A key factor in the decision to support iPads was mobile applications. As the CIO put it, "I invest in iPads not because my executives and employees want them but because they are an application platform for my business." Brent is planning to implement social services apps for care workers out in the field to access to customer information housed in its CoreLogic system. It is also looking to have a compliance-based secure file management solution to control documents for board meetings via ICSA.Org and open up support for Evernote, a productivity application. It is also offering Oracle Web access for iPads for ERP and CRM information as well.

Lessons Learned

Brent Council is still largely in the planning phase of its ICT transformation project, which also includes a virtual desktop strategy around its PCs. Delivery is expected over the next six to nine months, but project members have already identified several key lessons from its approach to mobility strategy in the past six months. These include the following:

- ☒ **The business case is real.** The decision to purchase iPads and iPhones with taxpayer money in a difficult economic climate can be contentious, given the cost of such devices. With one of the lowest IT budgets per user in London, however, Brent Council is clearly aware of ensuring value for money and was able to highlight several factors that make the investment worthwhile. First, only specific workers are given iPads, mainly field workers or executives with a greater need for data display as opposed to data input. These employees were better served with tablets rather than laptops, while at the same time, this removed some of the costs associated with laptops, such as software licensing, patch management, and corporate imaging.

In addition, repair and replacement of iPads was also recognized as far lower than laptops or other mobile devices, mainly because users take better care of devices. Finally (and what was identified as the most crucial element) employee satisfaction and productivity levels, due to reduced boot-up times and application usage on the devices, far exceeds the cost of the hardware.

- ☒ **IT is once again an enabler.** Consumer technology is viewed by Brent Council as the first real opportunity since the mainframe for IT to get closer to the business and act as the enabler. Since the mainframe, the council argues that IT has lost direction and become bogged-down in largely technical infrastructure, all with the need to rigorously control and secure machines and networks. While IT has spent billions of pounds on security, the biggest threats are still users and paper-based processes, according to Brent representatives. Additionally, in the U.K. public sector, a lot of IT is outsourced. As a result, employee attitudes toward the capability provided by IT has been deteriorating for years.

With the launch of the new Civic Centre and the simultaneous implementation of consumer technology as part of an IT refresh, Brent Council is able to become a better business partner, drive service levels and improve overall communication with employees. The IT department can get out into the field more frequently, allowing it to better understand employee requirements and how mobility can help them do their job more effectively. The result is real value to the business and its users. Ultimately, Brent's goal is to have its employees think differently and more positively about IT as a critical part of this strategy.

Building on BYOD Strategy With Apps in a Tough Compliance Environment: AWD, Germany

AWD is a Germany-based financial advisory firm operating in eight countries, with particular focus in Austria, Germany, and Switzerland. AWD advisors provide financial assurance across a range of financial products including insurance, pensions, and retirement in the midrange income segment. The firm has over 5,000 self-employed sales representatives across Europe with around 2,500 based in Germany.

Mobility Challenge

The concept of a mobility strategy incorporating BYOD is nothing new to AWD. The firm's financial advisory salesforce is self-employed, and as a result, the AWD IT department has enabled them to make their own technology decisions around the PC since 2004. AWD provides a Microsoft Exchange infrastructure, allowing users to sync mobile devices to Exchange email. From 2004–2007 these devices were predominantly a small base of Windows Mobile devices. However, since 2007 with the introduction of the Apple iPhone, this changed dramatically. Today 35%–50% of AWD workers are regular daily synchronizers to Exchange email on mobile devices. Nowadays, mobile devices begin to mean more for AWD than just pushmail.

Mobility Solution

By late 2011, there was a greater demand from the salesforce to integrate mobile devices into a wider number of AWD processes and the importance of security overall, as AWD caused them to look at enterprise mobility management solutions, including mobile device management. AWD recognized there had been a cultural change going on regarding mobility within the AWD workforce over the past 12 months. For example, sales reps preferred the versatility and collaborative style of tablets over PCs, especially when dealing with customers. The demand from users for these devices accelerated and triggered IT to look at ways to support and secure them.

Therefore, in late 2011, AWD formulated a mobile strategy for the business, which included a road map for smartphones and iPads, and the distribution of corporate apps. Later in 2012, AWD plans to roll out an enterprise mobility management solution from MobileIron to over 1,000 users. Given that its mobile workers are scattered across Europe, the ability to easily self enroll these users remotely, apply security credentials, and distribute company apps was crucial in the decision to make the investment in MobileIron.

Applications are a big part of AWD's IT strategy, so it used mobility management platform to enable an internal AWD private mobile app store with app deployment set in several phases. For phase 1, AWD focused on proprietary apps that enable company presentation materials (PDFs, videos, etc). The firm also provided another app to record customer testimonials onsite with the customer, which can be sent back to HQ via email and is integrated through the company content management platform and website. In the second phase, AWD plans to integrate into the app some data collection capabilities from customers onsite and combine it with some real-time analysis and product comparisons.

Lessons Learned

While AWD is in the early phases of its mobile deployment and strategy, the firm does highlight some interesting lessons from its market perspective. These include the following:

- ☒ **Policy can navigate compliance and regulatory complexity.** With its desktop strategy, AWD is a veteran of BYOD, which is rare in Germany and indeed Europe. As a result, it is fully aware that such an approach can be complex, especially in such a highly regulated sector and when dealing with personal data.

Federal law concerning data protection stipulates that German company data must reside in Europe. In addition, German data privacy rules make the implementation of consumer technology in the workplace tricky. AWD therefore believes that user agreements are critical to addressing a complicated compliance environment and can be a straightforward solution to complex issues.

Employees must opt into the AWD mobile service environment, with conditions outlined in the user agreement. This gives the firm the right to remotely wipe the device of all company data. The firm believes having the ability to select "wipe the device" (i.e., remote wipe company data only) is an important feature to meet these requirements, especially when an employee leaves the company. Given German Data Protection Law, AWD also retains the right to restrict iCloud and other cloud services on personal devices. AWD only permits users to back up personal photos to iCloud. To address this further, the firm has implemented an encryption solution to safeguard against any data that is backed up. The company stipulates as a matter of policy that all data backups must be encrypted and done locally through iTunes to meet German compliance standards.

- ☒ **Mobility is much more than devices.** While compliance can force firms into a defensive posture around mobility, AWD stresses that mobility and mobile applications in particular are crucial to IT strategy. AWD liken applications to a "string of pearls" extending from their business processes and improving the way the organization works.

From presentation materials on devices and the gathering of data at the point of customer contact to the real-time analysis of information and finally the ability to provide output comparisons and recommendations to customers, in all cases, the use of mobile applications are far more transformative to AWD's business and its customers, than the device itself. Investment in supporting these devices, therefore, must be thought of in this holistic context

FUTURE OUTLOOK

Strategic Lessons in Delivering Mobility

A number of strategic lessons have been highlighted by the challenges and experiences of the organizations outlined in the case studies above:

- ☒ **Ensure a measured approach.** Rather than react immediately to those internally that shout the loudest, in each case, firms have addressed their mobility deployments — iPad and Android rollouts, BYOD implementations, or mobile app enablement — through a phased approach, focused on where productivity can be gained and where business advantage is most enhanced. In a difficult European economic climate, a framework for mobility strategy that includes technical capabilities across device management, application management, and security has been essential to maintain flexibility, iterate policy, and ensure measured rollouts and road maps.
- ☒ **Mobility is more than devices; mobile apps drive real strategic value.** All cases highlight that organizations must ensure that strategies regarding mobile applications, especially mobile application management, are addressed in full. This is where organizations can incur risk but where the real value of strategic mobility is realized.
- ☒ **Have a trusted advisor.** Given the pace of change in mobility, the companies in this report highlight the need for a strategic partner that understands the market, can architect a solution that aligns to the business plan and mobile strategy, has specialist implementation capabilities across the diverse vendor ecosystem, and can provide the appropriate support guarantees firms required.
- ☒ **Recognize the opportunity.** Perhaps most importantly, each IT decision maker interviewed in this report emphasized that mobility's rewards outweigh its risks and that the opportunity mobility presents IT in collaborating with users to help them work better is significant. In this respect, IT can transform its standing with the business as an innovator and enabler once more.

Copyright Notice

This IDC research document was published as part of an IDC continuous intelligence service, providing written research, analyst interactions, telebriefings, and conferences. Visit www.idc.com to learn more about IDC subscription and consulting services. To view a list of IDC offices worldwide, visit www.idc.com/offices. Please contact the IDC Hotline at 800.343.4952, ext. 7988 (or +1.508.988.7988) or sales@idc.com for information on applying the price of this document toward the purchase of an IDC service or for information on additional copies or Web rights.

Copyright 2012 IDC. Reproduction is forbidden unless authorized. All rights reserved.