

IT and LOB: Better Together Mobility

Modern organizations are expanding mobility initiatives across virtually every business function. According to Cisco's 2015 Mobility Landscape Survey, 72 percent of business leaders believe mobility is a strategic imperative for their organization's success. In fact, in many businesses today, line-of-business (LoB) leaders are increasingly funding and making decisions about mobile applications and solutions.

But mobile app deployments show best results when they're based on a coordinated, organization-wide mobility strategy and platform. IT leaders responsible for mobility can play a central role in building a coordinated strategy that helps the business realize more value from mobile experiences. IT can help the organization roll out mobility projects faster, more securely, and at a lower cost.

If you're going to be an advocate for mobility in your organization, you need to be able to communicate with business leaders about what IT can do for them. You need to shift the perception of your role as a responsive manager of technology services. Instead, you can be a proactive, trusted advisor who understands their business objectives and needs and is invested in their long-term success.

This primer offers some strategies to help IT communicate the full value of mobility to key business stakeholders in the organization. It explains why partnering with IT is their smartest path to success.



Cisco Mobility Landscape Survey, 2015.



Opportunities and Challenges

The World Is Going Mobile

Mobility is broadly recognized as one of the foundational pillars for a digital business, together with cloud, analytics, and social. Mobility is creating transformation and disruption across industries and organizations by:

- Delivering more personalized experiences to customers
- Enabling flexible, collaborative, and productive work styles in the workplace
- Providing rich contextual data from mobile apps and devices to power innovative business models and business optimization

Everywhere you look, organizations are using mobility to power new employee and customer experiences, create new opportunities and insights, and increase revenues and cost savings.

How Are Enterprises Using Mobility?

At the highest level, organizations are using mobility in three main ways:

To engage customers: Organizations can use B2C mobile services to engage more personally and directly with their customers—shoppers, visitors, patients, guests, travelers, and more. They can link connected customers with relevant mobile content and gain insights into their behavior. They can deliver context-aware, location-based mobile experiences. And they can increase revenue streams with targeted and personalized advertising, coupons, and promotions.



i. Cisco Mobility Landscape Survey, 2015.



- To engage employees: Businesses are also using B2E mobility internally to enable new levels of collaboration and connect an increasingly mobile workforce. By doing so, they can improve employee engagement, productivity, flexibility, and satisfaction.
- analytics: Organizations are drawing on the power of data delivered by farreaching mobile devices, applications, and networks. They are using this data to optimize decision making and the path to a desired future state. Networkenabled analytics can gain contextual business and IT insights. Organizations can harness those insights to better engage customers and make the best use of workspaces and resources. They can use these insights to create personalized experiences that better meet customer and employee needs.



Cisco Mobility Landscape Survey, 2015.







Barriers to Capitalizing on Mobility

With the enormous potential of mobility, most organizations are seeing huge demand across multiple business groups for mobile apps and experiences. But too often, they're not realizing the value from these initiatives that they should be. The biggest culprit: the lack of a coordinated mobility strategy and platform for the business.

Without a consistent application and infrastructure platform for mobile apps and experiences, you get fragmentation, data inconsistencies, inefficiencies, and increased security and compliance risk. Worse, the business will likely end up with mobile experiences that aren't well suited to the organization or the users—resulting in diminished ROI. Organizations trying to capitalize on mobility must contend with:

• Security concerns: Without a centralized identity, access, compliance, and policy strategy for mobile devices and apps, LoBs can introduce significant risk. Device, network, and app security are all equally important. Apps must be designed in compliance with organizational policies. But properly enforcing a security policy for mobile devices is a prerequisite for getting on the network and accessing the application as well.



Cisco Mobility Landscape Survey, 2015.

Infrastructure concerns: Web applications drove much of the infrastructure that is in place today. In many cases it can't meet modern mobility needs. For example, outdated or poorly designed wireless networks may not support growing numbers of mobile devices, new rich-media mobile collaboration apps, or advanced location-based applications and analytics. Mobility infrastructure that's cobbled together without an overarching architecture aligned to application needs can also increase operational complexity and make it harder to support newer apps and use cases.



i. Cisco Mobility Landscape Survey, 2015.



- Expensive and inefficient app development: Developing mobile apps can be extremely expensive, especially when they are developed in silos. For example, one department may create a native mobile app, while another creates a web-based app, and still another virtualizes an existing desktop application—all in isolation. The result is budget overruns, duplicated effort, slower time to market, and a poorer end-user experience. According to Gartner, "By dividing front-end development activities from back-end services, IT organizations will enable a better portfolio of mobile apps while enabling third parties and LoB units to rapidly create effective client apps with strong user experiences."vi
- Inability to capitalize on data: Mobile experiences can provide critical context user, location, other apps in use, proximity to other devices and services, and more. By mining this data, organizations can improve customer and worker experiences, identify patterns, and unlock new opportunities. But using a patchwork of ad hoc mobility initiatives makes it much harder to collect, share, and capitalize on that data. This is a big reason why, despite the large number of organizations using mobile apps, so few are using the rich contextual data they generate.



iv. Kinvey CIO and Mobile Strategist Survey, 2014.

v. Accenture Mobility Insights Report 2014 - Mobility: Fueling the Digital Surge.

vi. Gartner, "IT Organizations Should Fous on Middleware to Enable Mobile App Development" June 2015

vii. Gartner, "Use Mobile App Analytics to Drive Positive Change in the Digital Workplace," May 2015.



Unlock the Business Value

Seeing the Complete Mobile Landscape

Your organization can accelerate and realize the full value of mobility. IT can play a central role by creating a unified, consistent mobility framework that aligns to the business priorities of the organization. This should encompass a high-performance mobile network infrastructure and app platform. And it should include network, security, management, and application delivery best practices.

A unified mobility strategy helps ensure that when your business stakeholders need mobility apps, they can be delivered as quickly, cost-effectively, and securely as possible. Those apps can then use an existing application infrastructure to access data from ERP, CRM, supply chain systems, and more. A unified platform also gives your employees and customers a consistently good user experience across all the mobile apps your organization delivers, anywhere, on any device.

Benefits of a Unified Mobility Strategy

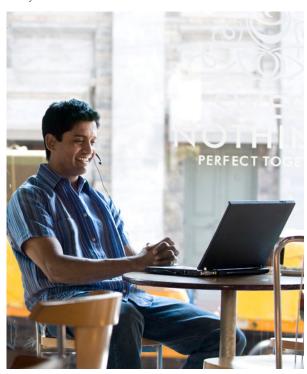
- **Speed app rollouts** through consistent practices for implementing mobile apps and experiences for all lines of business.
- **Reduce risk** through consistent policy management, verified security enforcement, and compliance across all devices, locations, and users.
- **Enable mobile workstyles** by delivering secure access to all apps, data, and communications services on any device, from any location.
- **Lower costs** through a reusable mobility application platform, rather than lines of business continually building one-off solutions from scratch.
- **Increase innovation** by capitalizing on context-rich mobility data across the network, the organization, and its customers.



cisco

Making the Case to Your Business Stakeholders

To do all of this, you need to make a strong case to business leaders and stakeholders in your organization that a mobility strategy coordinated with IT will provide value to them. You need to show how it will address their specific concerns and accelerate development and delivery of the applications they need.



Here are some points to emphasize that apply to any LoB leader or stakeholder.

Mobility works best when IT and LoBs work together.

IT to LoB: "IT is not trying to do everything. We know that you understand your users best. You're the one who can develop the best mobile user experience, with exactly the data, workflows, and application integration you need. But you'll gain more value from your mobility initiatives when they're part of a coordinated mobility strategy. You'll be able to innovate faster and be better able to capitalize on mobility data. Applications will be faster to deploy, more secure, and less expensive. By using an organization-wide mobility platform, we can also help alleviate some of your workload in developing and rolling out your mobility apps."

IT can help assure stronger security.

IT to LoB: "A consistent identity and security policy framework, and a well-secured network architecture, are crucial to implementing mobile apps that your employees and customers can use

safely. A consolidated and well-defined approach that extends across all LoBs and mobile apps will substantially reduce risks and costs, for you and the organization as a whole. Together with InfoSec teams, we can provide clear guidance for your app developers about security best practices, application delivery approaches (native, virtual, hybrid, web, cloud, etc.), containerization, access controls, and other parameters."

IT can help lower costs.

IT to LoB: "IT can help you and the CFO meet your financial goals, while lowering costs by adopting best practices across the organization. A patchwork, ad hoc approach makes rolling out mobile apps more complex and inefficient, and more difficult to integrate with other systems—which increases costs. You could be saving a lot by having them run on a consolidated, organization—wide technology and governance framework. And you'll get more from your investments by reusing that platform across multiple applications and use cases across the business."







Business Case for HR

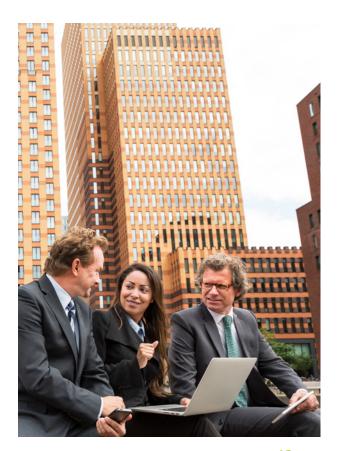
The Changing Workforce Needs Mobility

Human resources leaders are focused on the culture of the organization, employee engagement, and attracting and retaining the best employees. They are acutely aware of the changing nature of work. Workspaces and workdays are becoming more flexible, and employees now expect to be able to work anywhere, from any device. These priorities are increasingly intertwined with technology.

You can work with HR leaders to develop a shared understanding of current and future workforce challenges. And you can show how mobility and digital workplace initiatives can help address these challenges.

What Can Mobility Do for HR Leaders?

- Improve employee engagement by giving people more choice to work where, when, and how they want.
- Increase productivity with a digital workspace environment that provides consistent experiences and tools from anywhere, on any device.
- Improve team effectiveness by putting communication and collaboration tools (voice, video, messaging, conferencing) at their fingertips, everywhere.
- Better understand the workforce
 with insights into where, when, and how
 employees are using the tools at their
 disposal.
- Optimize the workplace with locationbased services and analytics that provide insight into workplace utilization.



i. Cisco Mobility Landscape Survey, 2015.

viii. Gallup Report: State of the Global Workplace, September 2014.

ix. Gallup, American Employee Engagement Report, 2013.



Scenario: Mobility for Better Employee Engagement

Janet, the chief human resources officer of a global pharmaceutical company, is on a quest to attract a millennial workforce.

With that in mind, Janet is working with her leadership team to enable greater workforce flexibility:

- Adopt a hybrid employee model: Use a flexible combination of traditional fulltime employees and contingent workers to quickly meet changing business priorities and worker preferences.
 - IT support: Enable application virtualization for fast, secure onboarding of contingency workers.
- Increase worker choice and freedom:
 Make information and services available
 on demand, anywhere, anytime, on
 any device.
 - IT support: Deliver secure mobile access to applications and data on all employeeowned and corporate-owned devices.
- Increase virtual team collaboration:
 Create a consistent, collaborative work experience across physical (office) and virtual (home, mobile) environments.

IT support: Provide a high-performance, fully immersive, and video-enabled collaboration platform and applications on any device, anywhere.

Improve millennial engagement:

Empower employees who've grown up in the world of social media to interact and share information in real time.

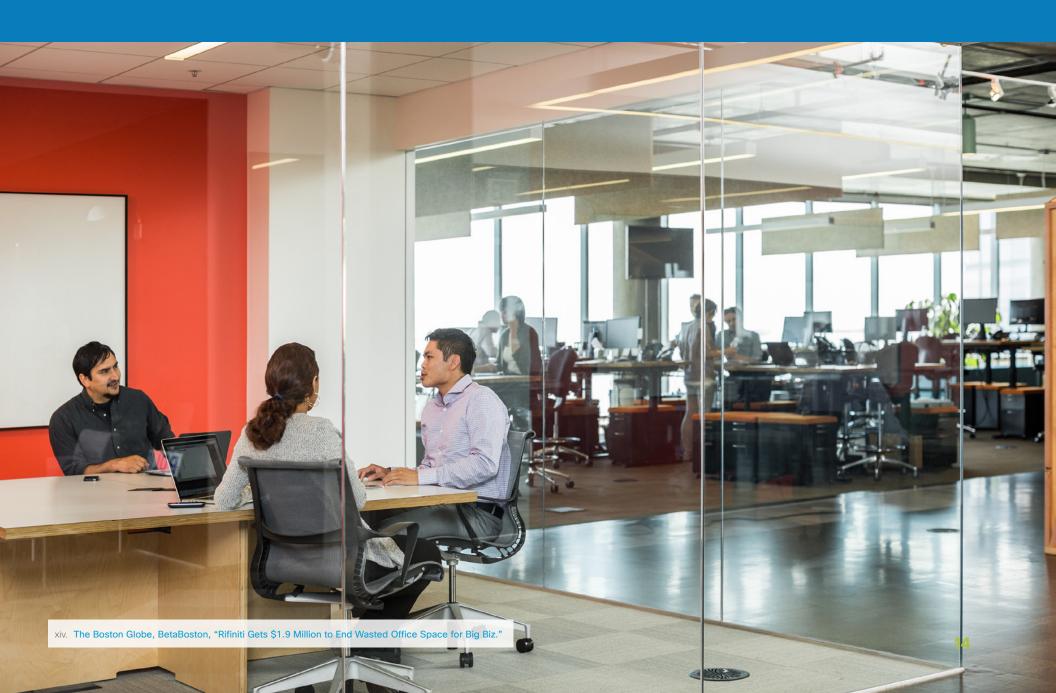
- IT support: Provide cloud-based virtual meeting rooms where workers can form teams, meet physically and virtually, and exchange ideas quickly and effectively.
- Create a modern and secure workplace: Attract the best and brightest with a flexible environment that lets employees work where, when, and how they choose.
 - IT support: Provide centralized context-aware policy management and enforcement, so that workers can get the information they need without compromising security.

Janet also wants to empower her leadership team with new insights by collecting and applying workforce analytics:

- xi. PharmaExec, "Attracting a Milennial Workforce," August 2015.
- xii. ContractPharma, "Pharma Employment," April 2013.

- Improve visibility: Gain more detailed and accurate information about workforce engagement for more informed decision making.
 - IT support: Create an engagement dashboard to visualize levels of employee interaction and collaboration using location-based services and collaboration analytics.
- Improve employee engagement:
 Communicate, survey, and interact with global employees more often and effectively.
 - IT support: Deliver video-enabled interactive group meetings and town halls on any device, anywhere to engage a distributed workforce.







Business Case for Operations

Workplace Transformation Enabled by a Digital Workspace

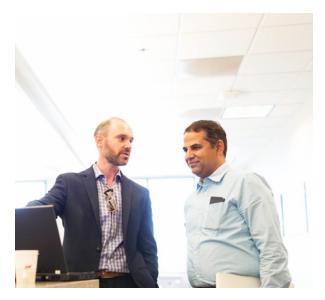
Chief operating officers (COOs) and executives responsible for workplace facilities and real estate are grappling with major trends that are reshaping the workforce. They're contending with shifting demographics and evolving social contracts. The nature of work itself is changing, with dramatic growth in unstructured work. And they're seeing an explosion of new technologies—cloud, mobile, and big data—that have profound implications for the business.

At the heart of all this disruption, COOs face constant pressure to:

- Reduce operational expenses
- Reduce real estate costs
- Use workplace analytics to improve visibility into and control of business operations
- Provide a workplace that attracts the next-generation workforce and supports greater flexibility and collaboration
- Assure regulatory compliance and reduce risk

Mobility can be a powerful tool to help address all of these concerns. By applying mobility technologies, applications, and data in the workplace, COOs can better utilize space and workplace assets. They can maximize the value of their real estate while providing a better employee experience.

Mobility can also empower operations managers to improve efficiency in customer venues. They can apply mobility analytics to better understand and improve the customer experience, optimize venue and staffing efficiencies, and increase revenues.

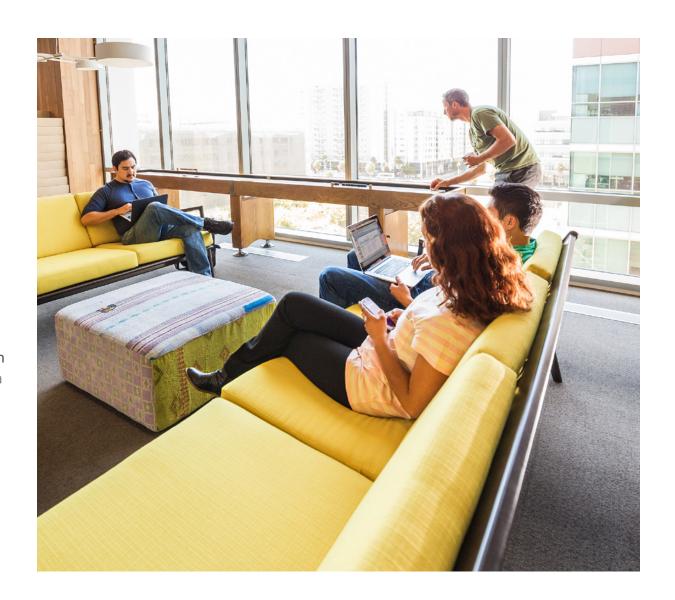


xi. PharmaExec, "Attracting a Milennial Workforce," August 2015.



What Can Mobility Do for the Workplace and Operations Leaders?

- Optimize real estate investments by using mobility to increase occupancy rates without sacrificing productivity.
- Empower workplace transformation with action-oriented workspaces and mobile roaming across the campus.
- Provide a better worker experience with seamless roaming across public and enterprise mobile networks.
- Optimize workplace resources with location-based services.
- Improve workplace and real estate utilization with context-rich real-time and historical data about how people are working.



xv. Telstra, "Future Ways of Working," 2015.



Scenario: Mobility for Workplace Optimization

Jacques is the COO of a leading telecommunications company that occupies multiple geographically distributed facilities. He is committed to creating a more efficient and engaging work environment.

Aiming to reduce real estate costs and improve employee satisfaction, Jacques launched a workplace transformation project. His first objective was to gather a fact-based, current-state picture of workplace utilization:

- Collect workplace efficiency analytics:
 Gain a deeper understanding of how
 people use the workplace. Then develop
 models for space design, information
 technology, and change management
 that best support business objectives.
 - IT support: Deploy a Wi-Fi hyperlocation system that accurately gathers space and meeting room utilization trends.

Collect work-style analytics:

Gather data to create activity-based environments aligned to the type and style of work being performed.

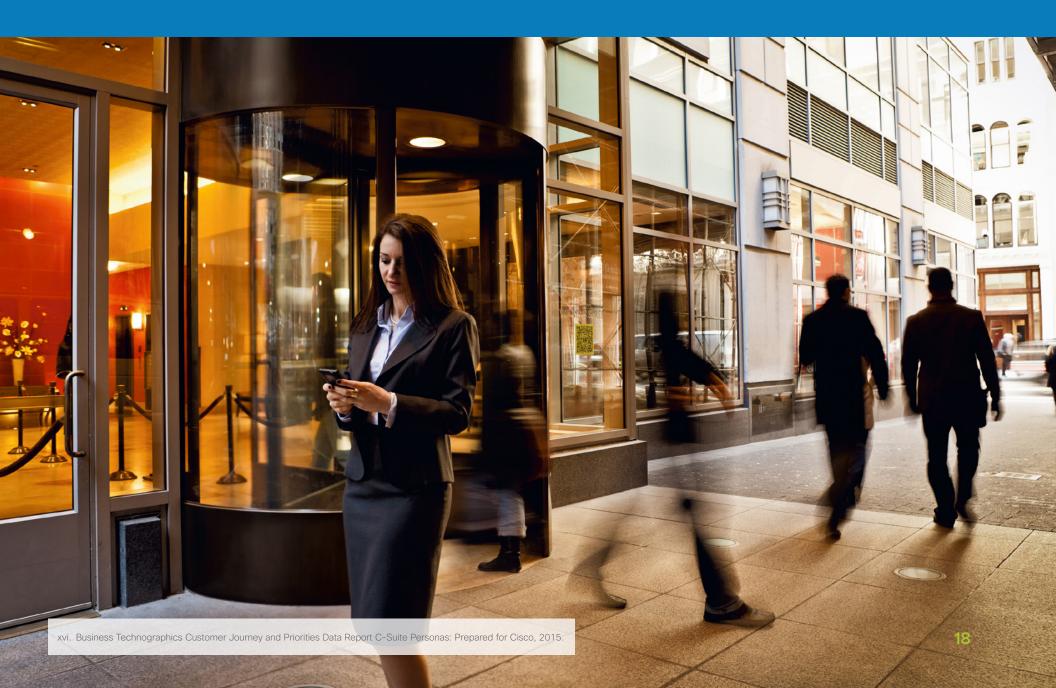
IT support: Combine Wi-Fi hyperlocation analytics with collaboration tool analytics to understand what types of work are done where and when.

With this data, Jacques can plan a workplace transformation project to improve efficiency. At the same time, he can create a flexible and dynamic workplace that boosts collaboration, innovation, and employee engagement.

- Create collaborative mobile workspaces: Deliver a balance of shared and dedicated workspaces, meeting rooms, and collaboration spaces that meet different work activity needs.
 - IT support: Deliver a consistent application, video, and collaboration experience across workspaces for both fixed and mobile devices.

- Personalize shared workspaces: Even shared workspaces can be personalized with an environment that automatically configures the space or room when an employee walks in.
 - IT support: Use location services and mobile apps to automatically configure voice settings, meeting settings, desk and lighting preferences, and even environmental controls.
- Provide navigation services: Save time and increase productivity with "wayfinding" navigation apps that help users quickly find the room, device, or person they need.
 - IT support: Deliver location-based mobile apps to provide real-time indoor navigation.
- Empower partners and suppliers:
 Provide partners and suppliers access to the resources they need on campus.
 - IT support: Provide secure bringyour-own-device (BYOD) access to authorized company and Internet resources over a secure Wi-Fi network.







Business Case for Marketing

Mobile Customers Expect Personal Experiences

Making marketing matter in a fast-changing customer environment is harder than ever. Marketing leaders need to consistently prove the value of marketing to business leadership in terms that can be clearly measured. And they are challenged to use technology to their best advantage to keep pace with the competition, grab the attention of their customers, and strengthen their brand. In fact, most marketing organizations now embrace a mobile-first approach.

As they contend with these changes, marketing managers are wrestling with tough questions:

- How can I create more effective and personalized digital marketing campaigns?
- How can I use analytics to get a better understanding of our target customer behavior, needs, and wants, so I can make more informed choices?
- How can I ensure that brand experiences live up to changing customer expectations across multiple channels?
- How can I project an image of innovation to the market?
- How can I be more effective and targeted with my advertising?
- How do I find new ways to raise brand awareness and strengthen brand loyalty?

What Can Mobility Do for Marketing Leaders?

- Capitalize on huge adoption of mobile devices as an additional, always-on, always-available engagement channel.
- Create new engagement opportunities that capitalize on the unique characteristics of mobile technology, such as context, location, apps, and social networks.
- Use mobility to engage customers in venues, including retail stores, stadiums, hospitals, hotels, airports, and other public spaces.
- Use mobile data and analytics to better understand and cater to customer preferences and behaviors.
- Personalize the customer experience to cater to each customer's preferences, location, activity, and other attributes.

xix. Forrester, CMOs: Own Mobile To Own Your Customers

illiilli CISCO

Scenario: Mobility for Improved Customer Engagement

Jolene, the chief marketing officer (CMO) of a global hotel chain, wants to use mobile technologies to grow the business and keep increasingly connected and demanding guests coming back.

Drawing on a unified mobility strategy and mobile application platform, Jolene can deliver a more complete and satisfactory customer experience:

- Increase visibility: Gain insights into guest behavior, including preferences, dwell time, peaks and troughs, and movement patterns.
 - IT support: Use Wi-Fi-based presence and location-based analytics and reports.

- Improve customer Internet access: Provide fast, easy-to-use, and
- personalized Internet access.
- IT support: Give mobile users simple guest access. Customize their experiences with a locationenabled captive portal and contextual information and promotions.
- Enhance customer engagement:
 Connect social with mobile to boost brand recognition.
 - IT support: Encourage guests to log in via the hotel social media page to strengthen the brand and relationship.
- Personalize mobile experiences: Give mobile users contextual information based on past preferences, location, and hotel promotions and activities.
 - IT support: Enable mobile push messages, promotions, digital signage, and navigation services by integrating location information into mobile apps and CRM systems.

Improve operational efficiency:
Identify service bottlenecks and allow
guests to provide real-time feedback.
Provide personalized guest notices that

translate to improved satisfaction and net

promoter scores.

- IT support: Deliver a flexible application platform that allows integration of location services, mobile apps, and other operations and CRM systems.









Business Case for Risk and Compliance

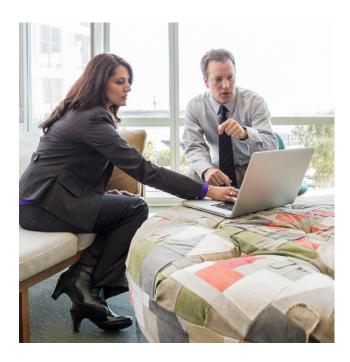
Transform Mobile Security from Defense into Business Enabler

Risk and compliance leaders, such as chief information security officers (CISOs) and security operations (SecOps) managers, are consumed with reducing risk and protecting the organization against threats. But they also must create the conditions for innovation and growth. To do this, they need to find ways to enable the business across strategy, policy, compliance, operations, and crisis management.

From an operational perspective, these stakeholders need to implement a sustainable security model that improves efficiency while maintaining continuous, up-to-date protection. And they want to implement a holistic security strategy, drawing on a comprehensive set of technologies to guard against new threats.

Security leaders' main challenges include:

- The need to discover attacks faster
- Changing business models and attack vectors
- A dynamic threat landscape
- The complexity and fragmentation of security solutions
- An increasing attack surface driven by mobility, cloud and the proliferation of networked devices
- Data privacy and protection
- Contending with the spike in the number of business and collaboration applications, as well as public mobile apps, public web services, and tools, that can increase exposure to threats
- The blurring or disappearance of network boundaries, and the dramatic increase in data volume





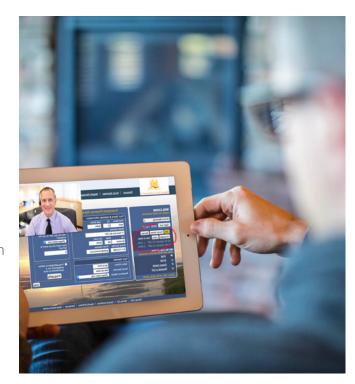
What Can Secure Mobility Do for Your Business?

Mobility provides both an opportunity and a challenge for security leaders. Organizational leaders consistently cite security and risk as the top obstacles to deploying mobility. But when done right, mobile security can be an important business enabler. A well-planned and maintained secure mobility framework can accelerate adoption of mobile technologies and allow companies to realize their benefits faster.

CISOs have legitimate concerns that need to be addressed. Mobility expands the traditional security perimeter and attack surface. It can dramatically increase the number of endpoints and the amount of network traffic that must be secured. And it can intensify demand by workers for expanded access to corporate assets using the mobile devices they choose.

Employees' mobile devices are also prone to loss and theft. When employees use unsecured Wi-Fi networks, they can put sensitive corporate information at risk. And their mobile devices are at constant risk of exposure to web-based threats, including data-stealing malware.

By collaborating with IT on a coordinated, organization-wide mobility strategy, security leaders can create the conditions for successful mobile deployments with minimum risk. Without strong coordination between IT and security teams, the organization will struggle to keep pace with mobility and IT consumerization trends such as BYOD.





Scenario: Mobility for Greater Protection and Compliance

As the chief security officer of a hospital,
Jared is fully aware of the dangers and
opportunities mobility offers his organization.
He is determined to help accelerate the
hospital's digital journey, while protecting it
from the many hazards that journey opens up.

By working with IT to create a unified mobility infrastructure and app platform, Jared can enable secure mobile access for clinicians, support staff, patients and visitors:

- Detect and contain attacks: Gain ongoing, up-to-date visibility into the threats on your networks and systems.
 - IT support: Deploy network-based systems that provide visibility before, during, and after an attack.
- Safely launch BYOD and chooseyour-own-device (CYOD) initiatives: Allow clinicians and support staff access to patient records and systems on any device, anywhere, without risking patient data or compliance.
 - IT support: Centralize contextual policy management and enforcement based on user, application/data, device, and location.

- Secure application delivery: Improve patient care and clinician efficiency by securely delivering information to the right device, in the right place, at the right time.
 - IT support: Deploy a security framework that enables secure delivery of applications to any device, using the most appropriate delivery model (native, web, cloud, or virtual).
- Protect mobile devices: Help ensure that data cannot be leaked or malware introduced through mobile devices connecting to the network.
 - IT support: Use cloud-based enterprise mobility management for simplicity, scale, and efficiency.

- Improve the patient experience:
- Provide patients and visitors with personalized healthcare information, appointment details, hospital navigation, and secure access to personal records from their mobile devices.
- IT support: Provide an easy-to-use yet secure guest mobile experience, segmented from the internal hospital network.
- Enable mobile innovation: Create a secure environment for mobile innovation, including wearables and medical device tracking.
 - IT support: Apply end-to-end segmentation and mobile device management to protect new mobile innovations. Use advanced network and security analytics to identify threats and anomalies.



Capitalize on Mobility with Cisco

Cisco can help you at every step of your organization's mobility journey. As you implement a unified, coordinated mobility infrastructure and platform, we can provide end-to-end solutions and services to help you capitalize on mobility.

Cisco provides innovative mobility solutions, from Cisco® Connected Mobile Experiences (CMX) that delight your customers to Cisco Mobile Workspace and BYOD solutions that empower employees.

With Cisco Enterprise Mobility Services Platform, quickly create and deploy context-aware experiences that engage people on their mobile devices.

Cisco also delivers strategy and analysis services that can help IT work with business leaders to develop an overarching mobility roadmap using a structured and methodical approach. Cisco Services provides strategic guidance to design a comprehensive mobility framework that encompasses the IT infrastructure, security, and mobile application strategy.

Working in partnership with you, we can help you:

- Engage: Elevate customer experiences and build workspaces that move with workers.
 - Quickly create mobile experiences with a cloud-based software platform.
 - Influence customers at the point of decision with location-specific captive portals or enhancements to existing native and web apps.
 - Provide workers anytime access to digital tools, services, and experts on any device.
- Protect: Extend security and compliance everywhere, identify and contain threats, and reduce the attack surface.
 - Deliver secure access to applications, data, and collaboration services from anywhere, on any device.
 - Create a defense-in-depth strategy with multilayer, context-based policy management and enforcement.
 - Provide guest access with fast, secure onboarding.

- Accelerate: Enhance mobile experiences and optimize access to apps, data, and services.
 - Assure quality mobile access in high-density environments.
 - Improve user experiences for businesscritical applications everywhere: on the campus, in the branch, at home, or on the road.
 - Optimize all app delivery models—native, web, software as a service (SaaS), virtual, and more.
- Discover: Uncover insights to continuously optimize the workplace and improve customer engagement.
 - Monitor workplace efficiencies to enable workplace optimization.
 - Turn network data into actionable intelligence for faster threat detection.
 - Gain actionable insights into in-venue behavior and preferences of workers, consumers, fans, patients, students, travelers, and more.



