Avoiding Mobile Deployment Failures

How to overcome inability to scale, need for speed and lack of mobile expertise

stratix

This white paper explores how enterprise mobility deployments often fail due to the scale and complexity of these projects, the rapid speed required to move from pilot to deployment, and the need for flawless execution to ensure a positive end-user experience and, ultimately, adoption. In addition, the paper will explore why most enterprise IT teams are ill-suited for mobile deployments, and how managed service providers can fill gaps and help assure success.

Mobile Drives Business Transformation Which Makes Failures Costly

As we pointed out in the first topic in this series, enterprise mobility has evolved into a strategic asset critical in driving business transformation as enterprises equip their workforce to better access information and make decisions anywhere, any time.

The costs of failing at this transformation are high, and here's why:

- **89 percent** of enterprises say their industry is either being disrupted by digital technology, or such disruption is only a matter of time.

- **80 percent** are at risk of being left behind by digital transformation, while 54 percent believe organizations that don't keep up with digital transformation will go out of business or be absorbed by a competitor within four years.

- **73 percent** of IT leaders believe they could be fired as the result of a poorly implemented or failing digital project.

With mobility being integral to the digital transformation of business, what are the key reasons why so many mobile projects fail during the enterprise deployment phase?

Failure to Scale Beyond Pilot

Often, mobility projects struggle to move beyond the pilot, or proof-of-concept, stage when successful mobile projects attempt enterprise-wide deployment. As Tony Rizzo of Blue Hill Research points out, "Mobility at scale is a far different management beast than mobility at small, well-controlled proof-of-concept levels.[2]"

Earlier in this series on the complexities of enterprise mobile, we discussed how the demand for more mobile devices and device types, applications and 7x24x365 support is outpacing enterprises' capabilities and staffing. Most enterprises can successfully launch a mobile pilot and support it internally but struggle to execute a mass deployment phase to thousands of users. Enterprise deployments often experience severe delays as internal teams attempt to configure and deploy a large volume of devices and applications. In addition, understaffed internal Help Desks, most of which lack mobile expertise, often crumble under the inevitable [10% to 17% spike in support calls](#) in the first 90 days post-deployment.

To complicate enterprise deployments further, internal teams already "knee deep" in mobile support are expected to deploy additional mobility solutions, while still supporting existing mobile, desktop and cloud solutions. Plus, these same stretched internal IT staffers need to look ahead to what's next, such as IoT and emerging technologies which hold promise for further accelerating the digital transformation of business.

Simply stated, most enterprises struggle with a lack of manpower and mobile expertise to scale successfully, which prevents them from deploying at a massive scale. As a result, enterprise-level mobile deployments, a critical component of digital transformation, fall behind schedule and go over budget.

The Need for Speed: Mass deployments "go live" in 90 days

In most cases, enterprises have a short period of time – 90 days or less – to complete massive mobile deployments involving thousands of devices for users across the organization. Often, this short deadline causes key details of an enterprise deployment to be overlooked or not well understood by decision-makers driving the schedule, or the critical details were not clearly defined during mobility planning.

Failure to launch due to lack of quality checks

Stratix routinely conducts quality assurance checks on all new devices received from suppliers. In our experience, it's common for up to 15% of devices to not be properly registered or "enrolled" with their respective OEMs when they arrive at our facility. As a result, the device cannot download the necessary software required for "out of the box" performance. If a user received the device in that state, those deploying mobility would have a "black eye" on day-one.

Picture the impact when 15% of the enterprise's users have this same experience in light of the precept, "User experience drives adoption and adoption drives ROI.[1]" From a financial standpoint, it quickly becomes apparent why minimizing deployment risk through proper quality assurance checking is critical, and why Stratix is fanatical about quality assurance checking of each device we handle and correcting these flaws before they can negatively impact end users.

Some of these key details which make mass deployment in a short timeframe problematic include:

- **Mobility is no longer a "one size fits all" deployment.** Because each employee group uses mobile in a different way, user profiles defining application and network settings must be built for each user group and device type involved in the mobile deployment. Then, each device has to be configured and the correct user profile loaded to ensure the user has the privileges necessary to access all systems, application and data on day 1. Few enterprises are staffed to complete this detailed level of configuration.

- **Help desk and support teams have to be adequately trained to handle the influx of calls that come with any new mobile deployment.** As mentioned previously, most new mobile deployments create a 10% to 17% spike in support calls in the first 90 days post-deployment. However, most enterprise teams build staffs to accommodate "run rate, normal" support volumes, not the spikes in call volume that come post-deployment and with every subsequent upgrade. As a result, these overworked support teams have to do more during peak support times often at the expense of another part of the project.

- **Quality Assurance testing is critical in deployment.** To ensure a positive "out of the box" user experience, quality assurance checks must be made on each device, including specific configuration settings, software settings and verification that all cables, user instructions and other accessories make it into the final kit. Few enterprises are equipped to complete these exhaustive checks at scale, and each of the checks is critical to delivering a flawless user experience. Not only is this quality control effort an often overlooked part of the process, the costs of this extensive quality control can be significant. (For more information, see this paper's sidebar, **"Failure to launch due to lack of quality checks."**)

The complexity of deploying mobile to thousands of users in 90 days or less is extremely complex due to all of the details outlined above, which is why most enterprise teams struggle to execute mass deployments.

"One-size-fits-all" Gives Way to Personalized Mobile

As mentioned above, each user group, or sometimes individual user, has to be considered and user profiles created and loaded to meet their needs. This highly-personalized aspect of deployment can be taken a step further with the use of personalized portals that allow users to order their mobile devices online. The portal matches configuration device details to the order. Then, the user receives the configured device at a location of choice: office, home, nearest facility or even a remote location. This highly personalized experience of delivering mobile devices and enterprise services to each user is becoming the norm. (For more information as to how personalized deployments can be achieved on a mass scale, see this paper's airline case study, **"How an airline used MMS to leverage enterprise mobile."**)

Few enterprises and their IT teams can accommodate this level of personalized service on an enterprise scale. Yet, this personalized mass deployment is exactly what users expect. The wide gap is getting wider, creating yet another major factor contributing to lackluster or failing deployments.

Lack of Experience Risks Mass Deployment Success

Compounding the need to scale and move quickly is the inexperience of most enterprise IT teams in deploying mobile across the organization. Only a scant few internal teams have completed an enterprise-wide mobile deployment once or twice before, while most enterprise teams have never managed such a project. That lack of current mobile-specific expertise is a challenge at initial deployment and again at each subsequent

deployment. Deploying new device types, operating systems, applications, management tools and other "emerging" technologies makes mobile's deployment cycle never-ending. This almost-constant rate of change involving such a large number of users is one that few teams have experienced.

As a result, talented, intelligent and valuable employees become frustrated when they are expected to deploy technologies they've never seen before, to scale enterprise-wide and complete these massive mobile deployments in 90 days or less. The process is fraught with risk and a high potential for failure – because internal teams continuously face unfamiliar situations at each deployment.

Working exclusively in mobile for 34 years has given Stratix a "front row seat" to mobile's evolution – one of technology's most rapidly advancing innovations. Today, Stratix' unique perspective leverages an understanding of the past, combined with the accumulated expertise needed to anticipate the future.

In the next few weeks, Stratix will publish a best practices-based informational series on how working with a MMS provider can solve mobile's toughest challenges – including the need to support mobile users 24x7x365, while lowering mobile's total cost of ownership.

Managed Mobile Service Providers Can Fill These Gaps

Faced with dual pressures of planning and executing personalized mobile against a short deadline, many enterprises enlist the help of a Managed Mobile Services (MMS) provider such as Stratix. Rapid deployment, which accelerates enterprise adoption and speeds mobile innovation, is the most commonly cited reason for teaming with a MMS provider. An MMS provider can scale, move quickly and has the deep mobile expertise needed to manage all phases of a mobile deployment from planning to procurement to deployment to post-deployment support. An MMS provider works day in

How an airline used Managed Mobile Services to leverage enterprise mobile

As an example of how Stratix's MMS enabled a large enterprise customer to successfully deploy mobility, consider how one well-executed proof-of-concept project triggered a full-blown commitment to enterprise mobile.

A national airline's proof-of-concept project delivered 8,424 mobile devices with industry-standard Electronic Flight Bag documents to pilots. However, rolling out mobile devices to an additional nearly 30,000 flight attendants, technical operations staff, ground operations teams, fixed asset groups and flight dispatchers a year later was not a task the airline was equipped to handle – especially since the rollouts had to be completed in just 18 months.

The airline lacked the scalability, speed and deep mobile expertise needed to complete the enterprise rollout in 18 months. Working with Stratix, the airline's IT executives and top management created a Mobile Blueprint for the organization. The blueprint outlined how a scalable mobile process would standardize device rollouts. An enterprise-wide Implementation Roadmap aligned each subsequent rollout with the airline's business objectives for mobile.

Multiple rollouts, completed over 18 months, got 30,000 users from the airline's nine lines of business up and running. Today, 86% of the airline's workforce uses mobile supported by Managed Mobile Services.

This entire mobile ecosystem operates under a fixed-fee single contract that is future-proofed against device obsolescence.

Read the full Use Case

and day out with leading mobile OEMs, application providers and enterprise customers, which means their knowledge is both deep and fresh. Done properly, an MMS provider can augment existing enterprise staff to ensure that all phases of a mobility deployment are executed flawlessly.

Conclusions – Managed Mobile Services Deliver Scale on Demand

Deploying mobile at the enterprise level can create new business opportunities, improve customer service and extend proven business strategies and processes. However, every employee in the organization that leverages mobile uses it in a different way, which makes traditional Help Desks' approach of "one size fits all" support untenable. Simply put, most internal Help Desk staffs lack the deep mobile-specific knowledge needed to support users 24x7x365. To be valuable to users, mobile support needs to extend past standard device and connectivity help to understand each user's role and function in the organization. Mobile deployments have to take into account a number of complexities, such as device fragmentation and integration with back-end systems and legacy applications, to gain traction with users and, ultimately, adoption.

These complexities, which are inherent in every mobile deployment, often prompt enterprises to seek out Managed Mobile Services providers, such as Stratix, for help with planning and executing rollouts. Managed Mobile Services providers have seen exponentially more deployments, at the line-of-business and enterprise levels, than an organization will have in its lifetime. Partnering with a Managed Mobile Services provider allows companies to access field-tested strategies based on industry best practices, reducing the risk associated with deployments of all sizes and types.

Sources: Couchbase Study. (2017), Rizzo, T. (2017). Managing Today's Enterprise Mobile Projects. Blue Hill Research.