

Commodity or Value add? The transition of mobile data into mainstream IT

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RESEARCH NOTE:

The primary research data upon which this report is based is derived from an independent study conducted by Quocirca and sponsored by O2. This involved 520 interviews of those with responsibility for or active involvement in managing their organisation's relationship with mobile operators from a broad cross section of industries in the Germany France, the Netherlands, Benelux, Spain and Italy, with a larger group from the UK. Approximately 51% of the respondents were from €1 billion plus turnover Enterprises with the remainder in the €100m to €1 billion range. Other sources of data are highlighted where they are used. This study was substantially a re-run of a similar survey one year ago, and provides a number of trend comparisons.

Mobile or remote working is not new, nor specific to the use of mobile technology, but the increasing dependence on instant access to IT has led to an increasing demand for mobile data services. Operators recognising the long term decline of voice revenues are keen to offer potentially lucrative mobile data services, but will mobile data rapidly follow the path of voice services to become a cost conscious commodity, or are there additional services mobile operators can offer to add value and build loyalty? Certainly mobile data services can be complex, and in a rapidly maturing technology sector, it is valuable to be insulated from the effects of rapid change and unnecessary complexity. But ultimately mobile or remote access should be regarded as just one aspect of IT usage within a regular business environment, and not a separate entity in its own right.

KEY FINDINGS

- **After a lacklustre start, smartphone adoption surges forward**
Laptops are still the primary device for mobile applications, even those where a smaller device might suffice, like email. Adding a 3G or GPRS data card to an existing laptop gives more flexibility at a lower management cost as they are a well understood and familiar platform. However networked PDAs, in particular the BlackBerry, have become almost as widely deployed for mobile email, and are now joined by a rapid surge of email usage on an even smaller form factor device – the smartphone, across all smartphone operating platforms.
- **Wi-Fi continues to be seen as an important factor in enterprise wireless connectivity**
Blanket coverage of prime business locations – airport lounges, railway stations, hotels and city centre coffee shops, business clubs – combined with consolidation and account roaming among providers has made Wi-Fi services more palatable for enterprise use. The increased shift towards Wi-Fi predicted a year ago seems to have taken place, but there is no apparent appetite to go further.
- **Cost control is still a primary motivation**
Mobile telecommunications is still seen as expensive, partly because billing by the minute or the megabyte is difficult to quantify in business terms. Flat rate pricing is part of the appeal of Wi-Fi, although adding yet another billing account is a drawback. Predictable cost is also a major part of the appeal for taking voice traffic over an IP network, and hence VoIP adoption is gaining ground.
- **Mobile data is becoming embedded in the strategic mindset**
Deployments are moving beyond the ad hoc pet projects of the IT department to be officially sanctioned pilots and full scale deployments. Mobile applications are becoming a normal part of the overall business strategy and part of the overall IT spend. This will lead to wider competition for available budget, increasing pressure on costs, and an increasing need to demonstrate value.
- **Businesses are looking for value added services**
Despite the focus on cost, there are services that are seen as valuable. The convergence of fixed and mobile voice calls and interest in VoIP requires a renewed look at PBX integration and the growth in the deployment of mobile email from a select few to a mainstream employee application increases the appeal purchasing these applications as hosted services. Security is also a major concern, and this opens up the opportunity for a variety of security services but it also hinders the adoption of hosted services.
- **Simplifying the mobile service offering is becoming more important**
The breadth of potential services, devices and connectivity options increases the overall complexity of current offerings. Companies are looking to reduce complexity and their number of suppliers, making multiple service offerings in a single coherent package more attractive. This makes it even more important for businesses to build long term partnerships with mobile operators and other service providers. Although choice will still be important, in the long term the same drive to reduce complexity will favour companies that can offer both fixed and mobile solutions.

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1 Introduction

Mobile communications has evolved from the supply of straightforward voice calls and simple point to point text messaging into something that is more deeply integrated within the IT function, changing the relationship between mobile operators and/or service providers and their customers.

Organisations can follow two paths when dealing with network service providers – look for a low cost utility service, often called a ‘bit pipe’, or seek out providers who offer value added services and solutions. This will depend on the ability and willingness of service providers to step up to the mark, and customer appreciation of the value on offer.

The aim of this report is to look at the emerging trends in enterprise mobile communications. As background to this, interviews were conducted in larger organisations from across Europe involving 520 managers with responsibility for, or active involvement in, the relationship with mobile operators (see Appendix A).

The report examines the issues involved in dealing with the complexities of mobile data, and where businesses should legitimately expect their telecommunications suppliers to offer more than a utility connection. Many of the questions asked during the course of this research are repeated from previous studies, and show trends in thinking among European companies¹.

This report is intended to be read by those with responsibility for sourcing mobile data services and dealing with mobile operators. It offers them a peer review and information for their negotiations with mobile operators.

2 Growing into a commodity

The focus of telecommunications networks is changing. Point to point connection for voice calls billed by the minute with a premium for long distance or international connections is migrating towards a converged and sophisticated mix of digital packets of information. Data networks are billed on bandwidth and capacity transported rather than by the second.

This turns established telephony business models upside down, affecting voice revenues, and encouraging carriers to turn to data services. Just transporting data – being a ‘bit pipe’ – has low appeal to operators who need to build shareholder value by developing businesses that can provide real long term value and sophisticated services to their customers.

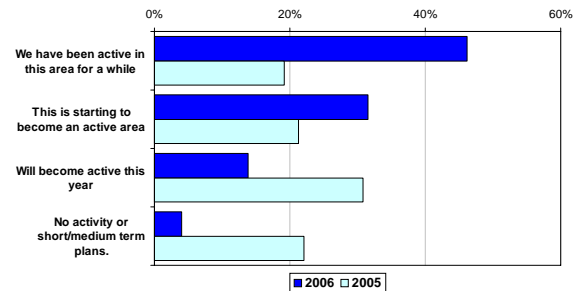
The challenge for any growing industry is to balance the commoditisation of foundation services to encourage growth in usage, with the development and deployment of new services to fuel re-investment.

This is particularly true in the provision of wireless services, which is a relatively new and still maturing industry. Customers might like to believe that lowest prices are the best prices, but investment is still needed in the wireless infrastructure to ensure it meets future customer needs. This is most apparent when the networks are tested by significant usage during situations of stress such as disasters, or terrorist incidents as well as more mundane incidents such as rail delays or traffic jams.

Mobile data access is showing increasing signs of turning into a commodity service with price competition amongst mobile operators, and an increasingly confusing set of tariff options. However, this is not putting businesses off, as those who were only tentative a year ago are becoming increasingly active users of mobile data services (Figure 1).

Figure 1

How active is your organisation in the use of wireless to provide employees with remote access to corporate business systems and other services?



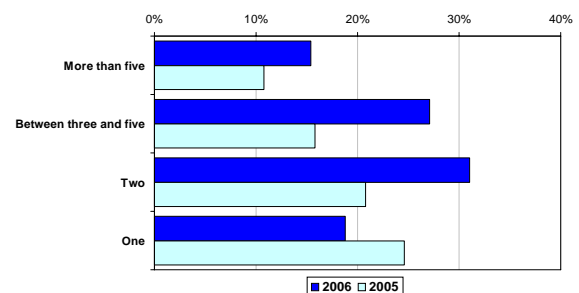
The mobile application businesses often try first is email. As a core service, email has now become a vital internal and external communication tool for businesses large and small, in both public and private sectors². Providing access to email to those employees who are away from their desk or outside the office seems a natural extension.

The early adoption of mobile email has largely been fuelled by the marketing success of the BlackBerry, in particular with senior executives. At Quocirca we differentiate this group of early mobile adopters from the mainstream ‘White Collar’ professional with the term ‘Pink Collar’, from the Thomas Pink shirt retailers in the financial districts of London and New York.

But the use of mobile applications is now spreading beyond these Pink Collar users and just mobile email, and it is consequently the focus of a greater number of trials (Figure 2).

Figure 2

How many wireless email or general wireless remote access pilots or projects are you aware of across the organisation?

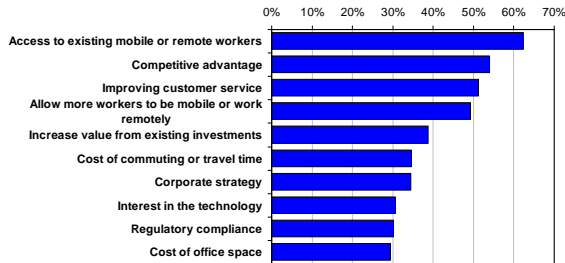


Earlier Quocirca research has shown that those who have already run trials of mobile email will build on what they have learnt and are more likely to pilot or deploy further applications³.

The main driving force is that many employees are already mobile in that their working day will not be based at a single fixed location or desk. Even those working in roles that have

been predominantly deskbound are making increasing use of access from home, or when travelling to meetings with customers or suppliers (Figure 3).

Figure 3
What is driving the need for mobile/remote usage?



There are no longer hard distinctions between the needs of office working, specialist ‘road warrior’ and those working from home, but a continuum where even the separation of home and work life becomes more and more blurred.

Technology has made increased availability more feasible and in addition, legislation and employee expectations are increasing the need for a more flexible working style. Companies recognise that over time, even greater numbers of workers will have mobile or remote access needs.

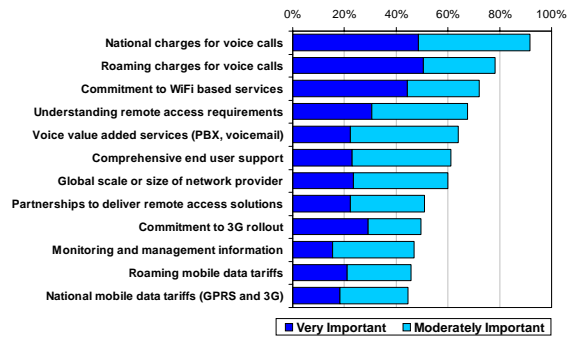
This is not simply altruism on the part of the company, allowing workers more flexibility just to keep them happy. Improving employee morale will create some benefit, but workforce flexibility has other recognised advantages, from improving responsiveness and ultimately customer satisfaction, to increased resilience to external threats and cost pressures or changing market conditions.

Much of these benefits do however depend on the underlying IT infrastructure. Simply adding mobile or remote access to a badly implemented IT strategy will not make systems more efficient, nor employees more productive.

3 Convergence with IT

Mobile projects often enjoy a special status outside of the corporate IT strategy – sometimes driven by the technical interests of the IT department, sometimes the desire of certain users to own the latest gadget – which leads many of those with financial responsibilities to view mobile technology with caution. This is not surprising, since the cost of mobile phone calls, both local and roaming, is always a significant concern during contract negotiations (Figure 4).

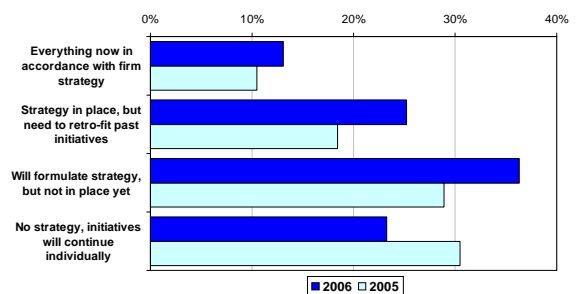
Figure 4
How important were each of the following to you when you last negotiated your primary contract?



Putting an officially sanctioned adoption strategy in place allows benefits to be defined, and costs contained within a framework that is understood by both business and IT management.

Still only a third of European businesses have an overall mobile adoption strategy, but there is some evidence that this is changing (Figure 5), as businesses recognise that they can gain benefit from consolidating projects into a consistent mobile strategy. For many, the first step of forming a strategy is yet to take place, and this is an important decision even if no official deployments are planned.

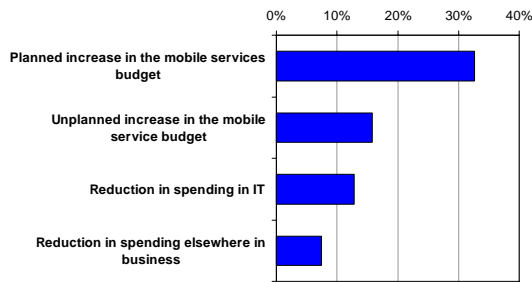
Figure 5
Regardless of how these projects were originally initiated, how much is activity in this area now being carried out in line with an overall adoption strategy?



Having a mobile adoption strategy allows better planning, and reduces the impact of unpleasant surprises as costs rise. Mobile projects are relatively resistant to the squeeze on spending felt elsewhere; with businesses across Europe expecting an increase in spend on mobile services.

Most businesses have recognised the impact of growth in usage, combined with the relatively high tariffs paid for both voice and data services and can plan budget increases, but some are still caught out by the increases (Figure 6). For a few, this will necessitate economies elsewhere, often in IT.

Figure 6
If you see an increase in spending, where are the additional funds coming from?



Budgeting should not be so ad hoc. If there is a corporate strategy for the business and its use of IT, this should incorporate the use of mobile data services as a natural extension. The migration of the management of telecommunications costs, including voice, into the IT function has been noted in previous Quocirca research¹, and mobile services, especially voice, are a significant proportion of these costs.

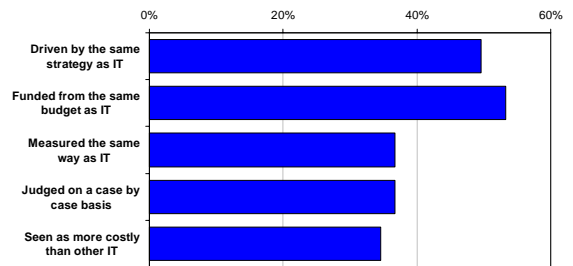
Just as in other parts of the business, negotiations with suppliers, in this case the mobile operators should be robust, but value should not be sacrificed in pursuit of the lowest price. As with other areas of technology, the lowest initial price might lead to far higher longer term costs, both in real direct costs to the business, or indirect ones such as a drop in competitiveness, or customer satisfaction.

When mobile technologies are seen as an 'extra' or additional investment, separate from mainstream IT, it is difficult to quantify the return. For some applications, where there are repeated business processes, such as field service engineering, or logistics processing, the return on investment in mobile technology is clear.

Other applications are less obvious. Email is seen as a vital business tool, but determining the value of making mobile email available to white collar professionals is not straightforward. Simply identifying extra minutes during the working day when an employee might be able to use mobile email, does not mean this will always be more productive use of their time. It can become a distraction; for employees who lose focus on other activities they are supposed to be concentrating on; for the IT department under pressure from management if access to mobile email becomes temporarily unavailable.

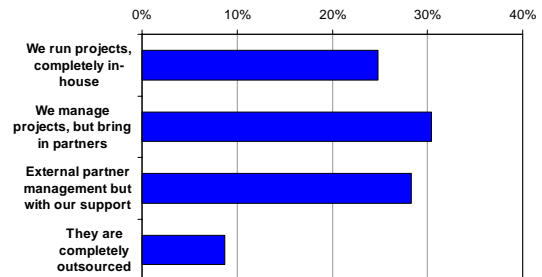
Value will always be easier to define if the mobile element is not judged differently to regular IT projects. (Figure 7) This has been a problem thus far, as the relatively immature mobile industry has sought to keep a distance from mainstream IT, partly to differentiate its products and services, and partly as a result of the perceived complexity.

Figure 7
How are mobile projects funded as opposed to IT projects?



Finding the right skills and expertise to incorporate mobile technology into regular IT projects can be a challenge, and this has also led to the need for building relationships with a variety of external partners (Figure 8).

Figure 8
What best describes the organisations approach to embarking on mobile applications in general?

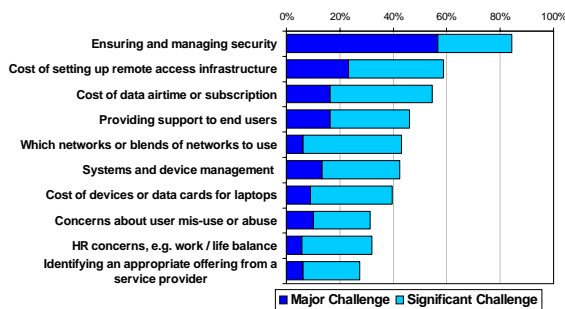


Many organisations will initially try to keep costs down and simplify their projects by running them internally, but over time, the complexity of integrating more complete solutions will mean that increasingly partners will be more involved. As the solutions mature, this will in time lead to more externally led projects and further complete outsourcing of projects.

4 The cost of complexity

A large impact on the complexity of mobile solutions comes from the fragmented nature of available connectivity, variety of mobile devices and the risks or fears associated with the vulnerability of data, accessed from devices outside the office. (Figure 9)

Figure 9
How much of a challenge are the following when considering broad deployment of wireless connectivity to mobile users? (whether laptops or PDAs)



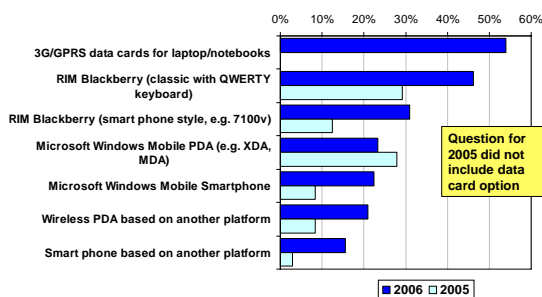
4.1 Mobile device diversity

The fears surrounding security are not unfounded, but should be kept in perspective. An overly security conscious approach affects the flexibility and may undermine the benefits of a mobile application.

This makes it even more important to start with an adoption policy for the business to set the potential risks in a business context, and justify the means necessary to address them. This can be through deployment of appropriate technology or externally provided services, and ultimately the commercial defences of legal protection and insurance.

A large element of security uncertainty stems from the broad range of devices available, and the diversity of operating platforms these devices are based on. The BlackBerry handheld PDA has reached iconic status as the mobile email tool for busy “Pink Collar” executives, and is still the most widely deployed small device for mobile email (Figure 10)

Figure 10
Have you implemented or piloted wireless email using any of the following devices?



However the flexibility and familiarity of the laptop platform means that cellular data cards still have significant deployment. Previous Quocirca research ⁴ shows that the security challenges of laptops are well understood, a range of security solutions are available, and users are less careless with this more bulky mobile device.

Smart handheld platforms are a challenge not only because they are new and maturing, but also because of the range of operating platforms – Palm, Symbian, BlackBerry and Microsoft. Among these, the larger PDA form factor had the earlier success, but as deployments are broadening to a wider

group of user roles, the smaller phone styled smartphones have become more widely used.

This poses a number of difficult mobile device deployment and management challenges for the IT manager:

- How to limit choice to a manageable range, yet allow diversity for different needs and budgets?
- How to avoid ‘back door’ deployment by employees buying and using their own devices?
- How to secure each of the platforms with their differing vulnerabilities?
- How to assess and maintain control of airtime and data usage costs?
- How to remain sufficiently device independent to be insulated from continual handset evolution?
- How to ensure compatibility and interoperability over a phased deployment
- How to support the mobile device, which is increasingly in effect a computer, in the same way as you support the desktop, for example in providing 24/7 helpdesk support

It is not only the complex parts and operating systems of smart mobile devices that can cause concern. For example, many PDA-like devices use a stylus for input, but these are often different even between similar models in one supplier’s range. As little as six months after the release of a model, it might then prove very difficult to source replacement for a lost stylus.

So while device costs have fallen - just like the costs of other hardware - airtime usage and the total costs of ownership have not. These are becoming more important, and for many managers the main concern will be the difficulty in identifying all the costs that will be incurred.

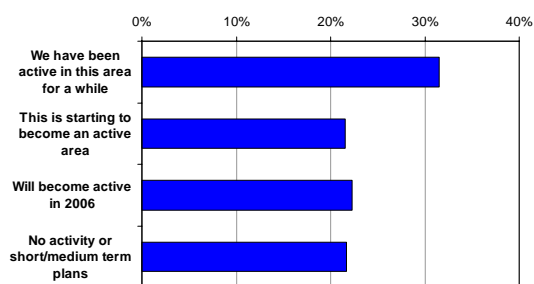
Concern over cost escalation has led to much of the increased interest in ‘flat rate’ pricing. Two telecommunications technologies in particular have demonstrated a bandwagon effect in the market – IP Telephony or Voice over Internet Protocol (VoIP) and wireless LANs or Wi-Fi.

4.2 Voice over IP – cheap calling

The use of VoIP is more usually associated with fixed telephony, but is now starting to be thought of as a possible service over wireless LANs. For the moment however, those with formal usage of VoIP within their organisation are likely to be using it to replace fixed line calls (Figure 11).

Figure 11

How active is your organisation in the formal use of IP telephony, such as Voice over IP for communications?



Although a third of European businesses have some official deployment, it is likely in many to be at the early stages. That said, interest and usage of VoIP is on the increase.

The reasons behind this are mostly to do with the perceived cost benefits of saving money on calls, rather than the use of an integrated and converged network of both voice and data to deliver new services.

In future, saving on call costs may not be the major driver as further competition leads to the introduction of more innovative price plans and erodes both fixed and mobile call tariffs from established operators.

As that happens, more focus will inevitably shift from cost to the value that might be derived from VoIP in areas such as flexibility, improved productivity and better customer service. Just as with mobile working, this taps into the change towards more flexible team working, but will require companies to have a clear strategy in order to use converged voice and data communications to really add value.

Centralisation of equipment (call managers and gateways) becomes feasible and this also opens up the opportunity to have these services outsourced or hosted by a third party specialist, to reduce the administrative load inside the IT organisation. This will also appeal to smaller companies, who do not have or want the skills in-house.

4.3 The Wi-Fi in the ointment

The potential of Wi-Fi technology emerged earlier than VoIP, but adoption has until recently been tempered by security concerns within corporate premises and by cost and complexity when used in public 'hotspot' locations both at home and when travelling overseas.

However the technology has become more embedded and is a standard component in most laptop PCs, is appearing in some PDAs and smartphones, and perhaps most influentially is becoming a regular feature in home networking in order to share access to broadband.

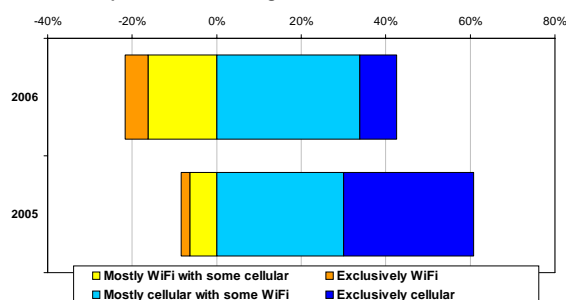
This combines the patterns for flexible working and the flat rate pricing for broadband, so many occasional home business users of Wi-Fi will be simply exploiting a connection they have already paid for from a domestic budget. The familiarity of using a wireless connection this way and enjoying its flexibility gives a positive experience that users will likely want to repeat in other locations outside the home.

Although the costs for using Wi-Fi outside the home or office in public area hotspots can be very high, they are always based on models both the individual and organisation can understand – pay by the hour connected, or a monthly subscription – rather than size of data sent or received.

The uncertainty about how much data will need to be sent or received, for example to read emails or even browse websites, has had an impact in the expected style of connection for mobile data, with a significant shift towards Wi-Fi (Figure 12). Looking at those businesses who expressed a preference towards either Wi-Fi or cellular connection, while cellular still predominates, the chart indicates a sizeable shift from exclusively cellular towards a greater role for Wi-Fi connectivity.

Figure 12

Homing in on laptop/notebook users, how much do your plans to support them include cellular connectivity (GPRS or 3G) versus the use of Wi-Fi hotspots over the coming 12 months?



This short range wireless technology alone remains unlikely to satisfy most business mobile connectivity needs, as although performance and the flat rate billing model is excellent, both national and international coverage and range are always a struggle.

There are a number of initiatives which seek to offer blanket coverage across city areas, such as the plan to provide complete coverage across London's financial district. In theory this should markedly increase the zones of Wi-Fi coverage, but in practice there are many challenges to overcome from radio issues such as reflection, clutter and interference, to commercial issues, such as who pays and maintains the level of service required. The rapid and continued evolution of Wi-Fi standards means these issues will need to be addressed to keep connectivity simple.

Finding a signal has never been the only challenge for Wi-Fi, as services are offered by a range of companies, sometimes large, but more often small and discrete. With so many service providers only offering connectivity in disparate zones or areas, one's taste in coffee might dictate which service provider to choose, or vice versa.

The challenge for the service provider community is to find a way to increase the ability to network share and roam at no additional cost, so that the complexity disappears for users, and all connection charges are transparent to those managing the finances. On top of this, they must still try to maintain ownership of their customers by offering services of value. Those that do will flourish; those that don't may find their survival challenged by more innovative and customer-centric providers.

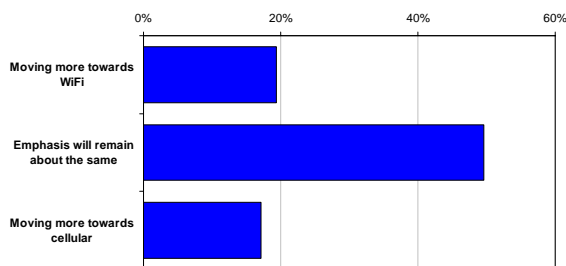
5 Value over commodity

When the mindset is focussed on cost and cost reduction, it can be really difficult to look at what might add value to the business. Contract negotiations are clearly a time when costs will be a major concern, but there are areas where additional services would be seen as valuable (Figure 4).

Commitment to Wi-Fi seems understandable, especially given the shift in emphasis from cellular noted in Figure 12. This shift was expected, as the research from a year ago also indicated that more businesses expected their mobile connectivity to move further towards Wi-Fi than cellular. From the current research, the forward trend is more balanced, as those who have tried public Wi-Fi services have encountered the current drawbacks (Figure 13).

Figure 13

As both 3G and WiFi coverage increase, do you see the trend moving more towards one or the other over time?



The reality is that for many remote and wireless users, Wi-Fi will always only ever cover part of their connection requirements, as the coverage from public cellular services will always exceed public Wi-Fi hotspots. However there are certain locations where cellular coverage is not available or permitted, for example on aeroplanes or in hospitals, and here Wi-Fi connection could be the only one available.

While Wi-Fi has had a bandwidth advantage over cellular connections, this has been undermined by the increased deployment of 3G data cards, giving performance and wide area coverage, but at a significant airtime cost.

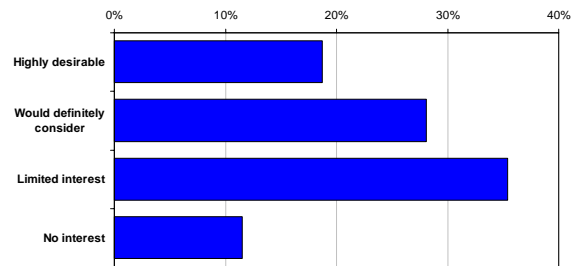
This has a negative impact on deployment, as costs can rapidly escalate, as mobile email users start to pick up and share more bulky attachments; however mobile operators have responded somewhat by increasing the size of data bundles in their tariffs.

The potential cost advantages of the completely all-you-can-eat cost structure of Wi-Fi rather than by the megabyte billing have been offset by the complexity of choosing and signing up to the right service providers. Wi-Fi in some locations may have only one service provider, but in others, for example the Gare du Nord station in Paris, there are over six.

By really understanding the remote and wireless access requirements of both the business and the individual user, service providers can offer something of value over the commodity of each connection – a package that combines the different wireless data network offerings in a consistent way (Figure 14).

Figure 14

How attractive do you regard offerings from service providers that encompass multiple wireless networks (WiFi, 3G and GPRS) in a coherent package?



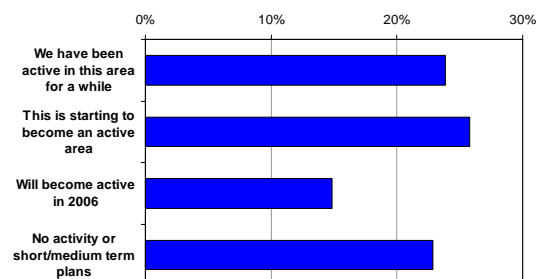
There is also value that could be added to voice services that would take some of the sting out of the concerns over cost. Employees with company issue mobile phones are more likely to use them than fixed land lines, even when sat at their desk, where a lower cost land line is available⁵.

The reason is outbound convenience, as contact numbers will be stored in the address book, but unfortunately inbound calls via the switchboard will probably be to the fixed line. Not only might this be incurring an unnecessary cost from a redirection to mobile, it complicates incoming call handling and compromises responsiveness.

As mobile phones are the handset most often employed, it seems sensible to integrate their use into the PBX, and the value of this appears to be widely recognised (Figure 15).

Figure 15

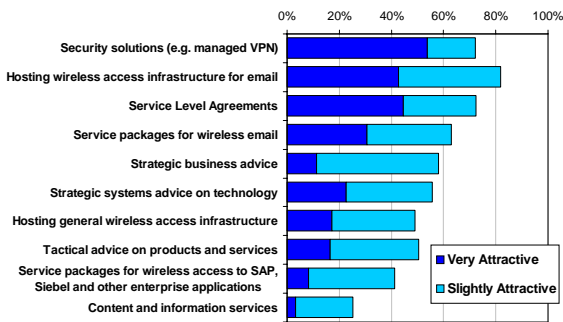
Some companies are converging fixed and mobile telephony onto a single device or handset – is this an area of activity for your organisation?



Dealing with cost, and the complexity of connection options for voice and data is a tactical need that service providers could respond relatively quickly to increase the value of the relationship with their customers. There are additional steps that could be taken which would be attractive over and above the basic connection (Figure 16).

Figure 16

As your usage of wireless data connectivity evolves, which is attractive over and above simple network connectivity?



Security is a growing challenge because services are being rolled out to a broader group of users, and inevitably this will increase the risk. This is an obvious service that could be added to basic connectivity and removes a headache for many IT managers. This is especially true in environments where a diverse range of devices are being deployed, so that rather than having to deal with security on a device by device basis, overall IT access or connectivity can be secured.

There are similar reasons for strong interest in hosted solutions for email. Early deployments may have focussed on single platforms, such as the BlackBerry, but as numbers increase and deployment broadens further across the organisation, many other devices will need to be supported. Hosting will ease the burden on the IT department and permit wider device choice flexibility.

The migration of telecommunications into the IT department and the normalisation of mobile data into regular IT functions increases the focus on assuring levels of service, as this is often how IT departments are measured. Mobile operators looking to increase their strategic value with their customers will need to show greater understanding of these and other specific business needs if they are to be perceived as more than a simple connectivity service or bit pipe.

6 Discussion and Conclusions

The rapid growth of cellular wide area networks and open short range wireless networks based on the 802.11 standards has created the impression that somehow mobile access should be treated as dramatically new, separate and different to other uses of IT services.

An entire industry has been formed, with mobile specialists in many areas. To a certain extent this is understandable, as at least initially, a degree of specialist knowledge about the particular mobile technology is required.

Whilst this is often a reasonable technical starting point, it is not the best way to get to the business drivers of why and how particular technologies should be deployed longer term. Rather than raising one or more technologies onto a pedestal

or fast-tracking projects that employ them, all should be judged as to how well they fit with the overall business strategy.

As mobile makes a transition into mainstream IT, it becomes recognised as simply another access layer of the infrastructure. Mobile connectivity may be rapidly turning into a commodity, but there are worthwhile services that can be layered over the base utility of connection.

The challenge for mobile operators is to rise above the role of utility provider, and be able to offer advice, guidance, support and other professional services. In short, their relationship with their customers must become more of a strategic partnership.

Quocirca's research has shown consistently that this is what businesses are looking for, and there is a growing recognition that this would not only be useful, but essential.^{1,5}

Mobile data access could become commoditised as the industry matures. Providing this as a simple utility service would only be a profitable business for a few very large operators, as broad industry suppliers, or perhaps smaller companies in a narrow niche.

A simple commodity or utility connection service is unlikely to serve the longer term business needs of the organisations and employees. They need remote or mobile access to their IT services, without having to gain an in-depth understanding of the connectivity options or make restrictive choices about the underlying technology or devices used.

This is where businesses should look to their operators and network suppliers to offer layers of services above the base foundation of connectivity. This should ensure that the most flexible and secure methods of communication are used, and that this in turn allows businesses to focus on how to exploit this for commercial advantage.

To do this, businesses should look to measure and assess mobile operators based on value rather than simply cost.

6.1 Acknowledgements

This kind of research is crucial to all of us in the business and IT community - suppliers and customer organisations alike. We would therefore like to thank all of those participants who contributed so generously, with patience and good humour, towards a better understanding of issues in this important area.

Appendix A – Interview Sample Distribution

This was based on the targeted telephone interviews of 520 individuals with responsibility for, or active involvement in, their employers' relationship with mobile service providers. The companies were split evenly across a range of industry sectors and within two ranges of organisation size. Companies based in several major European countries were included, with a greater number of companies selected from the UK. Many, but not all, of the questions asked had been used in a set of interviews conducted one year earlier on a similarly distribution of 240 respondents.

Figure 17
Respondents by Organisation Size

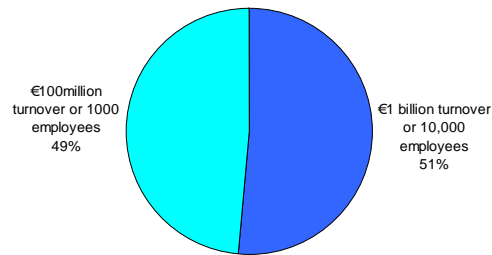


Figure 18
Respondents by Country

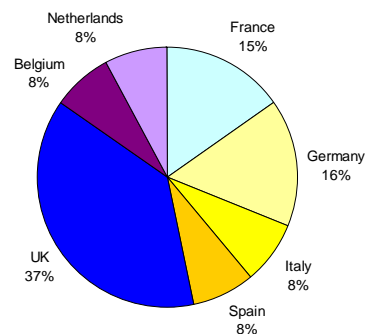
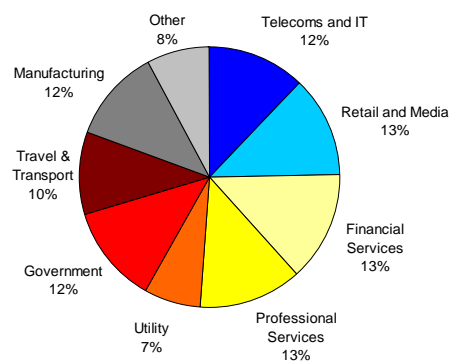


Figure 19
Respondents by Sector



References

<i>Reference</i>	<i>Title</i>	<i>Author</i>	<i>Published</i>
1	Beyond the Bit Pipe	Quocirca	2005
2	Email: Business or Pleasure	Quocirca	2004
3	Mobile Email Momentum	Quocirca	2005
4	Mobile Devices and Users	Quocirca	2005
5	Optimising the Mobile Workforce	Quocirca	2004

About O2

mmO2 plc has 100% ownership of mobile network operators in three countries - the UK, Germany and Ireland - as well as a leading mobile Internet portal business. All of these businesses are branded as 'O2'. The company is a founding member of Starmap Mobile Alliance, has operations on the Isle of Man (Manx Telecom) and owns mmO2 Airwave - an advanced, digital emergency communications service. In addition, mmO2 has established the Tesco Mobile and Tchibo Mobilfunk joint venture businesses in the UK and Germany respectively.

mmO2 was the first company in the world to launch and rollout a commercial GPRS (or 2.5G) network and has secured third generation mobile telephony ("3G") licences in the UK, Ireland and Germany.

mmO2 has more than 22 million customers and some 13,000 employees. It reported revenues for the year ended 31 March 2004 of £5.646 billion. Data represented nearly 22% of total service revenues in the quarter ending 30 September 2004.

Starmap pan-European mobile alliance

To strengthen its international orientation, O2 has joined the Starmap Mobile Alliance, a union of eleven leading mobile operators. The Starmap Mobile Alliance provides seamless, enhanced voice and data solutions for businesses and consumers when travelling across Europe. Reaching over 53 million users, the alliance allows O2 to collaborate in the fields of technology, purchasing and sales. The alliance includes only one representative per country, which eliminates the complexities that can arise with multiple in-country partners.

Starmap aims to drive revenue growth by being quick to market with new and innovative cross-border products and services. Starmap members' customers can already benefit from GPRS and MMS roaming, as well as access to familiar services such as voice-mail and short-code dialling whilst travelling in other alliance countries. Flat-rate roaming tariffs for corporate customers have been introduced in a number of territories. Starmap also aims to deliver operating efficiencies for members, who are currently collaborating on initiatives in the areas of sourcing, technology, and sales to large corporate customers.



About the EVUA

Formed in 1992, the EVUA, a non-profit user organisation for large multinational companies, has evolved into an effective organisation which promotes global networking solutions for multinational companies. Continually striving to make the communications market more competitively priced for the business world, the EVUA also gives its members a voice in legislation and the opportunity to gain inside knowledge on the latest developments in the telecoms world.

Our membership includes companies from Europe, USA and the Far East; The majority of them being Global 500 organisations. Our agenda has also evolved. The EVUA is now a global telecommunications focus group examining the network service requirements of multinationals and driving the marketplace to deliver these at competitive rates. To achieve this we address issues as diverse as enterprise network services, managed services, outsourcing, mobility, IP and conferencing.

Working for its Members

Businesses rely on their communications and networking facilities more than almost any other facet of their organisation. It is what enables them to talk to their clients, manage their employees and find and foster new business. It will inevitably, therefore, form a significant part of their organisational structure - spanning countries and continents, and many thousands of employees.

Choosing the right system, implementing it successfully and maintaining it effectively is therefore essential. To help them pick their way through the murky waters of communication management, the EVUA offers a wealth of knowledge and experience.

This includes:

- An opportunity for IT and communications managers to meet and network with their peers from similar companies and discuss issues of common interest in an informal and secure environment
- Expert advice on international services, including RFPs, SLAs and contracts
- Benchmarking and service management reports covering IP, mobile and voice
- Participation in Special Interest Groups (SIG), where members work together to develop common standards and approaches
- A lobby group to ensure that the voice of business is heard on all key issues
- A service development forum with suppliers, to build relationships and ensure that service provision is delivered according to corporate needs
- A user club which provides a forum to ensure members are kept abreast of developments in their field and can discuss and share ideas by email and teleconferences
- Long established relationships with INTUG, Yankee Group, Gartner, Ovum, PBI media and, of course, Quocirca.
- A recently established partnership with Watson, Farley and Williams, a leading corporate telecommunications legal adviser, who works with the EVUA in supplying expert legal advice on contracts

Whilst the EVUA has a close working relationship with vendors and service providers, it is an entirely independent organisation with no vested interests beyond those of its end user members.

EVUA Events

The EVUA holds three conferences each year and a number of one day workshops on subjects ranging from mobile working to IP, from conferencing to outsourcing and managed services. Attendance at these meetings is restricted to EVUA members and guests of the EVUA board. These meetings provide a unique opportunity for representatives from multinational companies to discuss developments relating to the key issues that face them every day. Special Interest Groups are open to all members and meet on a regular basis.

Membership

For more information on the EVUA or to enquire about becoming a member, please visit www.evua.org.uk or call the EVUA secretary on +44 1293 548 260



About Quocirca

Quocirca is a UK based perceptual research and analysis company with a focus on the European market for information technology and communications (ITC). Its analyst team is made up of real-world practitioners with first hand experience of ITC delivery who continuously research and track the industry in the following key areas:

- Business Process Evolution and Enablement
- Enterprise Applications and Integration
- Communications, Collaboration and Mobility
- Infrastructure and IT Systems Management
- Utility Computing and Delivery of IT as a Service
- IT Delivery Channels and Practices
- IT Investment Activity, Behaviour and Planning

Quocirca research is always pragmatic, business orientated and conducted in the context of the bigger picture. ITC has the ability to transform businesses and the processes that drive them, but often fails to do so. Quocirca's mission is to help its customers improve their success rate.

Quocirca has a pro-active primary research programme, regularly polling users, purchasers and resellers of ITC products and services on the issues of the day. Over time, Quocirca has built a picture of long term investment trends, providing invaluable information for the whole of the ITC community.

Quocirca works with global and local providers of ITC products and services to help them deliver on the promise that ITC holds for business. Quocirca's clients include Morgan Stanley, Vodafone, Oracle, Ericsson, Microsoft, Orange, IBM, O2, CA and Cisco. Sponsorship of specific studies by such organisations allows much of Quocirca's research to be placed into the public domain. Quocirca's independent culture and the real-world experience of Quocirca's analysts, however, ensures that our research and analysis is always objective, accurate, actionable and challenging.

Most Quocirca research reports are available free of charge and may be requested from www.quocirca.com. To sign up to receive new reports automatically as and when they are published, please register at www.quocirca.com/report_signup.htm.

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