



Foreword

Much has changed in the mobile technologies landscape over the last couple of years, on both the vendor and user sides. The number of mobile and wireless product and service providers has grown dramatically, offering an ever-increasing array of mobile and wireless products and services. New breeds of smart wireless devices are serving as catalysts for a massive transformation of the wireless industry. These new devices will change the way phones are used, from simple voice and text messaging devices, to true information appliances that retain the convenience and ease-of-use of a mobile phone while having the power and flexibility of a personal computer. Consequently, software companies and mobile operators alike are racing to offer services and applications that “light up” the new breed of devices and to help fill businesses’ and end-users’ ever increasing desire for on-the-go information. Within a few years, today’s \$500 billion mobile phone industry will transition into an even larger industry focused on delighting end-users and businesses alike with a vast array of exciting and productivity-enhancing applications and services.

Over the last months, I have witnessed a growing number of enterprises accelerating the pace at which they experiment with and come to adopt mobile solutions in their daily operations, both to serve line-of-business needs (such as field force automation and asset tracking) and to serve horizontal needs (such as e-mail). Leading-edge, or rather bleeding-edge, consumers too are experimenting with the services that have already been launched and are fueling the demand for new services and mobile applications. Especially in the United States, where the penetration of mobile and wireless has traditionally lagged behind the success in Europe and Asia, it

is refreshing to see an ever-growing interest in this exciting technology. Within 3–4 years, Europe, Asia and the United States will no doubt be on par.

Whereas we previously saw only a few trailblazing companies slowly dipping their toes in the cold and unfamiliar waters of the mobile and wireless realms, today more and more organizations are beginning to realize that mobile technologies are here to stay. I am meeting more and more CIOs and business decision makers for whom it is not a matter of *if*, but *when*, they roll out mobile devices, services, and applications broadly within their organizations. Building on this understanding, today's enterprises are increasingly inquiring about the business value these technologies can provide. After all, one of the lessons learned from the dot-com crash is that no matter how sexy a technology might appear, implementing solutions without a sound footing in clearly understood business requirements has too often proved a recipe for overinvestment and sometimes even failure. This time around, organizations have wised up to the fact that there must be clear value propositions and business justification defined before significant efforts—human resources, time and money—are expended in conjunction with technology deployments.

The questions, then, on the minds of today's business leaders center more strongly than ever on the reasons for investing in technology. And this time around the focus is not on functionality per se, but the business fundamentals that drive technology deployment. Why should we be developing a mobile technology strategy? What are the business requirements that drive potential mobility solutions? How will those solutions affect our internal and external constituencies? And, most important, what are the strategic, qualitative, and quantitative value propositions that mobile technology can offer us?

This book, written by an experienced team of practitioners from the United States and Europe who have led multiple engagements in the mobility space, answer these questions with unique insight. They offer practical approaches that the audience can follow in the comfort of their own environments. This book is a valuable guide and inspiration for an audience that represents the business organization, not just the IT department. As we witness how mobile and wireless technologies continue to make inroads into today's organizations, there seems to be a tremendous need to learn about mobility, its business drivers, and how the technology can provide real value to those companies that are willing to deploy the technology.

The *Enterprise Guide to Gaining Business Value from Mobile Technologies* seeks to inform, educate, and inspire its audience. The book's sections guide the reader through the maze of this rapidly emerging industry, starting with a backgrounder on the terminology, drivers, devices, and networks, and then introducing a Value Web strategy analysis tool, presenting examples of mobile applications, and finally offering a hands-on guide to developing a mobile technology strategy at the reader's organization. Whether you are a business leader, an IT professional, or someone involved in the mobile industry at a mobile operator, device manufacturer, or solutions provider, I have no doubt you will find this book a valuable tool for crafting your own mobile technology strategy and a platform from which to launch the initiatives that will expand the reach of your organization.

—Juha Christensen