

TRANSPUTEC

THE FUTURE: *INVENT IT*



Consumerisation of IT
A Business-driven Project

White Paper

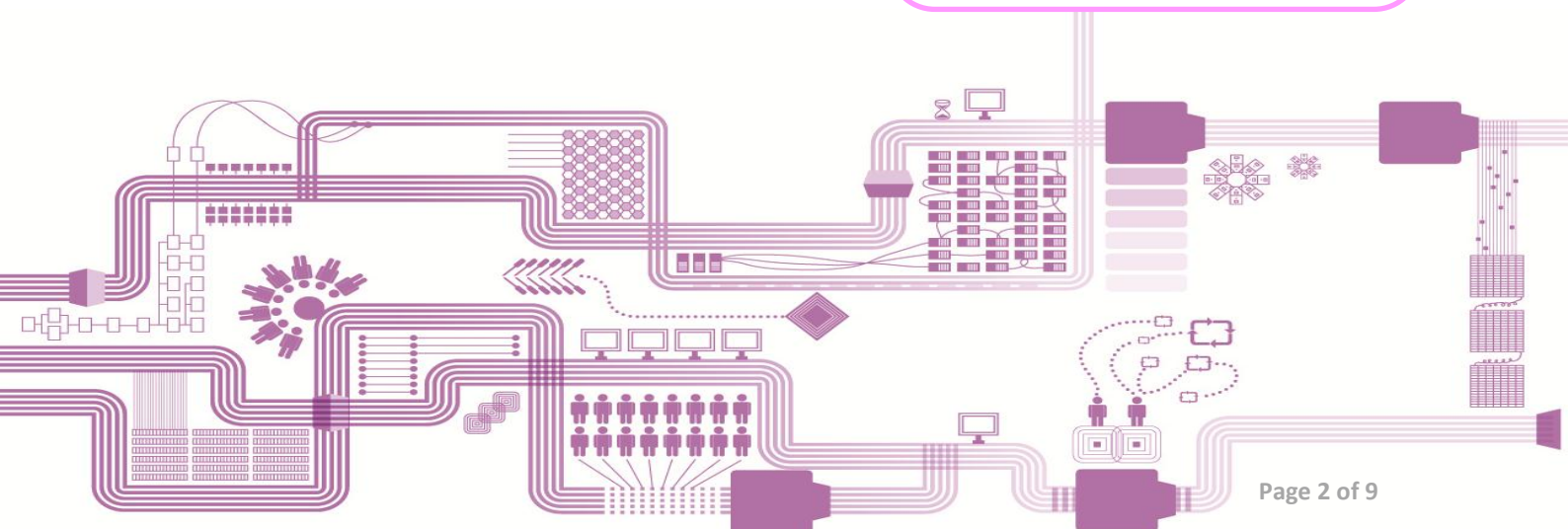
Consumerisation is an increasingly important driver for today's business IT. Despite the growing hype, at heart consumerisation represents an unstoppable force; new devices and networks outside the control of the IT Department are playing an increasing role in business computing.

This paper explores the benefits and potential pitfalls of consumerisation, and offers some practical guidance on getting it right.

For further information please
contact Sonny Sehgal:

sonny@transputec.com

0208 584 1333



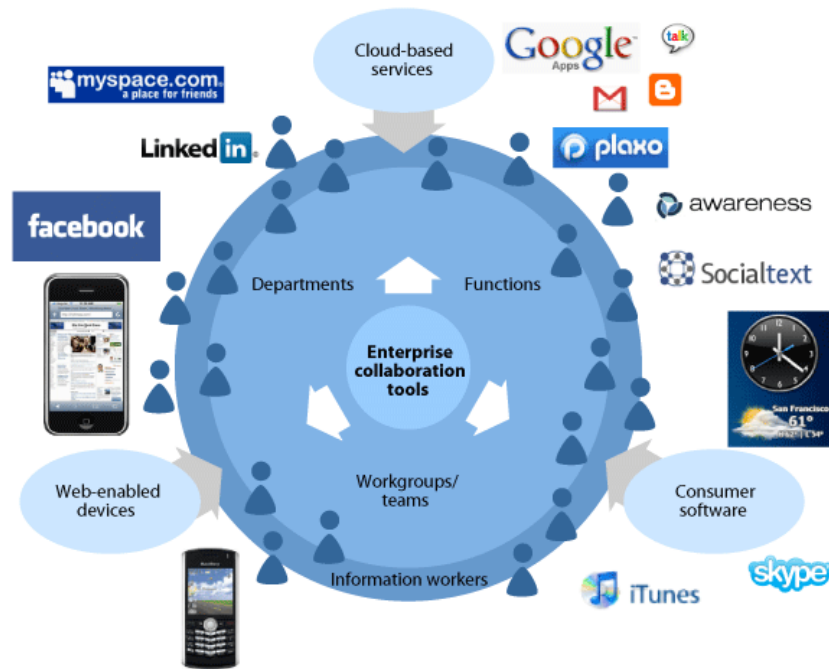
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Founded in 1984, Transputec combines excellence in insights, relationships and innovations to drive businesses forward. We manage IT services, develop tailor-made solutions, and supply hardware and software to international clients in a diverse range of sectors. These include commerce, finance, communications, construction, logistics and government.

Introduction

Consumerisation is an attractive concept that's persuading many vendors to attach the consumerisation flag to their offerings. So let's clarify what aspects of consumerisation we are talking about in this paper; simply put, we're looking at using consumer-class technology for business purposes.



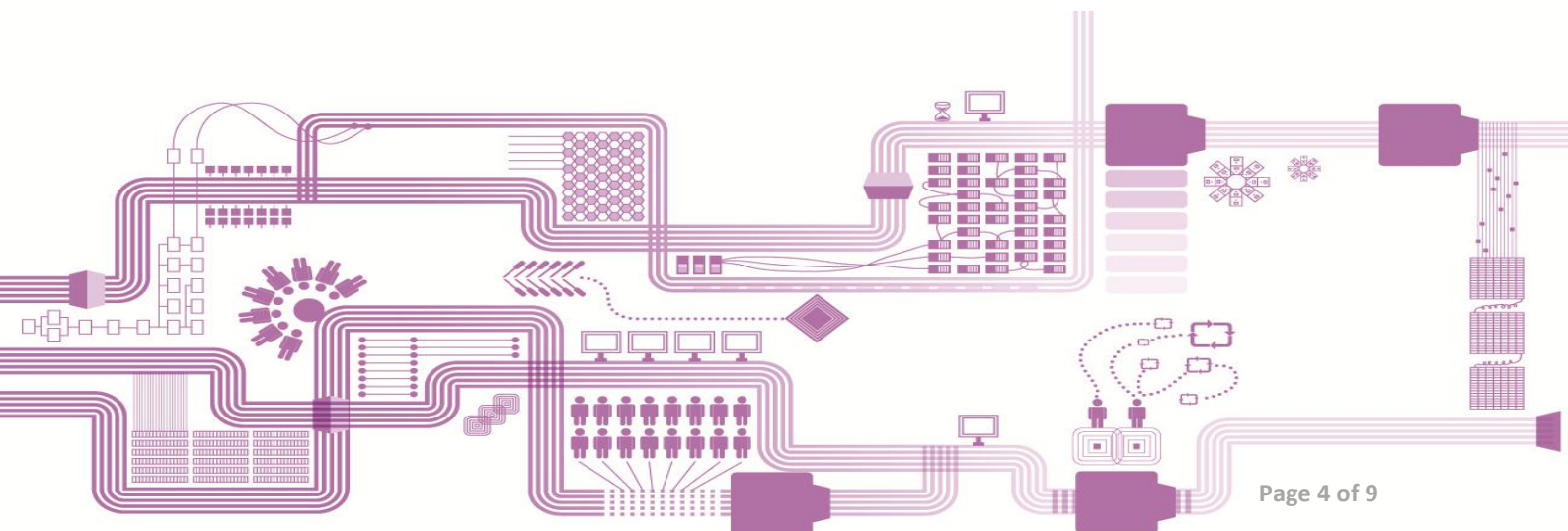
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Source: Forrester Research, Inc.

Consumerisation is strongly driven by demands for mobility and flexible working, which are expressed as requests for support of laptops, tablets and phones. It also includes using home PCs for work purposes.

Some of the biggest benefits of consumerisation are realised when these devices are in the hands of customers and prospects as well as employees, so they're included as potential users too.

Getting business advantage from consumer-class technology, no matter who owns it – that's our challenge.



The challenge of consumerisation

Demand for consumerisation can, and does, come from anywhere: HR departments wanting to attract the best talent, execs with iPads, sales people and engineers out on the road, office workers who want to catch up on their email at home or on the train, marketing people who want to offer mobile apps to customers.

All these initiatives, if handled well, can contribute to the business's competitiveness and success; the whole trick of managing consumerisation, from a business perspective, is to understand the benefits and risks, build business cases, prioritise and execute.

This sounds straightforward, but the reality of some consumerisation initiatives has been different.

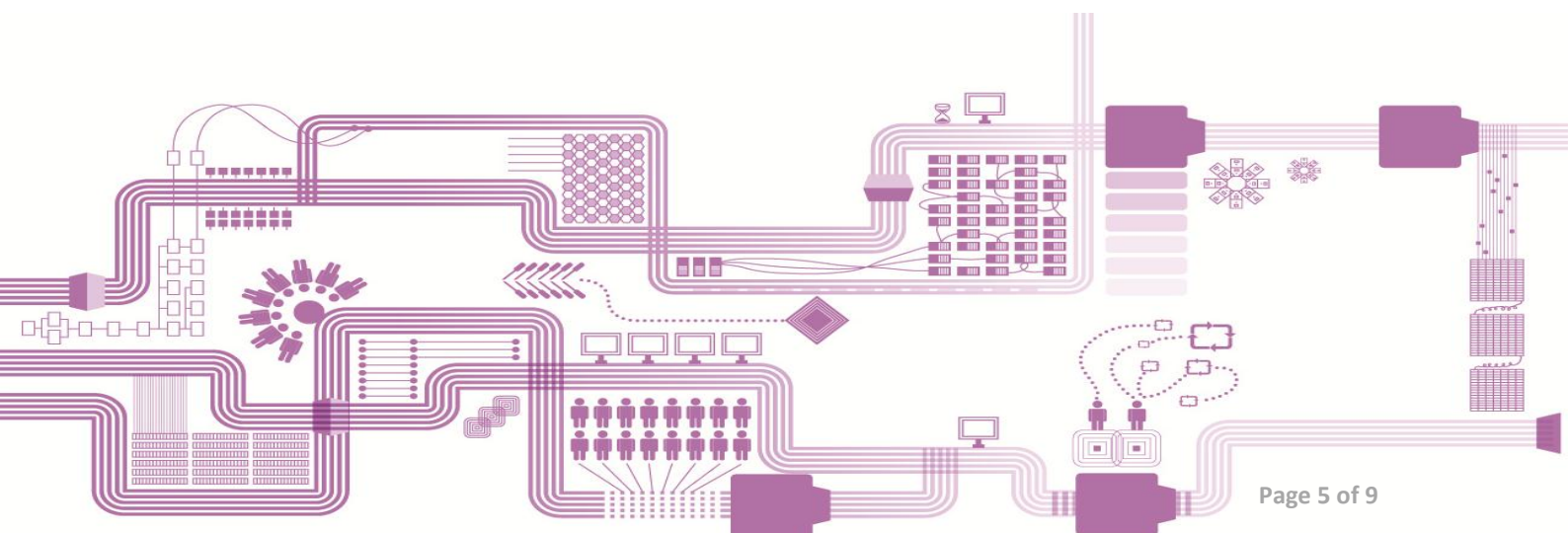
We've seen IT departments cast in an essentially passive and reactive role; evaluators of technology and little else. This is a mistake that they must avoid.



The problem with a passive IT department is that consumerisation initiatives lack a competent focal point. An active IT department, in contrast, develops a good business overview, acts as an agent for change and plays a vital role in the development of usable, comparable business cases.

Comparable business cases are critical – without them you can't prioritise between different consumerisation ideas, let alone consumerisation versus all the other business services that demand resources. Priorities can become driven by the loudest voices, the pushiest vendors or the shiniest technology, and nobody can speak up with authority for the good of the business.

This leads to poor use of resources and poor results, but happily it can be avoided. The trick is to adopt a service-led approach, with the IT department playing a leading, high-profile role.

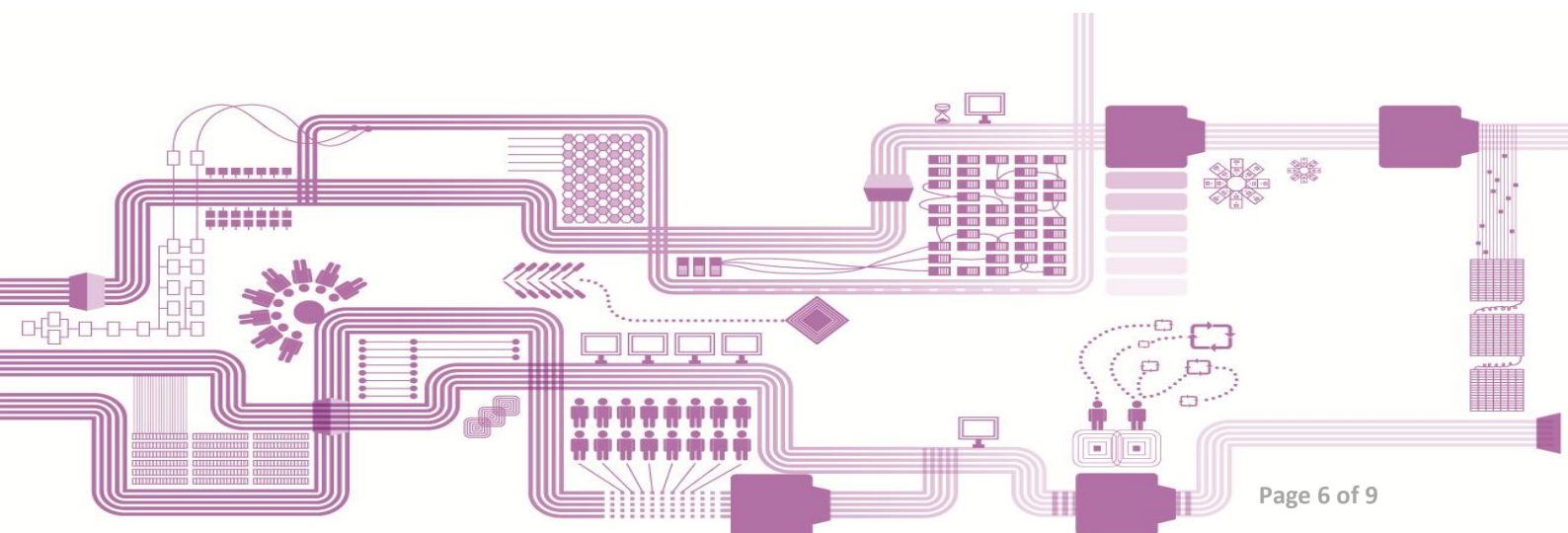


Avoiding the technology trap

The passive, evaluation-driven approach leads to lack of prioritisation, poor cost/benefit analysis and fragmentation. For consumerisation projects to succeed we need cross-business teams that understand the benefits, ramifications and policy effects of a service using consumer technology.

This is the IT department's chance to shine; to get off the back foot and in front of the business. Teams that have been heads-down on server virtualisation projects will welcome the change; those having completed VDI projects will probably be used to understanding business processes and services and the people that run them. This won't be new for them.

Understanding requirements isn't just a listening exercise for IT; many people in the business won't have thought about the sort of business capabilities consumerisation could bring, so requirements definition is a two-way process; technical strategy driven by business strategy, which in turn can be informed by the latest technical capabilities. But the emphasis is on service – the products of the requirements process must have business cases, priorities, service levels and budgets agreed by the business. These can then be turned into successful projects.



Some practical tips

- Focus on business needs – work with business functions to establish initial business cases, and service level requirements. Get out into sales and marketing and other 'sharp end' functions, that's where productivity gains translate most directly into business benefit.
- Develop and agree a business case framework that lets you compare projects in a meaningful way, and use it for prioritisation.
- Segmentation of your user base can be useful, but we prefer to follow the money – get the business to identify areas of greatest potential benefit, and focus on those.
- Consider your customers and prospects – or rather, make sure sales and marketing do. Letting customers connect when they want to, how they want to, can be a huge competitive advantage.
- Show the business what *could* be done – generate excitement at the top, so you have the right people on-side to make prioritisation decisions when the time comes.
- Understand policy, compliance and security ramifications of everything you consider; get HR (and even Legal if you have them) on the team, and beef up your approach to information security. Consumerisation turns many security assumptions on their heads, so a re-evaluation of information security definitions and policies is always required.
- Don't get caught up with un-targeted product evaluations. Evaluations with no business case or requirements will never end, and become obsolete with new releases. Only evaluate products against business requirements, not 'just in case'. A request to evaluate is actually a request for requirements definition.
- Take care with pilots and early roll-outs. Remote or mobile people will start to depend on their new capabilities, and use them 24/7. They'll need appropriate support from the word go.
- Use your service catalogue: Consumerisation will affect your support requirements and security policies – use the catalogue to document them so everybody knows what they can expect, and what's expected of them. Supported devices should be documented here too. Consumerisation can lead to scope (or device) creep, and your best defence is properly defined services.
- Don't forget low-hanging fruit – providing email and calendar access to mobile devices is now straightforward, from a technical perspective at least. A good opportunity to address the information security and support challenges of your new consumerised world. (Before you roll out to the Board.)

What you need

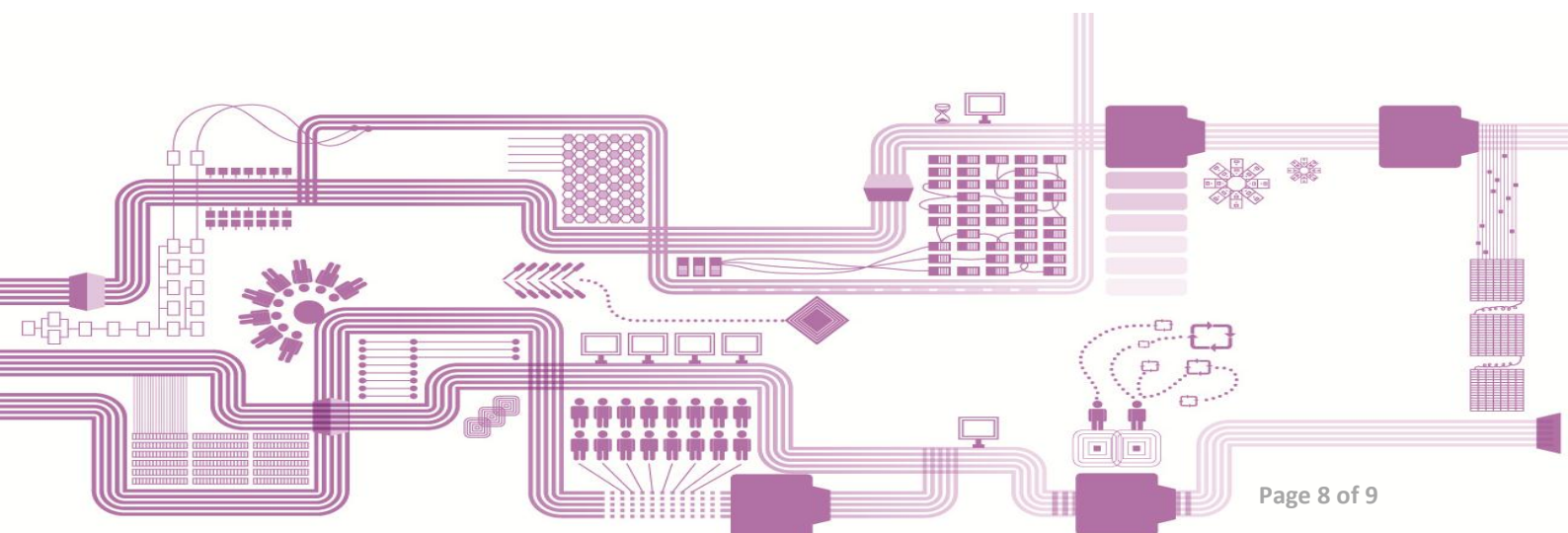
Consumerisation can be very effective, but it needs good management and a broad set of skills. It's a whole-company exercise, which some IT staff will relish, and some won't.

IT needs to be able to:

- get out into the business and harvest requirements
- sell the benefits
- work with important stakeholders
- collaborate on business case development
- understand the security and policy ramifications
- manage cross-functional teams and projects
- manage services through design, into operation and through change
- keep up to speed with the technology
- establish end-to-end systems management capabilities
- design and develop mobile sites and apps
- provide appropriate levels of service for what is likely to become a 24/7 world

It's a challenging list, and most organisations will need some help to marshal or liberate the skills they need, especially for early projects.

Some time ago we identified the challenge of consumerisation as an important component of our service strategy. We started early, so we can now offer skilled, experienced help right across the spectrum of activities fundamental to successful consumerisation projects. So here comes the brief commercial...



What Transputec can offer

- We have the right people to run business consultancy, requirements gathering and business case development.
- We are service and project management experts, dedicated to shared standards and transparency.
- We have a strong infrastructure team, experienced in virtualisation, VDI, high availability design and end-to-end systems management. We design, manage and support entire infrastructures, if asked.
- We have a team dedicated to staying on the leading edge of consumerisation technologies – we do the legwork on mobile device management so you don't have to.
- We have a team skilled in developing sites and apps for mobile devices. Deploying function to phones, handhelds and tablets is complex and cross-platform. We have consumerised our own applications and those of our customers, and can do the same for you.

In a nutshell: we are well placed to complement your own capabilities to help you achieve success in your consumerisation projects.

If you'd like to talk to us about any aspect of consumerisation, even if you think it may not be for you, give Sonny Sehgal a call on 020 8584 1400 or drop him an email: sonny@transputec.com

