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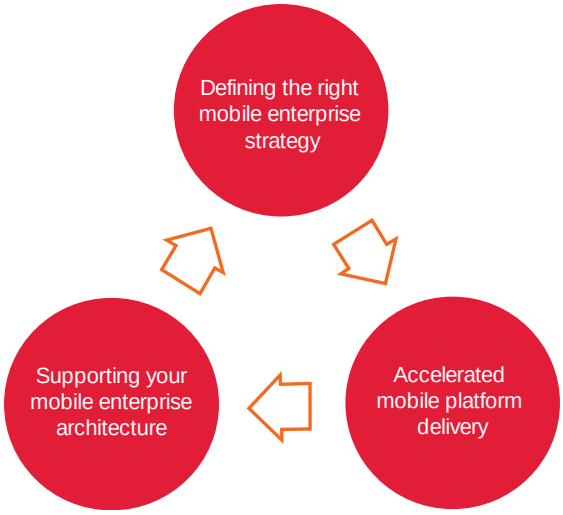
WHITE PAPER

SAP IN UTILITIES

Defining the Right Mobile Enterprise Strategy with CGI

Series overview

As the leading implementer of Sybase mobile technology, we have produced two short papers to guide you through the lifecycle of mobile solutions. We use ‘mobility’ as a generic term to refer to business solutions that use a variety of mobile devices to give people data and information wherever they are, and to perform business processes with the aim of improving productivity. In this first paper we focus on Strategy Definition. We explain why you need a Mobile Strategy and what it might look like. The second paper covers Accelerated mobile platform delivery and the third Supporting your mobile enterprise architecture.

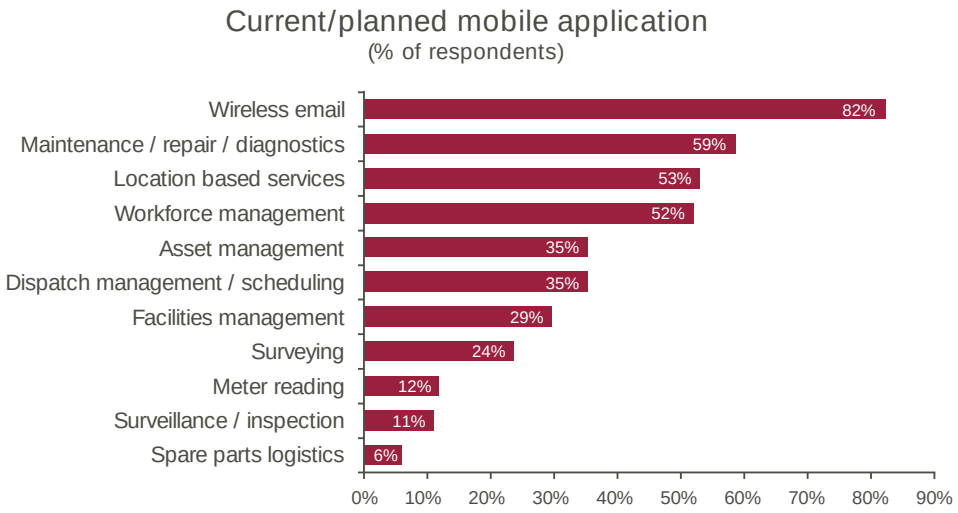


Introduction / Context

Now is the right time to consider your organisational approach to mobility. Regulators demand ongoing improvements in efficiency, look for more evidence when considering asset investment plans and want to see a step change in the approach to customer satisfaction. This means that utilities must:

- be better at what we do – by optimising processes and workflows
- be precise and correct – by creating and consuming data at the lowest level in the process
- make the right decision the first time – by being transparent
- have access to information when and where we need it.

And organisations are responding. 95% of enterprises are currently implementing or planning to implement new mobility initiatives.[i] As an example, the percentage of technicians with wireless access to a formal packaged field service management (FSM) solution in a large enterprise will increase from 12% to 40% by the end of 2012.[ii] The range of business functions that are looking at mobilising their operations is expanding too.



VDC Research Group Inc, Mobile and Wireless Practice, 2009

Technological advancements in smartphones are also driving the change. There are over a billion smartphones in use today. Users are leading the demand for applications to improve their processes. Business benefits from mobile solutions are now understood. We have witnessed field employees:

- improve productivity up to 100%
- make massive vehicle carbon footprint savings
- attain high 90 percentile performance for customer service service level agreements (SLAs).

However, many companies are wondering how best to respond to the mobile revolution affecting their organisation today. Some organisations are approaching mobility in a disjointed way, which has implications for security and business benefit realisation.

[i] Allen, D. Enterprise Mobility Management Could Lower TCO By 78 Percent. Billing & OSS World, June 11, 2010
[ii] VDC Research Group Inc, Mobile and Wireless Practice, 2009

In this paper, we explain what a mobile enterprise strategy is, why having one is important, what you should consider in your mobile strategy and how We can help you achieve best practice.

What is a mobile enterprise strategy?

Simply put, an enterprise mobility strategy is a set of ground rules that govern mobile initiatives: that is it defines the way in which you intend to deploy mobile technology to achieve your organisational goals.

But, where do you start? Creating a mobile strategy might be daunting . You may not know where to start or even what to consider. For example:

- how will you handle your white and blue collar workers for internal processes?
- how will you handle your B2B and B2C external processes?
- how often will your users be online and by what means?
- how will you manage your security: data transmission, data storage, bring your own device (BYOD)?
- what platform will you use: point solutions or Mobile Enterprise Application Platform (MEAP)?
- how will you ensure a positive user experience and user-friendly interface?
- what devices will you use and how will you manage them?
- what add-ons to the devices will you need and / or allow: cameras, RFID readers, etc.?
- what programming languages and connection technologies do you want to use?

The answer to these questions of course depends on what you are trying to achieve, but there are some guiding principles.

A strategy must be fully integrated and dynamic

A mobile enterprise strategy should be process driven. If your business processes are static you can decide on a static approach; one that is simple and easy to maintain. If your business processes are dynamic and ever changing, then you will need a strategy to support this change. A complex strategy may be required which requires more effort to maintain. Ultimately, your business requirements and not the technology should define your strategy.

Once you have set out your strategy, you should then let business cases (return on investment (ROI)) drive it forward and evolve it, project after project.

A strategy must be easy to understand and enforce

To succeed, you must define a clear governance model and responsibilities. The governance model must enable change and the governance board must have a mandate to make decisions. Multiple stakeholders need to be represented. An enterprise architectural group must be used or created.

Be firm in managing white collar solutions. Users will ask for a consumer-like user interface, and as consumer technology shifts so will user requirements. Your strategy and associated governance must be clear in how these changing requirements will be handled.

The importance of an enterprise mobility strategy.

Increased demand for mobile business process applications has implications for device and data security, software and device deployment and management and control of process and data workflows. By formulating a mobile strategy you define how these issues will be managed and controlled before they get out of hand. A key decision is is about the technology you should use. Should you invest in point solutions or move towards a Mobile Enterprise Application Platform (MEAP)? The ability to manage issues depends on this decision..

Pitfalls of the point solution approach

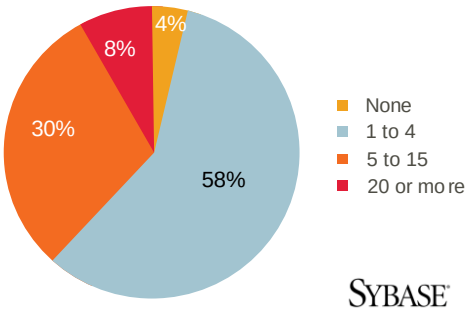
An evolutionary approach to mobility is common, often led by one specific group of users. The result is one or multiple point solutions which have been selected to perform specific functions for a specific group of users. The entry cost for a single point solution can be low. Managing and supporting one point solution can be straightforward. However, bringing in additional point solutions increases complexity in the form of technology architecture and associated IT management.

Organisations that approach mobility with point solutions will face a number of issues:

- siloed business areas with productivity blockers due to inability to work across solution areas
- complex and expensive integration between mobile solutions
- high costs associated with managing a complex IT landscape
- difficulty enforcing corporate data security policies
- limitations in point solutions that prevent the adoption of more modern devices or restriction to certain operating systems.

To avoid these pitfalls, it is essential that you have a mobile strategy.

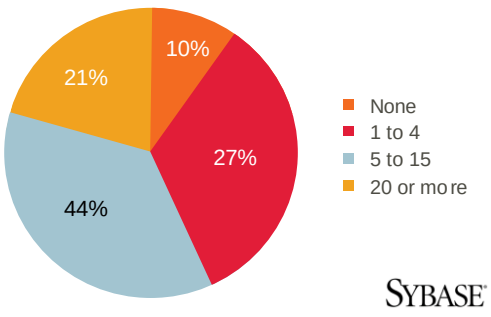
By the end of 2011, about how many different mobile platforms or operating systems do you think your company will be supporting?



* Sample size of 250 companies with revenues upward of $100M surveyed across the U.S and UK

By the next 12 months, about how many new mobile applications do you expect your company to implement?

*Of those who expressed an interest to implement mobile applications in the next 12 months



* Sample size of 226 companies with revenues upward of $100M surveyed across the U.S and UK

Benefits of the MEAP approach

Today, organisations know they must increase responsiveness, increase competitiveness and transparency, increase automation and reduce costs. This has given rise to the concept of the Real-Time Enterprise (RTE). Enterprise-grade mobile applications have evolved as an essential enabler of the RTE, securely delivering business-critical information when and where it's needed.[iii] You must have a mobile strategy to achieve the benefits associated with being an RTE. You must keep control of technology deployment and do so in a secure yet flexible way. For these reasons, leading organisations are implementing mobile strategies that are based on two core components:

- a Mobile Enterprise Application Platform (MEAP): an enterprise-wide mobile application middleware;
- a Multi Access Gateway (MAG).

The MEAP approach to mobility is now a mature approach, with Sybase Unwired Platform from SAP leading the way. Recent analyst research shows that best-in-class mobility strategies result in substantially higher adoption rates and a 71% lower total cost of ownership (TCO) when compared to poorly implemented solutions. [iv]

The combination of a MEAP and MAG will give you:

- scalable infrastructure
- lower maintenance and support costs: 41% lower cost per employee than average companies and 71% lower TCO compared to 'laggards' [v]
- common platform for your front-end mobile applications
- choice between 'off the shelf' and 'in-house developed' applications
- connectivity to all your back-end data bases
- flexibility to roll out to all device types irrespective of operating system
- single console for device and security management
- greater transformation capability due to the ability to penetrate further into an organisation using a MEAP solutions
- ability to adopt a consistent implementation methodology which will reduce the time to deploy.

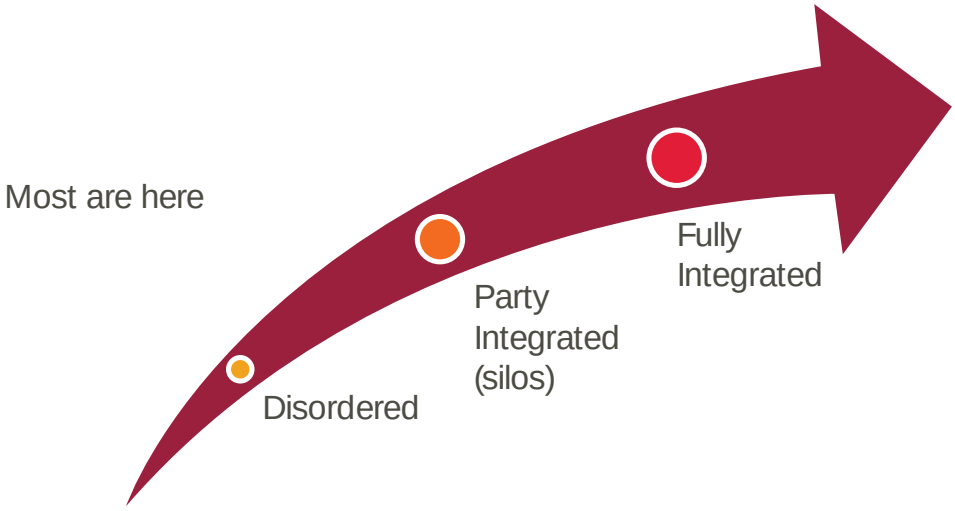
And if you already use SAP in the back end, you can:

- use real SAP functions with an SAP data model, no need for conversions or translations
- extend user management and authorisations from SAP
- implement new functionality quickly; the business process is in SAP and doesn't need 'translation'
- utilise the SAP operations and hosting you already have, instead of adding new skills and expertise.

[iii] Aberdeen Group, Enterprise-Grade Mobile Applications, Nov 2010
[iv] Borg, A. and Guarav, P. Mobile Enterprise Strategies: We're All in This Together. E-Commerce Times, February 18, 2010
[v] Ibid

How CGI can help

We can help you work through this complex subject and put you on a path to success. We start by assessing the strategic maturity of your mobile approach.



Depending on your starting point we can then help you:

- define your enterprise mobility strategy
- evaluate the technology options
- develop a proof of concept
- produce a business case for investment
- implement your chosen technology and undertake the associated business change management.

We do this in a structured way using the following three phases:

1. Exploration: This phase consists of:
    - demonstrating the art of the possible with demonstration applications on multiple devices and multiple channels with our one demonstration middleware
    - agreeing outline principles for mobile design and governance
    - identifying prototype applications for proof of concept.
2. Proof of concept: This phase consists of:
    - building prototype applications on Our SUP platform
    - getting the applications evaluated by business users
    - agreeing detailed governance, design and technology principles for mobile implementations
    - creating business case for pilot applications
3. Pilot phase: This phase consists of:
    - initiating mini project for build of pilot applications
    - building customer Sybase unwired platform infrastructure for pilot applications
    - building test and release of pilot applications to user community.

At this stage the stage is set for larger and more ambitious projects. You will have confidence in the platform and the ability to deploy applications to your user community.

Conclusion

If you consider a Mobile Enterprise Application Platform to be worthy of further investigation, or if you want to evaluate other mobility solutions, we can help you. As discussed in this paper, the MEAP approach to mobility is now a mature approach. Irrespective of your back end applications, Sybase Unwired Platform from SAP is leading the way. We have experience that you can benefit from.

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www.cgi-group.co.uk/sap

With over 68,000 professionals in 40 countries, CGI fosters local accountability for client success while bringing global delivery capabilities to clients' front doors. Founded in 1976, CGI applies a disciplined delivery approach that has achieved an industry-leading track record of on-time, on-budget projects. Our high-quality business consulting, systems integration and outsourcing services help clients leverage current investments while adopting new technology and business strategies that achieve top and bottom line results. As a demonstration of our commitment, our average client satisfaction score for the past 10 years has measured consistently higher than 9 out of 10.

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