# TRG

# Your IT mobility strategy needs work.

## Here's how to fix it.

75% of all IT projects fail — here's how to make sure yours is a success.

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# The Sad State of IT Mobility Strategy

> **The speed by which technology is changing today is faster than ever. There has been no slowdown.**
>
> – CHRISTOPHER PREWITT, CHIEF TECHNOLOGY OFFICER, INVERSION6, AND FORMER FORTUNE 500 EXECUTIVE

Mobility technology has been around for quite a while. While technological innovation is always exciting, the onset of new technologies has led to mobility programs that are now too complicated for most companies to navigate on their own.

It's not hard to see why. Many companies lack the internal resources and specific expertise to adeptly manage all of the mobility solutions (hardware and software) they now deploy, use and support. In addition, many lack the time for strategic planning needed to provide an accurate larger-picture view of mobility in their operations.

A **Gartner study suggested** that 75% of all US IT projects are considered to be failures by those responsible for initiating them. **Another study found** that in the US IT industry 31% of projects were cancelled outright and that the performance of 53% of the all projects was so worrying that they were challenged.

We get it. There are a million products that claim to drive efficiency, help remove barriers and make your business grow faster. Sales and marketing departments are sending you software and tools that will help them sell more and report on ROI better. Not to mention that OEMs discontinue products at a rapid rate — meaning you have to replace devices in one area after you've just upgraded in another. Sigh.

What's often not discussed is the fact that implementing these new technologies into already complex organizations can put a business at a standstill. Causing a headache for the team that has to adopt this glooming tech stack is probably the last thing you want to do.

**/ NOT TO WORRY — TRG IS HERE TO HELP GET YOUR IT MOBILITY STRATEGY BACK ON TRACK**

# Take the Time to Start with the Business Outcomes

> **"Whether the solution is one that supports a great customer experience, better inventory management, or increased associate efficiency. There has to be a positive outcome as the end goal.**
>
> — JOSEPH YANOSKA, CIO, TRUWEST HOLDINGS, AND FORMER FORTUNE 1000 TECH EXECUTIVE

Sounds simple, yes. But it's often overlooked since many IT leaders are not only short staffed, but also trying to manage requests from different departments as well as its existing technology.

Our solution? IT leaders need to take time to get better acquainted with overall business goals for the year and then work to align their priorities to them.

If the company is trying to reduce spending, how can your tech stack help you do that? Is the company looking to grow at an unprecedented rate? Ok, let's find some solutions that will increase productivity.

Make sure you're adding outcome metrics as part of your discussions with the holistic leadership team. Everyone should be aligned on how this gets measured.

## HERE'S WHAT THAT LOOKS LIKE IRL — FORTUNE 1000 CONSUMER GOODS COMPANY

**Desired Business Outcome: Better inventory management**

For a large consumer goods producer, inventory management is crucial to the success of the business. The IT team had to support a large number of retail locations where associates stocked inventory, stacked displays, turned over displays and did quality control on those displays. The undertaking of this project was massive.

**The Need:**

Large mobility solution that would allow for inventory management, be easy for their associates to learn and use, integrate with ERP systems and cost durability of devices.

**What They Did:**

In order to find the right solution, the team had to not only review different technology solutions, but test them in the specific situations as well as the environment that those workers would be in order to find the perfect match. They had to get into the thick of it.

Working cross-functionally with the IT team, leadership and associates worked to roll out the technology efficiently and helped the company better understand where inventory levels.

## / DON'T LEAVE CYBERSECURITY BEHIND

*"In security, you need to develop good KPIs and an understanding of how you're impacting the business and how you're achieving specific outcomes."*

— CHRISTOPHER PREWITT, CTO, INVERSION6, AND FORMER FORTUNE 500 EXECUTIVE

We're pretty sure "don't get hacked" isn't listed in your overarching business goals this year (or maybe you got hacked and now you know better than to leave this out of your priorities). But it's something that no one wants. Don't forget to add cybersecurity KPIs to your overall outcomes.

You could measure the amount of graymail hitting organization inboxes; take note of the number of spam emails too. Did this decrease after a new solution was put in place?

- Are there more or less attacks or probes of your organization's perimeter than before the implementation?

- What things are being caught internally, and what things aren't seen by the IT team that are affecting end users?

- Is it time for different technology or potentially kind of rework the technology that we have already invested in?

### TL;DR:

Put your business thinking cap on before you assess your tech stack. Look into what areas of your business are failing and how you can fundamentally improve these areas with innovative solutions.

# Build the Cross-Functional Relationships (Otherwise You're Doomed to Fail)

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**There should never be a scenario where an IT group just walks in and says here's the solution you really need.**

– JOSEPH YANOSKA, CIO, TRUWEST HOLDINGS AND FORMER FORTUNE 1000 TECH EXECUTIVE

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IT has come a long way in the C-Suite. CIOs, CTOs, CISOs all have a seat at the table — at this point, it's almost impossible that a strong business doesn't have IT representation at the leadership level.

But having a seat at the table doesn't mean much if IT doesn't have strong relationships with its cross-functional team. Because more often than not, IT's technology recommendations are solving a problem for other teams — not themselves.

To make sure your projects succeed, learn what teams like sales, operations and finance really need to be more productive. Figure out if marketing has the right tech to fully measure their ROI (or if they've gone and bought some technology that you may know nothing about — because we know they tend to do that).

IT can't (and shouldn't) answer all the questions in their own little bubble so talk to your peers to find out:

- What are the business requirements?

- What are the end-user usability requirements?

- What's happening in the environment we're working in?

- What's impacting the buying decision?

- Who's going to use this tech on a daily basis?

Again, it sounds simple, but is often overlooked because it requires time, effort and eventually, trust. We know that there are a million and one fires to put out every day but investing time into building a collaborative working relationship where everyone is working towards the same outcome is the key to success.

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**"If you can have a cross functional team especially with those who have done the job that you are solving for, I think your results end up being a lot better."**

– JOSEPH YANOSKA, CIO, TRUWEST HOLDINGS

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## TL;DR:

If all your departments are not aligned on business goals, setting expectations and understanding your current tech stack, you might as well stop reading because your mobility strategy is hopeless.

# Assess Where Your Mobility Program Is Today

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**It's really critical for organizations to pause, talk to subject matter experts and really understand what value they are trying to get out of investments.**

— CHRISTOPHER PREWITT, CTO, INVERSION6, AND FORMER FORTUNE 500 EXECUTIVE

Before diving into any recommendations, take the time to get a sense of where you currently are. As we've noted, many mobility programs have been decades in the making — often starting with a single set of devices that have morphed into complex webs of devices and software.

Do you know all the technology and devices that you have at your disposal — and are you making the most use out of them? Probably not.

Have you upgraded systems or technologies and aren't leveraging them to their full capacity? Probably.

Do you have technologies doing the same thing? We bet you do.

This is where a third-party provider can help because it can identify an organization's capabilities as they currently stand — and knowing that your team is probably underwater already, they can take the burden off your team.

The right partner is a subject matter expert that can evaluate your mobility solutions. They know how to talk to your internal departments in order to answer:

- What's the value your current technologies are bringing to your organization?

- Which areas are there a lack of efficiency and or things that are currently missing?

- Where are your biggest areas of risk?

- What data are you capturing — or could be capturing to help the organization meet its goals?

**SHAMELESS PLUG: TRG CAN DO THIS.**

At the end of the day, there's no sense in developing a strategy from scratch, or as we say — reinvent the wheel. More than likely you have the pieces you need; you may just not be leveraging them to the fullest potential.

## TL;DR:

A third-party provider can provide a holistic view of your current efficiencies and tell you what you need to hear, whether you like it or not. (Don't worry, we say it nicely.)

# We'd Be Remiss Not to Talk about Risk

> **How much risk are we either taking on or that we're going to potentially have to mitigate with other security investments to ensure that we're not just accepting risks, but that we're also mitigating it.**
>
> — CHRISTOPHER PREWITT, CTO, INVERSION6, AND FORMER FORTUNE 500 EXECUTIVE

Risk comes in many shapes and forms when rolling out new IT solutions.

### RISK IN IMPLEMENTING TECHNOLOGY WRONG AND THE BUSINESS GOES DOWN

It's often that organizations really haven't spent the time and effort on what happens if this thing goes sideways.

More often than not, it's not the actual technology that's the risk — it's the implementation.

Project design, project timeline and project management are where things typically do fall apart. What if we're building something on our own, and we lose some key individuals, what does that do for our long-term viability?

### THIRD PARTY RISK WITH VENDORS AND SUPPLIERS

Most companies know that 50% of your revenue shouldn't come from one customer. But are you as equally concerned about getting everything from one supplier or partner? Bet the gears are turning in your brain now.

Managing third party risk is key to risk management — understanding who you're buying from, what kind of relationship you have and how responsible they are in what they are doing. Are the services we're getting more commodity things or are these really differentiation that are making us better faster that maybe we ought to invest and take on a little more risk?

### CYBERSECURITY RISK

Cybersecurity risk remains a primary concern for enterprises as well, **with 47% claiming that security and privacy are their biggest worries as enterprise mobility expands**. While 77% of those surveyed believed the overall state of security in enterprise mobility is improving — across the board for networks, endpoints and the cloud — due diligence here is essential. The positive impact of any tech stack addition is quickly erased with one business-threatening vulnerability or exploit. Yikes.

> **"The last thing you want to do is roll out the shiny new thing... and the next thing you know you're under a ransomware attack."**
>
> - JOSEPH YANOSKA, CIO, TRUWEST HOLDINGS

## TL;DR:

Ask questions — the right ones — when it comes to risk assessment. Ask your vendors, ask your team, ask 'em all. You can even hire experts to help. It's better to be prepared for the worst than have a vulnerability lurking in the shadows.

# Your ROI Isn't Black and White (So It's Time to Start Storytelling)

> **You can't get better without measurement. You need to develop good KPIs and an understanding of how you're impacting the business and how you're achieving specific outcomes.**
>
> — CHRISTOPHER PREWITT, CTO, INVERSION6, AND FORMER FORTUNE 500 EXECUTIVE

All right — you've aligned business outcomes, talked with your fellow stakeholders, assessed your current solutions and the risks of new technology — how do you make sure your new mobility strategy doesn't fail?

Three words: Return. On. Investment.

IT ROI isn't always black and white. You can't always say that you put $1 in and got $3 back (we wish). But you can still measure how effective your program is — and this is where IT teams need to become storytellers.

## / HERE'S HOW TO GET STARTED

Look at your business outcomes and find supporting elements that show how your projects have contributed to them.

Is there an outcome that supports a better customer experience because you're putting more information in your associates' hands—which makes the odds they'll stay a customer much higher?

Can your operations team now do more with less? Or more with the same?

Did the technology help increase the quality of your data or make the data more accessible to decision makers making real time decisions?

Can your sales team sell more things because you know you've armed them with mobile technology, they're closer to the clients for some reason that would turn into increased purchases?

The good news is all your technology is equipped with the data — you just have to frame it in the right way.
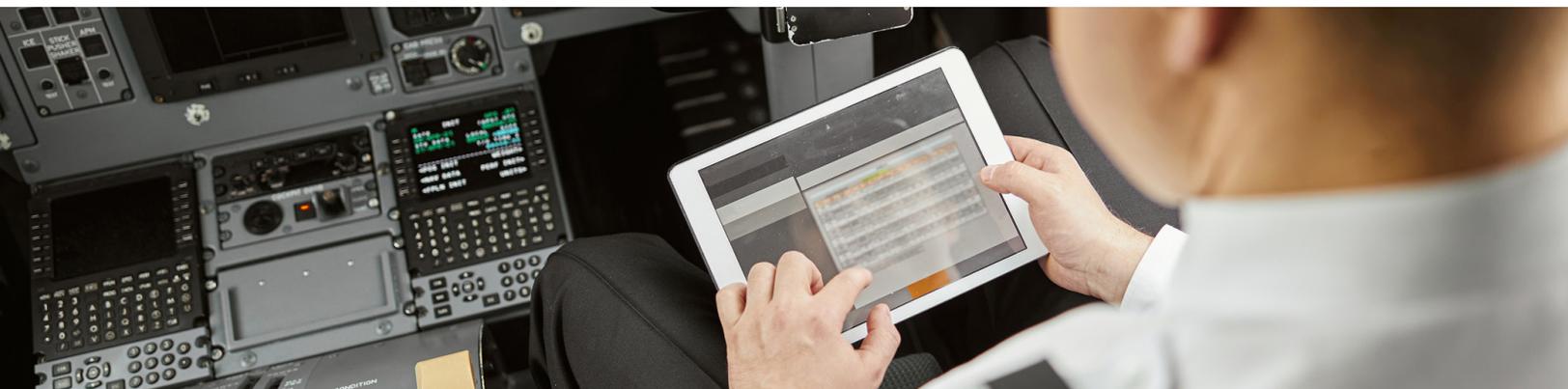
## HOW IT HAPPENED IRL — TRG

**Business Need:**

More modernized system architecture that was secure and could scale.

**What We Did:**

We had an ERP system that would have had a hard time scaling due to a lot of manual parts and a lot of manual entry between a number of systems.

We started a project that allowed us to have a more scalable solution with integration between systems. It took a lot of the manual steps out of our processes and thus we've been able to grow over the last couple of years at a very good pace without having to add staff to do that.

**The ROI:**

We've calculated that if we would have stayed on the old system and grew at the same pace, we probably would have added about 20 heads just to keep up with all the work.

It took a bit of time and money, but we could then focus on really running the business and winning deals, and we didn't have to worry about how the back end was going to hold up.

**TL;DR:**

ROI is nothing without the context around it — especially for softer metrics. Start storytelling.
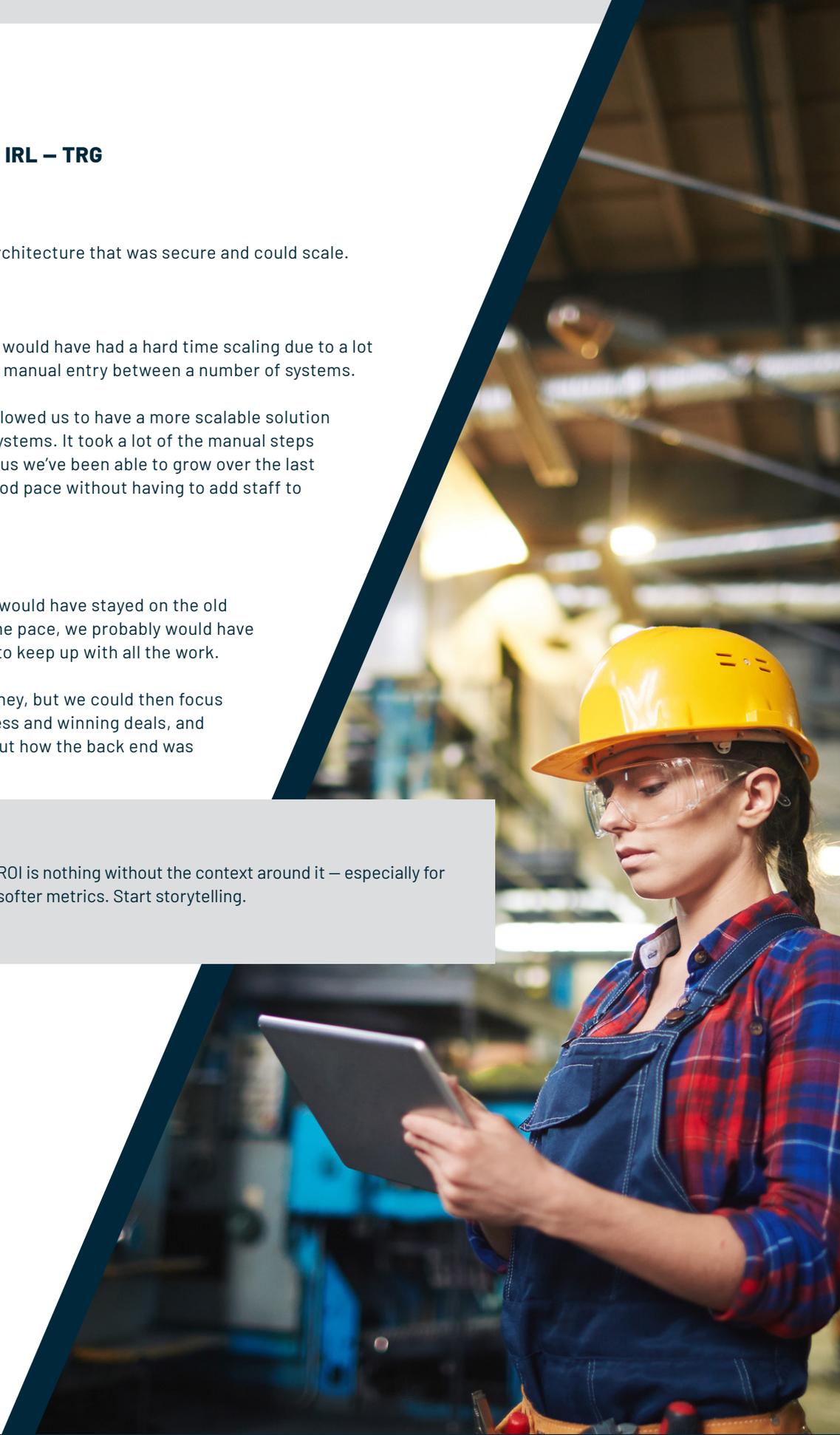
# And Finally, Find the Right Managed Solutions Partner (You Didn't Think We'd Leave This Out, Did You?)

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**Pick a partner that has good expertise in areas where you need the most help. That should be driving your decisions on which strategic partners to work with. They're going to handle that, and handle it well. You focus on what you do well.**

— JOE YANOSKA, CHIEF INFORMATION OFFICER, TRUWEST HOLDINGS

No IT team can handle the complexities of today's technology without a trusted partner — sorry, not sorry, just stating facts. With that being said, it's critical you find the right one that fits with you and your culture.

Will they solve more problems than they create?

Are they nimble enough to offer custom solutions that fit with your needs?

Will they act as a true extension of your team?

If not, let the door slam in their face.

You should be looking for a partner who can grow and scale with your needs. And who you can trust to pass off the things that are critical, but your team doesn't have bandwidth.

**Avoid generalists. You want a true partnership. That means understanding what they excel at and what may be uncomfortable for them. Both parties need to be clear on what's in scope and what's out.**

- CHRISTOPHER PREWITT, CTO, INVERSION6

# We're Not Afraid to Say It: TRG is the Right Partner. (Dare We Say... Perfect Partner?)

When plotting mobility strategy, the business outcome needs to come first. At TRG, your outcomes are the entirety of our focus.

TRG is a global leader in mobility solutions and endpoint management. We don't shy away from difficult, and solve complex operational challenges by matching enterprises with the needle-moving endpoint solutions that streamline efficiency. We navigate every facet of complex technology like it's our job. Because it is.

With a worldwide footprint powered by warehouses in the U.S., Canada, UK and Europe, we're device-agnostic masters with the most comprehensive enterprise solutions on the planet. We don't just manage your endpoints; we manage your entire endpoint experience from strategy and deployment to security (thanks to our sister company, Inversion6, wink, wink, nudge, nudge) and asset retirement.

With TRG, you're covered:

- One of the largest third-party service providers in the industry

- Experts that have sat in your seat, not bystanders

- More than 5,000 customers in more than 50 countries

- Partnered with industry titans like Zebra, SOTI, Honeywell and more

**There's no partner better equipped to provide mobility technology strategy and support.**

/ EXPERIENCE THE DIFFERENCE FOR YOURSELF.    REACH OUT