



High performance. Delivered.

Staying Competitive
in the Ever-changing
Mobile Ecosystem

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A photograph of two women in a clothing boutique. The woman on the left, with long dark hair and wearing a black leather jacket, is holding a smartphone and looking at it. The woman on the right, with blonde hair and wearing a light-colored blouse, is smiling and looking at the phone. They are standing at a wooden counter with a laptop, a pair of scissors, and several small potted plants. In the background, there are clothing racks with various garments and a window with sheer curtains.

What is the current landscape of the mobile industry?

Mobile device use has skyrocketed from just 750,000 mobile subscribers in 2001 to roughly 5 billion subscribers in 2011—a figure that equates to nearly 16 times the population of the United States. By 2015, mobile devices will become ubiquitous, as research analysts predict their use will increase fiftyfold (Email Marketing Reports).

Mobile consumer applications have rapidly evolved from being simple ringtones and wallpaper to now enabling everything from sophisticated gaming and social networking with friends to all facets of mobile commerce, including banking, payments, coupons and ticketing.

Mobility has become core to every industry. It is transforming business-to-consumer (B2C) relationships, creating new services and improved retention and loyalty. Business-to-business (B2B) mobile applications are being widely adopted to improve supply chain efficiencies. Business-to-employee (B2E) mobility initiatives to drive workforce productivity and customer service are becoming table stakes to compete in today's economy. Mobility is more than smart phones and tablets. Machine-to-machine (M2M) technology is enabling connectivity to everything from consumer electronics and infotainment in your car to medical devices and electric utility meters.

Mobility is changing the way consumers and businesses operate. It is creating special opportunities for organizations looking to stay competitive in today's marketplace.

Who is using mobile devices? Everybody.

Mobile is global and is taking off in both developed and emerging markets. The global community's insatiable thirst for mobile products and services has truly created a marketplace that is not bound by location, language, currency or time zone. The mobile marketplace is always accessible and ready for business.

Every year, there are more innovations in mobile technology that make both our professional and personal lives easier. From tablet computers and e-readers like the Amazon Kindle to on-board units used in cars to pay highway tolls and glucometers outfitted with SIM chips, mobile technology is providing utility for its users.

Financial analysts estimate that 15 billion intelligent, connected devices will be on the market by the year 2015 (Morgan Stanley via eMarketer). With this growth rate, businesses in every industry will need to utilize mobile technology to stay ahead of their competitors and satisfy their customers.

What are organizations doing about this growth?

Many organizations have had challenges establishing a cohesive mobile presence as mobility development activities are occurring in multiple silos across enterprises with no central coordination and strategy. This approach to mobility reduces organizations' ability to deliver cutting-edge, high-tech mobile offerings that respond to the needs of their customers and employees and increases total cost of ownership (TCO). Having a consistent and strategically led approach to mobile solutions is critical for an organization's success in the mobile space.

Consumer demands have driven significant change in the B2C space

The popularity, accessibility and variety of mobile devices have driven a consumer-led revolution for new mobile services. This growing consumer demand for mobile services such as banking, payments, m-coupons and vouchers programs is creating the need for organizations to redefine their business models not only for customers in mature markets but also for those in emerging markets. About a third of all mobile phone users live in emerging markets. Many developing countries lack easy access to computers and a sophisticated banking infrastructure, so many business owners in emerging markets have turned to more creative solutions to collect payments from their customers. For example, Kenyan businesses are using mobile technology (M-PESA – M for mobile and Pesa is Swahili for money). Operated by Safaricom, a mobile network operator (MNO), M-PESA customers can deposit and withdraw money from a network of agents that include

resellers and retail outlets acting as banking agents. With M-PESA, subscribers can use their mobile devices to:

- Deposit and withdraw money.
- Transfer money to other users and nonusers.
- Pay bills.
- Purchase cell phone airtime.

By the end of 2011, m-payments (payments initiated by a mobile device) from both mature and emerging markets will reach \$170 billion and is expected to grow to \$630 billion by 2014 (Mobile Internet Coalition).

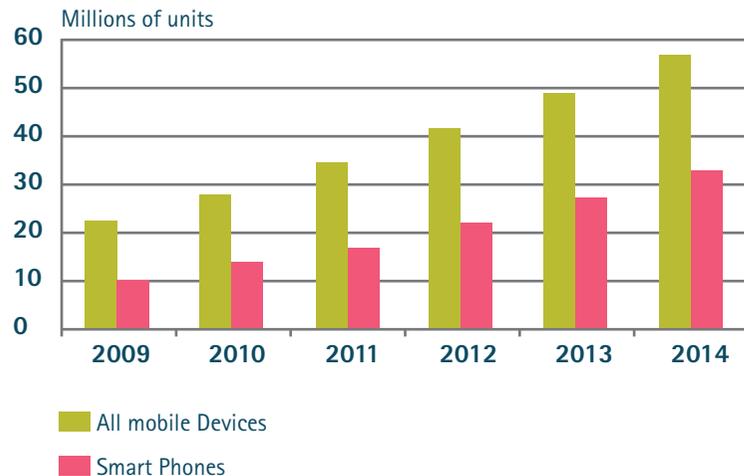
To complement m-payments and retain and increase share of market, organizations are initiating new and powerful mobile customer loyalty, couponing and vouchers programs. M-coupons are expected to dominate mobile retail marketing spend through 2013 (Jupiter Research). Organizations are also leveraging the social media craze to increase customer loyalty. Enterprises are distributing e-coupons on sites such as Facebook, Twitter, Four Square and Groupon to bring awareness to their products and services.

Operating system fragmentation makes serving mobile customers challenging

Accenture's research indicates that companies that successfully integrate location-based services, commerce, payment and social media capabilities into their traditional business models stand to gain significant competitive advantage over the coming years. But being an effective player in the mobile B2C space presents some unique challenges to organizations. Unlike the PC world, the world of mobile devices has a number of different operating systems that have significant market share. Therefore, developing mobile solutions that will work on mobile devices with varying operating systems is imperative to reach a broad number of mobile consumers.

Global Mobile Device Shipments to the Enterprise

2009-2014

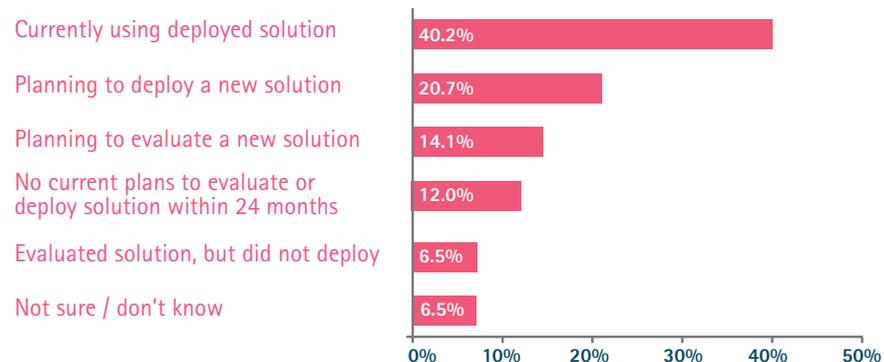


Mobile technology is enabling employees to serve customers faster and more efficiently

Mobile innovation has had a significant impact on the B2E space. Smartphones and tablets are revolutionizing how people work globally. With mobile subscribers outnumbering PC Internet users by nearly 4 to 1, companies are moving quickly to leverage this technology trend in the workplace. The charts on this page depict the tremendous growth in the number of organizations embracing mobile devices and solutions.

The explosion of mobile devices can be seen in all industry segments, from financial services to life sciences (and everything in between). Chief sales officers are embracing new mobile workflow applications to enhance productivity and improve customer service capabilities. Organizations are rapidly equipping employees with mobile devices and mobile enterprise workflow applications to support daily workflow. For example, pharma representatives are using iPads as a way to educate time-pressed physicians about new drugs so they can quickly understand benefits, side effects and adverse reactions. Communications and construction companies are embracing mobile technologies to improve dispatch and scheduling and reduce unproductive truck rolls.

Is your company using or planning on deploy enterprise mobility solutions to support frontline and/or mobile workers?



Source: VDC Research



B2B mobility is helping organizations gather critical business information more quickly

Mobile technology now allows organizations to manage their daily business processes more efficiently. It gives businesses access to real-time inventory information, therefore allowing better servicing for end customers.

Businesses can also use mobile devices to track inventory shipments from vendors and ensure merchandise is available for customers when needed. Having access to critical business data is a distinct competitive edge for organizations.

Key Trends in the Mobile Industry

Consumer Led



- Consumer adoption of smartphones is shaping the mobility industry
- Consumers now drive Enterprise Mobility decisions

User Value/Volume



- Value of mobile users is disproportionately high in developed markets
- Volume of mobile users is disproportionately high in emerging markets

HTML5 and Migration to the Cloud



- HTML5 solves mobile OS fragmentation and drives shift from native to browser based solutions; analytics in the cloud

Leading Ecosystems Players



- Apple and Google have emerged as the leading mobility ecosystems globally; other players working hard to catch up

Data Exhaust



- Mobile devices create a massive data exhaust
- Mobility and analytics will drive a new kind of commerce – mCommerce

Operating Model



- Leading mobility players have converged on a common set of organization and execution principles

M2M can be transformative across industry

Machine-to-machine (M2M) technology is changing everyday life for consumers. While M2M technology is in its infancy, it has the potential to be transformative to many industries. Connected devices are spawning new innovative services and business models across every industry, from consumer electronics and automotive to healthcare.

One of the hottest areas emerging in M2M is the connected vehicle, where consumers are showing strong interest and willingness to pay for safety, convenience and in-vehicle infotainment. Automakers are using these new services to differentiate themselves in the marketplace and drive new revenue streams.

Another area that is getting a lot of focus is “Smart Grid” technology. This is a top funding priority both for the utility industry and for government entities. Upgrading the electricity infrastructure has the potential to reduce costly capital investments, increase energy efficiency and improve the environment. “Smart Grid” will accelerate adoption of “demand response” schemes to provide incentives to customers to reduce electricity consumption during peak times.

The healthcare industry is also beginning to embrace connected devices and is looking to m-health as a route to drive down healthcare costs by improving the quality of care provided to patients. Traditionally, if a patient needed to be monitored for certain chronic ailments, he or she would generally require an expensive doctor or hospital visit. But now, mobile devices and networks are being leveraged to provide remote health monitoring for chronic diseases and drug adherence programs, improving quality of care at a much lower cost.

M2M technologies is being used in very unique and innovative ways in the marketplace. Implementation of M2M solutions requires a great deal of coordination and technical expertise to manage successfully.



Challenges to being an effective player in the mobile ecosystem

New mobile technologies, applications and services are creating exciting growth opportunities for organizations, but attempting to manage the mobile wave can be a daunting task without the right knowledge, tools and resources. The chart below highlights some of the key mobile industry trends for organizations to be aware of as they look to exploit this new market.

The explosive growth of the mobile industry has created tremendous opportunities and challenges for many organizations. Accenture's consulting knowledge, technical expertise and role in the mobile ecosystem have uniquely positioned it as a leader in the mobile space. Accenture can help your organization maximize mobile services and solutions to better meet the needs of your customers and employees.

About Accenture

Accenture is a global management consulting, technology services and outsourcing company with over 244,000 people serving clients in more than 120 countries. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world's most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments. The company generated net revenues of US\$25.5 billion for the fiscal year ended Aug. 31, 2011. Its home page is www.accenture.com.

About Accenture Mobility Services

Accenture is focused on enabling its clients to achieve breakthrough growth throughout the rapidly changing mobile ecosystem. The Accenture Mobility Services group offers five mobility services including consulting, software services--applications, software services--devices and platforms, managed services, and business integration services. These are designed to help organizations embrace B2E, B2C, B2B and M2M business opportunities. Accenture offers mobility and embedded software services across a wide range of industries and platforms, including Symbian, WinMo (Microsoft Windows® Mobile), Windows Phone, Android™, Blackberry®, iPhone®, Java™, Linux, Meego™.

Contact Us

For more information about how Accenture can assist with positioning your organization as a mobile trendsetter, please contact:

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WAC

Involved in the industry

Accenture is a Board Observer of the Wholesale Applications Community (WAC), an open global alliance formed from leading organizations within the telecoms sector, uniting a fragmented applications marketplace.

