



# **Work is Where You Are, Not Where You Work**

**Enterprise Mobility as a Productivity Enhancer, Employee  
and Customer Satisfaction Enabler, and Revenue Generator**

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**White Paper**

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## Introduction

No business tool is more essential or ubiquitous than the phone. With the huge array of technologies now at our disposal, we still depend on the power of voice communications that let us connect instantaneously and talk with anyone in the world. No more so, than in a world where business operations are spread around the globe with highly mobile employees on call at all hours.

The evidence is all around us. Look in any airport lounge, sit in any commuter train, stop at a coffee shop or drive along the highway and you will see people conducting business on their cell phones. Wander through the corridors of any organization and you will encounter more evidence of a workforce on the move, as people continue conversations on mobile phones en route from one meeting to the next. Look around the offices and you will see the empty desks of the many employees who are working elsewhere – perhaps somewhere else in the building, teleworking from home or travelling anywhere in the world – but still just a phone call away.

What is not so clear and obvious, however, is how this mobile workforce and their organizations are using their communications tools. How do their cell phones link up with PDAs, laptops, desktop computers or office phone systems? Can employees switch smoothly from one device to another on the fly? Do customers and colleagues know how to reach them at all times? Are their messages all collected in one mailbox or do they sometimes languish in a voice mail system that the user forgets to check? How does the organization manage its mobility solutions? Are costs under control? Are mobile communications fully integrated with customer relationship management systems and other business solutions?

Finding the right answers to questions such as these is crucial in a business environment where so much depends on instantaneous action and decision-making.

Until recently, there was no single comprehensive and device-agnostic solution that addressed the entire range of productivity enhancements required by companies supporting mobile workers. This meant that organizations could count on having a competitive advantage simply by providing their workforce with a set of mobile tools, such as cell phones, wireless enabled laptops and PDAs. It didn't matter so much if these were device-specific solutions rather than part of one seamless mobile communications platform, since the technology to support a seamless set of mobility solutions just wasn't available and the business pressures to provide one were not as great.

But customers now expect an immediate response. Supply chains operate on a just-in-time basis. Employees must collaborate in teams whose members could be anywhere in the world. Staying ahead of the competition – or even just keeping up with it – in this environment requires highly efficient and well-integrated mobility solutions that will keep individual employees connected at all times.

Fortunately, new tools have arrived on the scene to answer the call of businesses that are now grappling with the new realities of the global, mobile economy. These tools put phone calls on the same digital network as email and other data communications. They link your phone with your computer, your voice mail with your email, and provide you with new ways of sorting, mixing and managing all your information and communications. By using the technology of the Internet – Internet Protocol (IP) – to manage their telephone systems, companies can now give employees a new set of powerful communication tools that are as easy to use as email and the World Wide Web.

This white paper will examine the tremendous value of unified communications that gives you an out-of-the-box solution that enhances productivity, reduces costs and gives a competitive advantage; that you can tailor to your unique needs. With real-time threats, such as 9/11; natural disasters, such as hurricanes; and rolling brown-outs it will demonstrate disaster recovery solutions that are flexible and scalable—a vital addition to any company. It will also describe some of the additional benefits that can be realized with mobility solutions, such as making a positive contribution towards a sustainable environment and offering employees teleworking solutions that can give you the edge on employee attraction and retention.

## Mobility – Staying in Touch with a Mobile Workforce

Odds are if your business is on the move so are you and your employees. Tracking down essential staff at key moments is integral to your business. Finding them is another matter. Employees can be between offices or stores, with a customer, working from home or on the way to grab lunch. You're no different. How to stay in touch?

The WorldatWork 2006 Telework Trendlines commissioned from The Dieringer Research Group shows that based on U.S. Government estimates of 149.3 million workers where we work is not necessarily at work:

<b>Locations Where Work Was Conducted During the Past Month</b>	<b>(Millions of U.S. Adults)</b>
Customer or client's place of business	24.6
In the car	24.0
Café or restaurant	20.2
Hotel or motel	17.8
Park or other outdoor location	11.5
On airplane, train or subway	10.6
Airport, train depot or subway platform	9.1

Some may assume that wireless networks, mobile phones and other wireless devices are already meeting this challenge. But this is not necessarily the case. Yes, people can and do communicate with their colleagues and customers while they're out of the office using multiple devices. But they often have to call many different numbers to reach them, only to leave messages in multiple mailboxes. Mobile workers are constrained by the fact that their cell phones are on a separate network from the office phone system, so they don't have access to all the calling features and productivity tools that are available on the office phones.

And our habits are costly. A 2005 study by Gartner, Inc. noted that the mobile device lifecycle cost is approximately four times the price of a desk set, while it delivers about a quarter of the features that a desk phone can provide. The same study found that many employees use their mobiles, even when they are in the office.

So how can you solve these problems and make your mobile workforce more accessible and more productive?

You can begin with a very simple, yet fundamental change that orients your communications system around individual users rather than the devices they use. A traditional phone system connects one device to another, with the result that all employees have separate numbers for the desktop phones in their office, their cell phones and their home phones. In many cases, because each of these devices has their own voice mail, messages are left in multiple locations. A unified IP communications solution can provide each employee with a single number and a single source for voice mail. By doing so, it won't matter to the caller where the person they're calling is or what device he or she is using. The caller simply dials a four-digit extension number that automatically rings the recipient's cell phone, desk phone, soft phone, or other device of choice simultaneously. Messages all go into a single personal inbox that allow people to respond to voice and email messages alike, even if they are on the road, by using a voice interface on their mobile phones which negates the need to log on to their computers.

One contact number and single source voice mail is significant. But this type of application goes further. IP mobility solutions also make it easy to switch communications from one device to another, so that a worker can take a cell phone call on their way into the office and then seamlessly transfer it to the desk phone. If a meeting pops up with the call uncompleted it can be transferred back to the cordless phone or cell phone for travel. By switching calls away from wireless networks, companies cut down on cell phone use. This reduces costs considerably and also helps improve the business processes for managing communications.

Even more powerful and far-reaching in its impact is the way these mobility solutions can be used to extend the reach of critical business applications by connecting them with employees in the field. No longer stranded, employees can tap into productivity applications and Intranets, including linking them up to customer relationship management, sales force automation, supply chain management, enterprise resource planning, and other key applications.

One of the things that has been standing in the way of such improvements in the past, according to Gartner, was the difficulty of integrating live voice with applications through computer-telephony integration – a challenge that unified communications is now able to address.

As Gartner notes, an important way in which unified communications helps extend the reach of business applications is through presence awareness. Once each person is accessible through their one extension number, with voice and data applications on the same digital network, it is possible to connect with systems such as instant messaging that will green light who is available to answer a call at any given moment. Busy, away and offline icons allow swift one-look judgements on who is the best person to call to get an answer—now.

These processes can also be used by applications, such as customer relationship management, to direct calls immediately to the most appropriate and available expert. This further enables first call resolution (the ability to resolve each customer's concerns in a single phone call), a critical goal for any company intent on providing exceptional customer service. Your business applications and customers' needs can now reach beyond your company's geographic boundaries to reach any employee anywhere. And with the ability of mobility solutions to be device-agnostic, the end user can easily connect no matter what communications device they are using.

### **Solution Requirements**

Mobility solutions can only be successful if they address the communications productivity needs of all three classes of mobile workers. These are:

- Corridor collaborators who meet with peers in offices, halls, conference rooms, and cafeterias
- Road warriors who travel beyond the company's immediate geographic boundaries, either travelling from branch offices to headquarters or from site to site
- Teleworkers who spend substantial amounts of time working from their homes

A comprehensive mobility solution should enable workers in any of these groups, or those who find themselves functioning in all of the groups, to easily accomplish the following:

- Receive telephone calls when away from their desks, but still within the corporate facility, on cordless handsets or cell phones
- Receive telephone calls on cell phones while away from the office and seamlessly hand-off calls to land lines when entering the office
- Enable cell phones to transfer calls, put callers on hold, and conference other callers in
- Enable one-number calling—when someone dials the office number, multiple other numbers will ring concurrently

- Provide the same telephony features for remote teleworkers that are available in the office, with a desktop telephone that can be plugged into any broadband connection
- Facilitate voice calls from a laptop (soft phone)
- Allow remote workers personalized access to the communications network and their own pre-established workspaces from any laptop or authorized IP phone
- Enable presence technology to allow workers to determine the best channel for communicating with peers at any point in time
- Allow instant access to emails, documents, spreadsheets and presentations that are associated with individual contacts
- Support videoconferencing, data sharing, and concurrent audio conferencing

Mobility solutions should allow communications across multiple locations with a consistency, reliability and seamless experience that transcends traditional network boundaries. The solutions should be easy-to-deploy, quickly scalable and allow access to all business applications.

### **Un-mobility: The Flip Side of a Robust Mobility Solution**

Ironically, some of the same technologies that empower mobile workers can also be used to limit the need for travel – and increase the productivity of employees who work in a single location.

Robust, on-the-fly videoconferencing that supports data sharing can eliminate the need for many face-to-face meetings. A company selling software, for example, can slash the cost of off-site sales calls, optimize the effectiveness of sales presentations, and save the prospective customer sizeable amounts of time. Even if the prospect does not have a video hook-up, some videoconferencing offerings enable remote users to log onto a web site and view live, real-time demonstrations. Equally impressive in training situations and in demonstrating how software performs are solutions that enable technical support departments to take control of the remote user's PC so that a user can see the specific mouse clicks required to accomplish a desired result. This capability can also be very effective in technical support situations.

Audio conferencing, a real benefit for mobile workers, can be similarly useful for office-bound staff. By coupling audio conferencing with videoconferencing and data sharing features, you can hold cost-effective e-meetings that optimize productivity of all workers and partners involved.

## Telecommuting, Work-Life Balance and Protecting the Environment

Mobility solutions that allow people to work from home can have an enormous impact on an organization, its employees and the society as a whole. It is easy to see why, if you consider the following statistics:

- The average one-way commute is 40 minutes. This adds up to about eight full work weeks of commuting time in a single year
- In 54 urban areas, traffic snarls increased 30% faster than the roads could be built to alleviate them. With infrastructure costs rising most areas are scaling back roadwork—not increasing them

It's no wonder a 2004 survey titled Flexible Working showed that more than 50% of respondents admitted they felt long commutes affected their relationships adversely, with one man saying his long work hours caused his divorce. 77% said they would jump at the opportunity to work from home and 86% said that having the choice to work at home or in the office was the ideal set up.

Allowing employees to do this and giving them the tools to do it efficiently can benefit businesses in several ways. The main advantage, however, is that teleworking boosts productivity. Studies<sup>1</sup> show that home-based workers are 10 percent to 40 percent more productive than their counterparts. Employees working from home also often start working during the time they would typically have spent commuting to and from the office.

Consider an employee earning \$50,000 per year, as studies show, at a minimum he or she is 10 percent more productive working from home one day a week. In a year the company will have realized a benefit equal to \$1,000. Also, assume that it takes this employee 30 minutes to commute from home to the office and vice versa. If once a week, the employee begins working at the same time he or she would have spent commuting, it would benefit the company with an amount equal to \$625 per year, per teleworker. So at the lowest level of teleworker productivity, if you have an average of 1,000 employees who telecommute one day a week—it's a cost-savings of \$625,000 per year.

Teleworkers also are typically healthier and happier than their office-bound counterparts, according to an AT&T survey that found 83% of teleworkers express increased satisfaction. According to a huge compensation survey of 1,400 chief financial officers, conducted by Robert Half International, 46% said

<sup>1</sup> Source: Telework and The Extended Organization, 2003 FOX GROUP Consulting

telecommuting is second only to salary as the best way to attract top talent. Asked, "In your opinion, which one of the following incentives is most effective in attracting top accounting candidates?" 33% said telecommuting and/or a flexible work schedule was the top draw. A bonus to businesses eager to attract and retain employees.

Organizations also benefit knowing that their employees can continue working in the face of any workplace disruption, be it natural or otherwise. When workers unable to drive in due to inclement weather, sick kids or themselves being under the weather the bottom line benefits can be a cost-savings of 63 percent, or \$2,086 per employee, per year, based on the average salary reported by teleworkers.<sup>2</sup> And with office space for the average worker costing about \$10,000 per year, many organizations have been able to reduce their real estate needs substantially, while taking advantage of mobility solutions to make their operations leaner, less centralized and more agile.

By implementing proactive programs and initiatives that support employees, organizations can strengthen commitment and loyalty, resulting in higher productivity, improved customer satisfaction and healthier bottom lines. Employers in labor-short industries will more easily attract and retain the most skilled employees by becoming regional employers of choice. Meanwhile, many individual employees would get the equivalent of a significant pay raise, since letting them telecommute two days a week would reduce their commuting fuel consumption by 40% and save on wear and tear upon their vehicles.

On top of all this, come the environmental and societal benefits of mobility solutions. Fears about global warming have brought environmental protection to the top of the public agenda and many businesses are eager to respond to this concern. Unified communications and mobility solutions can provide every organization with an opportunity to meet this challenge in a way that also contributes to the global economy and the corporate bottom line.

For example, socially and environmentally conscious companies can quantify the reduction in greenhouse gas emissions resulting from less employees commuting to work. Continuing with the above employee model, and applying data from the National Household Travel Survey, the average one-way commute distance in miles is 12.81. Aggregated over the course of a year this employee would save 1,230 miles of driving. Using data from the Sightline Institute that says that an average car emits 1.1 lbs of CO<sub>2</sub> for each mile driven, we can say that the company will save over half a ton of CO<sub>2</sub> for each employee who works from home one day a week.

<sup>2</sup> Source: Data used from an Information Technology Association of Canada (ITAC) survey

It is now clear that mobility solutions can allow employees to work where they are with access to all the tools and business processes they would have in their offices. Studies indicate that they can be more productive, happier and more healthy. It has also been shown that organizations can cut their costs by having employees work from home. Add to this the impact of telecommuting on the global environment and you can see how unified communications contribute to the kind of win-win solution that makes for a truly sustainable economy.

### **Business Continuity Planning With Mobility Solutions**

The communications solutions that enable teleworking and a mobile, distributed workforce can also play a key role in ensuring that companies are flexible and resilient enough to respond to events outside their control. These solutions are the cornerstone of effective business continuity and disaster recovery planning.

Recent natural disasters, terrorist activities and the avian flu outbreak have pushed disaster recovery to the forefront for government and enterprises. In 2004 there were 68 major disasters - hurricanes, floods, wildfires - the most in a single year in nearly a decade.

However, disaster recovery does not just refer to catastrophic events. It could be something as every-day as a snowstorm or a power outage that keeps your workers from getting into or being at the office. No matter what instigates the business disruption or how extreme it is, the business impact remains the same – negligible. You and your business stay focused on:

- Providing essential services
- Protecting the revenue stream
- Strengthening competitive positioning
- Maintaining productivity

The essence of good business continuity planning lies in ensuring a company has contingencies in place that allow it to stay up and running and quickly recover from a disaster. Mobility solutions make a huge contribution to this by enabling employees, partners, and other stakeholders to work from where they are and access critical resources and data as if they were in the office. For example, in the case of a widespread health crisis such as the avian flu, employees may be forced to stay home because of official quarantines and travel restrictions. With the right teleworking tools and unified communications, the organization can carry on business as usual.

There are so many ways that mobility solutions contribute to business continuity and disaster recovery planning. These include:

- Increased Agility - allowing employees to move to different locations to perform important business tasks
- Speedier Rebound - during a corporate outage, enabling 'plug and work' from any location faster
- Distributed Human Capital – reducing the risk associated with keeping employees in a single location (taking geography out of the employee equation)
- Improved Public Health – reducing the impact of an epidemic since colds and flu viruses less likely to spread to employees who work from home
- Competitive Advantage – increasing customer interaction with first contact resolution with anywhere anytime customer support, allowing companies to span time zones and continents, thus making it possible to provide uninterrupted service to customers
- Reduced Continuity Costs - reducing seating and setup costs for employees who have to be moved to a new location

## Conclusion

As enterprises continue to expand across geographic boundaries, compete for skilled resources, and prepare for man-made and natural disasters, it's important for every business to have mobility solutions that are simple, resilient, flexible and well-integrated with all their business processes and applications. The ability to access people and critical information is essential for maintaining and enhancing productivity, ongoing revenue and customer satisfaction.

Mobility extends across the company boardroom and into hotel rooms, conference centers and employee vehicles. Networking enables employees to work where they can be most effective, while they maintain robust communication with customers, associates, supervisors, training resources and business leadership. Clearly, workers are no longer chained to their desks.

Companies with employees scattered in branch offices need easy and economical ways of sharing information to make quick decisions. Businesses and individuals need to communicate efficiently with a community of interest that includes a network of suppliers, customers, partners and other collaborators. Companies must communicate efficiently with a mobile workforce and also have to be accessible to customers anywhere at any time with full resources at their fingertips.

To empower companies to meet this challenge, Mitel has developed a simple, smart suite of Mobility Solutions. These Solutions are tailorable, out-of-the-box with user-friendly interfaces and exceptional flexibility and scalability—without the need for technical training or modification to existing best business practices. Unique in the marketplace, the Mitel Mobility Solutions are device-agnostic and deliver the ongoing usage reports that empower you to closely monitor the success and cost-benefits of the solution itself.

Mobility solutions such as these can ensure that no one in your company ever misses a step or has to stop walking again. Teleworkers, road warriors and corridor warriors (those who spend a lot of time in the office but away from their desks) can all respond in the moment to any message or call demanding their attention. Your company can respond to any crisis—fast. So, you win.

MITEL  
it's about **YOU**

Companies don't make decisions, people do. That is why Mitel is leading the way toward a new and more personalized approach to communications for enterprise and small business. Our innovative solutions, applications and desktop appliances enable you to access, process and control your communications and information naturally, simply and efficiently.

Our solutions allow you to collaborate over distance and time and to interact with your customers, colleagues and partners as never before. By combining the power of voice, data and video over converged high speed networks, Mitel provides you with flexible and personalized tools that let you leverage the latest advances for personal and organizational advantage.

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**Americas Headquarters  
Corporate Headquarters**

Tel: +1 613-592-2122  
Fax: +1 613-592-4784

**Europe, Middle East and  
Africa Headquarters**

Tel: +44 (0) 1291 430000  
Fax: +44 (0) 1291 430400

**Asia Pacific  
Headquarters**

Tel: +852 2508 9780  
Fax: +852 2508 9232

[www.mitel.com](http://www.mitel.com)

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