

**Driving Workforce Productivity
with Unified Communications**
The Path to Fixed / Mobile Convergence

September 2007

Executive Summary

Aberdeen's research shows that Unified Communications (UC) solutions – both fixed and mobile – have a measurable impact on the productivity of an organization's workforce. Best-in-Class (BIC) organizations are leveraging their UC solutions as part of an integrated business process mapping program to understand what is core to their organization and how UC solutions help the workforce most effectively impact those core business processes. The findings are drawn from an August 2007 survey of over 360 organizations.

Best-in-Class Performance

Aberdeen used three key performance criteria to distinguish Best-in-Class companies from all other organizations. These Key Performance Indicators (KPIs) are some of the operational metrics that are the fundamental metrics that define workforce productivity:

- 55% increase in employee responsiveness to others – **2.7x more than all others**
- 52% increase in an employee's ability to gain knowledge / data from others – **almost 3x the Industry Average**
- 60% increase in the flexibility of the workforce – **over 3x all others**

Competitive Maturity Assessment

Survey results show that Best-in-Class organizations shared several common characteristics:

- Best-in-Class organizations are **29% more likely** than Laggards to have appropriate usage policies in place
- Best-in-Class organizations are **30% more likely** as all others to have staff in place to train the workforce on UC solutions
- Best-in-Class organizations are **14% more likely** than the Industry Average to identify and map business process workflow for the most appropriate use of UC solutions

Required Actions

In addition to the specific recommendations in Chapter Three of this report, to achieve Best-in-Class performance, organizations must:

- Analyze core versus contextual business processes
- Develop policies for the appropriate use of UC applications
- Develop more timely productivity measurement plans

"The goal is anytime and anywhere communications access for all employees. This helps create a more nimble company."

~ Delmar Dehn, HR Software Developer

"[Unified communications solutions are] allowing us to do more with less people."

~ David Rule, OFB IT Director

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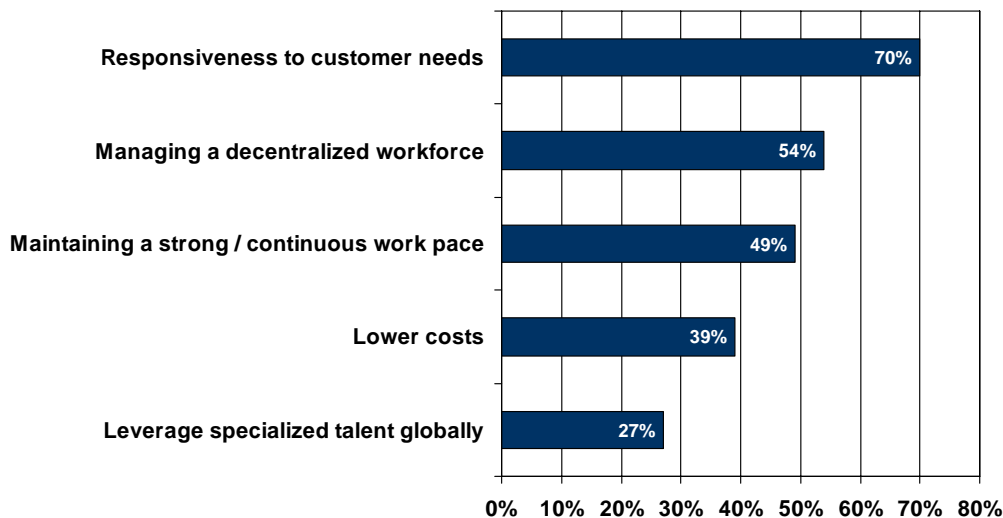
Chapter One: Benchmarking the Best-in-Class

Unified Communications Go Beyond Customer Satisfaction

Aberdeen's March 2007 report, *Improving Customer Satisfaction through Unified Communications*, showed that organizations considered "providing their customers with more personalized service" a strategic concern. Best-in-Class respondents to that survey addressed that pressure and achieved measurable improvements in customer satisfaction levels through the accelerated adoption of unified communications solutions.

Aberdeen's latest research shows the two greatest pressures organizations currently face are the continued need to have timely and high-quality responsiveness to customer needs, as well as managing a decentralized workforce (Figure 1). At first glance, these two issues may not seem interconnected, but closer scrutiny reveals they are very much intertwined.

Figure 1: Key Pressures Driving the Need to Deploy Unified Communications Solutions



Source: Aberdeen Group, September 2007

While customer service remains paramount, the increasingly fluid and competitive global market drives organizations to stay as lean and competitive as possible. Specifically, they are looking to increase revenues through advances in flexibility and mobility while simultaneously decreasing the cost of doing that business.

Travel has roared back from its post 9/11 lows to record levels, fueled primarily by corporate travel. Organizations recognize that one of the most important ways to ensure high levels of customer intimacy and satisfaction is

Fast Facts

- ✓ On average, organizations state that **18%** of their budget is spent on telecommunications
- ✓ Best-in-Class organizations have increased their expenditures on UC solutions **20%** in the last 12 months
- ✓ **63%** of Best-in-Class organizations use UC solutions within their sales and marketing organizations

"We found it is important to choose the right UC solution to the problem, and do extensive user acceptance testing to make sure it is the right one."

~ Sales Executive, Belgian IT Company

through face-to-face interactions. As organizations become more successful and continue to grow, their customer base expands thus requiring even more travel. However, this symbiotic phenomenon is in fact a double-edged sword. An organization's success eventually leads to the need for increased travel to ensure appropriate levels of customer care.

This enhanced travel requirement also drives the need to more effectively mobilize an organization's workforce, thereby allowing employees to 1) be more responsive to both internal and external customer needs; 2) share information with colleagues, partners, and customers more as a means of increasing collaboration; and 3) thus help increase the flexibility of internally and market-facing employees.

The Maturity Class Framework

The value of any solution – let alone a unified communications solution – must be tied to the quantifiable results it can deliver to an organization. This has been one of the greatest challenges surrounding unified communications because of the challenge in defining and quantifying workforce productivity. Aberdeen used three key performance criteria to distinguish Best-in-Class companies from Industry Average and Laggard organizations. These KPIs are some of the time-sensitive operational metrics most frequently touted as key factors in measuring an organization's (and its employees') effectiveness and productivity: (1) responsiveness to others; (2) employees' ability to gain knowledge / data from others; and (3) the overall flexibility of an organization's workforce. Table 1 summarizes Aberdeen's findings and defines Best-in-Class performance for this study.

Table 1: Companies with Top Performance Earn Best-in-Class Status

Definition of Maturity Class	Mean Class Performance
Best-in-Class: Top 20% of aggregate performance scorers	<ul style="list-style-type: none"> • 56% increase in employee responsiveness to others • 52% increase in an employee's ability to gain knowledge /data from others • 60% increase in the flexibility of the workforce
Industry Average: Middle 50% of aggregate performance scorers	<ul style="list-style-type: none"> • 21% increase in employee responsiveness to others • 19% increase in an employee's ability to gain knowledge /data from others • 27% increase in the flexibility of the workforce
Laggard: Bottom 30% of aggregate performance scorers	<ul style="list-style-type: none"> • 19% increase in employee responsiveness to others • 14% increase in an employee's ability to gain knowledge /data from others • 7% increase in the flexibility of the workforce

Source: Aberdeen Group, September 2007

The Best-in-Class PACE Model

Using unified communications applications and technologies to drive enhanced workforce productivity and mobility to ultimately achieve the

Key Insights

- √ Employees at Best-in-Class organizations are working, on average, **3 hours less** per week since last year, yet gross margins have increased **19%** in the same time frame
- √ Employees at Best-in-Class organizations spend, on average, **32%** of their time teleworking – **47% more** than all others
- √ **67%** of Best-in-Class organizations say that UC solutions have increased the speed with which their products reach the market

Best-in-Class performance in Table I requires a combination of strategic actions, organizational capabilities, and enabling technologies (Table 2).

Table 2: The Best-in-Class PACE Framework

Pressures	Actions	Capabilities	Enablers
<ul style="list-style-type: none"> • Need to be more responsive to customer needs • Increase corporate revenues 	<ul style="list-style-type: none"> • Increase workforce collaboration • Streamline business processes • Provide more timely service to customers 	<ul style="list-style-type: none"> • Adoption of UC procedures and policies for appropriate usage of UC solutions • Implementation of procedural controls • Headcount to manage technology system 	<ul style="list-style-type: none"> • IP telephony • Soft phones • Unified messaging • IM / presence • Conferencing (web / voice / video) • Application / document sharing • Text-to-speech and voice-to-text capabilities

“We found [UC solutions were] well received...especially having your voicemails show up in your inbox. The problems we have seen were fairly trivial. Most users now check their voicemails via the inbox in their smartphones.”

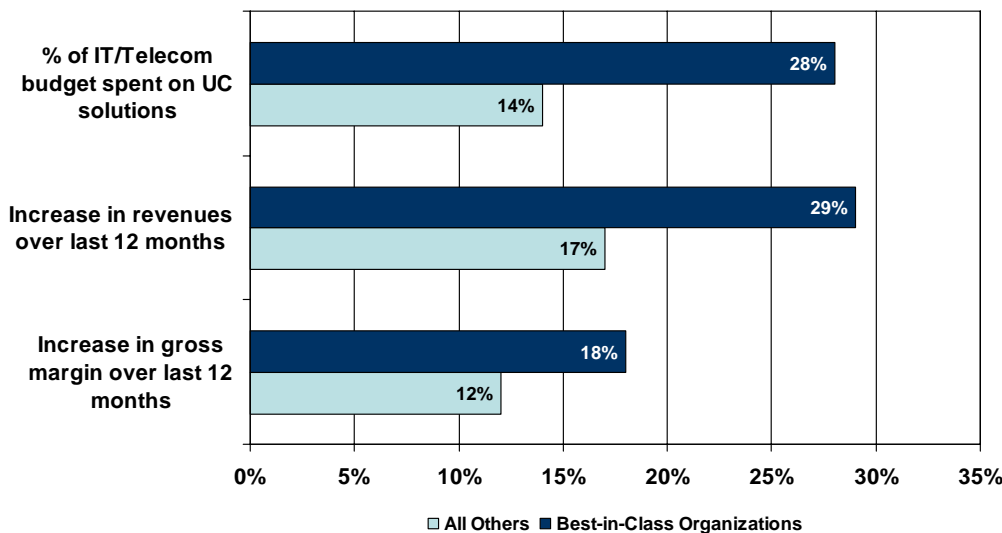
~ IT Manager, Marketing Services Firm

Source: Aberdeen Group, September 2007

The Returns from Best-in-Class Performance

Figure 2 shows how a policy driven strategy incorporating both fixed and mobile UC solutions directed at enhancing workforce productivity can provide tremendous benefits to an organization. Best-in-Class organizations spent, on average, considerably more than what all other organizations invested on UC solutions. That upfront investment has paid off handsomely over the last 12 months. In fact, the larger investments in UC solutions translated into a **67% relative increase in top line revenue** and a **50% relative increase in the overall profitability** of the organization.

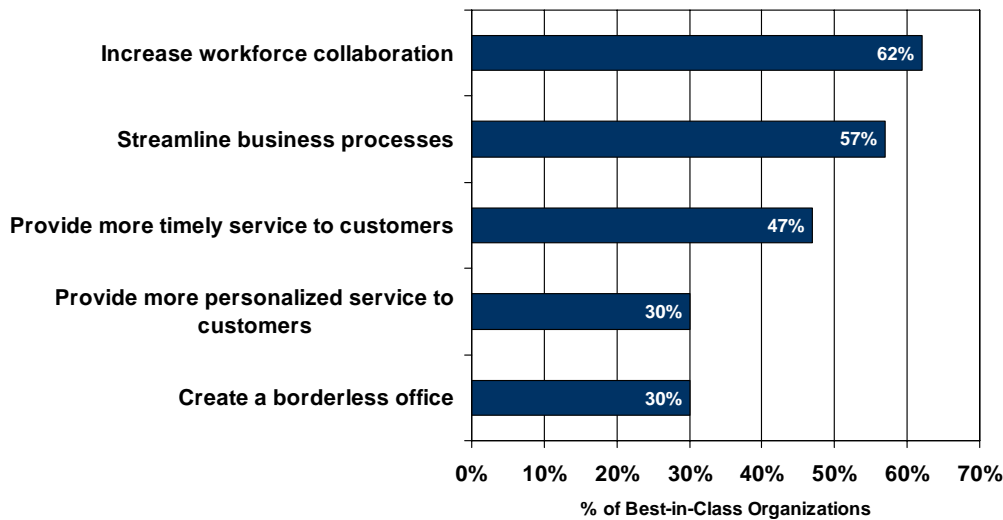
Figure 2: Investing in UC Impacts the Top and Bottom Lines



Source: Aberdeen Group, September 2007

To achieve that level of performance, the Best-in-Class actions in Table 2 show that top performing organizations place the most emphasis on leveraging their technology enablers as a means to an end - not as an end of its own. In fact, Best-in-Class organizations are more likely than all others to leverage technologies to create a borderless office (i.e. mobilizing the workforce) to enhance that productivity. Figure 3 illustrates how those organizations strategically approach the challenges illustrated in Figure 1.

Figure 3: Best-in-Class Actions to Improve Workforce Productivity



Source: Aberdeen Group, September 2007

Aberdeen Insights – Strategy

While productivity can generally be defined as the ability to do more with equal or less staff or time, defining the components of productivity can be far more challenging. Fundamentally, productivity revolves around being able to initially address a matter more quickly; completing the task as quickly as possible; and delivering the final work product in an expedited fashion. It's also a generally accepted principle that a team of qualified staff can deliver on a project more quickly than can one lone individual. A key factor to the success of that team-based process is collaboration. Best-in-Class organizations recognize the impact that increased workforce collaboration can have on their organization. That's why Best-in-Class organizations in this survey stated they were 15% more likely than all other organizations to consider increased collaboration as a strategic initiative.

Fast Facts

- ✓ **71%** of Best-in-Class organizations say using UC has improved the time required to resolve conflicts
- ✓ Best-in-Class organizations are **over twice as likely** as Laggards to say that UC solutions improve their team's decision making process

In the next chapter, we will see what the top performers are doing to achieve these gains.

Chapter Two: Benchmarking Requirements for Success

The selection of fixed and mobile UC solutions and their integration with business intelligence and business process management systems plays a crucial role in the ability to efficiently apply these strategies resulting in increased profitability.

Case Study: Ohio Farm Bureau Federation

With over 225,000 members, the Ohio Farm Bureau (OFB) is Ohio's largest general farm organization. The Ohio Farm Bureau is a 90 year old federation of 87 County Farm Bureaus representing all 88 counties working on legislation, regulations, and issues which affect agriculture, rural areas, and Ohio citizens in general.

When the OFB remodeled its offices six years ago, David Rule, OFB's Director of IT chose to implement an IP-PBX system to help save on their communications costs. When they purchased the system, they had an added windfall of a unified messaging solution from another vendor that included, among other things, integrated fax capabilities. "The technology was so new, we didn't know what to do with it at first," said Rule. Having had the system in place for some time now, OFB is looking to replace the third-party UM solution with a solution from its IP-PBX manufacturer.

In order to help control the number of employees on staff, as well as leverage tools for increased productivity, OFB is continuously looking to extend the value of its UC implementation. When the OFBF implemented a CRM application, Rule wanted to find a way to integrate the CRM data into the call center's UC solution. His staff developed in just a couple of weeks a tool to have the CRM data "pop up" in a window in the call center solution.

Additionally, when the OFBF began deploying smartphones, it realized there was an opportunity to ensure that OFB members could reach key staff more quickly if they leveraged call redirection capabilities such as "find me / follow me." Now, the OFB is considering ways to mobilize the CRM functionality and other enterprise applications onto the staff's smartphones. "It's allowing us to do more with less people," says Rule.

When asked about measurement, Rule states "Well, we certainly know it's not slowing us down...but we don't do enough in terms of benchmarking how much it is speeding us up."

Competitive Assessment

The aggregated performance of surveyed companies determined whether they ranked as Best-in-Class, Industry Average, or Laggard. In addition to having common performance levels, each class also shared characteristics in five key categories: (I) process (the ability to detect and respond to

Fast Facts

- √ **94%** of Best-in-Class organizations are using, or will be integrating, wireless enterprise applications into their UC solutions within the next 12 months
- √ Employees at Best-in-Class organizations complete nearly **25% more of their weekly tasks** than employees at Laggard organizations
- √ Best-in-Class organizations find the competitiveness of their organization has increased **over 3x** that of all other organizations

changing conditions without placing additional burdens on the organization); (2) organization (corporate focus and collaboration among stakeholders); (3) knowledge management (contextualizing data and exposing it to key stakeholders); (4) technology (the selection of appropriate tools and the intelligent deployment of those tools); and (5) performance measurement (the ability of the organization to measure the benefits of technology deployment and use the results to improve key processes further). These characteristics (identified in Table 3) serve as a guideline for best practices and correlate directly with Best-in-Class performance across the key metrics.

Table 3: The Competitive Framework

	Best-in-Class	Average	Laggards
Process	Policies for the centralized management of UC solutions		
	64%	45%	43%
	Policies for appropriate usage of UC tools		
	58%	46%	45%
Organization	Have someone on staff able to train employees on UC solutions		
	60%	48%	42%
Knowledge	Ability to identify and map business process workflow for most appropriate use of UC solutions		
	91%	80%	72%
	Documentation of business performance improvement derived from UC solutions		
	33%	22%	19%
	UC technologies currently in use		
Technology	<ul style="list-style-type: none"> •85% unified messaging •77% call redirection capabilities •86% wireless email •85% smart phones •25% tele-presence systems 	<ul style="list-style-type: none"> •75% unified messaging •63% call redirection capabilities •70% wireless email •63% smart phones •19% tele-presence systems 	<ul style="list-style-type: none"> •72% unified messaging •59% call redirection capabilities •64% wireless email •49% smart phones •19% tele-presence systems
	Measurement of the impact on productivity from the use of UC applications		
Performance	<ul style="list-style-type: none"> •81% measure the impact of IP telephony •70% measure the impact of unified messaging •64% measure the impact of wireless messaging 	<ul style="list-style-type: none"> •59% measure the impact of IP telephony •62% measure the impact of unified messaging •53% measure the impact of wireless messaging 	<ul style="list-style-type: none"> •50% measure the impact of IP telephony •47% measure the impact of unified messaging •43% measure the impact of wireless messaging

Key Insights

- √ **80%** of Best-in-Class organizations are using an Instant Messaging (IM) / presence system
- √ Best-in-Class organizations are **54% more likely** than Laggards to have dedicated staff to manage the UC solutions
- √ **77%** of Best-in-Class have, or are developing, methods to analyze core versus non-core business processes that can leverage UC solutions

Source: Aberdeen Group, September 2007

Organizational Capabilities and Technology Enablers

The essential ingredients of successfully deploying and reaping the benefits of a UC solution that can mobilize and increase the productivity of an organization's workforce include process, organization, and technology enablers that come together to form a working solution that translates to more effective and profitable working environments for organizations.

- **Process**

Best-in-Class organizations in this survey have formal policies governing appropriate usage, and the centralized management of UC solutions as compared to all other organizations. Best-in-Class organizations are **62% more likely** to have business rules in place for the appropriate use of UC solutions. These rules and regulations are vital to creating a proper framework for leveraging these technologies. Implementing these rules and regulations results in Best-in-Class organizations being **20% more likely than the Industry Average** to connect to the person they are trying to reach on the first try, thanks in part to the processes they put in place.

- **Organization**

Best-in-Class organizations are **43% more likely** than Laggard organizations to have someone on staff to train the workforce on how to best leverage UC solutions. They are also over **54% more likely** to have dedicated staff in place to manage the UC solutions. Best-in-Class organizations recognize that a successful technology implementation requires a complete lifecycle approach including consulting, implementation, operation, support, and training services. This organizational structure results in 47% of Best-in-Class organizations saying UC solutions greatly improve the use of human resources – **4 times more frequently** than all other organizations.

- **Technology**

Ninety-one percent (91%) of Best-in-Class organizations stated they are currently, or were in the planning stages of, leveraging smart phones as part of their unified communications strategy – **over 65% more frequently** than Laggards. Additionally, 77% of Best-in-Class organizations have call redirection capabilities in order to drive towards true fixed / mobile convergence. These organizations understand that the value of UC solutions has begun the process of extending beyond the walls of an organization's offices to help drive the increased mobility of the workforce.

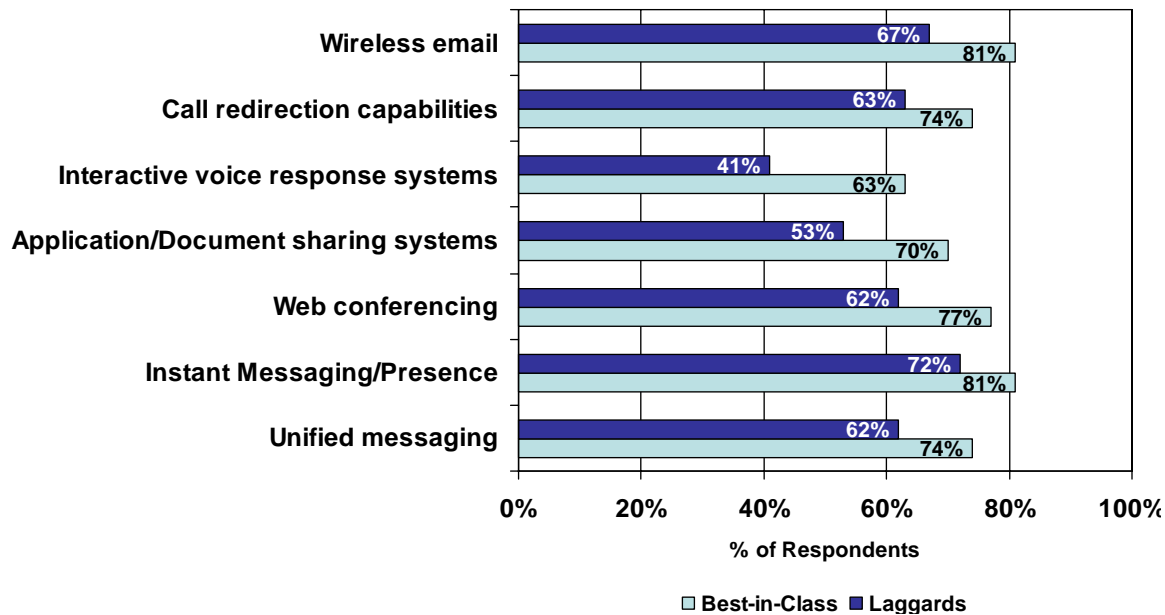
“We are in the process of deploying mobile communications devices and retooling internal applications to make them accessible to our sales force. They will have access to our internal ERP system as well as corporate instant messaging. This is done specifically to increase their ability to provide better customer support and more timely access to information, so I think we are heading in the same direction as the market.”

~ Senior Executive, U.S. Floor
Covering Retailer

Aberdeen Insights — Technology

Because fixed and mobile UC is an umbrella term for a suite of technology enablers, it's important to look at both the depth and breadth of technology adoption. While Table 3 highlights some of the key differentiators in terms of technology adoption, it's also important to note that Best-in-Class organizations are using a greater set of technologies. In fact, Best-in-Class organizations are using overall 31% more kinds of technologies than the Laggards in this study (Figure 4).

Figure 4: Best-in-Class Organizations Use a Broader Range of UC Applications

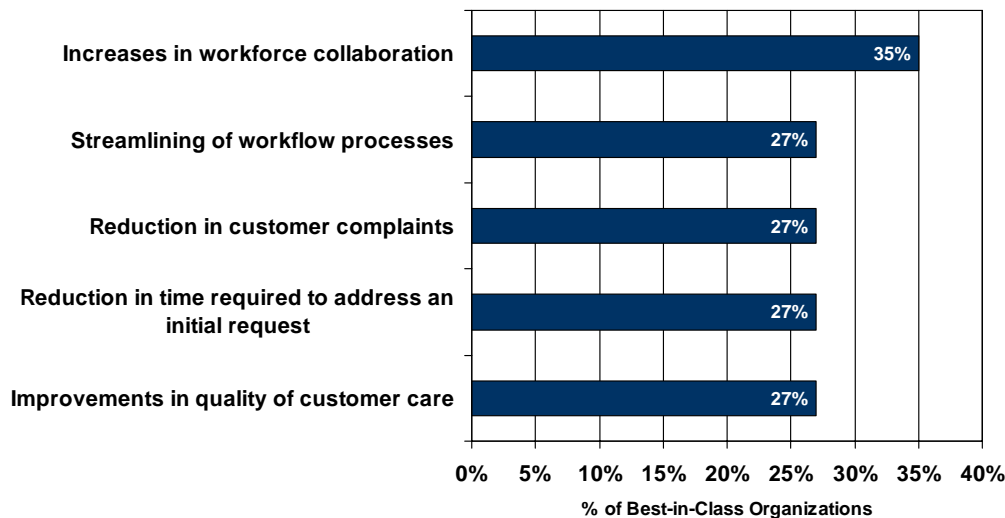


Source: Aberdeen Group, September 2007

Chapter Three: Required Actions

The adoption of fixed and mobile UC solutions is driven by Best-in-Class organizations' need to 1) better respond to customer needs, 2) better manage an increasingly mobile and decentralized workforce, and 3) maintain a strong and continuous work pace no matter where employees may be around the world. The greatest challenge for organizations is to ensure they are deploying the most appropriate UC solutions to the right people within the organization. The effectiveness of a UC implementation and the productivity gains it will drive within an organization depend on the approach that an organization is taking, as well as the KPIs that are developed in the planning process for ongoing performance measurement. Figure 4 shows KPIs Best-in-Class organizations most frequently use when tracking the benefits of UC solutions.

Figure 5: Key Performance Indicators to Consider for UC Solutions



Source: Aberdeen Group, September 2007

Aberdeen's research has identified the pressures organizations face in regards to improving workforce productivity and how they responded to those pressures from both an organizational and technological decision process. That being said, all organizations, whether Laggard or even Best-in-Class, must consider a continuous analysis of not just the technology but the existing business processes to drive improved workforce productivity, thereby ensuring their ability to remain speedy and nimble in both their current and emerging competitive areas.

As such, whether an organization is trying to improve its workforce's productivity, flexibility and collaboration from Laggard to Industry Average, or Industry Average to Best-in-Class, the following actions will help spur the necessary performance improvements:

Laggard Steps to Success

- **Analyze core versus contextual business processes**

A top concern for any organization is the ability to determine and focus its human and capital resources on its core competencies. Once an organization has been able to determine its core competencies, it needs to also be able to assess which technologies will help facilitate those processes. Best-in-Class organizations are over 26% more likely than Laggard organizations to have systems in place to analyze core versus non-core business practices, allowing them to determine what teams and groups can most benefit from UC solutions.

- **Deploy text-to-speech capabilities**

Text-to-speech capabilities significantly increase the accessibility of information when an individual is not near a computer. Aberdeen's research shows that currently, less than one in five Laggard organizations have deployed text-to-speech capabilities. Best-in-Class organizations that use these systems more frequently are able to reduce their response times to customers thus reducing the opportunity for customer dissatisfaction.

Industry Norm Steps to Success

- **Develop policies for the appropriate use of UC applications**

Currently, less than half the Industry Average organizations in this study stated they had policies in place for the appropriate use of UC solutions. It's no surprise then to see that only 50% of Industry Average organizations in this study also have formal training procedures around the UC solutions. Training and appropriate use policies are vital to ensuring that the maximum value is derived from the applications. Best-in-Class organizations are 26% more likely to have usage policies in place.

- **Leverage telepresence systems**

While video conferencing systems have been available for years, telepresence systems promise to deliver even greater benefits and help reduce travel costs. While less than one in five of Industry Average organizations are currently using these systems, these organizations should accelerate their adoption of the technology. Sixty-three percent (63%) of Best-in-Class organizations stated in this survey that telepresence systems had a positive impact on their interactions with partners/suppliers, and 55% said the same in regards to the impact it had on customer interactions.

Best-in-Class Steps to Success

- **Develop more timely productivity measurement plans**

While Best-in-Class organizations are far more likely than all others to have any kind of measurement plan in place, Aberdeen's research shows that the frequency with which even Best-in-Class organizations measure the productivity gains from UC solutions leaves much room for improvement. Specifically, the benefits from UC solutions are most frequently measured annually or on an ad-hoc basis. All organizations should develop at least a quarterly measurement plan to determine the impact these solutions have on the workforce.

- **Accelerate the integration of mobile enterprise applications**

Just like in a fixed environment, such as a call center, where employees count on the ability to access enterprise applications and leverage that information via UC solutions, individuals need to have access to that data in a mobile context. Currently, only 58% of Best-in-Class organizations state they have access to their mobile enterprise applications in conjunction with their UC solutions. The ability to integrate dashboards and other content through mobile devices and share that information via mobile IM / presence applications would be a great opportunity to enhance knowledge sharing and help improve team productivity.

“Adopting UC solutions has provided us important productivity gains, from both individuals handling their communications and improved collaboration for teams. Our business has become more agile and flexible – especially for remote working. This is driving us to have a greater competitive advantage in the marketplace.”

~Marketing Manager, UK
Telecom Company

Aberdeen Insights – Summary

Both vendors and end-user organizations have suggested at times that UC was in fact a solution in search of a problem. This has translated to an adoption rate that has been arguably less than what the technology's vendors would have hoped for.

Aberdeen's research has shed light onto the question of UC's validity and the productivity gains fixed and mobile solutions can deliver to an organization. Best-in-Class organizations that have been using a broader portfolio of UC functionality more frequently within their organizations have been shown to effectively leverage these technology enablers to improve their business processes thus improving their workforce's productivity and delivering superior service to their customers. The next step in this evolution for Best-in-Class organizations will be to adopt a true fixed / mobile convergence strategy.



Appendix A: Research Methodology

In August 2007, Aberdeen Group examined the use of Unified Communications (UC) technologies and the experiences and intentions of 360 individuals in organizations in a diverse set of industries. Responding organizations completed an online survey that included questions designed to determine the following:

- The degree to which UC solutions are deployed in their operations and their effectiveness within the organization
- Current and planned use of fixed and mobile UC solutions
- The benefits, if any, which have been derived from fixed and mobile UC initiatives

Aberdeen supplemented this online survey effort with telephone interviews with select survey respondents, gathering additional information on UC strategies, experiences, and results.

The study aimed to identify emerging best practices for deploying and leveraging fixed and mobile UC solutions to drive business productivity and provide a framework by which readers could assess their own capabilities.

Responding enterprises included the following:

- **Job title/function:** The research sample included respondents with the following job titles: CIO or other C-level officer (18%), VP or director (25%), manager (27%), and staff / consultants (30%).
- **Industry:** High-tech organizations represented 33% of the sample with telecommunications services representing another 22%. Education / public sector represented an additional 10%. Other sectors responding included automotive, retail, medical equipment, construction / engineering, and distribution.
- **Geography:** Over half of respondents (58%) were from North America. An additional 28% were from Europe, Middle East and Africa, and 10% from the Asia-Pacific region.
- **Company size:** Twenty-five percent (25%) of respondents were from large enterprises (annual revenues above US\$1 billion); 31% were from midsize enterprises (annual revenues between \$50 million and \$1 billion); and 44% of respondents were from small businesses (annual revenues of \$50 million or less).

Solution providers recognized as sponsors of this report were solicited after the fact and had no substantive influence on the direction of this Unified Communications benchmark report. Their sponsorship has made it possible for Aberdeen Group to make these findings available to readers at no charge.

Table 4: PACE Framework Key

Overview

Aberdeen applies a methodology to benchmark research that evaluates the business pressures, actions, capabilities, and enablers (PACE) that indicate corporate behavior in specific business processes. These terms are defined as follows:

Pressures — external forces that impact an organization’s market position, competitiveness, or business operations (e.g., economic, political and regulatory, technology, changing customer preferences, competitive)

Actions — the strategic approaches that an organization takes in response to industry pressures (e.g., align the corporate business model to leverage industry opportunities, such as product/service strategy, target markets, financial strategy, go-to-market, and sales strategy)

Capabilities — the business process competencies required to execute corporate strategy (e.g., skilled people, brand, market positioning, viable products/services, ecosystem partners, financing)

Enablers — the key functionality of technology solutions required to support the organization’s enabling business practices (e.g., development platform, applications, network connectivity, user interface, training and support, partner interfaces, data cleansing, and management)

Source: Aberdeen Group, September 2007

Table 5: Competitive Framework Key

Overview

The Aberdeen Competitive Framework defines enterprises as falling into one of the following three levels of practices and performance

Best-in-Class (20%) — Practices that are the best currently being employed and significantly superior to the Industry Average, and result in the top industry performance.

Industry Average (50%) — Practices that represent the average or norm, and result in average industry performance.

Laggards (30%) — Practices that are significantly behind the average of the industry, and result in below average performance

In the following categories:

Process — What is the scope of process standardization? What is the efficiency and effectiveness of this process?

Organization — How is your company currently organized to manage and optimize this particular process?

Knowledge — What visibility do you have into key data and intelligence required to manage this process?

Technology — What level of automation have you used to support this process? How is this automation integrated and aligned?

Performance — What do you measure? How frequently? What’s your actual performance?

Source: Aberdeen Group, September 2007

Table 6: Relationship Between PACE and Competitive Framework

PACE and Competitive Framework How They Interact

Aberdeen research indicates that companies that identify the most impactful pressures and take the most transformational and effective actions are most likely to achieve superior performance. The level of competitive performance that a company achieves is strongly determined by the PACE choices that they make and how well they execute.

Source: Aberdeen Group, September 2007

Appendix B: Related Aberdeen Research

Related Aberdeen research that forms a companion or reference to this report includes:

- [Measuring the Real Value of Wireless LAN Deployments](#),
June 2007
- [Benchmarking the Enterprise Road Warrior](#),
April 2007
- [Improving Customer Satisfaction through Unified Communications](#),
March 2007
- [Mobile VoIP: Fixed/Mobile Convergence in the Enterprise](#),
February 2007
- [The Real Cost of Enterprise Wireless Mobility](#),
January 2007
- [The Enterprise Mobile Messaging Benchmark Report](#),
December 2006
- [Enterprise Mobile Adoption: a Corporate Conundrum](#),
November 2006

Information on these and any other Aberdeen publications can be found at www.Aberdeen.com.

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