

How To Sell Profitably to Segments in the Enterprise Mobility Market: Tailoring Your Offering and Your Messaging

Executive Summary

In emerging markets technology adoption, demand growth, and market evolution resist accurate prediction. This is not only because there is little history or experience to draw upon, but also because the market evolves partly from the unpredictable adaptations made by the users of alternative technologies. Business history is replete with examples of the so-called “best” technologies succumbing in the marketplace to second-best alternatives.

Enterprise mobility – the ability of individuals to accomplish their work away from their offices or without immediate access to their formal organizational support structures – continues to evolve. Patterns and structures populate this young, rapidly emerging market. It may be difficult to see clearly any of these patterns and opportunities since they are masked by the incessant stream of news reports, announcements, and expert opinions that are neither necessarily accurate nor consistent.

The effective manager in such a situation relies on decision frameworks to sort through the flood of information, make strategic decisions, and track the market evolution. Using frameworks and a variety of primary and secondary data sources enables the manager to triangulate on the available data, thus arriving at conclusions that are closer to the “truth” of the current and evolving market environment. We designed this report to help the reader become such an effective manager.

The key feature of this report is the synthesis of an actionable market segmentation of the enterprise mobility market with a careful representation of the value chain supporting the enterprise mobility industry. This synthesis produces a value delivery map: a clear guide for choosing targets, specifying offerings and prices, crafting messages, and navigating hurdles on the market landscape to deliver solutions that match end user needs.

The task facing the product technology companies is a daunting one. Since customers ultimately demand solutions to their mobility needs, combinations of equipment, service, and software constitute the choices they consider. This report is effectively a playbook that takes the mystery out of the market and enables the executive team to conceive of a coherent and flexible strategy to succeed.

Who should read this report

This report was prepared especially for **product management, marketing, and sales** executives in product technology companies up and down the value chain. **Investment analysts** will also find this report useful as it provides a guide for evaluating strategies executed by players vying for positions in the markets of enterprise mobility.

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About CCG Group LLC

CCG Group was founded in 2003 by Melissa Cantrelle, Dr. Mary Ellen Cremer, and Dr. David Gautschi. The group includes over 35 affiliate members from industry and academe in the United States and Europe.

Known for exceptionally rigorous analyses of markets of emergent technologies and trenchant interpretations of management imperatives, we pursue our mission passionately:

**To improve radically how enterprise technology
is marketed, selected, and used.**

CCG Group blends primary and secondary data collection and analysis to inform perspectives on emerging markets. Through use of an expansive expert affiliate network, CCG Group primary data response rates have exceeded 90%, a level previously unheard of in the market research industry.

CCG Group clients include carriers, equipment manufacturers, software providers, adopting enterprises, executive education programs, and systems integrators.

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