

The Value Chain for Enterprise Mobility: How To Evaluate and Select Partners

Executive Summary

Let's be direct: there is no vendor of equipment, services, or software that offers a complete solution to any enterprise mobility customer.

This is significant. To be successful, it means that any player at any level of the value chain must be cognizant of two separate dynamics in the market: the dynamics of end user demand and the dynamics of the product technology supply. This report builds upon an analysis of the benefit segmentation of end users in the enterprise mobility market and introduces a clear, concise depiction of the value chain. The primary issue that we address is how any player in the value chain should evaluate, choose, or coordinate with other players who offer complementary goods and services.

The report also presents a critique of a large number of collaborations in the industry as a frame of reference for any executive team weighing the pros and cons of collaborative opportunities.

To help systematize the analysis and discussion of issues, we offer a succinct taxonomy of mobile activities in the Appendix of the report.

Who should read this report

This report was prepared especially for senior management teams of equipment manufacturers, service providers, and software producers who face strategic partnering decisions and the choice of whether to partner or "go it alone". The report is a quick read that clarifies issues, structures thinking about a complex and unavoidable issue, and speeds decision-making.

Investment analysts will also find the report instructive in helping to assess which partnerships in the industry are likely to succeed and contribute to the shareholder value of the participating firms.

Pricing

Individual use license \$500

Company wide license \$1500

Bundling options available. For information, please contact

Contents	
Table of figures	2
Executive Summary	3
What Is Enterprise Mobility?	4
The Three Sub-Markets for Enterprise Mobility	5
The Value Chain for Enterprise Mobility	6
Partnering and Delivering Systemic Solutions	8
How to Evaluate Prospective Partners	12
Concluding Observations	14
Appendix: Mobility Activity Definitions	15
About CCG Group LLC	16

Table of figures	
Figure 1: Information access methods	5
Figure 2: Sub-markets of enterprise mobility	6
Figure 3: Value Chain for information access	6
Figure 4: Strategic emphasis in value chain	7
Figure 5: Value delivery map for information access	7
Figure 6: The problem of troubleshooting systemic solutions	9
Figure 7: Illustrative partnerships in delivering enterprise mobility solutions	10
Figure 8: Mobility taxonomy	15

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.

The CCG Group Enterprise Mobility Report Series

Report	Release Date	Individual Use License	Company Wide Use License	Pages
Market Environmental Analysis	August 2004	\$750	\$2250	111
Market Demand for Enterprise Mobility – the real story	October 2004	\$500	\$1500	40
Business Strategies in the Enterprise Mobility Market: how to separate the Wi-Fi wheat from the Wi-Fi chaff	October 2004	\$500	\$1500	52
Market Decision Guide for Enterprise Mobility	August 2004	\$2500	\$7500	60
Segments In the Enterprise Mobility Market: who they are, how they behave, and why they buy	October 2004	\$750	\$2250	22
How to Sell Profitably to Segments in the Enterprise Mobility Market: tailoring your offering and your message	October 2004	\$900	\$2700	29
The Value Chain for Enterprise Mobility: how to evaluate and select partners	October 2004	\$500	\$1500	19
Assessing the State of the Wi-Fi Market: venue deployment performance	October 2004	\$750	\$2250	22

Bundling options available. For information, please contact ccggroup@ccggroup.net .