

## BUSINESS STRATEGIES IN THE ENTERPRISE MOBILITY MARKET: Separating Wi-Fi wheat from Wi-Fi chaff

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## **BUSINESS STRATEGIES IN THE ENTERPRISE MOBILITY MARKET: Separating Wi-Fi wheat from Wi-Fi chaff**

### **Overview**

This report synthesizes perspectives of the enterprise mobility value chain, interactions between market players, business models for enterprise mobility solutions, and conventions of use and business practice. We structure the report to help you answer some key questions about the enterprise mobility market systems:

- **What types of players interact in the enterprise mobility market system?**

*Key Finding:* We find five types of players in the value chain in this market: network operators, hardware suppliers, venue operators, customer managers, and software providers.

- **How do these players interact with respect to product, information, payments, property rights and risk?**

*Key Finding:* The network characteristic of this market tends to result in an environment that should encourage 'co-opetition' among players.

- **What business models are being tested in the market? What are their benefits and constraints?**

*Key Finding:* Some of the business models currently in use may not survive the initial introduction of Wi-Fi to the enterprise mobility market. We believe, however, that there is room for more than one model because different segments of the market will respond to different business models.

- **What market changes are likely to occur based on the current market interactions?**

*Key Finding:* As current and potential Wi-Fi users make their needs known, we expect to see a shift in partner configurations to provide greater ubiquity of coverage and ease of use.

- **What enterprise user behavior, interaction and transaction conventions affect adoption of enterprise mobility solutions?**

*Key Finding:* The increasing use of email as the primary enterprise communication medium fosters the need for wireless access.

- **What new business conventions are developing as this market emerges?**

*Key Finding:* Users' pricing and billing needs will drive Wi-Fi providers to find new ways to facilitate single-billing and roaming.

- **What technology institutions facilitate or hinder remote information access?**

*Key Finding:* Standards organizations continue to guide development of new technology. However, if too many complementary technology solutions are developed, users may choose to postpone adoption until a single solution suits all of their needs.

For each question we review the results of our analysis and discuss the CCG Group opinion. The market systems appendix provides excerpts from the data sources and other supporting information we used in conducting our analysis.

## 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
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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
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