Pat Brans

Pat_Brans@Hp.com

HP World, August 2001

Any sufficiently advanced technology is indistinquishable from magic.

Author C. Clarke – Technology and the Future

To predict where technology is going, simply imagine what you'd to if you could work magic. Over time technology will approach that.

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Employees telepathically access company information, at any time, and no matter where they are.

All new information is instantaneously available to be shared by everybody else in the company.

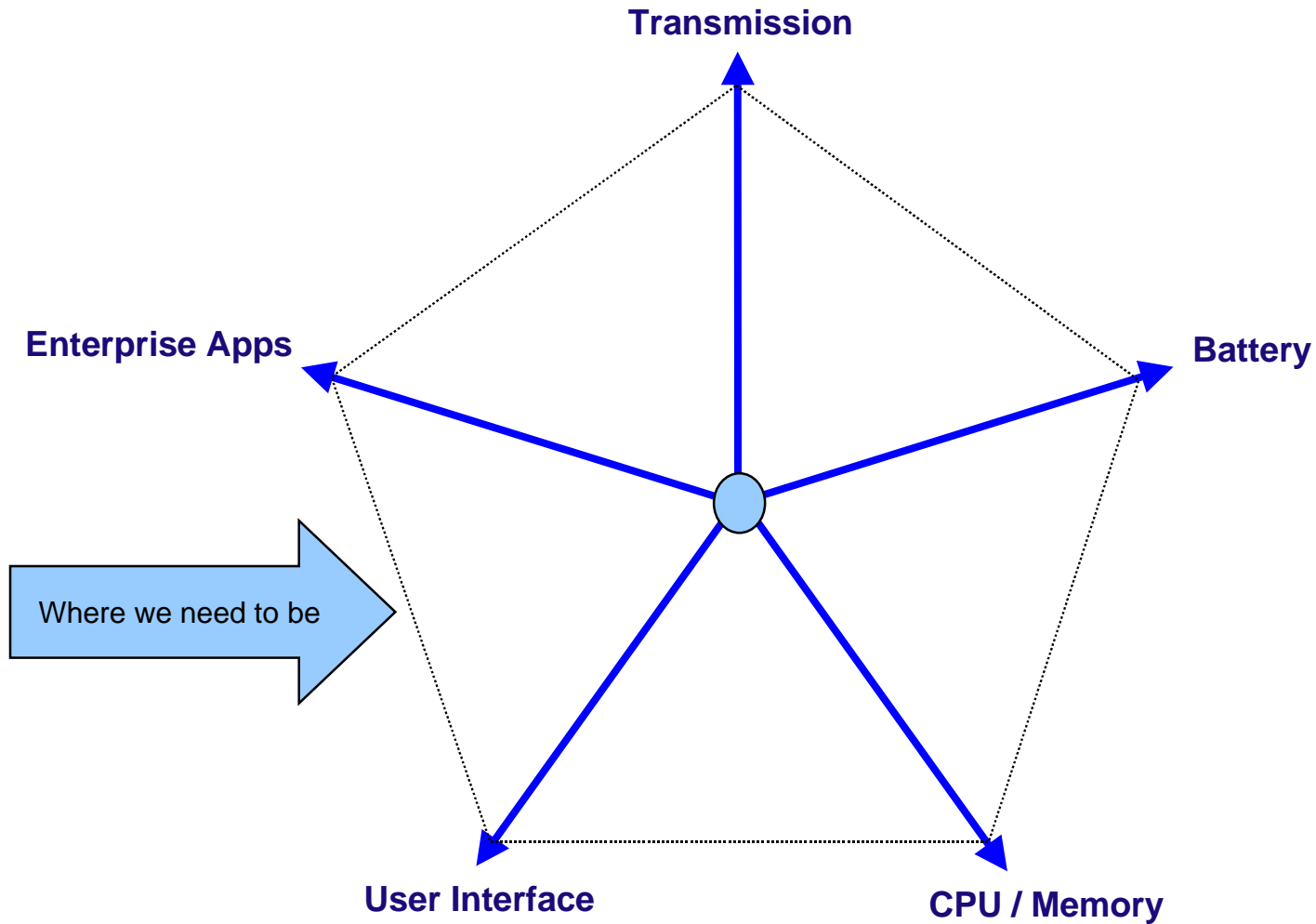
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The Benefits : Friction-Free Sales & Services

- Sales people have perfect information when talking to customers.
- Engineers could be dispatched based on where they are now, they would know exactly how to get to the next site, and they would have perfect knowledge of technical specs.
- There would be no grey time – i.e. wasted time while standing around in airports.
- Employees would have better lifestyles. They wouldn't have to go in to the office or log in from home to fill out annoying reports, read mail, etc.
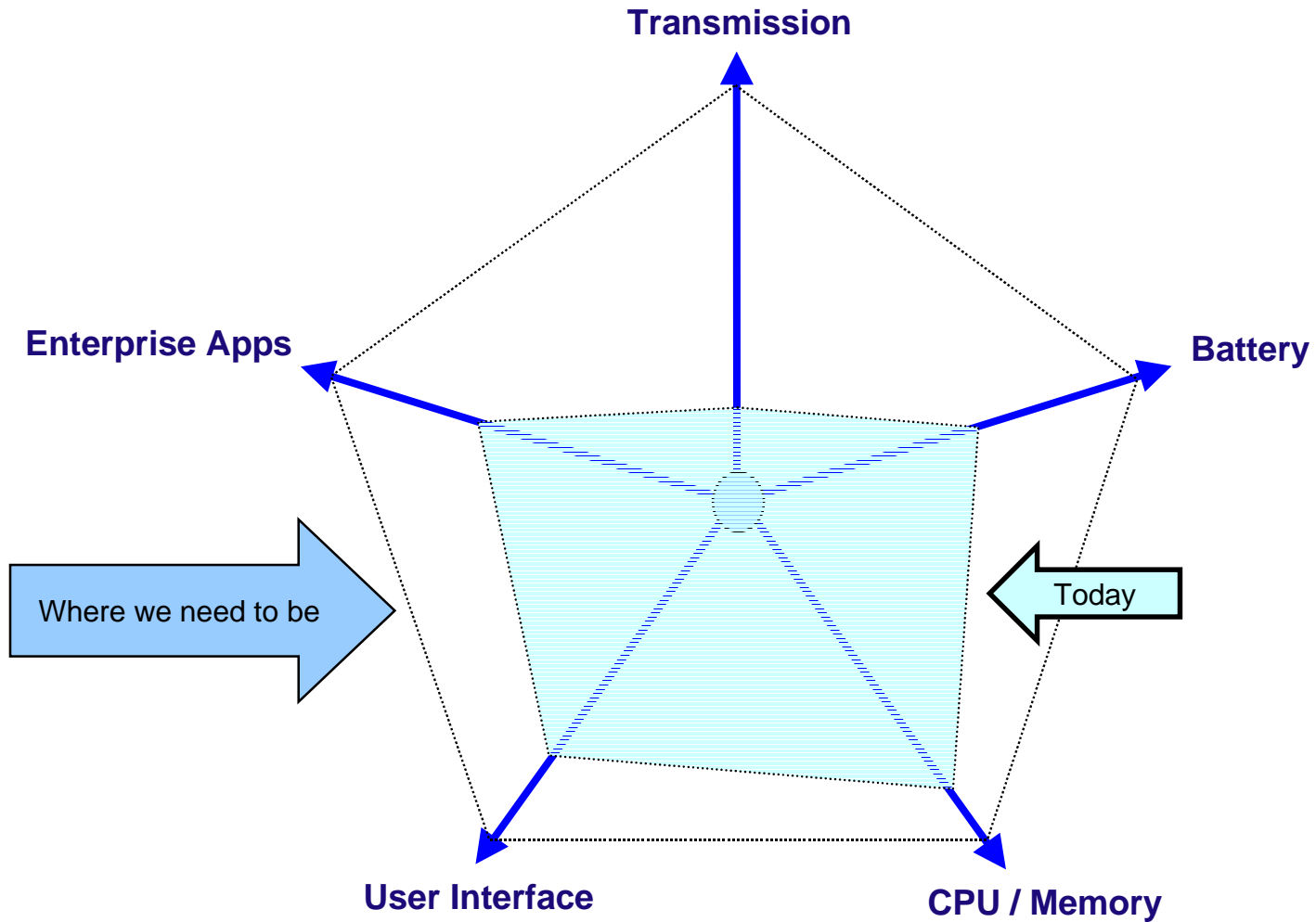
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How Close Can we expect Technology to Come to that Magic

Transmission

Enterprise Apps

Battery

Where we need to be

Today

User Interface

CPU / Memory

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- Nobody can make a buy decision on a large number of references, because that basis has not yet been established.

- The food-chain hasn't yet been established, so we can't expect a lot of mature products meeting all of our needs.

- Therefore this kind of technology is going to be taken up by visionary types.

Technology Adoption Life Cycle

Mobile FS&S is Here

Technology Enthusiasts

Visionaries

Pragmatists

Conservatives
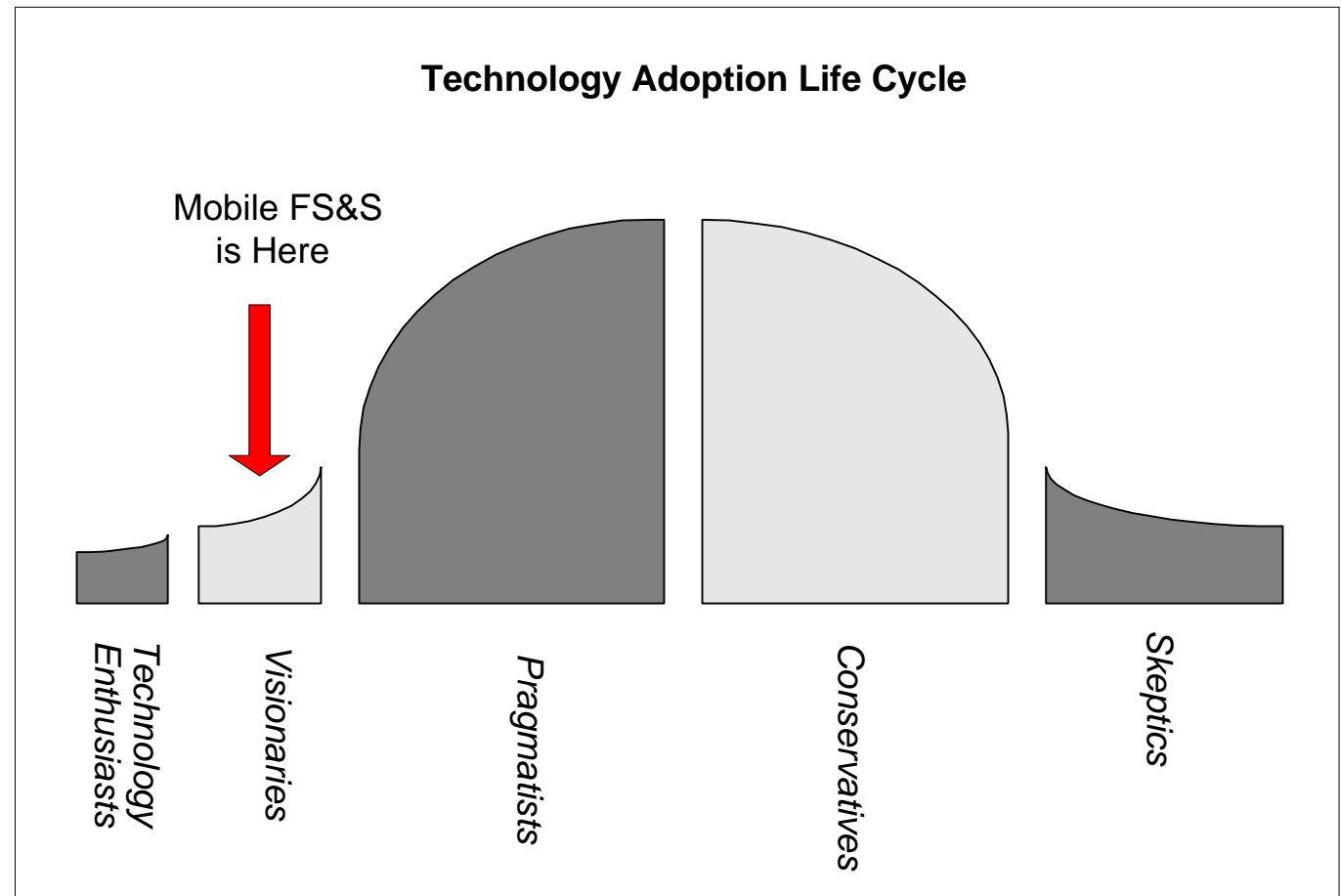
Skeptics

Visionary	Pragmatist
Driven by a dream; the core of the dream is a business goal, not a technology goal	*Insist on references; want to see that somebody else in their industry has done the same thing already*
Looking for a fundamental breakthrough	*Looking for incremental improvement*
In a hurry – see the future in terms of windows of opportunity	*Risk averse; held back from buying PCs, e-mail, etc.*
Work with incomplete products.	*Care about which company they buy from, quality of products, infrastructure of supporting products, and reliability.*

Taken from "Crossing the Chasm", Geoffrey Moore, HarperCollins Publishers, 1991

- *Ford : First company to adopt the assembly line. This was made possible by electricity, which meant that the equipment didn't have to be located in an awkward position next to a water mill.*

- *J. Paul Getty : One of the first telecommuters in the 1930's. Ran his California oil empire from Europe for lifestyle reasons.*

- *Microsoft : Used E-Mail from the early 80's. This was of great benefit to the company both when they were small and as they grew.*

- *HP : One of the fist companies to encourage telecommuting around the world in 1994. The result is increased job satisfaction, reduced commute time, reduced office-space requirements, improved employee retention. HP also had the world's largest intranet at that time.*

- *Cisco : One of the first companies to sell on the internet. Cisco is known for it's high revenue per employee.*

So Let's Mobilize the Entire Enterprise Right Now

NOT !

- Good way to get fired. This is recommended if you have a good severance package.

- Won't work for a global enterprise – too many holes in coverage.
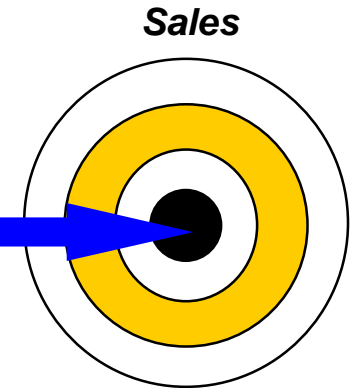
- Unclear costs.

- Take up by employees.

But you should consider running a pilot.
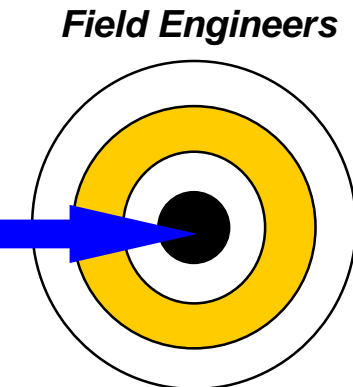
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Things to consider :

✓ *ROI* **: want early success**

✓ *Visibility* **: forward thinking company**

✓ *Good Users* **: who will take this up easily**
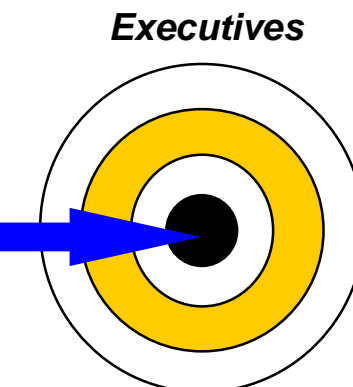
✓ *Buy In* **: who's approval do we need**

Sales

Compelling ROI

Good Visibility

Field Engineer

Compelling ROI

Good Visibility

Good initial users

Executives

Buy in

Great Visibility

Sales

Field Engineers

Executives

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	Sales	Services	Executives
E-Mail			High
Calendar			High
Dispatch		High	
Documents		High	
Updates	High	High	
CRM Access	High		

Reduced
Sales Cycle

Reduced
Support Cycle

Reduced
Dispatch Costs

Delighted
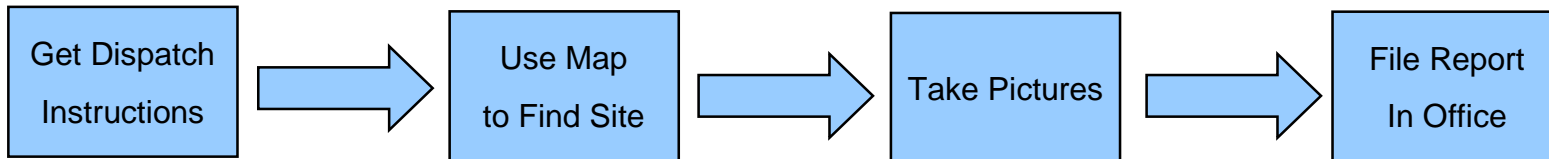Customers

Up-to-Date
CRM

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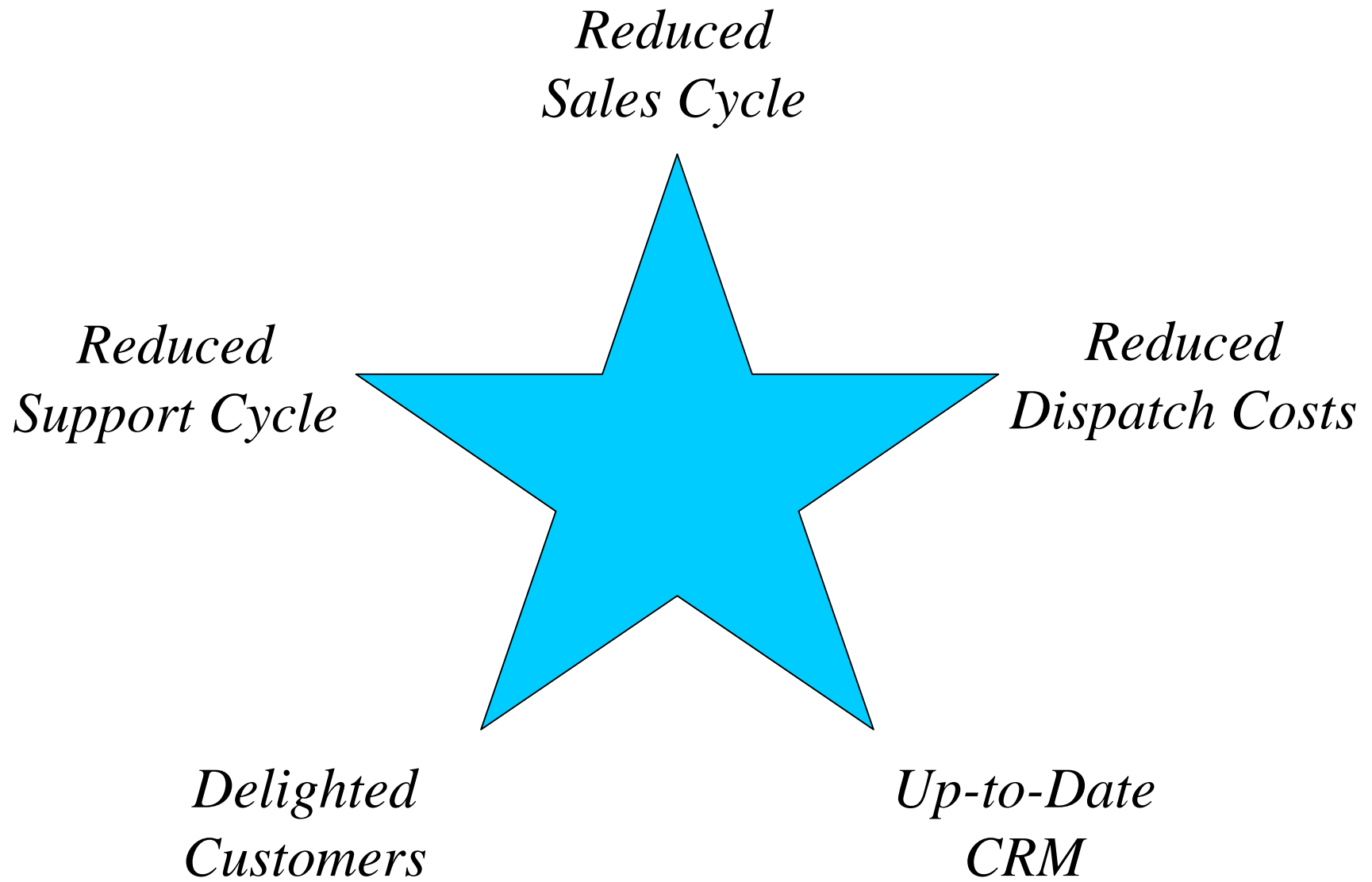
Let's consider the following scenarios:

- Insurance Claims Processor

- Process Control Sales

- Hardware Support Engineer

- Traveling Executive

Before

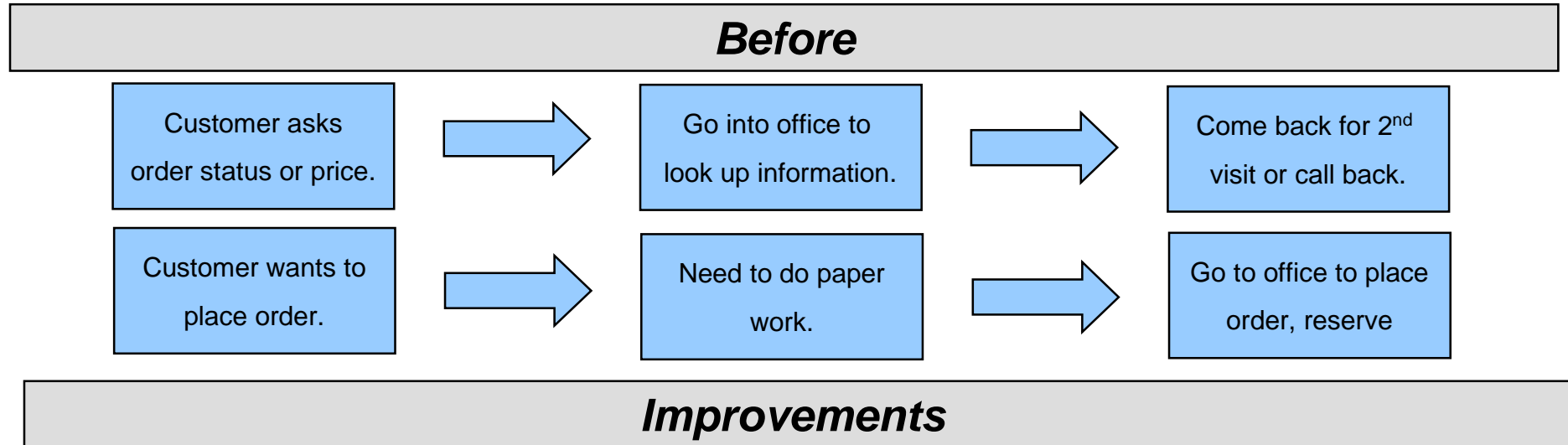| Get Dispatch Instructions	→	Use Map to Find Site	→	Take Pictures	→	File Report In Office

Improvements

- *Dispatch as changes occur*
- *Location instructions with dispatch*
- *Send photo back for estimates on the fly in some cases*
- *Don't have to go to the office for reports*

Bottom Line

- *More claims can be processed per week.*
- *Claims are turned around quicker.*

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Before

Customer asks order status or price.	Go into office to look up information.	Come back for 2nd visit or call back.
Customer wants to place order.	Need to do paper work.	Go to office to place order, reserve

Improvements

- *Salesperson gets order status or price on the fly*
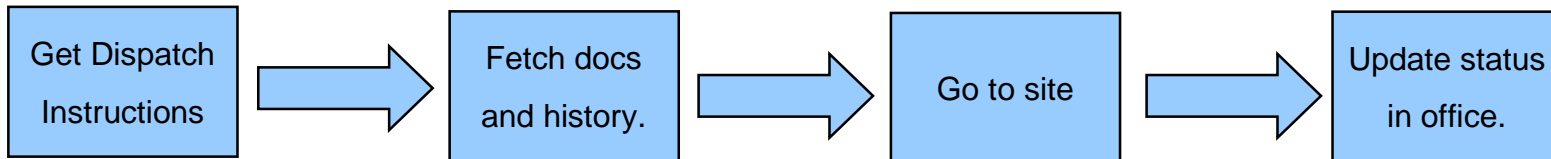- *Can place order and reserve inventory on the fly*

Bottom Line

- *More customer visits per week*
- *Sales cycle is reduced*
- *Upselling*

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Before

| Get Dispatch Instructions | → | Fetch docs and history. | → | Go to site | → | Update status in office. |

Improvements

- *Dispatch as changes occur*
- *Documents retrieved on the fly*
- *Status updated on the fly*

Bottom Line

- *Reduced service cycle*
- *Reduced dispatch costs*
- *Fewer trips to the office*

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Before

- Call Administrative assistant for schedule
- Can't do e-mail.
- Wastes time in airport, etc.

Improvements

- Update agenda on the fly.
- Can do e-mail.
- Less wasted time

Bottom Line

- Less "grey" time
- Better communications in company
- Travel is less disruptive

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Don't Forget to Consider These Things

✓ Security

✓ Always On

✓ Replacements

✓ Training

✓ Scalable

✓ Evolvable – i.e. making the right choices early on

- **Did you build your own OS ?** *Certainly not … unless that's your business.*

- **Did you build your own DBMS ?** *Ditto.*

- **Did you build your own CRM ?** *Probably not … unless that's your business.*

- **Did you build your own voice mail system ?** *Ditto.*

But what mix of customization could I expect – i.e. how much of this will be off the shelf ?

And should I do the integration ?

Ask These Questions

✓ Do they use this stuff ?

✓ Will they be around in 5 years ?

✓ Can I trust them ?

✓ Do they have a roadmap ?

✓ Do they have both telco and enterprise experience ?

✓ Are they commited to this business ?

✓ Can they provide me with one stop shopping ?

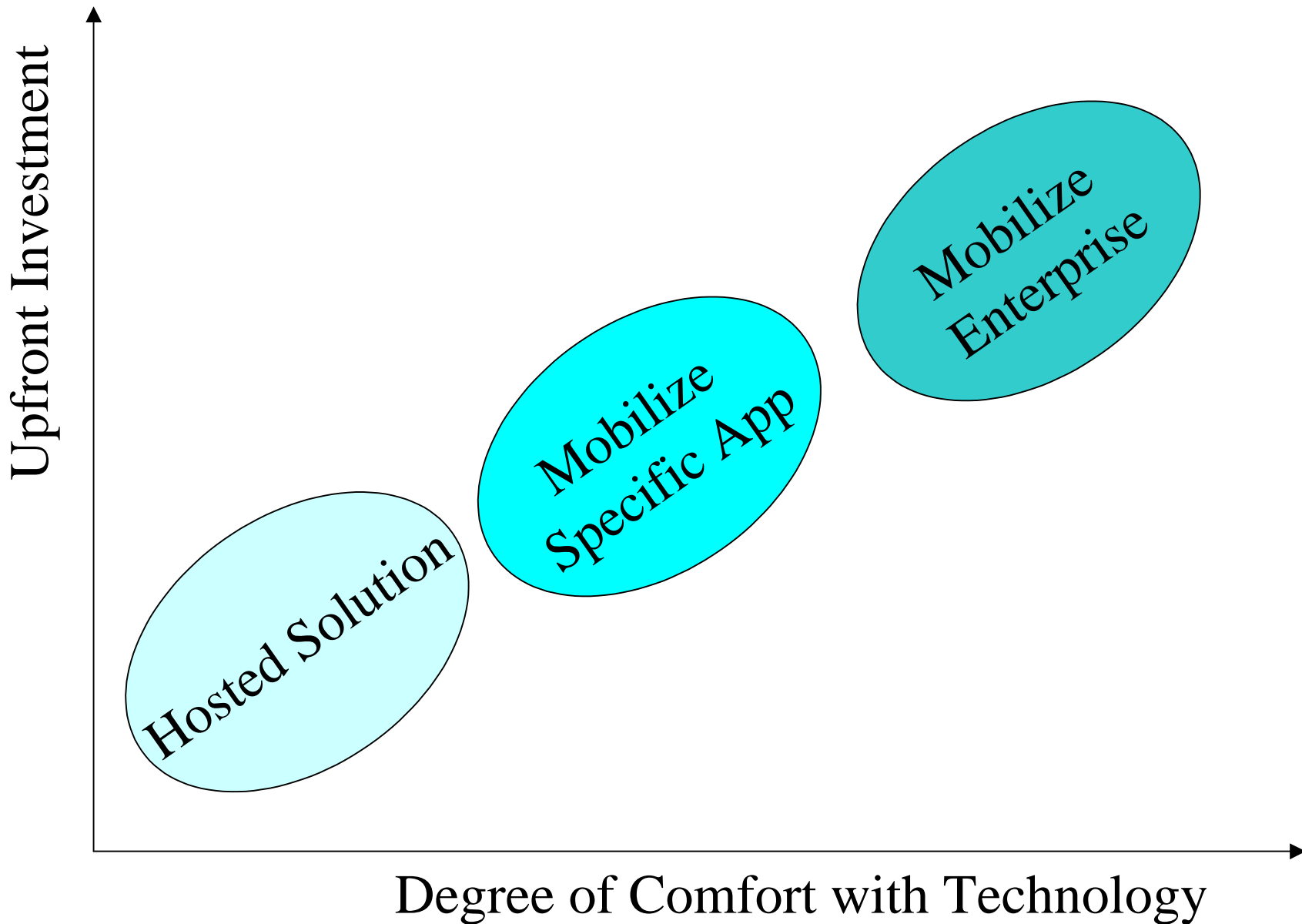| Option	Advantages	Disadvantages
Ruggedized	Doesn't easily break	Expensive
PALM OS	Lot of developers	Less power
Pocket PC	Interface to Enterprise, up and coming, more power	Currently smaller user base
Laptop	Power	Boot up time, size
Handheld	Easy to carry, turns on immediately	Power
Phone	Simple	Poor text interface, etc.
PDA/Phone	Carry one thing	Bulky

Check These Points Before Starting

✓ Right Geography

✓ Right Job Functions

✓ Enthousiasm of users

✓ Training

✓ Measuring Success

✓ Control Group or Control period

✓ Time allowed to achieve success

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