



# ExecBlueprints™

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## Action Points

### I. What IT Challenges Do Consumerization Trends Pose?

In an age where more and more people are expecting to easily navigate your Web site and use their smartphones in your environment, your key concerns must be: How can we protect our data? How can we train people on proper social media use? How can we keep up with the flood of new apps? How can we do this on the same IT budget?

### II. The Bottom Line

Your technology team may feel differently, but you should never develop technology for the sake of technology. Instead, every system you deploy must serve the business – and, preferably, add value to the business. You can assess your progress by asking: Are IT offerings helping us increase revenue? Reduce costs? Improve customer satisfaction?

### III. Must-Have Tools and Services for Meeting Today's Technology Needs

With consumer products such as smartphones driving unprecedented levels of technology use, IT departments are now being asked to provide similar services for business uses, including easily navigable Web sites and mobile business apps that can retrieve and store data, sell tickets, perform building information modeling, and deliver video on demand.

### IV. The Golden Rules for Adapting Consumer Technologies for Business Use

Your team may know how to leverage consumer technologies to meet business purposes, but will employees and/or customers actually adopt them? Thanks to consumerization, many more people are now comfortable with technology. Nevertheless, you can increase your chances of success by soliciting constant feedback and designing for ease of use.

### V. Essential Take-Aways

Trends are now moving so fast that IT can no longer craft a three-year strategic plan that will not see umpteen revisions along the way – and consumerization is driving many of these changes. For example, in their move to rapidly add mobile capabilities, IT leaders are now revising security standards, vendor specifications, and team job descriptions to accommodate these trends in technology.

The CIOs from International Speedway Corporation, UIL Holdings Corporation, and Messer Construction on:

## How the Consumerization of Technology Is Affecting Your IT Strategy

*Craig Neeb*

*Vice President, Multi-Channel Marketing, and Chief Information Officer  
International Speedway Corporation*

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*Chief Information Officer, UIL Holdings Corporation*

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For many reasons, you should be happy that a greater proportion of your user community now has their own smartphones, tablets, etc. Your company's managers are also probably happy that these devices enable unprecedented connectivity both on and off the job. Moreover, they allow for new business capabilities, especially in the mobile services arena. However, this trend toward "consumerization" is not without its challenges: How can you ensure that data is secure when it is stored on someone's personal device? How can your shop become flexible enough to incorporate a continual supply of new apps? This ExecBlueprint addresses both the opportunities and challenges these new technologies present for diverse industries. The authors' advice? Elicit feedback from your users so that you can balance their needs against your capacity. Develop firm mobile device management systems to ensure data security. And, most importantly, never lose sight of the business: consult with your company leaders about what services will continue to most effectively differentiate your company's offerings. ■

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# About the Authors



## Craig Neeb

Vice President, Multi-Channel Marketing, and Chief Information Officer,  
International Speedway Corporation

Craig Neeb serves as International Speedway Corporation's vice president, multi-channel marketing, and chief information officer. Mr. Neeb oversees ISC's information technology organization with specific emphasis on positioning technology to maximize its impact on business strategies as well as the company's strategic planning process. Mr. Neeb is also responsible for executing and optimizing multi-channel marketing programs associated with ISC's consumer marketing strategy. Specific areas of operational oversight

include MRN Radio, interactive media, ISC's Contact Center, creative development, Motorsports Images and Archives, direct mail, and print operations.

Mr. Neeb has been with ISC for over 11 years. During that time he has successfully developed and implemented ISC's digital strategy, a state-of-the-art ticketing solution, ERP implementation utilizing PeopleSoft, campaign management solutions, sponsorship for CRM/order management solutions, and a state-of-the-art mobile retail point-of-sale-technology. His digital strategy has

focused on providing an intuitive and informative site design for guests of ISC facilities. The custom-developed ticketing application was a rationalization of three legacy systems into a browser-based CRM model. All of this technology has enhanced ISC's ability to effectively market and retain its customers.

[Read Craig's insights on Page 3](#)



## Joseph Santamaria

Chief Information Officer, UIL Holdings Corporation

Joseph Santamaria joined UIL Holdings Corporation in 2010 and is responsible for the strategic and operational management of the company's information technology shared-service function. The unit provides strategic planning, project management, application development and maintenance, infrastructure services, computer and network operations, cyber security

services, and quality control. In addition, it manages the relationships with key technology partners.

Previously, Mr. Santamaria served as vice president of enterprise business applications at Pitney Bowes, a company he joined in 2001, supporting global corporate applications. Prior to Pitney Bowes, he was a principal in PwC's Management Consulting practice where

he participated in multiple deployments of leading supply chain, logistics, and order-to-cash enterprise platforms beginning in 1996. Before PwC, he worked at the Werfen Group, a pharmaceutical conglomerate, in multiple European and U.S. locations.

[Read Joseph's insights on Page 6](#)



## Rick Hensley

Chief Information Officer, Messer Construction

Rick Hensley graduated from Miami University with a degree in systems analysis and has spent his entire career focused on using technology to improve business operations. He has almost nine years' experience as a mid-market CIO and is currently the CIO of Messer Construction Co., a \$750 million construction manager in

Cincinnati, Ohio, serving Ohio, Indiana, Kentucky, Tennessee, and North Carolina. He has also served as the CIO chief information officer for a mid-market manufacturer.

Mr. Hensley also has over 30 years' experience as a mid-market business process and technology consultant serving a wide variety of industries. He has also

worked as an executive in a mid-market software company.

[Read Rick's insights on Page 9](#)

# Craig Neeb

Vice President, Multi-Channel Marketing, and Chief Information Officer,  
International Speedway Corporation

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## Defining “Consumerization” in the Company’s Context

To me, the “consumerization” of technology refers to the different types of devices available in the marketplace that anyone can purchase at any time. The issue for us is how these devices are then

devices have enabled a lot of people who probably wouldn’t have thought about using such devices to embrace the technology and feel that it accommodates their needs. Further, I think this trend has pushed IT leaders to look at how this is going to help our business community adopt more technology.

*As a technologist I have a good, keen eye for what technology solutions I can put in place, but in order to maximize their value, I need to work in this dual role [with marketing] so that I know that not only have the solutions been delivered to the user community, but also that they can actually use them.*

Craig Neeb

Vice President, Multi-Channel Marketing, and Chief Information Officer  
International Speedway Corporation

introduced into the business environment and how they will cohabitate in that environment in an effective manner that is both secure and supportable.

I am very open-minded to this consumerization trend. I think it has been positive in that easy-to-use

## Determining Degree of Technology Knowledge Among Employees and Customers

On a tech-savvy scale of 1 to 10, I think our company employees currently rank around a 7. Familiarity with technology definitely varies by



**Craig Neeb**

Vice President, Multi-Channel Marketing,  
and Chief Information Officer  
International Speedway Corporation

*“I believe we need to embrace this consumerization trend and figure out how to enable the devices to cohabitate in our environments.”*

- With company for 11 years
- Designed company’s digital strategy
- Responsible for interactive media and creative development
- Developed mobile retail POS technology

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generation; certainly people entering the workforce today grew up with technology, whereas somebody in the 40-plus demographic had to learn it over time, and especially had to adjust to the rapid changes that have occurred over the last five to seven years. Technology awareness and knowledge also vary by function within the department and naturally depend on the extent to which employees need technology to perform their functions.

However, we do offer our company’s employees a strong foundational training, as well as

## Expert Advice

Our core source of revenue comes from people who attend our races and tracks, and their technology expectations have really increased over the last few years. A lot of that has been driven by the offerings at other sports properties, including football, baseball, and basketball, whose franchises have made significant investments in technology solutions to enhance the guest experience when they come to a property. These include mobile assets, such as the ability to better navigate a facility, and video on demand, which is delivered to a smartphone or iPad.

As a result, fans’ expectations have turned from “that’s nice” to “must have.” Accordingly, our technology strategies are focused on how we can adapt to all of the various types of devices and optimize the experiences that we are delivering on those devices. It has definitely been a key push because, again, the consumer demands drive that.

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personalized training as needed. However, due to the technology in their personal lives, they generally do not require much beyond that. We also have limited the device types that we support in order to maintain some standardization. While our standards are somewhat flexible, they do provide us with a certain level of comfort in that we can offer an acceptable level of service to our end users.

In general our customers are very tech-savvy. Our sport is car racing and the primary sponsor is Sprint, whose main business is selling devices that support this kind of environment. When you look at the trends toward consumerization of technology, Sprint is definitely

an advocate; they promote it all of the time to our guests. As a result, our guests are very smart and savvy and hold certain technology expectations. We are continually challenged to make sure that we can elevate our solutions to meet their needs.

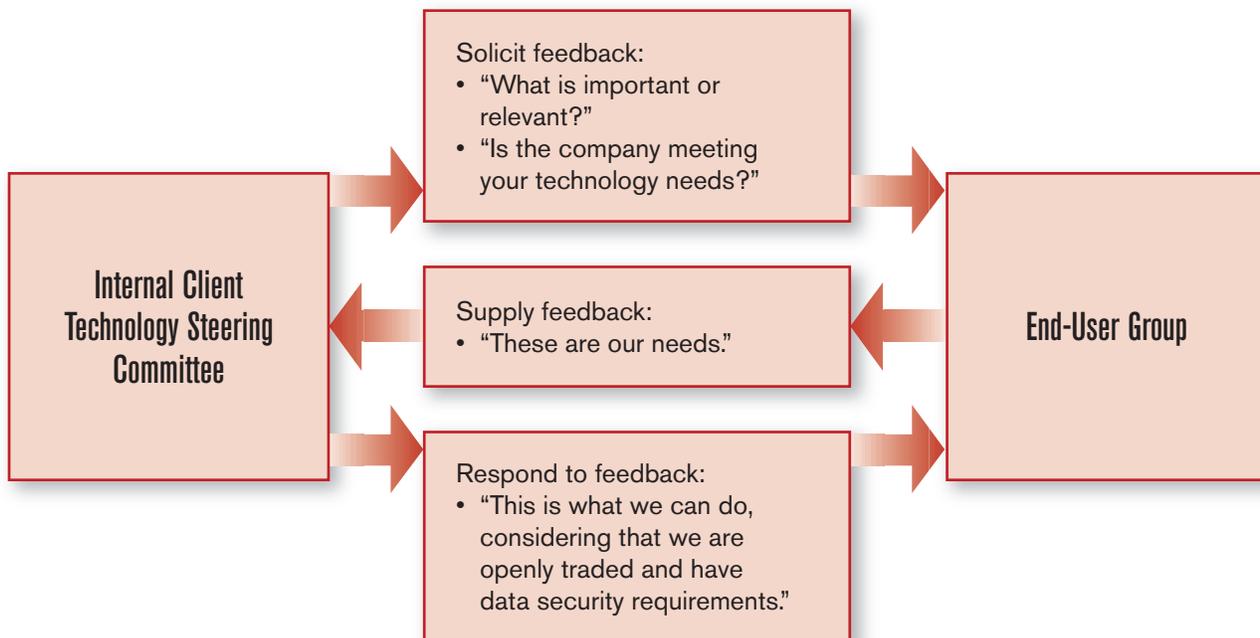
## Marrying Consumer and Technology Strategies

In addition to my CIO position, I also have multi-channel marketing responsibilities, which involve managing marketing operations and the execution of our marketing strategies. I work very closely with our CMO and his reports on both the consumer and corporate

sponsorship sides to really understand their goals and objectives. We then collectively work on developing strategies, which creates a nice marriage between consumer and technology strategies. In other words, we are in extremely close alignment.

While the nature of this dual role is driven by each particular business, IT-marketing partnerships are a smart move; because technology is a key enabler of any business, it is so woven into everyone's expectations. Regardless of the business you're in, I think the CIO needs to be tightly integrated with the business so that solutions can be fully leveraged. As a technologist I have a good, keen eye

## Discussing Consumerization Trends Through the Technology Steering Committee



for what technology solutions I can put in place. However, in order to maximize their value, I need to work in this dual role so that I know that not only have the solutions been delivered to the user community, but that they can also actually use them. If something does not work or meet expectations, I generally know where we need to realign the IT strategy to better enhance the opportunity that the technology will enable.

IT's role in organizations is definitely evolving. Companies assume that IT will be able to keep the network, phones, desktops, and e-mail running, and that the company will commit itself to invest in the effort and cost to make that happen. Now companies are looking beyond these core requirements to analyze the value proposition that IT can deliver to a business that differentiates itself from the business. In other words, how can IT align business strategies and execute differentiating points that add incremental value? As a result of these conversations, I think that IT has now been elevated to a much greater role in the company than just a provider of utilitarian services (e.g., paychecks, month-end close-outs).

## *Evolving IT Strategies*

Our IT strategy is an evolving process. Because it is not predictable beyond six months, we treat it as a three-year vision and revisit it every month to see how we are progressing and if any business priorities have changed. We actually have an internal client technology steering committee that addresses the technology consumerization trend. We solicit feedback from our end users to see what is important or relevant to them and make sure that we are meeting their needs as well as balancing security against supportability. This process is a two-way street: they tell us what their needs are, and then we tell them what we can do, considering that we are an openly traded company and have data security requirements. It creates a dialogue and gives us a tool to measure expectations. The tablet technologies, for example, are an area where we spend more time than we had originally planned because we need to determine how to integrate them into business solutions. How do we use them to sell tickets, for example? How do I use them for marketing presentations to sell to a potential sponsor? Tablets are definitely on our roadmap right now.

## *Upcoming Challenges*

The end users who own and operate technology devices are responsible for handling them securely. They need to hold on to them, password-protect them, and be careful about storing sensitive data on them. The whole social media side is another interesting aspect. Everybody has his or her own personal media accounts and these devices make it easy to send out opinions. We need to know how they are (or are not) representing our track. We have to educate our people about these challenges because they have a responsibility when it comes to the information they're sharing and how they disclose who they work for. Because the devices make sharing information so convenient, people tend to forget some of the obvious things.

I do expect this challenge will continue to increase (especially as younger people enter the workforce) because they will need to be educated about their responsibilities around collecting, storing, and sharing data from a professional standpoint, which has different requirements than mere personal use entails. ■

# Joseph Santamaria

Chief Information Officer, UIL Holdings Corporation

## Defining “Consumerization”

We view “consumerization” as the ability to consume corporate services the same way and by the same mechanisms that an individual consumes services in his or her personal life. There is now less distinction between personal and professional boundaries; we are all connected to both our corporate and private lives from anywhere. Mobility is a big enabler of this trend, so I think what defines consumerization is the ability to make life easier and provide services in a more widespread, simple way.

I view consumerization as a positive trend, because in an open market the best solution wins. It is clear that the traditional IT approach to providing usable solutions that were engaging has been lost to the consumer world. The likes of Amazon, Apple, Facebook, and others set the standard regarding how electronic interactions need to look like. The consumer models are much more usable and customizable; the interaction is simple for users and represents a more successful way of provisioning services — including ones in IT. I keep hearing it over and over again from our users: it is much easier to buy a computer and set it up at home than it is to get one at work. Of course, there are a lot of reasons for the added complexity, but my

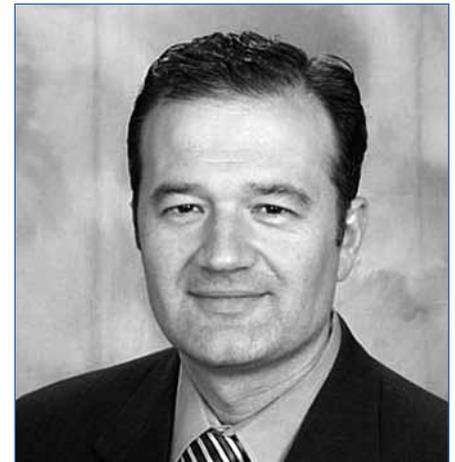
*The more we can incorporate lessons from the consumer world, the more we will be able to improve the relationship between the corporate entity and our internal customers.*

Joseph Santamaria  
Chief Information Officer  
UIL Holdings Corporation

point is that provisioning services is so much easier on the consumer side than it is on the corporate side. The more we can incorporate lessons from the consumer world, the more we will be able to improve the relationship between the corporate entity and our internal customers. An improved relationship will help us be more effective and facilitate a simpler interaction.

## Consumerization Trends with Both Customers and Employees

Both from a customer and employee perspective, consumerization has certainly increased in our company. We are seeing a lot more interactions through mobile



**Joseph Santamaria**  
Chief Information Officer  
UIL Holdings Corporation

*“Our employees are fueling a drive for us to offer Web capabilities that are consistent with those they receive at home.”*

- With company since 2010
  - Responsible for strategic and operational management of IT shared services
  - Previously VP, enterprise business applications, Pitney Bowes
  - M.Sc., Industrial and Applied Physics, University of Barcelona
  - M.B.A., ESADE Business School
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devices and every two or three years we will re-evaluate our Web site to make sure we are not falling behind. When making any improvements, we consider customer feedback, and most of the requests are less about more features, and more about making the interface easier to navigate. An increasing segment of the population expects one-click payment options, easy checkout, and different payment methods like PayPal. These requests carry over from the consumer world, and while we do not have a lot of these features yet,

## Expert Advice

During blackouts or outages, we have seen a tremendous increase in inquiries from mobile devices. That is pushing us toward rethinking how we communicate through text messages and e-mail and whether we are doing enough in that space. During storm situations, we are seeing about a third of requests come through mobile, a third through the Web, and a third through the call center. By contrast, three years ago, three quarters of the communications would have come through landline phone calls to our call centers. This shift will continue to drive us toward investing in technology — or deciding to fall behind compared to other sites.

## Influenced by Consumerization Trends, What Do People Now Expect from Technology? It Depends Who You Ask.

1

### Customers:

- One-click payment options
- Easy checkout
- Different payment methods (e.g., PayPal)
- Access during power outages

2

### Employees:

- Online purchasing capability
- Self-service functions, such as the capability to create expense reports

3

### Company Leadership:

- Increased revenue
- Increased earnings
- Reduced costs
- Alignment with business roadmaps

it is clear to us that our customers want them.

Moreover, the impact of consumerization is felt not only through the increased demands of our external customers. Internally, employees expect easier online transactions. They're used to doing their retail banking through the Web, and they want to be able to buy office supplies and submit expense reports the same way they might shop at their favorite retailer store at home.

### *The Technical Savvy of Employees*

In terms of technical knowledge, our employees cover a wide range. Often, the degree of this technical knowledge is more a function of the type of work they do than the

department they work in or their age. Knowledge workers tend to be more technologically savvy than those in service management, maintenance, or manual work. There are employees who are more naturally inclined toward technological solutions, who see the potential of technology, and who seem to have a facility for technology.

Overall, however, I would say the level of technical understanding has increased in the past three years, which has been driven primarily by the deployment of our SAP and mobility solutions. We employ a number of self-service functions and employees have become much more adept at requesting services through these portals. I think this trend is consistent with what is happening in most industries today.

### *Leadership in Management of Technology*

To provide leadership over our company's technology use, we try to ensure that the objectives we have set for ourselves and for our data practices add value, whether that be in the form of increased revenue or earnings, reduced costs, or whatever the case may be. Everything must be aligned with our business roadmaps, and we never use technology for the sake of technology. At any point, we can be called upon to justify our technology spend by the Department of the Public Utility Commission, and we need to be prepared to have crisp answers to support why a certain investment adds business value and how it aligns to our business or customer needs.

# Joseph Santamaria

Chief Information Officer, UIL Holdings Corporation

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In terms of our overall technology strategy and CIO leadership, in my view the most critical component is ensuring that IT shares a common definition of “success”

with our business partners. They view our company’s technology plan with a sense of ownership; it is not just IT’s. Of course, they would always like us to do more

things, but I think they all would agree that we are working on their top priorities — not just IT’s — and that our technology strategy enables them to become better. ■

# Rick Hensley

Chief Information Officer, Messer Construction

## The Overall Impact of Consumerization Trends

Consumerization is the introduction of new consumer technologies and devices into business environments, and it has had a dramatic impact on the construction industry as well as our company. Traditionally, the construction industry has been more of a follower than a leader in technology. In the past, information typically was more

available on mobile offices away from the actual construction activity. Because of consumerization, however, our people now have the capability to retrieve and update information, as well as impact the cost, quality, and schedule at what we would call the “point of attack,” which is where the construction is actually happening.

Consumerization has also dramatically changed our people’s expectations, as they are used to having applications and information on personal devices. Young engineers who join our organization have personal smartphones and mobile devices, and they expect to use these tools in the work environment. Everybody sees this impact, though it affects some industries more than others.

*Because of consumerization, our people have the capability to both retrieve and update information, and impact the cost, quality, and schedule at what we would call the “point of attack,” which is where the construction is actually happening.*

Rick Hensley  
Chief Information Officer  
Messer Construction

available on mobile offices away from the actual construction activity. Because of consumerization, however, our people now have the capability to retrieve and update information, as well as impact the cost, quality, and schedule at what we would call the “point of attack,” which is where the construction is actually happening.

## The Impact of Consumerization on IT Strategy

This consumerization trend probably influences two or three areas the most. As we look at new enterprise systems, we need vendors to demonstrate their capacity to support applications on mobile



**Rick Hensley**  
Chief Information Officer  
Messer Construction

*“While I know mobile devices and applications are changing the way the business world works, I think they have had an especially dramatic impact on the construction industry.”*

- Nine years’ experience as a mid-market CIO
- Over 30 years’ experience as a business process and technology consultant
- Systems Analysis degree from Miami University

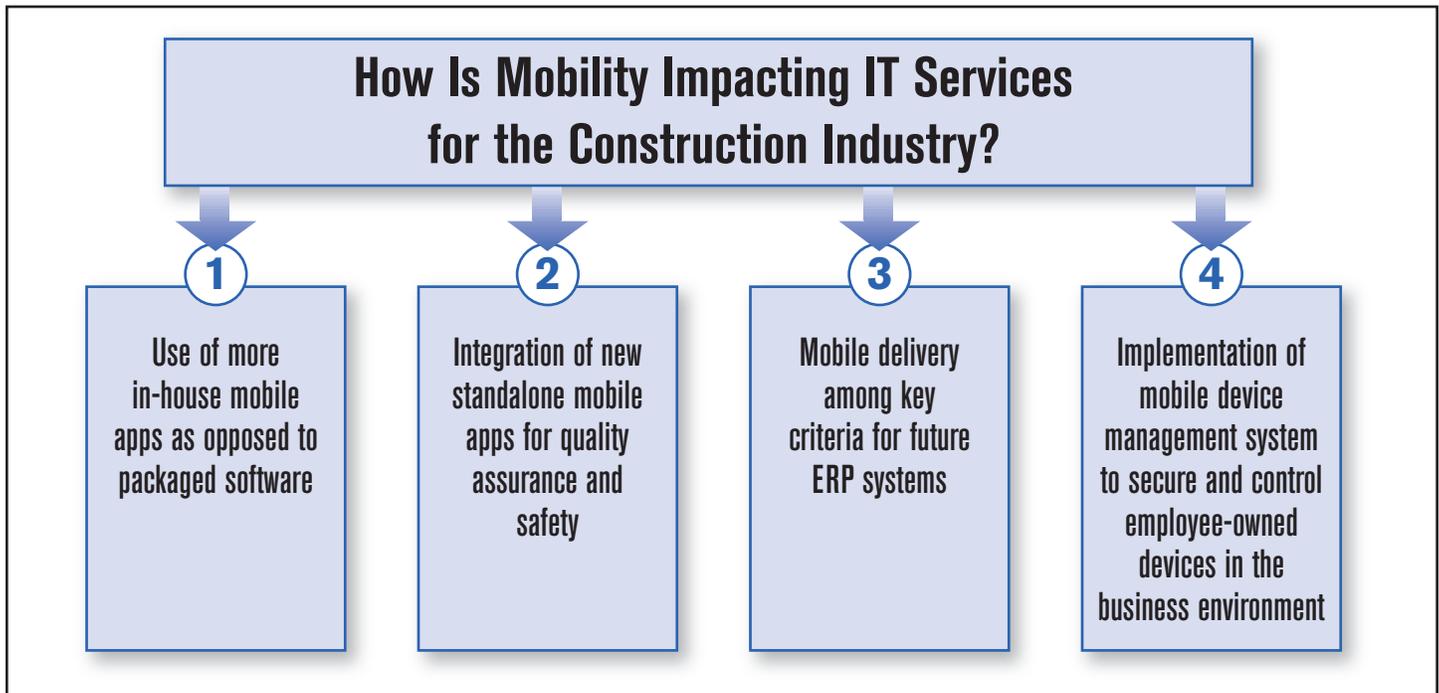
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devices. Each of these enterprise system vendors has a different approach with different levels of capabilities. The trend also pushes us in our deployment: if you had asked me even a year ago if we would have a mobile apps developer on our team (or somebody who was at least partially focused in this area), I would have said, “no.” Today, however, I say, “yes” and not only do I need one, but soon I am going to need a couple.

Even though traditional thinking says that strategic plans need to account for three or four years, I don’t think IT can reasonably look

### Expert Advice

The capability of 3D tools, which we call building information modeling (BIM), offers significant advantages over paper drawings. The ability to review, share, and update these models at the “point of attack” using mobile devices is a “cost, quality, and schedule game-changer” for construction. In addition, other apps are being developed specifically for quality assurance and safety. Granted, much of that information was available on some ruggedized laptops, but the cost of these devices three or four years ago was \$5,000 to \$10,000. Suddenly, over the last three years, this cost has been driven down to \$500 to \$1,000, which has eliminated many of the cost barriers.



that far ahead, as consumerization has demonstrated. Even two years ago I could not have predicted the impact that mobile devices would have on our business. Of course, they would not even have been on a five-year plan if I had drafted that three years ago.

### **Upcoming Changes in Strategy**

We plan to do more in-house development of mobile apps. In the past, we primarily used packaged software and added functionality around the periphery. With mobile devices, I see us developing apps that will be custom to Messer and which could be used by customers — and would be seen as differentiators in the eyes of our customers.

Secondly, we are going to evaluate standalone mobile apps for areas such as quality assurance and safety products. Our strategy is to pick products that satisfy most of our needs and integrate them into

our technology environment as quickly as possible.

Thirdly, as we consider the enterprise resource planning systems (ERP) of the future, mobile delivery will be among our key evaluation criteria. Two years ago this wasn't even an evaluation criterion; now it is one of the most important.

Another big change I would not have seen a year ago is that we are in the midst of implementing a mobile device management (MDM) system that will be able to secure and control mobile devices that our employees bring to the job. This MDM will help us support the strategy of “bring your own device (BYOD),” which is a trend we want to promote.

### **The Challenges of Consumerization**

One of the key challenges surrounding tablet and smartphone

usage is that they have introduced new technologies and skills that IT must support. Yet, in today's economy, we need to take on this extra development and support using the same number of people. That is a huge challenge for us: how do I develop and deliver all of those apps the business needs with one or two app developers, when I may well need three or four? While we might be able to outsource some of the development, company personnel still need to be involved at some level.

Finally, consumerization will challenge IT to be much more nimble and able to react quickly to evaluate new applications that may not exist today, but will become available in six months or less. We can no longer take 18 to 24 months to evaluate and implement an application that is available today in the consumer environment. ■

# Ideas to Build Upon & Action Points

## *I. What IT Challenges Do Consumerization Trends Pose?*

Now that consumer-oriented technology is being integrated into workplace environments in ever-increasing numbers, IT leaders must be prepared to address issues that would be raised by the introduction of any new system into the IT infrastructure, as well as those unique to the nature of these particular devices. These can include:

- Ensuring ongoing data and infrastructure security
- Gaining adherence from users on protocols for storing sensitive information and sharing company-related content on social media sites
- Fulfilling the increased expectations for services and connectivity from customers and employees — especially when IT budgets are not growing proportionately
- Being more nimble and flexible so that new technologies can be rapidly evaluated and implemented

## *II. The Bottom Line*

When considering overall technology strategy — and how consumer devices will fit into that strategy — the most critical component is ensuring that IT shares a common definition of success with the business. After all, IT does not exclusively “own” the company’s technology plan; rather, it must help the company meet overarching business objectives. How do you measure success? You need to determine the ways that IT products and services are. . .

- Increasing revenue
- Boosting earnings
- Reducing costs
- Meeting customers’ and employees’ ever-increasing expectations
- Doing more with the same resources
- Providing differentiation (and, hence, added value) to company offerings

## *III. Must-Have Tools and Services for Meeting Today’s Technology Needs*

Now that technology is playing a more integral role in people’s personal lives, your company’s leadership, employees, and customers have elevated the IT function to encompass more than providing utilitarian services and reports. Today, IT is expected to provide consumer-grade services and capabilities within a complex company infrastructure, which include supporting a steadily increasing array of mobile devices and platforms. Examples of such “disruptive” technologies discussed in this report are:

- Video on-demand that can be delivered to smartphones or iPads
- Business solutions that utilize tablet technologies (such as for selling tickets)
- Merchant Web sites that feature one-click payment options, easy checkout, and different payment methods, such as PayPal
- Emergency communications capabilities
- Self-service employee functions, such as expense report generation
- Data collection and retrieval from remote locations
- 3D tools, such as building information modeling (BIM)
- Customized mobile apps for many purposes, such as quality assurance and safety

## *IV. The Golden Rules for Adapting Consumer Technologies for Business Use*

Many IT professionals believe the consumerization trend has been positive in that easy-to-use devices have enabled a lot of people to embrace technology, and these skills can also be applied in workplace settings to promote efficiency, foster innovation, and streamline overall operations. While your technology team may be aware of which consumer solutions can be converted to business use,

you also must know how to partner with the user community to ensure your tools will actually be used. Best practices for working with your stakeholder groups include:

- Knowing the differing levels of technology proficiency throughout your organization
- Offering baseline trainings in essential areas
- Soliciting feedback from the company’s end users on their technology needs and expectations, and sharing IT’s constraints and capabilities
- Prioritizing simplicity and ease of use in system designs

## *V. Essential Take-Aways*

Now more than ever, IT strategy must be an evolving process, requiring constant revision and realignment as new technologies are developed and practices are, accordingly, adjusted or transformed. In the past two years, consumerization trends — particularly in the mobile technology arena — have fueled many rapid shifts in technology use among the general population, and significant scrambling among IT teams to ascertain how these consumer devices can safely and productively “cohabitate” in their environments. Their findings have led to the following adjustments to IT strategy:

- Addition of mobile app developers to IT teams to enable in-house development
- Critical assessment of off-the-shelf mobile apps for business use
- Development of new security standards that can accommodate numerous device types
- Web site enhancements to accommodate mobile devices and promote easier navigation
- New requirements for enterprise system vendors to offer mobile delivery ■



## 10 KEY QUESTIONS AND DISCUSSION POINTS

- 1 How do you define “consumerization” of technology at your company? Do you view this as a positive or negative influence?
- 2 On a scale of 1–10, how tech-savvy do you consider your company’s employees? How does technical knowledge vary by department or by generation?
- 3 Has the growing acceptance of technology influenced your IT strategy?
- 4 What type of leadership do you provide in managing your company’s use of technology? How do these support your company’s overall technology strategy?
- 5 In the past three years, how have expectations regarding IT services, capabilities, and responsibilities changed? How can you address any gaps in expectations versus reality?
- 6 What are your current best practices for teaching technology to non-IT staff at your company? How have your methods changed in the past three years?
- 7 In the next 12 months, what changes do you plan to make to your IT strategy? How will they address consumerization issues? What do you hope to accomplish?
- 8 What are the top five challenges you face as a result of the consumerization of technology? How can you address them?
- 9 How have your ROI measurements changed in the past three years? Has this change helped the bottom line or hindered it?
- 10 What benchmarks do you use to monitor IT consumerization trends and/or issues?