



A Business Case for Mobility Solutions

For Healthcare Providers

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The right prescription for healthcare: Boost productivity and rein in mobile expenses with access to secure, enterprise-grade UC

Introduction

This white paper is designed to help you build a business case for the use of mobility in healthcare based on tangible Avaya case study examples.

Mobile technology is poised to change the business of healthcare—how it's delivered, the quality of the patient experience and by raising productivity expectations via reducing unproductive time, improving logistics, and providing anywhere, anytime access to information and collaboration.

Wireless expert and author of a mobility study, Roger Entner, estimated that the use of mobile technology in the healthcare industry increased productivity by \$11.2 billion in 2011 and is projecting productivity gains of \$305.1 billion over the next 10 years in medicine arena alone.¹

As a result, mobile use cases such as health call centers, SMS appointment reminders, telemedicine, accessing electronic medical records, measuring treatment compliance, raising health awareness and monitoring patients are rapidly proliferating. And physicians are leading the charge.

A survey conducted by PricewaterhouseCoopers' Health Research Institute² found that:

- 56% of physicians believed mobility could help expedite decision-making
- 39% said it would reduce the time it takes for administrative tasks
- 36% said it would increase collaboration among physicians
- 26% said it would increase time spent with patients
- 40% said they could eliminate 11% to 30% of office visits through the use of mobile health technologies such as remote monitoring, email or text messaging with patients.

The enthusiastic adoption of mobile solutions clearly showcases the merits and benefits of employing mobility in the delivery of health and wellness services and the growing acceptance of mobility practices among various stakeholders in the industry.



Edna Boone in an article titled, **Five Ways Mobile Tech Can Improve Your Health³ offers some interesting statistics:**

- By the end of 2012, downloads of healthcare apps numbered 44 million. By 2016, that number is expected to increase to 142 million downloads.
- By the summer of 2013, 13,000 consumer health apps will be available for download on the iPhone. About half of those have been created for medical professionals.
- More than 80% of physicians own a mobile device, compared to 50% of the general U.S. population.

Is BYOD the right cure for high mobility costs?

Discussing the use of mobile devices in the healthcare arena merits a conversation about the Bring Your Own Device (BYOD) trend. BYOD is the concept of organizations permitting staff to use their own mobile devices for work-related purposes.

For healthcare IT professionals, the challenges associated with BYOD include: allowing privately-owned devices to access and store hospital and patient information and mandating data encryption where necessary, drafting and updating policies to properly protect against HIPAA violations, ensuring multi-platform integration of key software applications, and making decisions on how to manage usage charges employees incur when personal devices are used for professional purposes.

So, why do some organizations embrace BYOD? On the surface, BYOD appears to lessen mobile expenses when employees pay for their own plans and devices. But, in actuality, BYOD programs can be more costly and complex due to the intermingling of corporate and private data on mobile devices. According to the Aberdeen Group, a healthcare group with 1,000 BYOD mobile devices will spend an average of \$170,000 U.S. more per year than the organization with a centrally procured, corporate-owned and managed mobile devices; highlighting the value of deploying enterprise UC clients on devices that secure and separate personal and corporate data. ⁴

The most expensive issues, though, can arise on the billing side. Each BYOD device may be tied to a rate plan, but can also rack up serious service charges, depending on how and where it is used. Significant billing overages, runaway long distance charges, and exorbitant domestic or international roaming fees are an everyday occurrence. So how can healthcare organizations mitigate these costs and what technology solutions could help?

Mobile math: roaming, overages, and minute plans = an unhealthy bottom line

Despite severe resource constraints, organizations are still expected to improve the quality of patient care while juggling increasing healthcare regulations, growing patient capacity and skyrocketing device use. Managing multiple, costly and increasingly disparate communications systems can negatively impact productivity. And delayed responses to patients and colleagues can increase administrative and financial burdens and risks. Problems tracking these devices, managing usage charges and securing mobile devices is costing millions.

How bad is it? If healthcare organizations supporting more than 1,000 connected mobile devices do not create and enforce cost management strategies and solutions, it's all but guaranteed that mobile communications costs will rise sharply, and so will the risks associated with device and data losses.

Healthcare organizations need a solution that can improve workflow and patient throughput, streamline team communications and provide faster, security-rich access to critical near real-time information.

Medical mobility device use and costs are soaring⁵

1. By the end of 2012, four out of five physicians will use smartphones
2. 85% of U.S. physicians own or use smartphones professionally
3. 62% of U.S. physicians own a tablet in 2012, up from 31% in 2011
4. 81% of physicians own an iPad
5. 50% of tablet owning physicians have used their device at the point of care
6. 39% of U.S. physicians communicate online with patients via email, secure messaging, instant messaging, or online video conferencing
7. 66% of physicians use online video to learn and keep up with clinical information
8. Physicians spend an average of 11 hours online for professional purposes per week

This white paper will highlight the spiraling costs associated with the rising number of mobile users in healthcare organizations; identify the key market trends and business challenges created by the complexities of a mobile workforce; outline options for cost containment; and showcase case studies and real world cost incentives for choosing solutions that will reduce mobile expenses.

Containing mobile costs: Implementing mobile Unified Communications

In highly mobile, 24/7 environments, healthcare professionals have a critical need to connect with each other and with vital information. Traditionally, they have relied on telephones, pagers, fax, email, and regular mail. On average, medical professionals spend 20 minutes or more each day trying to reach other staff members, while message retrieval and attempted call backs can easily take up to an additional 30 minutes.

Studies have found that nurses would save at least 15 to 30 minutes per day if they could reach physicians on a single number on the first try. Clinicians and physicians need a more effective communication solution so they can spend less time playing phone tag and more time caring for their patients.

Unified communications (UC) applications deliver a complete set of voice, data and video capabilities in a single integrated experience. The value proposition for healthcare to deploy mobile UC is twofold: ensuring that mobile medical professionals are easily reachable and that they have secure anywhere access to enterprise grade telephony and UC capabilities – enabling more effective collaboration, while reducing costs.

In the process of creating an Avaya Case Study, which was based on a U.S. organization consisting of 15,000 people, we analyzed 2,500 of its mobile users. The study illustrates several cost containment options that would not only save organizations millions of dollars but also payback deployment costs in less than three months. While there may not be a single solution or universal way mobile users behave, users need specific guidelines regarding how to work with the devices and clients. Matching user behavior to the expected usage scenarios of any solutions is key to success.

First, let's examine a typical breakdown in terms of minutes used by the 2,500 U.S. mobile professional in various roles. In this case study, the company mandated that employees used corporate liable plans, versus individual plans, which pools unused and reused minutes across users.

	Corporate Liable Plan	# of Mobile Users
Low Usage Employee	< 400 Min.	823
Typical Employee User	450 min. or 7.5 hrs	420
Campus Roamers	900 min. or 15 hrs	306
Virtual & Field Workers	1350 min. or 22.5 hrs	259
Remote Workers i.e. Telemed Workers	2000 min. or 33.3 hrs	520
Int'l Warriors i.e. DRs w/out borders, conference, etc	4000 min. or 66.67 hrs	122
Executive Warriors i.e. Traveling Staff such as home care, regional supervisors	6000 min. or 100 hrs	50

Now let's look at voice plan costs based on the above user breakdown and using carrier published tariff rates.

Avaya Case Study: What this enterprise pays today

What this organization pays today								
	US\$	Low Usage Employee	Typical Employee	Campus Roamers	Virtual & Field	Sales	Int'l Warriors	Exec. Warriors
		<400 mins, 2GB Data, 1000 text	450 mins, 2GB Data, 1000 text	900 mins, 2GB Data, 1000 text	1350 mins, 2GB Data, 1000 text	2000 mins, 2GB Data, 1000 text	4000 mins, 2GB Dom/ Int'l Data, Unlmted text	6000 mins, 2GB Dom/ Int'l Data, Unlmted text
1	Minutes	\$19.99	\$44.99	\$64.99	\$84.99	\$104.99	\$154.99	\$204.99
2	Data	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	\$104.99	\$104.99
3	Text (1000)	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$20.00	\$20.00
4	Int'l Dialing	\$6.99	\$6.99	\$6.99	\$6.99	\$6.99	\$6.99	\$6.99
5	Avg Voice Overage*	\$49.65	\$143.29	\$53.18	\$51.67	\$17.06	\$43.24	\$28.38
6	Avg Roaming Charges	\$1.10	\$12.51	\$12.48	\$25.69	\$11.31	\$22.34	\$27.92
7	Subtotal	\$127.73	\$257.78	\$187.64	\$219.34	\$190.36	\$352.55	\$393.28
8	# Employees	823	420	306	259	520	122	50
9	Monthly cost	105,122	108,266	57,417	56,809	98,985	43,011	19,664
10	TOTAL Monthly Cost	\$489,274						
11	TOTAL Yearly Cost	\$5,871,289						

Did you know?

Avaya Mobility solutions can help healthcare providers connect:

- Single number reach lets staff publish one number and control where this number rings so they never miss a call
- Simultaneous ring directs calls to where you are by ringing up to five devices like your smartphone, desk phone, softclient on laptop and home phone.
- Presence shows you where colleagues are located at any time (i.e. "in surgery" and "on rounds"), how they prefer to be contacted, and when they are free.
- Visual voice mail lets you view transcribed voice mails similar to the format of emails and receive real-time emergency alerts your smartphone or tablet.

In this scenario of a 15,000-person organization with 2,500 mobile users, the base level monthly expense of \$489,274 is high, but the yearly cost at \$5,871,289 is staggering. Even with potential carrier discounts of 18% to 25%, this would be a large outlay.

If that same organization could eliminate or reduce international charges, reduce voice overages by 80%, and eliminate roaming charges, what savings would be realized? By removing the \$6.99 long distance charges in line 4 of the chart above for all users, reducing the overage costs 80%, voice charges in line 5 are then reduced and roaming charges are eliminated in line 6, the yearly cost drops by nearly 32% or \$1,875,434.

Scenario 1: What if this organization eliminated international dialing fees, reduced voice overages by 80%, and eliminated roaming charges? What could they save?

New Monthly Cost Using Avaya Mobility								
		Low Usage Employee	Typical Employee	Campus Roamers	Virtual & Field	Sales	Int'l Warriors	Exec. Warriors
	(US\$)	<400, 2GB Data, 1000 text	450 mins, 2GB Data, 1000 text	900 mins, 2GB Data, 1000 text	1350 mins, 2GB Data, 1000 text	2000 mins, 2GB Data, 1000 text	4000 mins, 2GB Dom/ Int'l Data, Unlmtd text	6000 mins, 2GB Dom/ Int'l Data, Unlmtd text
1	Minutes	\$19.99	\$44.99	\$64.99	\$84.99	\$104.99	\$154.99	\$204.99
2	Data	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	\$104.99	\$104.99
3	Text (1000)	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$20.00	\$20.00
4	Intl Dialing Eliminated	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$6.99	\$6.99
5	Average Voice Overage*(20%)	\$9.93	\$28.66	\$10.64	\$10.33	\$3.41	\$8.65	\$5.68
6	Avg Roaming Charges Eliminated	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
7	Subtotal by Type	\$79.92	\$123.65	\$125.63	\$145.32	\$158.40	\$295.62	\$342.65
8	# Employees by Type	823	420	306	259	520	122	50
9	Monthly cost by Type	\$65,774	\$51,932	\$38,442	\$37,639	\$82,369	\$36,065	\$17,132
10	SUBTOTAL Monthly Cost	\$329,353						
11	Add'l PBX charges**	\$1,725						
12	TOTAL Monthly Cost	\$331,078						
	TOTAL Yearly Cost	\$3,972,937						
14	SUMMARY OF SAVINGS	32.33% \$1,898,352 per Year						
	*Overages include long distance costs and minutes used above plan							

** When long distance calls are routed thru the PBX, additional PBX charges apply. In the U.S. case study, international calls routed via dedicated or switched PBX range between \$.022 and \$.064. The average PBX cost was calculated by summarizing one month's long distance minutes, which came to an average cost of \$.054.

In this scenario, if an organization lowered cellular network usage overall would a lower level voice plan also cut costs? By lowering the voice plan of all users except for the Low Usage Employee let's look at what happens. In line 1, the Typical Employee's voice plan is now \$19.99, the Campus Roamers (nurse or therapist) is \$44.99, Virtual Worker is \$64.99, Sales is \$84.99, International Warriors is \$104.99 and the Executive Warrior (Traveling Staff) is at \$154.99. Without changing any other line item, as you can see in line 12, the yearly cost would drop again by an impressive 8.59% or \$504,240.

Scenario 2: What if this organization lowered employee voice plans by one level? What would they save?

New Monthly Cost Using Avaya Mobility								
		Low Usage Employee	Typical Employee	Campus Roamers	Virtual & Field	Sales	Int'l Warriors	Exec. Warriors
	US\$	<400, 2GB Data, 1000 text*	<400 mins, 2GB Data, 1000 text	450 mins, 2GB Data, 1000 text	900 mins, 2GB Data, 1000 text	1350 mins, 2GB Data, 1000 text	2000 mins, Int'l Data, Unlmted text	4000 mins, 2GB Dom/Int'l Data, Unlmted text
1	Minutes	\$19.99	\$19.99	\$44.99	\$64.99	\$84.99	\$104.99	\$154.99
2	Data	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	\$104.99	\$104.99
3	Text (1000)	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$20.00
4	Int'l Dialing	\$6.99	\$6.99	\$6.99	\$6.99	\$6.99	\$6.99	\$6.99
5	Average Voice Overage	\$49.65	\$143.29	\$53.18	\$51.67	\$17.06	\$43.24	\$28.38
6	Avg Roaming Charges	\$1.10	\$12.51	\$12.48	\$25.69	\$11.31	\$22.34	\$27.92
7	Subtotal	\$127.73	\$232.78	\$167.64	\$199.34	\$170.36	\$292.55	\$343.28
8	# Employees	823	420	306	259	520	122	50
9	Monthly cost	\$105,122	\$97,766	\$51,297	\$51,629	\$88,585	\$35,691	\$17,164
10	TOTAL Monthly Cost	\$447,254						
11	TOTAL Yearly Cost	5,367,049						
12	SUMMARY OF SAVINGS	8.59% \$504,240 per Year						
		* <400 is the lowest plan available						

Let's say that this health organization is outside North America. In regions outside of the North America, a significant percentage of mobile expenses are incurred by long distance and roaming charges. Long distance charges apply when a mobile user makes a call to another country and roaming costs apply when a mobile user is traveling to another country and makes a cellular call.

Because of the varying voice plans by country, we'll analyze three countries. These three countries represent only a percentage of the total EMEA (European region) mobile user population.

The average per user long distance charges by country is the following:

* Adjusted this number to reflect 400 users that are back office employees

Annual Long Distance Costs per User by Country			
Country	Cost Today	# of Users*	Per User
United Kingdom (UK)	\$41,197	450	\$91.55
Germany	\$81,386	670*	\$121.47
United Arab Emirates (UAE)	\$116,007	70	\$1,657.24



Using Avaya Mobility solution to route long distance calls through the organization's communication system, how much could be saved? The savings are 65%, 92% to 69% respectively or a total of \$181,257 annual savings for just these three countries alone.

Scenario 3: What if this organization routed long distance cellular calls through their communications system? What could be saved?



Annual Long Distance From Mobiles and Savings				
Country	Cost Today	Cost using Avaya Mobility*	Savings	%
UK	\$41,197	\$14,207	\$26,990	66%
Germany	\$81,386	\$6,650	\$74,736	92%
UAE	\$116,007	\$36,476	\$79,531	69%
TOTAL	\$238,590		\$181,257	

Note: Costs using Avaya Mobility solution took into consideration the additional costs incurred if long distance calls were routed to the company's PBX. PBX calls were on average 80% less than the other methods of long distance calling.

Similarly, we looked at reducing roaming charges. Roaming charges are incurred when mobile users make calls outside of their host country. In Germany, the U.K. and the UAE region, the savings are equally remarkable.

There are two ways organizations can save on roaming charges:

- 1) By utilizing the Wi-Fi when available
- 2) Using local SIM cards, plus Avaya Mobility solutions, to manage the multiple phone numbers

In this scenario, we assumed that mobile users avoided outbound roaming charges by using the Wi-Fi option.

We applied a 40% roaming charge reduction based on studies that show users have intermittent or regular access to Wi-Fi.

Scenario 4: What if this organization used Wi-Fi to make cellular calls to avoid roaming charges? What could be saved?

Annual Roaming Costs From Mobiles and Savings			
Country	All Roaming Cost Today	Outbound Roaming Cost	Savings by Reducing Outbound Roaming Usage 50%*
UK	\$82,657	\$38,022	\$19,011
Germany	\$80,000	\$36,800	\$18,400
UAE	\$88,625	\$40,767	\$20,384
TOTAL SAVINGS		\$57,795	

Putting Avaya Mobility Solutions to Test: Lowering Costs, Increasing Value

Avaya Mobility solutions help organizations maintain business continuity and lower expenses by delivering a consistent set of easy-to-deploy applications and services to users through a consolidated server. The extension of business communications to mobile devices helps ensure that employees can be accessible and productive while on the move, improving business collaboration and patient care.

Avaya Mobile clients provide numerous ways to reduce mobile expenses.

- Transfer mobile calls to landlines: Avaya Mobility solutions enable organizations to pre-configure common numbers and/or devices (e.g., on call number, medical office, etc.) allowing you to push the mobile call to a “free” landline.
- Eliminate global outbound roaming charges: While traveling globally, outbound roaming charges (which are higher than inbound) quickly add up. Your Avaya mobile client will solve the problem by sending a data signal to your organization’s network that effectively converts outbound mobile calling to inbound.
- Move all call control, notifications, IM/Presence, directory search and other data traffic to Wi-Fi and leverage economical Internet VoIP services.
- Dual users make “free” calls over Wi-Fi by handing the call over to cellular when Wi-Fi becomes out of range – giving you the flexibility to move from offices, hospitals and patient rooms.
- Least-cost routing: Continue to make calls via your mobile plan, but have calls (especially international calls) routed from the carrier’s network to your organization’s network and take advantage of least-cost routing.

Use of built-in features within Avaya Mobility clients can reduce cellular usage and may allow cost savings with a less expensive service tier. Additional savings can be accomplished by:

- Eliminating charges for cellular voice mail or cellular visual voice mail
- Using centralized call detail records to distinguish between business calls and personal calls on mobile billing

Take advantage of Wi-Fi: 40 - 60% of cellular calls are made and received while the user is within range of a Wi-Fi network. A variety of options can be employed to make calls via Wi-Fi networks.

Reduced mobility expenses aren't the only benefits

We've established that mobile expenses can be significantly reduced with Avaya Mobility solutions, but there are many other business benefits.

Ensure secure communications

Healthcare organizations, and their communications systems, handle the most private and sensitive information. Protecting that information from alteration, loss, and unauthorized access is a legal matter, as well as a matter of compassion and common sense. In addition, information security mandates and compliance rules are arguably more extensive and stringent than those in any other industry.

With Avaya Mobility solutions, mobile communications can be secure and private data is protected. Since call logs and email reside on the server, sensitive data is never downloaded to the mobile device. These solutions also enable IT to meet regulatory compliance requirements and employee privacy with a PBX business number displayed for outbound calls. Users can dial outbound calls through the organization's network for work-related calls or directly for personal calls.

For healthcare IT professionals, Avaya has identified UC practices that can help prevent intrusions and operational disruptions while maintaining compliance with privacy and security mandates. These include:

- Securing all end points, especially those most often used for remote access such as smartphones, tablets, and laptops
- Using specialized UC security appliances that can encrypt both media and signaling connections in real time and on the fly, without requiring virtual private networks (VPNs) and tunnels for e-mail, IM, VoIP, and video communications
- Deploy SIP trunks for network and communications security, demarcation, and control
- Install enterprise session border controllers (SBCs) that contain integrated capabilities for policy enforcement, access control, failover, and deep packet inspection
- Increase security by eliminating traffic sniffing and VLAN jumping by implementing Network-Wide, Avaya is the only vendor that can provide Network-Wide Virtualization which provides the capability to isolate traffic into separate IP network zones.

Collaborating via video

For physicians' offices too, UC can enhance collaboration for more accurate diagnoses and faster patient treatment. Telemedicine and videoconferencing solutions make it possible to transmit high-resolution images, sounds, live video, and patient records.

From any location, physicians can share information with colleagues and consult with specialists, reducing the need for staff and patients to travel.

At the hospital, medical staff can remotely monitor patient information and

And the market is soaring. The current \$3 billion videoconferencing market is predicted to grow to \$5 billion by 2015⁷. Incorporating other forms of visual communications including unified communications, online collaboration and web conferencing, rich media communications is a \$10 billion industry forecasted to reach \$15 billion by 2015.

establish secure online portals to coordinate patient diagnoses and treatments with colleagues and specialists— all in compliance with important security and regulatory provisions.

Avaya offers high-performance, highly mobile video that connects teams in real time, on virtually any network or device. With an open collaboration platform, video is incredibly easy to deploy, integrate and use. A single click is all it takes to connect face-to-face, share documents and collaborate more effectively.

Summary

In an organization, with potentially thousands of mobile users, unchecked mobile expenses can become a major financial challenge. Those who choose to implement Avaya Mobility solutions minimize the risk of skyrocketing roaming bills and voice plan minute overages.

Avaya Mobility solutions can help reduce roaming and other mobile expenses, while securely extending rich UC capabilities to mobile employees using our open collaboration platform that supports a comprehensive set of devices, enables easy deployment and simple management.

The return on investment to deploy Avaya Mobility solutions can be realized rapidly. As illustrated below, payback in an average enterprise scenario can occur in less than three months during the first year. In this payback calculation, we applied the Avaya Mobility solution one-time User License fee of \$100 for 2,500 licenses for a total of \$250,000. We then calculated the yearly recurring costs, maintenance, support for 2,500 licenses, and the approximate \$40,000 salary of one part-time technical employee to support the solution. Back in Scenario 1, we saw the monthly cost reduced to \$331,078 from the initial cost of \$489,274. This equates to \$158,196 savings per month. With the cost of mobility deployment of \$315,000, the enterprise could realize payback in less than three months the first year.

Avaya Mobility Solutions Payback Calculation		
Cost of Deploying Avaya Mobility Solutions		
One-time costs	Mobility License Cost/per user**	\$100
	Number of Employees	2,500
Subtotal		\$250,000
Yearly Recurring costs		
	Maintenance & Support*	\$10
	Number of Employees	2,500
	Subtotal	\$25,000
	Staff to support*	\$40,000
Subtotal		\$65,000
TOTAL for year 1		\$315,000
TOTAL for year 2		\$65,000
Payback in Less than 3 Months in Year 1		
• Estimates		



Roaming charges for some enterprises can, on occasion, represent a larger cost than their global wide-area network bill. According to feedback from Gartner clients, some companies are struggling with annual bills upward of \$20.4 million (€15 million) just for roaming alone⁸.

** Calculated license cost is for users upgrading from Foundation Licenses. See Avaya's Mobility licensing for more details

The scenarios in this white paper have demonstrated that most organizations could realize millions of dollars in potential savings.

By deploying UC Mobility:

- The Avaya case study, based on 2, 500 mobile U.S. users, demonstrates a potential reduction of **32% or (\$1,898,352)** in annual mobile charges and/or by lowering voice plans, a potential reduction in mobile spending of **8.9% or (\$504,240)**.
- The Avaya case study's sampling of European based mobile users showed a potential savings of **70%** in long distance charges and at least **40%** reduction in roaming charges.
- Users could see payback to deploy Avaya Mobility Solutions in less than **three months**.

Footnotes:

1. Roger Entner, "The Wireless Industry: The Essential Engine of U.S. Economic Growth", Recon Analytics, May, 2012, pp. 30-33.
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4. Developing more effective mobile enterprise programs, IBM Global Technology Services, 2012
5. Manhattan Research: Taking the Pulse US 2012
6. T-Mobile White Paper: Wi-Fi Calling for the Enterprise, May 2012
7. Gartner: Reducing Costs for Global Mobile Voice and Data Roaming, Published: 14 March 2013
8. Gartner: Reducing Costs for Global Mobile Voice and Data Roaming, Published: 14 March 2013

About Avaya

Avaya is a global provider of business collaboration and communications solutions, providing unified communications, contact centers, networking and related services to companies of all sizes around the world. For more information please visit www.avaya.com.



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