



**The
Communications
Gap:**

**it's Business *and*
it's Personal**

White Paper

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Executive Summary

When enterprises think about their primary challenges, the communications gap may not be top of mind, especially when considering big picture issues such as revenue growth or cost reduction. With technology changing so quickly, enterprises struggle to provide employees with the communications applications they need to be productive. That is the essence of the communications gap, and the implications extend beyond employee productivity to these big picture issues that executive management is so focused on.

This White Paper has been produced to help enterprise decision-makers understand why the communications gap is so important, along with the steps they can take to close that gap. Aside from examining the trends that give rise to this gap, the implications for the business are reviewed, along with the steps IT must take to develop a plan. Unlike market forces that are beyond anyone's control, the communications gap can be closed with a well-developed plan, and for this reason, we believe the White Paper will resonate with IT decision-makers.

Central to this plan is the solution, and our analysis outlines why hosted Unified Communications (UC) is the best way forward, not just for closing the communications gap, but for IT to add new value to the business. Beyond that, executive management will get an agile organization that can be more responsive to the needs of today's digitally-empowered customers.

With all that considered, hosted Unified Communications can deliver substantial business value, and choosing the right hosted partner becomes as important as the solution itself. Key selection criteria are reviewed herein, providing guidance for decision-makers to navigate a complex landscape of hosted partners.

The Communications Gap - the Challenge

Enterprises face many challenges, and the communications gap is one of the least understood. This term can mean many things, but for this White Paper, the context is around how communications technology is used to address the needs of both employees and the enterprise. The challenge posed by the communications gap is the difficulty for enterprises to support employees with the communications tools they need to be productive. Aside from needing to provide the right applications to be productive in today's rapidly changing digital world, these applications must also be as intuitive and easy to use as the personal technology that is so pervasive outside the workplace.

There is a growing awareness of these communications challenges, but enterprises often struggle to articulate a clear understanding of the problem. Until the challenge is clearly defined, and the business implications are understood, the right solution cannot be found. To provide context as to why this gap exists, our research has distilled the following three key trends.

Trend #1 - Changing Workplace

The workplace environment is increasingly shaped by market-based trends, and below are prime examples that impact the effectiveness of enterprise communications.

- *Decentralization* – many enterprises are moving to this operating model as a way to reduce occupancy costs as well as take advantage of lower cost locations for secondary operations. This shift often entails a growing use of home-based workers, and as the organization becomes further fragmented, the more critical it is to have Unified Communications. By providing an integrated solution whereby all applications are accessed from a common platform, Unified Communications helps employees to be more productive. Not only does this allow them to use whatever mix of applications is best for collaborating, but employees will have a consistent user experience across all endpoints and environments where work needs to get done.
- *Globalization* – while related to the above, this is a separate driver for decentralization, causing the workplace to become even further fragmented. Not only must enterprises be able to sell to and support customers in a global environment, but to some degree, local presence is needed. As operations globalize, employees become more disparate, and require real-time communications capabilities to overcome the natural barriers of distance that make it hard to do business.
- *Demographics* – the workforce is trending younger, and according to the U.S. Bureau of Labor Statistics, by 2020, half will be Millennials. The communications gap is largely - but not entirely - driven by how this demographic utilizes technology, especially when compared with older generations, generally referred to as digital immigrants. Millennials are digital natives, and as their

ranks increase, enterprises will need to adapt to how they communicate, collaborate and contribute to the success of the business.

Trend #2 - Changing Technology

Aside from the changes occurring in the workplace, technology evolves on its own track. Many of these changes have a direct bearing on enterprises, and the following are key contributors to the communications gap.

- *Consumerization of IT* - this is a leading driver for the communications gap, as employees increasingly find that the applications used in their personal lives are better than those used at work. They are easier to access, easier to use, easier to personalize, more flexible, and often free. This brings expectations among employees that enterprises should be able to match that, especially those with full-fledged IT departments. Often they cannot, giving rise to the communications gap being addressed in this White Paper. In essence, consumer applications are evolving faster than enterprises can adapt, and until the business finds a way to catch up, these employees will rely more on applications from their personal world than those provided by IT.
- *Extended life of legacy systems* - this contributes to the communications gap by maintaining the status quo for IT infrastructure, especially around PBXs. The long life of these systems along with significant sunk costs makes for high switching costs, leading to inertia when trying to close this gap. Email is another legacy application that remains firmly entrenched, despite becoming increasingly difficult to manage as employees become saturated with endless messages, many of which are unrelated to work. Compounding this is the silo model used by IT, whereby each communications application is managed and budgeted in a standalone fashion. All of this is out of step with how communications technologies are used now, namely multimodal, where employees can mix and match applications seamlessly as needed for the task at hand.
- *Growing cloud adoption* - this trend continues to gain momentum, but only recently has IT begun using it for communications technologies. The cloud is a great panacea for many of IT's ills, but there have been longstanding concerns for communications, especially real-time modes like telephony. These issues have largely been overcome, but enterprise adoption lags behind the number of employees - particularly Millennials - who have been using cloud-based communications applications in their personal lives. By accelerating cloud adoption, IT can leverage this trend to help narrow the communications gap.
- *Pervasive mobility* - also universal, this trend has come to define the preferred communication channel for most employees. Mobility has long been at the center of innovation, both for communications applications and delivering a great user experience. Enterprises that remain

tethered to their fixed line, hardware-based infrastructures will only see the communications gap widen, because they cannot support employee productivity from multiple physical locations.

Trend #3 - Changing Expectations

As changes occur both in the workplace and with technology, it only follows that expectations will also change. To fully understand the communications gap, a broad perspective is needed, as expectations are changing across the business spectrum - not just employees' expectations, but those of executive management and your customers. Below are some leading examples, but others will emerge for those who want to explore this further.

End-user flexibility – with plentiful mobile broadband and easy access to cloud-based applications, employees have come to expect being able to work from any environment. As with their consumer applications, they expect the same access and user experience across all devices and networks at all times. This degree of flexibility means employees can be equally effective in and out of the office. Not only does this suit their preferred work style, but it aligns with management's desire to invest in technology that optimizes productivity.

Personalization – this applies especially to Millennials, who value personalized experiences. Technology can be highly impersonal, and given how central it has become to everything - including work - Millennials try to minimize impersonal technology as much as possible. Related to this is the self-service nature of the Internet, where end users have many options to customize how they engage with others. They are accustomed to using applications on their terms, and those expectations now carry over into the workplace.

Less voice, more data – there is a fundamental shift occurring on two fronts that have a direct impact on the workplace. First is the growing preference for using mobile devices in favor of fixed-line devices, especially desk phones. Related to this is the changing mode of choice for communication, namely data and messaging over voice. With a growing reliance on text, chat, messaging, etc., IT needs to move beyond a telephony-centric model to help employees stay productive.

Always available – the reality of the always-on consumer digital lifestyle has carried over to the workplace, and to be productive, employees often work outside of normal business hours. This also means doing personal communication during work, and to support that, there is an expectation for having all the tools needed to be productive any place and at any time. Aside from this expectation among employees, IT must also manage expectations from management, where this level of availability is seen as integral to keeping the business competitive and agile in a fast-changing marketplace.

Serving customers – customer expectations are changing for the same reasons as employees, and this creates new pressures for enterprises to be more responsive and accessible. Competition is too intense to support customers with legacy-based applications, and they will quickly move on if they don't feel

valued. Meeting these expectations will be a top priority for executive management, especially when trying to develop a more customer-centric culture across the organization.

Defining the Challenges - “*what if?*” Analysis

All of these trends contribute to the communications gap, but it cannot be addressed until the challenges are defined. One way to address these challenges is to identify scenarios where there are gaps between what IT can support and what employees need. To illustrate, consider the following “what if?” questions, along with how well they can be addressed with your current communications capabilities. If the answer to most is “not well,” “not sure” or “not at all,” then you have a serious communications gap, in which case the balance of this White Paper should be highly relevant. With that said, *what if*:

- Employees started using text and messaging more than voice - how would you integrate these modes together, and how would IT be able to support them?
- Productivity was declining because employees could not access or properly use applications on their mobile devices? How well can IT bridge mobile device use with premise-based applications?
- Desk phone use continued dropping in favor of other voice options, and your premise-based phone system was reaching end of life? How is IT going to ensure employees continue to have carrier-grade quality when using cloud communications?
- Customers were calling more often via mobile devices for support and were getting frustrated due to slow response times or limited access to the resources needed?
- Management has mandated that performance targets were now going to be based on effective collaborative efforts and innovation breakthroughs? How well could IT support and scale applications that make it easy to collaborate anywhere, any time?
- Employees were increasingly storing work files on third-party sites that IT could not access or monitor? How would you be able to assess their productivity, ensure they are complying with your rules of conduct, or safeguard your data?
- Remote working became a strategic priority for management? How would IT provide remote employees the same capabilities as office-based employees?

Implications

To whatever extent these trends are impacting your business, below are four implications that our research shows are generally being felt by enterprises. The resulting challenges may only be in their formative stages, but if left unchecked, will certainly become major problems that a quick fix will not remediate.

1. Enterprise cannot meet ease-of-use expectations of employees

This is very close to the root of why a communications gap exists. Consumer applications are widely used, not just because they are usually free, but because they're easy to use, intuitive and deliver a great experience. Apple has set the bar very high, and there simply is no equivalent in the business world - if there was, the communications gap would not be there in the first place.

Furthermore, developers of consumer applications are constantly innovating, with exciting, up-to-the-minute relevant experiences that are creating the digital future as we speak. This is what enterprises are competing against, and when people come to work, they must dial back expectations and muddle along with applications that are often complex, not user-friendly, dull and highly impersonal.

2. Employees relying more on external applications

This is *not* what IT wants to see happen, especially in more conventional settings where maintaining control over network resources is a priority. With the advent of IP, this centralized control has steadily been shifting outward into the hands of end users. In terms of the communications gap, the challenge arises from having an infrastructure based on legacy systems. These solutions work well for their intended purpose, but create constraints for IT by their lack of flexibility, especially around supporting other applications.

When employees feel that the PBX is hindering productivity, they seek out other modes such as messaging or video. If IT cannot provide those, or integrate them with their existing solution, employees will simply find third-party offerings. This may work well on a personal level, but on a broader scale, will only widen the communications gap if there is no standardized set of applications to support collaboration.

3. Lack of integration limits effective collaboration

Another implication of the communications gap is how employees take their own path in utilizing applications to get their work done. Many enterprises still take a legacy approach to communications, where applications are provided and managed as silos - PBX, conferencing, video, email, fax, CRM, etc. As a result, employees use these in a standalone manner, and continue this pattern when going outside IT's realm by tapping third-party applications that aren't being provided in-house.

This approach may work well for simple, everyday needs, but collaboration is a key driver of productivity, and employees cannot get great results this way. Addressing this challenge requires new thinking from IT, with a more holistic vision around the value of an integrated approach to support collaboration. This is where Unified Communications brings strategic business value, by providing a complete solution that allows IT to move away from a patchwork mix of individual applications.

4. Limited internal options with IT's operating constraints

In today's, "do more with less" environment, IT struggles with reduced budgets, less control over their domain, and increasingly complex demands on their constrained resources. As such, even if they understand the communications gap, and have a desire to address it, the present day reality limits their options. Not only do end user expectations keep getting higher, but broader technology advances are happening too quickly for IT to keep up, especially with the cloud and mobility.

IT must juggle competing and often conflicting demands, and when it comes to communications technologies, there almost always seems to be higher priorities. Cloud-based solutions certainly offer a way forward, but many enterprises are still hesitant about taking this path for communications applications, with security, reliability and scalability among the leading concerns.

Narrowing the Gap - the Plan

Defining the challenges around the communications gap requires careful consideration, as the implications are likely more extensive than what most enterprises would expect. This was validated in our research, and underscores the fact that technology trends are evolving faster than businesses can respond, making it increasingly difficult to meet the needs of employees in terms of improving productivity. Before the communications gap can be closed, organizations need a plan that will put the business on the right path to narrowing the gap. Every plan will be different, but based on how the communications landscape is evolving, an effective plan must include the following four components.

1. Identify what employees need to be productive

As the workforce trends younger and Millennials become the leading demographic, communications needs are changing. To illustrate, the following are core characteristics and expectations that must be addressed, especially for Millennials to be productive.

- Ease of use – this expectation comes from their experiences with consumer applications, and they see no reason why it shouldn't carry over to work-related applications
- Personalization – as above, they will be more inclined to use applications that can be customized to suit their preferences as opposed to off-the-shelf offerings or features that can only be used in a standardized manner
- Flexibility – choice is another attribute prized by Millennials, as they like autonomy and control over how they get things done. This applies not just to the communications applications at their disposal to use, but also how they work, whether at home, in the office, day or night, etc.

- Multimodal options – this is another aspect of flexibility, where Millennials are comfortable using multiple modes to communicate, often concurrently - it also allows them to choose the most effective mode/s based on what their situation requires, as well as what best suits the other parties
- Consistent user experience – building on the above, employees use a variety of endpoints across multiple network environments during work - to collaborate effectively, they must have a seamless experience across all scenarios where all the applications work the same way

If your business cannot address these today, the communications gap will only get larger. However, this is not a simple matter of having IT upgrade technologies with Unified Communications. While technology is a central part of the solution, this generational shift towards Millennials must be understood on a cultural level.

Millennials may be great early adopters, but they are people too, with distinct values and attitudes about work. The above list provides examples of that, and they don't apply exclusively to Millennials. For example, ease of use will also be important to technology laggards, with the broader issue being that narrowing the communications gap requires more than just deploying new technology.

2. Define how communications drives business outcomes

This is part of taking a more strategic approach to communications. Enterprises have long viewed telephony as a commodity without linking it to productivity or business outcomes. When employees don't have the right tools for today's needs, both suffer, hence the communications gap.

To develop an effective plan, IT needs to determine what types of outcomes are most important to the business, either overall or for a specific unit. Each outcome will require a particular mode of collaboration, which, in turn, will determine the types of communications applications needed.

Making these linkages may entail a lengthy discovery process, and not all businesses are willing or able to fully pursue this. Regardless, recognizing the relationship between these ideas, and that closing the communications gap is more than just making it easier for employees to stay in touch, are important first steps. With today's technology, there's a much richer communications palette that now includes messaging, APIs, white boarding, file sharing, etc. Employees can now connect on a deeper level not just with peers, but customers and partners, and it should be clear how that leads to better business outcomes.

3. Develop a vision that goes beyond telephony

When thinking about the communications gap, the diagnosis is usually telecom-centric. While the shortcomings or limitations of the PBX may be valid, replacing it with a more modern system is not a valid solution. Whether going with premise-based PBX or shifting to a hosted offering, this only addresses telephony, which is really just a symptom, not the cause of the communications gap.

Telephony - voice, really - is just one of many applications used to get work done, and IT needs a broader vision that is more communications-centric, covering both real-time and near real-time modes. Not only that, but this vision needs to address how they can all be integrated into a singular solution. To elevate communications beyond commodity status, IT must think about having a transformative impact on the business, shifting the conversation away from telephony towards UC.

The communications gap isn't caused by the failure of any one application; rather it's due to a lack of integration among all of them - voice, email, text/IM, messaging, video, etc. Aside from applications, there's also a lack of integration across the enterprise, namely lines of business as well as the contact center. Each has distinct needs, but the enterprise will perform at a higher level when employees can seamlessly communicate and share data across all of them.

4. Reframe decisions from being IT-centric to business level

This is another component that takes your plan beyond telephony, and aligns it much closer to what really matters for the business. Replacing a phone system is tactical, and requires nominal decision-making input outside of IT. Closing the communications gap is a much bigger challenge, requiring a strategic response where the needs across the entire enterprise are taken into account. Rather than focus on updating the phone system, this approach reframes the problem set around workflows, personal productivity, team-based collaboration, agility, and business outcomes. These are the elements that drive transformation as well as the benefits that will be realized once the communications gap is closed.

Going beyond telephony and VoIP means moving to UC, which provides an integrated solution that supports all modes of communication across the entire enterprise. Since UC impacts operations more broadly than a PBX, IT needs to take a more collaborative approach to decision-making. To close the communications gap, UC's impact must be understood beyond IT, and to do that, input will be needed enterprise-wide; the contact center, finance, sales, marketing, human resources, R&D, etc. These functions may not have been involved when buying a phone system, but the needs here are more strategic, requiring a business level focus to drive the decision-making process.

Closing the Gap - the Solution

How Hosted Communications Makes the Business Better

This White Paper began by defining the communications gap and identifying the implications for enterprises. By now it should be clear that the associated challenges go well beyond the limitations of your phone system, which will usually be the starting point when considering a solution. The bigger issue

is the disparate nature of all the applications being used, and identifying a solution that brings them together, bridging the familiarity and intuitive nature of consumer technology with the collaborative demands of the workplace.

Our research shows that employees very much want those consumer world experiences at work, and the first step to meeting those needs is having a plan. A framework to develop a plan was outlined in the previous section, and with that in place, IT can move forward to start narrowing the gap.

The transition from narrowing the gap to closing the gap begins once a solution has been identified, and to be successful, IT must take steps to ensure that it addresses the challenges herein. A piecemeal approach will not be effective; adding a new phone system now, then a conferencing service later, and after that a video system, etc. is reactive at best, and will never address the root causes behind the communications gap.

Instead, what the enterprise needs is a communications solution that can integrate across all modes, devices and networks. This is the essence of UC, and reflects a holistic approach to support a wide range of use cases instead of the silo approach typically used for each application. Thinking about the user experience, the solution must be easy to use and intuitive so all employees can benefit from the start. Millennials may be your most tech-savvy end users, but enterprises will always have their share of laggards, and both must be accommodated.

Perhaps even more importantly, the solution must be adaptive in order to support new applications and capabilities. This is a stark contrast to legacy telephony which has been static for decades, and represents a key change in how IT needs to think about the business value of communications.

Innovation is what makes technology exciting for end users, and UC is still in the early stages of adoption. UC's value will only increase as it supports more applications to enable collaboration, along with tighter integration with line of business applications such as CRM, ERP and OSS to streamline workflows and business processes.

These examples are all different and illustrate the breadth of areas where UC can provide new forms of business value. CRM - Customer Relationship Management - serves the needs of sales, marketing and the contact center, often all at the same time. ERP - Enterprise Resource Planning - is more operational, supporting needs such as distribution/logistics, supply chain management and inventory control. Finally, OSS - Operations Support Systems - is more IT-focused, with applications specific to network management around telecommunications.

There is a lot of ground to cover here, and as IT resources continue to be squeezed, most enterprises will be hard-pressed to close the communications gap completely in-house. Some will have the capabilities to develop their own custom applications, but given the need for ongoing innovation to keep the gap

closed, IT will invariably be faced with higher priorities. Another scenario is to deploy a premise-based UC solution, but the same scenario will often play out. In many cases, UC also has inherent implementation complexities that deter adoption, leaving IT at a dead end for an internal resolution.

Taking all this into consideration, our view is that a hosted UC solution in the cloud presents the best opportunity for most enterprises to close the communications gap. Most IT departments do not have the luxury of time to tinker with a patchwork fix, or stay in their comfort zone where a conventional solution will take weeks or months to deploy.

Technology is moving too quickly for that approach, and there's too much at stake, not just with keeping employees engaged and productive, but also with customers who will move on to more agile competitors. Losing customers will invariably impact the business in other ways, such as sales declines, lower margins, employee turnover, etc., adding further urgency for the need to close this gap.

To address these risks, we see hosted UC as the smart path forward, and below are four reasons why.

1. Leveraging the cloud

First and foremost, the cloud is the most dominant trend in technology today, and only recently has it been gaining traction for communications capabilities. According to Frost & Sullivan, the hosted UC and telephony market in North America will reach \$12 billion by 2020. Real-time applications such as voice and video present particular challenges for the cloud - namely reliability, quality, scale and security - but these have largely been overcome, allowing IT to focus instead on the cloud's inherent value drivers.

Cloud economics will be a primary appeal, and as capacity keeps growing among a multitude of providers, the cost curves continue declining. Just as important is the ability to host all communications applications in a centralized environment, accessible from any broadband connection with a consistent user experience. As the trends of remote working and mobility keep growing, the case for the cloud only gets stronger.

2. Leveraging today's communications technologies

The cloud provides an open-ended platform that can support a variety of applications and technologies. To keep the communications gap closed, IT needs a solution that's adaptive enough for new applications that keep up with changing needs. Not only will communications applications need regular updating, but they will invariably require new ways of integrating with other types of applications as UC becomes more deeply embedded in the enterprise.

Given that these other business applications are increasingly cloud-based, these integrations will be far more manageable with hosted UC. When time-to-market is critical, there is no better way to leverage the technologies that employees are so eager to use in the workplace.

3. Meeting the needs of end users

Continuing from the above, hosted UC is also the easiest way to address the various use cases among employees. With the cloud, being productive is no longer a function of where employees are, especially being desk-bound. This is the biggest break from legacy workplace models that are built around working at a desk and communicating via fixed line telephony. Today, this is becoming a hindrance to productivity, and hosted UC is ideally suited to support remote working and mobility, opening up new possibilities for collaboration that employees have long been waiting for.

Furthermore, the flexibility that comes with cloud-based UC allows for personalized experiences that make end users feel more in control of their workflows. When they can tailor the mix of applications to the task at hand, they'll be working on their terms, not an organization's, and in the case of Millennials, this may well be the true key to driving productivity.

4. Meeting the needs of IT

As noted herein, IT faces many challenges both in terms of securing financial resources and maintaining adequate staffing to manage new initiatives internally. Being based on the SaaS consumption model - Software as a Service - hosted UC allows IT to shift communications funding from Capex to a more attractive Opex line item.

The financial tradeoff between a pay-as-you-go model and the own-and-operate model needs to be carefully considered, but for enterprises that want to get to the leading edge - and stay there - hosted UC will usually win out, especially in terms of where IT can best add value to the business. In this scenario, the burden of managing a declining asset - telephony - is removed from IT, freeing up resources to add value in new ways, especially around customizing UC to address specific needs that off-the-shelf applications cannot accommodate.

Final Considerations

Key Criteria for Partnering with a Hosted Provider

The business case for cloud-based UC represents the core conclusion of this White Paper, but as a final consideration, IT must also choose a hosted provider with care. This topic merits a separate White Paper, but in terms of providing basic guidance, below are four key criteria for enterprises to consider.

1. Enterprise-grade capabilities

This is a key area in which not all hosted providers are created equal. Most hosted providers are focused solely on SMBs, and for a variety of reasons, cannot scale sufficiently to support enterprises. Key factors to consider include how much network infrastructure is under their control, the scalability of their UC platform, the security and reliability of their hosting facilities, integration capabilities for back-end business applications, and resources for technical support/help desk. In terms of service assurance, key indicators include their ability to provide QoS (Quality of Service) and SLAs (Service Level Agreements), and for data network options, their support for private networks, SD-WAN and MPLS.

2. Offers a complete, integrated solution

This is another important differentiator, as many hosted providers only have a strong pedigree in one area. Most are rooted in VoIP, with either that as a singular offering, or a lightweight UC solution pieced together from third-party partners. For enterprises truly looking for a transformative solution that supersedes the conventional telecom-centric upgrade, they'll need a hosted partner covering the full spectrum of UC.

At a minimum, this would include a seamless blend of voice/data/video, on demand conferencing, mobile integration, contact center, collaboration tools such as white boarding and file sharing, and support for APIs to create custom applications on the fly.

3. End-user centric

Aside from technology-based attributes, the hosted provider must know how to address the needs of end users. This is not a given, especially if the provider has essentially taken a commodity-based approach to compete on price. When it comes to closing the communications gap, price is not a factor. Employees don't pay for the service, and mainly care about ease of use, cool applications and a personalized experience.

Not only does this mean using existing UC applications on the end user's terms, but also them having the ability to use APIs to develop custom applications or to integrate applications in unique ways. These are the capabilities that end-user centric partners excel at, and a good indicator would be their track record in the residential market. Many hosted providers started out in this space, where ease of use is paramount. If they've had success there, their focus on end users should translate well for enterprise customers.

4. Financial viability

Last but not least, hosted providers must be stable businesses. While cloud-based providers do not entail long-term contract commitments - hence low switching costs - a transformative plan to go from

disparate applications such as telephony, messaging and conferencing to an integrated UC solution will take time. The same holds true for closing the communications gap, so your time horizon for a hosted UC partner should be at least two years.

Given how quickly the UC market is evolving, it should be no surprise that hosted providers come and go, especially since these platforms have a short timeframe in which to demonstrate their profitability. The same applies to providers as well, who tend to be small, regional, and for which consolidation occurs regularly.

As such, IT needs to find ways to gauge their viability, especially among private providers that are either investor-owned or self-funded. The task is much easier for public companies, and depending on how well these particular providers meet your other criteria, there may be little need to look further if their financial strength is beyond question.

J Arnold & Associates, an independent telecom analyst practice, produced this White Paper, which was sponsored by Vonage Business. The contents herein reflect our conclusions drawn from ongoing research about Unified Communications, cloud services, Millennials and specific research for this White Paper with Vonage's enterprise customers. For more information, please contact us by email:

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