

9 Reasons Why Every Enterprise Needs a Mobile Strategist

An Antenna Software eBook



Introduction

This eBook explores why having a mobile strategist is now critical to future business growth, brand differentiation and more meaningful customer relationships.

The complex mobile ecosystem

Mobile is the hottest segment of business today — it touches every industry and every job function. It is also an essential business driver and has transformed the way people work and how businesses interact with customers, partners, and employees.

- **61% of enterprises plan to enhance their mobility capability during the next 3 years and 48% believe they will become leaders in their industries by adopting innovative mobility solutions.**¹
- **A survey of 1000 companies in the US and UK found companies are planning to spend an average of nearly \$1 million on mobile initiatives over the next year.**²

The world of mobile has also never been as complex as it is today. Most organizations are investing heavily in the mobile channel, but it's confusing and fragmented. There are multiple projects in play, multiple vendors to consider, an alphabet soup of acronyms to sort through (BYOD, MAM, MDM...), and myriad new innovations to vet — like m-payments, augmented reality, and context-aware content.

UK and US companies are managing an average of three to four mobile initiatives across various departments, and planning to add four to five new mobile undertakings before the end of the year. This means larger companies will be managing an average of eight separate mobile projects — using an average of three separate mobile solution providers to manage the projects.²

As a result, many enterprises find themselves asking — “How can we successfully manage this mobile complexity? And how exactly can we bring mobility into the mainstream of our enterprise technology strategy?”

Mobile projects currently being managed on average by global companies²

Further resources

- > Webinar OnDemand: 9 Reasons Why Every Enterprise Needs a Mobile Strategist
- > White Paper: The Antenna Mobile Business Forecast

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Sources:

1. Gartner Magic Quadrant for Mobile Application Development Platforms (MADPs), 2012
2. Antenna Mobile Business Forecast 2012

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Why every enterprise needs a Mobile Strategist

While IT remains central to 'all things mobile' inside the enterprise, increasingly the various line-of-business owners are seeing mobile as the new frontier for business growth, brand differentiation, and deeper customer insights.

Because of this dynamic, a growing number of companies are investing in senior executives who liaise between the business units and IT — ensuring that security, control, and management of mobile projects is up to par and strategically aligned with business goals. They also advise the company on how mobility can transform business processes and customer relationships.

We refer to this person as the “Mobile Strategist” — they often have a title like Chief Mobile Officer, Enterprise Mobile Architect, Head of Mobile Strategy, or Director of Mobility — and recent research shows that 1 in 3 enterprises already have such an executive in place.¹ As the name implies, Mobile Strategists play a critical role in gathering business requirements, building a 'mobile center of excellence', creating a mobile strategy that aligns to key business drivers, and selecting the right technology and platform to support both short- and long-term needs.

After all, a business without a mobile strategy is a business without a strategy.

On the following pages, we summarize the 9 reasons why having a Mobile Strategist will be critical to future business growth, brand differentiation, and more meaningful customer relationships.



Major companies now have a Mobile Strategist role – an executive devoted to mobile strategy and its execution across an entire business¹

Further resources

- > Mobile Masters Blog Post: Is a Mobile Strategy All You Need?
- > Mobile Masters Webinar Series
- > Infographic: Rise of the Mobile Strategist

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Sources:

1. Antenna Mobile Recruitment Survey 2012

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Business moves at breakneck speed

The use of mobile devices is booming, and the rapidly growing and evolving mobile world has become a key driver of business:

- **The growth rate of smartphone and tablet adoption between 2007-2012 is more than four times that of personal computers between 1981-2000.**¹
- **Smartphones now account for half of all mobile phones used in the US.**²
- **63% of US adults regularly go online wirelessly with their mobile devices.**³
- **Average smartphone data usage nearly tripled over the last year, to 150MB per month.**⁴

Mobile growth is set to continue:

- **There will be 1 billion smartphones in use worldwide by 2016, 350 million of these being used for business.**⁵
- **By 2016 nearly 70% of internet users will use more than five network-connected devices. There will be 10 billion internet-enabled devices globally, and smartphone traffic will grow 50 times the size it is today.**⁴

Most organizations now understand they must catch and ride the mobile wave to gain competitive advantage — or else risk being left behind. Mobility is no longer a ‘nice-to-have’ — it’s a critical requirement of doing business and staying competitive. Enterprise mobile spending is higher than ever, and mobile projects — both customer and employee-focused — now span most business functions and industries.

Many trail-blazing organizations are taking the step of bringing the development and management of tactical mobile projects in house, allowing for more visibility and integration between previously disparate mobile initiatives. They realize the importance of creating a cohesive enterprise mobility strategy — so that risks can be intelligently handled, costs contained and investments protected.

As a result, smart organizations are appointing a dedicated Mobile Strategist to help define goals of an enterprise-wide strategy and oversee implementation, management and overall success. The Mobile Strategist is a pivotal role, providing the focus to act at the unprecedented speed demanded by today’s mobile business.

50x

Predicted growth in smartphone data traffic by 2016⁴

Further resources

- > [Mobile Masters Blog Post: Peering Ahead. Mobile Trends and Cloud Adoption.](#)
- > [AMPchroma Mobile Application Platform](#)
- > [Mobile Solutions Catalog](#)

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Sources:

1. Forbes Leadership article, 2012
2. Nielsen Mobile Insights, 2012
3. Pew Internet Report, Digital Differences, 2012
4. Cisco Visual Networking Index: Global Mobile Data Traffic Forecast Update, 2011–2016
5. Forrester Research, Mobile Is The New Face Of Engagement, 2012

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BYOD is the new mobile reality

Long gone are the days when organizations could impose a small set of approved mobile devices on their employees. Apple (with the iPhone and iPad) has been a major force behind the 'Bring Your Own Device' (BYOD) movement within enterprises. Like it or not, employees are bringing a wide range of their own smartphones and tablets to use at work — with or without corporate approval. Information workers choose and pay for 73% of the smartphones they use for work and 66% of the tablets.¹

Advocates of BYOD say that allowing employees to use their own mobile devices is the best way to boost employee engagement and motivation. New findings show that globally, the BYOD phenomenon is spreading fast and that enterprises have no choice but to embrace it as part of their mobile management strategy:

- **CIOs believe 80% of employees will be officially permitted to use their own mobile devices for work by 2016.**²
- **200 million of the 350 million employees who use mobile devices for work in 2016 will bring their own devices.**³
- **The average business will need to support twice as many end-user devices in 2015 compared to the end of 2010.**⁴

However, maintaining security, control and visibility of devices (Mobile Device Management — MDM), apps (Mobile Application Management — MAM) and data has become a primary concern for CIOs. Enterprises are facing the challenge of implementing a unified and cohesive policy for security and compliance across all aspects of mobile management. To achieve this, they are seeking enterprise mobility platforms that support and enable their BYOD initiatives.

The Mobile Strategist is a natural driver of the enterprise BYOD policy — ensuring that there is a unified approach to security and compliance across MDM, MAM and mobile content management.

73%

Share of BYOD handsets among enterprise smartphone users¹

Further resources

- > MDM is dead. Long Live EMM. (Yankee Report)
- > Mastering Mobile Application Management

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Sources:

1. Forrsights workforce employee survey 2012
2. Gartner Group, Managing Employee-Owned Technology in the Enterprise, 2011
3. Forrester Research, Mobile Is The New Face of Engagement, 2012
4. Cisco Global Cloud Index: Forecast and Methodology, 2010-2015

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Multiple mobile initiatives need coordination

Most enterprises are currently managing multiple mobile projects, and new initiatives are being added all the time. In the next 12 months, the average large business is planning to launch three to four new mobile projects, adding to the four to five projects they are currently building, managing or implementing — suggesting that activity in the space is increasing at a rapid rate.¹

Businesses frequently organize employees and operations into departmental silos to improve operational efficiency. But this kind of organizational structure makes cross-departmental collaboration and mobility problem-solving difficult because the solutions often span many operational domains.

As a result of the above, mobility management and decision making, as well as future-proofing and budget management, become incredibly complex and time consuming for heads of departments with little visibility of other mobile initiatives within the business. Given the nature of their roles, it is especially telling that 13% of IT professionals admit to having little or no control and visibility over the mobile projects in their businesses or in the departments under their supervision.¹

To add to the complexity, over 70% of organizations are now using multiple solutions providers to deliver mobile projects simultaneously.¹ As businesses work with an ever-increasing number of vendors to deliver mobile projects, IT complexity intensifies. And funneling earnings back into the development process becomes next to impossible.

Multiple mobile initiatives require central coordination, so smart organizations are now making it one person's day job — the Mobile Strategist. By enabling mobility coordination outside of the siloed departmental structure, the Mobile Strategist brings visibility and control to all mobile projects.

44%

Average increase
in mobile initiatives
per US enterprise
in 2012¹

Further resources

- > Infographic: Rise of the Mobile Strategist
- > Aberdeen Group Report: Enterprise Mobility Management

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Sources:

1. Antenna Mobile Business Forecast 2012

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Objectivity is vital for the mobile organization

Maintaining the delicate balance between addressing user needs and IT requirements is challenging for any organization. How can you achieve objectivity and a shared vision for all your mobile initiatives?

While many organizations are making an effort to establish a collaborative and qualitative vision for mobile in the future, mobile activity remains 'siloed' and disjointed:

- Only 45% of enterprises with a mobile strategy in place believe that they have a shared mobile vision across the organization.¹
- Only 44% have created a team to drive shared thinking on mobile objectives.¹

Mobile strategy requires a broad skill set in a single role, with specialist expertise in areas such as IT infrastructure and security, design, digital marketing, mobile development, change management, user interface and experience, data management and analytics.

For enterprise mobility initiatives to succeed, they need strong support and buy-in across the organization. Having a dedicated mobile strategy role forces this commitment to be secured and continually nurtured.

The mobile world is rapidly evolving. Keeping up with the evolution in trends and technologies is vital, and a full-time job. Having the ability to adapt intelligently to the evolving mobile landscape will ensure your strategy successfully matches the ongoing needs of users and the business.

For smart organizations, the Mobile Strategist acts as a hub between all department spokes to ensure that mobile initiatives truly reflect business need — and the technology is in place to support it. A Mobile Strategist is an objective voice of reason for the growing mobile business.

45% 

Enterprises that believe they have a shared vision¹

Further resources

- > Mobile Masters Blog: Gotta Have a Mobile Strategy
- > Mobile Masters Webinar Series

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Sources:

1. Forrester Report, How Mature is Your Mobile Strategy? (2010)

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Mobile is no longer 'one and done'

Mobile application development has become a top concern for enterprises and their CIOs. 61% of organizations plan to enhance their mobile capabilities over the next three years, and 48% believe they will become leaders in their industries through full adoption of innovative mobility solutions.¹ To achieve these goals, organizations are realizing they must change the way they approach mobile application development.

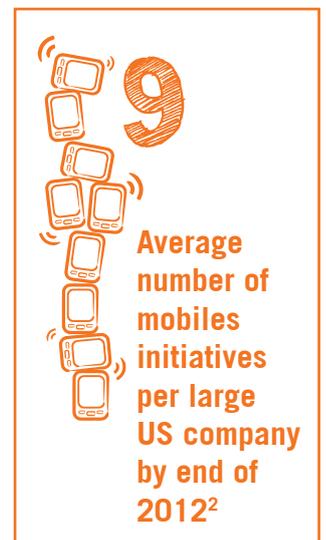
In the past, enterprises often designed and deployed a single mobile app and called it a day. Today, a one-off mobile app is not enough to meet the objectives of an enterprise-wide mobility strategy. Organizations must realize that development of a single, static mobile app is not a strategy. Mobile initiatives require strategic planning, budgeting, research, prototyping, and testing, as well as ongoing updates and analysis. Mobile undertakings need to be iterative and agile, rather than tactical one-off projects with a beginning and an end.

Organizations are accordingly moving from a project-based mobility paradigm towards the idea of the virtuous 'mobile lifecycle' that includes elements such as:

- **Design and build of mobile apps or sites for web, HTML5/hybrid, or native clients**
- **Integrate securely and seamlessly with backend systems and data sources**
- **Publish mobile apps to app stores (public or private)**
- **Run mobile apps and sites through reliable, scalable systems**
- **Manage the mobile ecosystem through a unified console**
- **Analyze mobile effectiveness through detailed usage reporting**

Mobile Application Development Platforms (MADPs) help support all or some of these elements of the mobile lifecycle, giving organizations the ability to create, control, measure, adapt and protect their investment in mobile initiatives.

The Mobile Strategist is the architect for enabling the full mobile lifecycle for the enterprise, helping organizations determine the technology that will support all elements of that lifecycle, and to make the transition from 'mobility as a project' to 'mobility as a way of doing business.'



Further resources

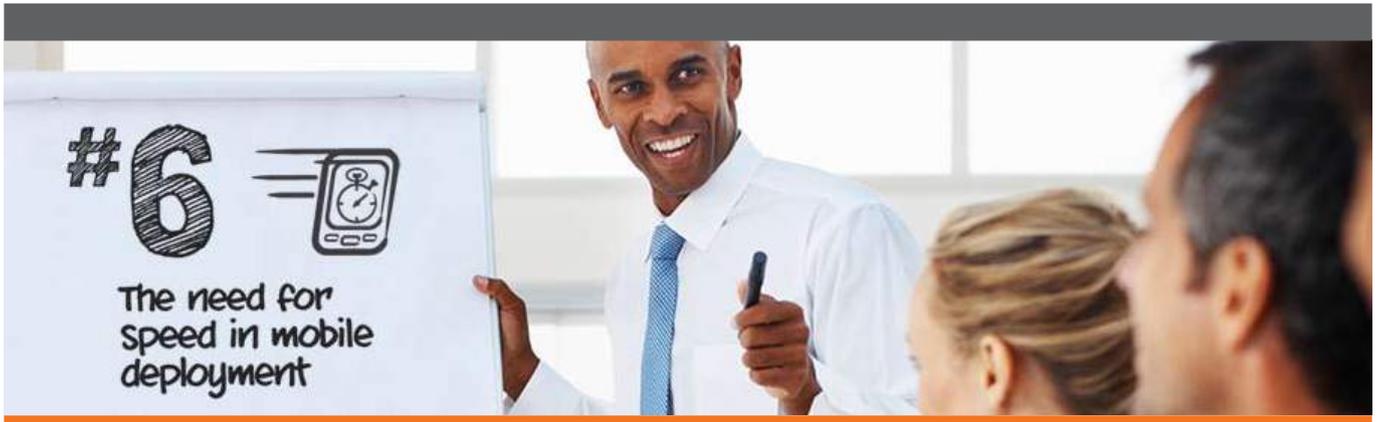
- > Gartner Critical Capabilities for Mobile Application Development Platforms
- > Aberdeen Group Report: Enterprise Mobility Management 2012

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Sources:

1. Gartner CIO Agenda Report, 2012
2. Antenna Mobile Business Forecast 2012

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The need for speed in mobile deployment

Time to market for mobile initiatives is a key requirement for enterprises, as delays in deployment can cost big money. Every day a competitor has an app in market and your company does not, is a day of lost revenue. Speed to market is the leading factor identified as a frustration of past mobile projects by decision-makers in IT (47%) and business (43%).¹

Speed to market isn't the only important factor when it comes to being able to do mobile fast — companies also have a need for speed in rapidly iterating and refining mobile initiatives to stay current. This includes incorporating feedback from users, and refining projects based on analytics data.

One issue in getting mobile applications to the greatest number of users quickly is the prioritization of target device platforms. Two years ago, Apple's iOS was the natural first choice — but now with Google's Android hitting over 500 million activations and adding over 1.3 million more per day,² the choice is more complex. In fact, business must accommodate the device choices of all potential users.

In 2011, 40% of enterprise application developers were still creating single-platform OS-native apps, for reasons such as high performance and offline functionality.³ Today, the need for speed has created a shift in focus for many enterprises toward cross-platform web-oriented techniques. Due to the increasing sophistication of web apps built in HTML5, by 2015, 80% of all mobile applications developed will be hybrid or mobile-web-oriented.³

For smart organizations, the Mobile Strategist acts as a hub between all department spokes to ensure that mobile initiatives truly reflect business need — and the technology is in place to support it. A Mobile Strategist is an objective voice of reason for the growing mobile business.

“Speed to market” 

Is the #1 frustration cited by business decision-makers in regard to their mobile initiatives¹

Further resources

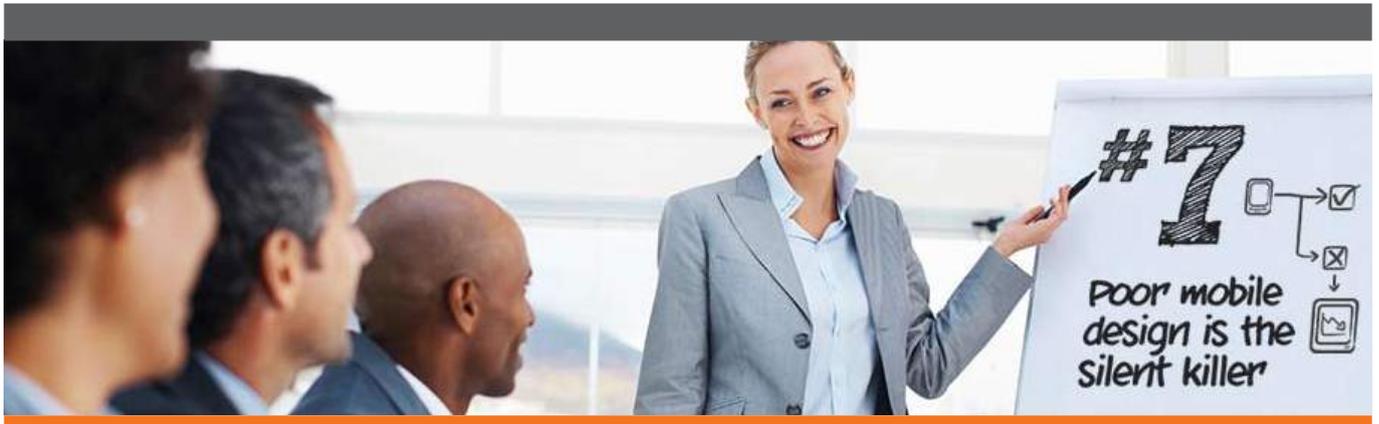
- > [Infographic: Rise of the Mobile Strategist](#)
- > [AMPchroma Mobile Application Platform](#)

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Sources:

1. Antenna Mobile Business Forecast 2012
2. Google, September 2012
3. Gartner Magic Quadrant for Mobile Application Development Platforms, 2012

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Poor mobile design is the silent killer

One in five business decision-makers and one in four IT decision-makers is frustrated with the usability of mobile projects delivered, and a similar proportion are unhappy with the robustness of the projects commissioned.¹ This strongly suggests that businesses need to spend more time and effort tailoring the user experience of the projects to the intended users of the projects being delivered.

App users are demanding. Employees want apps that are as exciting as the consumer apps they use at home, consumers want apps that are intuitive, bug-free, high speed and cool to use. Every user wants their apps to be designed around their needs — not those of the developer, the device or the data. If users don't see value or understand how to use an app they're moving on. Low adoption rates mean limited app success and the opportunity for the competition to get in on the action.

Analysts at Forrester Research recommend that mobile application development professionals follow best practices for user experience, such as getting underneath the thoughts and behaviors of users, designing first before building, testing user behavior, and embedding user experience design and feedback into the mobile development lifecycle.²

In addition to taking advantage of features unique to each device, mobile applications need to be consistent in terms of look, feel and functionality across each device platform. A user should easily recognize the mobile app regardless of the particular device platform (iOS, Android, etc) that it's running on. Each platform, however, may very well add additional functionality based on unique device capabilities.

How do you ensure that your apps are bringing forth real business opportunity and success? It's vital to have the ability to test, analyze and improve the design, in an iterative process. Testing and analytics are becoming increasingly important for mobile applications, both for consumer and employee facing projects.

A Mobile Strategist can ensure that intuitive UI design, ease of use, and essential features and functionality are built into mobile apps. Ensuring mobile projects are being tested, analyzed and modified will help improve efficiency and productivity gains, as well as profitability.

25% 

IT decision-makers frustrated with usability of mobile projects delivered²

Further resources

- > Antenna Mobile Internet Attitudes Survey
- > Mobile Masters Blog: Who Controls the Controls
- > Mobile Solutions Catalog

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Sources:

1. Antenna Mobile Business Forecast 2012
2. Forrester report, Best Practices In User Experience (UX) Design, 20090

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Mobile app adoption is a major concern

Enterprise executives rolling out mobile initiatives aren't the only ones that are frustrated with the end product. Only 25% of employee-targeted mobile projects and 22% of consumer-targeted mobile projects are widely adopted by their intended users.¹

If users do not embrace your mobility initiatives, time and money is going to waste. Research shows UK and US business have spent an average of \$431k to date on mobility projects, and they have plans to spend an average of \$456k on employee-facing mobile development in the next 12-18 months alone.¹

So why are fewer than 25% of enterprise mobile projects embraced by users? Many apps and mobile websites are built without reference to the end user, and without due consideration of the 'use case' why the mobile project is actually being undertaken in the first place. They often suffer from poor design and UI and a failure to leverage the inherent capabilities of the devices they're running on.

By contrast, successful mobile initiatives often focus on mobilizing one specific useful function very well. The app is aggressively tested with real users and optimized before being rolled out to large user communities.

The Mobile Strategist will play a vital role in getting mobile apps actively adopted by their target audiences. They understand the importance of being able to have full testing, measurement and analytics capabilities for mobile initiatives. By tapping into mobile usage data, app performance and user feedback, apps can be refined and improved over time to drive maximum adoption rates.

75% 

Employee-targeted mobile projects that are not widely adopted by targeted users¹

Further resources

- > Infographic: Rise of the Mobile Strategist
- > AMPchroma Mobile Application Platform

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Sources:

1. Antenna Mobile Business Forecast 2012

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App discoverability is the new mobile challenge

Discoverability of mobile apps is a rising concern among organizations. Today there are more than one million apps in the Apple App Store and Google Play Store.¹ Around 85 billion downloads of mobile apps will be made this year.² How can users find your mobile app amongst all the rest?

New technologies are being explored to aid app discoverability. In February 2012, Apple acquired app discovery search engine Chomp to enhance the search experience in its own App Store.³

As well as app stores, ensuring discoverability involves using channels such as app curation, recommendations and user reviews. Many smartphone users now find out about new apps via social networking services like Facebook and Twitter. In July 2012 Facebook launched its own App Center portal for recommended mobile apps, opening a new chapter in app discoverability.

If apps are targeted at employees, then an organization can certainly use its existing channels of employee communication to promote the app, like internal email and intranet. But increasingly, organizations are creating their own private mobile app stores, offering a new way to efficiently and securely distribute mobile apps to employees. Mobile devices and the content being accessed can be carefully managed and tracked, with only verified devices accessing the store. Enterprise app stores are not yet widely in use — only around 10% of enterprises currently have them.¹ But their uptake is growing, with financial services organizations leading the way.

Mobile initiatives can only succeed if users can find those apps to begin with. The Mobile Strategist must explore all potential ways to improve discoverability of the organization's mobile apps. Increasingly, the Mobile Strategist is seeking to create and manage their own enterprise application stores for users to access apps and digital content through fully branded mobile experiences, helping increase discoverability of mobile assets while ensuring brand consistency.

1 MILLION 

Mobile apps now available²

Further resources

- > Webinar OnDemand: 9 Reasons Why Every Enterprise Needs a Mobile Strategist
- > App discoverability is a big challenge
- > Mobile Masters Webinar Series

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Sources:

1. Mobilewalla report, NYTimes.com, December 2011
2. IDC Predictions 2012: Competing for 2020
3. TechCrunch.com, February 2012

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Top tips for the Mobile Strategist

As mobile continues to evolve and change the way business is conducted, the role of Mobile Strategist will take center stage. The factors discussed in this eBook have raised issues crucial for enterprises to evaluate in the planning and execution of their mobile strategy — and decide who is tasked with leading that strategy, today and tomorrow. In summary, here are top tips for success as a Mobile Strategist:

Understand, scope and plan every mobile initiative

The main reason behind the failure of any enterprise mobile project is the lack of upfront thought put into defining the requirements in terms of security, integration, management and overall success criteria. This can lead to project scope creep, unforeseen costs, missed deadlines, poor user adoption, and project failure.

Build your enterprise mobility team carefully

Choose key members of your team to cover the roles and responsibilities necessary for success. If possible, include members of the IT department and bring in 'virtual team members' involved in relevant business units, as well as mobile field workers and help desk personnel to provide valuable "real-world" insight.

Select a specialist mobility partner and platform

Delivering mobile projects can be challenging and complex. To ensure a successful outcome, you need to work with an experienced partner in mobility, who specializes in the design, integration, deployment and support of enterprise mobile solutions.

Know your target users in depth for each mobile project

Take time to fully understand the needs and behaviors of your target audience and observe their interactions with the business processes in question. Identify and define your target audience of users and break them down into 'persona' types. Find out what devices and platforms they are using, and what their biggest issues and pain points are. This will all help guide decisions about functionality, user experience design, development and deployment of your project.

400

Mobile projects currently being managed on average by global companies²

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Be realistic about technical challenges

One of the biggest mistakes made is to underestimate how complex mobile application projects can turn out to be. In a mobile world encompassing thousands of different devices, you need to be confident that your mobile apps will work effectively on all the platforms your target audiences are using — now and into the future. Just as important over the long term is the ability to centrally deploy, manage and secure apps, content and data. In addition, you need to be skilled in the integration of various backend systems — along with the middleware to manage and secure all the wireless transactions and communications.

Develop your mobile apps in manageable stages

Most successful mobile projects will involve a series of phased implementations. Each phase should be developed, tested and implemented in a systematic manner. Once a phase is deployed and proven, additional phases can be introduced that include more features.

Test, evaluate and improve

When you have completed phase one of your mobile application and are ready to deploy in the real world, first test your solution with a small group of trusted and motivated users. Allow a limited timeframe to evaluate the app, record results and identify needed changes and improvements. The outcome of this testing should be a better mobile app that is ready for wider rollout.

Provide full ongoing user support

The job is not over once the mobile application has been deployed. You need to support the user experience by providing proper on-demand documentation and support. This can be self-support mechanisms like user guides, FAQs or other documentation. Or maybe you have other channels like social media tools or support forums for users to get support from their peers. As a final measure, ensure users can contact you directly if needed. With great user support you encourage app usage and positive recommendations.

Further resources

- > Gartner Magic Quadrant for Mobile Application Development Platforms, 2012
- > Mobile Solutions Catalog
- > AMPchroma Mobile Application Platform
- > Mobile Masters Webinar Series

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