February 13, 2012 | Updated: February 23, 2012

Mobile Is The New Face Of Engagement
CIOs Must Plan Now For New Systems Of Engagement

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with Matthew Brown, Heather Martyn, and Rachel Brown

EXECUTIVE SUMMARY

By 2016, smartphones and tablets will put power in the pockets of a billion global consumers. Mobile is not simply another device for IT to support with a shrunken website or a screen-scraped SAP application. Rather, mobile is the manifestation of a much broader shift to new systems of engagement. These systems of engagement help firms empower their customers, partners, and employees with context-aware apps and smart products. To remain vital in this business technology reformation, CIOs must step up and work with other executives to establish an “office of the chief mobility officer” to implement an enterprise-wide mobile strategy. This team will coordinate the business and technology investments under a “design for mobile first” mantra that delivers four immediate benefits: 1) fuel profitable growth with stickier offerings and mobile self-service; 2) move faster along the mobile learning curve; 3) aggregate mobile project budgets to fund needed engagement technology; and 4) grow from an IT group focused on systems of record to a business technology group focused on systems of engagement.

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Forrester interviewed 61 companies, vendors, and experts, including AisleBuyer, appsFreedom, Appian, AT&T, Box, BoxTone, Cantina, Cisco Systems, Citrix Online, Deloitte, Dropbox, Fishbowl Solutions, Geoffrey Moore, Google, HCL, IBM, Infor, Infosys, Mahindra Satyam, Method Engine, Microsoft, MobileIron, Pandora Media, Partnerpedia, Persistent Systems, Research In Motion (RIM), Sabre Holdings, Salesforce.com, Service2Media, Skype, SugarSync, TandemSeven, Tata Consultancy Services (TCS), Tieto, Wipro IT Business, Yammer, and YouSendIt.

Related Research Documents

“Here Comes The Open Web — Embrace It”
January 24, 2012

“CMO: The Future Of Mobile Is Context”
July 29, 2011
MOBILE DEVICES PUT POWER IN THE POCKETS OF A BILLION GLOBAL CONSUMERS

A power shift happens when a billion people use mobile devices to engage with brands, information, and each other: Mobile apps empower customers, partners, and employees wherever they are in the context of that moment. People can serve themselves in the moment to accomplish a task like check a status, find an expert, receive an alert, make a purchase, answer a question, share an opinion, or send a message. The access and convenience of mobile apps and devices shifts more power from institutions to individuals than did the PC or the Web. The adoption levels and growth projections of mobile devices and investment are staggering (see Figure 1):

- **One billion consumers will have smartphones by 2016.** US consumers alone will own 257 million smartphones and 126 million tablets. Apple, Google, and Microsoft will be the software platform for more than 90% of smartphones and tablets worldwide. Carriers will compete for wireless spectrum and to support 5.8 million public Wi-Fi hotspots globally.

- **In 2016, 350 million employees will use smartphones — 200 million will bring their own.** Smartphones and tablets are valuable enough at work that employees will buy their own. Today, employees pay for more than half of the devices and data plans used for work across every region. The same is true for tablets: Employees pay for 70% of the tablets used for work.

- **Mobile spend will reach $1.3 trillion as the mobile apps market reaches $55 billion in 2016.** Tablet and smartphone apps, even at an average price of $2.43, will grow explosively to $56 billion in 2015 as first-time device owners tap into the wealth of innovative apps. All told, the spend on mobile will reach $1.3 trillion globally by 2015 — 35% of the technology economy.

- **Business spending on mobile projects will grow 100% by 2015.** More than half of business decision-makers will increase their mobile apps budget in 2012 as they look for better ways to engage with customers and partners. Every life sciences firm now has a tablet strategy for sales reps. IT professionals will respond to the onslaught by diverting IT budgets to mobile technology.
Mobile Is The New Face Of Engagement

Figure 1 The Mobile Power Shift Accelerates As Devices, Access, And Apps Skyrocket Globally

Consumers shape mobile markets

Consumer demands will shape the mobile market for devices, access, and apps.

Platform choice: Apple, Google, and Microsoft will own 91% of the US smartphone and 98% of the US tablet market by 2016.

Wireless everywhere: Private Wi-Fi grows to 648 million hotspots by 2015. Public Wi-Fi will explode from 1.3 million hotspots today to 5.8 million.*

Convenience drives mobile traffic†

<table>
<thead>
<tr>
<th>% of traffic from mobile</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facebook</td>
<td>33%</td>
<td>26%</td>
<td>55%</td>
<td>60%</td>
</tr>
<tr>
<td>Twitter</td>
<td>45%</td>
<td>24%</td>
<td>52%</td>
<td>60%</td>
</tr>
<tr>
<td>Pandora</td>
<td>25%</td>
<td>5%</td>
<td>13%</td>
<td>5%</td>
</tr>
<tr>
<td>*Source: Informa Telecoms &amp; Media</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
†Source: “Internet Trends 2011,” Kleiner Perkins Caulfield & Byers (KPCB)

Mobile device adoption explodes

126 million tablets will be in use with US consumers by 2016.†

257 million smartphones will be in use with US consumers by 2016.‡

Mobile apps are a $6.0 billion market today, growing to $55.7 billion by 2015.§

Business leaders prioritize mobile investments

Business execs want IT to prioritize systems of engagement and mobile*

| Systems to engage customers and partners | 48% |
| Mobile apps                          | 36% |

Mobile and analytics will command new business budgets in 2010†

<table>
<thead>
<tr>
<th>Mobile apps and middleware</th>
<th>Increase 5% to 10%</th>
<th>Increase more than 10%</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>40%</td>
<td>16%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Customer and business analytics</th>
<th>Increase 5% to 10%</th>
<th>Increase more than 10%</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>33%</td>
<td>15%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Enterprise app store</th>
<th>Increase 5% to 10%</th>
<th>Increase more than 10%</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>29%</td>
<td>8%</td>
</tr>
</tbody>
</table>

*Base: 1,004 North American and European business decision-makers from firms of 1,000+ employees
†Base: 1,047 North American and European IT budget decision-makers from firms of 1,000+ employees

*Source: Forrsights Business Decision-Makers Survey, Q4 2011
†Source: Forrsights Budgets And Priorities Tracker Survey, Q4 2011

Source: Forrester Research, Inc.
MOBILE APPS ARE THE FACE OF NEW SYSTEMS OF ENGAGEMENT

Mobile devices and apps (and mobile websites — we call them all “apps” here) are powerful tools that firms can harness to engage customers, serve partners, and empower employees. But mobile is not merely another chapter in the smaller, faster, cheaper device story. And it’s not tiny web or screen-scraped PC applications. Instead, mobile is the flash point for a much more holistic, far-reaching change. Your app is in your customer’s pocket. Now what are you going to do? Forrester believes that mobile apps are the front end and first stage of what Geoffrey Moore has termed new systems of engagement that (see Figure 2):

Empower customers, employees, and partners with context-rich apps and smart products to help them decide and act immediately in their moments of need.

Systems of engagement are different from the traditional systems of record that log transactions and keep the financial accounting in order: They focus on people, not processes (see Figure 3). Instead of screen scraping the hotel reservation system and calling it a mobile app, a system of engagement presented on a smartphone will know that a guest has entered the lobby for the first time and probably wants to check in. And by using GPS or location context directly from the device, the “system” will know that when you enter your room, the app should default to the concierge and room service tabs, thus providing immediate access to these hospitality services.

These new systems harness the “perfect storm” of mobile, social, cloud, and big data innovation to deliver apps and smart products directly in the context of the daily lives and real-time workflows of customers, partners, and employees (see Figure 4).

The compelling notion of context — the sum total of what your customer has told you and is experiencing at the moment of engagement — is made possible with cloud delivery and predictive analytics applied to a blend of data from device sensors, social feeds, personal preferences, and systems of record. With mobile apps as the visible face for systems of engagement:

- **Customers interact directly with the organization in their moments of decision.** People’s lives are a sequence of moments. Mobile apps let people act — and offer feedback — in those moments. It’s why 25 of the top 30 online US retailers have built native iPhone apps — to grow mobile retail revenue from $6 billion to $31 billion by 2016. In parallel, the retailers look to mobile startups like AisleBuyer to offer smartphone-carrying customers coupons and self-service checkout while they are making a purchase decision. It’s why IHG launched its app on the Kindle Fire and Google TV — to grow the $130 million in mobile bookings already coming from IHG’s iPhone, Android, and iPad apps.

- **Partners employ your tools in the context of their daily workflow.** Mobile apps — particularly tablet apps — let firms open their core engagement systems to partners in the moments they need them most. Three examples make the point: John Deere’s tablet app helps dealers streamline the purchase of farm equipment right from the back lot. Putnam Investments’
tablet app helps wholesalers sell its financial products by putting portfolio returns in front of independent financial advisors. General Electric’s (GE’s) tablet app knows which windmill a customer is standing by so it pulls up the right maintenance schedule. In every case, the mobile app is a tool in the partner’s workflow.

• **Employees work, collaborate, and make key decisions anywhere on any device.** With operational data dashboards on iPads, executives at Kraft Foods and JPMorgan Chase & Co. make real-time decisions during a meeting rather than a day or a week later. Empowered by mobile collaboration and productivity tools from vendors like Box, Dropbox, Evernote, Google, IBM, Quickoffice, and SharePlus, staff leave their laptops at home and remain connected and productive. And sales advisors at medical device maker Medtronic have interactive surgical procedures on tablets to orient a doctor to the surgery before she steps into the operating room.

• **Offline products get APIs and mobile app extensions.** Companies grappling with how to extend their products and build services annuities can use engagement technologies — sensors, radios, embedded computers, and wireless access — to build intelligent and connected products: smart dishwashers from Miele, smart cars from BMW, or smart tractors from Caterpillar. Mobile apps play a role here, too, as the predominant way in which developers extend the value of the smart product and people sense and respond to the smart products around them. For example, Withings has reinvented the bathroom scale by Wi-Fi- and API-enabling it so that an ecosystem of more than 30 apps can turn data from the scale into diet and health solutions.
**Figure 2** Systems Of Engagement Empower People, Accelerate Decisions, And Energize Products

**Engagement goals are supported by mobile apps**

- **Customer apps**: Empower people by focusing on their tasks and context in their moments of decision.
- **Partner apps**: Project your business value by provisioning partners with tools in their daily workflow and context.
- **Employee apps**: Accelerate business decisions by putting data dashboards into executives’ hands in their meeting moments.
- **Mobile apps for smart products**: Control smart products from mobile devices and extend the value of products with an app ecosystem.

<table>
<thead>
<tr>
<th>Engagement goal</th>
<th>What makes it possible</th>
<th>Enabling technologies</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Empowering people</td>
<td>Harnessing social and mobile collaboration tools to connect people to each other and to you</td>
<td>• Social networks • Mobile collaboration • Wireless networks • SaaS solutions</td>
<td>• Activity feed apps that keep mobile pros in touch • Social apps that capture status, complaints, and ideas</td>
</tr>
<tr>
<td>Projecting value</td>
<td>Providing task-specific apps to reach customers in their context and moments of decision</td>
<td>• Task-oriented apps • Business app stores • Links to systems of record • Predictive analytics</td>
<td>• B2B catalog app with pricing and availability • Order management mobile app linked to the web app</td>
</tr>
<tr>
<td>Accelerating decisions</td>
<td>Putting information, data, and analytics into the hands of decision-makers at the moment of determination</td>
<td>• Data dashboards • Predictive analytics • Search • Information access</td>
<td>• Data dashboard with operations or financial data • Mobile access to the portal, search, and files</td>
</tr>
<tr>
<td>Developing smart products</td>
<td>Using mobile apps as the control interface and to extend products’ value and differentiation</td>
<td>• CPUs and sensors • Wireless connections • Smart app APIs • App store</td>
<td>• Smart dishwasher that tracks energy use • Smart scale with weight management app ecosystem</td>
</tr>
</tbody>
</table>

Source: Forrester Research, Inc.
Figure 3 Systems Of Engagement Are The Future Of Technology-Led Business Innovation

**Systems of engagement touch people**
- Serving customer, partners, and employees
- Enabled by smartphones, tablets, and smart products
- Focused on in-the-moment tasks and decisions
- Delivering in an individual’s personalized context
- Providing analytics-driven experiences
- Leveraging social and cloud technologies
- Short, rapid, iterative release cycles

**Systems of record host processes**
- Targeting employees
- Supported by ERP packages and large databases
- Recording transactions and accounting data as part of core business processes
- Maintain state, status, and history
- Long development and deployment cycles

Source: Forrester Research, Inc.
Mobile apps — particularly when they are treated as one-off projects — carry huge hidden costs, and potential disruptions lurk just below the surface of the app (see Figure 5). In our interviews with business and technology executives from 60 mobile innovators and technology firms, we heard many success stories but also how successful mobile apps expose deficiencies that result in five unintended consequences:

1. **A multichannel coordination quagmire.** The Rubik’s Cube problem of coordinating data, access, and applications across multiple channels gets more complicated as firms pursue mobile engagement. For example, one multichannel retailer built a mobile app that handled basic
shopping tasks well enough, but it wasn’t coordinated with the web and call center channels for marketing, customer onboarding, or customer service activities. A South African bank had to address its multichannel problem by creating a single technology services team that works with every business group to broker agreements and implement solutions that span all channels.

2. **Business processes designed for transactions, not engagement.** People expect to accomplish simple chores very quickly on their mobile devices. This task orientation forces what Forrester calls the “atomization” of business processes, breaking them down into the tasks people want to accomplish (see Figure 6). This also happened with ATMs in the 1980s. Instead of needing the full bank branch experience, customers used ATMs to rapidly accomplish simple tasks like checking a balance or withdrawing money, thus forcing a redesign of the middleware and access architecture. Mobile apps will drive a similar atomization of business processes across every engagement channel, forcing a rethink of every process interface.

3. **Servers and infrastructure ill-prepared for exploding activity volumes.** The anywhere, anytime convenience of apps and the atomization of processes leads to dramatic increases in activity volumes (see Figure 7). Just as we saw with ATMs, where the volume of transactions skyrocketed from 41 million in 1978 to 11.2 billion in 1998, the same spike is happening in the mobile world. Box, Pandora, salesforce.com, and Twitter already get more than half of their traffic from mobile devices. USAA found nine times more demand for its mobile banking services than it had initially planned for. Networks, middleware, and databases designed for occasionally used PC applications and networks will grind to a halt under the exploding volume of mobile activity.

4. **Middleware, application, and security models poorly constructed for engagement.** The atomization of business processes will cascade down the entire technology stack. Aggressive mobile innovators have already been forced to rework their service-oriented architecture (SOA) to reduce message traffic and overhead for services originally designed for PCs on high-speed networks. One airline was forced to rethink its approach when the web middleware couldn't handle the mobile flight status app.

IT will also have to move beyond perimeter security to a layered security model that protects data and applications at every step on the data path, including the source. Lastly, the innovation in systems of engagement will make mobile into “Y2K: The Sequel” with a relentless requirement to rationalize the back-end systems of record. For example, Deutsche Bank replaced 250 custom banking applications with a single instance of SAP in order to support its financial planning system of engagement.

5. **Design, development, and governance processes misaligned with mobile requirements.** Great mobile apps are architected from the user experience in, not the database schema out. One bank learned this design lesson the hard way: It spent millions building a mobile app that weakly mimicked the web experience only to find it savaged in the app store ratings and slammed in the
call center. The diversity of mobile platforms and time-to-market requirements will also dictate a
slew of organizational and process changes: mastering multiplatform development, implementing
Agile processes, adopting a release-centric product mindset, administering new app store processes,
and investing in ongoing supplier oversight. It begs the question: Do you have the vendor
management skills to coordinate all the moving parts across this burgeoning mobile ecosystem?

**Figure 5 Mobile Apps Carry Hidden Costs And Unintended Consequences**

Unintended consequences
- A multichannel coordination quagmire
- Business processes designed for transactions, not engagement
- Servers and infrastructure ill-prepared for exploding activity volumes
- Middleware, applications, and security models poorly constructed for engagement
- Design, development, and governance processes misaligned with mobile requirements
Figure 6: Customer Tasks In An Atomized Business Process In The Travel Industry

**Timeline**

-2 days
- Check gate
  - Departure time
  - Lounge access
  - Upgrade
+2 hours
- Ground transportation
  - Lost luggage
  - Navigation
  - Mileage points earned
+2 days
- Customer service
  - Mileage status
  - Reward travel
  - Upcoming reservations

**Traveler mobile tasks**

- Book reservation
- Change reservation
- Request upgrade
- Reserve seat

**Core business processes**

- Flight reservation
- Customer loyalty
- Scheduling systems
- Baggage handling

Source: Forrester Research, Inc.
Figure 7 The Convenience Of Mobile Apps Drives An Explosion In Activity Volume

<table>
<thead>
<tr>
<th>Company or industry</th>
<th>Application</th>
<th>Explosion in activity or transaction volume</th>
</tr>
</thead>
<tbody>
<tr>
<td>USAA</td>
<td>Deposit a check by taking a picture with a mobile phone app</td>
<td>• Expected 22 million mobile contacts in year 3*</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Received 120 million mobile contacts in year 3*</td>
</tr>
<tr>
<td>Salesforce.com</td>
<td>Mobile app to access the salesforce.com application</td>
<td>Mobile activities account for 60% of the transaction volume.</td>
</tr>
<tr>
<td>HotSchedules</td>
<td>Access schedule for restaurant workers on a smartphone</td>
<td>• Five to eight web logins per person per week</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Five to 10 mobile logins per person per day</td>
</tr>
<tr>
<td>Sabre</td>
<td>Select a seat on an airplane using a mobile app</td>
<td>• 50,000 seat picks in the first month</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• 5 million seat picks in the third month</td>
</tr>
<tr>
<td>Pandora</td>
<td>Internet radio on a smartphone or tablet</td>
<td>Pandora streams 60% of its listening minutes to mobile devices, not computers.</td>
</tr>
</tbody>
</table>

Source: Forrester Research interviews

CIOS NEED A FORMAL MOBILE STRATEGY TO BUILD NEW SYSTEMS OF ENGAGEMENT

To avoid mobile’s unintended consequences and successfully engage customers, partners, and employees through mobile apps, CIOs will need to rethink the technology organization’s role, responsibilities, and skill sets (see Figure 8). Just as the PC necessitated an organizational shift from data processing to IT, mobile apps front-ending systems of engagement will act as a catalyst for the reinvention of IT as business technology (BT). CIOS should go beyond a myopic focus on employee mobile apps to also take on the role of business technology reformer and serve as the orchestral conductor for the firm’s broad portfolio of mobile apps and systems of engagement.

CIOS are also the right executives to pilot their companies out of the early experimental phase of mobile into a second, more architected period as part of a three- to five-year evolution to true systems of engagement (see Figure 9). CIOS and IT organizations won’t own all the resources or the entire mobile technology budget. But as the person with the broadest technology purview and the owner of the transactional systems of record, the CIO will play a critical role by coordinating the work of mobile musicians in every part of the business. To facilitate this coordination role, the CIO should implement a three-part mobile strategy:

1. Establish the office of the chief mobility officer (CMOO) to coordinate business and technology.

2. Develop a mobile engagement guide to facilitate mobile business projects.

3. Create a mobile architecture blueprint to manage mobile technology investments.
**Figure 8** New Technology Competencies Are Needed For Systems Of Engagement

<table>
<thead>
<tr>
<th>Factor or competency</th>
<th>Systems of record (PC era)</th>
<th>Systems of engagement (mobile age)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Devices</td>
<td>Hundreds of millions of computers</td>
<td>Billions of computers, smartphones, and tablets</td>
</tr>
<tr>
<td>IT's value-add to the business</td>
<td>Application developer and operator</td>
<td>Solution broker</td>
</tr>
<tr>
<td>Technology investment priorities</td>
<td>Automate back-office and front-office processes</td>
<td>Improve customer and employee interactions</td>
</tr>
<tr>
<td>Key vendors</td>
<td>Microsoft, Oracle, and SAP</td>
<td>Apple, AT&amp;T, Cordys, Deutsche Telekom, Google, and salesforce.com</td>
</tr>
<tr>
<td>Delivery architecture</td>
<td>Internal, proprietary client/server or browser</td>
<td>External, open Web, mobile app Internet</td>
</tr>
<tr>
<td>Middleware and associated APIs</td>
<td>Function-specific, modular, SOA</td>
<td>Task-specific, atomized, REST</td>
</tr>
<tr>
<td>Security approach</td>
<td>Look down the perimeter</td>
<td>Secure the device, access, application, and data</td>
</tr>
<tr>
<td>Development process</td>
<td>Waterfall, yearly releases</td>
<td>Agile, weekly or quarterly updates</td>
</tr>
<tr>
<td>Partnering strategy</td>
<td>Not invented here</td>
<td>Managed supplier ecosystem</td>
</tr>
<tr>
<td>Application provisioning</td>
<td>IT-controlled software pushed to desktops</td>
<td>Self-service app store with social features</td>
</tr>
</tbody>
</table>

Source: Forrester Research, Inc.
### Figure 9 A Multiyear Mobile Strategy For A Typical Global 2000 Company

|-------------------------------------|-------------------------------------|------------------------------------------|---------------------------------------|
| Mobile app projects with an apps/systems cost allocation | - Customer and employee apps  
- Mobile apps and sites  
- Device and app management | - Multichannel applications  
- Middleware and integration  
- SaaS solutions for customers | - Systems of engagement  
- Smart products and services  
- Rationalize the back end |
| Budgets for systems of engagement | - $10 to 25 apps  
- $50,000 to $250,000 per app  
- 30% apps, 70% systems | - 25 to 50 apps  
- $25,000 to $500,000 per app  
- 40% apps, 60% systems | - 100+ apps  
- $25,000 to $400,000 per app  
- 50% apps, 50% systems |
| Technology services provided to business groups | - $1 million to $3 million in IT budget  
- $2 million to $7 million in business budget | - $3 million to $7 million in IT budget  
- $5 million to $17 million in business budget | - $7 million to $15 million in IT budget  
- $12 million to $25 million in business budget |
| Security approach | - Mobile device management  
- Extend existing security models | - Layered security model: device, access, app, data  
- Identity services  
- “Embedded” VPN solutions | - Digital rights management services available to any app at any point in the data path |
| Development approach | - App-centric design  
- Native apps for consumers  
- HTML5 sites for employees | - Task-oriented experience design  
- Native apps for partners  
- HTML5/hybrid for most | - Open web development for cross-channel applications  
- Agile development process |

1. Establish The Office Of The CMOO To Coordinate Business And Technology

To balance the needs of business owners building mobile apps against the technology requirements to service those apps, Forrester asserts that the first step in the mobile strategy is to create the office of the chief mobility officer and a supporting mobile architecture team (see Figure 10). Why? Because without it, firms will waste too much time and money as marketing goes after a mobile loyalty app, sales builds tablet apps, the CFO implements mobile expense approvals, the CTO does his app in support of the new smart product line, and the head of Asia resellers builds a mobile dealer app. Further, firms taking a project approach to mobility will see redundant escalating costs, slower growth of their mobile engagement IQ, and potential damage to their brand if the app suffers due to systems failure. These problems can be mitigated with a dedicated mobile technology group.
This specialized 10- to 30-person group sits between business groups and IT and is comprised of technology and business staff. The office of the CMOO and the mobile architecture team are the coordinating force across all mobile business and technology projects and an incubator for the culture of the emerging business technology organization. Under the leadership of a chief mobility officer, this new group will:

- **Assemble a cross-section of coordination skills.** CIOs should look across the entire business to find energetic and experienced people to work on a new mobile architecture team. Some members of this group may be permanent, while others may be on a six- or 12-month rotation. The group will bring together a diverse collection of skills: experience design, financial planning, policy development, process analytics, program management, supplier oversight, and of course an understanding of the back-end systems and middleware architectures (see Figure 11). When the discussion gets “wonkish,” this team responds by describing the technology architecture in the language of business using what Forrester calls “capability maps.”

- **Understand the scale and diversity of mobile activities under way.** This team will identify and share the important lessons in task-oriented experience design, mobile app development, and systems integration. The first step for the team is to take an inventory of the mobile business and technology projects in flight: what they are, who owns them, how they are funded, whom they serve, and which internal and external systems they touch. As part of its initial mobile assessment, one company found that it had more than 100 mobile projects under way. Another learned that it was supporting 114 different versions of the BlackBerry operating system.

- **Create the right engagement mindset.** This coordination team embodies a business technology culture: 1) buying solutions from cloud providers or third parties before developing them in-house; 2) seeking leverage in every technology and supplier chosen; 3) maintaining a customer-centric solutions mindset; 4) blending social, mobile, and analytic technologies to deliver true engagement; and 5) applying a business outcomes measurement mentality. The mobile architecture team at one airline services firm put its task-oriented customer hat on when optimizing a seat selector app. That paid off when the volume exploded from 50,000 to 5 million seat picks a month . . . in the first three months.
Figure 10 The Office Of The Chief Mobility Officer Bridges Business And IT

Office of the chief mobility officer

Mobile engagement guide to facilitate mobile business projects

Mobile architecture blueprint to manage technology investments

Marketing

Sales

eBusiness

Store operations

Business unit 1

Business unit 2

Product development

Enterprise architecture

Application development and delivery

Infrastructure and operations

Security and risk management

Sourcing and vendor management

Source: Forrester Research, Inc.
2. Develop A Mobile Engagement Guide To Facilitate Mobile Business Projects

At the top of the CMOO's to-do list is to create a “mobile engagement guide” to facilitate work across various business teams. This handbook carries the “Design For Mobile First!” mantra to ensure that every business and technology team knows that mobile engagement is not business as usual. The development of the guide itself will draw out the best practices from every business group investing in mobile and tablet apps. Here's the approach:

- Start by understanding the tasks people do on their mobile devices. The goal is to identify the tasks, the context, and the sequence of events in any personal or professional workflow so you
can deliver focused functionality to help people get the task done. Most startups rely on intuition to build a task map, but agencies like Razorfish and SapientNitro have developed survey and ethnographic skills to understand people’s mobile context and tasks. With a task map in hand, it will be easier to decide what fields to present and which interaction APIs to build. Salesforce.com did this and identified the 17 most important atomic tasks for its mobile apps.

- **Focus on the user experience — not just on the user interface.** The cornerstone principle is that the interface not only looks pretty, but it also works in a natural and responsive way — which requires a real-time response from the servers. Experience designers have a rare combined skill set: Adobe Illustrator and JavaScript in one brain. Further, they understand that a real-time response to finger taps matters, so they keep the business team in touch with limitations imposed by the middleware APIs and back-end systems of record. One vendor, Yammer, has a dedicated “YamJuice” team with those skills. GE cultivates and rewards experience design skills with interesting work and recognition.

- **Make informed choices between native and HTML5 or hybrid apps.** The office of the CMOO cannot let good engagement principles get lost in religious technology debates. The mobile engagement guide needs to chart out the cost, support, and performance tradeoffs between native apps and mobile sites. Remember that 25 of 30 online retailers have chosen native apps. But sophisticated companies like Time, which publishes *Sports Illustrated*, and Twitter are using HTML5 and hybrid technologies like jQuery Mobile and PhoneGap to deliver great experiences. So the guide needs to lay out the development choice based on the business outcomes needed: for example, HTML5 for reach and agility versus native apps for user experience and stickiness.

- **Adopt rapid-release, Agile development processes.** Mobile apps fronting systems of engagement are “products” that demand a rapid response to business requirements and feedback. As such, mobile product owners set the schedule and the pace of improvement, often weekly for HTML5 and quarterly for native apps. If IT still uses laborious waterfall development processes, now is the time to make “design for mobile first!” the call to action to adopt Agile processes. FedEx moved from waterfall to Agile in order to build its mobile package notification app. The result: Cycle time shrank from a year and a half to three months.

- **Use systems of engagement to create new business offerings.** Once a core capability is exposed through a mobile app, it’s also available to be used in smart products or a new service from the company or a partner. For example, South African bank Absa first built a mobile payments app. That capability then drove a change in its business offerings to embed the mobile payment service inside partners’ offerings — for example, to sell prepaid home energy and consumer mobile cards. Similarly, firms can redeploy an engagement system to serve a new product or market. Pixar has done this with its RenderMan video rendering cloud service hosted on Microsoft’s Azure platform, thus making it available to independent animated film directors.
3. Create A Mobile Architecture Blueprint To Manage Mobile Technology Investments

While a mobile engagement guide sets the agenda for the office of the CMOO when working with business groups on the front end, the mobile strategy will fail if it doesn't adhere to an architecture that explicitly links task-oriented mobile apps to engagement software, application management, and back-end systems of record (see Figure 12). The mobile architecture blueprint lays out the technology issues that IT must resolve in order for mobile engagement apps to work. The mobile architecture team focuses more on orchestrating the work of others than building apps, but it carries a clear and important set of responsibilities:

- **Embrace the open Web as an architecture guidepost.** Mobile apps are delivered over the app Internet and rely heavily on technologies such as REST, OAuth, JSON, HTML5, and JavaScript. If people's eyes glaze over at this open web technology list, then find a technology coach who can educate the team on these important building blocks. Suppliers like Okta and salesforce.com and experienced mobile integrators like Accenture, HCL, and TandemSeven can also help you master the open Web. The mobile architecture team can use the open Web to draw mobile developers into the discussion.

- **Fund back-end investments from mobile project budgets.** Dealing with the scale, complexity, and time horizons of the back-end rework will require a new funding approach as the investment needed reaches into the tens of millions of dollars. Forrester estimates that the $50,000 to $150,000 that firms are spending to build a customer mobile app today is only 35% of the two-year total cost. The other 65% goes to maintenance and to reconstituting traditional systems. One financial engineering approach taken by a European bank is to fund the capital expenditures by borrowing against the mobile project budgets for the next 12 months.

- **Reface — or re-architect — the middleware APIs for task-oriented, real-time response.** One Adobe PhoneGap customer combined 20 web service calls into a single tiny XML message. This simple redesign turned a 10-second app loading time into a 1-second rapid response. Firms with service-oriented architectures, web server farms housed in carrier hotels, virtual data centers, and a rationalized and modernized back-end application portfolio are in good shape. Enterprises lacking them will see their mobile apps bog down at the moment of engagement.

- **Lead the business and technology shift to cloud solutions.** The mobile shift will accelerate cloud computing and as-a-service adoption. The complexity of multiple mobile platforms coupled with the physics of the last mile can kill a mobile experience. Cloud solutions are typically designed from the ground up to deliver a task-oriented mobile experience on every popular device over any network. The mobile physics of the cloud led one pharma giant to move to salesforce.com to better serve 10,000 iPad-wielding sales reps. It also extended its global on-premises SharePoint implementation with servers hosted in the Microsoft Office 365 cloud data center. The mobile architecture team should analyze the business economics and delivery physics to support the move to public as-a-service solutions.
• Manage the ecosystem of mobile partners and channels. The rate of innovation coupled with the complexity of the platforms and delivery dictates that firms must corral a stable of solution providers. The office of the CMOO needs to invest in solution-broker skills to manage these specialists as well as other suppliers in the mobile delivery path (see Figure 13). As many of these suppliers will be managed by other business and technology groups, this will require a strong coordination and liaison focus from vendor management experts.

<table>
<thead>
<tr>
<th>Components of the architecture</th>
<th>Questions to start the analysis and decision process</th>
</tr>
</thead>
</table>
| Task-oriented experience design | • How will we create the mobile engagement guide?  
|                                 | • What tasks do our customers do on smartphones? On tablets?  
|                                 | • How do we design experiences on each device? |
| Mobile apps, devices, and management | • Which devices should we support?  
|                                       | • What is our mobile device management and app store strategy?  
|                                       | • How do we deploy and update mobile apps? |
| APIs to deliver real-time, in-the-moment experiences | • How do our core systems deliver a real-time response?  
|                                                       | • Can our architecture handle growing mobile activity volumes?  
|                                                       | • How do we translate task-oriented design goals into middleware APIs? |
| Atomized security, middleware, and process models | • How do we incorporate third-party components like payments or identity?  
|                                                   | • What technology do we need to expose core processes as customer tasks?  
|                                                   | • What approaches do we need to handle the security challenges? |
| Systems of record modernization and access | • What is our strategy for rationalizing redundant systems of record?  
|                                               | • What changes do we need to improve access and performance?  
|                                               | • What are the mobile strategies of our key technology vendors? |
| Partner management | • What is our supplier governance model? How will we work with other teams?  
|                              | • How will we transfer critical skills back into our organization?  
|                              | • What SLAs do we need for vendors in the data delivery path? |

Source: Forrester Research, Inc.
**Figure 13** Sample Suppliers In The Critical Path Of Engagement Design And Delivery

<table>
<thead>
<tr>
<th>Engagement platform technologies and services</th>
<th>Mobile experience technologies and services</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Collaboration and social</strong></td>
<td><strong>Mobile agencies</strong></td>
</tr>
<tr>
<td>Cisco, Facebook, Google, Jive, LinkedIn, Microsoft, Skype, Twitter</td>
<td>Deloitte, Digitas, Razorfish, SapientNitro, 360i, VML</td>
</tr>
<tr>
<td><strong>Content synchronization</strong></td>
<td></td>
</tr>
<tr>
<td>Box, Dropbox, GroupLogic, SugarSync, YouSendIt</td>
<td></td>
</tr>
<tr>
<td><strong>Mobile app providers</strong></td>
<td><strong>Mobile middleware</strong></td>
</tr>
<tr>
<td>Appian, appsFreedom, Kickanotch mobile, revROI</td>
<td>Antenna Software, Kony, Netbiscuits, PyxisMobile, Service2Media, Sybase</td>
</tr>
<tr>
<td><strong>Mobile middleware</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Open web tools</strong></td>
<td></td>
</tr>
<tr>
<td>Antenna Software, Kony, Netbiscuits, PyxisMobile, Service2Media, Sybase</td>
<td>Adobe PhoneGap, JSON, Netbiscuits, nginx</td>
</tr>
<tr>
<td><strong>Mobile agencies</strong></td>
<td></td>
</tr>
<tr>
<td>Deloitte, Digitas, Razorfish, SapientNitro, 360i, VML</td>
<td></td>
</tr>
<tr>
<td><strong>Systems integrators</strong></td>
<td></td>
</tr>
<tr>
<td>Accenture, HCL, IBM Global Business Services, Infosys, TCS</td>
<td></td>
</tr>
<tr>
<td><strong>Cloud services</strong></td>
<td></td>
</tr>
<tr>
<td>Amazon EC2, Microsoft Azure, Rackspace</td>
<td></td>
</tr>
<tr>
<td><strong>SaaS implementers</strong></td>
<td></td>
</tr>
<tr>
<td>Appirio, Astadia, Bluewolf, Capgemini, Cloud Sherpas</td>
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</tr>
<tr>
<td><strong>Cloud-connect technologies</strong></td>
<td></td>
</tr>
<tr>
<td>Akamai, Aruba, Cisco, Juniper, Riverbed</td>
<td></td>
</tr>
<tr>
<td><strong>BI analytics</strong></td>
<td></td>
</tr>
<tr>
<td>Cloud9, Domo, Neoris, RoamBI</td>
<td></td>
</tr>
<tr>
<td><strong>SaaS, cloud, and cloud-connect technologies and services</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Mobile device management</strong></td>
<td></td>
</tr>
<tr>
<td>AirWatch, BoxTone, Good Technology, IBM, MobileIron, RIM, Sybase</td>
<td>CORDYS, Google, NetSuite, PayPal, salesforce.com</td>
</tr>
<tr>
<td><strong>App stores</strong></td>
<td><strong>SaaS solutions</strong></td>
</tr>
<tr>
<td>Appian, Appcconomy, MobileIron, Partnerpedia</td>
<td>Cordys, Google, NetSuite, PayPal, salesforce.com</td>
</tr>
<tr>
<td><strong>Telcos</strong></td>
<td><strong>Open web tools</strong></td>
</tr>
<tr>
<td>AT&amp;T, BT, Deutsche Telekom, Orange, Verizon</td>
<td>Adobe PhoneGap, JSON, Netbiscuits, nginx</td>
</tr>
</tbody>
</table>

Note: Lists are not comprehensive.

Source: Forrester Research, Inc.

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**RECOMMENDATIONS**

**KEY TACTICS: COMMUNICATIONS, METRICS, AND PROGRAM MANAGEMENT**

As firms and CIOs craft their mobile strategies, there will be many chapters in the “playbook”: business impact, road map, skills and organization, governance and process, metrics to track progress, new suppliers to select and manage, and many different groups to coordinate. We’ve drawn on the research interviews to identify three additional tactics for success:

- **Communications:** A dedicated communications director can market the tech opportunities. With systems of engagement, the interplay between business teams and technology teams is direct and intimate, but it won’t work without open communication and forums for exchange. The office of the CMOO can make better connections between technology and business teams...
by actively communicating what it’s up to. The office of the CMOO should include a director of communications, something that we’re seeing on more technology business cards every day.

• **Metrics: Measure mobile engagement, not return on investment (ROI).** The question of business value and return on investment plagues IT and business projects. ROI in particular is notoriously hard to manage in the absence of a clear monetary return or cost difference. In the mobile age, it makes sense to start by siphoning off some of the mobile engagement metrics — adoption, activity volume, completion percentage, ratings, and viral influence — and using them to guide decisions around impact, spending, and priorities.\(^2^3\) If an app is highly used and rated, then it’s valuable. If it’s unused and dissed, then it’s not. Solutions from the web analytics vendors like Adobe Systems, comScore, IBM, and Webtrends are part of the engagement tool kit.\(^2^4\)

• **Program management: Keep a multiyear focus and coordinate among mobile projects.** The mobile architecture team must also be expert program managers that facilitate across project and governance boundaries. Good program managers oversee the road map to keep it on track, provide guardrails for business technology solutions, negotiate agreements across projects, and track and report progress to the CIO and other business executives.\(^2^5\) Technology program managers at Air France-KLM — called domain managers — fulfill this role, thus assuring that hundreds of projects track toward a single, integrated operating model.

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**WHAT IT MEANS**

**THE PAYOFF OF SYSTEMS OF ENGAGEMENT IS PROFITABLE GROWTH**

Systems of engagement will fuel business growth and innovation over the next decade. The journey will require some jolting decisions and a sophisticated approach to solution development. But it is also inevitable. Mobile apps and smart products are the way companies, governments, and institutions will:

• **Improve satisfaction, stickiness, and trust.** Walgreens reports that 40% of its online transactions come from its one-year-old mobile app. And it’s the company’s best customers tapping their way through drugstore tasks: prescription refills, flu shot store location, and shopping. The investment in mobile systems of engagement that anticipate your customers’ needs before they know they have them pays off in metrics that matter, starting with revenue. Fashion brand Steve Madden found that its investments in mobile engagement resulted in mobile eCommerce revenue and customer loyalty.\(^2^6\)

• **Serve customers at the lowest possible cost and instill in them a self-service habit.** Mobile apps and smart products offload people-directed service to self-service channels. Instead of picking up the phone to call, a customer will tap a smartphone to solve the problem in her moment of need. If you decode your customers’ task-oriented needs, you can be in their pocket every step of the way. And self-service is cheap by comparison. One large
bank reports that mobile transactions are one-tenth the cost of branch transactions. At insurance provider Aflac, the equivalent of 25 million customer calls have been handled through its mobile app by agents sitting in their client’s office. These systems of engagement bring material benefits to the bottom line.

• **Increase business productivity and drive cost out of internal processes.** Mobile devices will front better systems of engagement that drive efficiency, including: 1) collaboration solutions that tie directly into systems of record to funnel issues into an expert’s mobile inbox, and 2) data dashboards that put information power into executives’ hands in their moments of decision. Employees empower themselves, of course, with personal devices and productivity services. But with mobile as a catalyst, it’s time to rethink how systems of engagement — everything from email and SharePoint to business processes and the data warehouse — will make every employee and internal process more effective and efficient. As an example, IBM uses social engagement among sales, marketing, and product staff to cut proposal development times in half.²⁷

• **Create significant new revenue sources from smart products and services.** Smart products create annuity revenue streams and value-added capabilities for otherwise offline turbines, cars, and thermostats. The key to making products smart is imbuing them with intelligence in the form of connectivity and computing, then dressing them in smart product APIs to give developers — ultimately an ecosystem of developers — access to the raw intelligence and value of the product. Three examples illustrate the point: The Withings Wi-Fi-connected smart scale has already cultivated an ecosystem of 30 mobile apps that turn it into a weight management tool. Developers have hacked the unpublished APIs of the new Nest Learning thermostat to control it from a mobile device.²⁸ Siemens smart MRI machines take the worry out of operating failures by exposing the maintenance APIs for use and reuse.

### SUPPLEMENTAL MATERIAL

**Methodology**

Forrester’s Forrsights Business Decision-Makers Survey, Q4 2011 was fielded to 3,534 business decision-makers located in Australia, Brazil, Canada, China, France, Germany, India, Indonesia, Japan, Malaysia, Mexico, New Zealand, the Philippines, Russia, Singapore, the UK, and the US from small and medium-size business and enterprise companies with 100 or more employees. This survey is part of Forrester’s Forrsights for Business Technology and was fielded from September 2011 to December 2011. LinkedIn Research Network fielded this survey online on behalf of Forrester.

Each calendar year, Forrester’s Forrsights for Business Technology fields business-to-business technology studies in more than 17 countries spanning North America, Latin America, Europe, and developed and emerging Asia. For quality control, we carefully screen respondents according to job title and function. Forrester’s Forrsights for Business Technology ensures that the final survey population contains only those with direct oversight of their team’s or group’s budget. Additionally,
we set quotas for company size (number of employees) and job function as a means of controlling the data distribution. Forrsights uses only superior data sources and advanced data-cleaning techniques to ensure the highest data quality.

We have illustrated only a portion of survey results in this document. To inquire about receiving full data results for an additional fee, please contact Forrsights@forrester.com or your Forrester account manager.

All of Forrester’s forecasts are designed by a dedicated team of forecasting analysts who build the models, conduct extensive industry research, and manage the process of formally building consensus among Forrester’s analysts. Forecast analysts have backgrounds in investment banking, management consulting, and market research, where they developed extensive experience with industry and company forecasting. For more information on Forrester’s ForecastView offering, including access to additional details and metrics not included in this report, please contact us at data@forrester.com.

Thank You

The authors would like to thank the experts we interviewed and also our Forrester colleagues: Julie A. Ask; Matthew Brown; Rachel Brown; Bobby Cameron; George F. Colony; Ellen Daley; Ad'm DiBiaso; Sarah Rotman Epps; Frank E. Gillett; Charles S. Golvin; Tom Grant, Ph.D.; Benjamin Gray; Carrie Johnson; Christian Kane; Khalid Kark; Jens Kueter; Jeffrey S. Hammond; Harley Manning; Heather Martyn; Pascal Matzke; Christopher Mines; Steve Peltzman; John R. Rymer; Peter Sheldon; Karen Traikovich; Suresh Vittal; and Simon Yates.

Companies Interviewed For This Document

AisleBuyer

Appian

appsFreedom

AT&T

Box

BoxTone

Cantina

Cisco Systems

Citrix Online

Deloitte

Dropbox

Fishbowl Solutions

Geoffrey Moore

Google

HCL

IBM

Infor

Infosys

Mahindra Satyam

Method Engine

Microsoft

MobileIron

Pandora Media

Partnerpedia
Persistent Systems TandemSeven
Research In Motion Tata Consultancy Services
Sabre Holdings Tieto
Salesforce.com Wipro
Service2Media Yammer
Skype YouSendIt
SugarSync

ENDNOTES

1 Source: Forrester Research Mobile Adoption Forecast, 2012 to 2017 (US); Forrester Research Consumer PC And Tablet Forecast, 2011 to 2016 (US).


4 Source: Forrsights Workforce Employee Survey, Q4 2011.

5 Here we define “mobile” as: devices that are mobile; applications designed specifically to run on mobile devices; communications equipment to support mobile devices; consulting services to provide guidance to companies on how to use mobile and how to integrate from mobile devices to core systems; wireless telecom services; and managed wireless network outsourcing. Using data from Forrester’s global ICT market sizing for business and government in 2011 versus 2015, we calculate that the mobile spend will increase from 23% of the total in 2011 to 35% in 2015, or doubling from $675 billion to $1.301 trillion.


8 Systems of engagement come from multiple existing systems that are stitched together to improve the way companies interact and communicate with their customers, partners, and employees. In this report, we are focusing on the impact of the front-end mobile applications.

9 Consumers will adopt and use convenient services and products. In mobile, this translates to services that offer immediacy and simplicity through a highly contextual experience. The ability to deliver highly contextual experiences will evolve in sophistication with technology in the phone. Imagine the buying and selling opportunities that will emerge when phones can make size, color, and scent recommendations. eBusiness and channel strategy professionals must leverage context to deliver the right information at the right time to the right

Going forward, stellar online experiences will be: customized by the end user, aggregated at the point of use, relevant to the moment, and social as a rule, not an exception (CARS). There are four keys to designing, launching, and delivering successful CARS experiences: 1) start with consumers, not capabilities; 2) make aggregation central to your strategy; 3) turn your IT partners into your new best friends; and 4) introduce innovations with care. See the January 18, 2011, “How To Build Online Experiences Of The Future” report.

Mobile offers eBusiness professionals the opportunity to engage with consumers at every step of their purchasing journeys, from upper-funnel demand generation through replenishment or repeat purchase. Doing so effectively requires more than squeezing assets and services developed for the PC onto a smaller screen. eBusiness professionals must provide excellent mobile services by delivering convenience, leveraging mobile as a highly efficient sales and service channel, focusing on customer needs, breaking free of their PC-based design roots, and being agile. See the November 16, 2011, “Mobile Mandate For eBusiness Professionals” report.

Mobile commerce is expected to reach $31 billion by 2016. While this represents a compounded annual growth rate of 39% from 2011 to 2016, mobile commerce is only expected to be 7% of overall eCommerce sales by 2016. While more consumers will purchase more products and categories on their mobile devices over time, retailer investment in the mobile channel continues to remain modest as companies struggle to value the ROI around mobile investments. See the June 17, 2011, “Mobile Commerce Forecast: 2011 To 2016” report.

The technology industry has entered a new cycle of tech innovation and growth, which we are calling “smart computing.” Like prior cycles of computing, smart computing will power a seven-to-eight-year period when business and government investment in technology grows at twice the rate of the overall economy. Unlike the horizontal technologies of personal computing and network computing, smart computing will have a highly vertical industry focus. Tech vendors will have great growth opportunities in this new cycle but also big challenges in navigating the shift. See the December 4, 2009, “Smart Computing Drives The New Era Of IT Growth” report.

To research the impact of mobile on business and technology organizations and systems, Forrester analyzed data from our surveys of consumers, employees, and IT and business decision-makers and interviewed 50 IT and business experts from Global 2000 companies, mobile startups, and mobile industry vendors.

In 2009, USAA pioneered mobile remote deposit for its members. Two years later, the mobile deposit service — which is a part of a larger mobile strategy — has exceeded all expectations. The mobile deposit service has seen large-scale adoption, and even more importantly, has moved deposits away from the more costly mail channel. See the November 3, 2011, “Case Study: USAA Makes Mobile Remote Deposit A Core Mobile Offering” report.

Employees and customers are using social, mobile, cloud, and video technologies to bypass IT. Your customers now expect on-demand information, customized user experiences, and mobile apps. Some CIOs have reacted to this shift by vigorously defending their turf. Others have ceded control. Forrester believes that these changes bring a unique opportunity for CIOs to step up and transform their IT organizations into influential and

CIOs need to lead the way to IT transformation by shifting the internal IT conversation away from technology and projects and toward a more business-focused view of IT. Many organizations are using business capability maps to improve business conversations, and Forrester has created a business capability map to enable IT executives to manage IT more like a business and to foster targeted strategic discussions on improving IT’s performance. See the July 15, 2010, “IT Capability Maps Help CIOs Manage IT Like A Business” report.

Should you go with a native application development approach or use HTML5? Which choice is most appropriate for you depends on your answers to key questions about the people you want to use your apps, the business objectives you seek to accomplish, and the strategies you plan to employ to achieve those objectives. Answering these questions and identifying what you can invest will help you select an approach that matches your requirements. See the January 5, 2012, “Building Mobile Apps? Start With Web; Move To Hybrid” report.

The goal of the second stage in Agile’s history, the era in which we now live, is a new set of practices to define how the development team and other groups work together. New ways to deal with DevOps and real continuous feedback are examples of these practices. See the January 10, 2012, “Navigate The Future Of Agile And Lean” report.

The explosion of app innovation that started on the iPhone and then spread to Android devices and tablets will continue to drive tech industry innovation and have far-reaching pricing and go-to-market implications for software and services providers. The development of this mobile “app Internet” with hybrid, local, and cloud-supported applications will not only foster huge levels of innovation but also open up new services opportunities around the creation and management of these B2C, B2B, and B2E apps. See the February 28, 2011, “Mobile App Internet Recasts The Software And Services Landscape” report.

The Web is moving on to a new era of openness, mobility, and digital business. The open Web is a platform built on HTTP (the fundamental web protocol), a new generation of HTML, dynamic languages, and wide use of Internet services for everything from video encoding to social graphs to order management and payments. The open Web will be particularly important to “app Internet” systems that bridge mobile devices, cloud services, and enterprise applications and data. See the January 24, 2012, “Here Comes The Open Web — Embrace It” report.

Customer intelligence (CI) professionals must implement tactic-specific measurement for mobile websites and applications. By adopting full-featured mobile measurement tools and tracking appropriate metrics, organizations can go beyond counting number of visitors and application downloads to optimize user experiences and revenue generation via mobile channels. See the April 13, 2011, “Mobile Measurement Is A Customer Intelligence Imperative” report.

In Forrester’s 80-criteria evaluation of web analytics vendors, we found that Adobe, comScore, IBM, and Webtrends are Leaders because of their consistent product strength combined with compelling visions for the web analytics market. They are followed by two Strong Performers: AT Internet, serving the European market with a much-improved offering, and Google, with a new offering targeted at the enterprise market. See the October 6, 2011, “The Forrester Wave: Web Analytics, Q4 2011” report.
Forrester Research and the Project Management Institute (PMI) recently hosted a survey regarding the state of the project management office (PMO) in 2011. The survey garnered 693 respondents, and the results show that today’s PMOs are tasked with significant challenges but also possess great opportunities to become a strategic part of a business’ delivery process. PMOs that the business sees as a strategic partner flourish, and those that struggle to demonstrate value must change the conversation — or the business will bypass them. See the August 3, 2011, “The State Of The PMO In 2011” report.

Steve Madden, a designer and manufacturer of contemporary women's, men's, and children's shoes and accessories, made a low-six-figure investment to create a mobile presence that, upon launch, has driven significantly more sales through mobile than it did via its previous mobile web experience. See the June 22, 2010, “Case Study: Steve Madden Invests In Mobile Fundamentals” report.


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Mobile is the new face of engagement. Mobile is fast becoming the primary screen for Internet activity on the run. More and more people are searching for local business to call, compare prizes and find them on maps. MobiliseNow offer all the features you need to create a great looking mobile site that works on all Mobile Devices and it's a breeze to use. One site that works on over 8,000 mobile devices. Mobile search is an unavoidable part of digital marketing as if brands don't adapt to consumer behaviour then they risk becoming sidelined if their competitors are faster to react. Go