Mobile Strategy Framework

SIG Enterprise Mobility
Kick-off meeting - 17/01/2012 - Diegem - Belgium
# Table of Content

1. Challenges

   - Novices
   - Experimenters
   - Models

3. Where do we start?

ANNEX: Assessment Model
CIOs face 3 main challenges related to mobility: focus on usability, maximise value and deal with the complexity

Rapid technology developments in wireless connectivity and mobile devices marked the beginning of the mobility revolution. Next came the apps renaissance, when intuitive engaging pieces of software, tailored for smart phones and tablets began to change our day-to-day lives. This revolution has now reached businesses, imposing new challenges on today's CIOs.

<table>
<thead>
<tr>
<th>Focus on usability</th>
<th>Maximise value</th>
<th>Deal with complexity</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Build capabilities to deliver intuitive, user-friendly mobile applications that meet user expectations. Mobile delivery requires new skills, new mindsets, new application architectures, new methodologies and new approaches to problem-solving.</td>
<td>• CIOs need to help the business deliver innovative applications with significant potential for positive disruption.</td>
<td>• How should IT practices change to support mobile applications? Should employee-owned devices be allowed on enterprise networks? And if so, what data, applications and services should they be permitted to access?</td>
</tr>
<tr>
<td>• Above all, solutions must focus on usability – design-led thinking with mobile mentalities. User experiences should be mobile-centric, based on touch/swipe/talk, not point/click/type.</td>
<td>• CIOs can become beacons of big-picture thinking and tactical adjudication by embracing the proliferation of mobile initiatives, and accelerating the mobile adoption learning curve across the organization.</td>
<td>• True enterprise-class mobility requires governance, security, privacy and compliance policies – with effective management of mobile devices, enterprise app stores, mobile middleware and more.</td>
</tr>
<tr>
<td>• Scope should be reined in to create well-defined, elegant solutions that address explicit problems, not broad collections of functionality.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Mobile Strategy Framework

In defining the right approach towards mobility, companies can opt for 3 stages. Each of the stages demands a different level of effort and capabilities. However, as the required effort and capabilities increase also the business value that the company can gain through its mobile initiatives increases.

1. **No mobile strategy**
   - Focus on the device. Give people the tools to be mobile
   - Buy existing applications
   - Low internal mobile expertise

2. **Silo-based mobile strategy**
   - Focus on the application
   - User interfaces are developed on top of existing business logic
   - Corporate data is integrated in mobile applications
   - Data is captured at point/moment of transaction
   - High internal mobile expertise

3. **Mobile strategy as part of corporate strategy**
   - Appropriate governance structures are in place to foster organisational wide collaboration.
   - High level of control, value of the mobile initiatives is tracked
   - Development of new business logic.
   - Mobility is used to fundamentally change business processes.
Novices focus on the device and buy existing applications

**Identifiers**

- **Strategy**
  - No mobile strategy

- **Measurement**
  - Low level of control
  - Benefits are not tracked

- **Technology**
  - No mobile expertise
  - Use of proven technology
  - Low level of sophistication

**Actions to maximize the current level**

1. Capture ad hoc feedback
2. Empower Users
3. Buy collaboration tools
4. Train the manager
Experimenters develop user interfaces on top of existing business logic

Identifiers

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Implementation</th>
</tr>
</thead>
</table>
| Silo-based mobile strategy | • BU support and budget  
|                   | • Mobile solutions to support current business processes  
|                   | • Use of collaboration tools (e.g. Chatter, Yammer)                           |

<table>
<thead>
<tr>
<th>Measurement</th>
<th>Technology</th>
</tr>
</thead>
</table>
| KPIs: track (internal and external) adoption | • Own development  
|                   | • Proof of concepts  
|                   | • High mobile expertise and sharing of knowledge  
|                   | • R&D  
|                   | • Required security level is high                                             |

Actions to maximize the current level

1. Integrate mobile strategy into corporate strategy
2. Install adequate governance structures
3. Assign dedicated mobile team
4. Develop the business case for mobile initiatives
5. Formalise training, rules and processes
6. Keep technology up-to-date
Models use mobility to fundamentally change business processes

**Strategic Identifiers**
- Mobile strategy as part of corporate strategy
- High level of control
- KPIs: track benefits from mobile initiatives

**Implementational Identifiers**
- Executive support
- Dedicated mobile team
- Appropriate governance structures
- Innovation through mobile solutions
- High level of control
- KPIs: track benefits from mobile initiatives

**Technology Identifiers**
- Formalised (development) processes
- Sharing across the organisation
- Formalised R&D
- Sophisticated, up-to-date technology

**Establish A Business Mobility Roadmap**
1. Define business mobility goals
2. Install adequate governance structures
3. Develop business cases and prioritize the roadmap
4. Formalize the mobile app development process
5. Keep technology up-to-date

---

© 2012 Deloitte Belgium
Where do we start?

For many organizations, the mobility opportunity is clear. But understanding where to begin isn’t as straightforward. CIOs that want to maximize value from their mobile initiatives, need to consider these next steps:

1. **Fuel the arms race**
   Move mobile toward the top of the CIO agenda. Put together a three-person swat team – designer, architect and developer – and have them rapidly train on a platform of choice. Find the early seeds of mobile opportunities in the business, and zero in on one that has clear business value.

2. **Build a foundational strategy**
   The mobility landscape is moving at warp speed. CIOs need a mobile strategy limited to a six-month to 1-year horizon. Create a roadmap of prioritized use-cases and apps and establish a plan for how to meet demand. The strategy doesn’t need to be exclusionary of any specific technology options: choose where to develop natively, where to use a cross-platform enablement tool, and where to build a mobile-tailored web app.

3. **Centralise**
   Given the freedom to run, each pocket within an organization is likely to either build skills in mobile app design and development, or outsource it. Even worse, they could establish competing policies with varying levels of enterprise-class features (security, privacy, integration, data management). This could confuse users and jeopardize your brand. Plus, each silo will go through its own learning curve. Having a core group or center of excellence that shares experiences among functions and business areas can accelerate the move from the mobile veneering of existing operations to true innovation.

4. **Think differently**
   Mobile is a different beast than traditional IT. To achieve your goals, you’ll need a unique mix of creativity and design talent that might not be a core discipline within the CIO’s shop. Take cues from leading consumer applications, and improve scope, usability and back-end performance to leverage the unique characteristics of mobile.
Annex 1: Assessment Model

Within the Mobile Strategy Framework the different stages are described using four dimensions: 3 organisational dimensions (strategy, implementation and measurement) and a technology dimension. Depending on how an organisation scores in each of these dimensions we can assess in which stage the organisation is today and define the right actions to move from the current stage to the target future stage. A description of each of the 4 dimensions is given below.

### Strategy

The main question within this first dimension is: does the company have a mobile strategy or not? Research shows that a lot of organisations who are actively engaged in mobile initiatives do not have a mobile strategy or have just started to define one. Secondly, if there is a mobile strategy, it is important to assess the level of this mobile strategy within the organisation. This can range for a silo-based approach where mobile strategy only exist at the level of the BUs to a more organisation-wide approach where the mobile strategy is an integrated part of the corporate strategy. Models of course excel in this second approach.

### Implementation

This dimension measures the degree to which the organization has the right structures and governance in place to ensure the implementation of the mobile strategy. Several criteria are assessed such as: the degree of collaboration within the organisation (silo-based vs. organisational-wide approach) and the use of mobile collaboration tools; the degree of executive support and the availability of a dedicated mobile team/department. Also the impact of mobile solutions on the business processes can be assessed as part of this dimension. This can vary from mobile solutions being used to support the existing business processes to the use of mobility to foster process innovation and change the way the companies does business.

### Measurement

The third dimension is all about measurement and control. It assesses the company’s maturity regarding to its ability to track KPIs related the mobile initiatives and the use of mobile solutions within the organisation. Originations that score low on this dimension will not explicitly have defined KPIs but rather solicitate for feedback from users on an ad hoc basis. This in contrast to mature organisations who have clearly defined the business cases for their mobile initiatives and closely monitor the value from these initiatives through both financial and non-financial KPIs.

### Technology

The fourth and final dimension of the framework measures the maturity of the technology. A first indicator can be found in the fact that more mature organisation will have the ability to develop their own mobile solutions. This is strongly related to the level of expertise available within the company. More mature organizations will not only need the expertise to develop their own mobile solution but also need the ability to keep up-to-date with trends in mobile technology as well as to find ways to use these technologies in an innovative way within their business. As a consequence the organisations that position themselves it a higher maturity stage will have a higher degree of technology sophistication. In addition also the degree of formalisation of the processes for R&D and application development is assessed. Finally, as more mature organisations will transfer more (parts) of their business process to mobile solutions and integrate corporate data into these solutions, these companies will also require higher levels of security.

---

Ref.: Husson, T. (2010), Forrester’s Mobile Maturity Model