Mobility: A Centrepiece in Your Digital Business Strategy

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Adrian Leow
Key Issues

1. What are organizations doing to implement a successful mobile strategy?

2. How will technology and market trends impact mobile strategy through 2020?

3. How will organizations deliver mobile digital business solutions through 2020?
Bad news:
Workers feel that — in some ways — I.T. is an Obstacle to Mobility
Is Mobile “Strategy” Even Possible? Or is it too Tactical?

Key Insights:

- IT sees mobility as strategic; business sees it as tactical
- Evolution of mobile has outpaced regulations
- IT does not understand the personal aspects

Recommendations:

- Business units run mobile efforts
- Become a service broker
- Learn to be agile in all areas
- **Business units should run the MCOE.** The meetings may be facilitated by IT, but the final decisions should rest with business units.

- **MCOE must select a leader** that exhibits four critical leadership attributes: system thinking, business focus, action orientation and adaptability and ensure that the leader uses a proven operational methodology.

- **IT functions in an advisory capacity,** leveraging its knowledge of technology and bringing technical solutions to bear on business problems.

- During the development of the mobile strategy and governance, the **MCOE should meet at frequent intervals** to ensure that focus on the deliverables is maintained.
Mobile App Development Strategy

- A mobile app strategy is not a strategy for a mobile business
- Usability is more important than ever
- There is no "pure" app strategy

✓ Usability first — everything else second
✓ Must be owned by the organization, not the business unit, so services and components may be reused across the organization
✓ Recognize consumerization driven technology choices
Mobile Policies & Funding

- This means war! ➔ battle of convenience versus security
- "All I have to do is connect and go!"
- Funding is a perennial issue - 2 options:
  - Business units fund apps while IT funds shared services;
  - IT sees mobility as strategic and funds everything.

✓ Mobile changes the nature and definition of work.
✓ Balance user privacy against data protection
✓ Use moderation when applying controls
✓ Resolve funding issues in the MCOE
How Do I Create a Mobile Strategy?

- Gartner research has discovered that the order of steps five through eight is not critical and may be done in parallel.
- Step one through four should be done in order.
- Step nine must follow all the others.

**Source: Solution Path: How to Create a Mobile Strategy (G00293547)**
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2015 Enterprise Mobile Apps Survey
Data collected 19 August-1 September 2015

35% N. America
39% EMEA
15% APAC
10% Latin America
How Many Apps Are Organizations Building?

Q01 Please indicate how many mobile apps your organization has deployed, has in development or plans to develop this fiscal year.

Average Number of Apps

<table>
<thead>
<tr>
<th>Category</th>
<th>Deployed</th>
<th>Currently in development</th>
<th>Planned for this fiscal year but not yet in development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Custom-built mobile applications</td>
<td>6.3</td>
<td>3.5</td>
<td>2.1</td>
</tr>
<tr>
<td>Heavily customized, pre-packaged mobile apps</td>
<td>2.2</td>
<td>0.5</td>
<td>0.3</td>
</tr>
<tr>
<td>Mobile apps from templates</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mobilized apps to a mobile device via HVD or VDI</td>
<td></td>
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<td></td>
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</tbody>
</table>

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Q03. What is your organization’s primary technical architecture for custom-developed mobile applications?
Q04. Has your organization’s primary technical architecture for custom-developed mobile applications changed in the past 12 months?
Q06. Which of these platforms, frameworks and tools does your organization use to develop mobile apps in house?

**Mobile Architecture War Rages On**

Primary Technical Architecture

- **Native**: 58%
- **Dedicated Mobile Website**: 5%
- **Hybrid**: 26%
- Other 6%
- DK 1%

Site created with responsive/adaptive design tools 4%

21% changed primary technical architecture in the past 12 months

Tools Used for Mobile App Development

- **Native SDKs**: 90%
- **Open source tools**: 44%
- **Mobile Application Development Platform (MADP)**: 34%
- **Mobile Backend as a Service (MBaaS) platforms**: 11%
- **Rapid Mobile App Development (RMAD) Tools**: 9%
- Other 2%
S01. Which of the following development activities has your organization undertaken over the past 12 months?

- Custom built mobile applications: 78%
- Heavily customized pre-packaged mobile applications: 19%
- Reconfigured pre-packaged mobile applications: 21%
- Mobilized applications to a mobile device via Hosted Virtual Desktop (HVD) or Virtual Desktop Infrastructure (VDI): 24%

Multiple responses allowed

S02. Which best describes your organization’s approach to mobile application development?

- In-house: 22%
- Outsource: 12%
- Both: 66%

Outsourcing Mobile App Development More Effective?
Apps Aren’t Dead but APP FATIGUE is real

Compared to a year ago, how has your consumption of smartphone apps changed the number of apps you download?

**Gartner survey 1000 U.S. respondents.

Combat App Fatigue:

- Refine current apps — it’s getting more difficult to convince users to adopt new apps.
- Focus on retention. Create richer and more immersive experiences.
- Create apps that adapt to different demographic attitudes and needs.
- Be trustworthy and transparent.
- App fatigue is emerging in mature markets.
- Use metrics to understand where your app succeeds or fails.
- Consider ecosystems of related apps that support each other.

45% of U.S. respondents said they did not enjoy finding and trying out new apps on their smartphones.
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Build a Successful Bimodal Mobile App Design, Development, DevOps Team

**Source:** How to Build a Successful Mobile App Development Team
URL: http://www.gartner.com/document/3153020

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**Discovery:**
Business units capture the initial idea. A Mobile Center of Excellence (MCoE) then manages the selection and prioritization process.

**Design The App & UX:**
This stage operates iteratively with the Development & Testing stage, it does not complete as a separate phase.

**Development & Testing:**
Organizations must adopt agile development practices and plan for frequent rapid deployment and rapid iterations of mobile apps.

**Mobile Analytics Feedback Loop:**
- **Analyze Feedback:** Data scientists; product owners and digital marketers should use comprehensive mobile app analytics tools and sentiment analysis to achieve continuous iteration and improvement on their apps from the data and information gathered.
- **Gather Feedback:** Product owners and marketers should use comprehensive mobile app analytics tools and feedback mechanisms to gather feedback on their deployed apps.

**Deploy the App:**
Deployment is a new area, and falls under the broad category of DevOps. All mobile apps teams require at least one person who understands how to deploy apps.
The Post-App Era Begins

Mobile + IoT = Business Innovation

By 2018, 25 percent of new mobile apps will talk to IoT devices

2014 2020

Mobile + IoT = Business Innovation
### Brainstorming Activity: Wearable Opportunities for Employees

<table>
<thead>
<tr>
<th>Wearable Opportunity</th>
<th>Wearable Device Type and Platform Delivery</th>
<th>Business Benefit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Messaging &amp; Alerts</td>
<td>Eyewear, Smartwatch, iOS / Android</td>
<td>Increased Employee Productivity</td>
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<tr>
<td></td>
<td></td>
<td>Improved Timeliness</td>
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<td></td>
<td></td>
<td>Better accessibility to mobile workers</td>
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<tr>
<td>Health &amp; Safety Monitoring</td>
<td>Biometric Sensors, Windows Phone / Android</td>
<td>Improved workplace safety</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Lower insurance premiums</td>
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</table>
Windows 10: Mobile Disruption and Opportunity

- Windows 10 installed on 270-million devices
- Universal apps will be useful, but consider true multiplatform apps as an alternative
- New update model — potentially simpler but a change of approach for IT
- Cortana:
  - Usability and convenience
  - Opportunities to integrate with apps
- New devices and form factors
- New browser
- Windows phone platform risks increase
Action Plan to Make Mobility the Centrepiece in Your Digital Business Strategy

**Tomorrow Morning:**
- *Start* your mobile app development and embrace a mixed sourcing approach to get a headstart
- *Look* for new opportunities enabled by wearables.

**Next 90 Days:**
- *Establish and use* a Mobile Center of Excellence (MCOE).
- *Retain* a tactical focus and use bimodal mobile development.
- *Find* new funding — or change the funding model.
- *Plan* your Windows 10 strategy and understand its wider impact on app development.

**Next 12 Months:**
- *Shift* from "management by walking around" to see who is actually "at work" to "management by objectives," where employees are measured by what they accomplish and not by their physical presence.
- *Become* a digital business partner, both internally and externally, through mobile innovation
- *Improve* your UX design capabilities and integrate UX into the entire life cycle.
Recommended Gartner Research

- **Magic Quadrant for Mobile Application Development Platforms**
  Adrian Leow, Richard Marshall, Van L. Baker and others (G00270267)

- **How to Build a Successful Mobile App Development Team**
  Adrian Leow (G00290800)

- **The Enterprise App Explosion: Scaling One to 100 Mobile Apps**
  Adrian Leow (G00275020)

- **Wearables: New Interactions and New Opportunities**
  Nick Jones (G00279085)

- **How to Address the Complexities of the Mobile AD Technologies Vendor Landscape**
  Van L. Baker, Richard Marshall and Jason Wong (G00272419)