

Mobile Mind Shift Maturity Framework

Assessment: The Mobile eBusiness Playbook

by Julie A. Ask

January 26, 2016

Why Read This Report

Few companies have adapted to the mobile mind shift. Many don't have the resources, budget, and organization to make the shift. This document will help eBusiness and channel strategy professionals understand the path to mobile maturity along with the resources, organization, processes, and budget that must be in place to do so. Not every company can make the shift today, but each company should have a plan to do so. This report also outlines what tools will help you succeed in each stage of maturity.

This is an update to the report originally published on January 28, 2015. We have updated the report with new data from Forrester's Q3 2015 Global Mobile Executive Online Survey.

Key Takeaways

The Path To Mobile Maturity Has Four Stages

The path to mobile maturity begins with shrinking or squeezing an experience designed for the PC to put it on a smaller screen. From there, eBusiness professionals enhance physical-world experiences before moving on to use mobile to transform customer experiences and reinvent their businesses.

Few Companies Are Poised To Mature Toward The Mobile Mind Shift

eBusiness professionals must help their companies re-engineer their organizations, processes, and platforms to make the mobile mind shift. Doing so requires senior support, million-dollar budgets, a three-tiered organization, a relentless focus on consumers, and the use of design best practices and analytics.

Excel At Each Stage Of Mobile Maturity

eBusiness professionals should adopt new tools to help them succeed at each stage of mobile maturity. A full set of tactics includes mobile POST, the convenience quotient of mobile, and the IDEA cycle, including using customer profiling, ethnographic research, and journey mapping.

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We developed a rule-based segmentation using questions from Forrester's Q3 2015 Global Mobile Executive Online Survey in the writing of this report.

Related Research Documents

[Building A Mobile Business Case: It's A Steep Climb](#)

[Mobile Moments Transform Commerce And Service Experiences](#)

[Predictions 2016: The Mobile Revolution Accelerates](#)

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The Path To Mobile Maturity

Forrester defines four distinct stages of mobile maturity for eBusiness professionals based on years of interviewing companies to understand how they approach mobile and evolve their abilities. We first outlined a mobile maturity framework in 2011.¹ This updated framework condenses two stages — cross-channel and mobile-unique — while adding one new stage: Reinvent your business. We then surveyed companies to ask how they approach mobile philosophically and to understand dozens of other attributes, from organization to staffing to spending for mobile.

The framework is dynamic. We will add more stages as “what is possible” changes with new technologies and “what you should do” evolves with consumer expectations. In 2014, 21% of online consumers in the US expected to use their mobile phones to get anything they want immediately, in context.² Aspire to adapt to the mobile mind shift, and take steps toward doing so. In the meantime, do the best you can with your existing resources. This document will help you navigate each stage.

The Four Stages Of Forrester’s Mobile Mind Shift Maturity Framework

Every company is on a journey with mobile. Less sophisticated firms use mobile to support a narrow set of business goals. More sophisticated firms use mobile to impact the broader business. Along the spectrum of less to more sophistication, Forrester defines the following four stages of mobile maturity for companies (see Figure 1):

- › **Shrink and squeeze.** The first and most pragmatic step companies take to check the box on “being mobile” is to transpose services designed for a PC onto a small screen as a mobile website or app. In fact, 32% of enterprises surveyed fall into this stage, and 80% of that group agree or strongly agree that offering scaled-down services is their primary approach to mobile.³ Offering mobile services this way is relatively quick, easy, and cheap, but it is fundamentally flawed as a long-term approach to mobile apps. Why? Shrinking or squeezing experiences onto a small screen assumes that the consumer’s needs or motivations are the same on a mobile phone as they are on a PC. This could be true, but often isn’t. Moreover, the user interface and overall experience on a small screen are less forgiving of complexity, so the “offer all things possible” approach to websites fails on smaller screens.
- › **Be mobile-first.** At this stage, you begin to think about two things. First, “How can I enhance experiences in the physical world with mobile?” For example, retailers enhance in-store experiences with pricing, product information, and access to inventory; Airlines offer alerts on schedule changes. Second, you ask, “How can I use the unique features of mobile such as the camera or GPS to offer new services to my customers?” At this stage, banks allow customers to deposit checks by photographing them or to make payments by submitting an image of a credit card. Airlines offer mobile boarding passes, while insurance companies offer accident claim kits within mobile apps. Among companies surveyed, 51% offer one or more mobile services that fit this description.

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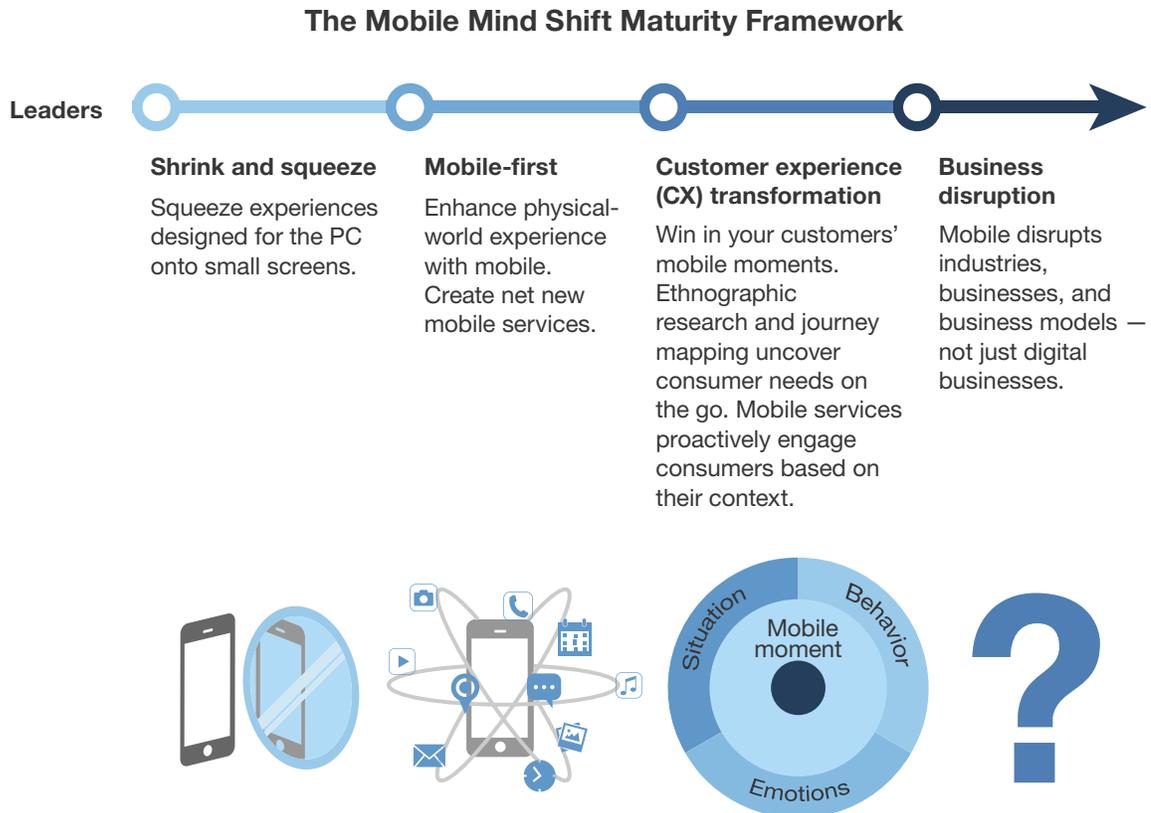
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- › **Transform your customer experience.** A major break in strategic thinking happens when you shift your thinking from “Let’s be mobile-first” to “How can we use mobile to transform our customer experience?” Here, you have to stop thinking about mobile as a goal or a strategy and start thinking about how mobile helps you achieve business objectives, whether they be to improve customer service or increase conversion rates in-store. If you are in this stage, you are making the mobile mind shift. An already-scant 17% of companies surveyed have started down this path, and only half of those companies have the resources, budget, and organization to make the shift.⁴ This is where the leaders in mobile are pulling ahead.

- › **Disrupt your business.** You probably aren’t at this level of maturity unless you are a mobile-first startup. Companies are using mobile to create new services or to reinvent the business models within existing industries such as education, financial services, and healthcare, but there are too few to count in a survey. Using consumer locations inherent in the mobile phones they carry, services like Uber, Lyft, and Didi Taxi have forever changed ground transportation with the “pick me up here” button that brings a car service to your doorstep or a bench in Golden Gate Park. Changes in cost structures are equally game-changing. Vodafone moves more than \$1 billion in person-to-person payments in Africa each month among the unbanked using its existing distribution channels for mobile top-up cards. Products from Sound World Systems (hearing aids) to AliveCor (EKGs) to Cellscope are democratizing access to healthcare services with low-cost mobile apps and products that do not depend on local (and expensive) expertise.

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FIGURE 1 Enterprises Evolve In Maturity Based On How They Use Mobile**Making The Mobile Mind Shift Demands Re-Engineering Your Business**

In 2009 or 2010, you could check the box on mobile with an app or a mobile-optimized website. Brand managers created marketing apps with their spare change. eBusiness professionals made the case for \$500,000 to \$1 million for project work with agencies to build apps. You can't treat mobile as a project in 2015 and succeed. Customer expectations of mobile experiences demand deep integration with systems of engagement or the business technology that fuels customer interactions (e.g., access to pricing, flight status, account information) in real time. You need to build competencies that demand new processes, organizations, and platforms.⁵ This isn't cheap, easy, or quick. You may have some of these pieces in place, but only 6% of companies have enough of the pieces in place to make the shift. Making the mobile mind shift requires:

- › **Senior support.** Companies making the mobile mind shift have the support of their CEOs, CMOs, and CIOs. There is an enterprisewide perspective that mobile is strategic to the business (see Figure 2). Among companies using mobile to transform their customer experience and business,

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84% believe that their CEOs understand the importance of mobile versus only 50% of companies still shrinking or squeezing. Moreover, 79% have CIO support and 79% CMO support, compared with 66% and 58% of companies, respectively, in the early stages of using mobile.

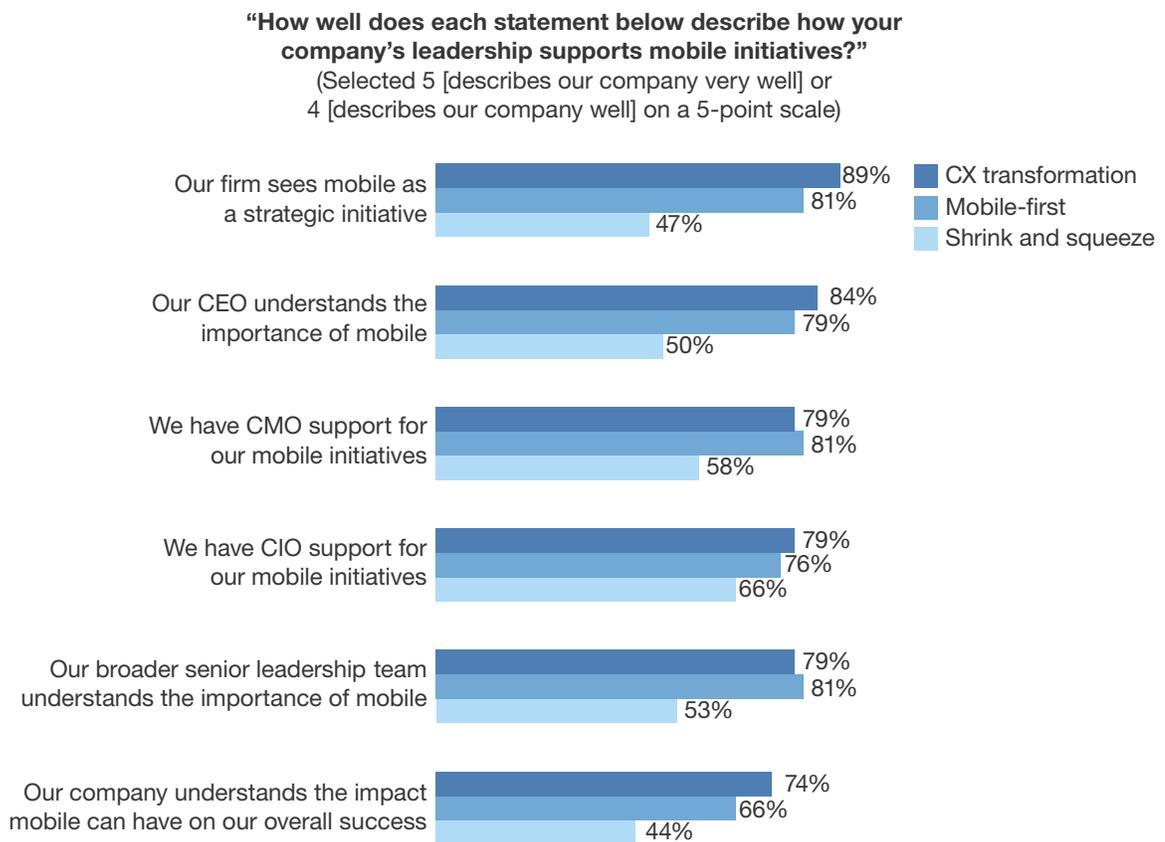
- › **Seven- to eight-figure budgets, if not more.** The age of mobile on the cheap is gone.⁶ Five years ago, a mobile app cost \$200,000. Now a fully integrated app with transactional capabilities is \$2 million. Companies that shrink and squeeze still get by with small budgets — 65% spend less than \$500,000 annually (i.e., enough for a simple website or app) or don't know their budget. On the flip side, those in the mobile-first group spend millions, with 28% spending at least \$1 million annually with vendors for analytics, design, testing, and other services (see Figure 3).
- › **A focus on customers — not image.** Mobile priorities or objectives steer mobile strategy and evolve with sophistication. Mobile is essential to core business objectives (e.g., revenue, customer satisfaction, process efficiencies) to shifted companies. Companies that have adapted to the mobile mind shift focus on serving customers rather than treating mobile as a shiny object. They use mobile to transform their customer experience and improve customer satisfaction rather than increasing brand awareness or appearing innovative (see Figure 4).
- › **Three-tiered organizations.** Mobile organizations start small and grow up into mobile centers of excellence with internal app development resources. Among shifted companies, 42% have a mobile steering committee, 32% a center of excellence, and 79% Agile development teams (see Figure 5). The impact of broad organizational support is evident in the investment in back-end infrastructure to fuel mobile services and the sentiment that budget is in place for mobile.
- › **Design best practices.** Shifted companies use a process similar to Forrester's IDEA cycle.⁷ They start small and iterate through the cycle of identifying mobile moments and their associated context; designing engagement; engineering their platforms, processes, and organizations; and analyzing performance to improve outcomes (see Figure 6). You can't do any of this without first using ethnographic research or customer journey maps to understand the needs, motivations, and context of your customers while they are on the go in their mobile moments. The most sophisticated companies use cross-functional teams with key stakeholders who understand the customer journeys regardless of whether they are digital. Wireframing helps test ideas in the design stage, while A/B testing and beta test groups of trusted advocates help refine experiences in or near the production stage.
- › **Measurement.** You need the right business objectives and KPIs plus the ability to measure how you are doing to succeed (see Figure 7). Too often, companies measure what they can, rather than what they should, because they lack the analytics to generate the insights they need. Retailers track mobile sales rather than influenced sales because they can and, more often than not, do treat mobile as a sales channel. You track engagement for the same reasons. Engagement can be the wrong metric unless you are selling advertising. You should be tracking business results — not proxies thereof.

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These competencies, resources, and processes most distinguish those who have adapted to the consumers’ mobile mind shift from those who haven’t, but it is not a full list. As eBusiness professionals, you should benchmark yourselves based on your philosophy toward mobile, resources, and support along with the tactics used within the IDEA cycle to assess your readiness to adapt to the mobile mind shift (see Figure 8). Doing so will identify gaps and help you make a case to senior management for change.

FIGURE 2 Companies Need Senior Support To Evolve Their Use Of Mobile



Base: 113 mobile executives

Source: Forrester’s Q3 2015 Global Mobile Executive Online Survey

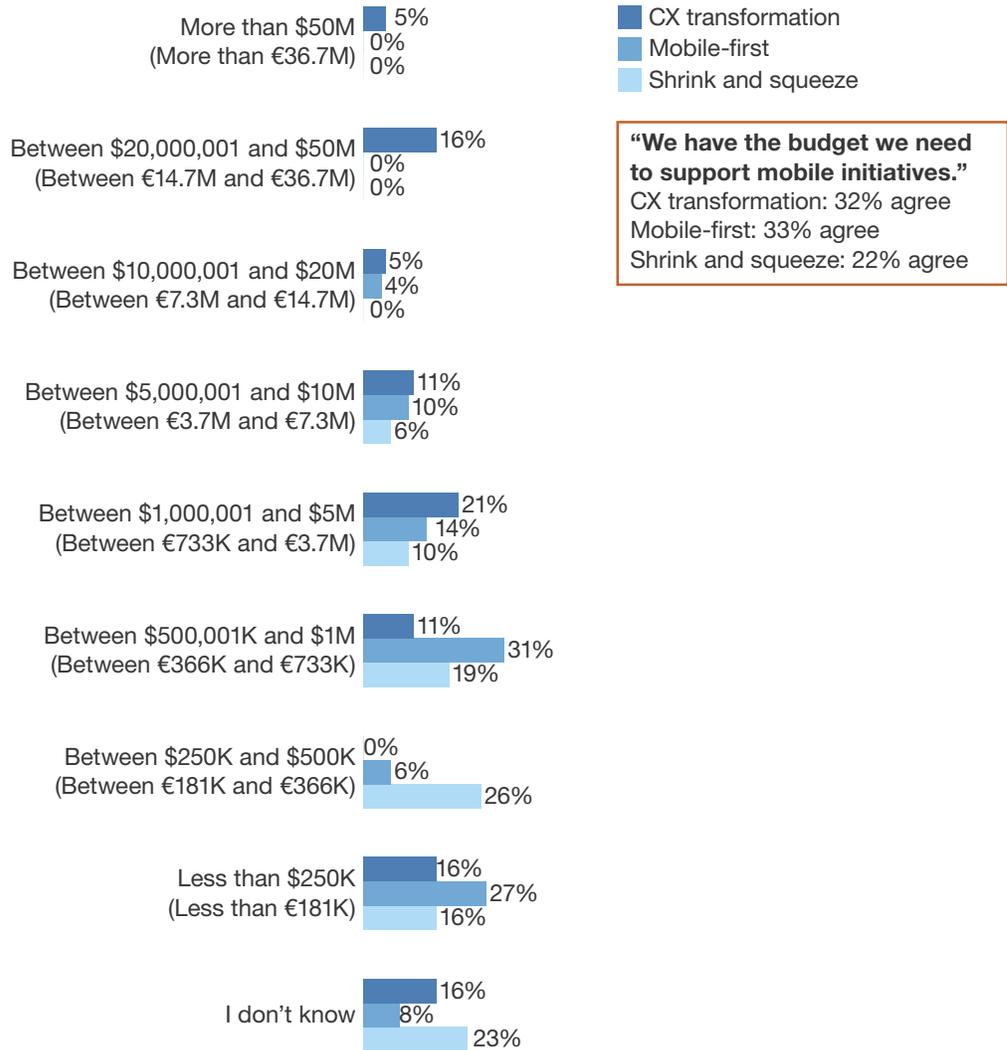
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FIGURE 3 Making The Mobile Mind Shift Is Not Inexpensive

“What kind of investment in mobile do you foresee your company making in 2014?”

(We’re referring here to external spend on services and vendors.)



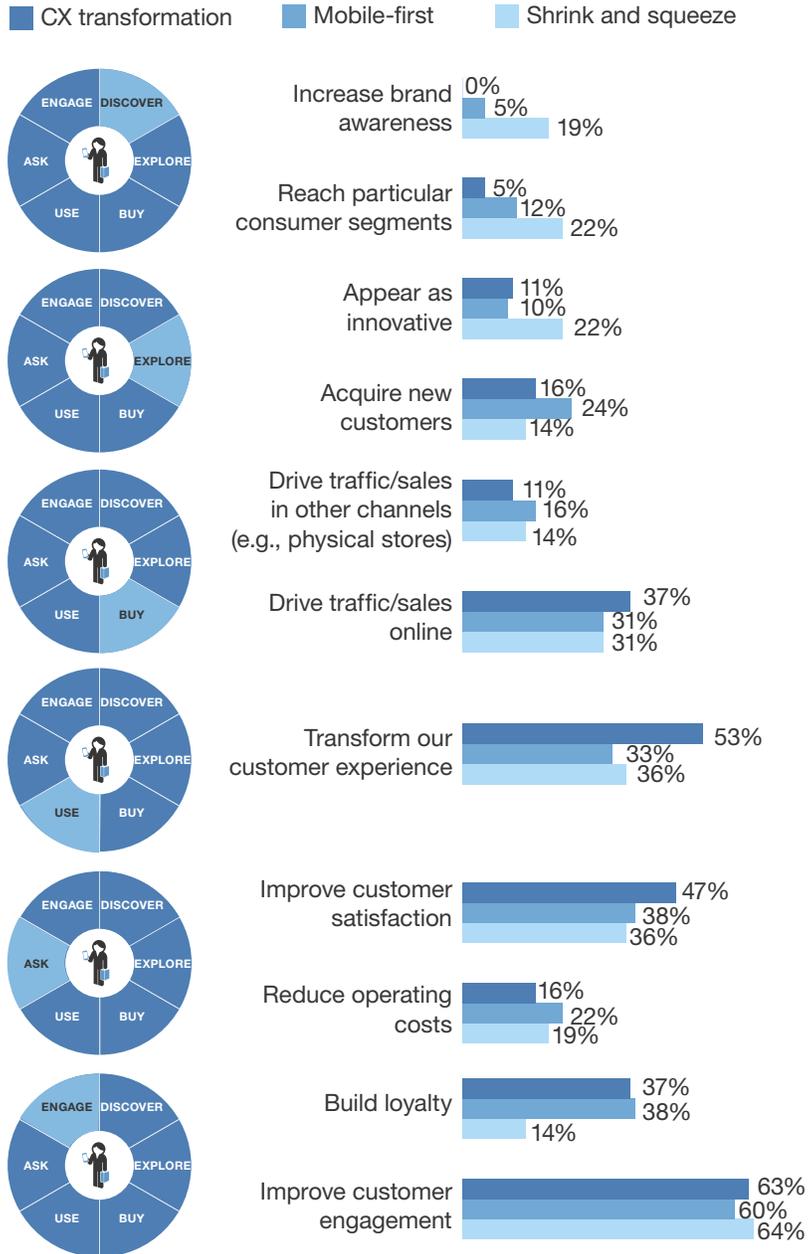
Base: 99 mobile executives

Source: Forrester’s Q3 2015 Global Mobile Executive Online Survey

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FIGURE 4 Digital Business Professionals' Mobile Objectives Focus On Customers

“What are your company’s top three priorities/objectives to engage with customers on mobile phones?”



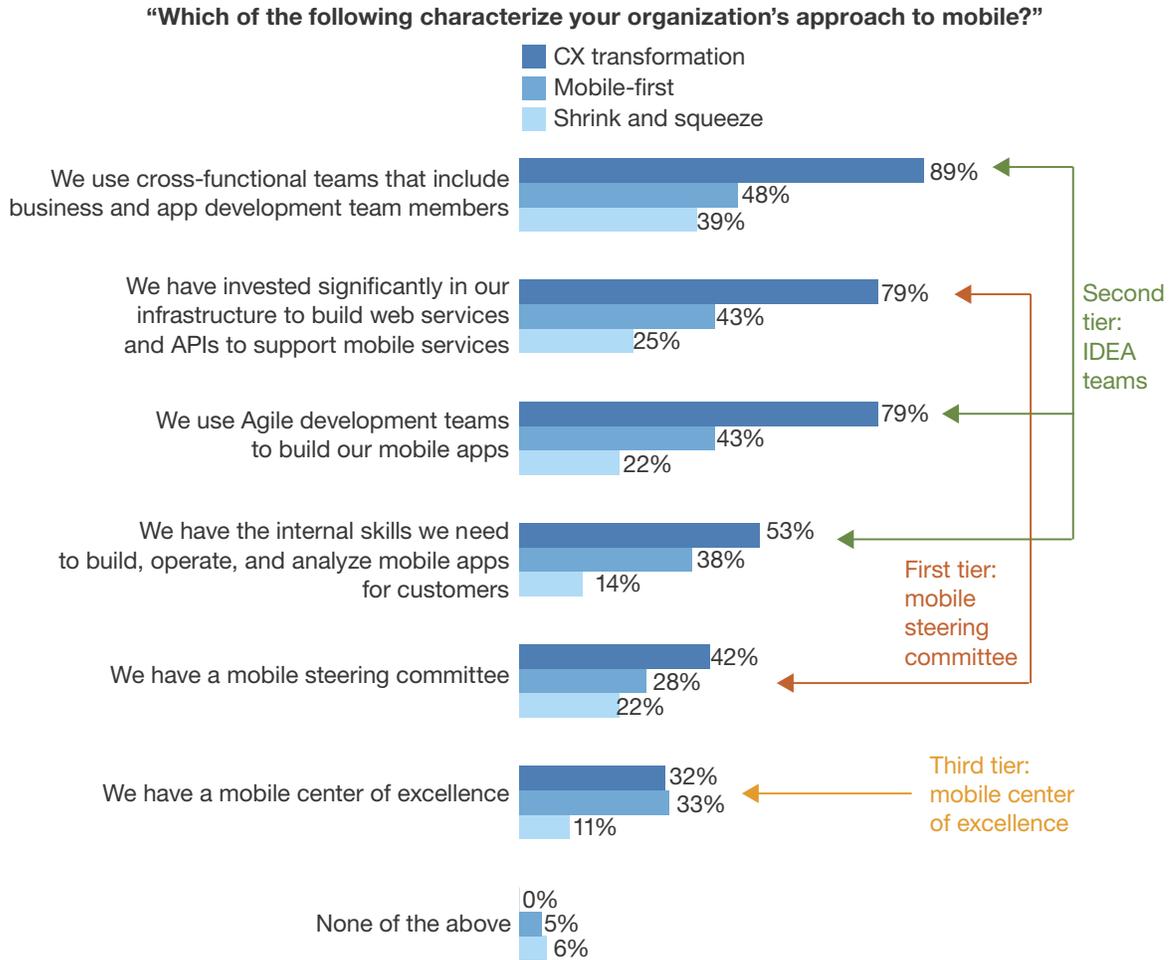
Base: 113 mobile executives

Source: Forrester’s Q3 2015 Global Mobile Executive Online Survey

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FIGURE 5 A Three-Tiered Organization Best Supports The Mobile Mind Shift



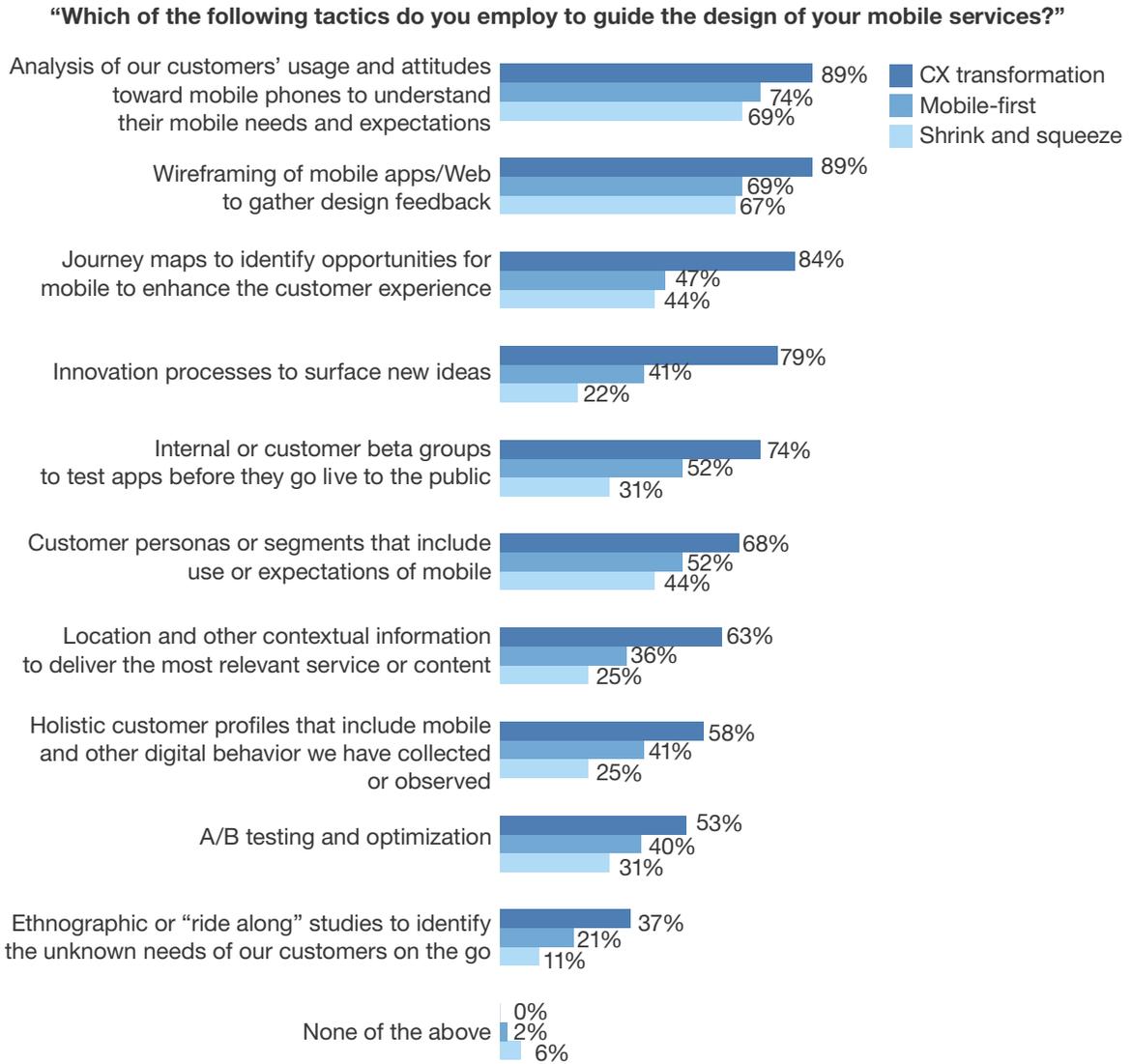
Base: 113 mobile executives
(multiple responses accepted)

Source: Forrester’s Q3 2015 Global Mobile Executive Online Survey

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FIGURE 6 Design Best Practices Must Identify Needs, Motivations, And Context Of Consumers



Base: 113 mobile executives
(multiple responses accepted)

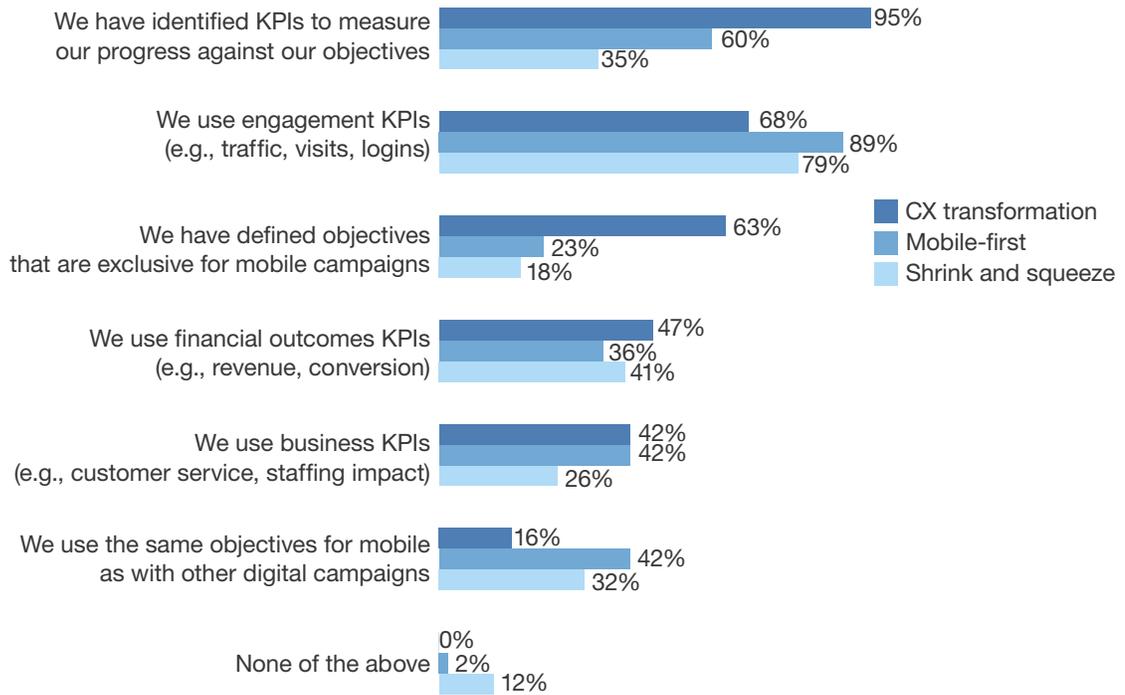
Source: Forrester’s Q3 2015 Global Mobile Executive Online Survey

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FIGURE 7 Less Mature Approaches To Mobile Also Lack Clear Objectives And Metrics

“Which of the following practices do you employ to measure success of mobile programs?”



Base: 113 mobile executives
(multiple responses accepted)

Source: Forrester’s Q3 2015 Global Mobile Executive Online Survey

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FIGURE 8 The Mobile Mind Shift Readiness Assessment

The Mobile Mind Shift Readiness Assessment					
Mobile philosophy					
<p>➔ On a scale of 1 to 5, where 5 equals “strongly agree” and 1 equals “strongly disagree,” score each of these statements as they apply to your company.</p>					
Our mobile services are primarily a scaled-down-version of our PC services.	1	2	3	4	5
Our primary philosophy with mobile is that it should offer consistency of experiences with the PC and/or tablet touchpoints.	1	2	3	4	5
We have a strategy for our mobile app that is different from that of our mobile website.	1	2	3	4	5
Our mobile services connect the physical world with digital content and services.	1	2	3	4	5
We have developed unique services or content (e.g., not available on the PC) for our mobile app or website.	1	2	3	4	5
We have used mobile to transform our overall customer experience offline.	1	2	3	4	5
We have used mobile to transform our overall digital customer experience.	1	2	3	4	5
We have used mobile to reinvent our business.	1	2	3	4	5
Our use of mobile has resulted in significant positive financial impact for our business (e.g., we have double-digit revenue from mobile or reduced costs).	1	2	3	4	5
Mobile support					
<p>➔ On a scale of 1 to 5, where 5 equals “strongly agree” and 1 equals “strongly disagree,” score each of these statements as they apply to your company.</p>					
Our CEO understands the importance of mobile.	1	2	3	4	5
We have CMO support for our mobile initiatives.	1	2	3	4	5
We have CIO support for our mobile initiatives.	1	2	3	4	5
Our broader senior leadership team (VPs) understands the importance of mobile.	1	2	3	4	5
We have the budget we need to support our mobile initiatives.	1	2	3	4	5
Our firm sees mobile as a strategic imperative.	1	2	3	4	5
Our company understands the impact mobile can have on our overall success.	1	2	3	4	5

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FIGURE 8 The Mobile Mind Shift Readiness Assessment (Cont.)

Mobile resources	
<p>→ Fill in the blank. </p>	
Number of business people who work on mobile internally	
Number of technology people who work on mobile internally	
Number of iOS app developers in-house	
Number of mobile designers in-house	
Number of Android app developers in-house	
Number of software (not mobile app) developers in-house dedicated to mobile	
Number of BT people dedicated to supporting mobile initiatives	
Spend on external consulting, vendors, and agencies to support mobile	
Percentage of digital marketing or ad spend dedicated to mobile	
Identify the mobile moments and context.	
<p>→ Which of the following tactics does your firm use? (select all that apply) <input checked="" type="checkbox"/></p>	
Ethnographic or “ride along” studies to identify the unknown needs of our customers on the go	
Customer journey maps to identify opportunities for mobile to enhance the customer experience	
Customer personas or segments that include device ownership and usage to understand customers’ mobile needs and expectations	
Holistic customer profiles that include mobile and other collected or observed digital behavior	
Analysis of customers’ usage and attitudes toward mobile phones to understand their needs and expectations	
Location and other contextual information to deliver the most relevant services or content	

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FIGURE 8 The Mobile Mind Shift Readiness Assessment (Cont.)

Design the mobile engagement.	
<p>➔ Which of the following tactics does your firm use? (select all that apply)</p>	<input checked="" type="checkbox"/>
We have mobile user experience professionals in-house.	
We use a third-party vendor to design mobile user experiences.	
In-house mobile app development personnel	
In-house mobile web development personnel	
Innovation processes to surface new ideas	
Wire-framing of mobile apps/web to gather design feedback	
Internal or customer beta groups to test apps before release	
A/B testing and optimization	
Engineer your platforms, processes, and people for mobile.	
<p>➔ Platforms: "My firm . . ." (select all that apply)</p>	<input checked="" type="checkbox"/>
Invests significantly in our infrastructure to build web services and APIs to support mobile services.	
Purchases new software platforms (commerce, marketing, web content management, and others) to support our mobile services.	
Integrates back-end systems of record into our mobile experiences.	
Uses cloud technology as a strategic component of our mobile platforms.	
<p>➔ Processes: "We have changed . . . as a result of mobile." (select all that apply)</p>	<input checked="" type="checkbox"/>
Customer processes	
Commerce processes	
Merchandising processes	
Marketing processes	
The layout of our physical locations	
Fulfillment processes	
Customer service processes	
Employee processes	
Corporate security or authentication processes	

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FIGURE 8 The Mobile Mind Shift Readiness Assessment (Cont.)

<p>➔ People: “My firm has . . .” (select all that apply)</p>	<p><input checked="" type="checkbox"/></p>
<p>A cross-functional mobile steering committee with the authority to decide what mobile services will be built.</p>	
<p>A center of excellence that includes business and BT employees and leaders to guide mobile projects.</p>	
<p>Cross-functional teams with both digital and nondigital business representation.</p>	
<p>Cross-functional teams that include business and app development professionals.</p>	
<p>Cross-functional teams that include BT professionals.</p>	
<p>Agile development teams to build mobile apps either in-house or externally.</p>	
<p>Agile teams working in two- to four-week sprints either in-house or externally.</p>	
<p>Rules in place to govern the number of mobile apps we develop.</p>	
<p>Best practices in place to help our staff use mobile messaging.</p>	
<p>A reorganized digital and nondigital staff as a result of mobile.</p>	
<p>Identified resource and capability gaps.</p>	

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FIGURE 8 The Mobile Mind Shift Readiness Assessment (Cont.)

Analyze results to monitor performance and optimize outcomes.	
➔ “My firm . . .” (select all that apply)	<input checked="" type="checkbox"/>
Has defined mobile objectives.	
Has identified KPIs to measure our progress against our objectives.	
Uses engagement KPIs (e.g., unique visitors, time spent in app) to measure the success of mobile.	
Uses financial KPIs to measure the success of mobile.	
Uses business KPIs (e.g., customer service, staffing impact) to measure the success of mobile.	
Instruments our apps with analytics to drive app performance (e.g., speed) improvements.	
Instruments our apps with analytics to understand consumer behavior and business outcomes.	
Uses mobile web analytics.	
Has a mobile analytics solution to generate insights.	
Tracks consumers across online and offline channels.	
Tracks consumers across digital channels.	

Pursue A Strategy Consistent With Your Maturity

You should aspire and plan to make the mobile mind shift. However, you should pursue mobile today even if you don’t have the organization, resources, and budget to make the shift in one giant leap. As you move through the stages, add tactics — don’t replace the old ones that are still useful with new ones just for the sake of change. For example, the mobile POST framework, a framework that helps you make mobile technology decisions aligned with your business objectives, will always be a reliable tool even as you evolve through the stages to using mobile to transform your customer experience with Forrester’s IDEA cycle. Use these frameworks:

- › **Shrink and squeeze: Use mobile POST.** If your budget is limited to less than \$500,000, you have no in-house development team, and mobile is just one part of your job description, then this is your approach. The approach is pragmatic. You can create a mobile presence in days or weeks while spending a few hundred thousand dollars. Use this approach to check the “mobile” box while you build a business case to do more because you don’t have enough senior-level support or the budget you need today. Mobile POST will help you make mobile technology decisions that align well with the sophistication of your target audience, business objectives, and offerings.⁸ A mobile-

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optimized website and messaging are table stakes, as they offer the broadest reach at the lowest cost.⁹ Once you have budget, enable apps with curated content and streamlined tasks to serve your best customers.

- › **Be mobile-first: Use the convenience quotient (CQ) of mobile.** Use the convenience quotient of mobile together with mobile POST to prioritize opportunities. Mobile changes consumer expectations of immediacy, simplicity, and context or relevance.¹⁰ These three dimensions define convenience in mobile. Create journey maps and assess where mobile's immediacy, simplicity, or context can enhance a physical-world experience or dramatically improve convenience with new services.¹¹
- › **Transform your customer experience: Use IDEA.** Start by assessing the mobile mind shift index of your customers (or employees) to determine how "shifted" they are.¹² Their mobile intensity, expectations, and usage will help you assess the urgency of using mobile to transform your customer experience. Use the IDEA framework, start small, and iterate.¹³ Prioritize engagement design for your mobile moments based on what creates value for both your customers or employees and your business.¹⁴
- › **Reinvent your business: Identify profitable mobile moments.** Profitability increases come from increasing revenue or lowering costs, and revenue increases come from selling more to existing customers, from growing your customer base, or from creating new services to sell.¹⁵ The biggest upside is in new services.¹⁶ As consumers buy more connected products and use more mobile services, the opportunities to create and sell new services will explode.¹⁷ Mobile can also improve the efficiency of your operations by eliminating paperwork, improving scheduling efficiency, and increasing the effectiveness of your sales, manufacturing, maintenance, or field service teams.

Recommendations

Place Small Bets, Fail Fast, And Learn Fast

The path toward digital business transformation for which mobile is a catalyst should not involve big bets, but rather lots of small bets that allow you to fail fast and learn. This maturity framework offers guidelines and benchmarks based on what successful organizations do, but you cannot take a cookie-cutter approach to putting processes, resources, organizations, and platforms in place to use mobile. Each eBusiness and channel strategy professional has a unique business situation. Regardless of what stage you are in today, you should:

- › **Understand the urgency.** Use the Mobile Mind Shift Index (MMSI) to understand how shifted your customers or employees are. Based on their expectations, intensity, and usage of mobile, decide how fast you need to move to create mobile services that meet and will continue to meet or surpass their expectations. The MMSI doesn't tell if you should use mobile — all of you should — it tells you how to use mobile. If you are serving senior citizens with low expectations, intensity, and mobile usage, that doesn't mean you don't offer mobile services. It does change what you offer, how simple the offerings are, and how you support the rollout of mobile.

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- › **Assess your mobile maturity.** You may want to accelerate the speed at which you are maturing your use of mobile, but you lack the resources or senior support to do so. Or you may want to evolve, but you are unsure of where to start. If so, benchmark your mobile maturity versus best-in-class organizations to identify the gaps in your processes and resources and show your management team specifically what you need. Forrester offers a tool through its consulting services to help you assess the mobile maturity of your business and technology organizations.
- › **Set a timeline to evolve.** Create a timeline to use mobile to transform your customer experiences at a minimum. Your timeline will depend on both external competitive pressure and internal resources. Home Depot had to move fast: Under competitive pressure from Lowe's, Home Depot first announced it would spend \$300 million on its digital business transformation. Six months later, the company's CEO announced it would take \$1.5 billion. Entrepreneurs in startups like Uber or in Fortune 500 companies like Starbucks (i.e., Adam Brotman) or eBay (i.e., Steve Yankovich) who understand the mobile mind shift will force your hand.

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Supplemental Material

Survey Methodology

Forrester developed a rule-based segmentation using the following question from the Q3 2015a Global Mobile Executive Online Survey: “How well does the following statement describe your company’s mobile platforms? (1 = does not describe our company at all; 5 = describes our company very well).” Statements included: “Our mobile services are primarily a scaled down version of our PC services,” “Our primary philosophy with mobile is that it should offer consistency of experience with the PC and/or tablet,” “The strategy for our mobile app is different than that for our mobile website,” “Our mobile services connect the physical world with digital content and services,” “We have deployed unique services or content (e.g., not available on the PC) for our mobile app or web,” “We have used mobile to transform our overall customer experience,” “We have used mobile to transform our business,” “We have identified the unique needs of our customers while they are on the go and rely on their mobile devices,” and “Our use of mobile has resulted in significant positive financial impact for our business.”

Respondents who agreed with the statement (answered 4 or 5) “We have used mobile to transform our overall customer experience” and did not agree with (answered 3 or less) “Our mobile services are primarily a scaled down version of our PC services” or did not agree with (answered 3 or less) “Our primary philosophy with mobile is that if should offer consistency of experience with the PC and/or tablet” belong to group 3, or the “CX transformation” group.

All other respondents who agreed with (answered 4 or 5) “Our mobile services connect the physical world with digital content and services” or who agreed with (answered 4 or 5) “We have developed unique services or content (e.g., not available on the PC) for our mobile app or web” belong to group 2, or the “mobile-first” group.

All other respondents belong to group 1, or the “shrink and squeeze” group.

Forrester’s Q3 2015 Global Mobile Executive Online Survey received 360 complete or partial responses from professionals from our ongoing marketing and strategy research panel. For quality assurance, panelists are required to provide contact information and answer basic questions about their firms’ revenue and budgets. Forrester fielded the survey in July and August 2015. Respondent incentives included a summary of the survey results. Exact sample sizes are provided in this report on a question-by-question basis. Panels are not guaranteed to be representative of the population. Unless otherwise noted, statistical data is intended to be used for descriptive and not inferential purposes.

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Endnotes

- ¹ For more information on the evolution of the maturity framework and detailed descriptions of the stages, please see the [“The Future Of Mobile Is User Context”](#) Forrester report.
- ² For more information about the mobile mind shift and how to assess your customers’ mobile intensity, see the [“The New Mobile Mind Shift Index”](#) Forrester report.
- ³ Source: Forrester’s Q3 2015 Global Mobile Online Executive Survey.
- ⁴ To make the mobile mind shift, companies must have the right organization, budget, and resources in place. The right organization is a three-tiered approach that includes IDEA teams, a mobile center of excellence, and a cross-functional steering committee. Companies must be spending at least \$500,000 annually on design assistance, analytics, and other mobile solutions. They must have at least two internal resources dedicated to using mobile to support the overall business strategy. For more information, please see the [“CIOs: Organize For Mobile Success”](#) Forrester report.
- ⁵ Source: Ted Schadler, Josh Bernoff, and Julie Ask, *The Mobile Mind Shift: Engineer Your Business to Win in the Mobile Moment*, Groundswell Press, 2014.
- ⁶ For more information on key mobile trends in 2016, please see the [“Predictions 2016: The Mobile Revolution Accelerates”](#) Forrester report.

For more information on key mobile trends in 2015, see the [“Predictions 2015: Most Firms Will Underinvest In Mobile eBusiness”](#) Forrester report.

For more information on key mobile trends in 2014, see the [“Predictions 2014: Mobile Trends In eBusiness”](#) Forrester report.
- ⁷ For more information about the IDEA cycle, see the [“Re-Engineer Your Business For Mobile Moments”](#) Forrester report.
- ⁸ For more information about POST, please see the [“Getting Mobile Right With Mobility POST”](#) Forrester report.
- ⁹ For more information about the costs and benefits of mobile websites and mobile applications, please see the [“Mobile App Or Mobile Web? It’s A Choice, Not A Battle”](#) Forrester report.
- ¹⁰ For more information about the three elements of convenience for consumers, please see the [“The Convenience Quotient Of Mobile Services: A Facebook Case Study”](#) Forrester report.
- ¹¹ Forrester defines the overarching shift in consumer expectations as the mobile mind shift, or the expectation that a consumer can get what she wants immediately, in context. Examples include: immediacy (“When I fly, Trip It’s gate change notifications within seconds if not minutes help me get where I need to be on time.”); simplicity (“Life360 lets me know when my child arrives at school with a push notification so I don’t have to wonder, worry, or open the app to find her on a map.”); and context (“When I search for ‘pizza’ at 7 p.m. on a Thursday from my home during a football game, I probably want delivery options — not coupons to encourage me to trial a new recipe the next time I go grocery shopping.”).
- ¹² To determine how shifted your customers are, please see the [“The New Mobile Mind Shift Index”](#) Forrester report.
- ¹³ For more information about how to serve your customers in their mobile moments, please see the [“Mobile Moments Transform Customer Experience”](#) Forrester report.
- ¹⁴ For more information on the work 24/7 did with American Express, please read *The Mobile Mind Shift*. Source: Ted Schadler, Josh Bernoff, and Julie Ask, *The Mobile Mind Shift: Engineer Your Business to Win in the Mobile Moment*, Groundswell Press, 2014.
- ¹⁵ The Internet gave you access to customers who don’t live near your stores. Mobile gives you access to customers without computers. Assisted selling guides for everything from food to HVAC units increases basket size.

Mobile Mind Shift Maturity Framework

Assessment: The Mobile eBusiness Playbook

¹⁶ AliveCor offers a cardiologist's interpretation of an EKG for \$12 as an in-app purchase, while Lark and Fitmo sell in-app coaching to improve sleep or fitness. Progressive Insurance rates customers on how they actually drive versus how they say they drive. For more information, please see the "[mHealth Illustrates New Business Opportunities](#)" Forrester report.

¹⁷ Source: James McQuivey and Josh Bernoff, *Digital Disruption: Unleashing the Next Wave of Innovation*, Amazon Publishing, 2013.

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