Adopting a Mobile Center of Excellence (MCoE) to Become a Mobile-First Enterprise
Executive Summary

Mobility changes everything; from the way enterprises conduct business to the way they interact with customers, partners and employees. Until now, enterprises have adopted mobility in silos, with each department or Line of Business (LoB) building the apps they need, using whatever technologies and platforms necessary at that particular project. This approach has lead to significant technology and resource fragmentation throughout the organization, inconsistent business results, and misaligned security and governance.

Like many new IT and business initiatives, centralizing important aspects of mobility creates tremendous efficiencies and generates both top and bottom-line benefits. Creating a center of excellence (CoE) represents a proven approach for helping an enterprise scale their technology initiatives in an efficient, secure, and standardized manner. A new instance of this model, known as a mobile center of excellence (MCoE), is rapidly evolving to help organizations realize their mobility goals. An MCoE, combined with a maturity model, represents a powerful combination to accelerate the transition to a mobile-first organization that is capable of building and sustaining transformative applications. (see Appcelerator’s whitepaper “4 Steps to Creating a Mobile Strategy”).

This whitepaper explores the practical aspects of building an MCoE, its benefits, and the enablers that allow IT to play a leadership role with the LoB in this rapidly evolving market.

MOBILE MATURITY MODEL

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Evolution of Mobility in the Enterprise

The evolution of mobility within the enterprise has historically started at the departmental level. Every LoB is under intense pressure to respond to the demand for mobile solutions, however, they are typically ill-equipped to handle the rate of change and the long-term focus on innovation. Further, with each department working in a silo, a multitude of different tools, processes and skills has evolved, in addition to unique platforms and architectures for each application. Testing becomes inconsistent, and post-deployment performance management and monitoring rarely keeps pace. Finally, developers (whether insourced or outsourced) become limited in their ability to move between projects, which further increase costs and impedes delivery times.

Many of these projects therefore show inconsistent end results, and are subsequently handed over to IT, which is forced into a reactive mode to secure the app, integrate it to the backend data services, and manage it in accordance with corporate standards and governance. This creates a problematic tax few companies are prepared to pay.

With IT’s historical focus on large enterprise projects and maintaining existing systems, it has become increasingly difficult to satisfy the rapidly evolving needs of smaller mobile projects from the business. It is too easy for a central IT organization to fall into a reactive mode, over-govern projects and say ‘no’ versus explain ‘how’ when dealing with mobile projects. Given the transformative nature of mobile, IT must be proactive and identify any obstacles that prevent the LoBs from depending on them for their mobile needs.

The following questions are fundamental for this IT transformation:

1. How does IT transform from an overly governing and policy-heavy group focused on cost savings into an organization that enables innovation and collaboration with its business partners?

2. What is the organization structure required to respond to the growing demand from the different LoBs for mobile apps and enablement?

3. What are the technologies and best practices that can support the long-term vision to enable IT to become a high-value provider of mobility services?
Introducing the Mobile Center of Excellence

The concept of a center of excellence has been in practice in large organizations for over twenty years. Historical IT centers of excellence have focused on Service Oriented Architecture (SOA), Quality Assurance (QA) and Business Intelligence (BI).

A center of excellence is a multi-disciplinary team tasked with standards and policy definition. Additionally, these teams focus on technology evaluation and recommendations. Lastly the MCoE is tasked with leading mobile innovation within the enterprise, and educating the LOBs on technology possibilities that can be used to farther business goals. It is commonly comprised of representatives from all the LoBs, Security, HR and Legal and is most often anchored in IT. It is typically established to focus on new and strategic initiatives or areas for performance improvement aided by technologies and new platforms.

With mobile’s role as both a transformative customer- and employee-facing technology as well as a disruptive force, an MCoE provides a path to enable the IT organization (in concert with the LOBs) to take a proactive and a leadership role.

The MCoE centralizes the processes and practices that will be used to prioritize, define, build, deploy and monitor the mobile applications. The MCoE enables consistency via standardization by involving multiple parties across the enterprise, allowing IT to service those business units quickly as the demand for mobile applications grow. The central team can help an organization scale their services in a more efficient way, help allocate resources in a more cost effective manner, and deliver projects faster given an advanced project starting point. The MCoE also provides standardized tools and training for all participants in the mobile application lifecycle. This allows the seamless transition of personnel involved in mobile projects and enables new project teams to leverage reusable software assets from previous projects.

The MCoE ultimately becomes the internal mobile authority to recommend, and in many cases, initially implement tools, processes, enablement and best practices to help all the LoBs with their individual mobile projects.
Benefits of the Mobile Center of Excellence

Mobility offers IT a rare opportunity to proactively assist the business and generate tremendous shareholder value. It can create a new and positive working relationship with the business. Instead of being a gatekeeper and one that is reactive to demand, IT becomes an enabler and provider of information via mobility. This will accelerate the delivery of key initiatives and better align resources to address LoB requirements. Establishing an MCoE ensures that the company’s mobile strategy evolves as planned. The three core benefits of investing in and leveraging an MCoE are:

1. Reducing costs
2. Accelerating time to market for the mobile apps
3. Reducing risk when implementing a mobile strategy

Reducing costs
This centralized cross-functional team can become the instrument IT executives use to strike the right balance between increasing top line revenue and managing the costs that this new investment demands.

Technology standardization — managing fewer vendors
Like all emerging markets, there are many approaches and options to consider when delivering mobile business strategies and requirements. There are multiple vendors to consider who provide development platforms for native, hybrid, and mobile web-based applications. There are also many vendors providing mobile backend as a service (MBaaS). There are even more lifecycle vendors who deliver mobile testing, performance management, analytics and security products. If left to each individual LoB, a business can find itself in a position where they are negotiating tens of contracts that provide redundant products.
and services in the pursuit of delivering similar mobile applications. An additional downstream effect of using multiple vendors is the resulting and redundant training and maintenance costs. Leaving each LoB to independently procure its own platforms and products can be cost prohibitive. By centralizing purchasing, an MCoE can prevent fragmented mobile budget explosion and serve to either establish corporate standard solutions or negotiate optimized business agreements with a preferred list of providers.

Reuse of mobile assets across projects
As an organization matures and progresses with their mobile strategy, there will be numerous best practices and assets generated. Failing to capture these and share them on an ongoing basis is a missed opportunity for any business. There are common app business requirements that should be leveraged on a continuous basis. Project by project, app by app, all the participants in the application lifecycle (e.g., development, testing, security and DevOps teams) will create many assets that can and should be re-used in subsequent apps.

Maintaining brand consistency and look and feel across all corporate mobile apps is also essential. During the development phase of a project, this can be addressed by leveraging reusable app requirements and a development platform that makes use of a model view controller (MVC) framework. An MVC serves to reduce the amount of code, minimize the maintenance required and separate business logic from the user interface controls that should also be reused for a consistent look and feel. Any development platform that does not support an MVC will unnecessarily drive up costs. Similarly, there are common test requirements, test plans and tests that should be used as the starting point for any mobile project to ensure quality and performance. Testing frameworks have been around for many years. They should also be considered by an MCoE to better share and maintain these critical assets with the LoBs, whether they perform the testing or the centralized team augments the quality efforts.

Mobile application request prioritization and ideation
Mobility creates an opportunity for each business to transform itself and create new revenue streams that previously were not possible. This opportunity requires tremendous creativity to re-imagine what a business can do to better serve its customers. For example, the use of social collaboration in a mobile app by a marketing team to engage customers could be re-used by a sales organization looking to improve sales efficiency in their CRM application. An MCoE can serve an invaluable role in the sharing of ideas from one business to another to prevent redundant projects investment. The act of sharing ideas across LoBs and building upon successful projects can accelerate time to market for new projects.

Accelerating time to market
Mobile workers and consumers are becoming more knowledgeable and sophisticated faster than ever. Vendors in the mobile space are evolving equally fast. With every release of iOS, Android, and Windows, previously unimaginable ways of performing business and social activities are being created. An MCoE represents a focal point or center of research and knowledge to constantly infuse these new ideas into each LoB more quickly when compared with a decentralized approach.
Faster innovation
An MCoE model allows teams to focus on their core competencies. Marketing can focus on better ways to reach customers. Sales can focus on better ways to acquire new customers and retain them. Manufacturing can focus on better ways to design and deliver a product. With all these examples, an MCoE will focus on mobile innovations and share these learnings with each LoB so they need not expend the energy and time to stay abreast of this evolution. Most importantly, these innovations can then be shared immediately across all businesses to spread ideas to deliver more engaging apps.

Flexibility of sourcing
Obtaining the right skills for critical projects can be challenging for any business unit. Great mobile ideas will often exceed existing headcount capacity. Including sourcing responsibilities within the purview of an MCoE to freely negotiate with development partners is a great way to ensure the most favorable business terms for all LoBs to benefit from. Other benefits include establishing the acceptable standards for any mobile development or testing partner. The MCoE can represent a powerful and single point of negotiation for on-demand qualified resources to help any project team in need of extra capacity and resources.

Trained and knowledgeable resources
An MCoE should be empowered and funded not only to stay on top of the leading trends and technologies, but also to provide key skill sets required for projects. Providing highly skilled and knowledgeable personnel to assist in any LoB project is of tremendous value to the organization. While multiple models of engagement can exist for LoB projects, the MCoE should dictate whether consultative resources are best provided or core developer and testing resources on loan are more valued for a particular project. Either way, providing skilled mobile expertise will significantly reduce time to market for any LoB-funded project across the company.
Reducing risk
While decentralized business models allow for maximum autonomy in any business looking to create transformative new business models, they can also result in many more failed projects and cost overruns due to each LoB learning what works and what doesn’t on their own. In a February 2012 survey, it was shown that the average business plans to spend $750,000 on mobile projects in the next 18 months. In parallel, businesses reported that one in five mobile applications are too difficult to use, 45% of the business managers believe the apps take too long to deploy, and 42% say the release and delivery cost are too high.

Standardizing project evaluation
The above numbers are staggering. They can be significantly improved if there are better evaluation and definition criteria at the start of the mobile project. An MCoE should be responsible for establishing key criteria and business justification for mobile projects. Having each LoB establish their own standards and project justifications, only to realize the pitfalls of mobile development projects on their own, is a redundant and unnecessary cost. It fails to leverage the learnings of a central experienced team that can ask the key questions before investing in a mobile project.

Governance
The problem that many IT shops face when they outsource mobile application development, particularly at a business unit level, is one of governance. With so many applications being developed by disparate parties and managed in a decentralized fashion, there’s very little ability for the enterprise to enforce standards around security, common componentry, branded elements or approved methodology for connectivity to backend systems. With the right platform-based development approaches, enterprises can create common elements that are reusable and enforce the use of those elements by testing them during the application submission process. For additional enforcement, an enterprise should look for technologies that enable application distribution only when the common criteria/component requirements are met. This works well when there are
many disparate groups of application developers building apps for different business units that must adhere to centralized security and release policies. The MCoE often cannot dictate technologies and application elements, but by setting a technology standard they can enable centralized governance without stifling creativity required for the applications. Exceptions to the standards will occur and there should be mechanisms in place to allow that to happen. That said, this event should be quite infrequent.

Establishing key mobile project metrics
The hallmark of a productive centralized mobile team is to assist and provide a predictable delivery model for key projects. As shown from the data above, this is frequently not the case. The next step after establishing the project evaluation criteria is to provide success metrics that can be reviewed and continuously evaluated by the managers and executives who are investing in these innovative apps. The MCoE should establish consistent metrics that lead to standardized reports for comparing all projects. Many organizations use analytics products to deliver these application reports and provide additional insight on user behavior. While analytic products can be external to the development platform, the advantage of an integrated solution is the ability to instrument any activities within the application during the development process. As the app is updated, only incremental instrumenting is required. This results in lowering risk and improving the likelihood for mobile project success.

Common delivery processes and reusable assets
Beyond establishing criteria and metrics for a mobile app release, an MCoE can accelerate and jump start new projects by providing common assets from successful past projects. This is critical in reducing the common project delays and wasting valuable time engaging in activities that can be leveraged from previous successful mobile projects. These common assets can be best leveraged if common practices are followed. An MCoE can provide corporate design templates so apps have a common look and feel. MCoEs can also provide pre-built requirement plans with functional and non-functional requirement guidelines to accelerate the definition phase. Non-functional guidelines include security and performance requirements. In addition to recommending and provisioning development platforms, software configuration management (SCM) systems, and build systems, they can recommend the best ways that these can be combined and integrated for continuous integration (CI) when automating highly iterative steps in the develop, debug, build, check-in, and test release cycles. Again, providing corporate standards eliminates the time for each business to research and establish these key criteria for themselves in an emerging space that is rapidly evolving.

As shown, there are many important benefits to creating an MCoE in an organization. The biggest is to create organizational alignment between LoB initiatives and IT resources. If designed well, directing IT personnel that are knowledgeable in mobile practices who can engage in these projects armed with valuable assets will accelerate a LoB’s goals in realizing their mobile strategy. Ultimately, IT becomes a business partner and central enabler in the building out of the mobile strategy of the company as opposed to being viewed as an obstacle to transforming the business.
Building a Mobile Center of Excellence

There are five distinct stages to building a Mobile Center of Excellence:

1. **Step 1: Establish charter and acquire executive level sponsorship**

   This step involves gaining executive level sponsorship for the MCoE activities. This is critical since their impact is company-wide and there may be resistance to a central team imposing standards. C-level executive buy-in gives the central team the ability to enforce policies that may initially be unpopular. This step also includes setting the charter for the MCoE. A charter includes policy definitions, technology and platform standardization, as well as prioritization of projects/applications from the business units. This charter will also help guide the MCoE during its meetings and set the tone for the first year of operation.

   The outcome to this step is a concise charter that specifies leadership responsibilities, evangelism activities, a model for collaboration, the provisioning of best practices and common technologies, the sharing of proven processes, and training for mobile projects within the enterprise.

2. **Step 2: Identify participant departments and individuals**

   During this step the MCoE identifies all the participating departments and solicits representatives from those teams. With executive level sponsorship in place this task can be made easier. If participating business units already have mobile projects that they are requesting funding or pressing IT for assistance, these can be leveraged as additional motivation to join the MCoE. Legal and HR must also be a part of the MCoE as well since many of the policies go above and beyond technology enforcement and into personnel and employee activities, goals and responsibilities. IT should take the leadership role in the mobile center of excellence due to the heavy reliance on central infrastructure and technologies they manage and maintain.

   The outcome of this step is a list of the participating departments, the designated delegates from those departments, and a clear path forward that includes the frequency of meetings to accomplish the aforementioned charter.
Step 3: Define technical standards, policies and the mobile reference architecture

This step occurs after the initial meeting of the MCoE, and the agreement of the charter. It involves setting the technical standards around security, an appropriate use policy for bring your own device (BYOD), and any additional standards that need to be enforced around brand management, graphics, colors etc. Most importantly, IT needs to identify the common data sources and services to expose to all the LoBs for their mobile application projects. Successful central teams publish and share these visual diagrams and gain agreement amongst the LoBs to ensure their information needs will be addressed. Additionally, any policies that are established should be enforced as part of the reference architecture and related mobile software infrastructure (MDM, MAM, next generation platform, etc.). In many cases policies already exist around appropriate use, use of company equipment, Internet and e-mail policies, and those will just need to be repurposed for use on mobile devices. Additional standards for security such as the encryption of data at rest (see Appcelerator’s white paper “The 6 Layers of Mobile Security”) already exist, but will require additional investments to enforce those standards on mobile devices (whether employee or enterprise owned). The outcome of this stage is a published mobile architecture along with a concise set of policies and technology standards for users and departments to refer to when building, sourcing, deploying, and using mobile applications.

Step 4: Prioritize development efforts

This step involves establishing a framework for the evaluation and prioritization of application requests that originate from the business units. A standardized framework for evaluating these requests, like the one detailed below is critical when an enterprise is dealing with tens or hundreds of application requests where only a fraction can be immediately fulfilled. A consistent theme seen in mobile is more application ideas and requests than can be delivered by readily available resources. Due to this inherent under capacity, prioritization and evaluation must take place on a regular basis. Given the rate of innovation in mobile platforms, enhancements and new requests to those applications will only grow over the following years.

The outcome for this step is to create a framework that the MCoE can then use to evaluate application requests that will exponentially increase. The framework will have to evolve as more resources are enabled and the understanding of the impact of mobile applications grows.
Step 5: Implement software infrastructure to enable project delivery

This step integrates the actual technologies to plan, build, connect, test, deploy, and analyze mobile applications. Once the policies have been set and the technologies are identified to enforce them, the MCoE must ready itself for projects by provisioning the mobile software infrastructure and architecture. The central team must make the investments in technologies and ready them for deployment to produce the agreed-upon prioritized applications and set forth the enforcement of security standards and other agreed-upon policies. The best way to establish this is to pilot a first project with all participants engaged to ensure success before the MCoE is formally ‘open for business’.

The outcome for this step is to ready the central team to respond quickly to application requests and updates by piloting the mobile software infrastructure and architecture for an initial project. This must include accounting for established policies and standards that have been agreed upon with the LoBs.

The MCoE should also examine new mobile technologies and help evaluate where those technologies may drive innovation within the business units. Using the technology evaluation process set forth above, the MCoE enables IT to get out of reactionary mode, and into more of an enabler role.
MCoE Technology Platform Responsibilities

There are 4 technologies that reside within the responsibility of the MCoE:

1. The mobile development platform
2. Mobile Device and Application Management (MDM and MAM)
3. Mobile quality and performance management
4. Integrations with existing enterprise back-ends

As an organization continues to provide mobile application components such as logins, branded elements, connections to backend services/data sources, the next-generation platform should make use of an application framework that encourages code reuse and maintenance. This allows an organization to take an application factory approach and rapidly respond to business requirements for new applications, enhancements and changes, while conforming to corporate branding and governance requirements.

Mobile Device Management and Mobile Application Management (MDM/MAM)
Security and release management are two of the top requirements of IT organizations. Mismanagement of these requirements is often a reason why mobile projects stall or fail. Mobile application management and mobile device management are software solutions that address the challenges of mobile security, policies and release. Each takes a somewhat different approach. Mobile application management is focused on securing and distributing applications to end-user devices. These can be either owned by the enterprise or by the individual. Mobile device management is often times focused on securing the device, the data resident on the device and the policies around the use of the device. Both approaches are important. Organizations may adopt both of these functions in order to service the more stringent requirements of some employee-based applications and the growing trend of BYOD. An MCoE can play an important role in helping establish the MDM and MAM standards for the
organization. A key requirement is for a best of breed standard to integrate directly into the mobile development platform. This will allow access and efficiencies between development and project teams as the mobile apps they deploy adhere to corporate security and release standards.

**Mobile quality and performance management**

Once release procedures and policies are established for the apps and they are in the hands of the user community, the focus naturally turns to post release visibility into how they are performing. Strong user engagement and experience becomes critical. Mobile app users are unforgiving and have a low tolerance for a negative experience. Users will refuse to use an app that is ‘ugly’ due to poor quality, bad performance, crashes, or any app that is missing the ‘wow’ factor. This can be avoided by integrating performance management and analytics products into the development platform so that teams can identify the exact mobile clients that perform poorly and then provide actionable information back to development. This actionable information should come in the form of file and line of code identification where problems exist so developers can make the correct changes to avert further problems. Success depends on shortening the mean time to resolution and quickly providing fixes and updates to a mobile app.

While it’s mandatory to effectively manage the apps in production, this represents a reactive approach to improving them and ensuring user engagement. To get ahead of the problem and be proactive, the MCoE should promote avoiding problems altogether with improved testing before the app is released. Mobile app release cycles are often extremely short (days or weeks) or in many cases continuous. This makes the testing before release more difficult. Manual testing will always play a role in deploying mobile applications. That said, the only way to address this challenge (that is further complicated by device and OS fragmentation) is through much higher levels of automated unit, functional and performance testing. In a world of continuous integration and release, the only way to be successful is to integrate automated testing, source code management and build management into the development platform.

**Integration with existing enterprise systems**

Due to the ambiguity of the end point devices requiring access, and the number of different data sources that many mobile applications consume, a third tier is often required. The purpose of this third layer is connection alignment, to improve the scalability of the backend data sources, as well as enhance the performance of the client-side application (see Appcelerator’s white paper “How to Evaluate a Next-Generation Mobile Platform”.)
Introducing Appcelerator

Embracing an MCoE requires standardizing on a development platform, testing and performance management products, MDM/MAM solutions and analytics capabilities.

Mobile development platform
Titanium is an extensible development platform that includes both a powerful Eclipse-based integrated development environment (IDE) called Titanium Studio and a software development kit (SDK) with over 5,000 device and mobile operating system APIs. Titanium simplifies the mobile development process to rapidly build, test, package and publish mobile, desktop and web applications using JavaScript. With JavaScript, developers with web development experience can be immediately productive when creating native mobile applications. The resulting applications perform and behave just like they were written in Objective-C (iPhone and iPad) or Java (Android phone and tablets) to deliver rich, immersive user experiences. Titanium provides development teams with an unmatched ability to deploy native, mobile web or rich hybrid applications to all platforms, from a single code base.

Appcelerator’s Marketplace offers an open forum for developers and companies alike to build and share extensions to the Titanium and Appcelerator Cloud Services (ACS) platforms. Today, there are over 300 modules and extensions to this mobile platform. Categories of available modules include build, test, security, storage, analytics and more. Marketplace modules are updated continuously and notification is provided to developers directly within Titanium Studio.

Appcelerator Cloud Services (ACS)
ACS is a Mobile Backend as a Service (MBaaS), offering a fast and easy way to build next-gen connected mobile apps. ACS provides instant social, location, communication and content features to extend your mobile apps to connect to public cloud services and internal corporate applications for more utility and function. Featuring a pre-built library of 20 services such as push notification, status updates, photo storage, user management and social integration, you can develop your mobile apps at a fraction of the time, cost and risk. ACS eliminates the need to build your own private mobile back-end infrastructure and services to support your mobile apps. Developers need not know about procuring server infrastructure or traditional server developer languages like PHP, Ruby, and Java. The only experience necessary is knowledge of JavaScript within Titanium Studio. Node.ACS is the newest addition to ACS and represents a full development environment to create custom cloud services and logic. It also enables development of custom enterprise connectors using Titanium Studio to deploy
on the ACS mobile cloud for accessing data from corporate systems.

Testing and performance management
Appcelerator delivers a tightly integrated best of breed testing and performance management solution with Titanium. Additionally, there are numerous testing and performance management vendors integrated with our development platform via our open marketplace.

MDM/MAM solutions
Appcelerator’s Titanium platform is integrated with a wide variety of best of breed MDM and MAM providers. All these vendor products can manage Titanium’s native applications in the same manner as native iOS and Java-based applications.

Analytics
Appcelerator Analytics give you deep insight into how your apps are performing, what features are being used the most, and where there are opportunities for improvement. User and session application analytics and Appcelerator Cloud Services events are added to your Titanium apps automatically. User analytics are central for measuring top-line application adoption metrics such as tracking new users, active users, and total users over time, by geography, or by platform. Application owners can choose the preferred time horizon to refine analysis for targeted periods of time. Session analytics measure engagement with your application. These allow you to view total sessions, average sessions, and session length over time, by geography or by platform. Custom events can also be captured for your mobile applications. With custom event data used within Titanium, you can track any action taken within your application to gain even deeper insights.

Appcelerator Professional Services
Our professional services engagement model (called the Appcelerate Process) represents the experience, training, enablement, and best practices from mobile projects with 1,400 customers and partners. It is delivered via a collaborative services engagement that includes a multi-phased approach and a mutually agreed upon timeline. The goal of this process is to deliver a holistic mobile strategy, an application development roadmap, a Mobile Center of Excellence (MCoE), and a first mobile application.

Many customers, such as NBC, Zipcar, PwC and Safeguard, have delivered rich, native applications with Appcelerator while lowering their cost of development and time to market. If you are interested in realizing the same benefits for your mobile strategy, please contact us.

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