

The 2nd digital revolution and how to survive it

- Why has HMV collapsed, when it could/should have been iTunes? The same could be asked of Tower Records and Virgin Retail before them, of course. They had the relationships with the labels, the bands and the customers. They had the brand. Music was **their** space. And yet they failed to appreciate the threat and opportunity offered by the web.
- Why was Blockbuster still selling/renting boxes and discs when it could/should have been LoveFilm – streaming (renting) us our movies and TV shows via broadband? They had the relationships with the movie studios and distributors. They had the database of active and lapsed film-renting public. They had the brand. Film was **their** space. And yet they failed to appreciate the threat and opportunity offered by the web.
- Why aren't we now looking at Woolworths as **the** online general retailer, instead of Amazon? They had the relationships with product suppliers and distributors. They had the high street presence and distribution network. They had the brand. General retailing was **their** space. And yet they failed to appreciate the threat and opportunity offered by the web.
- We've lost count of the well-loved brands, retailers and suppliers that have disappeared, over the past 10 years because they failed at an organisational level to understand how the online commercial world was shifting around them.
- We believe mobile will, may already be beginning to, have the same impact on the global market place.
- Our question to you is, will you be next, or will you mobilise?



hmv
hmv.com



HMV In Administration

As you probably know, HMV went into administration on 15 January 2013 and therefore the website HMV.com has been suspended and no purchases can be made online until further notice.

Introduction

2009 will be the year of mobile, no it's 2010, maybe it will be 2011, and it's definitely 2012, possibly 2013?

The reality is that there will never be a year of mobile. Mobile is already here, it is massive, it is just not yet a priority for the mainstream marketing community.

Consider two facts; last year Apple users downloaded 20 billion apps¹: that's nearly 3 apps for every member of the world's population. Secondly, ARM Holdings estimate that the number of connected devices has grown

from 400 million a couple of years ago to 1.6 billion now and forecast there will be 4 billion by 2017. The scale of this activity is mind boggling in its sheer vastness; there are now more active mobile devices than members of the human race.

Over the past decade we've seen many famous brands disappear because they were slow to adapt to the change in consumer behaviour forged by 'the web'. The likes of Apple destroyed HMV and similarly VOD suppliers like Lovefilm have done the same to Blockbuster. Digital has changed the high street. We believe mobile could have a similar, if not greater impact, which is why it needs to be taken seriously. Every consumer facing business should have a mobile strategy.

Incentivated case study

Remington, UK - fully transactional mCommerce site

Designed and built by Incentivated, the mobile website (<http://uk.remington-europe.mobi>) provides visitors with access to Remington products through their phone.

The key innovation comes from maintaining Remington's strong branding. The site has dynamic, split-screen image-based menus, swipe gestures for intuitive interactivity and ease of searching and browsing through the site.

Since the site went live, mobile traffic has more than doubled, and mobile devices now account for around a third of all Remington's digital UK traffic.

Revenues from mobile have almost tripled and the average basket size on the mobile site is almost £10 more than for PC-based purchases. This is a mobile site test that delivered on all its key metrics.

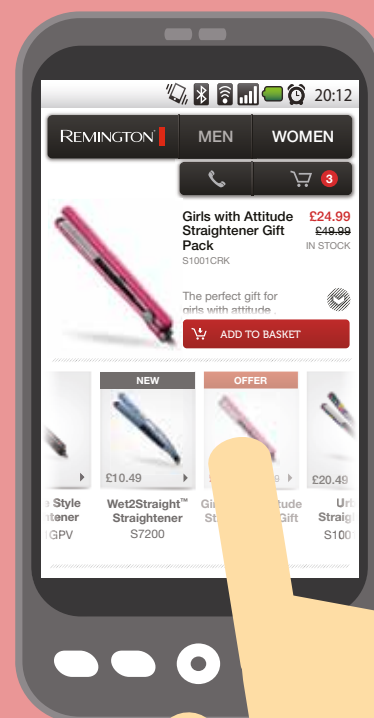
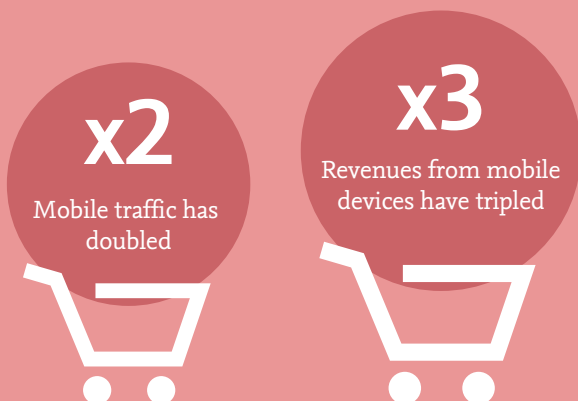


Figure 1: Remington mobile site

In the UK, mobile has fundamentally changed consumer behaviour. Google research suggests that on average, we spend roughly 4 and 1/2 hours a day in front of screens and the most common starting place for online activity is now mobile, which is increasingly linked with other digital activity, like smart TVs. The fact that smart phones are interactive and connected means that consumers are constantly in touch and active; not just with friends and colleagues, but also with brands and social media. This provides a massive opportunity to create dialogue with consumers.

But the marketing community has been slow to catch on. Maybe the language we use has prejudiced how marketing budget holders view mobile. We still describe them as mobile phones, therefore a private medium where intrusion is unwelcome. However, this is profoundly inaccurate; according to O2 research², smartphone users spend twice as much time using mobile to access the internet as they do making calls. This is the primary use of a 'smart' phone: it's not a phone but a conduit to the internet, 43 minutes a day. Using a mobile device for communication is the 3rd most frequent use; 23 minutes a day.

"It's not a phone but a conduit to the internet, 43 minutes a day."

O2 research

The second barrier to investment is perhaps the complexity of mobile marketing. Mobile is a platform where almost any marketing activity can occur. The communication opportunities are as endless as one's imagination; everything from advertising to loyalty programmes to m-commerce to data capture. Its inherent complexity could be seen as a barrier to developing a coherent strategy.

The sheer scale of mobile usage means its importance needs to be reassessed as a marketing tool. For many consumers the preferred way of accessing a brand is through a mobile device, yet mobile probably attracts less than 10% of marketing spend; this massively undervalues the level of importance and potential that mobile has in consumers lives and how it influences behaviour.

The purpose of this paper is to explain the scale of the opportunity and make some sense of it (hopefully!). To explain the barriers being experienced by the marketing community and to suggest a blueprint for the future.

Our view is that we are now experiencing a second digital revolution, driven by mobile.

The first digital revolution was the rapid spread of the internet, which happened ten to fifteen years ago. As dial-up gave way to broadband, consumers could access more and better websites with less frustration, via a fixed location. As processing capability increased we were able to move from basic e-mail to e-commerce and the emergence of user-friendly brands like Google changed our lives, followed by the explosion of social media.

However, for the vast majority, the internet has been mainly accessed through a fixed location, either at the home or the office and independently of other 'media' devices. This is rapidly changing...



Figure 2: View the Financial Times article via our Incentivated blog

Forrester's '2013 Mobile Trends for Marketers' report hints at the increasing sophistication available to marketers that "get" mobile.

"Innovators will overcome any concerns about maturity to make big, strategic investments in mobile to pull ahead of their competitors. Differentiating with mobile will require marketers to develop the multiyear visions required to drive real change in their business and their approach to implementing mobile services."

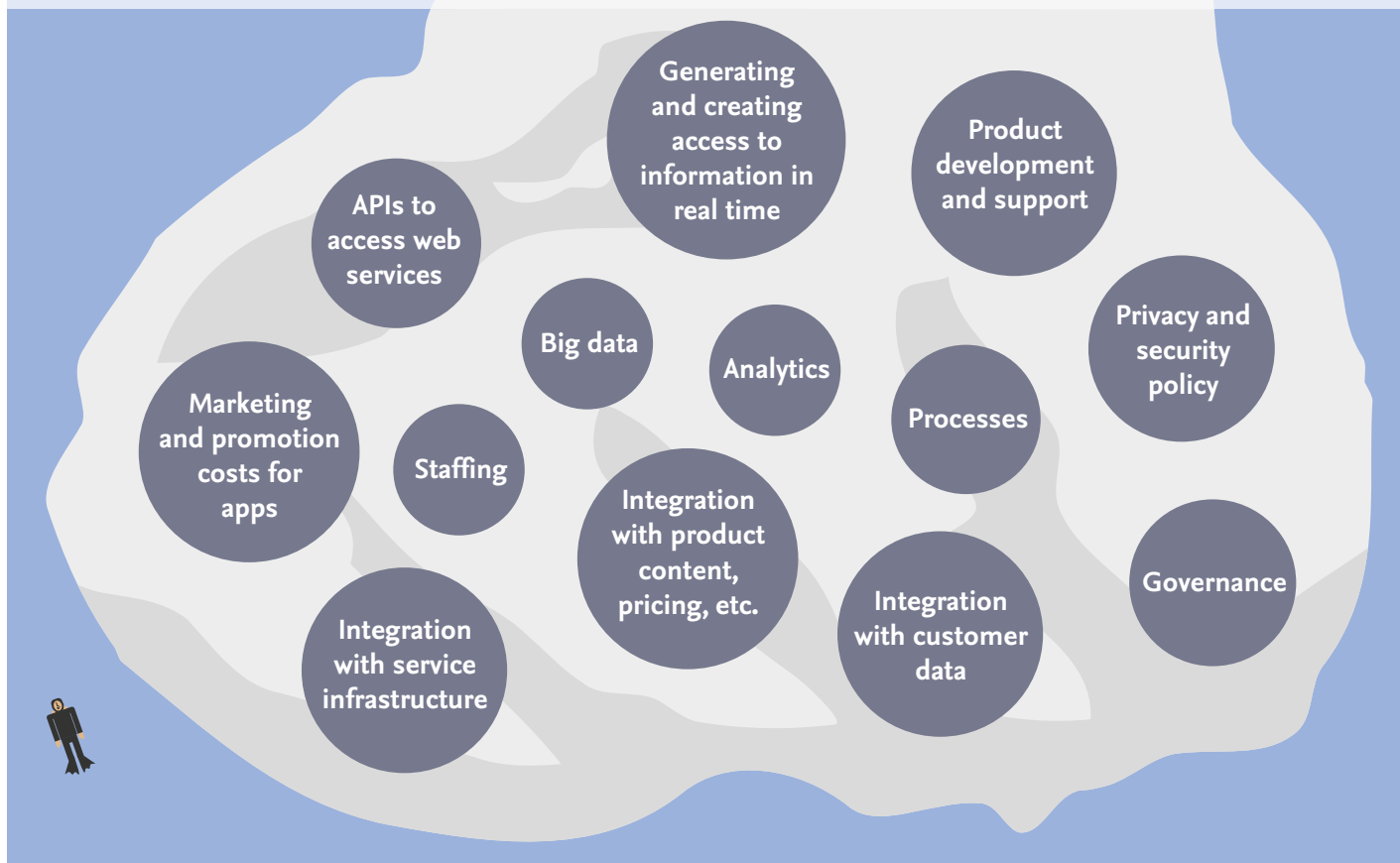


Figure 3: Forrester's "Iceberg of mobile marketing"

The second digital revolution

Firstly it's about mobility. This doesn't just mean it's just on mobile handsets, but the internet is now ubiquitous and therefore accessible at almost any location. So consumers are connected through a variety of devices at almost every point of their lives.

Secondly, it's interconnected. Most devices have the capability to operate together, so consumers create personal ecosystems of devices for different purposes; whether it's smart TV's connected to tablets, largely for entertainment

in the home, smaller tablets and e-readers for taking this out of home or mobiles for communication, information or entertainment 'snacking'. The vast array of devices launched at the Consumer Electronics Show indicates the sheer scale of opportunities available.

Our belief is that the second revolution in digital is about access at any point through a series of devices that enhance the consumer experience.

The acronym used by the digerati is SoLoMo; that is that the future will be **S**ocial, **L**ocal & **M**obile. It's absolutely on the money, but there is more. In our opinion the future is **SoLoMoCoCo**.

Incentivated case study

Laura Ashley - QR codes for trackable press and response

1: Customer sees advert with QR code – is prompted to scan the code to see the detail page relating to the content of the advert.

2: Customer scans QR code using the QR reader application in their phone. Incentivated can provide an option to download a reader.

3: Once the link is clicked, Incentivated identifies which handset the customer is using and serves up the appropriate page from Laura Ashley's mobile site.

Laura Ashley can now see which print ads are generating interest and response, test and measure different advert creative executions in different papers and optimise their traditional media advertising as the campaign is running.

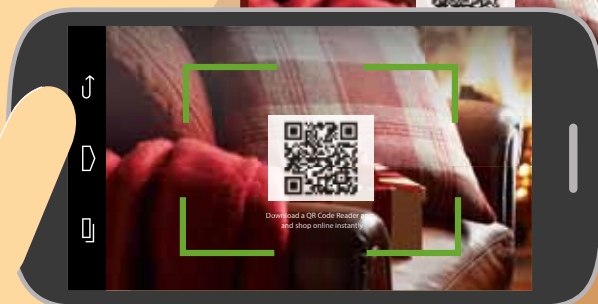


Figure 4: Laura Ashley's newspaper advert provides direct response via QR

Social

Social media underpins the growth of usage of the internet. Over 25% of all internet traffic is now social media: this is growing phenomenally quickly and mobile is driving this growth (Facebook's mobile usage grew 63% last year). If one of the main conduits for brands engaging consumers is through social media, the primary device for accessing Twitter or Facebook will be via a mobile device³. Any brand with ambitions to be active on social media needs to ensure that its content is readable on every mobile device, as that is the most likely place any interaction will start.

Before social media became integrated with mobile devices, Facebook didn't really have a sustainable business model. Mobile makes it commercially viable and its display revenues will be bigger than Google's in 2013. Facebook mobile ads are getting 13 times more clicks and earning nearly 11 times more than their desktop alternatives and revenues are predicted to grow on the back of this.

Deutsche Bank issued this investment note on Facebook recently:

“Mobile Newsfeed Ads are the game-changer, but the ramp-up is happening much faster than our initial estimates and we see several new catalysts emerging. Ad revenue should grow north of 40% in 2013, well above consensus.”⁴

Local (and location)

The fixed internet drove people away from the high street. Given some consumers' desires for convenience, personalisation and savings, e-commerce has provided a perfect solution.

However, the fact that mobile provides constant access on the move means that consumers can access and interact with brands at any point. This means everything from connecting devices like tablets to TV to allow instant interaction within the home via apps, to using QR and Near Field Communication (NFC) in-store or using Geo-Fencing, where apps can be automatically activated in proximity to a specific location.

Both broadcasters and retailers are starting to think in different ways. There is a massive opportunity for retailers to integrate all CRM into mobile, moving away from paper or card-based systems. The commercial upside is huge and will change consumer attitudes to loyalty, but it requires marketing imagination, financial investment and business commitment.

Mobile

Mobile is the glue that binds together social and location. But it's mobile in every form; every operating system from iOS to Android to Windows to Blackberry, every device in all shapes and sizes, from phones to e-readers, tablets, or even Nike+ trainers; basically anything that receives a signal. The reality is that consumers don't see this as a revolution, they are merely migrating their existing digital behaviour to a new, mobilised, platform.

“52% of visitors view a store's website whilst in-store.

36% will visit a competitor's website.

3 out of 5 will leave the store and buy online for as little as 5% difference in price.”

Verónica Maria Jarski, MarketingProfs

“Facebook mobile ads are getting 13 times more clicks and earning nearly 11 times more than their desktop alternatives and revenues are predicted to grow on the back of this”

Nielsonwire, social media report, 2012

However, there are at least two additions, the **CoCo's**:

Connected

There is a new world order; it's not the BRIC economies. It's called GAFAM. These are the four giants of the internet: Google, Apple, Facebook & Amazon. The size and ambition of these companies is extraordinary and their intention is to infiltrate every aspect of our technology consumption. They are intensely competitive. Apple are making a foray into TV and payment systems, as are Google, who have also launched a variety of mobile handsets and tablets. Facebook are rumoured to be about to launch a handset and their Graph Search is an attempt to eat Google's breakfast.

However, in our opinion, Samsung, who is nearly the second biggest by market capitalisation, is perhaps the most important. Maybe it's not included because it's not American and it makes hardware rather than software, but Samsung are the pioneers of Android and dominate both television and mobile. Android is bigger than Apple's iOS and growing faster. Samsung also dominate the connected, smart TV space and they have the perfect platform to fully connect all consumer devices. Samsung may also have managed what many have tried and failed at: replacing Apple as the “cool” brand⁵.

These big five are the gatekeepers of the future. Be assured that the future will be about seamless connectivity between their devices and that they will ensure the internet is fully mobilised. Consumers will use a range of interconnected devices to access entertainment, social media and manage their lives. There will be multiple usages; it's perfectly feasible to link smart TV's with tablets and mobiles via audio watermarks.

Commercial

The backbone of the first digital revolution was e-commerce. New brands emerged and consumer behaviour and the retail infrastructure changed forever. The effect of the 2nd digital revolution will be even more profound. The first digital revolution was based on moving the focus of consumer interaction from the store to the home. New payment systems, like PayPal, emerged, but ultimately it was the same process, just more secure.

The 2nd revolution will be different. The developed world markets are slow off the mark in terms of mobile payment: developing world mobile payments are becoming the norm. Safaricom's text-based M-Pesa has had a huge impact in developing countries like Kenya, Tanzania and India, because customers do not have bank accounts and need guaranteed financial security combined with simplicity. It allows people to send and receive money (cash) by text message and has had economic influence; “..fully one-quarter of Kenya's GDP flows through M-PESA..!”⁶

Obviously the Holy Grail is a universal payments system for the UK, but this is unlikely. However there is a great deal of corporate partnership activity; Vodafone seriously investigated

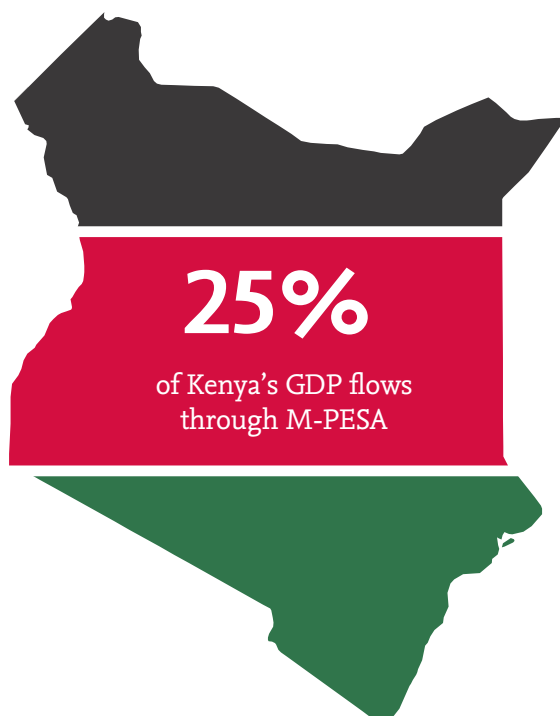


Figure 5: Mobile payments "normalising" in developing countries

“Mobile is affecting the way consumers engage with the world; it is therefore only natural that it has changed the way we engage with them, and the way we do marketing.”

Keith Weed - CMO, Unilever

becoming a bank, Visa has set up Smart Pass with Vodafone, whilst Mastercard and Telefónica are doing something similar.

However, it might be more likely to be via one of the GAFA; Google Wallet was launched in the US in January 2012, allowing bank details to be stored in the cloud and enabling payment via NFC. There are 2 million NFC capable phones in the UK, although few are enabled. Perhaps predictably, eBay's PayPal reject NFC – as does Apple; their view is that it doesn't address a real consumer need. They believe that for mobile payments to really work they need to add value to the consumer experience.

Payment systems need to offer more than the secure transition of funds. For example, the opportunity is to fully integrate CRM systems or mobile vouchering. We have developed an app-based loyalty card for Monsoon where the retailer can communicate offers, and the customer can access their loyalty card to see all their transactional and offer history and redeemed all within the app, in real-time. Similarly we are developing mobile point of sale solutions, which will ultimately link to the mobile CRM activity we deliver for Marks & Spencer.

The opportunity to fully mobilise a loyalty programme linked to a payment system is potentially game changing. Without doubt, CRM on mobile will become the norm within two or three years. According to Claire Gilmartin, head of eBay UK:

“Shopping has changed more in the past two to three years than it has changed in 100 years, smartphones, together with tablets, are really fundamentally changing the way people shop. They are shopping at different times of the day and they are shopping more frequently. People checking their phone 40 times a day means they are now shopping while waiting for a train.”⁷

So how have the biggest companies in the UK reacted to this? In an echo of the first revolution, with marked indifference.

We've just conducted an exercise analysing the level of development of the mobile websites of the FTSE100; the results are profoundly disappointing⁸. Most mainstream companies are massively under-investing in what is the most effective method of engaging with customers.

We found 69% were "not optimised for mobile at all", based on criteria like having dedicated sites tailored to suit various operating systems, which loaded quickly and presented strong content and branding.

An additional 22 simply scored "badly", while eight performed "moderately well". Marks & Spencer, the high-street retailer, led the charts, registering four out of a maximum five points overall.

Is this important? Google research⁹ shows that 48% of people responded that if a site didn't work well on their smartphones, it made

them feel like the company didn't care about their business. Anything up to one third of all search¹⁰ now originate from a mobile device; therefore the consequences are potentially important.

For those who remember the first digital revolution, there are starkly similar comparisons. In the late '90s and early noughties we witnessed complacency amongst many UK brands in terms of digital investment. In effect they left the door wide-open for a series of new companies who offered consumers exactly what they wanted, at better prices. With HMV, Jessops and Blockbusters, we are continuing to witness the resulting demise of many traditional businesses in travel, retail and financial services.

Exactly the same phenomena could happen in mobile; early-mover advantage is important and the majority of UK businesses are under-investing and not taking the medium seriously. Some sectors have made significant investments and seen impressive results, for example, media, online gambling and fast food, but few companies have fully-integrated strategies.

Incentivated case study

Monsoon - developing a mobile loyalty programme

We built a cross-platform app for Ikano Financial Services to make available to their retail clients. Monsoon were the first retailer to take advantage and enable customers to download the loyalty card to their phone.

Offers and vouchers are sent straight to Monsoon's customers, using in-app messaging.

Customers can check their points balance and purchase history as well as edit their profile within the app.



Figure 6: Monsoon reward card app

Incentivated case study

Gatwick airport - developing a website to assist the customer journey

Air travel is stressful. Making sure you know when your flight is ready and which end of the airport you need to get to is really stressful. And when the weather gets in the way, blood pressure boils. The Gatwick mobile site is designed to help at every stage of the journey to your plane, and to deliver a calmer experience.

Gatwick's site has been designed to give an 'app like' feel, and includes clever features such as the ability for customers to 'pin' (or bookmark) their flights to the home page for quick reference and 'real-time' updates (such as the 'snow alert', pictured, that was added to the home page in January 2013). As well as live flight information, the site includes key airport information including all stores and restaurants in the terminals and links to car park booking facilities.

Almost entirely through organic discovery and use, the mobile site has delivered a fourfold year on year increase in the number of visits. Passengers are "pinning" flight details to their home page by the hundreds of thousands and almost half of all Gatwick Airport's online traffic is now mobile (by which we mean phones AND tablets). of thousands and almost half of all Gatwick Airport's online traffic is now mobile (by which we mean phones AND tablets).



Figure 7: Award winning Gatwick airport mobile site

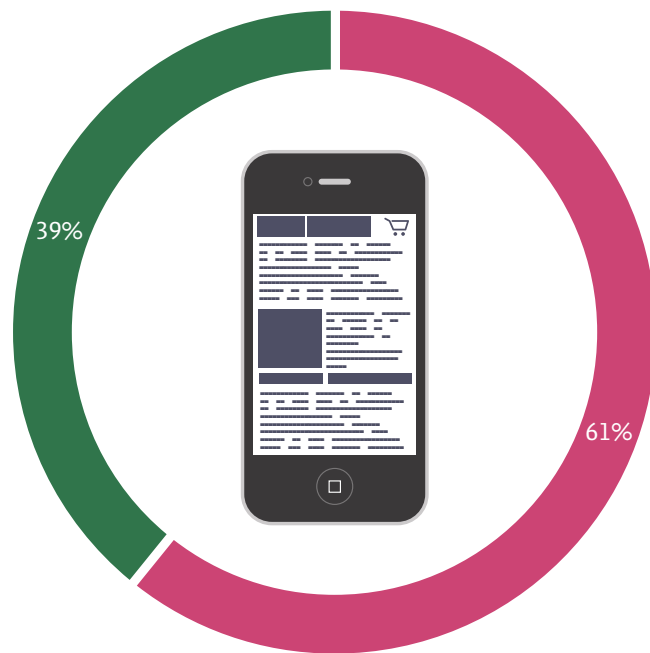
An example is the rate of growth of mobile advertising. Although it may show incredibly high year-on-year growth figures, it's from a very low base. The Internet Advertising Bureau (IAB) indicates UK mobile ad revenue hit £181 million for the first half of 2012¹¹ (and most of this is search). This suggests brands are starting to wake up to the opportunity offered by a cheap and proven medium. Compare this to Google UK's

total revenue for this period of about £1.5 billion and you begin to see how tiny the investment is.

In the US, eMarketer's estimate is that, in 2013, mobile will only be 4% of total adspend¹². Think this through: smart phones are the most widely available and intrusive medium that ever existed and probably the easiest way to reach consumers, yet media professionals in the most developed advertising market only think that 4% of budgets are worth investing in this medium.



67% are more likely to purchase on a website designed for mobile



61% leave if they don't immediately find what they are looking for

Figure 8: Source: Google retail blog

Couple this with the fact that much mobile advertising is linked with social media and it's definitely counterintuitive. As Mr Spock would surmise, it's illogical Jim.

Starbucks was the 2012 Mobile Marketer of the Year¹³ in the US, the second time in three years. It's worth reviewing what they have done.

Starbucks have a 360-degree mobile marketing strategy that matches communications to every stage of their consumers' interaction and creates a constant relationship between the brand and its customers. Starbucks use their stores as a means to start mobile relationships and encourage people to join their reward programme, providing a lot of data for analytics to inform customer insight.

Interestingly they extensively use 'old fashioned' mobile channels like SMS and QR codes to build a dialogue with consumers and drive brand engagement.

Starbucks have developed a mobile payment and CRM infrastructure. Using the Starbucks Card mobile app, consumers can check their balance, reload their card and view transactions. It is now also integrated with Apple's Passbook. They have a mobile strategy based around occasions, new

product and platform; ranging from advertising to augmented reality. They do 2.1 million mobile payment transactions per week.

Starbucks' Adam Brotman considers mobile to be the glue of the entire digital strategy:

"With mobile it all comes together and allows us to turbo charge everything across digital. Web, mobile and social efforts combine to give us lower cost of marketing per customer. We can spend and rely far less on traditional and paid marketing."¹⁴

Starbucks seem to have taken a very simple, logical and consumer-based approach and made it extremely effective.

What Starbucks do isn't complicated; they appear to be using widely available and often slightly 'old fashioned' technology. However they would appear to have succeeded because they have a senior mobile evangelist in their midst that has proved the business case for mobile and has the vision to make it central to their communication strategy.

So what can we learn?

There are many examples in the UK where mobile investment has started to have an effect, but few clients have fully mobilised their business. Perhaps the most well-known m-Commerce example is Domino's Pizza: In Q1 2012¹⁵ m-commerce accounted for one in six of all its orders, contributing to total online sales of £59.3 million – a rise of £18 million compared with the same period in 2011.

Why did it work for Domino's?

Domino's have always been digital pioneers: they were early adopters of e-commerce, innovation is perhaps part of their DNA and they are prepared to test and learn.

Also, the board understand the business case for emerging media. The CEO has worked for major mobile companies at a senior level, so they are able to rationalise the risk.

However, for many other organisations, it's a more complicated process. The conclusion of

this paper is to consider some of the pitfalls and best practises of developing an effective mobile strategy.

1. Have a plan: mobile is a strategic solution, not a tactic

We've demonstrated the profound influence that mobile marketing can have over consumer behaviour. However, it's still often used as a tactic or for stunts; there are many instances where mobile is used to win awards or grab headlines (for example, the mobile supermarket on the underground in Seoul).

The clients who will really win through mobile are the ones who have a long term vision integrating mobile into their overall communications strategy. Over half of the UK's smartphone owners make daily mobile searches (and it's growing), so mobile marketing is no longer if, it's when. Mobile offers an unprecedented opportunity to connect with consumers; however this activity can be dissipated in a large organisation.

The companies that will win through mobile will be the ones who have a strategic plan to mobilise their consumer engagement, apply this to all channels and have an investment plan.

2. Every company needs a mobile evangelist

The problem with integrating mobile is that it's multi-disciplinary, cross-channel and often has a number of stake holders. The companies that generate the greatest return usually have a senior decision maker who believes that mobile creates a competitive advantage; they understand the importance of mobile and have a vision for the future opportunity.

This means that people who have to implement mobile strategy aren't fighting against internal politics, for budgets or continually having to prove short-term payback. The other important facet of this is that the mobile evangelist can get different parts of any organisation to work together to achieve a common goal.

This leads to the next point.



Figure 9: Starbucks: Mobile retailer of the year 2010 & 2012

3. Be joined up

Most companies are doing some mobile. There will be a number of projects; possibly a packaging initiative, a CRM test, an app to support a new ad, a simple transcode of the website.

However, these often aren't joined up and occur through a variety of different stakeholders. The companies that will win through mobile will be the ones that use a centrally co-ordinated approach to make their mobile interface with customers seamless.

4. It takes a while to get it right

Mobile marketing is complicated; companies can't be mobilised overnight and mistakes will be made along the way.

It's important to remember that it's effectively new technology and we are often exploring virgin territory, but the gains will be huge.

5. Outsourcing works

As with many things in life, you can't learn on the job.

It may make sense to integrate your mobile web build into your existing team, but there is a lot more to mobilisation than just building a site or a one-off app. Mobilisation is about integration; everything from driving traffic to the site to data analysis to messaging. Many companies build assets and then fail to invest in generating mobile traffic and wonder why nothing happens. It's essential to have a strategy, usually with the help of an external expert.

We've spent over 10 years learning and it's valuable. We've spent 5 years and roughly £5 million building our mobile platform, Iris. It would realistically take a couple of years and twice the budget to start from scratch. Although many companies take a view that IT projects should be fully developed in-house, experienced mobile developers can save time and substantially reduce costs.

Incentivated case study

M&S - mobile CRM delivering results

Marks and Spencer have been reaching out to their regular customers, asking them to sign up to receive text (SMS) offers, deals, promotions and news about M&S ; most commonly this features their weekly "dine in for £10" menu, and monthly coupons and vouchers for credit card customers. M&S engages with their customers through mobile and complement their existing DM and email marketing.

The campaign has recruited more than 1 million customers, achieving a minimal opt-out rate and an award-winning ROI measured against increased propensity to visit the store and a larger average basket size per shop.



Figure 10: M&S: mobile loyalty messaging proven to deliver on the bottom line.

6. Mobile and digital are different

Mobile is complex, there are myriad operating systems and manufacturers, and additionally the pace of change is rapid (for example, 5 million tablets were sold prior to Christmas 2012). The Guardian's website is accessed by over 1,800 devices in a week; a mobile strategy needs to be able cope with this complexity.

There are a lot of people who know a bit about mobile, but very few experts. Digital agencies can knock up an app, existing websites can be quickly transcoded, but it's a sticking plaster rather than a long term business solution. Effective mobile marketing is complex and requires a platform that allows integration of data and routes to market, manages communication channels and allows clients direct interface.

In the way that traditional agencies took a long time to catch up with digital, the same is happening with mobile. A lot of mistakes can be avoided by directly contracting with experts.

7. Data is king

Mobile creates more data than any other digital device. Different screen sizes and operating systems will create huge amounts of data and generate different customer behaviours. Analytics is vital and needs to be interpreted by people with insight into mobile. It's also essential to have a platform that can capture all mobile activity and can integrate into existing databases. Although mobile is specialist, it needs to be fully integrated.

8. Learn and leapfrog

The received wisdom is that early movers gain the maximum advantage. Often, this isn't completely true. New entrants to the market can learn from mistakes and progress more quickly. Everyone has forgotten the early social networks like My Space and Friends Reunited and only think about the second stage movers like Facebook and Twitter. Latecomers to the market, who invest significantly, can benefit from the mistakes of the early pioneers.

9. It's not one destination

Mobile isn't a medium, it's a platform. Therefore it can carry almost every other form of media or content. This makes it incredibly complex, certainly for a new entrant.

Don't be attracted by a cheap, easy or popular one-off solution; generally they underperform. A simple app that supports a new ad campaign and only works on iPhone is unlikely to create great interaction.

To maximise the return on investment from mobile, we recommend developing solutions that meet customer needs and solve a business conundrum; for example, mobilising a CRM system. As Steve Jobs used to say:

“You've got to start with the customer experience and work back towards the technology - not the other way around.”¹⁶

10. Understand the audience and their behaviour

Consumers understand their mobile lives and mobile marketing better than most organisations. They spend their life living and breathing it. There are enormous opportunities in deep understanding of mobile usage and being able to segment existing customers by mobile behaviour.

We see huge differences in usage by device, but increasingly how mobile influences other behaviour (for example, social media and TV viewing). We believe the next major step will be identifying how to segment and target specific groups by their mobile behaviour.

11. Don't put it off

About 20% of all web searches start from a mobile. 4G will launch on all networks later this year, this will drive mobile traffic through the roof.

The reality is that there is a short window of 3 or 4 months to get fully mobilised before the second revolution really takes off.

Our approach

It would be improper not to finish the paper without a small commercial.

We are mobile natives; it's the only thing we do, but we do a lot of different mobile things. We believe before we can build solutions for clients, we need to help them define and understand the opportunity that mobile offers. We spend as much time consulting and educating as we do writing code.

“Incentivated showed immense diligence and client care in ensuring these papers really hit the mark. We have been impressed with their breadth of skill and expertise which has led us to engaging with them on the delivery phase of the project.

Incentivated’s input has been of extremely high quality; they have proved they have all the mobile knowledge, experience and expertise to really deliver in all aspects of mobile development and technology.”

**Head of Mobile and Emerging Technologies;
Major UK Energy Company.**

Our offer

We will run, at our cost, a two hour mobile seminar at your office. We will cover how to develop a mobile strategy, where the pitfalls lie, how to manage the technology and how to integrate mobile into your existing eCommerce and marketing strategy. We will use case studies and examples of best practice. There will be no commitment from you, apart from your time. If you don't like what we have to say, we will leave you alone. But if you want to build a fully integrated and profitable mobile strategy, we can help you.

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Web: www.incentivated.com or scan the QR code below to see our optimised website on your phone.

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Incentivated is a full service mobile marketing specialist, we are 10 years old and work with many of the UK's leading retail and consumer brands like Tesco, M&S, British Gas, Strongbow, Remington, John Lewis, Waitrose and Monsoon. We develop effective m-commerce solutions and strategies and build apps, mobile websites and communication strategies that deliver cost effective results.

We are passionate about mobile and believe it needs greater consideration at board level within retailers. It will fundamentally change how consumers interact in every retail situation and needs to be central to every marketing strategy from engagement through to loyalty.

Our recommended approach is whilst we build apps and sites for clients, we also help develop long term strategic recommendations about how to maximise the opportunity that mobile offers.



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