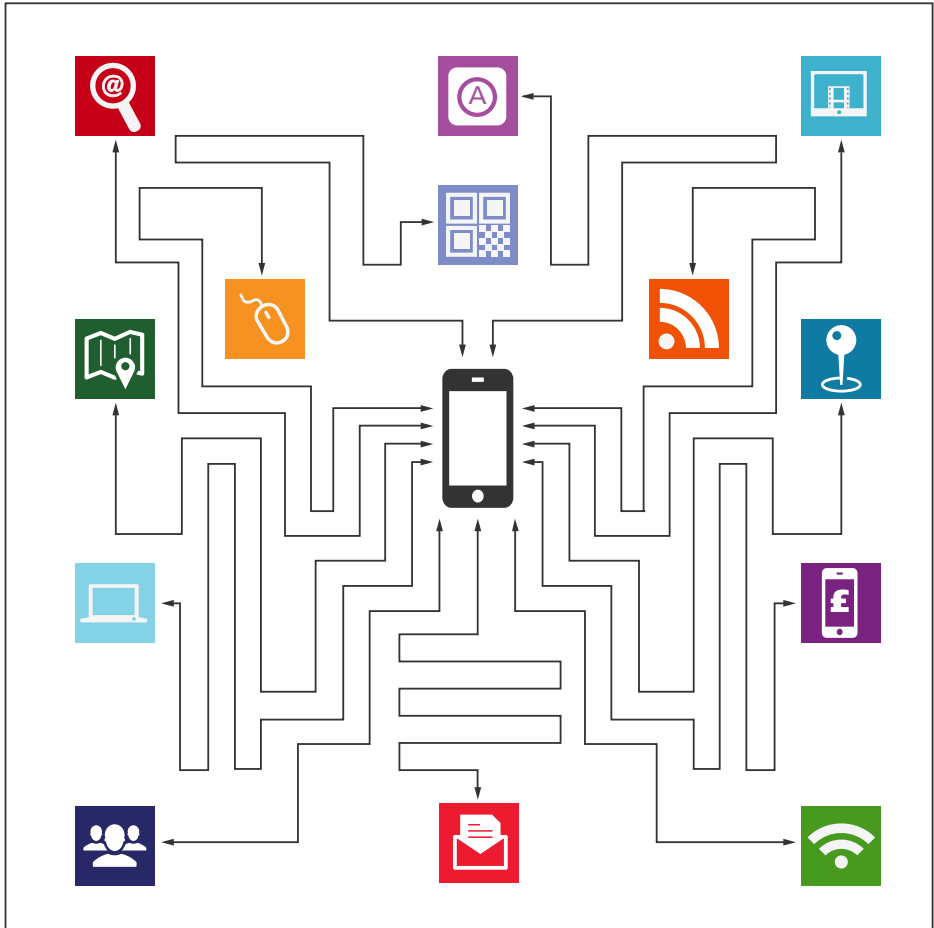


More than a marketing channel: CMOs and the mobile imperative



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Introduction: the mobile imperative

Significant opportunities emerge when a brand is invited into a consumer's mobile world. However to gain entry (and to remain relevant enough to stay there) a brand must continue to deliver against one or more of the core consumer needs that mobile is particularly well suited to addressing: Experience, Independence, Convenience, Relevance and Reassurance.
(Key finding from TNS Mobile Life study)

Introduction: the mobile imperative

Simon Sproule,

CVP Global Marketing Communications, Nissan



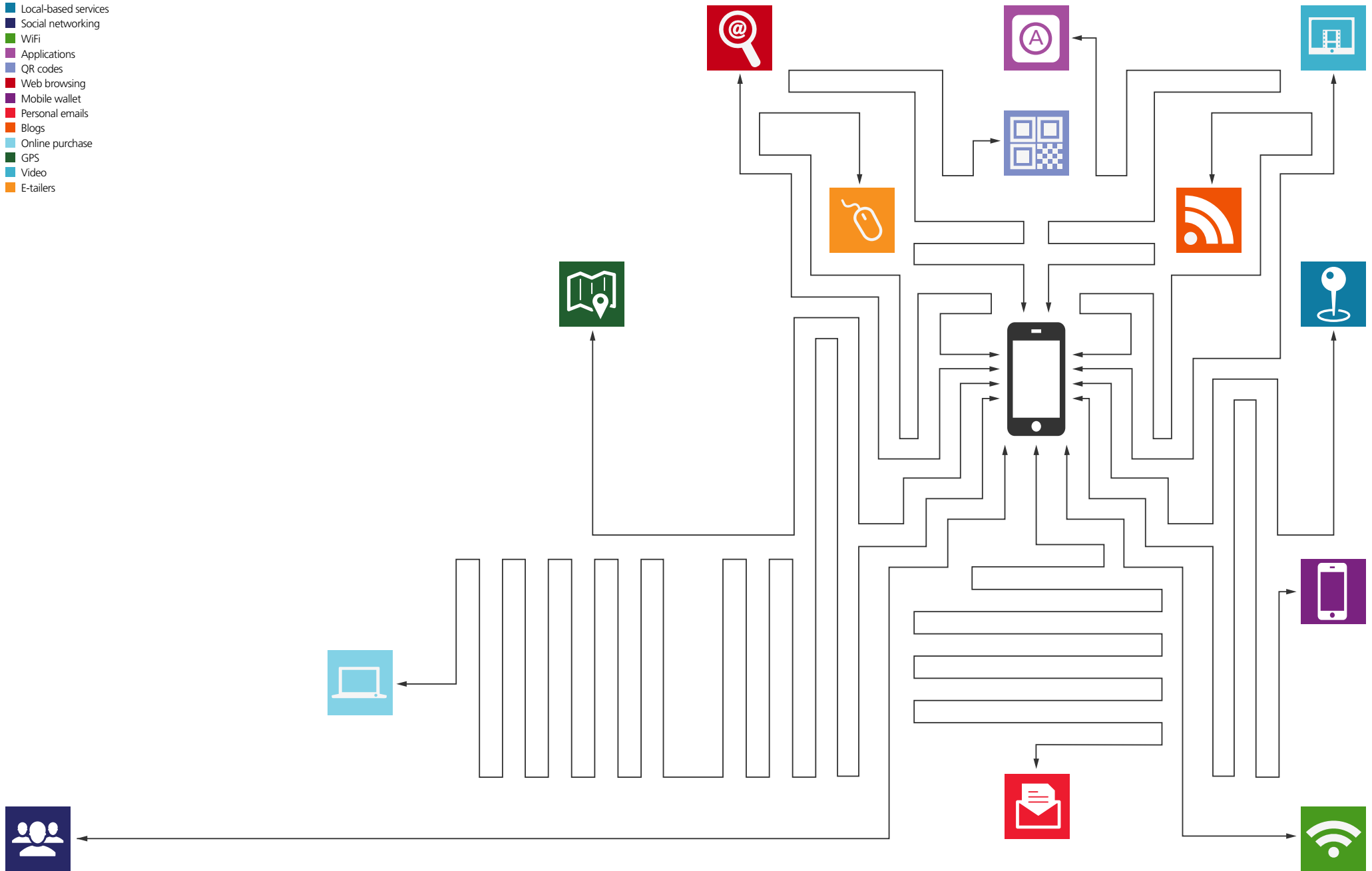
“What mobile represents to us now is a business imperative. It’s no longer a kind of, ‘oh we should do something’, now it’s ‘we must do something.’ And now it must be part of how we go to market and how we execute all of our communications.”

The TNS Mobile Life study for 2012 proves that the home-screens of mobile devices are becoming one of the most valuable pieces of real estate in the battle for consumer hearts, minds and share of wallet. The stakes are high, given mobile’s potential to undermine traditional sources of brand and retailer power and the competitive advantage for those able to leverage it effectively. Crafting a brand proposition that can earn them a regular role on consumers’ phones is rapidly becoming a priority

for CMOs. Achieving it requires an integrated response from across their businesses, embracing mobile as a key element of their business model rather than simply another marketing channel.

In this report we look at the response of CMOs worldwide to the challenges and opportunities that mobile represents. Our conversations with them reveal a strong sense of opportunity, an urgent need for experimentation and learning and an inherent optimism regarding mobile’s potential. They also show how the demands of mobile are broadening the roles of CMOs themselves. For leading brands, crafting a compelling mobile proposition is rapidly becoming a business imperative rather than simply a marketing challenge. Focus is already shifting from stand-alone marketing solutions and native apps to the optimisation of core web platforms, and the role of mobile as a broader business enabler.

- Local-based services
- Social networking
- WiFi
- Applications
- QR codes
- Web browsing
- Mobile wallet
- Personal emails
- Blogs
- Online purchase
- GPS
- Video
- E-tailers



Overview: the game changer

Tricia Nichols,

Global Lead of Consumer Engagement, Media Strategy & Brand Partnerships, Gap



“We see mobile as the future of our business. It’s a tool of convergence that not only helps us bring bricks and mortar and e-commerce closer together, it becomes a tool to connect consumers with our brand and stores in a deeper way, adding value to the Gap experience.”

Across our CMO interviews, a number of key themes consistently emerge as to how businesses are looking to develop the mobile opportunity:



Mobile is a step-change opportunity

More than another digital channel or device, there is universal agreement amongst CMOs that mobile is a genuine step-change opportunity for their business. Mobile offers a direct, intimate connection with individuals, it can move unbanked consumers out of the cash-only economy and into the mainstream, and it enables brands that previously relied on retail distribution to connect directly with customers.



It’s early days – and there is still a long way to go

For some businesses, mobile is already seen as the number one digital channel and touchpoint, but for many, delivery on mobile’s great promise remains a long way from being realised. Consumers may be giving mobile a central role in their lives, but their experience of brands’ mobile offerings is often one of frustration. Businesses are in a learning phase when it comes to mobile. However, the competitive nature of the mobile space means they cannot afford to wait to learn the lessons before rolling out solutions.

Overview: the game changer

Watching and waiting is not an option

Experimentation is central to our CMOs' approach to mobile, with a firm emphasis on 'learning by doing' across marketing and business operations. This confirms that the mobile opportunity is in its early days – but also testifies to the sense of urgency that CMOs feel. Consumers are demanding solutions and experiences that fit their own fast-evolving mobile habits. CMOs have decided that the best approach is to trial mobile solutions and explore in real-time what they can deliver for their business and its customers.

Mobile is far more than a marketing channel

Like online before it, mobile started life in the marketing department before filtering upstream to innovation and product development, and downstream to shopper marketing, retailing, relationship management and loyalty. The big difference is the speed at which this broadening of its role has taken place. Consumers expect the brands in their lives to be as mobile-ready as they

are. Meeting this expectation requires new thinking throughout the business – not just in engaging consumers, but in delivering every element of the customer experience.

In the following chapters we will look at how these themes are shaping CMOs' response to mobile throughout the path to purchase, from reach and engagement (where mobile is already a well-established feature of brand marketing plans) to shopper marketing, mobile payments, distribution relationships and loyalty, where the capacity of mobile is only beginning to be explored.

Paul Berney,
CMO & Managing Director EMEA
Mobile Marketing Association.



“Understanding how far and how fast to deploy a mobile strategy is one of the biggest challenges facing all brands today. The reality is that consumer adoption of the mobile channel is moving at a faster pace than marketing activity and brands need to move to close this gap”.

Changing face of the mobile brand

The rich interactive experience of today's mobile technologies is empowering millions and enabling more highly-personalised experience of the real world. This makes mobile of crucial importance to businesses across every category. So understanding consumer mobile behaviour and

formulating a mobile strategy is now a business imperative. Significant opportunities become available when a brand is 'invited' into a consumer's mobile world. However to gain entry, and to remain relevant enough to stay there, a brand must continue to deliver against one or more of the core consumer needs TNS MobileLife has identified: Experience, Independence, Convenience, Relevance and Reassurance.

(Key finding from TNS Mobile Life study)

Changing face of the mobile brand

Simon Sproule,

CVP Global Marketing Communications, Nissan



“Mobile has emerged faster than most marketers believed possible. Frankly, I think we’re now in catch-up mode because it has moved faster than many brands expected it to.”

Mobile’s role in brand marketing is well established but already evolving. CMOs treat mobile as a natural extension of brand marketing campaigns, albeit one often currently executed through specialist agencies. However, larger strategic questions are starting to emerge about the most effective mobile platforms for brands. A debate is brewing over the relative importance of stand-alone apps and mobile-optimised websites, with many brands turning to established social media platforms as an alternative to building an effective mobile presence.

General marketing, specialist agencies

Many CMOs see the interplay of mobile and TV media consumption as evidence of the need to integrate mobile activity with broader brand campaigns and manage the mobile channel from within a central marketing function. However, the fast-evolving nature of mobile technology and the challenges of developing creative for small screens have ensured continuing demand for specialist mobile agencies. These specialists have thus far resisted a trend amongst CMOs to trim digital agency rosters and consolidate work into full-service shops.

Such specialist knowledge remains sought-after largely because of the executional challenges that mobile poses: a smaller creative canvas, uncertain reach for mobile video, and the difficulties of adapting creative from other channels. However, a more fundamental question facing CMOs is the issue of which brand platforms should be prioritised when it comes to engaging consumers in the mobile space.

Changing face of the mobile brand

Branded apps versus optimised for mobile-web

Alex Schleifer,

General Manager, Media Lab, SAY Media



“People’s behaviours are definitely changing. We just feel it’s best to invest in the mobile browser first, and the app stores later. It’s all-inclusive and mostly system agnostic. It also feels a little strange that we should go back to a model where everything needs to be installed. The browser is a pretty perfect content delivery platform. Apps have a place, and they’ve completely changed the software landscape, we just don’t believe everything should be an app.”¹

¹as quoted by Justin Ellis, Niemanlab.org, 10 July 2012 Moving Mobile – ReadWriteWeb choose responsive design over native iPhone app

Only recently seen as ‘must-haves’, apps are increasingly viewed by CMOs needing to earn their place alongside

mobile web-optimised content. Few marketers deny the reality of the branded app junk-yard, the long tail of the app stores, where thousands of carefully developed and well resourced apps go to die after enjoying less than a thousand downloads each. Even the most compelling branded app needs awareness in order to reach critical mass – and many do not enjoy the integrated marketing support required to achieve this.

Increasingly influential voices make the case for the mobile browser as a more effective and efficient platform than the branded app. However, the challenge of optimising existing websites represents a significant investment in time and budget. Responsive web design, which detects the type of device used to access a website and serves a mobile version when appropriate, is still in the early stages of development for most. Smaller and nimbler businesses have been able to take a more aggressive position in this area.

The device-deployed app still has potential. The ability to draw more extensively on smartphones’ native capabilities such as location, video, photos and contacts offers a clear route to deeper consumer engagement and value. For the CMO though, apps must be aligned to a core brand idea in order to warrant multinational scale investment. Brands with an obvious role on mobile devices or which have rich content available, may find themselves better-suited to an app-based approach. For others, dedicated apps may play a role in particular, integrated campaigns. As a rule though, CMOs see apps as a need that requires proving rather than an assumed solution from the outset.

Platform partnerships and the age of mobile ‘+’ social

Platform partnerships are emerging as a major area of focus for CMOs – and a solution that can provide breathing space whilst owned digital platforms are optimised for mobile. Many refer to the potential for improving reach in the mobile space through partnering with pre-existing mobile platforms such as

those of Twitter, Facebook, LinkedIn, Google Wallet, Foursquare, Pinterest and YouTube.

Tricia Nichols,

Global Lead of Consumer Engagement, Media Strategy & Brand Partnerships, Gap



“We believe in an integrated approach. So the marriage of mobile to other platforms is very, very powerful in our eyes.”

The interplay of social and mobile in particular, provides CMOs with a means of reaching mass audiences instantaneously. The Mobile Life study points to the inseparable nature of mobile and social worldwide – and the perception amongst CMOs is that mobile has treated social to a course of steroids.

of consumers with mobile Internet access check their social networking sites via their mobile every day.

Changing face of the mobile brand

The focus on social '+' mobile is strongest amongst brands targeting younger consumer segments, which over-index heavily on both social and mobile activity. Brand marketers looking to reach and engage this group speak of very deliberate attempts to avoid separating mobile and social, due to the risk of creating inconsistency and missed opportunities.

Social '+' mobile of course, represents far more than a handy solution to mobile marketing's current dilemmas or a means of increasing reach over branded apps. The marriage of social media with mobile's always-on, real-time capabilities creates a wealth of new possibilities when it comes to brand-consumer relationships.

Jim Gurke,

CMO, Getty Images



"Mobile has forced many marketers to consider social more as a legitimate and effective channel."

What does a mobilised consumer experience look like?

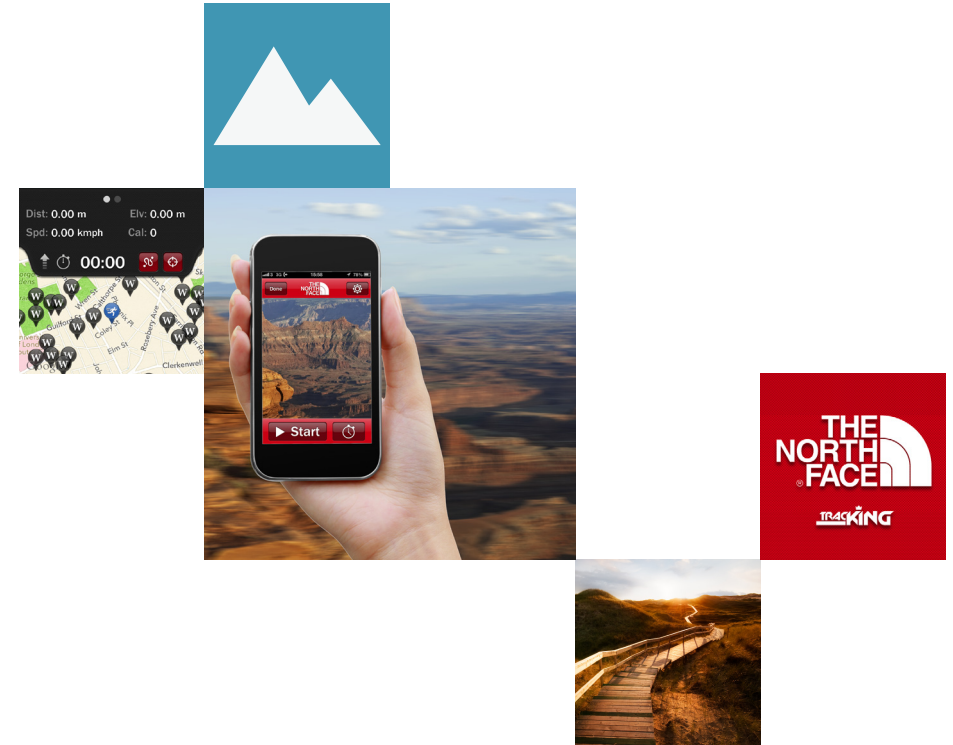
In addition to the challenges of executing within the mobile space, CMOs express a need for greater understanding of the drivers behind consumers' relationships with their mobiles and the right brand expression for this smaller canvas. The ability to leverage mobile's capacity for more personalised and resonant brand experiences depends on a deeper understanding of what people actually want from their phone – and from the platforms available on it. This is an area where rapid learning is required, with even potential partners such as Facebook playing catch-up when it comes to understanding how best to operate in the mobile space.

Greater insight is demanded by those grappling with a strategy for location-based services. For now, location-based messaging remains primarily focused on discounts and offers (with many

marketers aware of the potential risk of undermining brands in the process). However, our interviewees attested to the value of tactical approaches, using the technology to deliver more personalised customer experiences rather than simply to offer bargains.

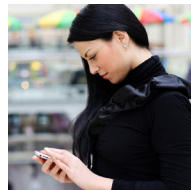
Mobile brand marketing in the balance

Mobile has firmly established itself as a brand marketing channel in its own right. However, CMOs demand that it take on a broader role for brands. Their attention is shifting from branded apps, mobile display ads and mobile search to optimising core digital platforms and integrating mobile with social media for mass-reach personalised experiences. Selective investment in branded apps still has a role to play but far from being a starting point for mobile marketing, these are now considered valuable only when they align clearly with a broader brand or business proposition.



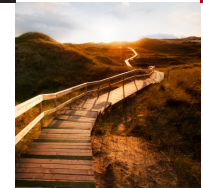
Amazon price checker

Amazon price checker encourages consumers to visit bricks and mortar stores to try products before finding them cheaper on Amazon and buying on their mobile. Consumers scan the barcode, take a photo or use voice to find the Amazon price for the product they are looking at in-store. Amazon encourages shoppers to share prices they find to support the company in ensuring they can't be beaten on price.



The North Face

Outdoor clothing brand The North Face adds value through a trail finding app which provides a mobile trail guide and the ability to record and share the experience on the go. Users can search for hikes by proximity, activity type, distance and user ratings. They can then record and share their journey and add tips and photos.



Today's consumers can respond to a TV ad without interrupting their viewing experience, conducting product research from their sofa using their mobile; they can search for and redeem vouchers and offers using their phone, receive location-based, relevant deals that trigger purchase behaviour, and compare prices and product reviews in-store.
(Key finding from TNS Mobile Life study)

Mobilising the path to purchase

Mobilising the path to purchase

Mike Hogan,
Chief Marketing Officer, GameStop



“It’s not like there’s a mobile consumer and a non-mobile consumer. It’s the same person we’re reaching but at different points in time. So the question is where are they in the path to purchase and what are their needs at that moment?”

The mobile phone is the most disruptive force yet unleashed on the once relatively linear path to purchase. Its always-on availability is transforming predictable consumer journeys into dizzying snakes-and-ladder routines. At any point and in any situation, consumers can use digital media to leap forward rapidly in the journey or re-consider and divert. For FMCG brands, which remained relatively untouched by the PC-based Internet

revolution, the introduction of mobile significantly increases the capability of digital to impact shopper journeys, and opens up the possibility of direct communication with customers in ways not possible before.

Existing web analytics platforms already provide CMOs with some insight as to when mobile is used in the purchase journey – and how this correlates to different need states. However, more work is needed to map and understand these correlations, and enable businesses to respond accordingly. Businesses with online and bricks and mortar stores, for example, often see mobile account for a high share of visits but a low share of sales. New methods of measurement may be required to help identify the points in the purchase journey at which mobile is most influential, and to identify how mobile is driving purchases that are completed through other channels.

Mobilising the path to purchase

Joanna Wang,
CMO, China, L'Oreal



“Mobile will have transformative effect on the path to purchase for the beauty category. Because the category is often a consulting service, it’s not like a simple ‘easy know-how’ category. You need service; you need consultation – for example beauty consultants in the retail environment. Mobile can help us replicate that personal, consultative experience.”

The pre-store phase

Mobile’s influence in the pre-store phase of the path to purchase encompasses lifestyle apps with demand-generation features, location-based search that can guide shoppers to products which have limited distribution or visibility, and mobile couponing, an area in which CMOs see significant opportunity but also potential brand risks.

Food and drink brands have explored the early stages of the purchase journey with considerable effect to generate demand and add value through lifestyle and recipe

apps, instigating conversion through the mobile itself, online via PC, or in-store.

As we move along the path to purchase, the value of mobile search becomes apparent, particularly for brands with restricted distribution and low visibility on shelves. The precision afforded by location-based mobile messaging provides a bridge for brands to overcome traditional drawbacks by communicating with consumers directly and mapping a route to their products.

However, location-based messaging also creates dilemmas for CMOs, as illustrated by mobile couponing, a tactic given new life by the platform. Whilst seen by some as an ideal technique for driving conversions, couponing is viewed by others in less beneficial terms: a race to the bottom that can undermine brands and raises serious questions over incrementality. For many brands, more nuanced CRM-based solutions are required that move away from broadcast couponing and tailor messages according to loyalty scheme information, customer profiles and purchase history.

In-store solutions: mobile at the business end

Consumers want to take the risk out of decision-making by assuring themselves of the value of the products they buy using trusted and often independent, sources. In developed markets, 34% of consumers who use their mobile in the path to purchase do so to compare prices and 18% scan product barcodes to get more information. In emerging markets, with typically lower smartphone penetration, the numbers are smaller but still significant: 25% of those who use their phone during the path to purchase do so to compare prices. (Key finding from TNS Mobile Life study)

Mobilising the path to purchase

Tricia Nichols,

Global Lead of Consumer Engagement,
Media Strategy & Brand Partnerships, Gap



“The mobile device is the dominant computation device...ultimately a computer in everyone’s pocket. To unlock of all this content as part of the consumer experience is invaluable. Bringing the consumer closer to purchase is the nirvana.”

In-store solutions: mobile at the business end

Once consumers enter the store environment, the focus shifts from brand marketing and demand generation to improving shopper experiences, and reducing in-store friction. It is in this environment that CMOs most stress the requirement to align business operations as a whole around a mobile offering. And it is in this environment that the strongest emphasis is found on the need to learn by doing – and to do so quickly.

Those handing mobile a key role in the in-store environment include both bricks

and mortar retailers seeking to leverage control of the retail environment and non-retail owning brands targeting a direct relationship with consumers in-store. In a potentially competitive situation, several CMOs speak of end-to-end solutions, with mobile following up initial geo-targeting with geo-fencing capabilities that trigger automatic mobile messaging when shoppers approach the store, and shelf-level engagement that guides them towards a completed purchase.

Mike Hornigold,

Director of Emerging Shopper
Technologies, The Coca-Cola Company



“The shopper is looking for two things, save me time or save me money. Those are probably the two main triggers for them.”

Shoppers of the digital and mobile age are accustomed to having the right information available at the right time. Providing it has become a major focus of CMO plans for mobile, with the focus on delivering reassurance through product

and price information, and making it easier and faster for consumers to close a deal.

Thus far, the needs of both brands and consumers in this area remain largely unmet – and CMOs freely admit that the correct solutions in terms of mobile platforms and overall strategy are far from clear; it is indeed early days. QR codes have been frequently discussed as a means of directing consumers to brand-provided product information. However QR codes have not enjoyed widespread enough adoption either on the part of brands or consumers – and their moment now appears to have passed. Image-scan camera technologies and personalised push-based solutions such as Blippar now look likely to supersede them.

Key to any in-store mobile solution is that it should reduce rather than increase the friction involved in a shopper completing a purchase. However, many CMOs are acutely aware of shopper frustration with their mobile experiences. The

issues involved are sometimes technical, sometimes tactical. Shopper frustration can result from slow in-store connectivity resulting in long waits for additional, internet-served product information, or from that information arriving in a format that is not effectively optimised for the customer’s mobile device. Equally though, it can result from brands and retailers serving information that does not relate well enough to in-store shopper needs: lifestyle content rather than deal or price information, for example. Ensuring that a mobile strategy can adapt to deliver the right information at the right time and in the right place is a key objective for CMOs.

Mike Hornigold,

Director of Emerging Shopper
Technologies, The Coca-Cola Company



“I think what we are discovering is that we are in very early stages of the game. And with that we are actually probably experiencing more shopper frustration than shopper benefit at this point in time.”

Mobilising the path to purchase

One school of solutions takes a simpler, and in a sense more traditional, approach by leveraging mobile technology to empower and inform in-store assistants and sales teams. The approach here is on increasing employees' capabilities in customer service and trusting them as the primary channel when it comes to how best to sell to customers. Several CMOs report significant improvements in shopper satisfaction and time spent completing a purchase as a result of arming staff with mobiles and tablets, enabling them to check inventory and product information and credibly answer customer queries on areas such as competitor pricing.

Tricia Nichols,

Global Lead of Consumer Engagement,
Media Strategy & Brand Partnerships, Gap

"It's really rather simple – ultimately it's about enabling smarter, more informed employees and smarter, happier customers."

From employee-focused solutions to the need to tackle issues such as in-store connectivity, the demands of shopper marketing require an integrated response from across business operations. They also necessitate a willingness to experiment. When seeking to create new in-store experiences, CMOs have consistently opted for a test-learn-scale approach, turning pilot stores into petri dishes for a new form of shopper interaction. Brands such as Coca-Cola and L'Oreal must do so in association with retail partners, whilst store-owning brands have more control over their own experimentation. With such control comes challenges however, as the difficulties and costs of running concurrent tests can restrict the all-important speed of learning.



Gap socialises the in-store experience

Gap has previously partnered with Roqbot, which enables any venue to crowd-source the music being played.



Eliot Van Buskirk,

Evolver.FM, Roqbot Crowdsources In-Store

"The system changes the music based on the time of day, the musical taste of shoppers who check in to the store using the Roqbot iPhone or Android app, and customers' song requests. Every person who checks in using the Roqbot app alters the music programming with their Facebook Likes and Profile listings, Last.fm scrobbles, Pandora bookmarks, and/or the music on their smartphone."

The TNS Mobile Life study for 2012 reveals that that 45 percent of the world's phone owners are either interested in making payments using their phone or doing so already. Convenience is

the single most important driver of this behaviour. And it is on this consumer need that many of our interviewees businesses are looking to capitalise.
(Key finding from TNS Mobile Life study)

A new way to pay

A new way to pay

Mobile payments provide CMOs with several avenues to drive growth for their business, with three in particular emerging from our interview: as a differentiator within developed markets, as a means of increasing the accessibility of services to new audiences, and as an opportunity for brands previously dependent on third-party retailers to open a direct commercial relationship with their consumers.

Experimentation is key to exploring the mobile payments opportunity for brands. With current usage levels for mobile payments still low, external research and insights are not readily available and 'best practice' remains a long way off. Brands have decided that the only viable solution is to launch services first, ask questions later, and then tailor the services based on the results that their experimental offerings deliver.

Amongst our interviewees Google Wallet emerged as one of the primary testing vehicles for in-store mobile payments,

despite alternative solutions from the likes of PayPal, Square, Facebook, Visa, Apple and American Express. Businesses report positive signs, including higher-than-expected interaction rates, but in such early days there is a consistent sense of 'not knowing what good looks like' just yet.

The need for in-store training and communications to support the mobile payment offer is becoming increasingly clear. The smartest mobile payment platform in the world can only deliver a positive customer experience when it is clearly communicated to customers and supported by employees with a full understanding of the solution. Integration with business operations is therefore essential to success.

Mobile payments represent a global opportunity – and for multinational brands, extending access to products to those without conventional banking facilities is a major part of that opportunity. Taking full advantage

A new way to pay

requires trials that reach beyond conventional smartphone platforms and embrace mechanisms such as WAP, SMS and the USSD messaging platform used in many emerging markets. The unbanked represent the single largest opportunity for growth for many multinationals; however, activating them through mobile payments and mobile banking is a long-term goal rather than a quick win. GSMA initiatives to extend access to mobile finance services in partnership with operators and banks could have a key role to play in developing this opportunity.

The growing intersection of social and mobile also has a role to play in the mobile payment space. CMOs talk of preparing for socially enabled mobile wallets, which could enable sharing of coupons and retail promotions. As social becomes more deeply embedded in mobile commerce, CMOs expect to glean another valuable layer of intelligence in terms of shopper behaviours.



My Coke Rewards

My Coke Rewards shows how brands that have been dependent on retailers can leverage mobile to create direct relationships with their customers. It allows consumers to earn points at checkout and then redeem these points in-store as an alternative to paying using credit or debit cards. It's a way for the shopper to save time and money, and for Coke to enjoy more of a direct relationship with them.

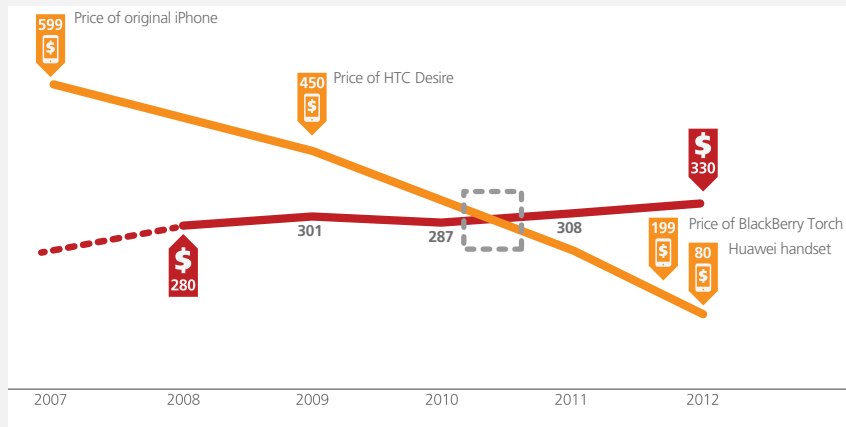


A new way to pay

Smartphone ownership is at the point of exploding across a broad range of emerging markets as consumers' ability to pay now exceeds the average handset cost. These handsets will accelerate existing mobile trends in these markets and may well disrupt the traditional

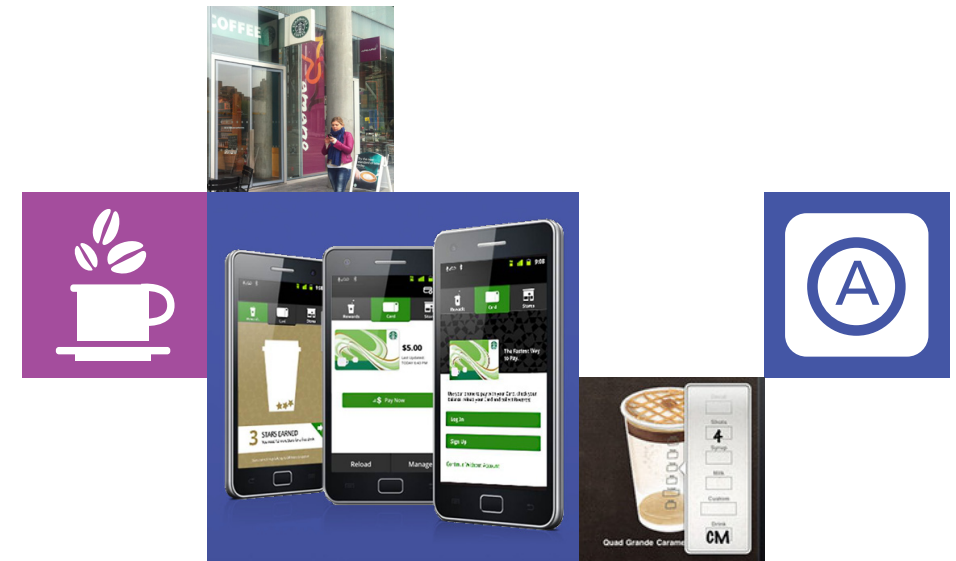
purchase journey to a greater extent than has been seen in more developed regions. Brands that act now to develop effective mobile strategies in emerging markets could gain a significant first mover advantage.
(Key finding from TNS Mobile Life study)

The smart phone tipping point China



■ Willing to pay for next phone
■ In-market price of phones

Leveraging mobile loyalty



My Starbucks Rewards

Starbucks has been using mobile as a central component of its My Starbucks Rewards scheme for some time. In addition to mobile payments, the app works hard to drive loyalty by housing members' rewards information, points and coupons as well as a personalised Drinks Builder.

Leveraging mobile loyalty

The concept of a personalised, potentially social, mobile wallet highlights the growing importance of mobile-powered loyalty and CRM schemes to CMOs' overall mobile visions. Extended, mobile-powered loyalty schemes are emerging as the anchor for many different strands of mobile activity, ensuring that any communication through consumers' most personal device is appropriate, relevant and meaningful.

It's mobile loyalty marketing that could well drive uptake of newer technologies like NFC, arguably able to have greater impact than the current more top-of-mind partnership many expect between NFC and mobile payments. And Apple's Passbook will no doubt drive greater adoption by brands of time and location targeting capabilities (See more details in the breakout below/opposite.)

And it's important to remember that more personalised content and services via mobile, faster and more frictionless payments mobile payment experiences play well to the equation that often leads to increased loyalty and commitment:

Save time + Save Money + Reduce Angst (friction) = 'happy' and more loyal customers

So loyalty schemes are seen as the key to unlocking mobile's potential as a broader business enabler. Mobile loyalty provides new forms of direct-to-customer relationships and an effective framework for delivering targeted offers and promotions that can avoid the risk of cannibalising sales.

Mike Hogan,
Chief Marketing Officer, GameStop



"The holy grail for us is that a customer can walk into our store and we know who they are, probably based upon their being a loyalty programme member, and recognise them through their mobile device. We can then use their mobile as the vehicle by which we communicate with them in a highly personalised way."



Apple's mobile wallet solution

Apple's mobile wallet solution (Passbook) provides further evidence of the growing significance of mobile loyalty schemes and their appeal to shoppers. It brings together ticketing, coupons and loyalty program information in one place, allowing users to scan and redeem them at the point of sale. It's also time, date and location-specific, surfacing the right program details or information and coupons at the right time. That Apple has initially opted for a loyalty-based solution rather than a payments-focused mobile wallet, demonstrates the value the company sees in 'mobile-enhanced loyalty' prior to its fully-fledged mobile wallet platform.

Executive summary

Our CMOs express considerable optimism about the role that mobile will play in the future growth of their businesses. There is a strong sense however, that businesses are only at the start of a long road – and that they must be prepared to travel it quickly. The adoption of mobile services by consumers has been extremely rapid – and the expectation is that businesses should mobilise their offerings equally quickly.

A test-learn-scale approach is central to CMOs' responses, with pilot schemes establishing the potential for mobile to increase engagement and reduce friction throughout the path to purchase. These pilots are providing valuable insight as to how consumers will respond to mobile services that would have been unimaginable a few short years ago.

Although CMOs consistently caution that mobile business models are in their early days, key elements of a strategy are beginning to emerge. Integration of marketing with broader business operations, particularly employees and the in-store environment, is essential to success. Mobile payments provide a vital growth opportunity as a means of differentiating brands in developed markets and increasing access to products in emerging ones. And new forms of mobile loyalty scheme have a vital role to play in creating a tailored, personal experience, delivering relevant, precise messaging, and providing a natural focal point for the many different strands of a mobile strategy.

About this report

This report is based on one-to-one interviews with Chief Marketing Officers (CMOs) from a range of international organisations

About Mobile Life

Mobile Life is an annual investigation into the behaviours, motivations and priorities of the world's mobile phone users. Now in its seventh year, Mobile Life is the most comprehensive view of how the world's consumers are using their phones today and the opportunities this presents for brands.

Based on 48,000 conversations in 58 countries, Mobile Life is designed to capture the entire population of mobile users in each market.



About the author

Simon Falconer

As Global Platform Director for TNS Connect, Simon leads technology platform innovation and development for TNS' Global practices which help clients drive growth through market entry, innovation, brand switching and customer experience management. He joined TNS in June 2011.

With 12 years' experience in B2B and product marketing roles for digital businesses and business functions, Simon's expertise is centred on putting technology to work for marketing and insight/information consultancy. Prior to TNS he was with Microsoft as Head of Business Planning for the EMEA Online Services division.

About this report

About TNS

TNS advises clients on specific growth strategies around new market entry, innovation, brand switching and stakeholder management, based on long-established expertise and market-leading solutions. With a presence in over 80 countries, TNS has more conversations with the world's consumers than anyone else and understands individual human behaviours and attitudes across every cultural, economic and political region of the world.

TNS is part of Kantar, one of the world's largest insight, information and consultancy groups.

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