

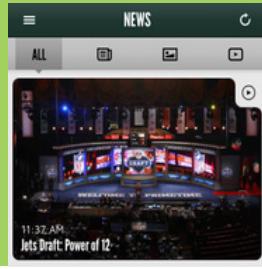
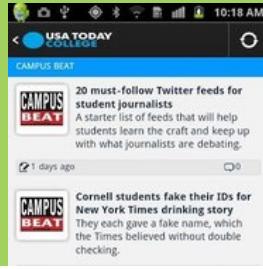
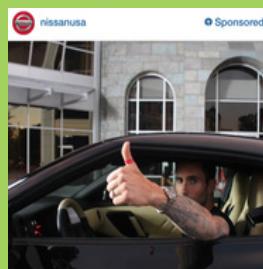
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Mobile Outlook 2015



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Ad agencies struggle with mobile role as programmatic buying grows

By Chantal Tode

As mobile marketing gets big enough to be a serious consideration for large ad agencies, expect more of them to build their mobile creative expertise and boost their location-based marketing, while also figuring out how their role evolves as brands bring more capabilities in-house.

The agencies that are able to accomplish these goals will stand out and grab the attention of brands that increasingly recognize the need for mobile even if they are still not sure where or how it fits into their strategy.

Developing cross-screen strategies will still be important but there will also be a bigger focus on proximity thanks to the surge in activity around beacons.

"Greater budgets for mobile and cross-screen will give agencies more resources to build great creative that is fine-tuned for each of the screens it runs on," said Anna Bager, senior vice president of mobile and video at the Interactive Advertising Bureau.

"Agencies that will be able to demonstrate their mobile powers will stand out, and be rewarded as marketers evaluate their relationships with an eye toward agencies that excel at delivering excellent mobile work in the context of cross-screen plans," she said.

Getting creative

Mobile creative is still a challenge for agencies who have years of flash experience that they need to retool for an HTML5 world.

As a result, there is a shortage of talent with the expertise to develop innovative creative campaigns that take advantage of all of the functions and opportunities on smartphones.

As larger agencies increasingly look to build their mobile capabilities, specialists from smaller and medium-sized shops will likely find themselves courted.

"Mobile is no longer an afterthought, and marketers ex-

pect it to be part of most campaigns," Ms. Berger said. "However, the definition of what that means is still somewhat unclear."

"It is not about a platform, but about audience buy - and agencies need to adjust to this," she said.

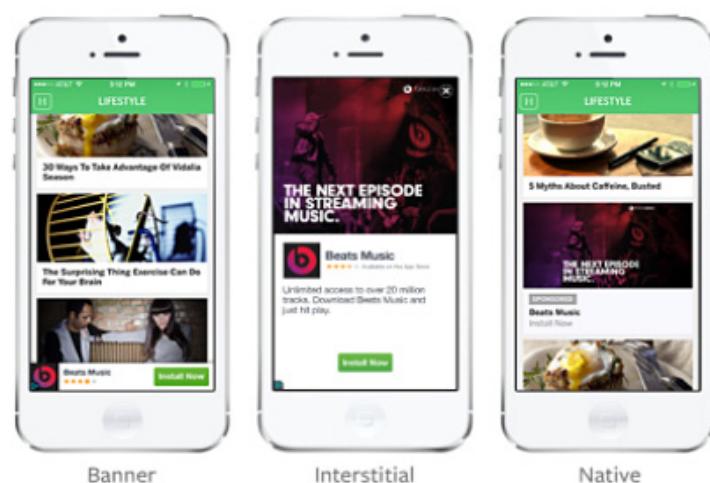
A new role

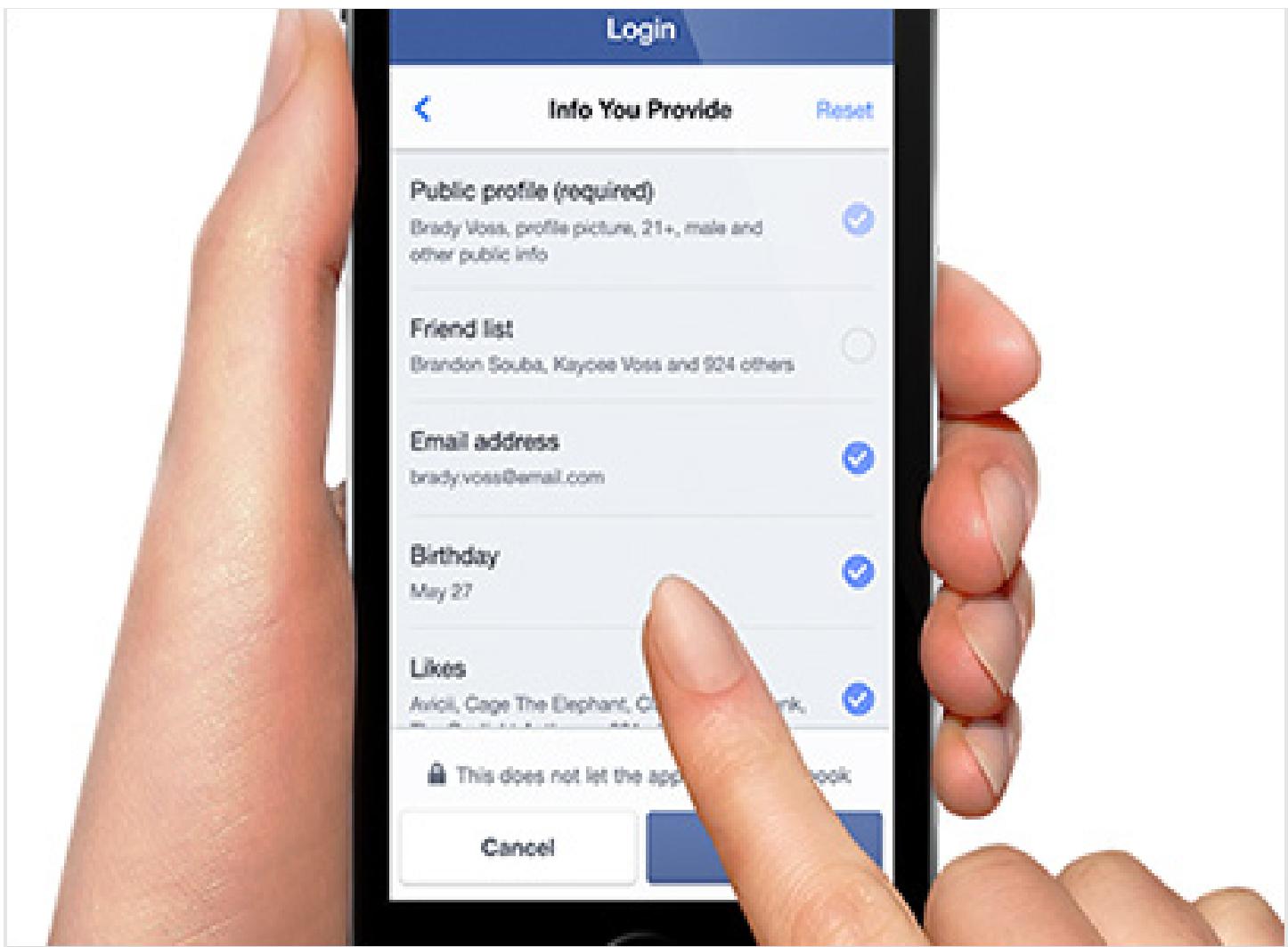
Agencies will also continue to face challenges in measuring mobile and attributing its value as the demand for cross-screen campaigns grows.

As programmatic buying continues to grow, replacing agencies' traditional role as the media-buying experts, many will be looking for new ways to differentiate themselves.

The opportunities for marketers to engage in self-directed marketing on mobile and social media continue to expand in other ways, further blurring the picture for agencies.

"When we talked to a lot of brand companies, mobile increasingly, in terms of strategy and performance measures, may be run by marketing, but it is much more of a cross-functional role," said Mike McGuire, Santa Clara, CA-based vice president of research at Gartner for Marketing Leaders. "For agencies, it is finding and if possible expanding that role."





"One of the areas where agencies may look to exert more influence is vendor selection and management, which is typically run by IT," he said.

"Our surveys show agencies do have a role but are they going to be able to grow it in these companies that are aggressively growing mobile."

Proximity marketing

The influence and marketing capabilities of platforms such as Google, Facebook, Twitter also continues to grow, putting pressure on agencies to quickly gain new skills.

One area of focus in 2015 is likely to be proximity marketing, which requires understanding what information

about a mobile user's location means about their intent and how to leverage that.

"Two thousand and fifteen, like the forecast for 2014 is much the same: a continued trend towards measured engagement and smart analytics," said Gary Schwartz, CEO of Impact Mobile.

"Where cross-screen and cross-screen measurement was a focus in 2014, proximity will be a large part of 2015," he said.

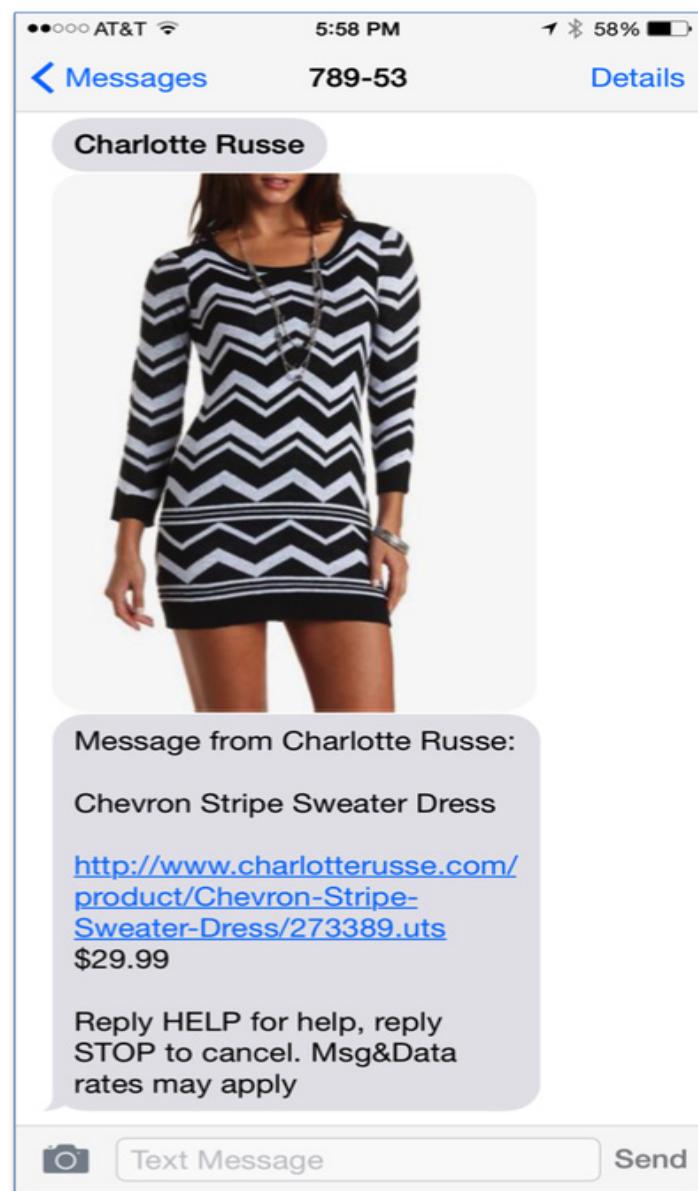
"Many advertising networks are incorporating iBeacons and Wi-Fi beacons into their network modeling. Lat/Long data will drive CPMs up in the marketplace." ■

Social, mobile presence for fashion marketers expected to grow

By Caitlyn Bohannon

While the history of fashion marketing has heavily relied on traditional marketing, 2015 will likely show more mobile involvement in social sharing in response to many successful initiatives in 2014.

Social sharing campaigns have dominated of late, enticing customers to interact with their favorite brands on Instagram, Pinterest and Twitter and providing insight about customer behavior, favorite products and trends.



"There's a huge transformation taking place in fashion marketing because the traditional practice of fashion labels, especially luxury brands, relying heavily on traditional media to spread the word has been disrupted by social media and the mobile environment," said Vanessa Horwell, chief visibility officer at ThinkInk PR, Miami.

"It's been a long time coming in the fashion industry, because social media is mobile and mobile is social, so certain demographic audiences know only mobile media, and they are constantly connected through smartphones and tablets, which are their primary communication tools," she said.

Core influencer

Fashion label Rebecca Minkoff channeled in-store mobility using eBay's connected mirrors solution earlier this year in its New York SoHo store.

Through this innovation, customers can send items they try on in dressing rooms to their mobile phones for later reference, which allows them to share with their friends and family members.

Similarly, Charlotte Russe activated Outspoken's Send to Mobile solution to enable shoppers to send items they like to their phones.

These efforts ease the customer experience.

By enabling sharing through mobile connectivity, customers can use these capabilities in similar ways to sharing content on social media, a behavior that is already native to them.

"Mobile is how consumers will identify with products and fashion trends, and it will be a factor in whether consumers want to try them or buy them," Ms. Horwell said.

"Consumers will use mobile platforms to exchange ideas with friends, see ideas on the street, capture and share images of what they like, and that can happen only

through mobile devices," she said.

Remembering location

Beacons and other forms of location-based advertising will be essential for fashion marketers in 2015.

Brands that offer contextually-driven offers are more likely to receive customer responses and engagement, which leads to conversion.

"Apparel brands will continue to realize the value that location-informed advertising brings in areas like building customer loyalty and driving direct response, and they'll continue to capitalize on innovative ad formats and utilize beacon technology," said John Haake, chief marketing officer at Verve, New York.

"They also need to ensure that they're contextually relevant, using high-quality and engaging creative that connects with their target audiences, with exactly the right offer, insight or utility, precisely when and where it will be most relevant," he said.

Backend issues

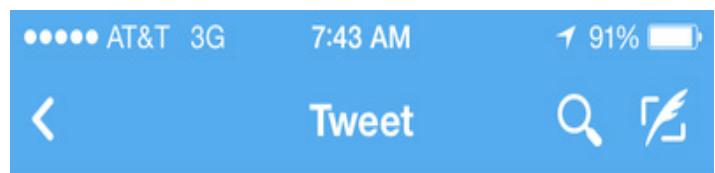
Perhaps the most prevalent challenge that fashion marketers will face in 2015 is shifting budget to allocate the necessary funds for mobile.

It is important for these marketers to remember how influential mobile can be and how willing consumers are to participate with their favorite fashion brands via the mobile channel.

"The primary challenge is disintermediation, especially shifting from a budget that's very heavily focused on traditional media and traditional campaigns to a mindset that is very digital and mobile," Ms. Horwell said.

"Everything that traditional fashion marketers have done has been upended, and they'll have to understand quickly how to use mobile to drive sales and drive people into stores," she said.

Although it is a long road, fashion marketers that refrain



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Reply to Rebecca Minkoff 124

Timelines Notifications Messages Me

from integrating mobile in 2015 will miss out.

"Opportunity awaits those brands that embrace mobile and are not scared off by it," Ms. Horwell said.

"They'll have to be willing to invest heavily in mobile marketing," she said.

"Not by spreading the entire budget across mobile, but by seeing mobile as a centerpiece of future campaigns, a perfect new avenue to reach customers." ■

Arts and entertainment brands reach past social into data-driven efforts

By Caitlyn Bohannon

Arts and entertainment brands ran social campaigns and efforts into the ground in 2014 and are ready to gather more data in 2015 to drive a higher return on investment.

Even though brands are flocking to successful social networks, including Facebook, Twitter and Instagram, for their mobile-enabled initiatives, these social platforms contain an overwhelming amount of content for consumers.

Since brands must fight for consumers' attentions on social channels, they can use other mobile tactics that also deliver more data insight.

"Everyone is increasingly consuming content on mobile, often at the expense of media consumption on desktop platforms and certainly at the expense of TV and other traditional channels, and two of the most important demographics to marketers and advertisers, teens and young adults, are driving this trend," said Paul Gray, product strategist at Kik.

Seeing results

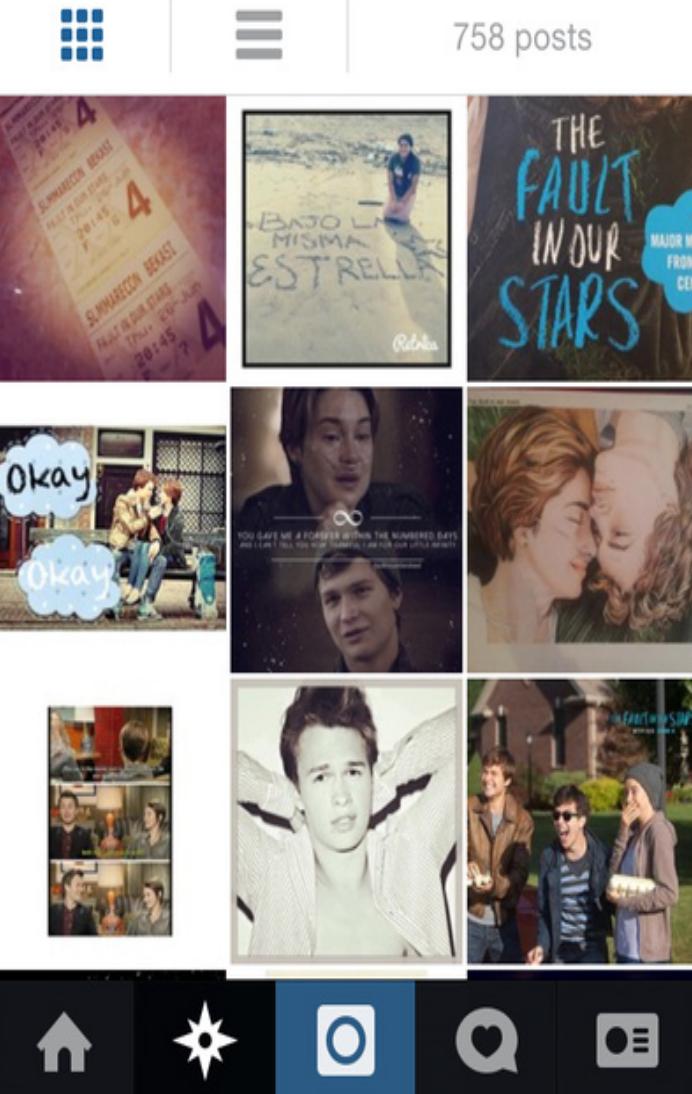
In 2014, there were a number of examples of unique and fun digital campaigns for movie promotions illustrating that digital is a more measurable and cost-effective approach compared to traditional mediums.

The campaigns for *The Fault in Our Stars* was a big success, despite a small budget, because of rich assets, including Q&As with the author and live events streamed on YouTube, that were shared via social platforms, such as Twitter.

The result was a huge groundswell of interest amongst the target audience, female teens, and an opening weekend that beat *Edge of Tomorrow*, a film with a considerably larger budget that starred Tom Cruise, according to Mr. Gray.

"In 2015, entertainment brands will shift budgets from

← #FAULTINOURSTARSMOVIE



more traditional spend and even social budgets to experiment with new forms of mobile advertising," Mr. Gray said.

"Movie studios have already made use of chat services, including Kik and Snapchat, to reach teens and young adults, and based on the discussions that we're having with brands at Kik, we expect the entertainment industry will continue to experiment and see success with chat

platforms as the primary way to reach the younger demographic," he said.

Data, data, data

The largest challenge will be to make sure marketing and sales are aligned with the latest data about consumers.

By employing solutions that are cognizant of all the touch points between a consumer, online, in-store and beyond, marketers will flourish.

True collaboration is the future of marketing.

"While many of these nascent platforms have displayed great results, marketers should be cautious of those with limited or weak reporting capabilities," Mr. Gray said.

The more information that brands have on their audience, the more likely they will be able to better serve them in forms of content and delivery.

Entertainment is simply entertaining, and content can speak for itself.

Therefore, mobile can also be a simple process when taking into consideration user habits.

Consumers are increasingly equipped on mobile devices and constantly searching for engaging, yet easily accessible, experiences.

"There's no question that mobile is the dominating force



across industries right now and will only continue to grow," said Steve Denton at eBay Enterprise.

"With competition heating up more than ever in the field of ecommerce, we'll see more retailers relying on tactics usually used by entertainment outlets to drive engagement, such as curated content," he said.

Thinking ahead

In 2015, these marketers should be concentrating on driving traffic.

Additionally, they should be rewarding their advocates and remembering the importance of good content.

"With the growing competition for attention in consumers' inboxes, sending relevant and quickly understood emails will be more critical than ever," Mr. Denton said.

"Focus segmentation and email content strategy on boosting traffic to key Web sites and sales and then test subject lines and tones to see what resonates with particular segments to generate the highest open and engagement rates," he said. "Take 2015 to employ a classic play: engage your most influential followers across social channels.

"Reward the customers who create buzz about your brand and spread the word about their holiday purchases through coupons, free gifts, or other special promotions, because in a world of automated insights, a personal touch can go a long way." ■



Automotive marketers will target buyers via tailored mobile pitch

By Michael Barris

Automotive marketers in 2015 will increasingly leverage mobile to help sell cars, embracing a view that one-size-does-not-fit-all, even as integrated music players, GPS service and other dashboard features edge out smartphones' role in the driving experience.

Marketers will also ramp up efforts to capitalize on in-vehicle connections to enhance contextual advertising, eating into the car radio's longtime dominance in the space.

"The blue ocean part of the market is how to capitalize on in-vehicle connections to enhance contextual advertising," said Roger Lanctot, associate director of the global automotive practice at Strategy Analytics, Newton, MA.

"Advertising in the car is dominated by the car radio, but this is very slowly changing," he said.

Targeting ads

As marketers seek to capture all of the purchasing behavior spanning the car shopping experience – from car owning and maintenance to the used car selling and trading proposition – mobile marketing is a necessity.

But marketing to drivers will leave less room for mobile, as integrated music players, GPS service and other dashboard features begin to crowd out smartphones.

From car makers to wireless carriers to telematics service providers to app developers, automotive industry players will strive to determine how best to target ads to mobile device users whose predictable everyday behavior is the core of an advertising and marketing opportunity.

"We don't want to send the Starbucks coupon as you are driving by Starbucks, we want to send it to you maybe the day or night before or in some other more convenient and helpful fashion," Mr. Lanctot said.

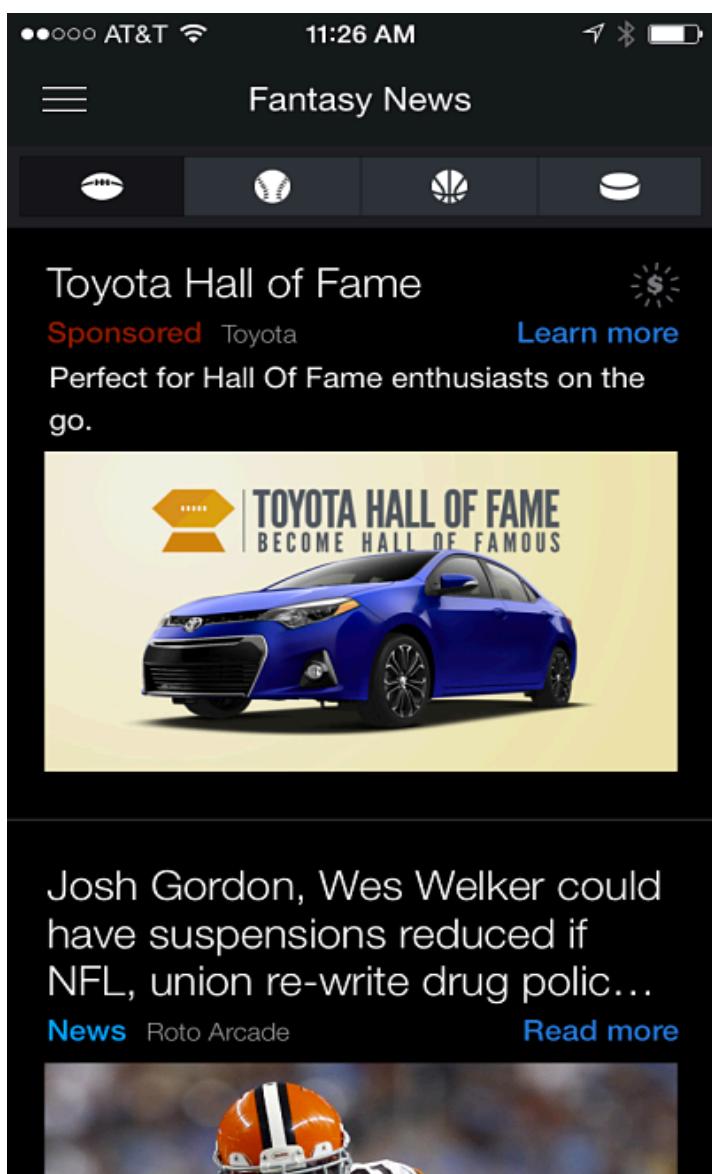
"We will see progress in 2015 – but the connectivity proposition – the final 12 inches to the screen in front of the customer's eyes – is highly fragmented and will

remain so next year."

"Slowly, surely the industry will evolve to a pleasing customer experience that will manifest as contextual – that is, location aware – advertising," he said.

Despite an increase in dollars flowing into mobile and the leveraging of mobile apps to enhance customer engagement with dealers, automotive marketers will still be in learning mode in the new year.

"There's no doubt more dollars are pivoting into mobile,"

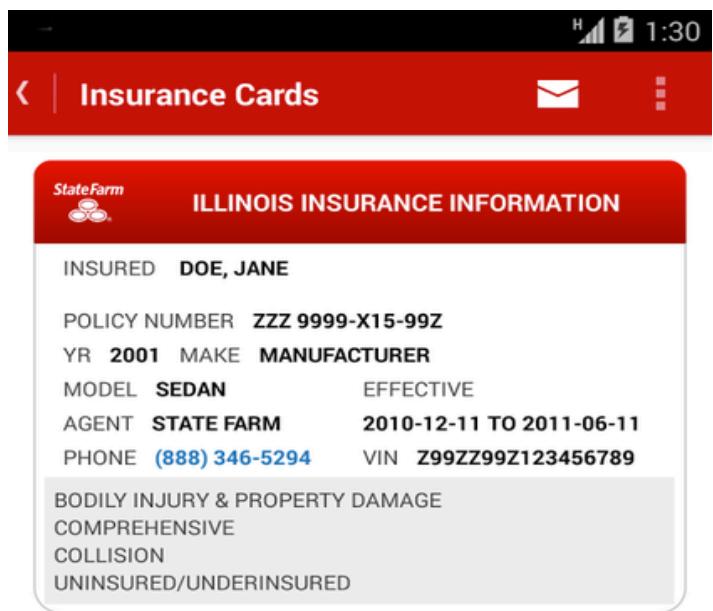




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2. Position the taillights within the camera frame (as shown below)
3. Select image to receive vehicle info

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said Neil Sweeney, CEO of Toronto-based Juice Mobile. "You're going to see people trying new ad formats and not exclusively relying on the banner."

"The ad units that we embraced in the past are maybe not going to be embraced going forward," Mr. Sweeney said. "We're more in tune with the consumer and how he actually uses the phone and how you can tailor your message to conform to how the user uses the phone."

The year ahead will see automotive marketers giving greater consideration to how individuals use screens to avoid a one-size-fits-all approach.

Boosting engagement

In November, an AutoTrader.com executive at the Mobile Women to Watch 2015 Summit said that focusing more

closely on the customer journey instead of primarily on channels, helped the company to better serve audiences, translating into increased engagement.

Catherine Iger, senior director of product management at Autotrader, emphasized how the one-size-does-not-fit-all perspective, long preached in sales, has crystallized during the mobile explosion.

Automobile shopping differs from other fields as it can take months, even years for a consumer to reach a decision to buy, Ms. Iger said. Mobile can play a role throughout the different stages of the decision-making process.

"The car manufacturers realize that not many people are going to buy a car using their phone," Mr. Sweeney said. "But the phone is part of the path-to-purchase." ■

Mobile to build bridges for B2B collaborations

By Caitlyn Bohannon

As mobile platforms become more prominent, business-to-business marketers will likely execute more sophisticated mobile marketing efforts in 2015.

Data shows that B2B winners leveraging the power of mobile gain more wins than those that do not.

When maintaining a mobile-centric strategy, these companies can benefit in the mobile marketing space and also lengthen their reach.

"Our data points show that over-performers, those



that RSR calls 'Retail Winners', are much more strongly aware that they are part of a value 'ecosystem' to deliver products and services to consumers," said Brian Kilcourse, managing partner at RSR Research, San Francisco. "The notion of a serial 'supply chain' doesn't quite work to explain how retailers, manufacturers, and logistics companies have to work together to meet dynamic consumer demand.

"This dynamic demand has been triggered by the rapid and pervasive consumer adoption of Internet-connected technologies, but particularly by smart mobile devices like the iPhone and iPad," he said. "Now consumers can look 'around the world' to find the best solutions for their lifestyle needs, sourced from where they want them to come from, at a price they are willing to pay.

"That ability by the consumer on the selling side of the value ecosystem to 'look inside' the ecosystem, and cherry pick what they need, how, when, and where they want to get it from, changes how those on the supply side need to work together to deliver that value."

Splitting time

B2B brands with a strong heritage in traditional marketing techniques need not approach 2015 by abandoning their roots and totally opting for mobile, but treading carefully will be the key.

Another trend in B2B, social influencing, is allowing brands and retailers to outsource their marketing efforts to professionals who specialize in this behavior and online presence.

"Brands are finally not only realizing that they need to be mobile through their entire marketing calendar, but are allotting the budget to enable their digital and marketing teams to do so properly," said Marci Troutman, CEO of SiteMinis, Atlanta.

"The one person social media team concepts are finally being left behind and brands are starting to focus on overall mobile marketing strategies that will result in



real lift," she said.

Data shows a boost from mobile involvement in 2014 is likely to drive more mobile participation in 2015.

For campaigning efforts, brands are doubling their power by teaming with unique service providers.

For example, alcoholic beverage brands can show responsibility and gain brand loyalty by teaming with Uber to offer safe rides home.

Next year, it is expected that more of these uniting efforts will take place, because doubling one's appeal by teaming with another well-known and successful company can help boost customer awareness.

"Brands will need to realize that the mobile marketing data is a new commodity that needs to be given very real attention, and this isn't something that can be taken lightly," Ms. Troutman said. "Issue or challenges of brands for 2015 will be in educating their digital and marketing teams on how to implement and track mobile to gain significant lift."

"Brands will be needing to understand fully that if their campaigns don't have a mobile component, there won't be data to track," she said.

"The vicious cycle of there isn't data so why should we allot a budget will cease to exist as they start to implement a plan, and execute to gain the lift." ■

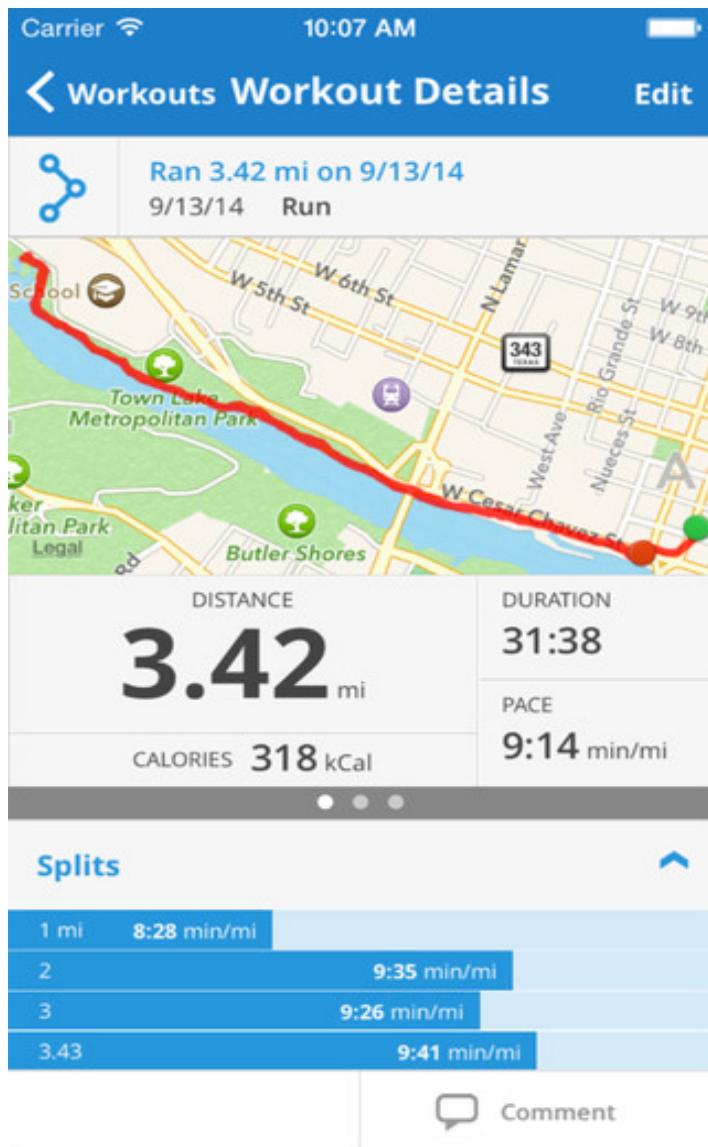
Consumer electronics marketers must leverage targeted ads, beacons

By Alex Samuely

Consumer electronics marketers should focus on reaching consumers with relevant, retargeted offers and in-store beacons in 2015 to differentiate themselves from large conglomerates such as Amazon.

While top brands such as Apple are poised to reign supreme in the next year, smaller brands can leverage mobile to create personal relationships with new customers and send retargeted messages to users that have viewed specific ads.

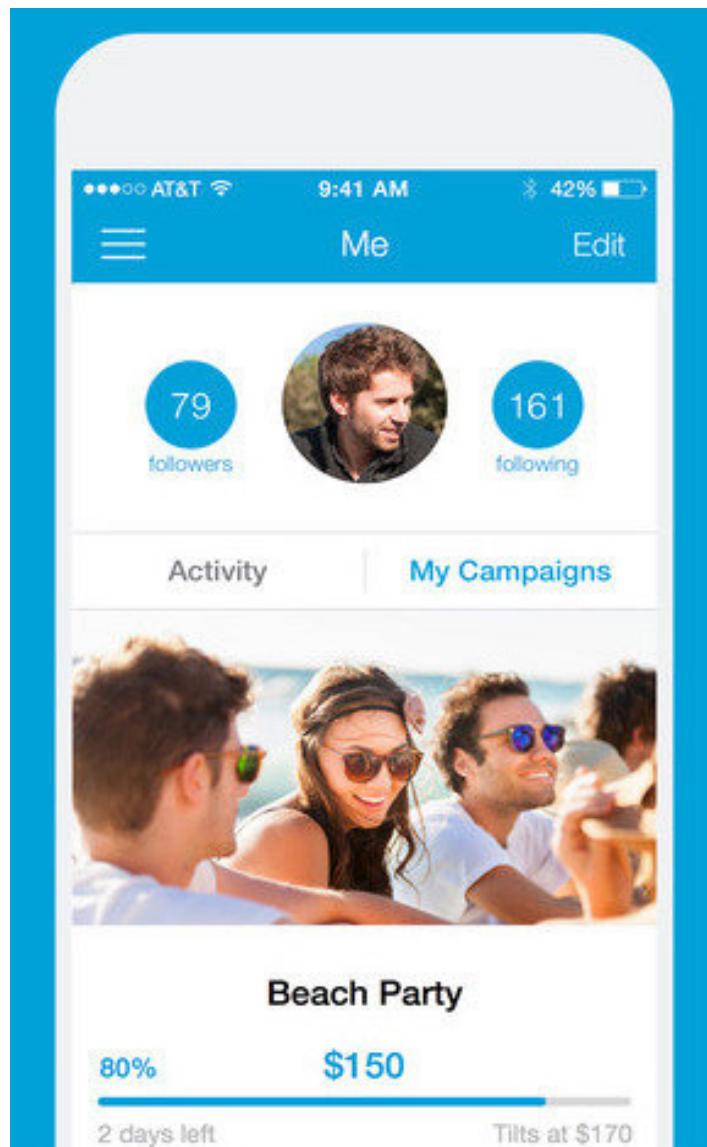
It is also imperative for brands to highlight useful and



unique electronics that can be frequently used in consumers' daily lives, such as wearables.

"The rise of platforms like the Alibaba group, Google Shopping, Amazon, eBay and many more means that a lot of big budgets will go into all the 'conventional' marketing channels - such as standard display, social, email, retargeting, programmatic, etc. - making them congested and less effective," said Ziv Eliraz, CEO of Infolinks, Tel Aviv, Israel.

"This means that the average CPC rates for po-



tential users will go up, driving average CPA with them," he said.

"This, along with the need to keep consumer prices competitive, will result in many companies struggling to meet their ROI goals."

Retargeted offers

Using push notifications and retargeted ads to market to consumers that have been viewing specific electronics can make a significant difference in 2015 sales.

Beacons are also set to make their mark next year, and it is likely that many top retail brands will be using them in-store.

If a consumer is standing next to a display of Android smartphones in a Best Buy, a beacon can tap his or her phone and send a relevant offer targeted to a specific Android brand.

This also provides a more personalized experience with the customer, who may be more apt to return to the store knowing that discounts or recommendations will be tailored to his or her purchasing habits.

Retargeted ads can also be sent online after a customer has browsed a certain electronics item.

Marketers can choose to highlight a specific feature to ensure that the viewer is enticed to find out more or ultimately purchase the product.

Effective messages

Messages sent to consumers must contain value and relevance to be considered effective.

Marketers should gather data on client responses to targeted ads, including what time most effective messages were originally sent, the wording that was used and the type of offer, if any, prompted a client to visit the mobile application or Web site.

Mobile marketing automation software firm Kahuna revealed that most marketers send their email blasts or



messages out at the same time, which provides an untapped window for brands seeking to stand out and send targeted ads at a different time of day.

Consumer browsing and shopping habit data can be analyzed to determine the best window of opportunity to ensure that the message gets seen – and heard.

"The name of the game should be reaching the right users when it matters the most," Mr. Eliraz said.

"Simple retargeting ads to complete shopping cart transactions will just not be enough," he said. "Marketers will need to find ways to reach in market and in mindset users with targeted ads and offers that they actually see."

"The winners will be the companies that can understand user intent and match the proper offer in real-time, by using intelligent intent driven and cost effective platforms." ■

CPG holdouts finally ready to embrace mobile marketing

By Michael Barris

The year ahead will see any holdouts in the consumer packaged goods sector finally jump in to mobile marketing, as brands' investment in mobile increases to match the time consumers spend on their devices.

"CPG brands have been leaning in on mobile ahead of many other categories, especially as they've been able to measure and see real in-store sales lift as a result of their mobile ad campaigns," said Tim Jenkins, CEO of 4Info, Palo Alto, CA.

"In fact, 4Info has managed mobile campaigns for more than 100 CPG brands over the past year that have generated an ROI averaging 382 percent and as high as 823 percent, and market share increases at the expense of competitors," he said.

Growing investment

For 2015, CPG brands that had taken a cautious view of mobile marketing will stop holding out from joining the wave.

"For those that have already been investing, we expect their confidence and investment to grow aggressively and begin to close the gap between time spent on mobile devices and media budgets allocated to mobile advertising," Mr. Jenkins said.

"Don't be surprised, too, if CPG brands expand the number of coordinated, cross-channel campaigns they conduct, now that complete, cross-screen attribution is attainable," he said.

A challenge some CPG companies will face in mobile advertising is over-emphasizing the importance of location, because consumers are carrying their mobile phones into points of purchase.

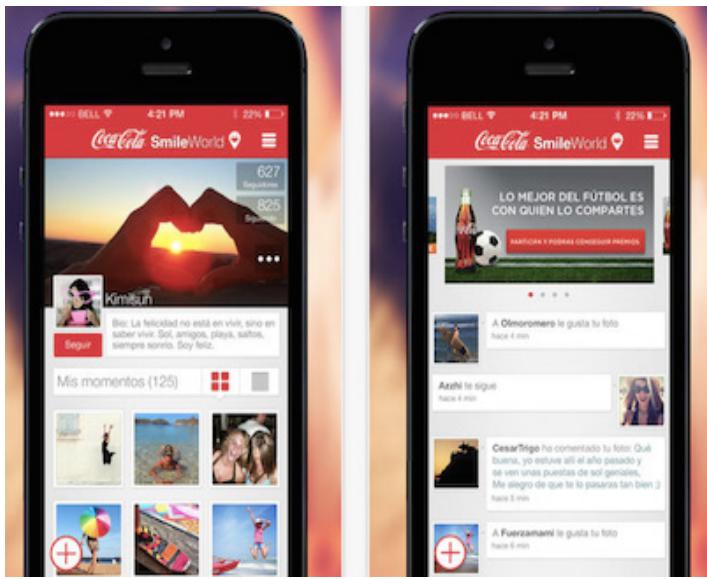
While location is valuable for relevance and context, it should not be used as a proxy for audience targeting.

In fact, CPG advertisers who are too focused on lo-

cation may overlook the most basic objective of good advertising: reaching the right people with the right message.

"For example, a perfectly timed dog food ad served to a





cat owner standing outside a pet store is still a wasted impression," Mr. Jenkins said.

"Smart CPG brands target known buyers of their product based on past purchase data, and use location to adjust the ad they see - for example, when near a store give them directions to the close-by retailer selling the product or offer a coupon for purchase today."

With the growth of video in mobile, the year ahead also will see CPG advertisers looking to repurpose TV commercials into mobile video advertisements.

"We've seen a lot of interest in mobile video advertising, but limited available inventory has resulted in high CPM's," or the price of 1,000 advertisement impressions on one Web page, Mr. Jenkins said.

"Unfortunately, this can present a challenge because it can bring down the return on ad spend so it takes the right product and price point to make the numbers work," he said.

In the year ahead, CPG organizations' struggle to find ways to increase promotion response rates and grow opt-in databases also will be spotlighted.

CPG marketers' hunt for retail collaborators to drive in-

store traffic also will be a major issue.

Other customer engagement marketing strategies expected to have a more prominent role in the year ahead include mobile scavenger hunts, SMS polls and trivia, contests and promotions.

Mobile coupons

"Mobile marketing can slice through the noise of other media channels to engage consumers in new ways," said Sheryl Kingstone, Toronto-based research director of Yankee Group.

"For example, 91 percent of respondents to our U.S. consumer survey show an interest in mobile coupons, making coupons a great new customer acquisition strategy," she said.

"If a strategy is implemented correctly, some businesses see very high redemption rates - anywhere from 40 to 80 percent higher than traditional coupon redemption," she said. ■



New devices challenge educators to keep lessons on point

By Michael Barris

The goal for mobile education in 2015 will be to leverage mobile computing as a resource and tool, without allowing a growing number of devices and applications to become a classroom distraction.

Apple's iPhone 6 and a wealth of other technology give educators a plethora of ways to engage students with new curriculum and content.

However, the surge in classroom computing technology also points to potential challenges in keeping students' attention.

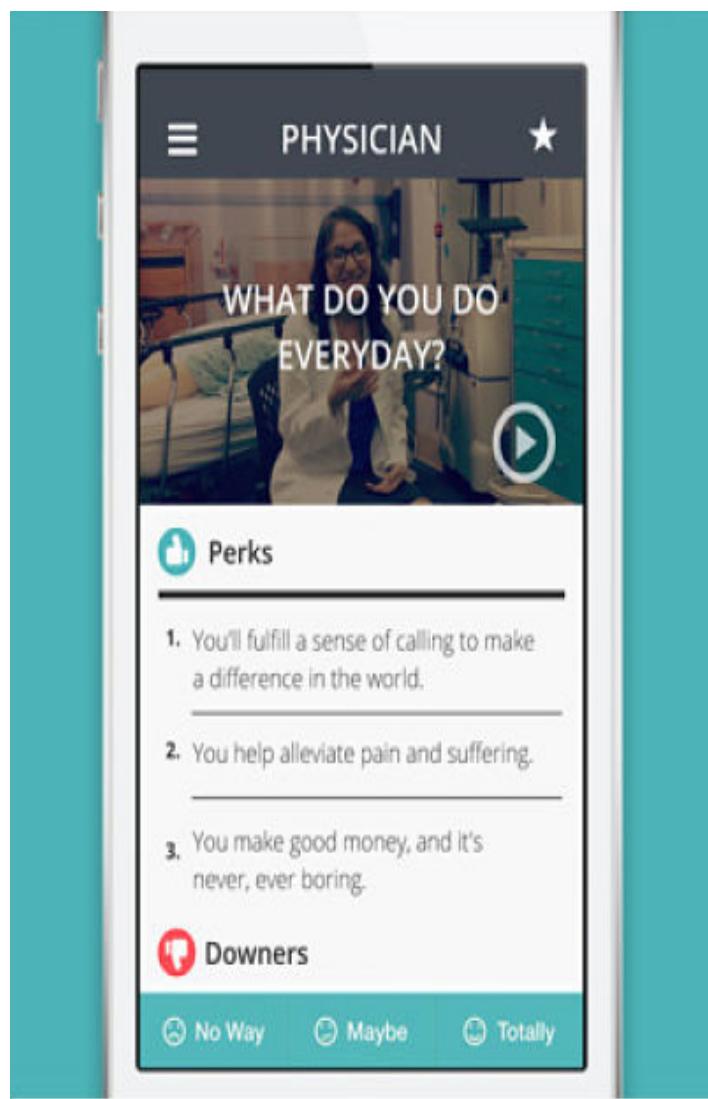
"As mobile devices, specifically tablets, reach a 1:1 de-

ployment with students, the need for teaching digital citizenship – learning etiquette, best practices and things to avoid – increases," said Jeff Orr, senior practice director for mobile devices at ABI Research.

"This learning is not only for the students, but also for faculty and those creating content to supplement classroom learning," he said.

Meeting expectations

Today's students are increasingly inclined toward technology, and as their expectations must be met as consumers, they will have similar expectations as students.



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Schools that are equipped with modern, mobile capabilities are more likely to appeal to today's and tomorrow's students – particularly those at higher-education institutions.

As Apple Pay aims to replace consumers' physical wallets, experts believe the iPhone 6 will also serve universities in various ways, including replacing traditional student identification cards that allow them opportunities such as on-campus access and laundry payment capabilities.

Beacons, which in a short time have become widely used in retail, also are expected to play a bigger role in educa-

tion, partly because of their low cost.

Although the education system has been slower to adopt mobile, some institutions are seeing value in mobile capabilities.

For instance, at Stony Brook University, a partnership with MobiQuity Technology will enable the New York state-based university to deliver more offers and information to students and community members, as well as enhance the amenities and services its 40,000 square foot arena offers.

While MobiQuity's technology has established a strong presence in malls across America, it is now aiming to tap into the market of college campuses.

Meanwhile, education companies, brands and institutions that integrate mobile in their marketing plans will engage consumers, including students and instructors.

With smart devices increasingly being used for teaching and learning, competition will increase among hardware manufacturers for a piece of the pie.

Good habits

Back in the classroom, mobile educators need to consider their role not just in presenting information to students, but also in creating good habits such as taking breaks, staying on task and knowing when other learning tools should be included in an education goal.

"An example of this type of consideration in the classroom that mobile marketers must consider is the use of in-app advertising and in-app purchases, both of which are likely detracting from the educator's goals," Mr. Orr said.

"This doesn't mean that brand awareness cannot be made within an application," Mr. Orr said. "However, there is a need to build trust with schools, teachers, and parents that students are first and foremost receiving the educational assistance expected, which can then carry over to the student and family as a consumer of mobile content outside the classroom." ■

Mobile banking, beacons set to propel banks into mobile sector

By Alex Samuely

Banks and financial institutions will be relying more heavily on mobile banking and imaging capabilities, as well as personalization efforts from beacon and other proximity-based technology, to reach a wider target audience in 2015.

Due to the growing number of smartphone users, mobile banking has been on the rise and has been the cause of customer preferences shifting away from conducting financial business with tellers in-branch.

Financial institutions will be leveraging beacon technology and other location-based marketing efforts to drive more traffic to branches.

This will also help customize the consumer experience.

"There will be continued growth in services optimized and delivered through the mobile channel, and a recognition by more banks that customers will continue to access banking services through multiple channels such as mobile, online, call center, ATM and branches," said Niti Badarinath, senior vice president of mobile banking and payments at U.S. Bank, San Francisco.

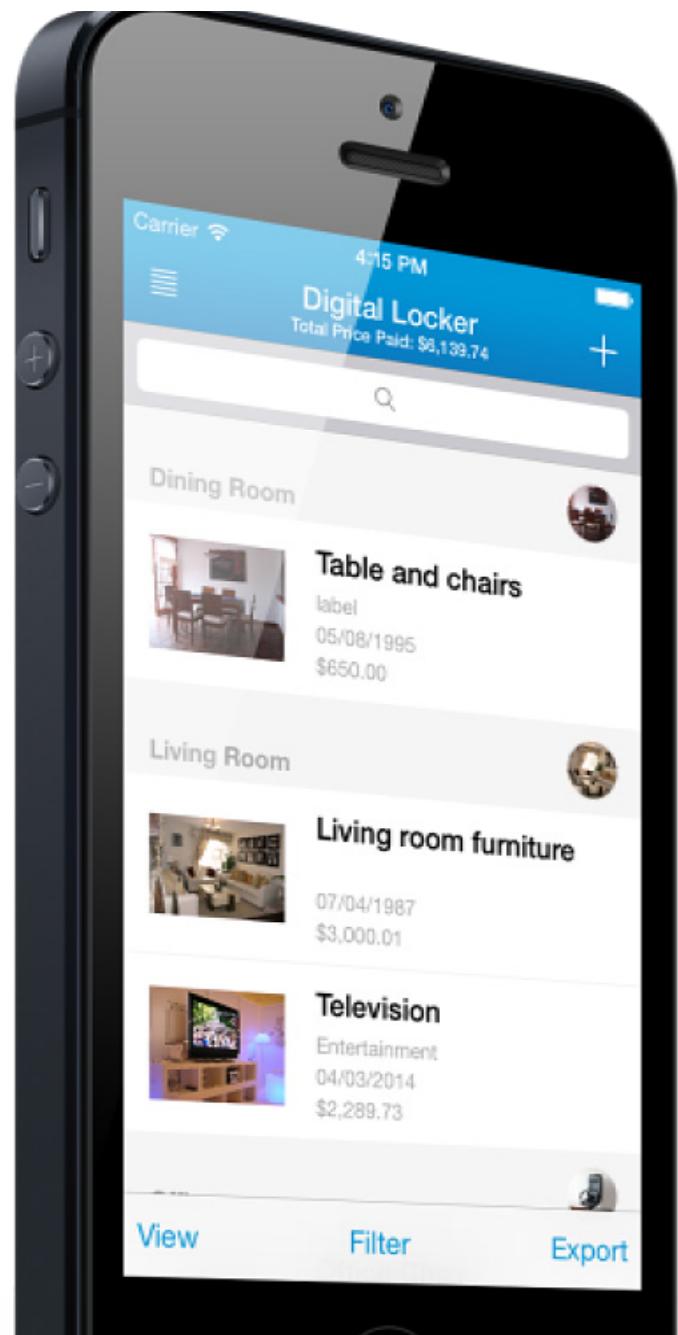
"While the customer experience becomes seamless across channels, I also expect consumers will begin to gravitate toward personalization," he said.

"I also predict that more companies will also focus on customizing the user experience for the individual through mobile technologies."

Personalization efforts

Banks that decide to employ proximity-based technology such as beacons are poised to stand out among institutions that do not.

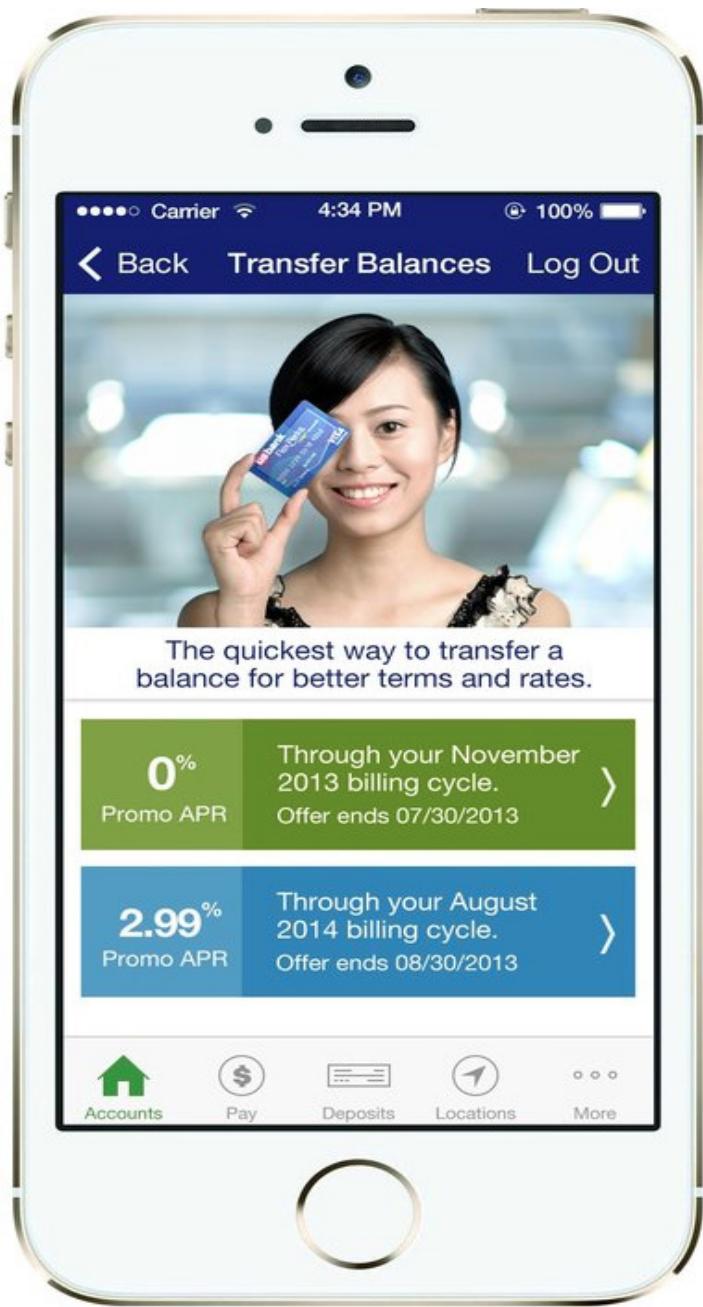
Consumers will be able to receive contextual offers and push notifications after they walk past a bank's beacon, such as a special deal for opening an account or providing a personalized map of the branch to a returning customer.



These efforts can make a significant difference to consumers deciding which bank to use in 2015.

Paired with mobile imaging technology, users at mobile-savvy institutions will have experiences more streamlined than ever.

"Several retailers have experimented with in-store bea-



cons and pushing mobile offers to consumers, but in 2015 retailers will pair these technologies with new mobile imaging capabilities that will allow users to act on offers in the isle," said James DeBello, CEO of Mitek, San Diego, Calif.

"For the first time, consumers will have the option to snap a picture to enroll in a loyalty program or credit card and this will open new doors for financial institutions," he said.

"We previously predicted that the number of accounts opened on mobile devices will double in 2015, but with proximity marketing, financial services will be able to reach consumers at the moment and location they want financing."

Mobile wallets

Mobile wallets are set to still be a hot topic in 2015, as banks decide whether to integrate with third-party wallets such as Apple Pay or create their own branded mobile wallets.

"We may not see mass adoption of mobile wallets in 2015, but this will likely be a key year in getting merchants and consumers aware that this technology exists and the added value it can provide to everyone," Mr. DeBello said.

"As more payment capabilities are built in the wallets, we should see more merchants coming on board to accept the payments," he said.

Banks and financial services should ensure that their mobile banking and imaging capabilities are being well advertised to the public, as consumers demand more convenience and time-saving activities.

"According to Celent, the mobile user base will increase to 33 million this year to 47 million in 2015," Mr. DeBello said.

"We have found that the average consumers will deposit 18 checks annually, and in looking at the average time it takes to travel to an ATM versus make a mobile deposit, mobile banking will save users in North America approximately 282 million hours in 2015," he said. ■

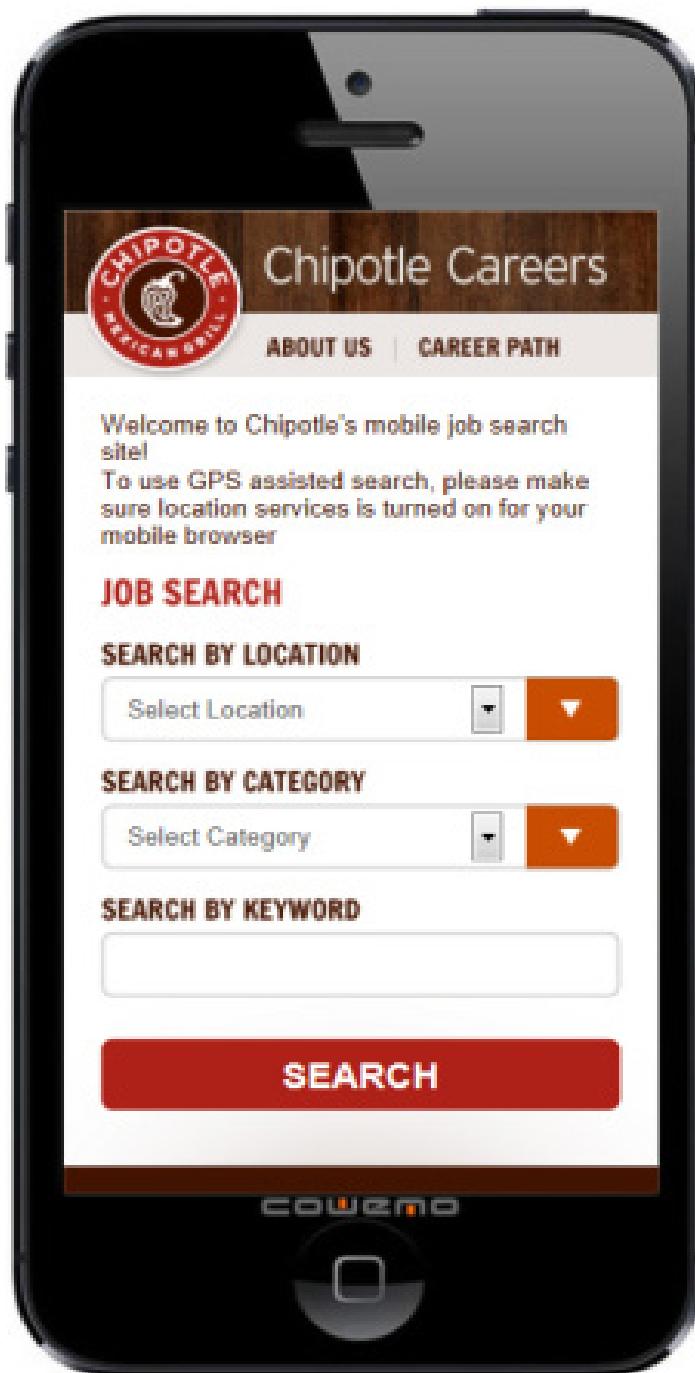


Mobile data, location paramount for food and beverage industry

By Alex Samuely

Food and beverage marketers must leverage mobile and location-based data to compete with conglomerates such as Starbucks and Dunkin' Donuts that are dominating the sector with mobile coupons and offers.

Brands should ensure that their data is accurate on all



mobile and Web platforms, and that they are examining consumer needs that will aid in developing relevant mobile ordering and payment solutions on the commerce side.

Marketers that have a multitude of bricks-and-mortar stores should also be using location-based data to send push notifications and timely deals to consumers' mobile devices in a bid to drive more in-store traffic.

"Mobile marketing will continue to grow and the importance of mobile marketing for restaurants will be more and more important as time progresses," said Doug Reifsneider, vice president of marketing for Firehouse Subs, Jacksonville, Fla.

"According to Single Platform, a Constant Contact company, 81 percent of consumers have used a mobile device to look for a restaurant in the last 6 months, 92 percent searched the Web for restaurants and 84 percent checked multiple listings.

"The numbers will only get larger to match the smartphone penetration in this country."

Visible information

Food and beverage marketers should have all relevant information readily available on mobile devices and tablets, due to consumers' preferred browsing habits.

Integrating with mobile booking applications such as OpenTable can also be an optimal strategy to cement brand visibility.

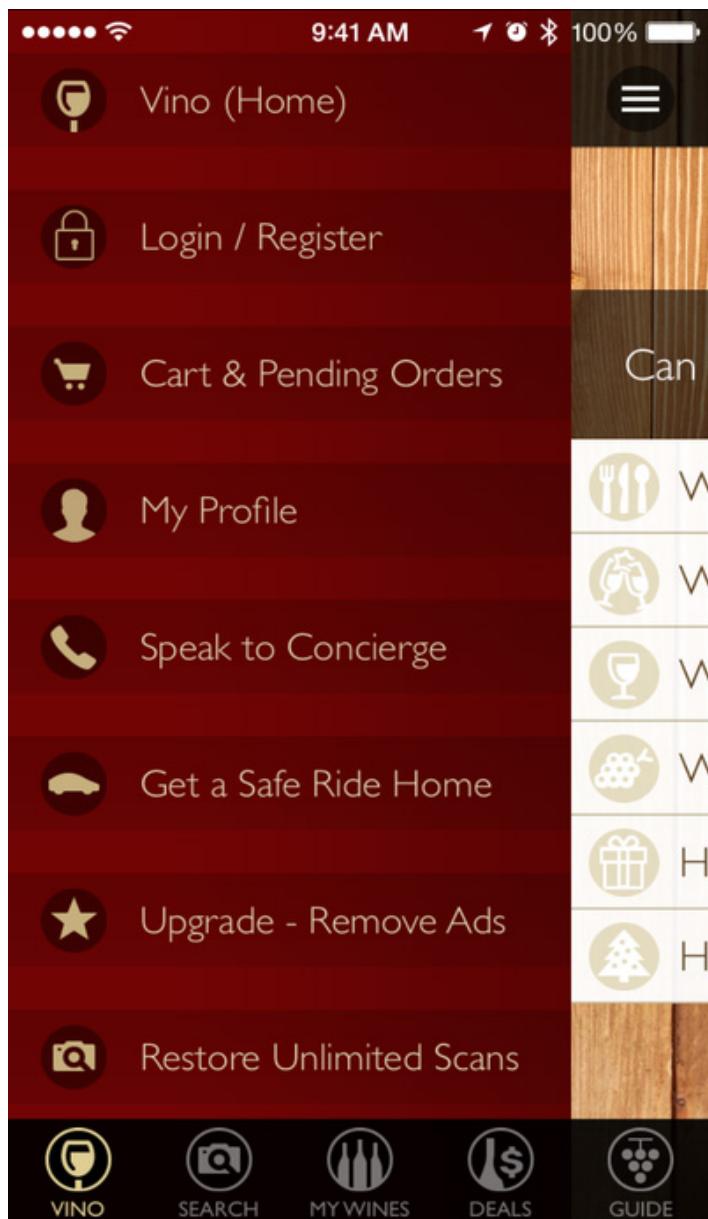
"Knowing the smartphone penetration and the high percentages who use phones to look for restaurants, restaurateurs need to ensure their name, address and phone number data, known as NAP data, is correct when consumers check restaurant listings on their mobile devices," Mr. Reifsneider said.

Mobile sites and applications also must work efficiently to pave the way for mobile ordering and pay-

ment integration. While larger brands such as Taco Bell and Starbucks are currently piloting mobile ordering, the convenient feature brings forth a slew of marketing opportunities.

"The opportunities facing us now are twofold; online ordering and mobile payments," Mr. Reifschneider said. "Both require integration with our point-of-sale systems and it takes time and money to make it all work well enough for the consumer to use it."

"Mobile is the new black," he said. "Restaurateurs cannot ignore the trends and SEO, mobile Web sites - or a



responsive design that renders properly on all devices, including desktop computers - ensuring NAP data is correct and offering online ordering and mobile payments will be crucial to surviving the mobile and digital future."

Different needs

Each food and beverage brand has different needs when it comes to leveraging mobile marketing in the most effective manner, based on the size of the company, budget and consumer audience.

One of the top ways a brand can market to a new fan base is by offering a mobile loyalty platform, with incentives for enrolling.

Marketers that use mobile coupons to entice customers to download mobile apps or visit in-store branches will be better-positioned to compete with other leading brands.

"For Quick Service Restaurants like Dunkin' Donuts or Shake Shack, 2015 is all about hyperlocal targeting, and getting smart about consumers near their locations or frequenting their competitors," said Philipp Tsipman, director of product commercialization at MediaMath, New York.

"For CPG brands like Kraft or Pepsi, it's all about clicking with people on the go, in the store, or on the way to the store," he said.

"It's about mobile data management platforms. It's about being able to launch new products or promotions smarter by attributing in-store mobile behavior. And, it's about ditching traditional couponing in favor of new data-rich mobile initiatives." ■

Governments leverage mobile to engage citizens with services, information

By Michael Barris

Governments will leverage mobile more aggressively in the year ahead to boost citizen engagement with public services and information, although mobile's role will be limited by the degree to which people are receptive to government marketing messages.

A growing number of governments at the state and county level are successfully leveraging mobile to streamline services while realizing significant cost-savings. This trend will continue in 2015.

"Online government services are successful when the people know that they exist," said Phillip R. Bertolini, chief information officer and deputy county executive with the government of Oakland County, MI.

"Some governments have invested in significant online platforms only to see them wither away due to limited use," he said. "People will not use what they do not know exists."

"If a government wants to ensure that their online services are utilized, they will have to market where the people are. The people are in the mobile space more and more each day and government has to be a player in that world."

Maintaining service

For some, mobile marketing rubs up against the perception of government services.

"People will say that government should not be in the marketing business," Mr. Bertolini said. "They will say that government should use their limited financial resources to deliver the services that citizens expect."

"What some fail to realize is that government cannot be all things to all people and that enabling mobile technologies may be the only way to maintain their current level of service," he said. "Breaking through this barrier will be a milestone that will tip the ability to market in the mobile word."

"If people understand the need and demand for mobile government services, then they will be more accepting of mobile marketing messages."

Still, as mobile makes its way through society, government administrators have become more comfortable than ever before with sharing messages with the public via the technology.

"In government, as in society at large, mobile devices are becoming quite pervasive and that is changing the nature of the way we work," said David Fletcher, chief technology officer with the Utah department of technology services. "What we are seeing is the ability of government executives to share their initiatives directly with the public in a more personal way."

Mobile's ability to make government more personal creates challenges in terms of message-management.

"It has become more spontaneous, which causes concern to some government public information officers who want to make sure that the right message is being portrayed," Mr. Fletcher said. "Many administrators are still not entirely comfortable with the degree of openness that this new environment is creating and are working to create policies to ensure that agencies are properly represented to the public."

Right message

In crisis management, where mobile can play a critical role, delivering the right message is paramount.

"In 2015, I think we will see an evolution in the way government administrators will use mobile to deliver information and services within the context of the individual citizen," Mr. Fletcher said.

"The government needs to figure out how to leverage the big data sets at their disposal to provide relevant information to the public within their individual circumstance. And, mobile will be an integral part of this," he said. ■

Wearables to shine in mhealth in 2015

By Caitlyn Bohannon

Wearables emerged as a strong contender in 2014 and the coming year will see an increase in retail use of these devices, particularly in healthcare.

The benefits available from wearable device data are providing a multitude of opportunities for the healthcare industry.

Brands that leverage wearables in 2015 will see high consumer use.

"Going into 2015, you'll see more brands participating in achievement-based engagements, leveraging wearable technology, finding new ways to interact with consumers based on hitting activity and health-related goals," said Luis Rincon, co-founder and CEO of Wearables.com, Austin. "Nike's Nike+ vending machine, while also a clever PR move, shows that large brands are leveraging wearables to incentivize and reinforce positive behavior.

"Beyond consumer brands, healthcare providers will also start to leverage wearables for achievement-based engagements, letting users lower their deductibles through activity tracking, for example," he said.

Considering sensitive information

While wearables provide for many health benefits, marketers must prioritize security when it comes to customer data.

Customers need to know that their data is protected and safe.

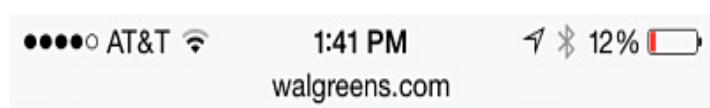
"Data and security will unequivocally be the hottest topic and biggest challenge," Mr. Rincon said. "With specific regards to incorporating wearable technology in the mhealth space, the data exchanged by physicians and patients must be HIPAA compliant, and marketers must be transparent about how the data is being used, who has access to it and in what form."

"While wearables will be an increasingly important com-

ponent, they are still in their infancy and the space as a whole is just emerging," he said. "Marketers should apply best practices from smartphone usage and marketing, but also keep in mind the differences in use cases and data being produced."

Provoking a transformation

Changes in consumer behavior are leading those in the healthcare industry to adapt with mobile at the center.



For Connected, Convenient Care



"Mobile has become a serious topic of conversation within the healthcare community over the past few years because of three primary reasons," said Shuli Lowy, mobile marketing director at Ping Mobile, New York. "More and more tools are being introduced to the market to help consumers track and manage their health, such as Fitbit, Spree Headbands, Ambio health monitoring systems and numerous apps have all made mobile a logical place to check and monitor personal health throughout the day."

"Also, over the last few years many medical offices have undergone tremendous efforts to digitize medical re-

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REGULARLY CLEAN things people touch

EBOLA is in animals and bats too

- Only eat well cooked meat
- Avoid forest animals that are sick or found dead
- Avoid bats and bat meat

cords, in large part because of regulatory factors," she said. "Once patient files are digitized it is much easier for healthcare attendees to enter and track patient information through tablets and phones."

"Lastly, the medical community is now realizing that reviews have a major impact on business. Most of those reviews are accessed and posted via a mobile device. Mobile has created a greater sense of accountability for an unpleasant medical experience."

Most importantly, when brands create a solution to make their daily tasks easier, consumers are on board with those products.

Mobile can continually revolutionize healthcare if applicable brands get on board.

"All have resulted in a massive increase in medical-related apps as well as a heightened awareness of how mobile technology plays a role in healthcare," Ms. Lowy said. "Over the course of 2015, healthcare professionals should focus on how they can better serve their patients through mobile."

"The barriers between patient care and mobile technology must be broken," she said. "Simple steps, such as becoming familiar with mobile tools that will help patients track or improve their health or sending patients a text to remind them of upcoming appointments, can make all the difference." ■

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WHAT BUSINESS TRAVELLERS NEED TO KNOW...

Published: 1st October 2014

Social media key for home furnishings brands as competition builds

By Alex Samuely

Home furnishings brands must ensure that viewability and dynamic creative ads are at the forefront of their mobile marketing strategies as more marketers head towards social media to reach wider client bases.

The rising popularity of buy buttons on mobile applications and sites such as Twitter and Facebook offer the perfect opportunity for brands to make their home goods easily accessible for the public. Home furnishings marketers especially will need to keep track of communication channels that their audiences frequent and work to have creative, interactive experiences within those channels.

"Viewability and measurement will continue to be issues that marketers need to consider as they move more spend to mobile heading into the new year," said Alexis Berger, vice president of sales at Kargo, Chicago.

"Buyers will need to have a more critical eye for what they are buying and where it will appear," Ms. Berger said. "They will also need to make hard choices on which partners to work with, as only a few have taken a stand to make viewability a top priority for their clients."

Creative ads

Home goods allow for a plethora of creative ads to be leveraged when marketing on mobile devices.

Users can be offered a quiz to determine their decorating style, 360-degree views of products and a wide array of items customized from previous searches.

"The broad opportunity, similarly, is viewability," Ms. Berger said. "Mobile is becoming the first and second screen for many people today, and brands who invest smartly in impactful creative that gets in front of their customers with certainty will reap the benefits."

"One of the reasons brands have been slow to embrace mobile marketing in comparison to how fast consumers have adopted the medium is because of the percep-



tion that mobile isn't a strong creative canvas; that it's just banner ads which are universally shunned," she said. "That myth is starting to crumble as brands realize how critical it is for them to story tell where consumers spend the most time."

Macy's image recognition app allows users to snap a photo of a home furnishing and receive suggestions for similar products available from the store's inventory. Im-



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COMFORT FOR BARE TOES

age recognition software for home goods can offer much more visibility to lesser-known brands that recommend products to a consumer that has snapped a photo of something of interest.

"Innovation around creative ad units and the opportunity to build customizable ad solutions at scale will open doors for all types of advertisers," Ms. Berger said. "Marketers should be prepared to think far beyond just static banners or simple rich media units for their mobile campaigns."

Social media marketing

Social media will continue to house much of home

brands' marketing efforts, thanks to sites such as Pinterest that encourage browsing and compiling wish lists of products.

"If you look at Instagram, Pinterest, or One Kings Lane, visual consumption and buying is increasingly moving towards more personal and spontaneous mediums like tablets and mobile," said Philipp Tsipman, director of product commercialization at MediaMath, New York.

The visual component of home furnishings must be highlighted by marketers, and promoting items on "shareable" sites and apps is an optimal way of ensuring that they are seen by a wide target audience.

"For home furnishings, the key will be seamless mobile logistics," Mr. Tsipman said. "Amazon Prime and startups like Casper.com are pioneering same-day delivery in New York City.

"The bar is getting higher — a shopper is now increasingly expecting to buy a piece of furniture while perusing her favorite design blog while on the train in the morning — and have it available to her door step that afternoon," he said.

"Social, dynamic creative and video mobile advertising will help smart marketers capture this opportunity." ■



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TODAY'S NEW SALES



Mobile marketers will need to address privacy, patent uncertainty

By Chantal Tode

Two big legal and privacy issues from 2014 – uncertainty around mobile patents and the need to safeguard consumer data – will continue to be important for marketers in 2015.

There has been a drop in patent-related litigation due to the patent reform movement and uncertainty introduced by Supreme Court legal decision in 2014. At the same time, as mobile payments adoption finally begins to take off as well as mobile location services, it has never been more imperative for marketers to get their ducks in a row when it comes to consumer privacy.

"As mobile use increases, the generation of big data through mobile increases as well," said Linda Goldstein, partner and chair of the advertising marketing and media division at Manatt, Phelps & Phillips LLP, New York. "Many of the issues you saw in the online arena will increasingly migrate to mobile."

"Another thing to keep an eye on is as the use of mobile payments increases – that will be a big trend in 2015 – will be the security of that payment data," she said. "All the data security breaches you saw in 2014, there will be an increase of vulnerability of mobile data to data breaches, where sensitive payment information has been hacked into."

Patent reform

In 2014, the U.S. Supreme Court held certain software patents to be invalid in *Alice Corp. vs. CLS Bank Int'l*. The decision has created uncertainty about the validity of all patents touching on software. As a result, companies are shying away from litigation and there has been a drop in new cases brought in this space. For marketers, they may have to worry less about patent infringement but, at the same time, when they come out with a new innovation, they will have to recognize that it will be a lot harder to protect with a patent.

"From a pure mobile standpoint, the decision by the U.S. Supreme Court in *Alice Corp. vs. CLS Bank* this summer was a big, big decision," said C. Graham Gerst, partner

at Global IP Law Group LLC, Chicago. "It took a negative view of business method patents and software-focused patents."

Data privacy

It is unclear whether the decision will reign in or spur mobile innovation, with industry experts coming down on both sides of the argument. With Congress considering more patent reform, this will only add to the uncertainty in the air. The other big issue is privacy and as mobile marketing continues to grow, more consumer data is being collected. The expected growth in mobile payments and location-based services such as beacons will only contribute more sensitive data.

"Location, location, location: From ad targeting, to mobile location analytics to beacons, use of location data holds real value to consumers, but consumer and policymaker understanding of how location is being used by companies remains low," said Jules Polonetsky, executive director at the Future of Privacy Forum, Washington.

The Federal Trade Commission as well as the state of California have made it very clear that they expect prominent disclosure of privacy policies in mobile. There could be more enforcement on this front in 2015. As brands increasingly look to partner with mobile messaging apps where consumers are spending a lot of their time, marketers will need to do due diligence to insure they are not exposing their customers' data.

"Marketers really need to double down their efforts on insuring that their privacy policies are accurately reflecting the data they are collecting and how that info is being collected," Manatt's Ms. Goldstein said.

"The mobile device is really becoming a repository of virtually all of your information, probably more so than any single Web site," she said. "And so brands, in particular, really need to work closely on the technology side where apps are being developed by third parties to determine what info is being collected, how is it going to be sued and what security systems are in place." ■

Marketers struggle to get in front of right mobile users

By Chantal Tode

As mobile continues to blur the lines between digital and physical engagements, the marketing sector in 2015 will focus on truly understanding mobile-enabled with an eye toward building relevant experiences and getting in front of the right users.

Consumers are increasingly connected at all times and expect to be able to access relevant content when they need it. At the same time, they want to receive offers and other content that is relevant to their context and preferences.

"To succeed in this new era, marketers are going back to basics," said Michael Becker, managing partner at McCordis. "They're focusing on knowing who their customer really is and how to serve them best."

"They're learning how to master big data to influence small decisions, building content, marketing automation and consumer preference management solutions to educate, inform and entertain the shopper and the consumer," he said.

How to differentiate

There is little to differentiate marketers in an age when nearly all information is available at the tap of a finger and goods and services can be ordered and delivered from a phone. Which is why smart marketers will focus more on experience-based marketing next year.

"Experience-based marketing will be key to creating unique, differentiated touch options with consumers, both physically and digitally," Mr. Becker said.

To get the most out of their mobile strategies, marketers will need to better understand who their mobile customers are and how they want to engage via their smartphones. Those that are able to accomplish this will have a competitive advantage.

"Understanding and implementing intelligent user targeting will be a key opportunity and challenge for brands and agencies looking to get the most out of their mobile

campaigns in 2015," said Sigal Bareket, CEO of Taptica.

"Technology has come a long way in the past few years and with the availability of post-app install information, marketers should have the right combination of information and tools to get their ads in front of the right people," she said.

The human factor

The issue extends beyond just understanding customers and to effectively leveraging the increasingly complex mobile infrastructure.



For example, recent research from Google revealed that more than 50 percent of digital ads are never seen by humans, suggesting that mobile advertising is not working as well as it should.

"The ability to reach the right users for your marketing campaigns is likely to be top of mind in 2015," said Ariel Simis, chief marketing officer at Revmob. "Companies will likely invest a great part of their mobile marketing efforts on this."

Other opportunities will be figuring out how to leverage the fact that a growing percentage of television viewers are on their phones during commercial breaks.



Video ads on mobile saw significant growth in 2014 and the trend will continue in the new year.

Measuring mobile

An ongoing challenge will be the ability to measure the impact of mobile advertising.

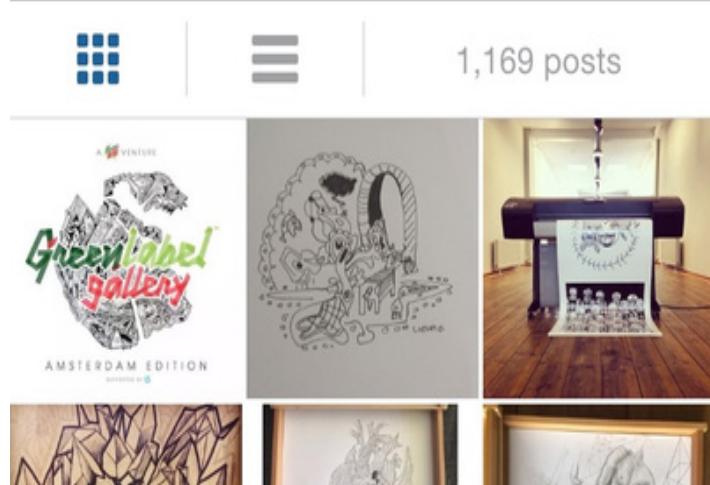
As mobile traffic continues to grow, topping 50 percent for some brands, the lack of cookies on mobile is reaching a critical level.

"Brands must work to understand the impact of mobile advertising and the experiences their customers expect from them," said Jason Tabeling, partner and discipline lead of the paid, owned and earned media practice at Rosetta. "Google's heightened focus on mobile-friendly websites will play a greater role in organic rankings, moving one step further in putting the user first."

"To thrive in 2015, brands must first have a deep insight into their customers' functional needs and content priorities, and more importantly, the contexts in which their mobile site will be used," he said. "They must then leverage cross-device tracking or persistent IDs when tracking and valuing this medium."

"Advertising and marketing on mobile has to take advantage of this scale and consumer behavior in a new way as we move into the new year." ■

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Mobile ad spend expected to grow, holding out promise for publishers

By Caitlyn Bohannon

Due to the success seen in mobile advertising in 2014, publishers are likely to devote even more of their resources to native technologies in the upcoming year.

Programmatic ad buying allows publishers to not only get attention from readers on mobile devices but also continue engagement. Interactive ads work better to immerse readers in publishers' content.

"Moving into 2015, we are seeing now more than ever the rush to get consumer attention in the mobile space," said Shuli Lowy, marketing director at Ping Mobile, New York. "There are more and more publishers coming into the space every minute."

"Getting consumers to find an app or Web site and, more importantly, to re-engage with it is no small task," she said. "Maintaining that engagement is all about providing real value to consumers."

"Publishers who have managed to capture consumers' attention have been well rewarded. More and more media spend is going towards mobile, and programmatic ad buying in particular has taken off this year and will continue to grow throughout 2015."

Mobile ad reliance

Native advertising solutions provider Polar and its corresponding platform MediaVoice saw huge usage and engagement with its ads in 2014.

For the first time ever, mobile is proving to grab more attention than desktop.

"Through internal aggregate data gathered from our native ad platform MediaVoice, we've learned that mobile audiences are particularly engaged with sponsored content; we've served one billion direct sold native ads," said Mark Cluett, marketing manager at Polar, Toronto.

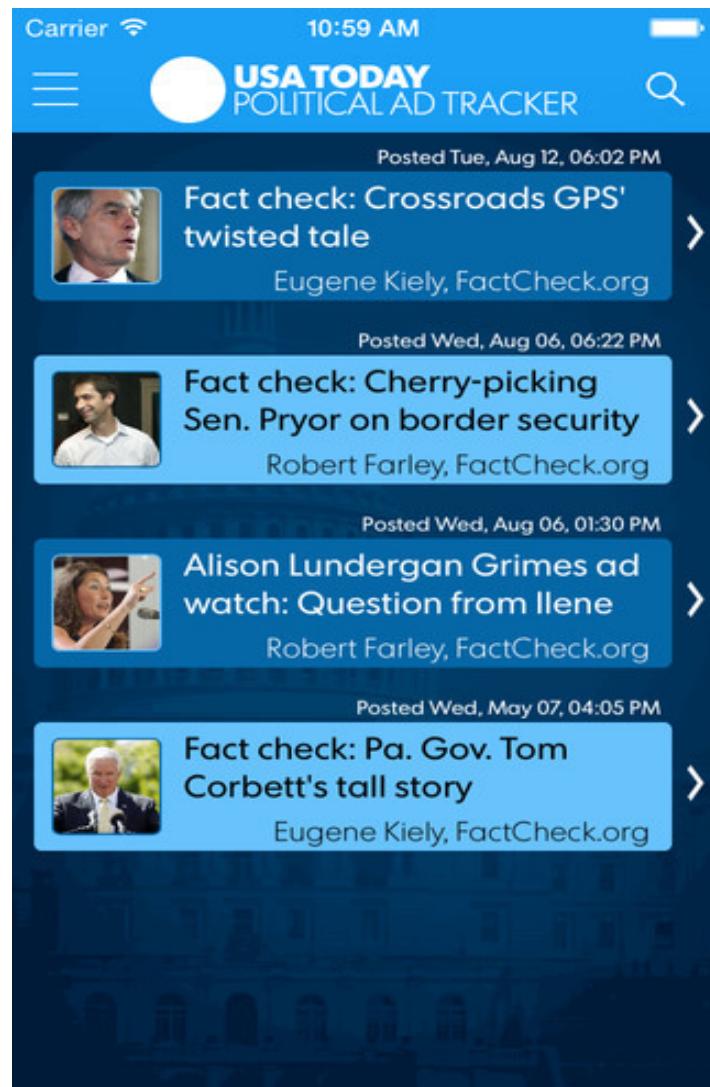
"Mobile has a 57 percent higher CTR and 33 percent higher engagement time.

"With data like that, reports from Business Insider, eMarketer and the like predicting an increased spend on sponsored content and newer faster, more capable mobile devices, we're confident 2015 will see an increase in sponsored content on mobile," he said."

Challenges

Traditional digital advertising is simply not going to work in 2015.

Publishers are much more unlikely to see growing engagement rates if they do not provide their advertisers with modern capabilities. Similarly, readers can often be deterred from publishers' mobile sites that include



interrupting ads.

"Audiences are flocking to mobile, but the ad dollars aren't necessary following," Mr. Cluett said.

"The challenge will be providing clients and marketers with an ad product that speaks to mobile's strength as a content delivery device, like native ads," he said.

The ad content is especially important in the mobile space. Consumers are more likely to engage with good content and approach well-executed ads as entertainment.

For example, Moat and Gannett worked together to power a series of native ads for the History Channel and

Netflix that appeared on USA Today.com.

The ads took over the screen when readers reached them, which contained an interactive experience.

"Publishers' focus should be unequivocally on building their consumer base and getting consumers to re-engage with their mobile digital assets," Ms. Lowy said.

"As more apps get released, the noise in the mobile space gets louder, and it becomes more difficult to maintain consumer interest," she said.

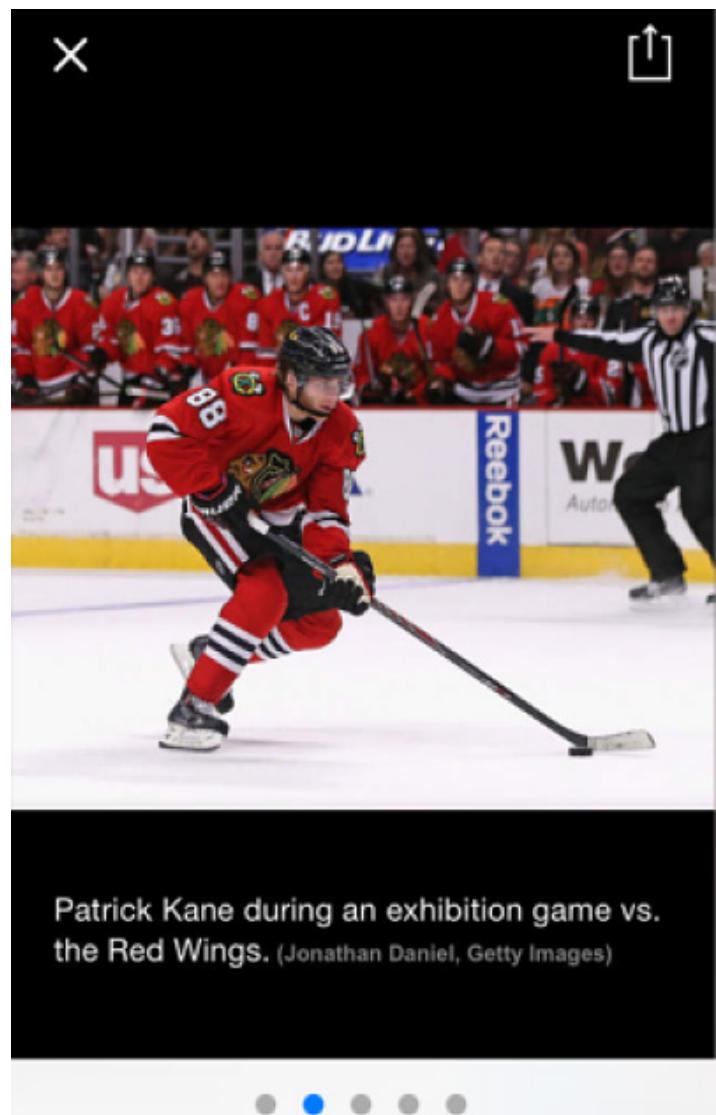
"A crisp value proposition combined with an excellent mobile experience will ultimately lead the way to user growth and eventually revenue." ■

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This section displays three mobile phone screens. The top screen shows a video player interface with a play button over a crowd of people. The middle screen shows a video player interface with a play button over a portrait of a man with a beard. The bottom screen shows a video player interface with a play button over a portrait of a man with a beard. The screens are part of a series of native ads for the History Channel and Netflix.



Nonprofits face numerous challenges as mobile reach extends

By Chantal Tode

As nonprofits look to expand their mobile goals beyond one-off fundraising campaigns in 2015, they will face significant challenges in delivering consistent experiences across devices and enabling donations on a regular basis at scale.

With the efficacy of SMS as a fundraising tool in decline, nonprofits will also struggle to find a replacement, as no clear path for integrating with messaging apps such as is currently apparent.

Traditional fundraising methods such as direct mail are also losing ground, putting the pressure on nonprofits to come up with mobile alternatives.

"The array of devices and platforms and operating systems is becoming even more fragmented," said Chris Maddox, managing director of digital fundraising for the U.S. Fund for UNICEF. "When we look apps and the decision to develop an app, that splintering is even more difficult."

"Nonprofits, as more are operating in a mobile context, we still need to convert those loyal consumers into donors and financial sponsors," he said. "To do that, there is really no turkey solution across these devices and platforms."

"You have a lot of potential solutions for helping us streamline that donation process but none that have the scale that a nonprofit like us would really want to see."

Content marketing

Nonprofits will also be paying closer attention to how they create their email marketing campaigns with an eye toward optimizing the experience for mobile handsets.

The need for mobile-friendly content will extend into social media as well.

"Responsive has been around for a while and really bringing that to the fore of developing campaigns and assets



is really going to be crucial," Mr. Maddox said.

"We have to be more nimble through the delivery, through the customer experience for content marketing," he said.

Broader goals

These are some of the issues that nonprofits will face as their mobile programs begin to encompass broader goals such as donor acquisition, engagement and mission awareness.

However, a significant challenge as nonprofits begin to stretch their mobile reach will be getting mobile companies to understand the workings and importance of the nonprofit industry.

"It is a problem when \$350 billion in annual individual giving is put at risk because a qualified charity cannot routinely accept a donation through native in-app payment mechanisms," said Jim Manis, chairman and CEO of



the Mobile Giving Foundation.

"It is a problem when charitable organizations that create awareness of their mission and their impact in communities across this country do not have an organized means and a preferred rate card or mobile PSAs to buy mobile ads," he said. "It is a problem at a time when we see a significant decline in the traditional channels for fundraising and engagement – think direct mail or POS check outs, for example – that mobile, one of the most data rich form of engagement, generally adopts policies that prevent charities from directly accessing standard donor information."

"These are a few of the big challenges facing charitable organizations as the broad shift to mobile continues, and represent a core impetus behind the recent formation of the Mobile Giving Alliance by charity sector leaders."

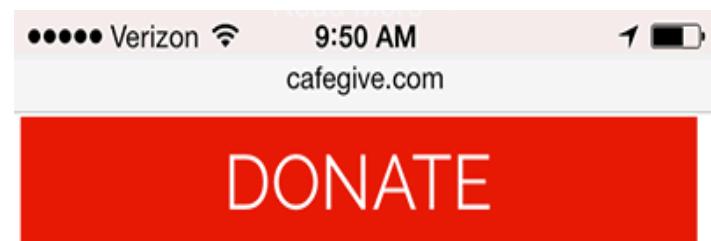
Novel programs

Digital wallets and biometrics are two of the opportunities on the horizon for nonprofits as they look to enable mobile response while exploiting all the benefits of a mobile device and operating system.

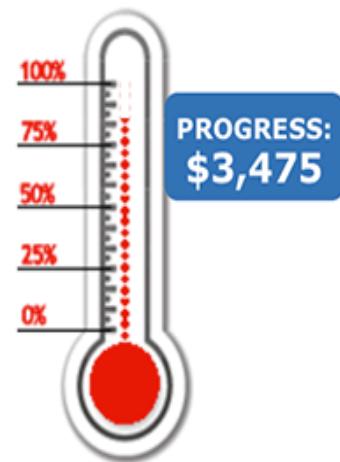
"At a baseline level this means providing constituents with an equivalent mobile experience to desktop along with the same response mechanisms – such as the ability to sign a petition, make a sustainer gift, or watch a video," said Matthew Mielcarek, vice president of strategy and UX design at charityDynamics.

"From there, we will seek to leverage inherent mobile benefits and integrate them in to novel, online programs," he said.

"We're most excited about the use of digital wallets and mobile payment systems as well as the ability to integrate biometrics – tracked through a mobile device – in to event fundraising." ■



OUR GOAL: \$5,000



DONORS

Anonymous	\$25
Sandra Morris	\$100

Candidates will jump on mobile to gain early edge with electorate

By Michael Barris

Politicians seeking to counteract the dominance of television and direct-mail advertising will leverage mobile in the year ahead to interact with voters and build war chests for the 2016 election contests.

When it comes to political advertising, mobile marketing will play a modest role in 2015, because fundraising organizations and candidates still believe that TV and direct mail are the most effective way of influencing voters.

"For those in office, there is a tremendous opportunity to increase support and grow with their voter base," said Sean Gera, senior marketing manager of CallFire. "In late January, when the presidential primaries start, most candidates are fairly unknown, with the exception of big names like Hilary Clinton, Chris Christie or Rand Paul.

"Campaigners will need to start their messaging off strong by being informative and interactive with their voter bases," he said. "A lot of candidates are just starting at the testing level to determine how well they can raise funds and reach voters."

Modest role

Even the bonanza of advertising that will be brought on by the 2016 presidential election will not bump up mobile's importance in election ads, said Gordon Borrell, CEO of Borrell Associates in Williamsburg, VA.

In 2014, less than 3 percent of the estimated \$8 billion spent on the elections was in interactive media, nearly all of it in the form of video pre-roll and banner ads.

"Outside of some very effective and creative use by a radio talk-show host running for Lieutenant Governor in Texas, there wasn't much in the form of mobile marketing," Mr. Borrell said. "That candidate, Dan Patrick, won by a huge margin, by the way. He took a lot of selfies and was very adept at reaching people via social media."

In the year ahead, campaigners, whether at the national or local levels, should start early and do all that they can to interact with voters by communicating messages that

are specifically targeted with the objectives of building an audience ahead of time and fundraising.

"Campaigners must find different ways to be interactive and make the technology fun for their audience," Mr. Gera said. "They need to focus on building an audience that knows who they are, and build targeted messaging and campaigns that voters will want to share on their mobile devices."

Local election candidates should consider how they can leverage technology to interact and help their communities.

Candidates running in national elections should start to consider the electoral key to victory – swing voters. Swing voters are crucial to getting elected, and candidates must develop a mobile strategy to win their votes. Determining and implementing the right strategy to gain support from swing voters is a difficult task.

Adapting messages

One of the biggest mistakes candidates will make is keeping their messaging the same for their current voter base, and not adapting it for those who are undecided. If they stick to what works with their current audience throughout the entire election cycle, they will fall behind.

"There is a huge opportunity for a campaign to become the next game-changer with technology, especially in a year where no one has been established as a frontrunner," Mr. Gera said. "There's also an opportunity for innovation, which many might consider useless in politics. I would argue that innovation leads to success in any industry with the right strategy."

"Politicians that have used technology in past elections might try to stick with what worked previously, which makes sense, but they should also be creating new connections with their audience," he said. "The power for innovation is tremendous and it can push American politics in a positive direction in 2016." ■

Location-based targeting to be perfected by real estate marketers

By Caitlyn Bohannon

Real estate search via mobile grew significantly in 2014 among leaders in the space such as Trulia, with these marketers expected to fine-tune their mobile efforts in 2015 by using location-based targeting to get the best response.

Since searching for the right property can become a full-time job, consumers can better handle the task via mobile. Providers in the industry have stepped up their mobile presence in 2014 to empower consumers with the most recent information.

"It's all about location, location, location," said Evan Buxton, associate principal at Neoscape. "With GPS, such

as Apple's iBeacon and Google's Nearby in everyone's pockets, there are more opportunities than ever for real estate marketers to take advantage of proximity-based targeted marketing.

"Make it thoughtful, smart and non-intrusive," he said. "With the explosion of social media, people have calibrated their comfort level for letting everyone in on their business, but there is a fine line between offering the ability to tweet out a recommendation and spamming all of their channels with notifications or offers."

Leading to connectivity

Retail of all sectors is now seen heavily on mobile, with

The screenshot shows a mobile application for real estate. At the top, there is a navigation bar with three horizontal lines, the logo 'Real Estate' with a stylized 'C', and a magnifying glass icon. Below the navigation is a search bar with the placeholder 'Find a Home'. The main content area features a large image of a modern living room with a sofa, a coffee table, and floor-to-ceiling windows overlooking a city skyline. A red 'FEATURED' badge is in the top right corner of the image. Below the image, the neighborhood 'SOHO' is listed, followed by the price '\$11,500,000'. The address '40 Mercer Street 36' and details '3 Beds | 3.5 Baths | 2,706 sq. ft.' are also shown. At the bottom of this section, there is a row of five small circular dots, likely indicating more content. Below this, there is a section titled 'POPULAR NEIGHBORHOODS' with two images: one of Brooklyn Heights at sunset and another of Chelsea at night.

The screenshot displays a grid of six real estate listings, each with a small thumbnail image, the neighborhood name, the price, and a brief description of the property details. The neighborhoods and their details are:

- CHELSEA**: \$2,350,000, 332 West 19th Street, 2 Beds | 3 Baths
- UPPER EAST SIDE**: \$14,200,000, 222 East 62nd Street, 5 Beds | 5.5 Baths
- TRIBECA**: \$8,900,000, 463 Greenwich Street, 3 Beds | 3 Baths
- SOHO**: \$11,500,000, 40 Mercer Street, 3 Beds | 3.5 Baths | 2,706 sq. ft.
- TRIBECA**: \$9,995,000, 4 Beds | 4 Baths | 3,650 sq. ft.
- TRIBECA**: (partially visible)

At the bottom right, there is a red banner with the text 'Mobile Marketer MOBILE OUTLOOK 2015'.

real estate being a top user of the channel.

When mobile optimization is achieved, regarding real estate, consumers are pleased when they see high-quality images, large icons and text and filtering features. These features are crucial for optimal experiences.

Experts point to the fact that even physical apparel items are leveraging technical properties nowadays, indicating that brands not adopting mobile will be making a costly mistake.

"As we look ahead to 2015, with even our apparel becoming connected, through smart watches, etc., the number of delivery platforms is exploding," Mr. Buxton said. "Be out in front and get the jump on your competitors."

Where and when

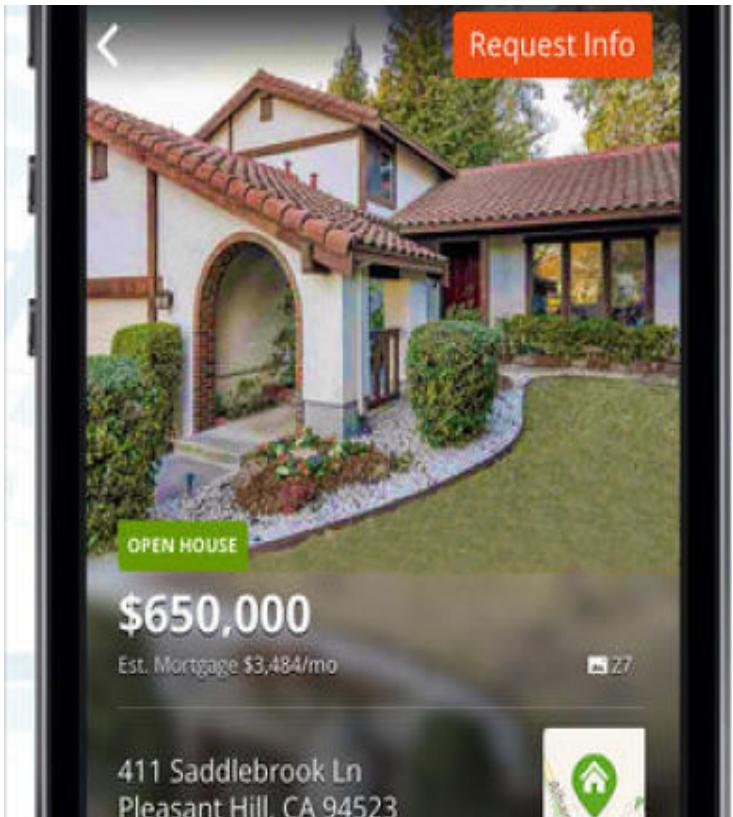
Mobile, and especially beacon technology, is allowing consumers and brands to be connected more closely than ever before with regards to location, which is a huge aspect of real estate.

Leveraging location-based technical capabilities allows consumers to do real estate searches all throughout their day and when they may not have even been thinking about it. Similarly, push notifications can help real estate brands reach out to their audience more often with relevant and contextual content.

Real estate brands have an advantage over other retail sectors in this aspect. While it is never advised to reach out to consumers via push notifications too often, real estate brands can likely reach out more often because home buyers are constantly interested in available properties and want real-time access to them.

"In real estate, more companies will start making use of location technology on mobile devices, even in the browser," said Jim Yu, CEO at BrightEdge. "Mobile is a device of convenience."

"You use it when you're on the go," he said. "With real estate, you can leverage mobile to tailor your app or



browser site to where the user is currently located.

"In 2015, real estate companies will follow suit on their Web sites with content such as 'Here are 10 homes in your budget within 20 miles,' you're much more likely to boost engagement. Our customer Trulia already does this with its mobile app, and it's a seamless experience for users."

Trulia signed on with Android wear in 2014 and have also relied on mobile Web to drive app downloads. Its Nearby Home Alerts app feature sends push notifications to serious homebuyers of current listings when they are near them.

The real estate search engine has also done extensive research on its audience to get to know them and deliver more targeted content.

"In 2015, real estate companies not taking advantage of the location feature will fall behind more mobile-savvy competitors," Mr. Yu said. ■

Retailers mull mobile-first approach, infrastructure investments

By Chantal Tode

If the economy continues to improve, next year expect savvy retailers to take the opportunity to invest in technology infrastructure to address the growth in mobile traffic, build universal experiences across devices and manage customer experiences in real-time.

Many retailers were caught off guard by the significant jump in mobile traffic during the 2014 holiday season, resulting in slowdowns and outages. With consumer spending expected to increase as gas prices come down, leading retailers will funnel the windfall into implementing the necessary infrastructure and systems to better meet the needs of mobile shoppers.

"Consumer behavior and new platforms will force brands to think mobile-first in 2015," said Doug Platts, vice president of search strategy at iCrossing. "Consumers are ready, but brands still need to catch up."

"Strong infrastructure technology needs to be leveraged to manage high volume surges of traffic, and this means getting buy-in from areas of a company that hadn't worried about mobile trends in the past, like the Web site server team," he said.

Mobile-first retail

Many retailers will be focused on bringing their payment strategy into EMV compliance, with the deadline approaching in October of 2015.

This will provide an opportunity to add mobile payments, mobile-enabled checkout and near-field communications payments via Apple Pay, but it could also distract retailers from other important necessary advancements.

Of the retailers who do stay focused on mobile, there will be an increase in the number taking a mobile-first approach.

At the same time, retailers will take advantage of new capabilities in iOS 8 and Android Lollipop to make it easy for shoppers to start shopping on one device and pick up

where they left off on another.

"Next year, I predict apps will become more universal across platforms and devices," Mr. Platts said. "We have seen this with Windows 10, and it should happen more as people want to continue their customer journey seamlessly from one device to another."

Real-time engagements

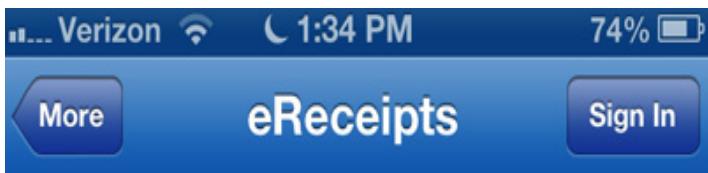
Retailers will also continue to experiment with social



Your eReceipts

5





To view your eReceipt, scan the QR code on your paper receipt.

If you don't see a QR code, eReceipts are not available at the store you visited.

[Get notified when this store launches eReceipts.](#)



media and user-generated content as they look for new ways to inspire mobile-equipped shoppers.

On the advertising front, growth in programmatic buying will provide new opportunities to engage with consumers in real-time. At the same time, retailers will struggle to figure out where best to invest as mobile advertising opportunities proliferate.

"Real-time customer experience management will be

both a challenge and opportunity from adapting to new programmatic buying methods and finding more integrated ways to target and optimize campaigns across different channels and devices," said David Hewitt, vice president of mobile at SapientNitro.

"[Expect a] shift in media spend with focus on mobile search, optimization of native advertising, and diversification of social network and in-app placement," he said.

Mobile messaging

In-store engagement via mobile was one of the big stories in 2014, with beacon technology as a significant new way to enable such engagements.

The trend will continue into 2015, with retailers increasingly looking to integrate beacons into their existing customer programs.

However, beacons will not be the only story as more retailers start paying attention to enabling interactions via radio waves.

With the growth in mobile marketing, retailers have access to a wealth of data about shoppers but have so far been mostly not taken advantage of this to create the kind of dynamic shopping experiences shoppers are looking for.

This could start to change in 2015.

"Mobile is no longer just a "second-screen" to activate, but a way to gain valuable insights and to better understand consumer behavior," said Ed Haslam, senior vice president of marketing at PlaceIQ.

"Retail marketers must collect and analyze an increased amount of location-based mobile data to bridge the gap between the digital and physical worlds and form a complete view of the customer," he said.

"This complements other digital formats and helps deliver smarter, personalized ads." ■

Mobile software and technology set to undergo personalization revamp

By Alex Samuely

Software and technology marketers will continue to use location-based targeting, including beacon technology, to leverage a personalized approach that will resonate with consumers in 2015.

While some major brands have already begun experimenting with beacons, many more retailers are set to use Bluetooth-enabled technology to offer customized deals and personalized messages to consumers. Push notifications are also poised to rise even more in 2015, as they enable marketers to send messages including directions to the nearest bricks-and-mortar store, interactive creative and prompts to visit a brand's mobile application.

"Two thousand and fifteen will bring an increasing demand for publishers to deliver unique native brand integrations," said Jennifer Gavin, director of marketing at PadSquad, New York. "Two thousand and fourteen was the year of mobile optimization; 2015 will be the year for mobile ad product 'transformation.'

"With a growing focus on ad viewability and banner blindness, brand marketers are looking for better ways to communicate with their audiences beyond the banner. As a result, publishers must develop new ad monetization strategies to stand out in a cluttered mobile market."

The screenshot shows the LikeLove Radio mobile application. At the top, it displays the time as 4:21 PM. Below the header, there are two circular icons: one with a thumbs down and the number 6, and another with a thumbs up and the number 13. The main content area is titled "Session History" and shows three album covers: "Standing At The Gates" by LikeLove, "Good Vibes" by Beatropolis, and "Digital Love" by Bronze Radio Return. Below this, a section titled "Station Created From" shows a thumbnail for "Standing At The Gates" by LikeLove. At the bottom, there is a button labeled "+ Add Variety" with the sub-instruction "Add Artists or Tracks to this station".

The screenshot shows the LikeLove Radio mobile application. At the top, it displays the time as 4:21 PM. Below the header, there are two circular icons: one with a thumbs down and the number 1, and another with a thumbs up and the number 3. The main content area is titled "Thumbed up tracks" and shows three tracks: "Good Vibes" by Beatropolis, "Digital Love" by Bronze Radio Return, and "Log Jammin" by The Roots Of Orchis. Below this, a section titled "Thumbed down tracks" shows the track "Standing At The Gates" by LikeLove. The overall layout is clean and modern, with a focus on user interaction through thumbs-up and thumbs-down buttons.

Personalized offers

Although privacy concerns are still at the forefront of some consumers' minds, the growing adoption rates of beacons along with other contactless technology have been steadily growing. Consumers are found to be willing to offer personal data in exchange for contextually relevant deals or information.

"It is essential to understand how consumers use their mobile devices," Ms. Gavin said. "Combining that knowledge with a creative brand storytelling approach that is more native and non-intrusive to consumers is a critical step toward an effective marketing strategy."

"Native brand integrations combined with better linked mobile data, such as device IDs, location, etc. will help brand marketers deliver more relevant and personalized messaging in the right place and at the right time," she said.

"This is going to require publishers to be nimble and flexible with an enhanced technical approach on how their CMS, analytics tools and ad servers communicate."

Relevant messaging

The key for marketers is to ensure that messages are not intrusive and offer real value to customers. As long as consumers receive contextual offers, location-based messages and beacons are likely to be less of a concern.

"Mobile marketing is all about context," said Bryan Finke, vice president of communication strategies at Yes-mail, Portland, OR. "As more marketers embrace mobile marketing, marketers that are able to adapt their experiences, services and content to the context of their audience will stand out."

"One of the key challenges will be creating mobile marketing that adds value for customers or prospects based on what the marketer knows about them; physical location, where they are in their customer journey with a brand and other demographic, psychographic and historical data."

While software and technology brands should aim to

hone in on localized offers and data that helps leverage personalized messages, the importance of email in mobile marketing should not be overlooked. Email is another optimal way of using loyalty platforms to reward existing customers and gain new clients.

Mobile-optimized email campaigns that use interactive creative to showcase new material and weekly rewards can be used to drive mcommerce and build a list of dedicated subscribers.

"One of the strongest places to focus mobile marketing efforts is your email program," Mr. Finke said.

"Mobile devices are now the primary place consumers interact with their email and one of the most prominent activities in terms of time spent on mobile devices.

"Marketers email strategies should heavily consider the mobile context and make sure their email efforts are employing mobile first strategies and integrated with their other mobile and social efforts." ■



Sports marketers play to fans' craving for seamless experiences

By Michael Barris

Mobile marketing for sports leagues and clubs in 2015 will focus heavily on converging media, user-generated content and bridging the gap between physical and digital experiences for fans.

The year ahead will see sports teams benefit from mobile in three major ways – ticketing, location-aware context and the in-venue experience.

"It is incredibly important to create a seamless digital to physical connection and mobile is the key to unlocking this connection, especially for sporting events," said Tom Edwards, senior vice president of digital strategy at The Marketing Arm, Dallas.

"The ability to unify a fan base, whether in-stadium or at home to continue to create buzz about the team and events keeps the team/brand at the center while allowing the fans to carry the brand is more feasible than ever thanks to the accessibility of mobile and social platforms," he said.

Redefining tickets

Mobile ticketing will redefine what a ticket is by helping fans buy, sell, and use tickets in ways they never imagined. Also expected to make a big impact are mobile messaging and apps that make use of beacons to provide location-aware context to fans. Finally, teams will continue improving the in-venue experience through the use of mobile.

"Sports teams have been proven leaders in making use of mobile for the past decade and will continue to improve the fan experience in 2015," said Alex Campbell, co-founder of Vibes, Chicago.

"The use of mobile wallet in particular is intriguing," he said. "I believe it will redefine the idea of a ticket for a game."

A ticket used to be a piece of paper that got you into a game. But with the mobile wallet, that same ticket can improve the entire fan experience of going to a game by

behaving more like a mini app for that particular game.

"Much of this functionality is simple," Mr. Campbell said. "For example, teams can provide a link to real-time traffic information on the back of a ticket so I can find the best way to get to the venue.

"That same ticket can send me a reminder five minutes before the start of the second half so I know when to go back to my seat," he said.

The ticket itself could function as an expanded scoreboard during the game by providing more detailed information in real-time. To go even farther, that same ticket can change after the game so a fan can save it and always have a highlight reel from the particular game he or she attended.

The primary challenge leagues and clubs will face in 2015 is allocating resources.

"This isn't a new challenge, in fact it's a constant challenge, but the pace of change in mobile is going to run into the static resources of a team very quickly," Mr. Campbell said. "Teams and leagues will be pressed hard to make investments in time and money from a set number of resources."

Marketing strategy

While metrics like app downloads and mobile Web visits always draw attention, sports leagues and clubs need to base future decisions on a sound long-term mobile strategy that focuses on putting the fan experience first.

"Rising mobile platforms such as Snapchat, with their new Our Story offering, allow the seamless integration of local event content," The Marketing Arm's Mr. Edwards said.

"One of the key issues being discussed regularly as it applies to the mobile ad industry is viewability of content," he said. "This is going to be a key area of focus that sports-league/club marketers will need to address with their media partners." ■

Wireless carriers push data as currency to drive marketing partnerships

By Chantal Tode

Next year will look much the same as 2014 for wireless carriers, who continue to find it a challenge to monetizing their relationships with subscribers via marketing partnerships while not alienating customers.

One of the more promising strategies on this front to appear recently is data sponsorships, with brands such as Hershey's and Expedia working with AT&T in 2014 to sponsor data usage for customers in exchange for viewing an ad. As the strategy moves forward and mobile data usage continues grow, expect wireless carriers to increasingly treat mobile data as a currency.

"Mobile data is the killer crypto currency," said Mark Beccue of Mark Beccue Consulting. "[Wireless carriers are] developing strategies to turn mobile data that consumers buy from them - data plan - into currency.

"Mobile data is becoming that valuable to consumers globally," he said. "How can telecom providers leverage that through allowing consumers to 'earn' more - ad-based schemes - send data 'gifts' to friends, family or trade."

Reducing friction

Mr. Beccue also expects wireless carriers to double down on sponsored data with real-time bidding as consumers continue to surf the Web and apps.

Another opportunity is for wireless carriers to make an all-in effort to provide APIs to developers for messaging, location and authentication, along the lines of what Twilio and Nexmo's Rest are already doing. Both of these strategies represent ways that wireless carriers can work more closely with marketers.

"The challenge for telecom providers in mobile marketing is now and has been reducing friction between themselves and marketing partners," Mr. Beccue said. "Friction is caused by the fragmented nature of marketers and/or their representatives having to cut bilateral business deals with lots of telecom partners, by regulatory restrictions - read net neutrality - and by telecom fear."

Need for transparency

Reports in the fall of 2014 that Verizon and AT&T are tagging customers with unique codes that are visible to third parties and make mobile phone users easier to track on the Web point to the issues faced by both wireless carriers and marketers when it comes to the need for transparency and to protect customers' privacy.

"Mobile operators will be challenged to strengthen and deepen their relationships with end users," said Rob Hammond, senior director of enterprise mobility services at Syniverse. "Operators must find ways to deliver contextual experiences to users and in a way that provides transparency and control over what types of data is shared - with whom and with clear benefits to that sharing," he said.

Mr. Hammond is optimistic that in 2015, leveraging mobile context such as location and usage information provided through opt-in services will open up new opportunities for wireless carriers to work closely with brands to deliver new and customized personal experiences.

"Mobile partnership for operators and brands will grow exponentially," Mr. Hammond said. "Spending on mobile marketing is expected to double in 2015 and similar growth trends can be expected for mobile usage as well."

Keeping customers happy

As mobile marketing and mobile advertising continue to grow, wireless carriers will increasingly face the challenge of finding a framework that enables brands to break through the clutter while not being too intrusive.

"One of main challenges for mobile marketing will be monetizing this opportunity in a way that keeps paying customers happy," said Nicole McCormick, principal analyst at Ovum. "Telco's do not provide a free service, so protecting their paying customers whom may become disgruntled receiving ads as well as potentially disillusioned over a perceived loss of privacy is crucial." ■

Travel taps all-in-one mobile apps to set the stage for 2015

By Alex Samuely

With mobile applications such as Expedia and Travelocity displaying simplified search tools, booking capabilities and exclusive travel deals, marketers in the travel and hospitality sectors will need to create similar all-in-one user-friendly apps or mobile Web pages that enable the consumer to complete their travel browsing experience from start to finish.

Travel brands should use mobile to inspire consumers' travel destinations with a multitude of searching options and in-app or on-site booking capabilities that cater to both long-term plans and spur-of-the-moment travel decisions.

Marketers also need to be thinking about optimal ways to optimize their content for tablets, as plenty of users begin the planning process while browsing at night on larger mobile devices.

"Bookings via mobile are growing exponentially in travel," said Luke Bujarski, director of research at PhoCusWright Inc., New York. "In Europe, the world's largest online travel market, mobile bookings will account for 17 percent of the total 2015 online travel market, up from just 10 percent in 2013."

"In real terms that equates to over 24 billion Euros," he said.

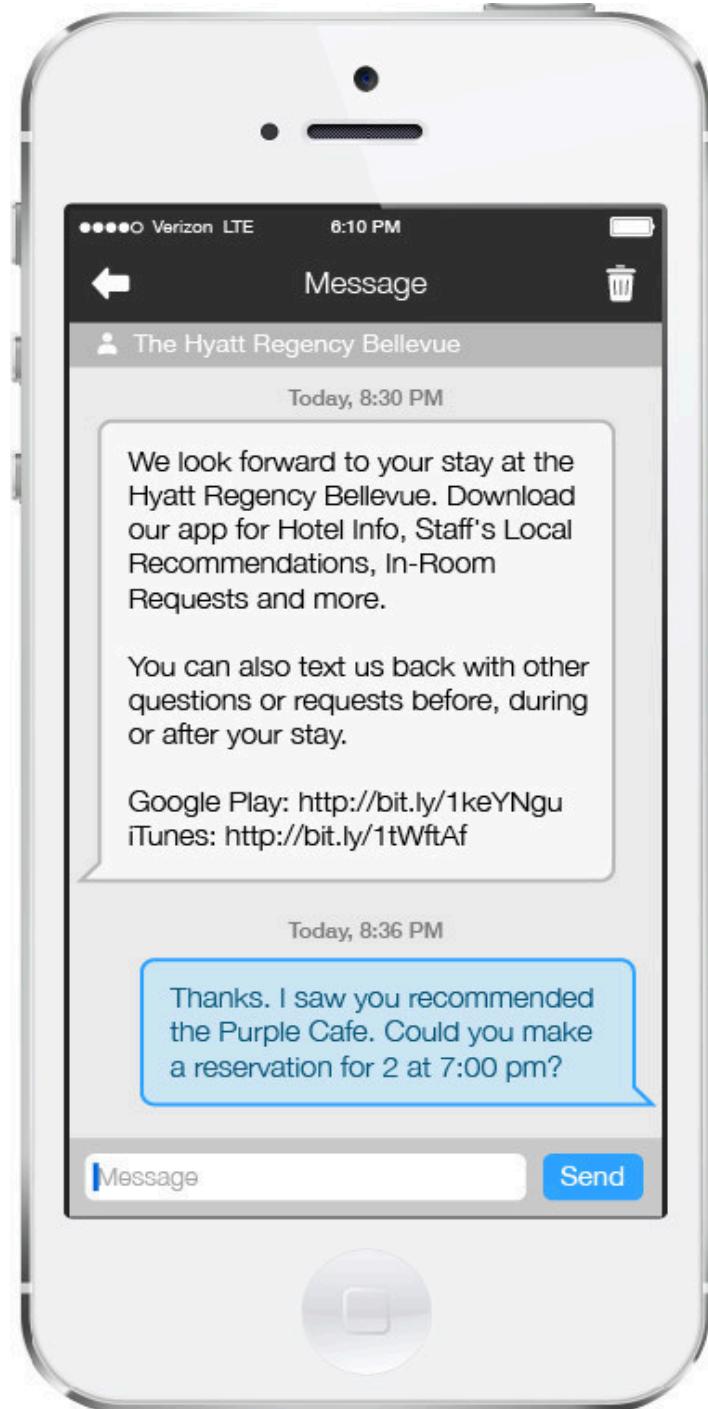
Targeting all mobile channels

While travel brands should aim for all-inclusive apps, ensuring that the brand message comes across on all mobile channels is paramount.

Consumers' tendencies to browse or search for vacation inspiration on tablets or mobile devices will often lead them to a mobile Web site, which must be mobile-optimized to offer a smooth experience.

For smaller travel sites or marketers that lack funding or the ability to build a mobile app, creativity and user-friendly features should be funneled into the mobile Web site to catch a large number of potential travelers.

"Mobile marketing is a great way to win new customers but it's also a new way to understand your customers through unique data streams; apps are great but the mobile Web is as if not more important, particularly for lesser-known niche brands that do not have the traffic or usage to warrant building an app," Mr. Bujarski said.



At Travelocity, a key focus is developing tactics that deliver only relevant messages to consumers.

"For travel and hospitality brands to get the most out of the mobile channel, they need to find ways to stand out and break through increasing clutter," said Blake Clark, director of product management and mobile at Travelocity, Dallas.

"At Travelocity, we spend a lot of time identifying specific groups of consumers and ensuring that they receive the most relevant messages," he said.

"Given the more limited nature of the mobile device, sort of laser-focused targeting is even more important."

Overcoming challenges

Travel brands must tread carefully when sending customers direct messages or a plethora of offers via mobile devices.

Contextually relevant offers, however, such as a flight sale on a flight a customer has browsed, can create trust with the consumer and contribute to a long relationship.

"Challenges include competition from all sides both within the industry and other industries; opportunities for upsells on ancillary services/products during the in-destination – such as seat upgrades," Mr. Bujarski said.

"Consumer backlash particularly when it comes to push notifications. Challenges for metasearch brands i.e. Kayak.com and Trivago.com when it comes to mobile connectivity to supplier Web sites that have yet to be mobile optimized," he said.

Travel marketers should also keep in mind that consumers prefer as little clutter as possible on their smartphones, so all-in-one apps that offer search functions, vacation inspirations and travel and accommodation booking will win out over those that do not.

"While there are inherent challenges in using mobile as a marketing channel – limited on-device real estate and

clutter from brands competing for attention in the mobile channel chief among them – the important factor for travel brands to keep in mind is that the mobile channel is where consumers are heading when planning and booking travel," Travelocity's Mr. Clark said.

"The key to reaching this growing audience is for mobile marketers to find unique and creative ways for their brands to stand out above the crowd." ■

