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Why Mobile is Essential for Brand Marketing
Prepared for Facebook

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Key Takeways:

Make sure mobile marketing is aligned with brand goals: Like other types of brand advertising, mobile should be measured across brand goals such as awareness, sentiment, purchase consideration, propensity to recommend and other brand metrics.

Organize for mobile: To ensure mobile is incorporated into other marketing initiatives, encourage integration among media, brand, mobile, digital and social teams to achieve marketing goals.

Make mobile part of an integrated strategy: Mobile strategies should be seamlessly integrated into existing marketing strategies and customer experience efforts for brands to build engagement and to maintain a respectful relationship with consumers.

Adopt a coordinated content approach: Mobile creates additional demands for content and strong content coupled with an integrated media approach can help ensure a brand's message, voice and identity are clear, consistent, recognizable and consistently and often synchronously reinforced.

I. Executive Summary

Mobile marketing is rapidly emerging as the biggest opportunity for brands seeking to reach people efficiently at scale. Around the world, people are now spending more time using their mobile devices than they are watching TV. In May 2014, mobile platforms, including smartphones and tablets, accounted for 60% of total digital media time, up from 50% a year earlier.[1] Mobile apps accounted for 51% of all digital media time spent during that period.

60%
of total digital media time spend is on mobile devices (May 2014)[1]

Marketers globally are just starting to wake up to this shift in consumer behavior. Emarketer forecasts U.S. marketers' spending on mobile advertising (tablets and smartphones) in 2014 will increase 83%, or by $8.04 billion, over the previous year, leading 2014's rise in total U.S. media ad spending[2]. The firm expects mobile to make up nearly 10% of all media ad spending by the end of 2014. If that happens, mobile ad spending for the first time would overtake ad spending on newspapers, magazines and radio to represent the third-largest individual advertising placement after TV and desktops/laptops.

~10%
of all media ad spending by the end of 2014 will be on mobile[2]

The spending shift comes as mobile increasingly becomes the go-to device, with people using their mobiles to browse, comparison-shop and ultimately buy things. According to Mobile Marketer, some 38% of consumers say they would use their mobile devices to take action after seeing a television ad, while 36% say they would use a mobile device in response to a call-to-action on a print ad.[3]

With mobile interwoven into consumers' lifestyles -- people could now be checking their phones as much as 150 times a day[4] -- brands are looking to the channel to accomplish marketing objectives well beyond direct response and e-commerce. In fact, mobile marketing budgets are rising sharply, with 63% of marketers planning to increase investment in 2014. Still, less than 60% of brands have integrated mobile into broader marketing initiatives.[5]

People could be checking their phones as much as

150x a day[4]

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Mobile offers huge promise for brands looking to share their messages. Some 80% of marketers who currently use mobile marketing say they believe their efforts do or will produce a return on investment.[6] Mobile takes targeting distinct customer segments a step further than digital marketing allows, as devices help brands track customers who share data in exchange for a personalized experience. Mobile is also becoming essential for building awareness and consideration. A Nielsen study commissioned by Google found that today's consumers spend more than 15 hours per week researching on mobile devices, and visit mobile websites 6 times per week. And, a full 93% of people who use mobile research actually go on to complete a purchase.[7]

Yet, brands can't assume that mobile's 24/7 presence in peoples' lives grants marketers free rein to push information to customers via mobile. To gain immediate and direct access to their customers, brands will need to develop and pursue truly mobile-first strategies.

Marketers that have found success on mobile invest in advertising and app development that mirrors customer behaviors and engagement patterns. Among apps, Facebook enjoys the greatest usage (75.4% of U.S. app users use its official mobile app, 25.1% use Facebook Messenger), with YouTube trailing close behind (52.7%).[8]

Despite mobile's great promise for brands, many marketers are struggling to adapt to the new trend. For many, it's a question of creating the right organizational structure, as mobile can remain a puzzle to marketers who don't see the full picture of their customers' journey and device use. Others also wrestle with the challenges of creating mobile strategies that complement and amplify other digital marketing efforts so that peoples' experiences remain consistent across all devices.

Measuring mobile's impact remains tricky, too, as brands can't always accurately attribute mobile exposures to shifts in brand impact in areas such as favorability and purchase consideration. Adding to these challenges, traditional online banner ads ultimately detract from the brand on mobile, where the real estate is much smaller.

Yet as mobile usage and time spent continue to rise sharply, marketers-particularly large ones-can no longer afford to ignore the channel.

To successfully use mobile, brands will have to identify new ways to measure its impact on brand, most likely moving beyond cookie-based methodologies to accurately capture mobile's contribution to the consumer journey across multiple devices. Brands will also want to confirm that mobile aligns with brand goals such as awareness, sentiment, purchase consideration, propensity to recommend and other established metrics. Marketers will also have to organize around the opportunity by integrating mobile with existing digital brand and other marketing teams.

For brands to build engagement and maintain respectful relationships with consumers, mobile strategies must become seamlessly integrated into existing marketing strategies and customer-experience efforts. Brands will also need to ensure that strong content for mobile is coupled with an integrated media approach to keep the brand's message, voice and identity clear.

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II. The mobile imperative: Why now?

Mobile today equals mass media, a trend that offers brand marketers unprecedented opportunities to connect with people in incredibly personal ways on devices that are by their sides nearly 24/7. In May 2014, mobile platforms including smartphones and tablets accounted for 60% of total digital media time, up from 50% a year earlier.[9] Mobile apps accounted for 51% of all digital media time spent during that period.

> ## 51%
> of total digital media time is spent on mobile apps (May 2014)[9]

Effectively, it's safe to say that everyone is going mobile. Consider that, among the 1.31 billion people globally (as of June 30, 2014) using Facebook each month, 30% of those who log on daily do so exclusively on their mobile phones.[10] What's more, 91% of American adults own a mobile phone, more than half use a smartphone,[11] and tablets and e-readers are ubiquitous. Brands seeking to reach existing and potential customers at a point of peak engagement will increasingly want to use the channel that arguably has become the "first screen" for many.

The notion that mobile is secondary to any other device was forever dispelled in 2013. Not only did more mobile phones and tablets sell in 2013 than PCs, but time spent on mobile devices also surpassed desktop computers.[12] Brand marketers, particularly those seeking a mass audience, will want to reach consumers where they spend the majority of their time: on the devices they "can't imagine living without."[13]

Martin Lange, executive marketing director of digital strategy and global head of Mobile@Ogilvy, Ogilvy & Mather, agrees, "We already know that more than 50% of mobile behavior is actually happening at home, where people may have a TV running, a radio running...I would look for second-screen experiences to have a massive impact and be very successful in market as well."[14]

> ## 60%
> of U.S. adults who are online use at least 2 devices every day[15]

> Ads delivered in a native format such as Facebook's linear News Feed format generate an
> ## 18% higher lift in purchase intent[16]

Brands and researchers are racing to understand what these changes mean for their marketing strategies. For starters, more than 60% of U.S. adults who are online use at least 2 devices every day, and more than 40% of them sometimes start an activity-such as shopping-on 1 device only to finish it on another.[15] Consumer behavior and expectations have irrevocably changed, and brands that recognize and address this cultural and behavioral shift will be rewarded with both attention and advocacy.

Customers today expect more from brands

Consumers have adopted an "always on" mentality in regard to media consumption, constantly seeking out new forms of connection and stimulation. Mobile offers the opportunity for brands to reach consumers at their most engaged state, fully absorbed in the content in front of them. Ads delivered in a native format such as Facebook's

linear News Feed format generate an 18% higher lift in purchase intent and a 9% higher increase in brand affinity than ads delivered in a banner format, according to research from Sharethrough/IPG Media Labs.[16]

The growing importance of mobile in peoples' everyday lives can partially be attributed to the FOMO (fear of missing out). Many people also say they're addicted to their phones because their friends complain when they haven't spent enough time monitoring their mobile communications.[17] Whatever the reason, it's a mindset that keeps mobile users tuned in to their networks almost constantly, and spending 40 minutes per day on average on Facebook.[18] Smartphone owners of all generations check their devices for messages, alerts, and calls even when they're not ringing or vibrating. Getting the latest news, watching videos, and reading email can all be done more conveniently from a mobile phone. Mobile communication can be highly intimate and private; consumers sleep with their devices at bedside to not miss incoming alerts or communications.[19] In fact, 51% of mobile users say notifications are the first thing they check when they pick up their phone.[20] Overall, people could now be checking their phones as much as 150 times a day, says Mary Meeker of Kleiner Perkins Caufield Byers.[21]

40 minutes per day
on average on Facebook[18]

People could now be checking their phones as much as

150x a day[21]

Yet brands can't assume that this 24/7 presence of mobile grants them free rein to push information to customers via mobile. David Berkowitz, chief marketing officer at MRY, points out that it's a delicate balance requiring an understanding of how target audiences use mobile. "Consumers are increasingly turning to their mobile devices as soon as they wake up, before they go to sleep, and more frequently than they engage with any other medium throughout the day. On 1 level, marketers simply must make mobile brand advertising work for them. Digging deeper, brand marketers need to really understand how their target audience uses mobile."[22]

Mobile teams are growing

One reason mobile budgets are growing is that enterprises are investing internally to bolster their mobile departments. Thirty-five percent of organizations now have a dedicated mobile team, the majority staffed with 2 to 3 people.[23] Yet often these divisions are functionally and culturally isolated from other digital and marketing initiatives, making them less effective than they could be.

Brands find that investing in mobile pays off

With mobile literally interwoven into consumers' lifestyles, brands are embracing the channel for multiple purposes, including direct response, e-commerce, brand awareness and more. Mobile marketing budgets are rising sharply, with 63% of marketers planning increased investment in 2014.[24] Marketers are finding a way into their consumers' pockets most often via holiday or event campaigns (41%), cross-channel engagement tactics (36%)

63%
of marketers planning increased investment in 2014[24]

and loyalty programs (36%). Eighty percent of marketers who currently employ mobile say they believe these efforts do or will produce a return on investment, yet 41% haven't integrated mobile into broader marketing initiatives.[25]

Mobile spotlight: American Express

American Express is one brand that has made mobile a key part of its marketing efforts. The financial services giant has found success using mobile to increase participation in its annual Small Business Saturday event designed to encourage people to shop at their local small businesses.

Marie Devlin, American Express' SVP global advertising, media, and sponsorships, says the company uses native mobile behaviors, like watching and sharing video and downloading calendar reminders, to encourage consumers to both participate in the Small Business Saturday event as well as promote the event to their personal social communities. "We look at mobile advertising under the lens of its effectiveness in driving customer engagement," she shares. "Although our measurement of success differs by type of mobile strategy, in the end we want people to take action."[26]

III. The New Mobile Audience

With mobile having achieved ubiquity, the "new" mobile audience resembles that of more traditional media. Mobile is no longer the domain of millennials, specific geographies or early adopters. The new mobile audience isn't new at all; it's consumers, period.

These consumers are more highly engaged than ever. U.S. adults spend an average of 3 hours and 17 minutes on mobile devices every day,[27] with 60% using their phones to go online, 50% to download apps, and 49% to get "just-in-time" information, e.g. directions and recommendations (see Fig. 1)[28]. Brands that mirror their customers' mobile-first mentality will find success in reaching them in a place where they are increasingly likely to see and engage with brand messages.

3.28 Hours

on mobile devices every day[27]

Figure 1. Cell phone activities, U.S. owners

Cell phone activities

The % of cell phone owners who use their cell phone to...

81	send or receive text messages
60	access the Internet
52	send or receive email
50	download apps
49	get directions, recommendations, or other location-based information
48	listen to music
21	participate in a video call or video chat
8	"check in" or share your location

Source: Pew Research Center's Internet & American Life Project Spring Tracking Survey, April 17 – May 19, 2013. N=2,076 cell phone owners. Interviews were conducted in English and Spanish and on landline and cell phones. The margin of error for results based on all cell phone owners is +/- 2.4 percentage points.

Mobile is redefining the customer experience

Why mobile first? Mobile is the channel where consumers are increasingly spending the most time. Never before have brands had such immediate and direct access to their customers. Mobile is a trusted research resource, point-of-service register and vehicle for recommendation and advocacy. Brands can sync with customers' mobile behaviors. That makes mobile marketing the priority, not an afterthought that is simply bolted on to other social and digital marketing efforts.

Mobile Spotlight: Discover

Credit card purveyor Discover understands its customers' mobile footprint, and is operationalizing around it. The company sees over 20% of its online traffic from mobile devices and today, more customers use the web and its mobile app for customer service issues than call into its service center. As a consequence, Discover started a "mobile first" approach to deliver a seamless customer experience.

"We're starting to change how we think about the delivery of service and things we make available from mobile from a functionality perspective," says Discover's Mike Boush, head of digital, and Dan Gingiss, director of e-business and customer experience. "We're thinking mobile first, and then other processes second and third. By putting a cross-functional mobile layer across our business teams, we've been able to focus more on how to bring multiple experiences to mobile in a seamless application."[29]

Shift to mobile is prompting shift in budgets

As consumers turn to phones to access the Internet more than their PCs or laptops,[30] mobile has inarguably achieved true "first screen" status. Together, mobile and digital media are the primary channels in which Americans are spending time (5 hours, 46 minutes per day on mobile and digital media vs. 4 hours, 28 minutes per day on TV).[31]

With mobile breathing down the neck of TV, many companies are taking notice by shifting media budgets accordingly. Emarketer forecasts U.S. marketers' spending on mobile advertising (tablets and smartphones) in 2014 will increase 83%, or $8.04 billion, over the previous year, leading 2014's rise in total U.S. media ad spending.[32] The firm expects mobile to make up nearly 10% of all media ad spending by the end of 2014. If that happens, mobile ad spending for the first time would overtake ad spending on newspapers, magazines and radio to represent the third-largest individual advertising placement after TV and desktops/laptops.

> Mobile to make up nearly
>
> ## 10% of all media ad spending by the end of 2014[32]

Mobile Spotlight: Mondelez

Mark Clous, Mondelez International's North American president, shared that the company has in recent years begun applying a more mobile-focused strategy to its more "challenged brands" such as Trident. In 2013, the brand "transformed its media mix," he told Advertising Age, shifting investment "away from TV to more relevant and higher returning digital, mobile, in-store, and out-of-home [executions]." This strategy shift attributed to Trident growing 2 share points in the second half of 2013.[33]

The marriage between mobile and TV, particularly synchronous messaging between the two, has also spawned the term "social TV." However, its value still remains a question. Although more than 75% of TV viewers use smartphones or tablets while watching TV, only 13% say synchronized second-screen content experiences made their viewing experience "much more enjoyable."[34] More popular second-screen behaviors include playing games, chatting with friends, reading news, and searching for products to buy,[35] all of which mirror consumers' normal daily habits. Few jump on a new app, microsite, or community dedicated to providing a synchronized content experience.

Mobile makes real-time marketing easier

A growing number of brands are also looking to mobile to reach people at precisely the moment they are most likely to purchase. Content synchronicity between a myriad of screens and devices is contingent on a brand's ability to operate in real-time. Real-time marketing (RTM), the strategy and practice of responding with immediacy to external events and triggers, is arguably the most relevant form of marketing, achieved by listening to and/or anticipating consumer interests and needs. Another growing area of real-time marketing in the mobile channel is based on predictive analytics (based on user profile, purchase and browsing history, etc.), often combined with

other marketing data sets, e.g. marketing automation software.[36] RTM is effective as part of a larger branding opportunity, shown to positively impact marketing outcomes (interest, consideration, sentiment, etc.) and bolster other marketing initiatives. With some 83% of marketers boosting their real-time efforts, mobile is an obvious channel for their initiatives.[37]

Many marketers are also using location and object-based triggers based on technologies such as GPS, NFC and the Internet of Things, even check-ins at specific locations, in real-time to achieve maximum relevancy.

Mobile Spotlight: Ocean Spray

Ocean Spray used mobile marketing in 2013, in a campaign to reach core consumers when they were on the go. According to Christina Lynch, senior marketing manager at Ocean Spray, their real-time, location-based mobile strategy, "positively strengthened [core consumers'] relationship with our brand and reached them at times when they were more likely to purchase the product."[38]

Location-based technologies may be the focus for some companies in achieving real-time relevance, but relying too heavily on the latest "bright shiny object" could prove problematic in the bigger mobile branding picture. RTM and its relationship to mobile rests on a brand's ability to provide valuable, timely, and relevant messaging to an audience at scale. Mobile's mass engagement, time spent and reach are what ultimately make it a viable brand advertising channel. Great creative and innovative strategies that speak to customer needs will always prevail, regardless of complementary technologies.

Indeed, marketers have seen great success with always-on branding and will want to test carefully for the right real-time marketing opportunities. One of the great promises of mobile is that it provides brand marketers with the opportunity to display their messages on devices where people are most likely to see them. As a result, brands that successfully use mobile in their campaigns are likely to enjoy a healthy return on investment. A study of nearly 50 digital campaigns by research firm Datalogix shows that campaigns that optimize for reach see a 70% increase in ROI (and a 40% increase in ROI when optimizing frequency), proof that it is the delivery of the marketing message to the right consumer, not the click, that creates real value for brand advertisers.[39]

IV. The Mobile Advantage

Digital marketers who pursue cohesive mobile strategies that span multiple departments, align with enterprise business goals, and positively contribute to the customer experience will find mobile pays off. While rife with challenges, mobile's potential advantages in reaching a highly engaged audience will make the journey worthwhile.

Marketers are already seeing results. Last year, 80% of marketers stated a belief that mobile does or will provide ROI. Most success stems from campaigns centered on customer loyalty, exclusive deals and conversation via keyword mining.[40] Effectiveness only increases with integration into overall marketing programs.

Mobile campaign effectiveness boils down to engaging a consumer who is consistently awaiting new communication on their devices. In an era where mobile push notifications are valuable to 68% of mobile app users[41], marketers must take advantage of opt-in messaging campaigns. Consumers welcome -- often even desire -- the interruption.

It's also important to tailor strategies to behavior. Among apps, Facebook enjoys the greatest usage (75.4% of U.S. app users use its official mobile app, 25.1% use Facebook Messenger), with YouTube trailing close behind (52.7%).[42]

Mobile makes "targeted reach" an advertising reality

Clearly, digital advertising has the ability to target distinct customer segments and personas with far greater accuracy than traditional media. Mobile takes targeting a step further as devices help brands track customers who share data in exchange for a personalized experience.

 "Targeted reach" effectively allows mobile advertisers to target customers individually, at scale. Armed with data from their CRM databases, POS systems, websites, social networks, mobile applications and more, brands (and their vendor partners) can automatically paint detailed portraits of customer subsets, often pinpointing precise triggers for messaging. One trigger is usually location, an ad spend segment projected to surpass non-location targeted advertising by 2017 (see Fig. 2).

Figure 2. Local vs. National Ad Spend in Mobile

Year	Non-location Targeted	Location Targeted	Total
2012	$2.29	$1.36	$3.65
2013	$4.18	$2.85	$7.03
2014	$5.80	$4.35	$10.15
2015	$7.34	$6.60	$13.94
2016	$8.75	$8.45	$17.22
2017	$9.87	$10.81	$20.68

US$ Billions

37% (2012), 52% (2017)
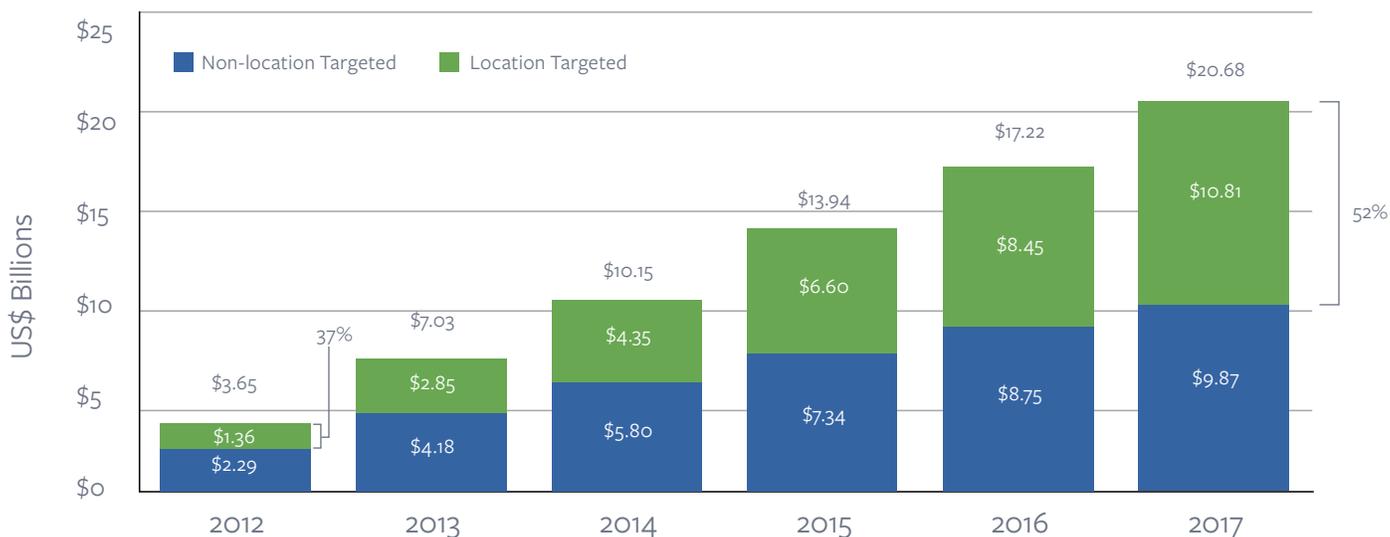
Note: Numbers are rounded

Source: http://blog.biakelsey.com/index.php/2013/11/19/location-targeted-mobile-revs-to-reach-10-8b-by-2017/#.Uwe-XoJdUhQ

Factors driving localized mobile ad adoption include advertiser demand, higher ad performance from location targeted ad campaigns, and resulting increases in mobile ad rates (CPMs, and CPCs). BIA Kelsey predicts that the adoption of mobile-local advertising tactics by national advertisers will also contribute to an increased mobile location-targeted ad spend in upcoming years.[43]

Mobile offers upper-funnel branding opportunities

Mobile is essential for awareness and consideration. Consumers spend over 15 hours per week researching on mobile devices, and visit mobile websites 6 times per week.[44] Most users begin this journey on a smartphone using a search engine or branded mobile site or app. Location is critical, as is immediacy -- the vast majority of consumers intend to purchase in a physical store within an hour of searching on their smartphones. At the base of the funnel, an astonishing 93% of people who use mobile research go on to complete a purchase.[45]

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The importance of getting mobile right as screens evolve

As mobile's pervasiveness grows, tablets and other new technologies (e.g. wearable devices) aren't far behind. Marketers armed with sound mobile strategies now will be best prepared to face the transition to future screens. As technology develops, consumer expectations will become more demanding. Brands must set a foundation with mobile that can be adapted to the new devices that will play a role in the customer's journey.

V. Tackling mobile has its challenges

Despite mobile's great promise for brands, many marketers are having trouble figuring out how to fully adapt to the new trend. For many, it's a question of creating the right organizational structure. Others also wrestle with the challenges with creating mobile strategies that complement and amplify other digital marketing efforts. Holding back greater investment is the fact that measuring mobile's impact remains tricky, as brand can't always accurately attribute mobile exposures to shifts in brand impact such as favorability and purchase consideration.

Measuring mobile can be tough

Because there is still a lack of solid cross-screen measurement, there is currently no reliable way to follow consumers across multiple devices, such as the different computers they may access at work and at home as well as their phones and tablets. On many platforms, marketers are therefore unable to glean peoples' interests or demographics, because there is no clear link between these devices. The dearth of solid mobile metrics also makes it challenging to accurately attribute mobile exposures to shifts in brand impact such as favorability and purchase consideration.

Adding to the confusion, many digital metrics are not yet comparable, particularly when pitting mobile against digital and traditional advertising. Mobile metrics typically fall into two camps: Audience measurement and ad effectiveness. Audience measurement may include app downloads, app store rank, revenue per user (RPU), lifetime value (LTV), conversion rates and session length,[46] while advertising effectiveness is still measured in more traditional metrics such as awareness, affinity, consideration, conversion, purchase intent and click-throughs.[47] This can lead to challenges when marketers attempt to prove the true value of engagement from one campaign to the next. Add in form differences-mobile web vs. mobile app vs. SMS-and metrics become more complicated, making meaningful comparisons nearly impossible.

Data gathering and related technology can also cause headaches. Typically, technology solutions focus on measuring one group of metrics or the other, or lack mobile measurement solutions altogether. Marketers can also run into challenges in getting data from various sectors of the mobile ecosystem: carriers, publishers, social networks, retailers and privately held data. This leaves mobile teams scrambling to prove mobile's worth and bottom-line impact against more established marketing efforts with accepted metrics, KPIs and accessible data streams.

Internal organizations aren't set up for mobile

As mobile usage soars, brands still struggle to find a home for it within their departmental infrastructures. For some companies, it's its own department. At others it's grouped into digital, marketing, communications, or ecommerce, or split between multiple groups with no real champion.

When not approached in an interconnected fashion, mobile can remain a puzzle to marketers who don't see the full picture of their customers' journey and device use. This trend toward channel isolation is something we've seen before and would be more than a little remiss to repeat. Ten years ago, the Internet marketing team was cordoned off from other marketing functions. Somewhat alarmingly, history is not something marketers have learned from, but rather are repeating.

To succeed, mobile must become part of a brand's DNA, with its unique properties strategized for proactively rather than tacked on reactively.

Mobile Spotlight: GE

GE has dealt with these challenges by creating a mobile center of excellence, headed by Director of Global Digital Strategy Andrew Markowitz. Ideas for mobile initiatives are actively solicited from across all marketing disciplines, rapidly vetted, and very quickly deployed.

Mobile strategies lack cohesion

There are common challenges that marketers face in building a mobile strategy. The lack of an impetus to spark action, support and budget allocation leaves executive leadership questioning mobile's value. While consumers are increasingly mobile and rely on devices for everyday purchase decisions, it can still be difficult to make the case to the C-suite that mobile is a critical addition to a results-driven marketing arsenal. Mobile champions require customer data at their fingertips to prove target audiences are moving into mobile and that it's a viable channel for deepening engagement and shifting brand metrics beyond traditional advertising, marketing, digital, and social efforts.

Mobile requires a leader at the helm to ensure it's integrated into every step of the customer experience. The ideal internal champion can cross departmental lines to encourage a "mobile first" mindset among all groups who touch customer experience. This is often the chief digital officer, chief marketing officer or another senior leader within these departments who's responsible for multiple parts of the customer experience.

Ad products aren't always keeping pace

Mobile banner ads can be faced with the same engagement challenges as online banners, but with even lower effective CPM ($0.75 to $3.50, respectively[48]) on average. This is in part due to the fact that half of mobile ad clicks are accidental.[49] Native advertising across mobile platforms faces its own challenges, with brands struggling to advertise at scale among multiple publishers and social networks.[50] Add RTM to the mix, and it's a recipe for optimization nightmares. There are solutions in social network mobile ad offerings. Facebook, Twitter and Instagram provide mirrored ad experiences, regardless of PC or mobile access point. This, combined with demand for prime mobile real estate, actually contributes to a higher CPM on Facebook mobile ads than their non-mobile counterparts, according to TBG Digital.[51]

Brands typically turn to agencies and vendors to help solve the mobile ad puzzle. Outsourcing for expertise is a smart move when product offerings change so quickly and new formats arise faster than creative can be drafted. By letting partners take the wheel tactically, companies can stay focused on mobile innovation and strategies around the customer journey.

When tackling new ad formats, creative must be at the table to consider how, where, and when ads are consumed. It can be difficult to pinpoint these moments in the customer journey, and providing relevant, immersive creative experiences and messaging can suffer as a result. Brands that understand their customers' mobile behaviors and invest in journey-mapping personas will reap the most benefits and have the easiest time producing creative that adds to the experience, engages consumers, and provides value.

Seamless design integration of mobile ads on social networking apps adds to overall effectiveness. Facebook's ad product can take up nearly the entire mobile screen in peoples' News Feeds. When done right, brand messages can be a natural fit among peoples' other News Feed updates from friends and family. Conversely, when applying the traditional online banner ad format to mobile marketing, consumers are faced with an experience and format that ultimately detracts from the brand and occupies precious screen real estate.

VI. Best Practices

To maximize the benefits of mobile, marketers should consider focusing on 4 key areas, including ensuring that mobile marketing aligns with overall brand goals using solid measurement strategies. Marketers will also want to organize for mobile by integrating the practice into their broader marketing initiatives. Mobile should be part of an integrated strategy, which will be most easily accomplished when mobile has a strong internal champion. Lastly, mobile marketing should be part of a coordinated content approach so that a brand's message, voice and identity are clear, consistent and recognizable across different media.

Align mobile marketing with brand goals

As was the case with early online display advertising, mobile advertising was initially measured primarily against traditional direct marketing benchmarks. Brand advertising of any kind, mobile included, can and should be measured across brand goals such as awareness, sentiment, purchase consideration, propensity to recommend and other brand metrics.

While cookies remain key to web-based measurement, marketers will have to adopt new measurement practices to accurately measure the impact of their campaigns in an increasingly multi-device world. To determine important questions whether a campaign reached the right people and had the desired impact on brand, marketers will want to consider deploying alternatives to cookies such as device IDs. Another alternative could include stable IDs, which are IDs that have been used at least once in the last 30 days and are tied to one person rather than multiple devices and browsers.

These alternatives will enable marketers to better research customers' mobile behaviors: where and when devices are used, in what ways, in each step of their purchase decision. This will lend to the most effective strategies and give clarity of focus when allocating budget and resources to mobile application, content marketing, RTM, and location-based mobile marketing endeavors. Without data, marketers too easily fall into mindset of treating mobile as a "nice to have" and allowing traditional marketing efforts take center stage, even if they're not in line with customer preferences.

Campaigns should be continually tested and optimized toward familiar metrics, e.g. sales frequency, brand lift and brand recall. Establishing specific campaign goals upfront is essential. Goals create team cohesion, inform what

Mobile Spotlight: Chrysler Group

Chrysler Group invests in studying its target audiences' mobile behaviors to influence the success rates of mobile campaigns. "We know that video, photography and research are the core tasks that consumers most want to interact with in a mobile experience," explains Chrysler Group's Director of Media and Social Media Susan Thomson in an interview with MobileMarketer. Insight into specific engagement patterns allows Chrysler to make more informed decisions when it's time to structure paid search and advertising campaigns.[52]

metrics matter, and provide direction for optimization. Millward Brown has found "clear evidence" that mobile campaigns have greater brand impact than online campaigns on desktop.[53]

Organize for mobile

Mobile branding is part of an integrated paid, owned and earned media strategy. As such, mobile cannot be decoupled from existing digital, brand or marketing strategies, or from other marketing teams. We've repeatedly seen initiatives falter when "digital," "web" or "social media" were isolated in silos.

It's critical that brands approach mobile in a holistic fashion, allowing execution to span beyond the limitations of utility-based efforts such as shopping apps. Smashing the silos between media, brand, mobile, digital and social teams is critical to achieve marketing goals.

Mobile is already a ubiquitous media channel that cannot and must not be segregated from other marketing initiatives. Mobile is indisputably established as a digital channel, social media channel, advertising medium and screen. Consumers view mobile as simply media. Brands must adopt that outlook, too.

Make mobile part of an integrated strategy

Mobile Spotlight: Anheuser-Busch

Companies like Anheuser-Busch understand the importance of involving multiple departments in a cross-functional mobile strategy. Lucas Herscovici, vice president of digital marketing for North America, ensures all members of the marketing team, insights teams and partners possess a mutual understanding of mobile trends, technologies, and opportunities before coming together to identify winning mobile strategies. "Then, we look at areas where consumer behavior can be influenced or thoughtfully 'disrupted' in a way that meets objectives and drives the business," he explains. "It's not until then that we develop seamless, utilitarian experiences and content that enhance, not detract from, the customer journey."[54] Mobile must become part of a brand's DNA, with its unique properties strategized for proactively rather than tacked on reactively.

Mobile Spotlight: Starbucks

Starbucks Chief Digital Officer and EVP Digital Ventures Adam Brotman led a journey mapping effort that resulted in the creation of a global customer experience (CX), illustrating what a customer journey looks like today, and where it's headed in the future. It includes swim lanes for mobile, loyalty, payment and all other interconnected efforts to keep mobile at the foundation of crucial decisions that impact cross-functional strategies.[55]

The mobile phone is the most personal device in a consumer's life. It's taken everywhere, and brands must treat it

as a privilege and honor to have access to this level of personalized contact. In social channels in particular, brand messaging often appears between consumers' most meaningful life moments. This highly personal proximity can contribute greatly to effectiveness (ads delivered in a native format such as Facebook's linear News Feed format generate an 18% higher lift in purchase intent and a 9% higher increase in brand affinity than ads delivered in a banner format).[56] Mobile strategies must be seamlessly integrated into existing marketing strategies and customer experience efforts in order for brands to build engagement and to maintain a respectful relationship with consumers.

Mobile Spotlight: Intuit

Intuit's solution lies in its "social and mobile center of excellence." Former Global Head of Social, Mobile, and Emerging Media Adrian Parker (now with Patrón Spirits Company) joined the 2 marketing teams in 2012 to solve for seamless multi-channel marketing. "Our focus is around topline inbound marketing tactics that engage, inform, and educate our clients," he shares. His counterpart was on the digital team, once clients converted to a subscriber or customer via Parker's team's efforts, they were passed to digital where the focus is on contact strategy and creating a seamless experience through all digital touch-points, including mobile.[57]

Creating this coordinated approach requires a strong internal champion-often a chief digital officer, chief marketing officer, or another senior leader for mobile, allowing that executive to rally the organization around mobile strategy.

Mobile Spotlight: Sephora

Sephora created a seamless customer experience by putting Julie Bornstein in charge of both digital and marketing, making her effectively the company's CDO and CMO. Bornstein oversees both departments, as well as in-store marketing and in-store digital and mobile efforts.[58]

Adopt a coordinated content approach.

Mobile creates additional demands for content. Form factors and limited screen real estate lend themselves to less interruptive "pull" campaigns that attract consumers with content that is useful, informative or just plain entertaining. This can span a wide range of potential executions, including native advertising, socially driven forms of advertising and branded apps.

Strong content coupled with an integrated media approach can help orchestrate "surround sound" for a brand where, in a cacophonous media landscape, a brand's message, voice and identity are clear, consistent, recognizable and consistently and often synchronously reinforced across devices and screens-often in real time.[59]

To achieve this, brands must align internal teams and departments to work harmoniously, regardless of silos, while at the same time aligning agency and vendor partners to ensure they, too, strive toward common goals.

Mobile Spotlight: Coke

"From a Coke [brand] perspective, we sit in partnership across strategic, creative, executional, and implementation cycles, involving communication among the groups collaborating across all of those. Sometimes the voice leans in favor of one, sometimes the other, but we always have these teams working together around the brand position," asserts Coca-Cola's former VP of Global Advertising Strategy & Creative, Jonathan Mildenhall, now the chief marketing officer at Airbnb.

Mobile Spotlight: Wendy's

This coordinated content approach is exemplified by Wendy's launch of its "pub-style" Pretzel Bacon Cheeseburger in 2013. The campaign featured outlandish music videos of professional singers and famous celebrities singing song lyrics derived from content about the burger that people had published on popular digital networks. While the cross-channel campaign included television and other advertising, the short, catchy videos were optimized for mobile, where Wendy's core U.S. audience of 18- to 34-year-olds spends its time. The brand used Facebook as its primary media, delivering 75% of impressions in peoples' mobile News Feeds and reaching 85 million people. For Wendy's, this campaign became the "biggest moment since 'Where's the Beef?'"[60]

VII. About the Authors

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