THE
MOBILE MARKETING
ROADMAP

How Mobile is Transforming Marketing for Targeting Next Generation Consumers

Based on interviews with Mobile Marketing Association members,
the industry–at–large and the MMA Board of Directors

*With an introduction by Greg Stuart, CEO,
Mobile Marketing Association and a foreword by
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In partnership with

millennialmedia ®
the mobile advertising & data platform

**MOBILE
MARKETING
ASSOCIATION**

FOREWARD BY GREG STUART:
CEO OF THE MOBILE MARKETING ASSOCIATION

When I look back on the mobile history, starting with the brick cellular phones in the 80's to our current smartphones that do everything from reminding us of our mother's birthday to playing our favorite TV shows, I am in awe of this channel. We are on a precipice of industry-wide evolution with the spike in mobile adoption driving the change.

With Facebook, Pandora, ESPN and The Weather Channel all declaring their businesses as mobile-first, this is a clear indicator that companies recognize the value of mobile to transform their their brands. They are ready to restructure their entire business strategies with mobile leading the charge.

With the level of immediacy and personalized interactions that mobile offers, I cannot think of a more powerful platform and channel. Mobile devices are omnipresent and the value they pose to consumers is unrivaled. The thought of not having a smartphone or tablet has prompted people to consider giving up their most treasured activities, or at times people: from vowing off television to sacrificing their spouse, mobile devices are the ultimate necessity to consumers around the world.

At the Mobile Marketing Association, we have recognized this paradigm shift of the consumer's relationship with their mobile devices. For marketers, we have seen mobile positively impact ROI and increase the value of every dollar spent within media budgets. There is no longer a question of "why mobile" but an acknowledgement that mobile will empower the marketing community to connect with consumers to drive awareness, advocacy and transactions on behalf of their brands.

That is why we are committed to providing irrefutable evidence on the power of mobile as an indispensable part of the marketing mix. With standards, best practices and definitions for current and future mobile trends, we can engage in more constructive dialogue on how to advance the mobile movement and keep pace with consumer behavior.

The MMA is here to promote, advance and support all mobile marketing initiatives to strengthen mobile as a practice. Mobile is the future of all media, and it is a bright future for our industry.

INTRODUCTION BY PAUL PALMIERI
CEO & FOUNDER, MILLENNIAL MEDIA

It's impossible to go about day-to-day activities without seeing the incredible impact mobile devices have made on our lives. Mobile devices serve as our alarm clocks, newspapers, wrist watches, Gameboys, MP3 players, portable movie players and much more.

The IDC recently reported that by 2016, they expect almost 75 percent of "Smart Connected Device" shipments (smartphones, tablets and PCs), to be made up of smartphones and tablets, this is an international phenomenon that is impacting users and businesses everywhere from the US and China to South Africa and India.

In this new mobile landscape, consumers have access to information at their fingertips 24 hours a day, and they expect their mobile devices to provide utility that will assist them in making their lives easier.

Going hand-in-hand with this once-in-a-generation shift is a change that is occurring in advertising. Consumers have changed their media consumption habits, and staples like radio and print don't have the same pull they once did. Additionally—no matter what medium a consumer is in, they are multitasking more than ever, showing that advertisers need to take a multi-faceted approach to reaching them.

If a consumer happens to be browsing on their tablet instead of paying attention to a TV commercial, brands need to view this not as a problem, but as an incredible opportunity to complement their spend and amplify their message on multiple screens.

We are in an age where brands have moved past the traditional DMA/demo targeting of TV, they have moved past the retargeting tools made popular by online ad networks and they have begun looking for more.

The ability to reach real-world consumer audience segments, and the ability to reach these people at the right time and place, has become the holy grail of advertising, and mobile is the channel that brands are finding can consistently deliver.

Is an in-market car buyer someone who watches Top Gear on BBC? Is it someone who visited Edmunds.com on the computer? In mobile, an in-market car buyer is someone who we've seen go to three different car lots in a single day.

The next generation of consumers will expect ads to be engaging, they will expect the ads to be interactive, and perhaps most importantly, they will expect the ads to be relevant to their personal needs.

When you combine this fundamental change in advertising with the growth of smartphones, tablets and other connected devices, it becomes clear that if brands approach the mobile space the right way, they have an opportunity to create the most effective advertising medium of all time.

Whether this is through their own branded apps, or by engaging users through the hundreds of thousands of great apps that developers are creating and updating every day, the opportunity is truly there.

The infrastructure is in place and consumers are ready. The time to deliver is now.

HOW THIS GUIDE IS ORGANIZED

CHAPTER 1
MOBILE MARKETING TRANSFORMING THE WAY BUSINESSES DO BUSINESS

Only a few years ago, mobile devices were seen simply as a way to communicate on the go. The concept of smartphones either did not exist or were in R&D blueprints and marketers were content with reaching masses of consumers rather than engaging in 1:1 personalized conversation.

Fast forward to today, and we are at the precipice of the mobile revolution. Mobile has transformed from an accessory to a necessity in the eyes of consumers, with 75% of the world having at least one phone.

Beyond the rapid consumer adoption and usage of mobile phones, is the opportunity they offer for brands to connect more meaningfully and personally with consumers. Consider it your direct line and immediate connection with audience. Because there is no communications channel tool that offers the same advantage today.

Mobile is clearly the future of media, but marketers have some catching up to do with where their customers are and to truly optimize marketing, with mobile at the heart of their strategy.

Most brands spend less than one percent of their marketing budget on mobile. We've all heard the argument that the one percent spend level is too low, given the fact that most consumers devote about 10% of their media attention to their mobile devices[1]. A study conducted by Marketing Evolution (August 2012) takes this hypothesis one step further and, through an algebraic formula of measuring reach and frequency with the installed base of smartphones and other ROI data, found that marketers would have better results if they optimized their marketing mix by allocating an average of seven percent of their media spend to mobile[2]. This is the first empirical data that guides marketers on why they should rebalance their budgets with mobile to achieve higher ROIs.

Many marketers and businesses have realized the value of mobile and have declared their brands and companies as "mobile first." Marketers are beginning to increase their mobile spend allocation, with some marketers way ahead of the pack. There is no doubt companies that continue to spend to the one percent level will be left behind and, eventually, will be forced to play "catch-up," similar to what happened in the 1990s with the rise of the Internet.

For the marketers that have realized the power of mobile, there has been a shift from the *why* to the *how*? How can marketers better integrate mobile as indispensible to their marketing mix? Some are even one step further and are focused on how they effectively integrate the myriad mobile vehicles to achieve their marketing objectives across the purchasing funnel.

During the 20th century, marketers employed mass-market media channels – TV, radio, print, outdoor and collateral. The result was that brands created marketing messages that, out of necessity, had to appeal to a broad spectrum of consumers. For the most part, marketers were pleased with the results, even though they could never directly measure the effectiveness of their campaigns. As John Wannamaker famously pointed out, they knew that 50% of their advertising was working, just not which 50%.

Times have changed and consumer expectation and media consumption behavior have shifted dramatically. Consumers are moving away from traditional media and the path from awareness to interest to desire to action (AIDA) now has a great deal to do with their adoption of multiple screens, especially the smartphone and the tablet. In fact, the new nomenclature replacing AIDA is Path to Purchase.

A survey conducted by comScore and Millennial Media indicates that more than half (52%) of respondents use their mobile phones to determine if they need a product. 42% stated that they use their phones to conduct deeper research about a product and a staggering 38% use a mobile device when making a purchase[4].

Customers are using mobile as a tool to learn more about products and engage more deeply with brands to complete the purchase. The opportunities for brands to leverage these connections are significant.

What follows is a step-by-step guide designed to help you build a mobile strategy, and launch and manage a mobile marketing campaign, including:

"The market is clearly under-spending against mobile and its performance and usage. If you went to a CMO and laid out the facts, the average CMO would increase their spending from 1% to 10% of their total budget."

Cameron Clayton,
EVP Digital,
The Weather Channel

1. Exploring the best ways to lay the foundation for a successful campaign.

2. How to *think* like a mobile marketer.

3. How to use mobile to effectively target your prospects.

4. How to leverage mobile websites and mobile apps to drive demand and transactions.

5. How to accomplish marketing objectives like brand awareness, generate clicks, leads and conversions from mobile display ads.

6. How to leverage the complete power of mobile.

7. How to apply the seven characteristics of successful mobile campaign for your purposes.

Throughout the guide, we will share with you some successful campaigns that were submitted as part of the MMA's Global Smarties™ Awards program. Each campaign is a mini-case study on how to implement mobile to meet a defined marketing objective.

If you believe mobile is the future, which data suggests it is, and you believe you can use mobile to grow your sales and revenue, which it can, then keep reading. Consider this an introductory guide on how to set-up, launch and manage an effective mobile marketing campaign.

Coca-Cola Uses an Integrated Mobile Campaign to Further Build their Brand at the London Olympics

Coca-Cola wanted to help make its sponsorship of the London 2012 Olympic Games more relevant to a teen audience, while driving both an increase in brand awareness and a higher frequency of purchase of Coca-Cola.

The campaign leveraged mobile apps, mobile web, SMS and a variety of other mobile tools to create an anthem out of the sounds of sport. Nearly one million impressions were delivered with a 45% response rate to daily quizzes with digital content prizes. To experience the app, search for Coca-Cola Olympic Games on your app store or visit http://www.Coca-Cola.com/theolympics/

LAYING THE FOUNDATION FOR YOUR MOBILE CAMPAIGN

We're a nation of multi-screeners – we don't simply use TVs or computers or smartphones or tablets to gather information about products or services. Instead,

we use TVs *and* computers *and* smartphones and tablets to gather information and learn more about a product or service. Given this, it's important that any mobile campaign integrate seamlessly into a larger cross-media marketing program. There is little benefit to marketers to develop their campaigns and then try to insert a mobile component into the larger program retroactively. Integrating mobile as an after-thought does not help optimize or increase ROI and reduces the opportunity to realize better results with the same budget.

> "Everywhere that there is a Coke, there is somebody with a mobile phone and we're finding a way to make that fact profitable for everybody."
>
> **Tom Daly,**
> **The Coca-Cola Company**

A more sophisticated approach is to think *mobile first*. After all, Gartner has famously predicted that by the end of 2013, the primary way consumers will connect with brands is via their mobile devices[3]. In other words, in the future, mobile will be the foundation of your marketing program, not just an add-on.

When using a mobile-first approach, consider the environment of your audience. Will they be buying a cup of coffee with a mobile app? Will they be doing a price-comparison via mobile? Or will they be purchasing tickets to a movie? Will they be at some major moment of opportunity or context upon which a marketer can capitalize?

> "I do think it will take the industry a couple of years to fully grasp the opportunity that is there (with mobile), but any agency or brand would have a good competitive advantage based on all the data that we've seen."
>
> **Norm Johnston, Mindshare**

It's likely that they'll use their mobile devices in all of the above-mentioned scenarios and many, many more. The power of mobile for marketers is fortified in the fact that mobile is pervasive (people have their mobile devices with them virtually all the time), mobile is personal (it allows for one-to-one engagement) and mobile is proximity (you can reach your consumers in a specific context and/or location).

It's your job as a marketer to leverage the power of mobile along every step of the sales funnel. Mobile can be used in the very early stages of search and discovery as well as in the later stages of purchase and loyalty. By understanding the unique power of mobile – that it's a marketing tool, a sales tool, a CRM tool and more – you'll be in a position to differentiate your brand, leapfrog the competition and execute campaigns with an increased ROI.

Chevy Uses Mobile Super Bowl Promotion to Drive Engagement and Create Brand Preference

The Chevy Game Time app, which won a Gold at the SMARTIES awards, created a live second screen experience for Super Bowl watchers. The app gave iOS and Android users a chance to win 1 of 20 Chevy cars by matching their unique license plate with one of the license plates used in the commercials. If you spotted your plate, the car was yours.

Players could also answer trivia questions about the game and the ads to win thousands of additional prizes. To top it off, the app also included interaction through twitter feeds, video streaming, poll results and push notifications.

In the end, the app had 700,000 downloads which resulted in 39,589,530 total views, 21,337,927 trivial plays/polls, 4,417,434 push notifications and 20 cars given away.
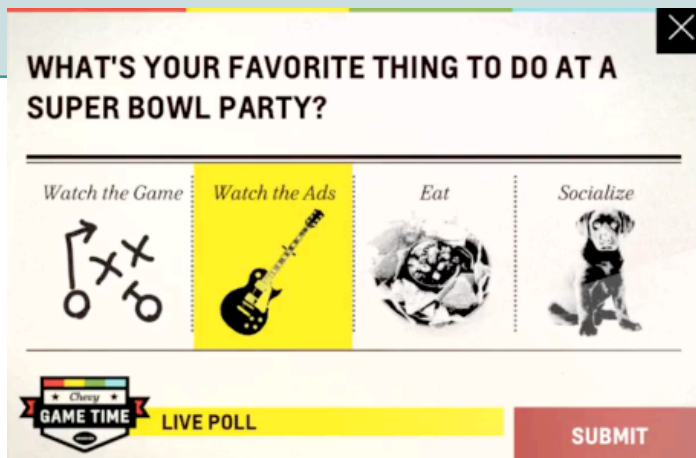
One of the key differences between traditional marketing – other than its mass market orientation – and mobile marketing is that traditional marketing has historically been used for creating preference and driving demand. Mobile, on the other hand, takes everything to a new level and can be used to create preference, drive demand and complete the transaction.

Unlike print, radio, TV, and even the Internet, marketers have an opportunity to engage the consumer with their brand and drive to a purchase in real time – either in store or online. This is a quantum shift from all forms of marketing in the 20th century where the marketing campaign and the final transaction were two very distinct and separate things.

> **Action Steps**
> To fully embrace mobile, it helps to understand the depth and breadth of its power:
>
> 1. Mobile can create preference, drive demand and help complete a transaction
> 2. Mobile can help generate leads, inbound calls, downloads, in-store traffic and offline conversions
> 3. Mobile can also help increase frequency of visits and reduce customer churn

In addition, a mobile consumer is more likely to be ready to take action than a non-mobile consumer. According to recent research, 9 out of 10 mobile searches lead to action[5], which can include generating a lead, generating a call, initiating a download, driving in-store traffic and even generating offline conversions.

Many brands are also leveraging the power of geo-locational technology to connect with consumers based on their physical location. This enables marketers to connect with mobile consumers using relevant messages or adverting when they're within

> "People still watch TV, but I think their engagement with 30 second ads is changing, so we can't really just rely on that as a medium anymore."
>
> **Jay Altschuler,
> Unilever**

close proximity to their retail locations. They can also send messages based on the statistical likelihood that their location has something to do with their future behavior. For example, hotel, airline and car rental companies can target mobile travelers who are located in major airports because of the high likelihood that those travelers will be searching for hotels, airline tickets or rental cars in the near future.

Mobile is also an extremely powerful tool for reducing churn and deepening customer engagement. The Starbucks app has been downloaded more than one million times and allows customers to locate stores, re-load their Starbucks Cards and share their locations and favorite drinks with their friends via social networks. Domino's Pizza has created a mobile app that makes ordering a pizza a surprisingly easy experience. And Chase allows banking customers to deposit checks via a photograph taken with their smartphone.

By using mobile as a business tool instead of just as a marketing tool, brands can increase the frequency of transactions with customers and, in many cases, increase the amount of each transaction. Just as important, marketers can reduce customer churn and increase customer satisfaction. All of these benefits have a distinct and immediate impact on the ROI of the marketing campaign.

How OMO Detergent Used Mobile to Increase Loyalty and Drive Sales

OMO is a laundry detergent based in South Africa. They used a mobile loyalty program that encouraged customers to engage with the brand and receive rewards for buying OMO more frequently than before. Customers who bought the product and dialed the code on the packaging received a call back from Nkanyiso, a South African celebrity. Rewards were designed to drive repeat purchases. By the time customers bought their fourth or fifth bag, they received mobile vouchers for school socks or a school shirt. The campaign generated a 20% lift in sales during the course of its run.

It is important for marketers to understand the multitude of options available within the mobile toolbox. Unlike other media that are predominantly focused on a single marketing objective – TV drives brand awareness, direct mail drives conversions and more – mobile has solutions and vehicles which drive against any and all marketing objectives. Once marketers have a good understanding of the available tools, the next step is to understand how they intersect with each other and the other media channels.

While there are new mobile tools, platforms and applications introduced with relative frequency, we have identified a number that are particularly important:

• **Mobile video, display or audio ads:** Mobile display ads and are an effective way to engage customers and prospects. There are a number of different formats for mobile displays ads. The MMA has a recommended Universal Mobile Ad Package UMAP to make it easier for marketers to create mobile ads for smartphones, feature phones and tablets. Additionally there are rich media formats, mobile video as well as mobile audio ads, all used to drive deeper brand engagement and revenue.

• **Mobile websites:** This is a version of your desktop website that has been specifically designed to be compatible with mobile devices. Mobile websites deliver an engaging and streamlined mobile experience that appeals to a mobile visitor who is using their smartphone or tablet to connect with your brand.

• **Mobile applications (mobile apps):** Not to be confused with mobile websites, mobile apps are software programs that can be downloaded on a smartphone or tablet. Apps can be used by brands to educate, entertain, engage and/or sell products to users.

- **Response codes:** According to CMBInfo.com, 50% of smartphone users have scanned QR codes and 18% have made a purchase as a result. There are a number of different kinds of response codes, the most common of which are QR codes, Microsoft TAGs, ScanLife, SPARQCodes and others.

- **Mobile Search Marketing:** Mobile Search, like desktop search, is a powerful way to connect consumers with your brand. It is important to note that search behavior and motivations can differ in the mobile environment as well as the fact that search results will appear differently on mobile devices vs. a desktop or laptop. It is also critical to take your customers to mobile optimized pages to deliver a completely enhanced mobile experience. Lastly, consumers can amplify and share your messages more easily on mobile devices, thereby increasing the viral potential of your mobile search marketing.

- **SMS and MMS:** Short Message Service (SMS) and Multimedia Message Service (MMS) are systems that enable brands to send texts or rich media (graphics, video, audio) to customers.

- **Location-Based Marketing (LBM):** There are two sub-categories of LBM which include Location-Based Services like foursquare, SCVNGR and WHERE as well as Location-Based Advertising which uses mobile display ads to geo-target prospects within a certain location.

- **Near Field Communications (NFC):** Similar to BlueTooth, NFC uses a small chip embedded in a phone to connect wirelessly to another chip embedded in a kiosk, point-of-purchase poster, debit card terminal or turnstile.

An effective and integrated mobile marketing strategy uses a combination of some or all of these tools to engage with consumers. Marketers should be prepared to meet consumers where they are, study their usage patterns and, ultimately, understand what makes them go from search to purchase.

Dove Uses Mobile to Connect with Consumers on a Personal Level

Hair fall is a sensitive issue for women who struggle with it, affecting both appearance and self-esteem. Many women are also intimidated by the fear of the complexity of using hair treatment products. For that reason, Dove created a mobile campaign that provided users the ability to interact on a personal level to find out more about Dove's products.

By placing display ads in strategically targeted apps, users were able to find out more about the problem and the solution in a private and intimate environment. The campaign was a winner for Dove, having achieved an engagement rate of 30.96% and an average time spent with the ad of 3 minutes and 28 seconds.

Targeting prospects, customers and advocates of your brand with mobile presents the most exciting opportunities in modern marketing. There are two broad themes that you can follow with mobile – via the marketing funnel, call it the path to purchase, and context, which includes the location, time, proximity, and device related to consumer use. This is more than demographic and psychographic targeting of yore, though these elements are still factors. But mobile devices and the way consumers use them presents the brand marketer the opprotunity to connect, engage and transact with the consumer unlike ever before.

THE PATH TO PURCHASE

You can target and tailor messages and programs to consumers at every stage of their path to purchase of your products and services. Increasingly, your targeted messages can be tracked and optimized along the way as well.

> "Just looking at demographics won't cut it anymore. If you look at segmenting the behaviors of mobile users across apps and websites, you can come up with distinctive types of consumers. Two of the segments are particularly interesting. There are price hunters who don't have too much on consideration and engagement because they're just looking for good deals. And there are researchers. They tend to use a decent amount of search. They're on all of the utility sites. They spend an extraordinary amount of time in the top of the funnel. They're easier to find but hard to convert."
>
> **David Gill, Vice President, The Nielsen Company on Customer Segmentation**

- **Awareness:** you can add a mobile call to action in your traditional advertising to extend awareness and induce engagement, or you build a database of consumers who have opted-in to receive alerts from your brand.

- Consideration: again, giving consumers a way to connect with your brand via mobile when they are "in market" can only improve your marketing ROI. Whether via SMS or an app,

consumers can let you know when they are ready to connect more deeply with your brand.

- **Intent:** mobile behavior, especially when it comes to search, research or interaction via bar codes, allows you to know when your prospect or customer is reaching the "moment of truth" with your brand. Be ready with your targeted mobile message or offer so you don't lose the opportunity.

- **Purchase:** unlike any other media, the opportunity to complete or enhance a transaction via the mobile device needs to be considered regardless of your product category. A CPG mobile coupon, an SMS incentive to take a test drive or a mobile video delivered right at the point of sale can help you close the deal with your customer.

- **Customer Relationship:** consumers are so in tune with their mobile device, interacting with it for all sorts of practical and fanciful reasons, it gives you the opportunity to fit right in. However, you must remain sensitive to how the consumer wants to engage with you, not the other way around. Offering targeted programs for consumers to opt-in to, such as for loyalty rewards, new product updates, special events or other deals and incentives, puts you squarely in the hearts and minds of your best customers.

> **Fast Fact**
>
> According to eMarketer, U.S. adults spend 10.1% of their total media consumption time with mobile, but only .9% of total ad spend is dedicated to mobile. Contrast that with TV time spent vs. ad spend, at 42.5% and 42.2%, respectively.

CONTEXT

If enabling targeting throughout the marketing funnel is not enough, mobile offers the unique advantage of context in targeting consumers. Context gives marketers an ability to understand where and when consumer engagement occurs, which in turn provides insight deep enough to target a mobile marketing experience.

- **Location:** by far the most important aspect of context with mobile, it is also the most sensitive. With smartphones and tablets being "location aware" on their own, it is incumbent on the marketer to: 1) consider whether location is a useful and necessary targeting criteria, and 2) if so, seek out and gain end-user permission (via clear notice and opt-in/opt-out choices) to use this. Take special note that the privacy implications of using location in targeting are yet to be fully understood and best practices yet to be codified, so caution is advised.

- **Time:** much less sensitive than location, using time as a targeting criteria can be useful when sending messages relevant at certain times of day, week or month. The immediacy and suitability of a well-timed mobile message can improve ROI of the overall effort.

- **Proximity:** knowing that your customer is nearby or within your store, or ready to make a purchase at POS, gives you the opportunity to deliver hyper-local and very relevant messaging or offers. Again, this criterion is a sensitive one, requiring you to get consumer permission to engage and interact in such an intimate way.

- **Device:** tailoring and targeting to select devices or operating systems is not necessary, but it can be useful and profitable. Leveraging the unique capabilities native to a device can allow you to create very compelling and interactive advertising experiences. Volkswagen Jetta introduced an advertising campaign exclusively through the iPhone when it first came out, and the results were both positive and profitable. Another advertiser used the swipe function on tablets to crash a car into the left frame (it was an insurance company) to get maximum consumer engagement.

Considering the targeting opportunities in mobile is an exciting exercise, made even more compelling when you integrate the path to purchase with context. Adding mobile to your marketing and advertising mix can provide real leverage at key consumer decision points, and the precise targeting options will really help improve marketing ROI.

Targeting Teens by Creating a Branded Mobile Browser that Allows Them to Surf the Web for Free

Coca-Cola created a branded mobile app that allowed teens in Brazil to surf the web for free via a device to recharge media minutes at the point of sale. The "mobile dispenser" had a built-in computer that connects to the user's mobile browser and released 20MB packages on each recharge. The campaign drove brand awareness and is being developed as a new platform for Coca-Cola, which aims to be the official provider of data credits for the current generation.

One potential starting point for a mobile strategy is the development of a mobile website. Mobile sites are designed for the smaller screen with the needs of mobile users in mind. Users expect their mobile experience to be as good, if not better than, their desktop experience.

There are a number of options in developing a mobile site. You can simply optimize your current site for the mobile screen or you can develop something new specifically designed with mobile in mind. If you choose the former, you can work with an advertising agency, web design firm or mobile web design firm and in all likelihood, they'll use responsive design to restructure your desktop website based on the resolution (or size) of the screen that's viewing it. In other words, your website will display differently for different screen sizes.

For example, if someone is viewing your website from a regular desktop, they'll get a larger and wider visual experience. If someone is viewing your website from a tablet, they may get a slightly different visual experience. And if someone is viewing your website from a smartphone, they'll get another visual experience. Consumers are increasingly expecting marketers to present the best view for the channel they are in.

> "Is there a stage where mobile influences more on the purchase funnel? This is like asking a great chef which ingredient is most important in a great dish. Mobile has a lot to contribute in each phase of the purchase funnel."
>
> **Emre Sayin,
> Chief Consumer Business Officer, Turkcell**

If you've designed your own website, you can, as a starting point, install a line of sniffer code at the top of your site that redirects people to pages on your site that have been modified to fit on a mobile screen.

If you're not interested in either of these options, and wish to design for mobile first, there are a number of excellent mobile website design firms – many of which are listed on the Mobile Marketing Association website.

> "The biggest ailment that we have as an industry is that we're trying to make sense of mobile using existing thought-patterns from a PC or a TV instead of starting with the phone as a pretty great content delivery medium and a pretty great ad delivery medium."
>
> **Louis Gump, VP of Mobile, CNN**

From a technology standpoint, setting up your mobile website is an important first step. Equally important is designing your mobile website so that it provides a positive user experience for your visitor. With that in mind, here are several important things to consider as you design your site:

1. Be Thumb-Friendly: Many visitors to your mobile site will be navigating through it with their thumbs or fingers. Be sure to design your mobile site with that in mind. Large, easy-to-press links and buttons ensure the user experience starts off right.

2. Streamline the Navigation: In addition to being thumb-friendly, your site should have the fewest number of links and pages possible. In general, mobile visitors aren't interested in detailed bios, mission statements or press releases. Instead, they want key information like location, contact information and click-to-call buttons.

3. Minimize the Graphics: Remember, you're not designing for a desktop/broadband experience. You're designing for a mobile visitor who is using up valuable bandwidth to access your site. With that in mind, be sure you keep graphics small and to a minimum.

4. Honor Your Brand: Your mobile site should have the same branding elements as your desktop site. Ideally, a user will feel as though your mobile site is a cousin to your desktop site. It may not have all the same content, but the look and feel will be very similar.

5. Include a Link to the Desktop Site: Some visitors will be interested in viewing your desktop site, even though they're on a mobile device. It's always a good idea to provide them a link to the full site so they can visit that, too.

6. Test Your Site: There are a number of good ways to test the functionality of your mobile website. Do a search for mobile website emulator and you'll find plenty of them. Be sure to test using more than one emulator since different emulators will provide different suggestions on improving the site.

Creating a mobile website is only half the battle. The next step is to encourage people to visit your site from their mobile device. There are a number of ways to do this, including placing a reminder that you have a mobile site on your desktop site. This can come in the form of a banner ad, a graphic or simply a blog post announcing the launch of your mobile site.

You can also use a mobile technology such as a response code to drive people to your mobile site. The response code can be placed on your desktop site or on point-of-purchase materials, collateral and even in keynote presentations.

Response codes can drive incremental traffic to your mobile site. This code links to a post called "50 Insanely Simple Ways to Use Mobile Marketing to Grow Your Business."

Whether you use a response code to drive visitors to your site or simply provide a URL, the key is to reward them once they're at your site. After all, the mobile visitor is typically en-route, so you want to give them every reason possible to stay engaged with your site and, when relevant, visit your location.

Designing a mobile landing page that rewards the visitor for visiting the site is an important first step. This can be a page that provides a coupon that can be redeemed in-store or it can be a page that allows them to have a product shipped to their home

"I think the first thing to recognize is that if you dissect marketing into its component parts of advertising, direct marketing, sponsorship, cause-related marketing, CRM and others, then ask yourself which of those can't you do via mobile, you will find that you can do all of them. So mobile therefore is neither a medium nor a channel in that sense – it's both and it really is an almost parallel universe to the rest of life."

Rob Norman,
Chief Digital Officer Global at
GroupM on the Power of Mobile

address. It can be a click-to-call phone number that puts them in touch with a customer service representative, or it can be a map that provides them directions to your location.

No matter what you design your mobile landing page with, remember that 70% of all mobile searches result in action within one hour (vs. 30% for regular desktop searches)[6]. Given that, you should make every attempt possible to leverage the intent of your visitor so that it ultimately converts into a sale.

How Mercedez-Benz Took Mobile Websites Beyond Smartphones and Tablets

Recognizing that mobile websites are beginning to go beyond smartphones and tablets, Mercedes-Benz designed one for the COMAND Online in-car system, available in many high-end automobiles. The Mercedes-Benz site was the first automotive website specifically tailored to be displayed directly in cars of several other brands, enabling drivers of Audi and BMW to have a Mercedes-class experience from the front seats of their cars. The number of page impressions for the brand increased by 1515% in comparison to the year before and the number of pages viewed per visitor rose by 500%.

There are a variety of app business models, some of which include free apps that are supported by ads, paid apps that are supported by download fees, freemium apps that are supported by in-app commerce and free apps that are supported by brands interested in connecting with customers.

Many brands use the fourth option – free apps that create preference and drive demand – to engage customers and ultimately drive an online or offline transaction. Johnson & Johnson's Band-Aid brand used augmented reality to superimpose Muppets over Band Aids being used by children. The average user spent over 5 minutes playing with the app with a full 12% having mentioned the app on their social media networks. The brand received more than 115 million free media impressions including features in The New York Times, LA Times, CNN, Fox and USA Today. Most importantly, sales rose 12.6% in the week after the media coverage broke.

"Out of 50 different versions of ESPN, mobile is our fourth largest network with more than 300,000 people using us on any given minute. We consider it our first screen when it comes to delivering content to fans."

**Michael Bayle,
Sr. VP & General Manager,
Mobile, ESPN**

This app, created for the Band-Aid brand, won a Gold Smartie in part because it helped sales jump 12.5% the week after its launch
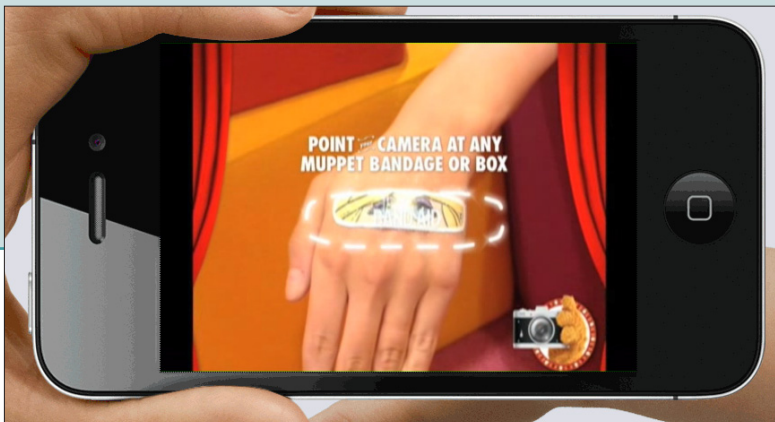
The Band-Aid app is an excellent example of how to use an app to create brand preference with customers that ultimately leads to an offline transaction. But, as with most mobile marketing tools, apps can also be used to help drive an online transaction. Wal-Mart created an app that allows users to locate stores, create a shopping list and make purchases via the app. And, as mentioned previously, the Domino's app lets a customes order pizza and follow their order as it progresses through the store, out the door and into the customer's homes.

Unlike mobile websites, apps must be designed for specific platforms. These platforms include, but are not limited to, Apple's iOS, Google's Android, RIM's BlackBerry and Microsoft's Windows. Here are several things to keep in mind when you're creating an app for your product or service:

> "If you can understand data, you can actually predict what the user is going to do with mobile. So eventually it's getting down to becoming a sales center, not just a marketing tool."
>
> **Naveen Tewari,
> Founder and CEO, inMobi**

1) **Make Sure Your App Solves a Problem.** The most effective apps solve some sort of problem for the user. They facilitate a purchase (e.g., Wal-Mart, Lowe's or Sam's Club apps), provide content (e.g., The New York Times, CNN or USAToday apps), create brand preference (e.g., Coca-Cola, Band-Aid or Nike apps) or some combination of the above. Analyze which of these problems you'd like your app to solve and begin your design process based on that.

2) **Get Inside the Mind of Your User.** The first step for any mobile app (or any mobile marketing campaign, for that matter) is to understand how your user will engage with the app. Will they be at home? Will they be in the office? Do they want information? Or do they simply want to engage with the brand? Do your competitors already have an app of their own? Or are you a pioneer? By taking a look at your customer and the competitive environment surrounding them, you'll have laid the foundation for a successful app.

3) **Design with the End in Mind.** Is the purpose simply to create brand preference? Is the purpose to facilitate a financial transaction? Is it to reduce customer churn? Or all of the above? By establishing your goals early on, you'll be able to accomplish your overall objectives for the app.

4) **Don't Underestimate the Budget.** Sometimes, very simple design changes can make the difference between an app that takes a few dozen hours to create and an app that takes a few hundred hours to create. It's best to start with a simple concept and build up from there than it is to start with an "everything but the kitchen sink" concept and disassemble from there. In other words, start small and build up.

5) **Analyze Your Competitors' Apps**. What apps have your competitors already created? Do you like what they've created? If so, what can you borrow from their experience? Also, don't hesitate to examine apps that are outside of your industry segment. What can you borrow from those apps? Examining other apps is an inexpensive way to learn from others' experiences.

6) **Consider HTML5 as an Alternative.** HTML5 works across many phones and may be a simpler solution for many sites. The downside is that there is no app store for HTML apps and they have some limitations in functionality. But if you have an embedded user-base or want an app for intra-company use only, HTML5 is a viable option.

7) **Recognize that the App is Only Part of the Picture.** When brands sponsor NASCAR drivers, only half the budget is allocated to the sponsorship. The other half is used to let people know about the sponsorship. That's an important consideration when budgeting for apps – designing, creating and launching the app is only part of the challenge. The other part is driving downloads of the app, which is often more complex and requires additional strategy.

By keeping the above-mentioned guidelines top-of-mind, the app that is developed

for your product or service will have a greater likelihood of success. And most importantly, consumers will enjoy engaging with your app and therefore your brand.

The functionality of an app doesn't have to be confined to the user-brand experience. Many brands choose to run ads within a mobile app in order to build awareness and generate demand. There are three primary ways ads can leveraged within an app for the benefit of the brand:

1. The first is when the owner of a mobile app decides to sell advertising inventory within their app. Major content publishers such as CNN.com or ESPN.com choose to use this model to offset the costs of providing content to their readers or to generate a healthy profit for their divisions.

2. The second is when an app publisher chooses to run ads that promote upgrades to paid versions of their apps or that cross-promote similar apps within a portfolio. The free versions of many apps include display ads within the apps that encourage users to upgrade to an ad-free or enhanced version of the app.

3. The third is when an app publisher runs ads on behalf of other advertisers. Many of the major content providers including The New York Times, The Wall Street Journal and others run ads on behalf of other brands.

In most cases, brands will work through mobile ad networks to facilitate in-app advertising. Working with a specialist is often the most efficient and effective way to navigate the complexities of running and managing in-app ads and achieve success.

"Devices and media will come and go in that person's lifetime. Our job is to focus on her, not on the devices. The devices are a way to get to her, but those are going to come and go just like before and after tablets, before and after phones, before and after TV. What we have to recognize is right now who is that person, what is she doing and how do I reach her. That can be different in different parts of the world and it's going to be different for different people at different ages."

Jack Haber, VP of Global Advertising and Digital at Colgate on Understanding Your Customer

Nike Launches FuelBand App Designed to Deepen Customer Engagement

The Nike+ FuelBand tracks your activity and converts it into your Fuel, so that anyone who is active can compare their activity with others – no matter who they are or what they do. Users set their goals and track their progress as the LED lights on the app go from red to green. The app was created with Bluetooth synch technology so that when users finished their first day, the Fuel they earned was wirelessly uploaded to the platform. Demand for the app was so high that when FuelBand became available online for pre-order, it sold out within minutes.
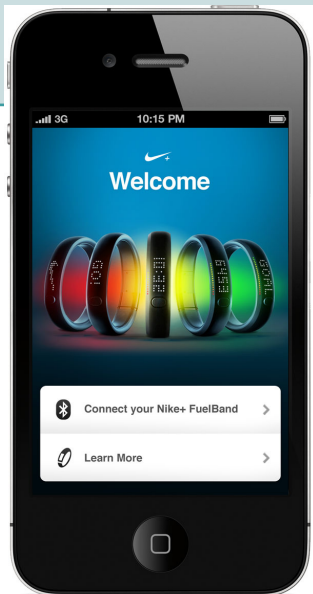
CHAPTER 8
BUILDING BRAND AWARENESS, GENERATING CLICKS, LEADS AND CONVERSIONS FROM MOBILE DISPLAY ADS

Mobile display ads (aka mobile banner ads) are a very effective tool that can be used to build brand awareness, generate clicks, leads and conversions for your business. These ads don't necessarily have to link to a static landing page. Instead, they can link to a dynamic page or experience that results in improved customer engagement and higher conversions.

There are a variety of techniques that can be used to help drive customers to your business, some of which are outlined below:

1. **Click-to-Call:** According to recent research, click-to-call ads drive a 6% to 8% average increase in click-through rates[7]. This technique simply displays a phone number that users can click to be connected directly to a call center or sales center.

2. **Interstitials:** These are interactive ads that appear within an app. Once the user opens the app, an interstitial is displayed. Users can click through on the ad to visit a landing page or they can close the ad to continue using the app.

3. **Click-to-Map:** Geo-targeting can be used to send marketing messages to users in a specific location. Once the prospect clicks on an ad, he or she can be driven through to a map that identifies a store nearest his or her current location. When the prospect clicks on the map, the contact information is displayed on the smartphone.

4. **Canvas and Expandable Ads:** When a user clicks on an expandable ad, the ad grows to cover the entire phone
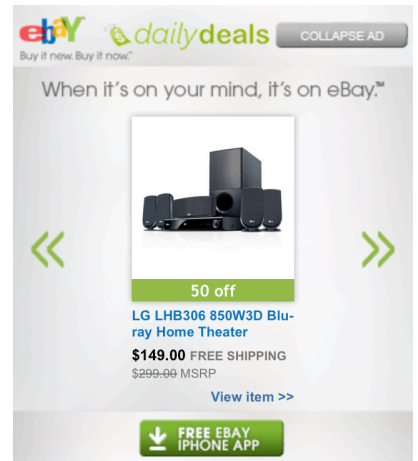
This expandable ad from eBay provided users an opportunity to view products available on the website

screen. Ads can be animated or can incorporate rich media to enhance the user experience.

5. Click-to-Email: When a user clicks on a display ad, an email is displayed that the user can send to friends. The email includes a discount code that can be redeemed at the retail location. By including this "viral" email component in the campaign, marketers can increase the reach and frequency of the display ad program.

6. Click-to-Video: Rich media is an effective sales tool, whether it's viewed on a tablet or a smartphone. Display ads that link to video marketing messages increase engagement and deepen the relationship with the prospective customer.

7. Click-to-Download App: Companies interested in driving adoption of a branded app can use display ads to link directly to the app located in an app store. Users are driven to app landing pages where they can download the app instantly.

8. Click-to-Social: If you're interested in integrating a social component to your mobile campaign, you can incorporate a click-to-social aspect to it. Visitors can let friends and others know about their affinity to your brand by connecting them to your social networks via a mobile display ad.

It's a good idea to remember that consumers use their smartphones at many different points in their purchase path. According to a recent study from Google, 41% of those who use their mobile phones to help with shopping said they made a purchase directly on their smartphone. 46% said they researched an item on their smartphone then went to a store to make a purchase. 37% said they researched an item on their smartphone then made the purchase online[8]. The bottom line is that mobile display can be used at every step of the purchase cycle to engage consumers and drive conversions.

Mobile display ads can be purchased on a cost-per-thousand (CPM), cost-per-click (CPC), cost-per-acquisition (CPA) or a cost-per-install (CPI) basis.

Ads bought on a CPM basis guarantee a certain number of impressions for your brand. For example, if you're buying ads on ESPN.com and paying a $3 CPM, then 1,000 people will see your ad for every $3 that you spend. Buying on a CPM basis is best for products or services that are interested in generating brand awareness. CPM ads are less effective if you're interested in driving people to a landing page where they can buy something like a book, a TV or a pair of shoes. For that, you should consider using CPC or CPA.

> "The customer journey has 4 phases: Awareness, Engagement, Transaction and Loyalty. You are always trying to advance someone from Awareness to Engagement or Engagement to Transaction, or you know once they purchase something with a coupon code, you know on a Transaction you want them to become Loyal, so how do you get them to join the rewards clubs, or join the loyalty club? So that is our framework and it's a CRM we call Mobile Relationship Management."
>
> **Jack Philbin, Vibes**

With cost-per-click ads, you only pay when someone clicks on your banner ad. This is virtually identical to paid search ads from Google, Bing or Yahoo! Organizations pay for the clicks and can calculate their ROI based on the number of clicks and the number of conversions.

Cost-per-acquisition ads are sometimes referred to as cost-per-engagement or cost-per-download ads. In this case, you pay only when someone actually buys your product or service. In some cases, cost-per-acquisition ads involve some sort of set-up fee and shouldn't be considered "free advertising" simply because you pay only when someone buys your product or service. Organizations participating in cost-per-acquisition campaigns should understand the nuances completely before they participate.

Cost-per-install ads are bought based on the number of times your ad is displayed within a mobile app. This is particularly effective for brands that want to target a very

specific segment. For example, companies that sell tennis equipment or electronics might choose to sync up with tennis apps or gaming apps, respectively.

There are a variety of ways to use display ads to target prospects, either before, during or after their purchase. Using these techniques will improve the effectiveness and efficiency of your campaigns.

Placement targeting allows you to pick the specific sites on which your ads run. You can show your ad on specific web pages, games, mobile videos and mobile websites. Contextual targeting allows you to place your ads on sites that are discussing topics that would be relevant to your product or service. And remarketing allows you to connect with people who have previously visited pages on your website. For example, you can target people who have visited your website several times in the past, but have never made a purchase. By targeting prospects who are interested in your products while they're visiting other websites, you can improve the efficiency of your overall campaign.

Ads can also be placed based on age, ethnicity, gender and other demographic data. You can even run ads to key demographics more frequently from within a site, which means that your target (e.g., women age 55+) are served the ads more frequently than other people on the site.

Ad scheduling gives you the ability to run ads during specific dayparts, which is perfect for certain businesses. For example, a coffee shop may want to run ads only before noon and a bar may want to run ads only after 5:00 pm.

Some brands may choose to cap the number of times an individual can see your ad in one day, one week or one month. This gives you the ability to stretch your budget by focusing your campaign on people who haven't been over-exposed to your message.

Finally, you may want to exclude your display ads from running on sites that are inappropriate or irrelevant. You may also want to block your ads from running on competing sites or from places that simply aren't a good match.

Land Rover Incorporates Gyroscope, Accelerometer, Compass and GPS into Mobile Display Ad

Land Rover wanted to use Apple's iAd network to target luxury vehicle shoppers. The solution was to develop a rich and highly-interactive mobile experience to bring the all-new Range Rover Evoque into the palm of prospects' hands. The ads used tables' gyroscopes, accelerometers, compasses and GPSs to create a genuinely interactive experience. The campaign was a big success for Land Rover – the average time spent with the ad was 77.5 seconds and views per visit exceeded 8 views (the iAd average is 3 views).

There are a wide variety of ways to use mobile to drive engagement and revenue, and new techniques and technology are being introduced on an ongoing basis. Research indicates that the redemption rate for mobile coupons is ten times that of traditional coupons[9]. The concept of a mobile coupon hardly existed in the 20th century, yet today it's one of the more effective techniques to generate awareness and adoption for a brand.

In another example, a geo-targeted display campaign that incorporates the user's location into the ad will almost always out-perform a display campaign that doesn't reference the user's location. And a campaign using response codes such as QR codes or Microsoft TAGs has an innate ability to engage users because the process of scanning a code opens the door for other, more involved transactions.

> "As people start using the mobile wallet to complete a transaction, you're going to fundamentally change the way retailing works."
>
> **Thomas Labarthe,
> VP Mobile Commerce,
> Alcatel-Lucent**

Subway Restaurants in the U.K. launched an SMS campaign that used geo-locational technology to provide discounts to customers. Visitors either near or in Subway locations were prompted via in-store materials to text a short code to get discounts. Once users opted-in to the program, they were sent texts with discount codes which could be redeemed at store locations. What made the campaign particularly successful was the fact that the SMS messages were only sent when visitors were within close proximity to a Subway Restaurant location. The relevancy of those messages helped ensure a successful campaign for the brand.

Mobile paid search campaigns are another valuable tool that can be leveraged by marketing professionals. Keyword prices are still relatively low, so the possibility of having a positive ROI for a mobile search campaign is significant. Starwood Hotels use click-to-call mobile paid search campaigns to drive a majority of mobile bookings

for the chain. The ads use geo-locational technology to target prospects who are conducting searches near their hotels. The click-to-call numbers are delivered to the prospect's smartphone and include a map to the nearest location. The result is that mobile paid search ROI increased by 20%, mobile bookings increased by 20% and mobile traffic tripled during the course of the campaign.

There are a number of key metrics to keep track of when running and managing a mobile paid search campaign. A successful campaign will usually have a click-through rate of 1 percent or better. As a general rule of thumb, a CTR of less than 1 percent means your ad is not targeted properly.

> "Mobile is not just a fundamental change in marketing – it's a fundamental change in the way we do business."
>
> **Carolyn Everson, VP, Global Marketing Solutions, Facebook**

Keeping an eye on your average position is another relatively important metric. On a regular paid search campaign, up to 11 ads are shown on any given page, but on mobile devices, only two or three appear. Google also uses a quality score to calculate how relevant your ad is to searchers. The quality score is based on a number of factors ranging from click-through rate to time spent on the landing page. The higher your quality score, the more effective your campaign. A way to keep your quality score in good standing is to include mobile-related keywords in your search terms. So, for example, include the term "locations" (e.g., "Italian restaurant locations"), addresses (e.g., "Home Depot on 42nd street") and zip codes in your keyword search terms.

In the end, a successful mobile marketing campaign includes a variety of tactics and techniques. Focusing on one area – mobile apps, for example – doesn't do justice to the full suite of mobile marketing tools and applications. In addition, it doesn't take into consideration that the mobile user engages with their smartphone or tablet in a wide variety of environments and situations. By analyzing the full spectrum of mobile marketing platforms and selecting those that will best meet your needs, you'll have a greater opportunity for a successful campaign.

Google Gets a Jump-Start Leveraging Mobile Commerce

Google has introduced a new mobile payment technology called Google Wallet that has helped introduce Near Field Communications (NFC) to a larger and wider audience.

Google Wallet is an app that holds credit cards, debit cards, loyalty cards and offers. It is available at over 500,000 stores and has gained traction with early adopters.

By helping introduce the concept of NFC to a larger audience, marketers will be better able to use NFC for their campaigns in the future. This includes embedding NFC chips and readers in point-of-purchase displays, kiosks, debit card terminals and turnstiles.

CHAPTER 10
THE 7 CHARACTERISTICS OF A SUCCESSFUL MOBILE MARKETING CAMPAIGN

Understanding the tools in the mobile marketing toolbox is only part of the battle. The other part is to understand the key elements of a successful campaign. What follows are the characteristics we've derived based on more than 60 in-depth interviews with Mobile Marketing Association members and the Board of Directors. These characteristics have also been distilled based on a review of the winners of the most recent Smartie™ Awards and sponsored by the Mobile Marketing Association:

1. **Think "Mobile First":** The most successful campaigns are developed with a mobile-first mentality. By starting with a mobile perspective and working from there, campaigns have a stronger foundation and are more likely to succeed. Consider mobile the connective tissue to all media as it supports and strengthens all channels.

2. **Leverage Multi-Screen Usage Patterns in Mobile:** Smartphone and tablet users often juggle multiple devices and work across screens. For example, someone watching ESPN on TV may also be using an ESPN app to keep track of the scores on other games. Or someone watching American Idol may also be using their smartphone to tweet comments to friends. Cross-screen usage is leveraged by many brands to engage and capture the attention of mobile users across many screens.

3. **Utilize the Full Spectrum of Mobile Tools and Application**s: Mobile isn't just about a mobile website or a mobile display campaign or a mobile app. It's about a mobile website *and* a mobile display campaign *and* a mobile app and much, much more. Explore ways to utilize the full suite of tools before you develop and launch your campaign.

4. **Integrate Your Mobile Campaign into Your Traditional Campaign:** Chevy was able to generate 39 million total views by integrating their Chevy Game Time App into the Super Bowl TV campaign that was running concurrently. Mobile campaigns

shouldn't be produced in a silo. Instead, they should be integrated into the complete marketing program.

5. **Create a Campaign that Works Across Multiple Screens:** Mobile isn't just about smartphones. Nor is it just about tablets. The most successful mobile marketing campaigns are developed with an understanding ofthe environment. For example, tablet users are often at the top of the sales funnel and doing in-depth initial research while smartphone users are often at the bottom of the sales funnel and ready to make a purchase.

6. **Leverage Every Phase of the Sales Funnel:** One of the unique aspects of mobile marketing is that mobile visitors use it for search and discovery as well as for purchase and connecting with the brand. Mobile is not just about the top of the sales funnel nor is it just about the bottom of the sales funnel. Instead, it's about every phase of the sales funnel.

7. **Test Your Way to Success:** Mobile is digital in nature, which makes it a perfect tool to track and measure the effectiveness of your campaign. But that's only half the battle. The second half is to sift through those insights and make adjustments to improve the performance of future campaigns. By testing your way into success, you'll be in a position to continuously improve the ROI of your mobile marketing programs.

In the end, mobile isn't simply a new sales channel or marketing tool. Instead, it's a revolutionary new medium that is transforming not only the way consumers connect with brands, but how those consumers make purchases and stay engaged with those brands. The sophisticated marketer will leverage the power of mobile today and tomorrow to differentiate their brand and stay ahead of their competitors.

About the Mobile Marketing Association: The MMA is the premier global non-profit trade association representing all players in the mobile marketing value chain. With more than 700 member companies, the MMA is an action-oriented organization with global focus, regional actions and local relevance. The MMA's primary focus is to establish mobile as an indispensible part of the marketing mix.

Key Terms and Definitions in the Mobile Industry

These definitions are adapted from Go Mobile by Jamie Turner and Jeanne Hopkins:

• **Pull Messaging (wireless pull advertising, content pull messaging):** Any content sent to you upon your request. For example, when you request the local weather from a website or an app, the content of that response (including any ads) is pull messaging.

• **Push Messaging (wireless push advertising, content push messaging):** Any content sent by publishers to your mobile device at a time other than when you requested it. Push messaging includes audio, SMS, email, surveys or any other pushed advertising or content.

• **Smartphone:** A mobile phone that offers more features and connectivity than a regular mobile phone. Smartphones can store information, send and receive emails, run applications, visit websites or browse the web and a variety of other tasks.

• **Ad Network:** An organization that places your mobile display ads across a variety of mobile websites and mobile apps.

• **Click-Through Rate (CTR):** The percentage of people who clicked your mobile ad or scanned your response code. CTR is obtained by dividing the number of users who clicked on your ad by the number of times your ad was delivered.

• **Conversion Rate:** The percentage of respondents who opted-in or converted from prospects to customers. Conversion rate = Total participants/Total audience. Also called the acquisition rate.

• **Double Opt-In:** When someone initially opts in to your alerts or special offers, you send a response, which confirms their participation in your program.

• **Exchange:** A mobile advertising marketplace that connects advertisers with

publishers. Advertisers go to exchanges to negotiate with multiple publishers so that they can run their campaigns across a variety of sites.

- **Impressions:** The total number of times mobile subscribers have viewed a particular ad, text message, landing page or website.

- **Landing Page (aka Jump Page):** The first page a visitor to your mobile site sees. It can be the homepage or, more likely, a page designed to continue the conversation started with the other mobile tools, mobile display ad, paid search ad, response code or some other mobile marketing tool.

- **Mobile Marketing Association (MMA):** The global nonprofit trade association established to lead the growth and education of mobile marketing as well as promote its associated technologies and platforms.

Learn more about mobile marketing advantages and strategies at mma.global.com. Together let's harness the power of mobile and create a brighter future for media.

1) http://www.emarketer.com/Article.aspx?R=1008728

2) Mobile's X% Solution, August 2012

3) Millennial Media and comScore, Mobile Intel Series: Retail study, 2010

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MOBILE MARKETING ASSOCIATION