

SDL Engagement Management  
Executive Knowledge Series



## **Mobile Engagement:**

*It's not just a Channel, It's a Revolution*

November 2011

## Summary

*This is third in a series of papers that present emerging strategies and best practices for senior marketers to help their organizations prevail in today's speed-of-light rate of change. Success metrics are evolving to encompass a longer-term perspective.*

*Marketers need to master a complex array of channels and relevant touch points to connect with an increasingly mobile, discerning and demanding digital audience.*

*Today, what matters are the relative cost and the long-term return of building a unique ongoing relationship between your brand and your customer. Positive Return on Engagement is becoming the new measure of marketing success. By recognizing the business value of a unified cross-channel approach that showcases mobile, marketers can optimize their connection with their audience and add value to the exchange.*

*Regardless of the business objective, marketers who embrace this integrated pervasive engagement approach will significantly improve results and maximize audience engagement.*

## CMO's Playbook to a Winning Mobile Engagement Strategy

Whether your company is one of the 32% with some kind of mobile strategy in place or one of the 45% planning to address the issue this year,<sup>1</sup> every global marketing organization understands that *Mobile* is the “next big thing”. Fine. But here's the real challenge for all concerned: this next big thing is a major game changer on steroids. It is a channel the likes of which no one has ever seen before. The mobile channel is both a marketer's greatest opportunity as well as a phenomenal threat. However, what many organizations struggle to understand is that *this* revolution is less about the underlying technology and more about how the technology fundamentally changes interaction. Mobile engagement is less about mobile marketing than it is about offering a consistent, relevant interaction across all channels. No Smartphone-packing individual is beyond reach of your message—unless they choose to be. Your *always on* customer is always able to turn you off. Just when you thought you had your global online brand under control, along comes mobile to change the rules of the game.

Today, it's the full force of your marketing smarts and dollars versus your audience's ability to opt-out and turn you off. This paper will show you how to win this tug-of-war.

### What's at Stake

Wireless communication—the desire to communicate across long distances anywhere, anytime—seems to be embedded in human DNA. History has seen everything from smoke signals to messenger pigeons to heliographs. Where reality falls short, imagination and fiction fills in with Dick Tracy's 2-way wrist radio and Captain Kirk's communicator. While the 20<sup>th</sup> century saw the rise of the giant Telco's, and their slow undoing, the longing for something wire-free kept pace in science fiction and research labs. Radio telephony showed promise, but was the special province of emergency services. It wasn't until the mid-1990s that the rise of the 2G network first

put cell phones in consumers' hands. Pundits preached “convergence” and predicted lightning-fast adoption—but it took cell phones with text capabilities, like the Blackberry that skillfully handled email, to grab consumer attention. And then the iPhone hit the market and the anywhere, anytime revolution was really ready for prime time.

### Remember the Rush to Monetize the Internet? History is Repeating Itself.

Even as the cell phone slowly morphed into the Smartphone, the world's best business minds focused on transforming the worldwide Web into a worldwide marketplace, with a fevered hype that promised to leave local storefronts empty and digital brands globally transcendent. As the very addictive “Blackberry” changed the nature of work and iPhone became a lifestyle choice, marketing visionaries saw the screen shrink—and the opportunities explode. The data piled up. Mary Meeker of Morgan Stanley confirmed that the rate of mobile adoption outstripped the growth of Internet services in the early 1990s.<sup>3</sup> By the dawn of 2011, Gartner expected “1.2 billion will be carrying handsets that are capable of rich content and ecommerce.” Forrester predicted a 27% increase in mobile marketing spend between 2009 and 2014<sup>4</sup>, an estimate that will likely prove to have been rather conservative. In the face of such dizzying statistics, what were global brands supposed to do?

**“Mobile data traffic is expected to increase by almost 4000% by 2014, for a cumulative annual growth rate of more than 100%.”**

*Morgan Stanley<sup>2</sup>*

Many organizations are responding to the mobile opportunity in a similar way to how they reacted to the internet. Regrettably, some of same mistakes are being repeated, as well as new ones that are relevant to the very special characteristics of this expanding channel. As seen with many promising new media and communication channels, a fear of being left behind leads to increased pressure to quickly participate, often without a comprehensive strategy. In contrast, the opposite is also true; a sense of inertia can dominate due to analysis paralysis.

The chart insert shows how to relate and compare Web challenges versus mobile—and how they are so similar. In many ways, as stated above, history is repeating.

Web Challenge	Mobile Challenge
Multiple sites in multiple languages and locations	Multiple sites, devices, OS's—plus geo-location and hyper-localization
Re-use mountains of content for multiple channels.	Content/campaign alignment with all efforts, especially Web – multichannel delivery
Local vs. central content control with flexibility to do either seamlessly	Same as Web plus campaign/app lifecycle management

### Are Apps The Answer?

From the desire to seduce the mobile user and the pressure to monetize the mobile channel, a kind of "Age of Apps" was born. It is a breathtaking numbers game. Apple opened its app store in July, 2008 and by October, 2010 300,000 apps were officially available. Two years later Apple counted 10 billion downloads. Android, by December, 2010 could claim 200,000 Apps. Most of these are highly device- and platform-specific, and the majority of them are one-trick ponies. But still, app developers replaced Java jockeys as the most desirable software engineers in the world.

In an August 2010 report, Forrester Research summed up the rosy view: “Mobile apps are the sign of a “with it” company... The reason is simple: Mobile apps represent a co-branding opportunity that stamps early adopters as innovative companies. They also create a low-cost opportunity for constant contact and proactive notification via push APIs (application programming interfaces)—what more could a marketing professional want?”<sup>5</sup> What's overlooked here is that apps, sex appeal aside, touch only a small percentage of the global mobile audience.

Other channels—SMS and/or mobile Web for example—have a far wider reach. So it comes back to who answers the phone. An app might be the perfect marketing ticket, or it might be chronically limiting.

**“The vast majority of companies plan to increase their investment in mobile . . . with more than 24% doubling and even tripling their investment.”**

*Thomas Husson, How Mature is Your Mobile Strategy?*

## The App Flipside

At a simply operational level, this so-called Age of Apps phenomena has had the unintended consequence of turning marketing departments into software publishers, required to manage multiple versions of each application for multiple device platforms—or risk losing users. Software Lifecycle Management is a sophisticated discipline most non-software companies are ill equipped to practice. For example, one bank that wanted to offer customers a mobile banking experience soon found itself trying to manage more than 40 different apps in various stages of maturity—a clear case of IT expenditure swallowing business benefits pretty much whole. Similar to the early days before well-defined Content Management Systems, enterprises often found themselves relying on third parties to help develop and publish numerous Web elements ( e.g.: Graphics, Flash and other content) in order to maintain a viable Web presence.

The other pitfalls are psychological, arising at the meeting place of app and user. The “push” that looked so advantageous in the demand gen PowerPoint quickly becomes “pushy” when the pings keep sounding in the pocket of your prospect. An app that does nothing more than deliver your ads or push your wares is unlikely to be warmly received, and more likely to be turned off or even removed. Equally, apps that require a user to surrender a great deal of personal information up front or an unconditional opt in to your entire annual marketing plan are more likely to incite what one survey respondent termed “brand rage” than to drive sales. Research among savvy Smartphone users (people with 10-20 apps currently active) indicates that to be

	<i>Mobile Websites</i>	<i>Mobile Applications</i>
<i>Launch</i>	<i>Easy to launch and update</i>	<i>App store dependencies</i>
<i>Access</i>	<i>Available to anyone with a browser-enabled device</i>	<i>Requires a Smartphone. Download action required</i>
<i>Entry cost</i>	<i>Minimal.</i>	<i>Depends on distribution point, cost of development etc.</i>
<i>Time to market</i>	<i>Instantaneous.</i>	<i>Based on external distributors.</i>
<i>Discoverability</i>	<i>SEO, your organization's brand equity will lead people to your site easily.</i>	<i>Requires a release strategy for discovery unless you make it to the top 100 apps.</i>
<i>User Interface</i>	<i>Site design for different browser capabilities dictates user experience.</i>	<i>Full control.</i>
<i>Availability</i>	<i>Online.</i>	<i>Online and offline.</i>
<i>Support for dynamic content</i>	<i>Yes.</i>	<i>Download/upgrade dependent.</i>
<i>Cost</i>	<i>Relatively lower development costs based on reuse of existing Web content with different rendering templates.</i>	<i>Higher cost. Development required for each platform including development costs for each OS.</i>
<i>Focus</i>	<i>Sits amidst many possible distractions (surfing).</i>	<i>A specific environment with little to distract.</i>
<i>Segment</i>	<i>Anyone, including casual prospects.</i>	<i>Loyal customers as a value added service or to enrich their brand experience.</i>

*Modern mobile websites are gaining similar functionality and design elements of apps, while retaining the lower cost and ease of creation of websites. This further narrows the division between mobile site and mobile app capabilities. On the other hand, apps can be used to enhance your existing customers' experience and provide value-added to users who expect additional media-rich engagement. Apps serve interactive content, such as games, very effectively.*

perceived as valuable, an app should try to bring together (if possible) *more than one* useful services (e.g.: movie ticket sales and user reviews, geo-location and nearby restaurant listings).<sup>6</sup> The bottom-line is that if the Web experience has no perceived value for the user, it is history.

Today, the app provides one of several options, but there is growing consensus that for many use cases the answer will rest somewhere in-between a native app and the Web. The concept of hybrid app seems appealing because it puts aside the discussion of app vs. the Web and instead moves towards the thought of apps developed with Web technology.

The use cases that apps will continue to shine in are those with complex reoccurring functionality and offline use—gaming is a great example. More useful technologies to improve the cheaper, faster mobile Web are rapidly evolving. The capabilities coming with HTML5<sup>7</sup>, for example, promise to rival or unseat the mobile app as vehicle of choice.

The net lesson for marketers: relevance of the experience adds value, which enables you to connect to your audience. And while the underlying technology will change as surely as the seasons do, your value-add multichannel efforts will forge relationships with customers and ensure the health and longevity of your brand.

## A Company-Wide Mobile Engagement Strategy Becomes a Must

*Who owns your mobile strategy?*

Even at the most marketing-forward companies, the answer is too often, “Nobody.” Or—even worse, “Everybody”.

This lack of clear ownership introduces confusion, numerous silos, redundancy and, often, inaction at a time when action is essential to take full advantage of the mobile channel as a way to turn prospects into customers. The key conversion is no longer turning a “visitor” into a “customer.” Today’s marketer must aim to convert a “prospect” into a “lifetime customer.” The word *lifetime* changes the nature of the brand interaction, from one that is transaction-driven to one that is about a relationship formed across a broad spectrum of touch points and interactions. And to take this concept even further in our social media world, we as marketers are really trying to create brand *advocates*. A good relationship between brand and consumer is the product of multiple transactions over time. Return on Engagement replaces Return on Investment as the key KPI that defines success.

This is the world in which mobile technology will thrive. And in this world, your whole company needs to work together, across departments, to initiate and nurture these valuable lifelong engagements. According to analyst Thomas Husson, “45% of [Forrester’s] 2010 survey respondents with a mobile strategy in place admit to having a shared mobile strategy across the organization.” However, to really deliver, organizations must assure a positive experience *every place* your customer and your company touch—ease of sale to ease of use, good documentation to good support, an easy upgrade path—all the “behaviors” that in a commercial relationship signal respect and thus earn trust. What this will mean for marketing is that it must proactively align all of its efforts within all its channels, plus potentially assist other groups (e.g.: *customer service*) to continue building on this experiential value chain.

***How can you measure the value of engagement? The mobile channel makes this possible in new and exciting ways.***

## New Touch Points, New Channels

Mobile represents the marketer's greatest opportunity to date and their greatest threat due to its highly personal nature. Trust and relevance need to play a key role in the marketer's approach. Old rules of pushing your message to the audience break down in the mobile medium—you need to be relevant to add value. Take that uniquely mobile past time, texting. Not only does it have deep roots in friend-to-friend communication, it has much stricter rules governing its use than email does, lowering the level of innate resistance to messages received through the medium. Neurologically speaking, mobile users are wiring texting into their behavioral patterns. You get the alert. You read the text. You respond—*because you want to*.

**“60% of SMS recipients open their messages within three minutes.”**

*Tiffany Chester on Mobile Marketing—Why Your Business Should Care*<sup>8</sup>

Not only do text messages have an extraordinary open rate, evidence suggests the response rate, too, exceeds the performance of other marketing channels. When used to make real-time, on-the-spot offers, texting has repeatedly yielded a better than 10% response.<sup>9</sup> As long as the offers made via SMS are perceived to be spam-free, relevant and of real value to the recipient, the relationship of trust between consumer and brand only deepens with each exchange.

Marketers take heed. Because they feel more in control of the mobile channel, users appear to be much more likely to trust the communications that reach them through the medium. The potential down-side is that you are intruding into someone's personal space. But because they interact with your company through the same medium they associate with maintaining relationships with friends and family, consumers are much more likely to perceive your brand as an ally, not an enemy—trustworthy, friendly, reliable, and always ready to respond. In addition, in a progression similar to email, as more marketers use text, the less effective it will become.

*According to a research report from the Mobile Marketing Association, mobile advertising, too, vastly outperforms outreach in any other medium:*

- *45% of consumers notice mobile advertising*
- *Of these, 29% respond to mobile advertising*
- *Of these, 39% make a purchase*

## New Ways to Measure Engagement

With new ways to touch often come new ways to measure. Essentially, metrics need to match objectives and not everything (especially at first) will focus on pure conversion. As discussed earlier in this report, you first need to develop community and credibility. Therefore, you should not only invest time and intelligence in constructing your Key Performance Indicators (KPIs), you must make sure that you use the right metrics to measure their success. Yesterday's strategies and measures do not always immediately apply to new channels. For example, measuring downloads may not be the right metric when determining ongoing adoption or brand engagement. Instead, app usage and page interaction could possibly serve as a better metric than just downloads.

Thomas Husson of Forrester recommends that organizations "implement key metrics and KPIs to track the progress of mobile. Many players that Forrester interviewed do not measure usage of their applications; they just focus on the number of downloads or overall traffic to their mobile websites. Based on the objectives defined, you should track at least a couple of KPIs on a monthly basis<sup>10</sup>."

Lastly, don't let your long-term goals or metrics curtail your short-term actions. Don't wait and see—act, measure, learn and correct. There is a learning curve and it is better to begin to develop your best practices earlier.

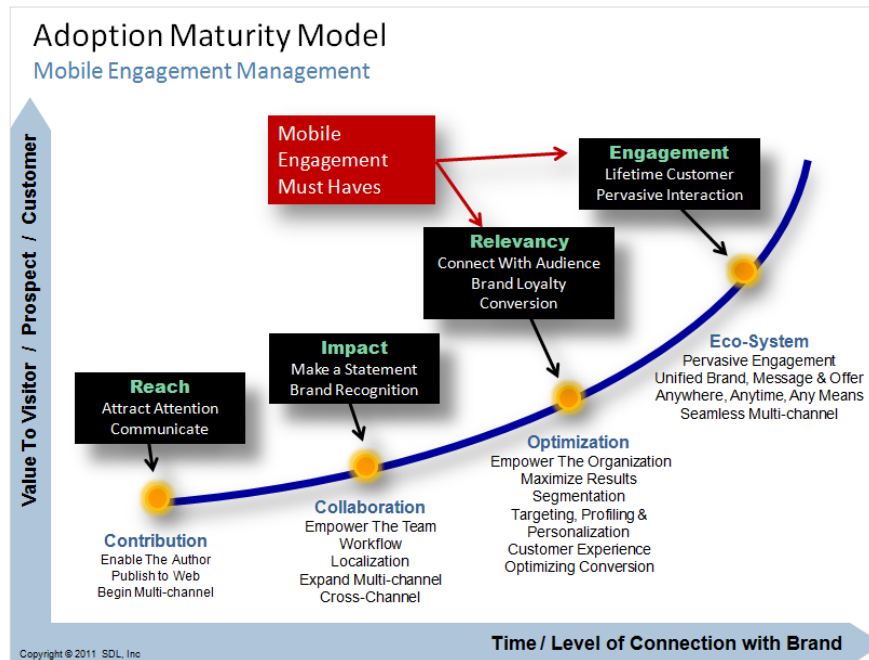
## Mobile Engagement Management: Seven Steps to Success

At SDL, we gain insight into what best practices are by partnering with our biggest global customers as they address issues of complexity and scale *times ten*. From their experience with us and ours with them, this short list of best mobile engagement practices has evolved.

### One. Assess Your Current Web Content Management Maturity

Self-evaluation is a good thing, particularly in the case of Web Content Management (WCM) and Web Engagement Management (WEM). To understand your mobile engagement readiness, you need to assess your current Web Content Management maturity. This is the foundation you will need to build upon. Until you are all set with WCM and WEM the allure of mobile too easily leads off in the wrong direction. You have to ask yourself just exactly where you are on a maturity curve<sup>11</sup>. It starts with those first corporate efforts to attract attention and brand recognition, on to conversion and brand loyalty, all the way to pervasive interaction and seamless multi-channel engagement.

For mobile *engagement* to be effective you have to be able to manage your Web content—across multiple sites, in multiple languages and locations around the world. Essentially engagement needs to be *pervasive—anytime, anywhere, always on*. Otherwise, you get disconnected silos of efforts that yield poor operational efficiencies and a seriously diminished brand experience.



For example, if you face an increased challenge to publish content to the Web due to growing scale and complexity, then executing mobile efforts often end up as a one-off campaign at best. In many organizations mobile marketing is really many disconnected mobile campaigns that result in a disjointed brand experience. Note that this is true for many channel efforts and campaigns for organizations operating at the lower end of the maturity curve. Instead, think of your content platform as a foundation.

Furthermore, in the context of what is required from an advanced platform for addressing engagement management on a global scale, solving the mobile delivery challenge can be viewed as an operational component and not the end game. However, it does have tremendous impact

on efficiencies and time-to-market—if you cannot effectively deliver, then this becomes the weakest link in your engagement value chain. You need to optimize:

- *Device recognition*—must be as dynamic and automated as possible.
- *Integration with your platform*—requires ease-of-use and operational transparency.
- *Device optimization*—Automated content reformatting—maximizes speed-to-market.

But these optimization efforts are simply means to an end that can be achieved several ways. On the other hand, getting to proper, effective mobile engagement is a whole other world of complexity that requires a blended cross- and multiple-channel strategy and execution built on a bedrock foundation of clear organizational objectives, alignment and collaboration.

*Net lesson learned: Your mobile strategy will only be as effective as the Web Content and Web Engagement Management strategic foundation that supports it.*

## Two. Clearly Define Your Business Objectives and Approach

While this next section may sound like Business 101, it bears restating:

- What do you want to accomplish?
- What connection are you striving to make with your audience?
- How will you measure the success of your efforts?
- How does your organization align so it can execute?
- How will your audience experience your brand?

By keeping these questions clearly in sight, especially as the planning and implementation gets underway, you are less likely to see your business goals give way to the business of making the technology work. Clearly defining objectives enable your team to resist multiple one-off efforts. In the real world this ambiguity exists for several reasons ranging from lack of clear ownership to multiple internal groups all trying to achieve different campaign objectives. Instead, objectives should help the organization align and move towards an array of services and value-add touch points. Objectives should represent many facets - including longer-term goal of creating a community with your audience and individual consumer. You are building trust and relevancy and connecting this to your brand.

Regarding alignment and approach: think ecosystem. Strictly speaking, an ecosystem consists of all the organisms in a given area, plus the physical environment. All the elements of your organization need to nurture that environment and build upon your customer relationship so consistently and so seamlessly that the touch points seem so natural they are both welcome and unobtrusive to the target individual. These are key attributes of a healthy ecosystem and engagement effort, particularly one in which the lifetime customer lives at the center. What becomes critical is that an organization's various marketing teams are empowered with a common means to execute individual efforts while aligning with corporate marketing and branding objectives.

**“ Simply stated, marketing needs to start by taking a more holistic, longer term view”**

The reason mobile efforts often fall into in silos is that multiple internal organizations, ranging from eBusiness to customer support, can leverage the channel. And this is why CMOs need to lead the entire organization to think about how these different initiatives touch the customer. However the best place to start is within marketing. *Brand managers*, you need to think like the demand generation pros—are you delivering real value to your customer in return for a response? *Demand generation pros* take the long-term brand value view—how do your

campaigns help build lifetime relationships, not just conversions now? Simply stated, marketing needs to start by taking a more holistic, longer term view.

### Three. Plan on Parallel Tracks with Phased Objectives

Since mobile is evolving and is not as mature as current Web efforts—it most likely calls for a phased approach. For example, moving from a service or informational type of mobile approach to a mobile ecommerce level may take a few steps. Therefore, plan accordingly and use a range of KPIs to help navigate progress and make sure to build upon a platform/foundation that will enable today and tomorrow's needs.

Whether you are developing a new comprehensive mobile approach or expanding current mobile activities to improve internal alignment and brand experience, you'll do best to split your objectives into short-term quick wins and long-term goals. If monetization is your endgame, first build competence and customer relationships in the channel. One way to achieve this is by fostering an external ecosystem that focuses touch points and interactions on the development of channel credibility with your audience.

Forrester says it best, "From a pure revenue perspective, mobile transactions will take several years to emerge. However, mobile will support operations and processes throughout the purchase cycle. Mobile will enable customer engagement—from marketing and product discovery (e.g., via digital coupons) to product evaluation (customer reviews), purchases, and customer support. That's why it is critical to start creating an ecosystem of services instead of moving directly to a payment model. Many of the largest brands—from Coca-Cola to Kraft, Nestlé, and Procter & Gamble—are starting to build these ecosystems. Why wouldn't you?"<sup>12</sup>

### Four. Enable a Blended, Cross-Channel Approach to Customer Engagement

The days of delivering a disjointed brand experience are being eliminated by the anywhere, anytime customer who is aware, knowledgeable and armed with real-time information. Today, customers engage in multi-channels. Forrester reports that 70% of consumers are multi-channel shoppers.<sup>13</sup> They research products online and then make their purchase within a store. They even do price searches, look at customer reviews and more while they are standing in the store, in front of a salesperson.,

To build and maintain engagement, not to mention make sales, you have to be present, very consistent (content and experience), relevant and ready to serve across many platforms—Websites, micro-sites, mobile phones, kiosks, e-Readers, tablets, game consoles, podcasts, text messages, RSS feeds and emails; in cars, in stores, on street corners. This is absolutely essential, but to varying degrees—not everything is needed for every campaign or marketing program. As a result, many different approaches and efforts, especially in mobile emerge—and therein lies the challenge.

Silos—whether they're actually built in to the enterprise or simply exist inside a manager's head—have got to go. They exist for many reasons ranging from lack of ownership for mobile to the driving need to reach specific campaign objectives. Regardless of the reason, they are one of the biggest impediments to implementing multi-channel customer engagement—and is especially true for mobile.

*Bottom-line:* Your customer operates across many channels, and so must you. You have to serve, analyze and respond in every channel. It is extremely difficult and expensive to coordinate this manually—therefore, you need a platform that *can*.

## Five. Expand Your Thinking – Location Matters

The magic of mobile is that *you are there—anytime and anywhere*. But don't forget that this is *personal*, that value and relevance to individual humans are key. For the first time in history, the relevance that marketers seek has coordinates in time and space, and that boosts the opportunity to a whole new playing field. It's for no small reason ABI Research suggests marketers will spend \$1.8 Billion on the medium in 2015, up substantially from the \$42.8 Million expected for 2010<sup>14</sup>.

**“We expect location to move away from being just a service to being a key component of mobile social experiences and mobile marketing campaigns.”**

*Forrester 2010 Mobile Trends*

According to Forrester, "Location will start enabling richer mobile experiences. We expect location to move away from being just a service to become a key component of mobile social experiences and of mobile marketing campaigns<sup>15</sup>"

The ability to target, profile and engage with a very specific group of people based on time, place and preferences is key to marketers. For example, as airports are looking for and investing in new ways to improve the traveler's experience, marketers can further enhance this effort with special offers, events and giveaways that have the potential to be extremely relevant, valuable and timely. Forrester estimates "Localized mobile marketing and commerce will take three to five years to appear. Mobile phones' unique location and real-time capabilities will help foster the emergence of nascent mobile commerce and advertising markets, offering more targeted and relevant information to consumers.<sup>16</sup>"

### Real World: The Future is Here—Denver Airport

How you implement location as part of your mobile engagement strategy is often constrained only by your objectives—what becomes essential is whether your engagement management platform can do the work.

Today, airports have become shopping malls that include a wide range of shopping and dining experiences. For the seasoned business traveler to the family on vacation, time at the airport creates an opportunity for an enhanced travel experience and a means for merchants to target, attract and sell to a very well defined audience.

At the Denver Airport, for example, IONOS™, a multichannel airport communications and marketing solution built upon SDL's engagement management platform, recently launched goHow Airport app at Denver International Airport (DIA). goHow blends an airport's real-time travel information with targeted marketing messages through a combination of website, mobile applications and in-airport digital signage. The goHow app brings the traveler real-time information



that no other mobile application can deliver. It connects you directly to the airport's live data feeds, so you know everything the airport knows about your flight status, gate location, baggage claim, current weather conditions, parking availability, security wait time and ground transportation options. goHow Airport also links you to other travelers by providing impartial ratings about restaurants, shops and services at the airport.

But why go through all the effort of serving travelers with information, if you just want to push some targeted ads towards them? Simply put: the information is the value-add that keeps customers engaged with you. Think about it—travelling, even for the most frequent flyer, can be stressful. And we all know that when we are stressed, we really do not want to be bothered with marketing messages. We want to get on with our business and be left alone. But goHow helps us to relax by telling us exactly how much time we will need to get through security and to the gate—how much time we have left to get a gift for the kids and even where the nearest toy shop is, how to get there and—wow—also receive 10% off!

goHow is a prime example for how pervasive engagement, that takes the customer's needs into account first and marketing second, can really fly.

## Six. Practice Industrial-Strength Targeting, Profiling and Personalization

Mobile is extremely personal. Being able to provide a relevant exchange based on profiles, likes-dislikes, past behavior, opt-in preferences, context, time and location are critical within this environment. Marketers regularly run tests and marketing experiments (*e.g.*: *MVT and A-B Tests*) to achieve better conversion rates. However, the mobile environment is more about knowing your audience and individuals—and *servicing them value within the content interaction*.

It cannot be said too often: to engage the audience, marketers must make the exchange relevant and valuable. Within this very personal environment a basic task like obtaining user permission (*opt in*) is key. People will interact and even exchange info if there is something in it for them. Essentially, many interactive best practices apply here—but become even more important due the personal nature of the mobile channel.

**“Opt-in is key. Prospects exchange information and interact if they perceive there is something in it for them.”**

Regardless of segment, customers have grown to expect vendors they have engaged with to know who they are, what they want, preferences, likes-dislikes, and so on. It should also be noted that there is a thin line between serving up relevance and being perceived as intruding on one's privacy. No one wants to arrive at a site for the first time and feel like the vendor knows too much about us personally—individualization needs to be very subtle.

Note that there is no silver bullet. Each segment is different and responds to different medium and messages. For example: the youth market has a longer value driven path to brand loyalty than previous generations<sup>17</sup>. The mobile channel is a means to an end and it should be one of many touch points.

Relevance is the digital marketer's secret weapon in every channel:

- 41% of retailers surveyed state that personalization leads to higher levels of customer satisfaction, increased average order values and greater customer loyalty.<sup>18</sup>
- Best-in-class organizations are increasing budget for more personalized cross-selling, up-selling and repeat purchase initiatives.<sup>19</sup>
- Behavioral targeting is expected to grow by 468% for US advertising expenditures.<sup>20</sup>

- Soon, the typical Global 2000 company will manage between 2 and 10 business relationships with context providers.<sup>21</sup>
- 76% of mobile users surveyed prefer advertising-funded to paid apps and more than half expressed willingness to give information on their current location to receive more relevant ads.<sup>22</sup>
- Providing a relevant, contextually useful exchange based on profiles, likes-dislikes, past behavior, opt-in preferences, time and location are critical within the mobile engagement environment.
- Opt-in is key. Prospects exchange information and interact if they perceive there is something in it for them. Because of the personal nature of the mobile channel, many of the interactive best practices apply.

Targeting, profiling and personalization are more important and more achievable in mobile than any other channel, where trust and timeliness are of the essence.

Essentially, get relevant—or get lost.

### Real World: Concierge Treatment Anywhere, Anytime—Mandarin Oriental

“With the economic downturn, and the explosive growth in online adoption, we’ve seen a fundamental shift in the way consumers interact with travel brands. . . The [Mandarin Oriental] team leveraged its new [SDL Tridion] content management system to select a subset of content and make it relevant to users coming from mobile devices. This prevented the team from having to create new content for mobile browsers but still allowed it to create a unique experience tailored to mobile users’ needs.<sup>23</sup>” states Christoph Oberli, VP eCommerce & Interactive at Mandarin Oriental. He adds “We saw an opportunity to cost-effectively deliver an effortless mobile browsing experience, while at the same time ensuring the level of elegance and specialized service that Mandarin Oriental Hotel Group’s guests have come to expect.”



Mandarin Oriental had developed a precise luxury experience within its upscale properties that it had painstakingly embodied into its website. Content, images and interactions were all carefully considered to help continue its personalized concierge experience well beyond its doors. Therefore, in their move towards mobile, blending Mandarin’s personal mobile luxury experience with all their other channels was critical.

## Seven. Minimize Complexity and Build for the Future

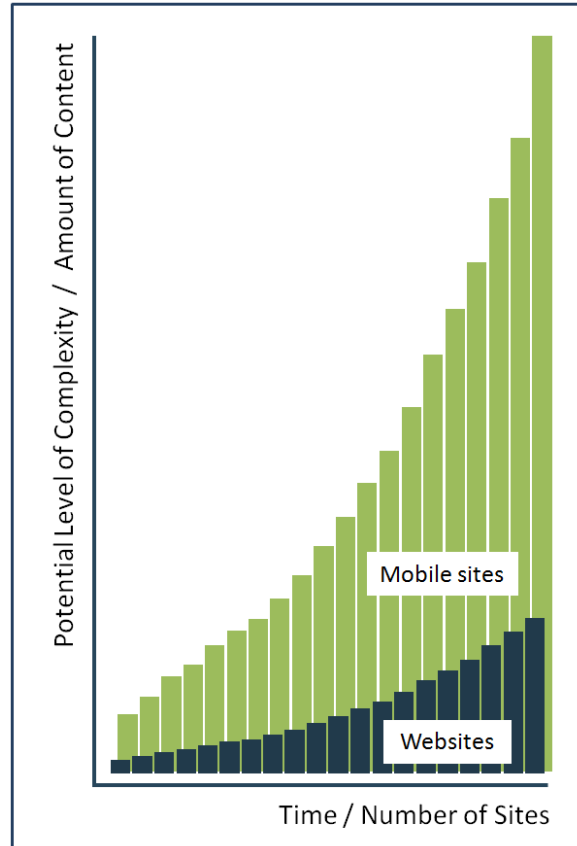
Your global company with multiple brands in multiple markets and multiple languages may easily be managing a thousand more websites than you ever imagined. Mobile intensifies this complexity due to varying screen real estate and device capabilities. To fully commit to mobile, will you suddenly have to manage 2000, 4000, or even more digital properties?

Since there are so many different mobile platforms and channels today, with more always on the way, the news could be far, far worse than that—enough to eat up all your resources and leave nothing left over to design and maintain your core products.

This is why you need to go back and look at Step One. Evaluate your WCM/WEM maturity. The further you develop your mobile strategy, the more important understanding how to organize, manage, and deliver your content on websites becomes. What is very apparent is that your mobile engagement effort is extremely dependant on a holistic cross-channel strategy that all rests on the power of an enterprise-ready global engagement platform.

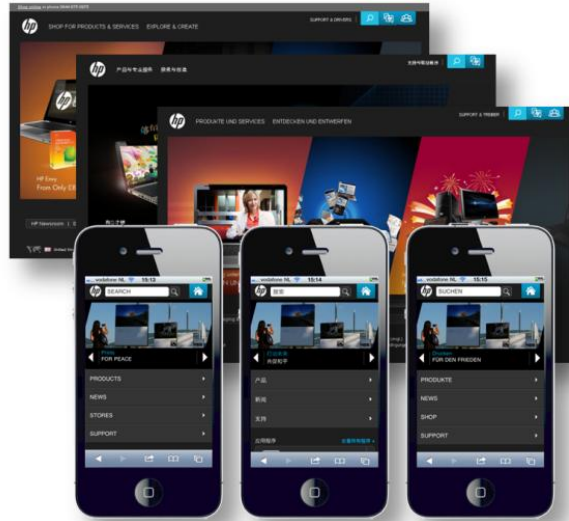
You are not alone. This same scenario is happening in countless organizations like yours every day. To be effective, today's enterprise needs a sound mobile engagement strategy that looks beyond the technology and brings a holistic approach to your entire multi-channel effort. That's why organizations need to leverage a scalable, extensible, best-in-class content and engagement management platform that:

- Empowers the organization by easily handling the mountains of content, designs, and data across all channels, bringing a new level of coherence to brand and message alike.
- Maximizes operational efficiencies, through extensive content reuse, so everything from a consistent brand experience to content distribution optimizes marketing asset investments.
- Drives agility by optimizing central control while allowing for local flexibility, the core of global engagement.
- Accelerates "Time To Market" through automated detection and delivery to a range of device types, template libraries and development tools that help IT and marketing envision end results.
- Simplifies, expedites and unifies all Web and mobile efforts, through one platform, one workflow, one delivery mechanism, one set of analytics and campaign management tools, keeping trust and relevance stable and real for the lifetime customer.



## Real World: Going Global, Taming Complexity—HP

HP is a global brand with hundreds of markets and thousands of products and services. To maximize its global reach through scalable initiatives that harmonize content consistency, engagement and processes it must address extreme levels of complexity. Clearly for HP this was not a rush to the next great thing or mobile app—instead it was about building a foundation on a platform that could carry it forward regardless of what emerges on the horizon. HP's scale was tremendous when considering the content and engagement attributes of number of brands, products, markets, languages and so on. It needed a means to empower all of its marketers and interactive teams to think globally, act locally and have the flexibility and agility to address whatever challenge confronts them.



HP's platform approach was strategic and effective. As a result, HP conquered the complexity within an environment that spanned more than a thousand Web and mobile sites that cover dozens upon dozens of languages and markets.

## Bringing It All Together

### Exceeding Engagement Management Challenges

**Channel complexity is accelerating.** Enterprise marketing organizations are being asked to extend their reach and drive more revenue—even as the stage for achieving these objectives gets bigger, more diverse, and exponentially more complex. This game-changing marketing challenge is extremely ambitious, full of potential pitfalls and often very difficult to implement. And it's on all the time, everywhere, and on a myriad of devices, many of them small, mobile and tucked into pockets and purses.

For all the promise of mobile, there will always be the threat a user will just shut you out. It's not in your control; it's controlled by the customer. Add to that the rate of evolution of the next great "techno" gotta-have. It will be near impossible to get ahead of this curve, and to focus on keeping up is to look in the wrong direction. This is another way of saying as hard as your job might be; it just got harder and more complex.

This is why the leading global brands focus on building a compelling online visitor engagement strategy, managing multiple brands and budgets, targeting customers through many channels, on

many devices in many languages, across many cultures while making every one of them feel special, unique and known. Deliver relevance anywhere, anytime. Think engagement platform. Think foundation.

That's why global brands like yours love us.

We aggressively strive to **take the complex** and **make it simple**.

As the pioneer and leader in *Pervasive Engagement Management*, SDL enables global brands such as HP, Unilever, ABN-AMRO, KLM and 600 others to rapidly turn *prospects into lifetime customers by optimizing personalized and pervasive* online engagements with target audiences—anywhere, anytime, via any channel—regardless of language, locality, format, method or electronic device.

SDL's trusted and proven solutions provide enterprise companies with a significant competitive advantage by dramatically increasing meaningful interactive exchanges, anywhere, anytime with target prospects and customers. As a result, SDL's customers *rapidly increase lead generation and sales conversions as well as maximize brand loyalty, customer satisfaction and lifetime customer value*.

As discussed in this executive report series, we have embedded in our platform an engagement strategy that enables our customers to become better prepared for the rapidly changing customer landscape. As a result, global brands are able to measure success by lifetime "*Return-On-Engagement*." Instead of focusing on basic, passively experienced online communications, SDL's customers drive sophisticated, high-value, relevant, localized, and profiled end-customer engagements with one goal: managing and increasing the long-term continual "health" and lifetime value of each customer.

**More than ever you need to really connect with your customer.**

**We invite you to find out how SDL can enable you to better engage with your audience—anywhere, anytime, in any channel, on any device, in any language.**

## Reference

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