THE MOBILE PLAYBOOK

The Busy Executive's Guide to Winning with Mobile

If you can, check out the website, www.themobileplaybook.com, from a tablet device

Google™

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with Johanna Werther

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Mobile Changes **Everything**

Over the past year at Google, we've had the chance to discuss the mobile revolution with hundreds of marketers, and the same theme consistently emerges from these conversations: for the majority of businesses we speak with, **the question is no longer "Why should I invest in mobile?" —we've all read statistics about the tremendous adoption of mobile and tablet devices—but "How should I invest in mobile?"**

We created this Mobile Playbook in order to help you find answers. Every company is different, but similar questions emerged from those hundreds of meetings. We've distilled them down here into the five crucial mobile questions that every business executive should be asking today. We also suggest strategies you can employ to answer each of them: benchmarking the competition, understanding how your customer is using mobile through focus groups and surveys, setting aside budget to learn and iterate, talking to your agency partners, and securing the internal resources to get the work done and the conclusions implemented.

Our goal is to help companies at all levels of mobile sophistication and experience to adopt the concrete mobile strategies that can help you win—and we don't just mean, "win in mobile." This space isn't a sandbox anymore; the mobile revolution is sailing ahead at full steam, and your customers are on board. Embracing **mobile can help you win the moments that matter, make better decisions, and go bigger, faster,** but you've got to start somewhere.

At Google, we believe that your success in mobile will determine the future of your business. Let's make 2012 the year you make sure that future is a bright one.

"**5 crucial mobile questions**
that every business executive should be asking today"

01. How does mobile change our **value proposition?**

Serving the **Mobile Customer**

Consumers can now use smartphones and tablets to interact with businesses 24/7, from anywhere—at home, at work, on a bus. And companies that embrace this always-on behavior—the taxi service **Uber** with mobile pickups, **GrubHub** and **Seamless** for food delivery, and **HotelTonight**'s app for last-minute bookings—can disrupt entire industries.

Extreme Booking with **Hotels.com**

Both **Hotels.com**'s mobile website and the extreme marketing they utilize to promote it (their ads feature a video of a man literally booking a room from his mobile device while skydiving) both demonstrate their firm grasp of their basic value proposition to business travelers: the ability to book rooms quickly and easily.[1]

Here are some more examples of brands that have thought deeply about what their consumers want from mobile, and then proceeded to deliver it.

CHASE

A **Chase** banking app lets customers deposit checks via a snapshot and send via email, leaps in mobile functionality that might eventually let banks maintain fewer ATMs.
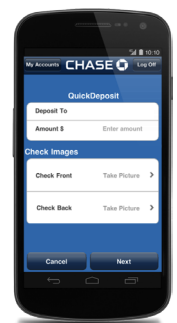
INTUIT

Users of **Intuit**'s SnapTax can file their taxes via smartphone.[2] Just snap a pic of your W2, answer a few simple questions and you're done. Talk about offering real value!
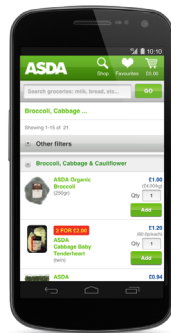
WALGREENS

Walgreens delivers what their mobile users want on their mobile site: the ability to find nearby stores, prescription refills, mobile shopping and coupons. As a result, Walgreens now completes 25% of all prescription refills via mobile, more than two million people receive text alerts, and customers can scan for coupons in-store.[3]

ASDA

Grocery delivery is very popular in the U.K. So Walmart U.K. subsidiary **ASDA**, knowing that over half their online customers have smartphones, built a mobile site that lets customers create and modify orders right up to the evening before delivery.

DELTA AIR LINES

Airlines including Alaska, United and **Delta** let passengers forgo those crumpled boarding passes and instead scan their smartphones directly as they board—a feature that, by streamlining the boarding process, helps flights stay on time, and keeps tech-savvy business travelers loyal.

STARBUCKS

The **Starbucks** app generates customer loyalty, and drives customer transactions, by letting more than one million coffee-drinking smartphone users locate stores, scan barcodes at the register, reload their Starbucks Cards and share their locations and favorite drinks via social networks.

ACTION ITEM: DEFINE YOUR VALUE PROPOSITION BY DETERMINING WHAT YOUR CONSUMER WANTS TO DO WITH YOUR BUSINESS IN MOBILE. BENCHMARK AGAINST OTHERS IN YOUR INDUSTRY FOR IDEAS.

Winning the moments that matter starts with understanding what your consumers want to do with your business in mobile.

How can you zero in on the features that matter most to your mobile users?

LETS START BY DISCUSSING...

The Local **Mobile Customer**

Your future customers are literally around the corner,
and mobile can get them in your door.

Mobile site builder Digby reports that across all the mobile sites they have built, **mobile customers use store locators 63 times for every one mobile commerce order** (making these locators a valuable addition to almost any mobile-enabled website).

Our own data suggests that roughly a third of all web searches have local intent. [5]

95%
OF SMARTPHONE
USERS HAVE
SEARCHED FOR
LOCAL INFO

61%
CALLED A
BUSINESS AFTER
SEARCHING

59%
VISITED IN
PERSON AND...

90%
OF THESE USERS
ACTED WITHIN
24 HOURS [4]
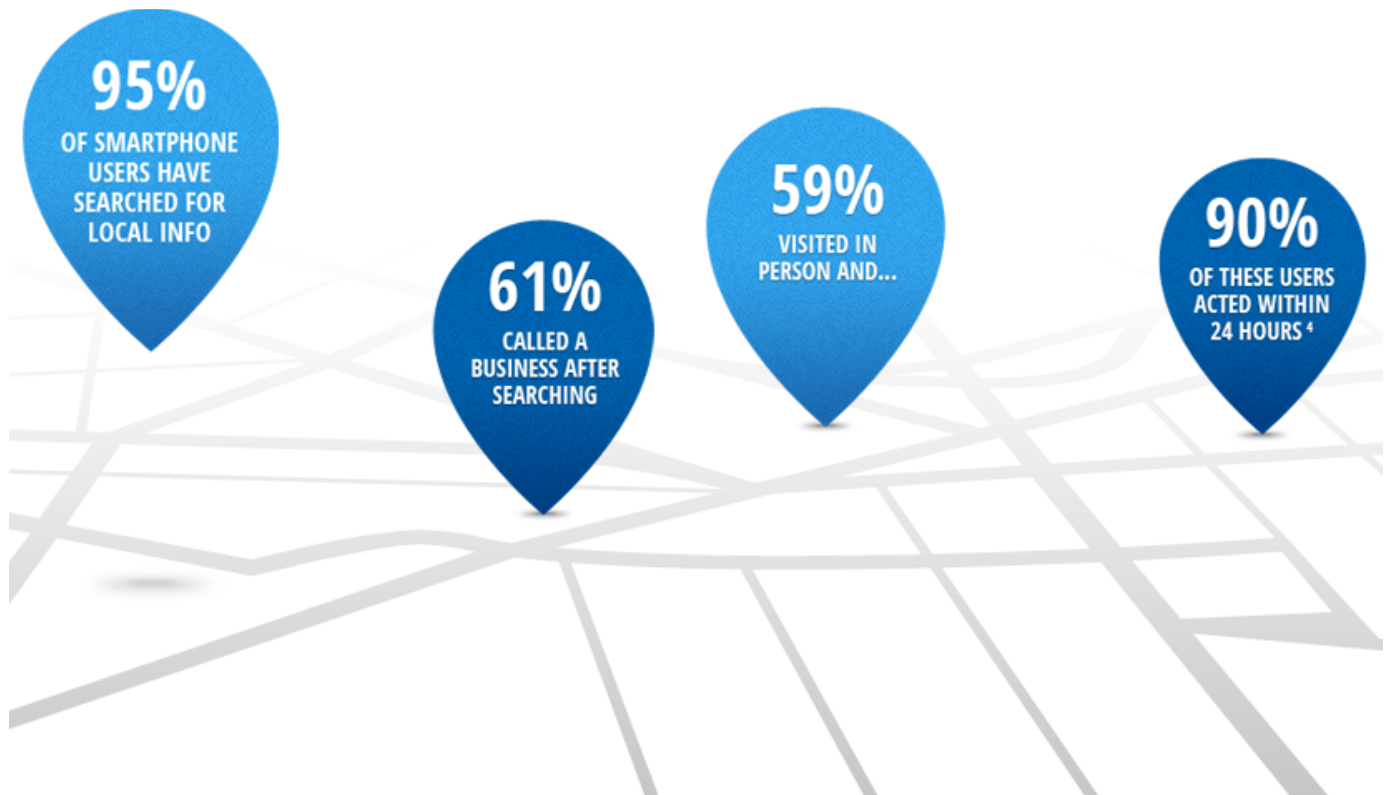
# HERE ARE BUSINESSES THAT ARE DOING A GOOD JOB EMBRACING LOCAL CONSUMERS
by offering features and functionality tailored specifically to potential customers nearby:

SPECIALTY'S CAFE & BAKERY

Specialty's Cafe & Bakery mobile site lets you skip the lunch rush by placing your order from anywhere and picking it up from the nearest store. **Chipotle**, **Subway** and others offer similar services.
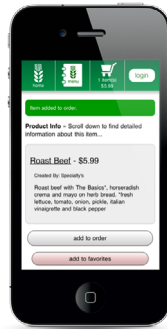
ZIPCAR

Zipcar knows proximity matters. So their app doesn't just guide customers through the reservation process; it also locates their car on the lot by honking the horn and unlocking the doors; the speediest way we can think of to connect consumers with this particular type of inventory.
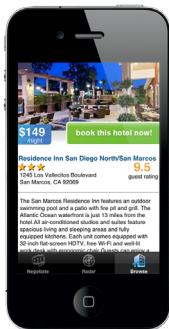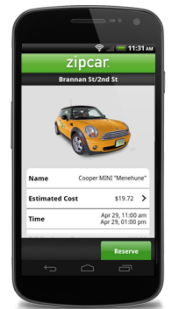
PRICELINE

The **Priceline Negotiator** app lets you quickly find and book a hotel room. How successful is it? Here's some data: 58% of users of this app booked their room within 20 miles; a staggering 35% booked within one mile. And 82% booked rooms less than a day before their arrival, suggesting that app users had already reached their destination and were relying on mobile for real-time decision-making.[6]

VOLKSWAGEN

VW encourages local dealerships to go mobile by providing a template that lets individual locations easily create mobile sites that enable customers to search inventory, review financing options and directly contact local dealers.

The Price
Transparency Challenge

Smartphones haven't just transformed how people find your business; they're also changing what they do inside your four walls-what Wal-Mart CEO Mike Duke calls the **"new era of price transparency."** Almost half of all consumers use smartphones for in-store product research and browsing[7], and according to InsightExpress, 53% of men and 38% of women say they use smartphones in-store to check prices at other stores[8]. Retailers have no choice but to react to this highly disruptive "showrooming,"[9] which turns physical locations into showrooms for products destined to be purchased online or via mobile.

Apps like **Amazon**'s Price Check let shoppers take product snapshots or scan barcodes to generate comparative price lists from multiple retailers. IDC Retail Insights summed it up nicely in a recent Wall Street Journal article: "The four walls of the store have become porous." And this trend will only increase as the information advantage shifts ever further in the direction of the buyer. Over the 2011 holiday season, for instance, Amazon promoted Price Check by offering $5 off any purchase made by scanning a product in-store and then buying it from Amazon via mobile.

45% of all consumers use smartphones for in-store product research & browsing[7]

53% **of men** use smartphones in-store to check prices at other stores[8]

38% **of women** use smartphones in-store to check prices at other stores[8]

39% of walk-outs, when shoppers leave without making a purchase, were influenced by smartphone usage[10]

12% checked other online retailers[10]

8% checked availability at other stores[10]

So what can your business do about this **transparency?**
We've seen retailers choose one of the three strategies:

1 **IMPROVE THE IN-STORE EXPERIENCE**

The merchants most vulnerable to price transparency are often sellers of the kind of branded, big-ticket items like electronics and appliances that spark the most comparative research. What can stores like these offer that an online experience can't? Expert service from salespeople? Same-day pickup? (That's how **Walmart** encourages in-store sales.)

2 **CREATE AND STOCK UNIQUE PRODUCT OR BUNDLES**

One way retailers can beat the apples-to-apples price-comparison game is by stocking products that manufacturers have modified exclusively for them. Another is bundling products with unique accessories. **Target** is now actively working with its suppliers to combat showrooming by selling unique products that make apples-to-apples comparisons moot.

3 **EMBRACE MOBILE USAGE WITHIN YOUR STORE**

A ten-country study by management consulting firm Accenture found that **73%** of mobile-powered shoppers preferred phones to retail clerks for basic assistance.[11] How can you use mobile to influence customers' in-store digital experience? **Sears** takes advantage of malls' limited mobile reception by offering free Wi-Fi to drive shoppers into their stores, where they can use smartphones to compare prices on Sears.com, place orders and pick them up in-store. The company is also rolling out iPads and iPod Touch devices in almost 450 stores, and clerks can use them to help customers find product info, check inventory and place online orders.[12] **Nissan**, meanwhile, emblazons vehicle price stickers with QR codes, "silent salespeople" that let shoppers within the lot find key information like features, options, video overviews, image galleries, incentive offers, dealer inventories and actual quotes.

☑ **ACTION ITEM: CHOOSE THE STRATEGY THAT'S RIGHT FOR YOUR BUSINESS TO ADJUST TO THE WORLD OF PRICE TRANSPARENCY.**

The good news is that as the consumer gets new tools to help their shopping path, you get **new tools** in your marketing path to win these critical moments.

You can reach connected consumers with contextual ads right when they're searching for products from within your and your competitor's stores. Imagine a shopper searching for a flat screen TV from within a major retailer's store. If you happen to sell flat-screen TVs too, a search ad gives you a chance to win this consumer's business just as he's close to purchase, even if your differentiated value prop is as simple as putting "We remove your old TV!" in the text of your ad.

Now that you've determined your value proposition for your mobile consumer, **IT'S KEY TO ALLOW THEM TO ENGAGE WITH YOU VIA A MOBILE-OPTIMIZED SITE.**

02. How does mobile impact our **digital destinations?**

Mobile-optimized **Websites**

Do you have a mobile-optimized website? If you don't, this should be your top priority for engaging mobile customers. 57% of users say they won't recommend a business with a poorly-designed mobile site, and 40% have turned to a competitor's site after a bad mobile experience.[13] Your mobile site will differ from your desktop site not just because of the size of the device, but because the mobile context reveals a different mindset for your consumers. Visitors to your mobile site may be at a different point of the purchase funnel. How does your site appear to mobile users? Are you making it easy for them to connect with you or putting obstacles between them and what they seek?

57%
OF USERS SAY THEY WON'T RECOMMEND A BUSINESS WITH A POORLY-DESIGNED MOBILE SITE

40%
HAVE TURNED TO A COMPETITOR'S SITE AFTER A BAD MOBILE EXPERIENCE.[13]
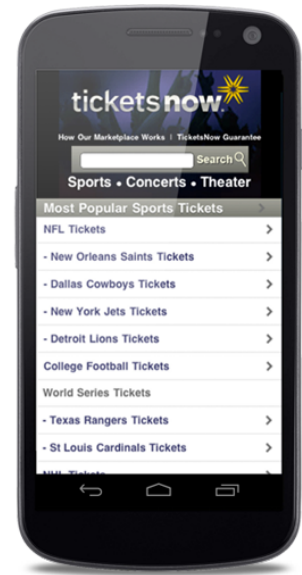
TICKETSNOW
Mobile Sites

TicketsNow's mobile-optimized site doubled the company's mobile sales and increased ticket sale conversions by 50%. These dramatic before-and-after numbers are actually common when brands first launch their mobile-optimized site.[14]
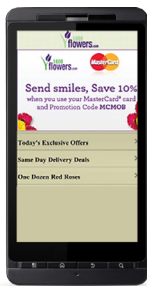
BEFORE   **AFTER**

✅ **ACTION ITEM:** **YOUR #1 PRIORITY IS TO BUILD A MOBILE WEBSITE**

Optimize, Optimize, **Optimize**

Never stop optimizing your site based on what you learn from user interactions; even great mobile sites usually have plenty of room for improvement. Six years ago, **1-800-Flowers.com** became one of the first e-tailers to dive into mobile, with an optimized website and apps across multiple mobile platforms. Their test-and-iterate model has since evolved into a sophisticated mobile strategy that includes analyzing mobile site traffic, benchmarking against other e-tailers, and, just last fall, working with mobile vendor **Moovweb** to launch an enhanced smartphone-optimized site whose key features include "Find a Gift Fast," which connects shoppers with local flower arrangements, deep linking functionality to ensure that searches land on the mobile site, and an enhanced calendar to help users figure out shipping and other costs. What was the impact? Increased conversions, and time spent on-site up 25% from the original mobile site.
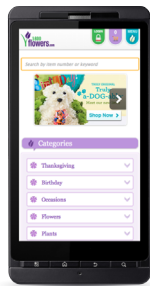
**GOOGLE TIP:
WWW.HOWTOGOMO.COM**

At this Google site you can test your site's mobile appearance, learn the 10 best mobile design practices, and generate a custom report with recommendations for improvement along with a vendor list to help you get started.

Successful businesses are now adopting this simple but revolutionary idea: **design for mobile first**. Rather than pegging mobile as the "third screen," **ESPN** thinks of it as the "first screen."[15] Travel site **Kayak.com** redesigned their desktop website to mirror their mobile experience[16] and early results show higher conversion rates and shorter completion times for a design focused on speed and ease-of-use.

Finally, make sure that when consumers type your URL into their mobile browser, your website recognizes they are on a mobile phone and redirects them to your mobile site. For example, when consumers enter http://saks.com into their mobile browser, Saks automatically redirects them to http://m.saks.com to provide a mobile optimized shopping experience.

OPTIMIZED   **MORE OPTIMIZED**

Branded **Mobile Apps**

Now that you've built your mobile site, your next step is to start using apps to enrich your relationships with your users. A full 91% of companies featured in Interbrand's 2011 Best Global Brands have a presence in at least one of the major app stores — a figure that's up 51% from 18 months ago.[17] Let's be clear, though: having an app is not the same as having a mobile strategy. An app is essentially a bookmark for users who want to engage with you, but the majority of your traffic is likely coming from the web, not from brand-loyal power users who've downloaded your app. Your mobile website is also accessible by users across all devices, while apps must be designed for specific platforms.

"having an app is not the same as having a **mobile strategy**"

HERE ARE THREE KEY POINTS TO REMEMBER ABOUT BRANDED APPS

1 **OFFER USERS ENTERTAINMENT, UTILITY OR BOTH**

If your app doesn't deliver compelling value of one kind or another, its shelf life will be short. So be clear about why you're building it. Do you want to bring a new type of functionality to your users? Nurture loyalty and ongoing relationships? Or do you just want to be discovered in app markets?

2 **DESIGN YOUR APP FOR THE LARGEST MOBILE PLATFORMS**

If limited resources demand that you prioritize, design your apps for the mobile platforms that represent the majority of the smartphone installed base. Fish where the fish are.

3 **PROMOTE YOUR APP...**

to keep it from vanishing into the app store's lower rankings. Here are some useful tips on doing just that:
- Target existing customers through desktop and mobile site links, client newsletters or other channels you already use to reach them
- Link mobile ads shown in other free apps directly to your app's download page.
- Use mobile search ads to guide users directly to the app in the marketplace.
- Time your promotional efforts to coincide with your PR push to maximize downloads; receiving lots of downloads really quickly boosts rankings in some app stores.

BELOW ARE SOME BRANDS THAT ARE DOING APPS RIGHT.

These apps are very compelling because they provide either utility or entertainment in a highly engaging way for their loyal mobile consumers.
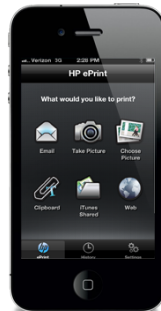
✓ **ACTION ITEM:** PROMOTE YOUR APP THROUGH YOUR EXISTING CHANNELS AND ON-DEVICE MEDIA

HP

HP preferred to offer utility over entertainment.[18] Their ePrint app enables consumers to print from their phones to an HP printer. This app drives revenue for HP because it encourages printing and ink usage, and it's also very convenient when travelling.

WAL-MART

A **Wal-Mart** app allows users to add shopping list items by speaking, typing or barcode scanning. The app also shows prices, local store availability and, in select markets, even aisle location.[20]

DOMINO

Domino's mobile app lets customers order "more than 1.8 billion pizza combinations" from anywhere, and follow their order's step-by-step progress with the Domino's Live Pizza Tracker.[19]

COKE

Coke's simple but surprisingly entertaining app lets users simulate drinking a Coke.

TIP: DON'T NEGLECT "PUSH"

In a crowded email marketing space, push notifications from within apps can send customers relevant alerts and calls to action.

Proceed with caution, though, and make sure your notifications are both useful and timely; users can just block push notifications whenever they'd prefer not to receive them.

Now that you've determined how you can win moments that matter with your mobile customers by adapting your value proposition for the mobile consumer and bringing it to life in a mobile website and app, aligning your organization will help you make better decisions to promote the growth of your business.

Make better decisions

03. Is our **organization** adapting to mobile?

Mobile **Accountability & Ownership**

Our next question is a simple one, and the answer to this question will help you solve all the other mobile questions you've encountered. Who exactly holds the mobile mantle in your company? At Google, our chairman Eric Schmidt's "Mobile First" principle calls on every team, from ads to maps to Doubleclick to YouTube, to include mobile in their product and business plans. While we can suggest the right questions you should be asking, only you and your organization will be able to determine the answers that are right for your business. Does your team have a sufficient sense of urgency around the topic? How will you ensure mobile is a consideration for all of your teams? How will you answer the key questions we've outlined in order to win the moments that matter, make better decisions around your mobile strategy and go bigger, faster? It all starts with asking the right questions and selecting the right team to determine and implement the answers.

Our recommendation, at its most basic level, is a simple one: We encourage the appointment of a Mobile Champion within your organization. This person should gather a cross-functional mobile task force to work to determine your company's approach for each of the questions listed. Benchmark your competition, understand how your customers use mobile through focus groups and surveys, set aside budget, talk to your agency partners, and brainstorm internally.

> ☑ **ACTION ITEM:** ASSIGN A MOBILE CHAMPION IN YOUR COMPANY AND EMPOWER THEM WITH A CROSS FUNCTIONAL TASK FORCE.

"How will you answer the key questions we've outlined in order to **win the moments that matter**, **make better decisions** around your mobile strategy and **go bigger, faster**?"

Here are some of the questions
that could help your organization
UPGRADE ITS MOBILE PROGRAMS, PLATFORMS AND CAPABILITIES.

1 Is mobile a key metric in your management dashboard?

2 How often do you review your mobile stats? Who reviews them?

3 Who knows what % of traffic & search queries come from mobile?

4 Who's watching tablet traffic trends, people's actions on your mobile site, mobile's inclusion in product launches and campaigns?

5 Which decisions would change if key business owners were given timely mobile data?

6 Who's monitoring your competition's investment in mobile?

7 Who's developing consumer insights through focus groups & surveys?

8 Which agencies are you relying on to help you make mobile decisions?

Without focus and accountability, interdepartmental conflicts can arise that can stifle your business. One of our clients explained that its call center team got credit for calls driven to the mobile site's click-to-call, but the Internet marketing team only got credit for form fill leads. Click-to-call may drive mobile orders, but how many opportunities are missed if the Internet marketing team isn't rewarded?

An important responsibility of this Mobile Champion is thinking about budget. Mobile is incremental and needs its own budget. Within the mobile budget you can allocate across mobile search, mobile display, experimental programs and extensions of other channels (email, social, coupons, etc.) Your mobile owner should be able to determine the most strategic areas for your investment. You'll also need to allow budget for mobile site development and optimization.

"**Mobile is incremental** and needs its own budget."

Now that you've thought about aligning your organization to make better decisions, **how can you go bigger, faster?**
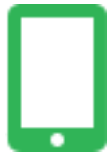
Go bigger, faster

04. How should our **marketing** adapt to mobile?

Search Strategy

AT GOOGLE WE'VE SEEN

MOBILE SEARCH QUERIES GROW 5X IN THE PAST TWO YEARS.

20%
of all telecom searches

30%
of all restaurant searches

25%
of all movie searches

...are now done on a mobile device

With mobile search ads, you can reach consumers when they're searching for your product in the physical world. When a consumer types "buy jeans San Francisco," he's asking a question which good ads will answer. Try a few searches from your smartphone — "best gas mileage SUV," "Nintendo DS," "fast recipe dinner," "movie Mountain View CA." Who finds you and what do they say? Remember, convincing a shopper who's searching for a flat-screen TV on mobile from inside a major retail store to instead buy online from you could be as simple as adding "We'll remove your old TV!" to your mobile search ad. It's important to note that these searches are incremental to your desktop search traffic. These are different searches that create new opportunities for your business.

ACTION ITEM: WHAT IS THE EXPERIENCE LIKE FOR A CONSUMER TRYING TO FIND YOU AND CONNECT WITH YOU?
Take 5 minutes today and search for your brand in mobile as a consumer would. Discuss the result with your agency.

HOW CAN MOBILE SEARCH HELP YOU GO BIGGER, FASTER?

First, separate mobile-specific ads from desktop search campaigns, so you can accurately test, measure and develop messaging that works best in this new format.

LOCATION SHOULD ALSO HELP DEFINE YOUR THINKING...

Create specific ads based on how close the consumer is to your business, your competitors or relevant locations like airports and malls. Wouldn't you have a different message for a customer who's browsing his phone across the street than you would for another prospect who's across the state?

...AND YOUR CAMPAIGNS.

It's now possible to layer your search ads with location extensions. These are additional links that appear in the ad that show your business's location and phone number. What's more, if consumers are close enough to your business, a distance marker will show up in the ad indicating how close your business is.

Below are more examples of effective mobile search campaigns.

HAIR CLUB FOR MEN

Hair Club for Men reports a conversion rate of 12% from mobile ads, beating desktop ads at 9%. Mobile ads boasted a 17% conversion rate from a lead to an actual sale. Hair Club for Men has seen an overall return on investment of 30:1 from Google mobile search ads.
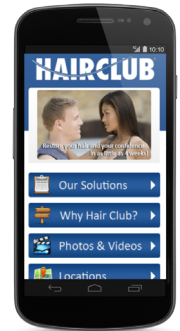
STARWOOD

Click-to-call ads now drive a majority of mobile search bookings for **Starwood Hotels**, whose "hyperlocal" mobile search campaign, which delivered a click-to-call phone number and map to the nearest Starwood hotel right in the search ad, multiplied mobile paid search ROI by 20, increased month-on-month mobile bookings by 20% and tripled overall mobile traffic.
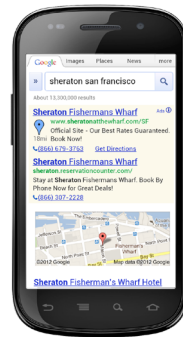
COMCAST

Internet, phone and cable giant **Comcast** makes it easy for mobile users to check service availability and get assistance by providing their phone number on their mobile site and in their search ads. Comcast built a mobile ad extension that lets users call directly from search results, a campaign that had a 270% higher click-through-rate than desktop search ads and led to a surge in mobile sales.

✓ **ACTION ITEM: SEPARATE MOBILE-SPECIFIC SEARCH CAMPAIGNS FROM DESKTOP SEARCH CAMPAIGNS SO YOU CAN TEST, MEASURE AND DEVELOP MESSAGING SPECIFIC FOR MOBILE.**
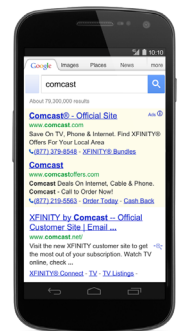
The **Full Value** of Mobile

With mobile, we are no longer seeing consumers taking linear e-commerce paths that begin and end on the same device: while many users start their journey on mobile and complete purchases on the phone, many also start on mobile and end up buying in-store or on different devices. As a marketer, it is crucial that you start measuring and assigning value to all mobile conversions so you don't under-invest in mobile.

Let's take a hypothetical example: Advertiser A invested $600K in mobile advertising. Accounting for mCommerce purchases only, mobile ROI appears negative. However, Advertiser A initially neglected to account for all of the other mobile conversions that are driving value: their $600k investment also drove 20K app downloads, 60K phone calls to their call center and 100K store locator clicks.

With help from their agency and using internal data and external benchmarks, Advertiser A assigned value across all mobile conversions and was able to determine that each call was worth $3, each app download $5, and each store locator click $2. As a result, Advertiser A determined that mobile ads were actually driving a healthy ROI on their business and re-invested accordingly to maintain this competitive edge.

PARTIAL VALUE OF MOBILE

INVESTMENT   CONVERSIONS   VALUE

$600K → $10K ORDERS AT $30/ORDERS = $780K

−50% ROI

FULL VALUE OF MOBILE

INVESTMENT   CONVERSIONS   VALUE

$600K → $10K ORDERS AT $30/ORDERS = $780K

+   +30% ROI

60K CALLS AT $3 PER CALL

+

100K STORE LOCATOR CLICKS AT $2/CLICK

+

20K APP DOWNLOADS AT $5/DOWNLOAD

Below are **5 key mobile conversions types** that are delivering value for your business. **ARE YOU MEASURING THE FULL VALUE OF MOBILE?**

MOBILE WEB

TicketNetwork
TicketNetwork's team designed its mobile site with speed and simplicity in mind. It didn't take long for TicketNetwork to see a slew of benefits. "Four months after introducing the site, overall Ticket sales from mobile grew by 184%." says Jessica Cushing AVP of Online Marketing.
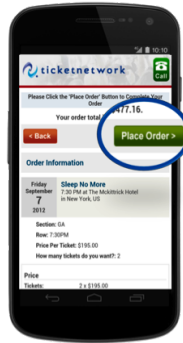
GOOGLE TIP: Simplify your mobile site to make it as easy for consumers to purchase from their phones. Just as you would for your PC site, analyze user actions on your mobile site to include only the most relevant features and optimize accordingly.

CROSS-DEVICE

Modcloth
67% of people use multiple devices to complete a given shopping task. [31] ModCloth sees similar behavior, with users browsing on mobile and then completing purchases on PCs. ModCloth also found that logged-in users convert 2x more than non-logged-in users. In addition to sales, Modcloth is now flagging registrations as key mobile conversions.

GOOGLE TIP: Analyzing logged-in user behavior can help you estimate how many of your users engage in cross-device sessions. How much more likely are cross-device users to convert? Do cross-device users have larger average order values?

FROM APPS

Fab.com
Fab connect users with designer from around the world to discover everyday design products at great prices. Fab is getting 30% of their total sales coming from mobile less than one year after launching their mobile app.
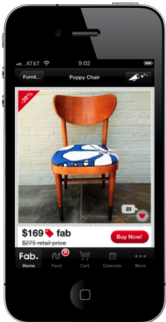
GOOGLE TIP: Start measuring app downloads and assign value to them. You can do this by analyzing app user behavior and using metrics like average visits per app download and number of in-app purchases per app download.

IN-STORE

Adidas
Adidas worked with iProspect to assign value to store locator clicks. They found that 20% of mobile users who clicked on store locator links visited a store. Knowing that 20% of in-store visitors convert with an $80 average order value of, they then were able to estimate that each store locator click was worth $3.20. By accounting for store locator clicks, they found that mobile was actually driving a strong 1.8 to 1 ROI.
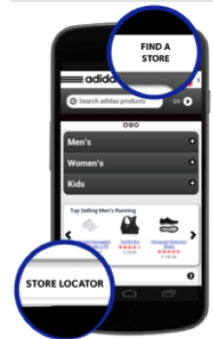
GOOGLE TIP: Start measuring store locator clicks and click-through rates from your mobile ads. Use this data with in-store benchmarks to estimate the value of store locator clicks generated by mobile.

PHONE CALLS

T-Mobile
This may sound obvious but let's not forget. Mobile facilitates an action that is native to the platform itself: phone calls. T-Mobile used mobile search ads to drive calls to stores. As a result, in just one month T-Mobile generated 20,000+ phone calls to stores while driving a 13% click-through rate to its mobile site.
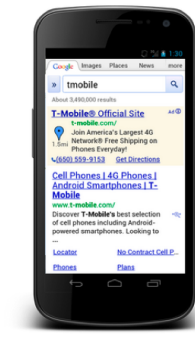
GOOGLE TIP: Start measuring the number of phone calls your business receives from mobile search ads. Use variables like user area code or call duration to help you assign value across calls.

Mobile for **brand building**

The mobile audience is at scale: smartphone penetration has reached 45% in the UK, 38% in the U.S. and France, and 23% in Germany.[21] Every day mobile users play 570 years of Angry Birds and watch 600 million videos on YouTube Mobile; in fact, mobile is the primary way that 75% of these users access YouTube content. Yet mobile is the most imbalanced medium when it comes to ad spending versus time spent, at 1% compared to 23%.[22] Capturing all this new opportunity means exploring rich media — and now is the time to do it. New technology like touch screens, accelerometers (which enable better animated media) and targeting that lets you reach the right users on their most personal devices are turning mobile into a branding wonderland.

According to Nielsen, **exposure to rich media ads across four screens —mobile, tablet, PC and TV— yields the best branding results**; participants who saw ads across all four formats rated a campaign more favorably on key brand metrics than those who saw it only on TV, PC or both.[23]

Mobile rich media also entices users while they're already actively browsing—as opposed to requiring them to learn a new behavior or take a new action, as with QR codes. Brands such as **HP**, **Reebok**, **Paramount Pictures**, **Ford**, **Coke** and others have sprung to life with cutting-edge mobile display ads.

You'll want to ask the same questions about your mobile marketing aims as you do for your overall marketing aims: who do you want to reach? How can you most effectively reach them? What actions do you want them to take? How can you measure it? Are you after broad reach or just buzz? Some mobile experiences won't have broad reach or drive key metrics like rich media, but may give you a PR spike or a unique demo to showcase internally.

"Mobile is the most imbalanced medium when it comes to ad spending versus time spent, at **1%** compared to **23%**"

Viewers of Coke's mobile rich media ad can
send a Coke to someone across the world

Learn more at **www.projectrebrief.com**

One excellent example of what's possible
with mobile rich media is the memorable
Coke campaign "Hilltop" with the "I'd like to
buy the world a Coke" messaging that was
re-imagined for today's digital world. Viewers
of the mobile display ads were able to virtually
send a Coke to someone across the world
through special vending machines located
throughout the world with personalized
messages and receive video responses.

✓ **ACTION ITEM:** RUN RICH MEDIA HTML5 ADS
TO EXTEND YOUR BRANDING MESSAGE TO
REACH THE MOBILE AUDIENCE.

Mobile Creativity
Small Screen, **Big Creative Opportunity**

As we've shown earlier in this section, advertisers are embracing mobile as part of their brand building efforts. The fact that mobile was a category at Cannes for the first time signals that mobile has truly arrived as a creative platform. Let's take a closer look at what makes mobile so unique as a creative canvas, and how this creates unprecedented ways to engage consumers.

BRADESCO

TACTILE
High-res touch screens and accelerometers on mobile devices open up new and more visceral ways that consumers can interact with your brand. Unlike traditional creatives made for PCs or offline media, the mobile canvas can be activated upon a tap, finger swipe or a tilt of the device. See how **Bradesco**, a Brazilian financial services company, cleverly uses swipe gestures in their ad. The user thinks they are seeing an ad for a car, when in reality it's advertising car insurance. Although this example is an ad, a touch-based experience like this could be just as easily showcased in a mobile app or website.

NIKE

PERSONAL AND SOCIAL
Mobile devices are highly personal devices; it's the first device that we reach for and the last one that we put down at night. Given their personal nature, mobile devices are especially primed for social activities and sharing. Brands that tap into mobile's personal and social context can stage powerful communities. **Nike** did so with their Nike+ FuelBand campaign. The campaign features an online community of over 6 million fitness enthusiasts who can share real-time results from bluetooth wristbands that are synched to their mobile devices.

TOYOTA

LOCATION-AWARE
Mobile creatives can tap into the device's GPS and harness info about consumers' real-time location not only for driving them into stores but also for staging compelling brand experiences. **Toyota** created an extremely entertaining app that allows backseat passengers to become virtual drivers, as their real world route is pulled into this engaging mobile game.

eMART

BRIDGE BETWEEN DIGITAL AND PHYSICAL
Mobile creatives can create powerful experiences that bridge the physical and digital worlds. **eMart**, a major retailer in Korea, faced a challenge: sales slowed during lunchtime. To drive in store traffic during this time of day, they installed a shadow QR code in a heavily foot trafficked area that would only be scannable when the sun was directly overhead at lunchtime.

CHEVY

MULTI-SCREEN CONTEXTS
Since mobile devices are always on and always with us, consumers are increasingly multi-tasking with mobile even while engaged with other media. With the insight that consumers are increasingly engaging with their smartphones and tablets while watching TV, Chevy introduced their Game Time app, effectively hijacking the Super Bowl by adding a second screen. This app gave viewers a reason to engage with Chevy for the entire game and watch their ads closely for the chance to win prizes including a free car.

Anatomy of an ad

While we encourage advertisers to push the limits of branded experiences in mobile, whether it's a mobile site or app, brand owners should be mindful to activate these experiences through mobile advertising to ensure that they drive enough reach and awareness of these innovative touchpoints. Branded experiences are great, but what goes into an effective mobile branding ad? It starts with understanding what creative elements are available at your disposal. Let's examine an anatomy of an ad, and break down how these different elements can amplify your brand message in mobile.

GOOGLE TIP: As you create branded experiences in mobile, use mobile advertising to promote these and maximize your reach.

Suggestions on maximizing your mobile ad creatives

SIMPLE INTERFACE. The best performing mobile creatives are those with intuitive and clean interfaces.

OVERLAYS. Allow users to explore your creative by revealing deeper levels via interstitials and overlays.

TOUCH. Mobile is really the only medium where people can actually touch your brand and engage with your message. Take advantage of mobile's touch interface by incorporating basic gestures like swiping, tapping and thumb scrolling to navigate your creative.

ANIMATION. HTML5 creatives in mobile can now enable more organic animations that can bring your brand message to life in ways that weren't possible with traditional frame-by-frame animations. Use HTML5 animations to punctuate key highlights in your brand message.

VIDEO. Use the storytelling power of sight, sound and motion to communicate your brand message in mobile. Users are acclimated to viewing videos directly from their mobile devices. 1 of 4 mobile users consume video content daily.[21]

SOCIAL. 60% of mobile users use their devices for daily social networking activities.[21] Mobile creatives that feature a social element can amplify your brand as engaged consumers share and spread your brand message.

LOCATION. Mobile is also unique in that it provides a real bridge between your consumer and the physical world.

GOOGLE TIP:

Translate your brand's big idea or message with mobile creative that is simple to navigate yet offers engaging ways to experience your brand including touch, animation, video, social, and location.

EXPERIMENTATION BEYOND SCALABLE RICH MEDIA MAKES SENSE...

...as long as you have a well-thought-out strategy as a foundation. A number of companies have asked us about augmented reality or location-based check-in ads. Johnson & Johnson brought Muppets to life on Band-Aids® with an augmented reality mobile app that helps parents entertain away the pain for their child.

In our experience, though, only a handful of brands have covered the main pillars of a mobile strategy enough to warrant investment in experimental, lower reach activities.

GOOGLE TIP: AS ALWAYS, TRACKING MATTERS

The mobile ad industry offers many trafficking and reporting solutions. Our infrastructure advances are making the process of serving and tracking mobile media even easier, with a near-term goal of replicating the buying and tracking tools that advertisers already know from online campaigns. You can use the same Dart for Advertisers (DFA) interface to serve your ads in mobile, for instance; just change your ad type and placement. And our fully integrated reporting gives you mobile impression and click data along with standard DFA reports.

A mobile-specific report, though, breaks down data by wireless carrier, mobile platform and country. You can also serve ads from DoubleClick Rich Media (DRM) into the AdMob network.

NEXT, LET'S THINK EVEN BROADER
Mobile is so pervasive that branding shouldn't be the only aspect of marketing that can be enriched by the mobile space.

Marketing **Channels**

Mobile is often referred to as the connective tissue across marketing channels from outdoor to TV to print. Adding a QR code to your print, outdoor and TV creative can give static ads some oomph but isn't a substitute for a mobile strategy.
In other words, **adding on mobile is good; designing for mobile is better**.

Here's how to examine your marketing initiatives and channels through the mobile lens:

EMAIL MARKETING

Up to 30% of email opens come from mobile.[24] Are you maximizing your emails for mobile users? A good way to start is to think carefully about layout (longer rather than wider) and be selective with images. Think also about your calls to action and links; are you sending prospects to a non-optimized page? Some leading email marketing providers now let you preview your emails in mobile mode. Take advantage of this chance to make your mobile messaging as effective as possible.

SOCIAL MEDIA

Social and mobile are fundamentally intertwined; every day more than half of mobile social networkers access social content from their mobile device,[25] in an average month 14% of mobile social networkers upload a photo taken from their mobile device.[26] How does it change the way you talk to your social consumers when you know that they are navigating the physical world—taking buses, out shopping, looking for a restaurant? What could your brand do with mobile hangouts on Google+ that allow real-time video conversations on smartphones?

COUPONS AND PROMOTIONS

Whether you create a scannable coupon or a code that can be keyed into the register, be sure to track mobile separately. Users move back and forth between channels and devices; if you aren't yet able to let customers tap or scan their device at the register, mobile can collect opt-ins for coupons that you can email to users to print out and redeem in person.

OFFLINE MEDIA

Mobile can activate bonus offline channels. For instance, we recently ran a consumer electronics campaign that combined mobile search, mobile display and a picture-scanning app that let potential customers unlock exclusive content like songs from artists featured in the campaign. So if you're already running offline media, why not turbocharge it with mobile, as a complement to—not a substitute for—a solid mobile media plan.

> ✓ **ACTION ITEM:** ASSIGN EVERYONE IN YOUR MARKETING ORG THE ACTION ITEM OF REVIEWING THEIR PROGRAMS THROUGH A MOBILE LENS

Go bigger, faster

05. How can we connect with our **tablet audience?**

Tablet **Strategy**

72%
OF TABLET OWNERS

MAKE PURCHASES
FROM THEIR
DEVICES

7
ON A
WEEKLY BASIS

T ablet devices don't yet offer tremendous audience reach, but that doesn't mean you should overlook them.

By 2014, 208 million tablets will be sold worldwide, and 72% of tablet owners make purchases from their devices on a weekly basis, making the audience very desirable. [27, 28]

Tablet users' love of shopping has already spawned a new buzzword: "**t-commerce**."

HERE ARE FOUR POINTS WHICH ILLUSTRATE HOW HANDLING THE EMERGING WORLD OF TABLETS IS A PARALLEL TO THE STRATEGIES WE'VE DESCRIBED FOR THE BROADER MOBILE WORLD:

1 KNOW THE TABLET USER'S EXPERIENCE WITH YOUR BUSINESS

Unless your desktop site is Flash -heavy (Flash isn't supported on the iPad) or doesn't function properly on tablets, it may be passable for a short while; the examples we highlight here are based on tablet users interacting with desktop websites.

But we believe that marketers will soon be designing sites specifically to take advantage of tablet touch screens, portrait/landscape orientations, cameras and accelerometers.

2 BUILD UNIQUE TABLET EXPERIENCES

Some brands have already rethought their mobile experience for tablets. **Kraft**'s iFood assistant mobile app helps moms with coupon-clipping, product barcode scanning, adding items to shopping lists and saving recipes for quick meal ideas. The company's Fork & Spoon iPad app, by contrast, is designed for both moms and kids to use during meal preparations. It features recipes and videos similar to the iFood assistant, but also serves up more in-depth content and games.[29]

Kraft's iFood Assistant tablet app

3 TWEAK YOUR SEARCH CAMPAIGNS FOR TABLET USERS

Tablets are primarily used at home, on evenings and weekends, most likely from a comfortable couch. Adapt your ads to take advantage of this. "Shop now from your tablet" is a stronger call to action than "Shop online." Don't ask tablet users to call by phone; tablets aren't phones. Segment your campaigns by device to monitor tablet-specific performance and learn about your tablet customer's needs and interests. **Sweetwater Sound**, one of America's largest musical equipment dealers, has seen phenomenal results from tablet-targeted search ad campaigns. Sweetwater Sound's iPad conversion rate was 30% higher than online, and orders originating from iPads had 10% higher value.

"Sweetwater Sound's iPad conversion rate was 30% higher than online, and orders originating from iPads had 10% higher value."

4 LET RICH MEDIA SHINE ON TABLETS

Volvo and **Grow Interactive agency** developed the richest tablet-optimized HTML5 creative that we've yet seen. The campaign uses various interactive media to profile a Volvo car that's approaching 3 million miles. A mobile- and tablet-optimized banner shows the car's real-time current mileage; the HTML5 landing page features a Google Map that shows the car's real time location; interactive games highlight new Volvo features like city brakes; embedded videos show off new models. What's possible when rich media meets tablets?

Volvo's Tablet Rich Media Ad
Learn more at **www.projectrebrief.com**

Tablet usage spikes in the evening, and the tablet audience reports watching TV while browsing.[30] **ESPN** and **Shazam** let Winter X Games viewers on ESPN TV use the Shazam smartphone app for video highlights, photos and exclusive music from the event. The tablet revolution is gaining momentum, as more people purchase and use tablets to search and shop. Even if you're still playing catch-up in mobile, it's not too late to be early with tablets. We encourage you to be one of the first to take advantage of this new channel. Invest now or chase your competition later.

✓ **ACTION ITEM: CHECK OUT YOUR WEB EXPERIENCE ON A TABLET.**

Take 5 minutes today and search for your brand on a tablet as a consumer would. Maximize the tablet format with rich media creative. Discuss both these topics with your agencies.

Watching TV while browsing with
ESPN and **Shazam**

CONCLUSION

Hopefully by now you're ready and eager to wield mobile tools to make your brand more valuable to increasingly tech-savvy consumers and spawn innovative marketing strategies that connect you with your customers in new ways. Imagine what you might be able to accomplish this year if you start right now.

Start how?
Just keep asking the questions we cover here, work closely with your Mobile Champion, and keep your eyes on the rising mobile tide. At Google, we believe that mobile represents a sociological shift with how users relate with both the digital and physical world. Businesses that understand this will win.

"At Google, we believe that mobile represents a sociological shift with how users relate with both the digital and physical world. **Businesses that understand this will win.**"

✔ **TO SUMMARIZE THE ACTION ITEMS INCLUDED IN THE PLAYBOOK WE'VE PROVIDED THE FOLLOWING CHECKLIST:**

MOBILE PLAYBOOK ACTION ITEMS CHECKLIST

✅ Define your value proposition by determining what your consumer wants to do with your business in mobile. Benchmark against others in your industry for ideas.

✅ Build a mobile website. Once you have a mobile website, check the stats and optimize based on consumer usage.

✅ Build an app for a subset of your audience after your mobile site strategy is in place. Don't forget to promote your app.

✅ Assign a Mobile Champion in your company and empower them with a cross-functional task force.

✅ Set up a meeting with your agencies about what's working and what's not for your brand on mobile and tablets.

✅ Search for your brand in mobile, as a consumer would. Take 5 minutes and do this today. What's working? What's not?

✅ Separate mobile-specific search campaigns from desktop search campaigns so you can test, measure and develop messaging specific for mobile.

✅ Run rich media HTML5 ads to extend your branding message to reach the mobile audience.

✅ Assign everyone in your marketing org the action item of reviewing their programs through a mobile lens.

✅ Check out your tablet consumer's experience with your brand. Take 5 minutes today and search for your brand on a tablet as a consumer would. What's working? What's not? Maximize the tablet environment with rich media creative.

ADDITIONAL RESOURCES

www.ourmobileplanet.com
A Google research tool that makes it easy to learn about mobile users and mobile usage patterns around the world.

www.howtogomo.com
A Google initiative to educate businesses large and small on the benefits of mobile optimized sites.

www.google.com/mobileads
Everything you need to know about mobile ads for performance and branding including mobile search ads and mobile display ads.

www.projectrebrief.com
A Google campaign that shows how creators of four iconic ads from the 60's and 70's re-imagined their ads using today's digital technology.

www.thinkwithgoogle.com/insights
Google's online destination for consumer trends, marketing insights and industry research.

www.mmaglobal.com
The Mobile Marketing Association is a global non-profit trade association representing all players in the mobile marketing value chain.

www.iab.net
The Interactive Advertising Bureau educates marketers, agencies, media companies and the wider business community about the value of interactive advertising.

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