

# A Conceptual Model of Mobile Marketing for a Multinational Consumer Goods Company

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## Abstract

In the last 10 years, mobile phones have gone from being an exclusive almost unnecessary high-tech device to being an everyday item, used by billions of people around the world. The technology evolution has changed phones from a suitcase sized mobile phone imitating its stationary counterpart, to a small communication device that can perform more than twenty different tasks and is usually less than half the size of the a traditional fixed phone.

With this massive adoption of mobile phones come business opportunities. One of these opportunities is to make use of its potential as a large scale marketing communication channel. Marketing via the mobile networks, presents a large target audience that can be compared to broadcast media such as television and radio, but despite this can still be a *personal* channel and hence compared to direct mail or one-to-one marketing.

Many, both successful and failed, mobile marketing schemes have been tried, but without any definite answers and no clear action plan. Considering that much of the success of Procter & Gamble can be attributed to the company's skill in mass marketing, there is a need within the company to research the potential advantages and disadvantages of mobile marketing. This thesis explores whether or not mobile marketing is mature enough to permanently introduce it to the marketing mix of the company.

Keywords: mobile marketing, mobile advertising, wireless marketing, marketing

## Sammanfattning

Under de senaste åren har mobiltelefonen gått från att vara en exklusiv nästintill onödig lyxtillbehör till att idag vara en alldaglig sak som används av miljarder människor runt om i världen. Från att ha varit stora som portföljer och mestadels försökt imitera de stationära telefonerna, har mobiltelefonen idag blivit ett mycket liten kommunikationsverktyg som kan genomföra mer än tjugo olika uppgifter och som oftast är hälften så stor som en vanlig telefon.

Med denna väldiga tillväxt av mobiltelefoni kommer också affärsmöjligheter; en av dessa möjligheter är att marknadsföra storskaligt via detta nya medium. Det mobila nätet når en stor målgrupp som närmast skulle kunna jämföras med den som televisionen eller radio når. Den stora skillnaden är att med mobiltelefonen kan man göra denna kommunikation personlig som närmast skulle kunna jämföras med direkt reklam.

Flera mobila reklamkampanjer har testats; både lyckade och mindre lyckade. Dessa kampanjer har dock oftast analyserats dåligt eller inte alls. Med tanke på att företaget Procter & Gamble mestadels har lyckats med sin affärsidé är på grund utav sin skicklighet inom marknadsföring, finns det nu ett stort behov av att ta reda på fördelarna och nackdelarna med mobil marknadsföring. Detta examensarbete undersöker om mobil marknadsföring är mogen nog för att permanent ta en plats i företagets marknadsförings mix.

Nyckelord: mobil marknadsföring, mobil reklam, trådlös marknadsföring, marknadsföring

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# 1. Introduction

The Procter & Gamble Company's (P&G) marketing apparatus is enormous. They spent about \$4.4 billion on advertising in 2003 [Procter & Gamble, 2004]. The company depends on marketing to reach their potential consumers. P&G have a clear goal to innovate in marketing as much as with its products [Procter & Gamble, 2004]. Because the new marketing channel of mobile marketing has appeared, P&G is currently looking for a way to include mobile marketing in their marketing mix. There are indications that mobile marketing offers a great opportunity to reach consumers in a one-to-one relationship [Leppäniemi et al., 2004; Kavassalis et al., 2003; Nester et al., 2003; Zavagno, 2003]. Research indicates that mobile marketing is more effective than mass marketing (such as television and radio broadcasting) and makes it easier to calculate a more accurate Return on Investment (ROI) [LogicaCMG, 2004]. A conclusion that can be drawn from looking at early mobile marketing campaigns is that it is an effective tool when trying to reach the (usually extremely difficult to reach) young age group that is 15-24 years old [Haghirian et al., 2005]. Still using a mobile successfully in marketing purposes is as yet unproven. Many claim that the risk of spam and privacy intrusion will hold mobile marketing back. [Camponovo et al., 2004]

P&G has a good reputation in the volatile consumer goods market. They sell and market over 300 brands worldwide. Their aim is to have the top quality brand in each segment [Procter & Gamble, 2004]. The P&G product line includes products that usually require low involvement from the consumer. A consumer usually buys this product out of habit and rarely seriously considers *which* specific product to buy. This can be compared to the high involvement products, e.g. a car or house. A brand logotype or brand name is attached to each of these low involvement (or low engagement) products in order to distinguish it from other product variants, this is called branding [Söderlund, 1998]. Since the knowledge and reputation of the brand is very important to the sales of the product, significant measures are taken to build awareness of the brand and to reduce the risks of damaging its standing.

The mobile communication channel as marketing media is not as mature as television or radio. Hence it currently is associated with risks e.g. privacy intrusion and the risk of spam [Giaglis, 2002]. However, it is different from all other marketing practices, since it can create a very personal relationship between the marketer and the consumer. But because it is such a personal media, the risk of damaging this relationship is also very high. Since Procter & Gamble is selling reputation sensitive brands, a deep and thorough understanding of the risks of mobile marketing must exist before it can be included into the company's marketing mix.

Outside of P&G, experimental campaigns using mobile marketing were made as much as five years ago. Since that time many different campaigns have been conducted, some of which have resulted in success and some in failure [Barwise et al., 2002; Flytxt Ltd, 2004a; Morrissey, 2003; Gavitec AG, 2004]. The campaigns have developed from smaller "text-to-win" competitions [Flytxt Ltd, 2004b], where the wireless user was asked to reply to a message in order to win a prize, to longer and more advanced awareness and promotion campaigns [Netsize, 2003], where information about new products or brands are brought to attention of the consumer.

After five years, a comprehensive guideline for mobile marketing doesn't exist within P&G, neither is one publicly available. Some research in the area does exist and some attempts have been made to map the mobile marketing landscape environment have been made. Mostly it has centered on marketing through mobile messaging using SMS [Dickinger et al., 2004]. Some guidelines and best practices can be found in the literature [IT Sweden Project, 2003; SkyGo Inc, 2001; Nester et al., 2003]. While they differ, there are some common elements that can be observed.

According to Empower Interactive, approximately 60% of all SMS use is by people under 25 years old [Empower Interactive, 2003]. This is most likely why mobile marketing efforts can be very successful for the youth segment. Because mobile marketing has the ability to reach a younger age group, it seems no serious attempt has been made to understand how older age

groups respond to mobile marketing have been made.

## **1.1. Limitations**

The definition of mobile marketing has a wide notion. Vesa-Matti Paananen proposes to divide it into Gaming and Gambling; Infotainment; Mobile Advertising; and Banking and Finance [Paananen, 2003]. Bearing in mind the needs of P&G, the emphasis will be on interaction with the consumer. This thesis will mainly focus on mobile advertising and infotainment. Since the borders are vague, all parts of mobile marketing will be touched upon in some form.

I have also chosen not to focus this thesis on how RFID could be leveraged for marketing purposes. Although this topic certainly needs attention, it is already being examined within the consumer goods industry.

The latter group of mobile marketing above constitutes a major part of mobile commerce or M-Commerce. This is something that needs attention, since many of the services within this space are unproven. This is also outside the scope of this thesis.

This thesis was initiated by the Business Innovation Centre in Brussels and therefore focuses on mobile marketing in the region of Europe, Middle East and Africa. Thus I have chosen not to look at how P&G could use i-Mode or other wireless services that are not yet widely available in Europe.

## **1.2. Why is this problem suitable for a M.Sc. thesis?**

The traditionally technology driven telecommunications industry is currently promoting the capabilities of both new networks and devices. Services that leverage these innovations often lack the consumer base which is needed to reach high adoption rates. The *utilization* of new technological innovations are sometimes more important than the innovation itself. Thus encouraging adoption can drive the market acceptance.

At a higher level, this report focuses on how a company, such as P&G, can make use of the new capabilities of both mobile devices and networks and to bridge the gap between the technologies on one hand and services and consumers on the other.

## **1.3. Purpose**

The main purpose of this thesis was to find out if and/or when mobile marketing should be included in the marketing mix of Procter & Gamble. Secondly it tries to highlight the problems that this emerging marketing medium has and to solve them.

## **1.4. Method**

The area of mobile marketing is relatively new and there are several gaps in the research on this subject. The research that does exist is dominated by introductory articles with some speculative conclusions. Scouring news and blogs on the Internet, an overly positive view on mobile marketing can be discerned.

This thesis has tried to take a more holistic view and to consider all aspects of mobile marketing, rather than the existing literature that looks at only some factors of mobile marketing. These articles, especially Scharl et al., Dickinger et al. and Haghirian et al., naturally fall into the same category as this thesis. The main difference from this earlier work is that this thesis also looks at mobile marketing both as a marketing tool and how it will work financially within a large company such as P&G.

The research methodology chosen was the grounded theory methodology. This methodology is appropriate for finding out details of general understanding of a specific subject under

investigation [Glaser et al., 1967, Strauss et al., 1998]. In this approach, theory is derived from empirical data that has been systematically gathered and analyzed through the research process [Strauss et al., 1998].

To gain an understanding of mobile marketing several articles were read. Known issues regarding mobile marketing were also gathered by talking to people and reading internal documents within Procter & Gamble. A number of articles and books on the development of wireless technology and marketing were also studied. My knowledge base was formed based on this collection of articles, books, and interviews. This knowledge provided the basis for the proposed characteristics that will influence the success of mobile marketing.

It should be emphasized that this thesis is a pure exploratory study with no consumer behavior experiments.

## **2. A Mobile Phone**

### **2.1. The phones**

There is a plethora of different mobile devices on the market with various capabilities. The most common is the 2G/2.5G mobile phones; they support SMS, MMS, and usually WAP together with GPRS or a similar higher bandwidth connection with general Internet access. Additionally, there are phones that support Java 2 Platform Micro Edition [Sun Microsystems, Inc., 2005], Bluetooth, and phones with a built in camera. These phones comprise the most widely used phones. Recently 3G phones have begun to appear in the market. The most apparent difference to the end user is the higher bandwidth available for data transmission.

PDAs, which are simply small handheld PCs, usually have the ability to send and receive e-mail and to access the Internet, rather than just WAP sites. Generally they have a larger screen than mobile phones, which enables the user to surf regular Internet websites. The border between mobile phones and PDAs is blurring, which leads to handheld devices that merge phones and PDAs, i.e. smart phones. A smart phone is a mobile phone which has an operating system which enables the user to do simple (or semi-advanced) tasks which are comparable to the applications available on a PDA or PC.

### **2.2. Market penetration**

The market penetration of mobile phones in Europe and Asia is greater than in the US [IT Facts, 2004]. In the 15 EU-countries (i.e. before the expansion), 81% of all households have at least one mobile phone subscription [Ipsos-INRA, 2004], 19% of these households have three or more subscriptions [Ipsos-INRA, 2004]. Figure 1 shows the penetration of mobile phones in selected countries in Europe. This can be compared with the US penetration of 58% [IT Facts, 2004]. The penetration in Europe seems to be almost indifferent to locality, since the penetration is 83%, 81%, 80% for metro, urban, and rural areas. A survey made in August 2003 in the UK [Ofcom, 2003], indicated that 73% of all adults (aged 15+) used a mobile phone. There was only a small difference in usage between age groups 15-24 (89%), 25-34 (91%), 35-44 (85%).

In twenty of the largest European countries, more than 200 billion SMS messages are exchanged each month [Netsize, 2005]. According to the Mobinet survey [A.T Kearney/University of Cambridge, 2002] the penetration of SMS messaging is 71 %, with a penetration of 85 % in the age group 0 – 24 years and as mentioned in the introduction, this age group represents 60% of the text messages sent. The Mobinet survey also reveals that the acceptance of sending a premium SMS, i.e. micropayments via SMS, is still quite low in Europe compared to Japan [A.T. Kearney/University of Cambridge, 2002]. Only 7% said they often send premium SMS and 67% never sent them. Kavassalis et al. mentions that 90% of the SMS traffic is still person to person [Kavassalis et al., 2003].

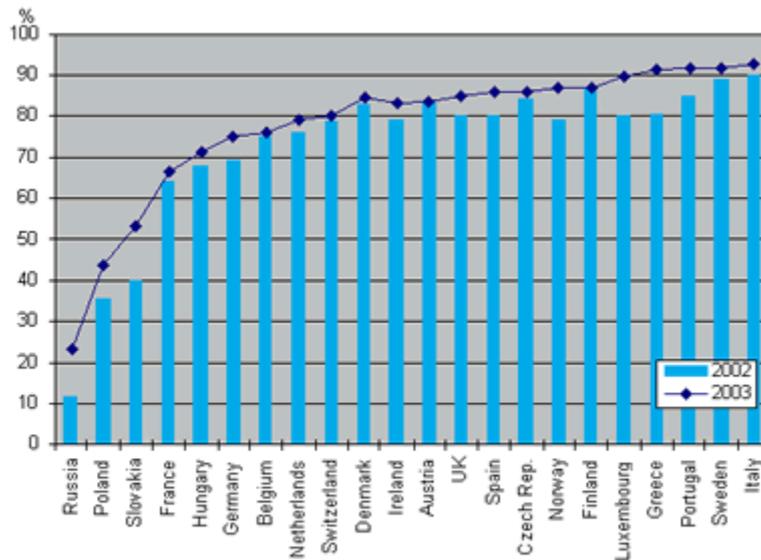


Figure 1: Mobile phone penetration in European countries. (% of population equipped with a mobile phone) [Interact Mobile, 2005]

A more recent survey [A.T. Kearney/University of Cambridge, 2004] indicated that 20 % had a phone with a camera function and 47 % of European consumers used phones which could access the Internet. Of the owners of Internet enabled phones in Europe, 25 % of this number use the phone to gather information either by SMS or via the Internet and 6 % claim to use the mobile phone when paying for services or products. Another interesting fact is that 48 % of mobile users plan to upgrade to a new mobile phone in the next 12 months [A.T. Kearney/University of Cambridge, 2003]. This was confirmed by Thomas Fransson [Fransson, 2004] who says that virtually all mobile phones are upgraded within 24 months.

### 2.3. Predictions of the future

There is no doubt that the global market for mobile devices will continue to grow in the coming years. The ARC Group predicts that the global mobile handset market will expand by 16%, with consumers buying 561 million new mobiles over the course of 2004, up from 482.5 million in 2003 [ARC Group, 2004a]. This growth rate will gradually slow down over the next five years as the market saturates, despite this decline in growth, annual mobile phone sales are forecast to reach 767 million by 2009 [ARC Group, 2004a]. The ARC Group study also predicts that global handset sales will be buoyed by demand from key developing markets, namely Brazil, China, India, Mexico, and Russia where the market is **not** yet saturated.

The ARC Group also predicts that new features and capabilities will continue to drive the mobile handset market and will also increasingly exploit the potential of next generation data networks, such as GPRS, EDGE, and 3G. However, they do not expect 3G handset sales to pick up before 2006. In 2004 3G handsets were only 4% of total worldwide mobile handset sales, but the ARC Group forecasts this to rise to about one-third by 2009 [ARC Group, 2004a].

Consumers were expected to broaden their usage of mobile data services over the next twelve months [A.T. Kearney/University of Cambridge, 2004]. Mobile services in general are expected to be worth \$126bn worldwide by 2008, and will account for almost 20% of total mobile operator revenues [ARC Group, 2004b]. Mobile messaging will constitute two thirds

of the total global services revenues. Entertainment and office applications will be the second and third largest revenue generators respectively.

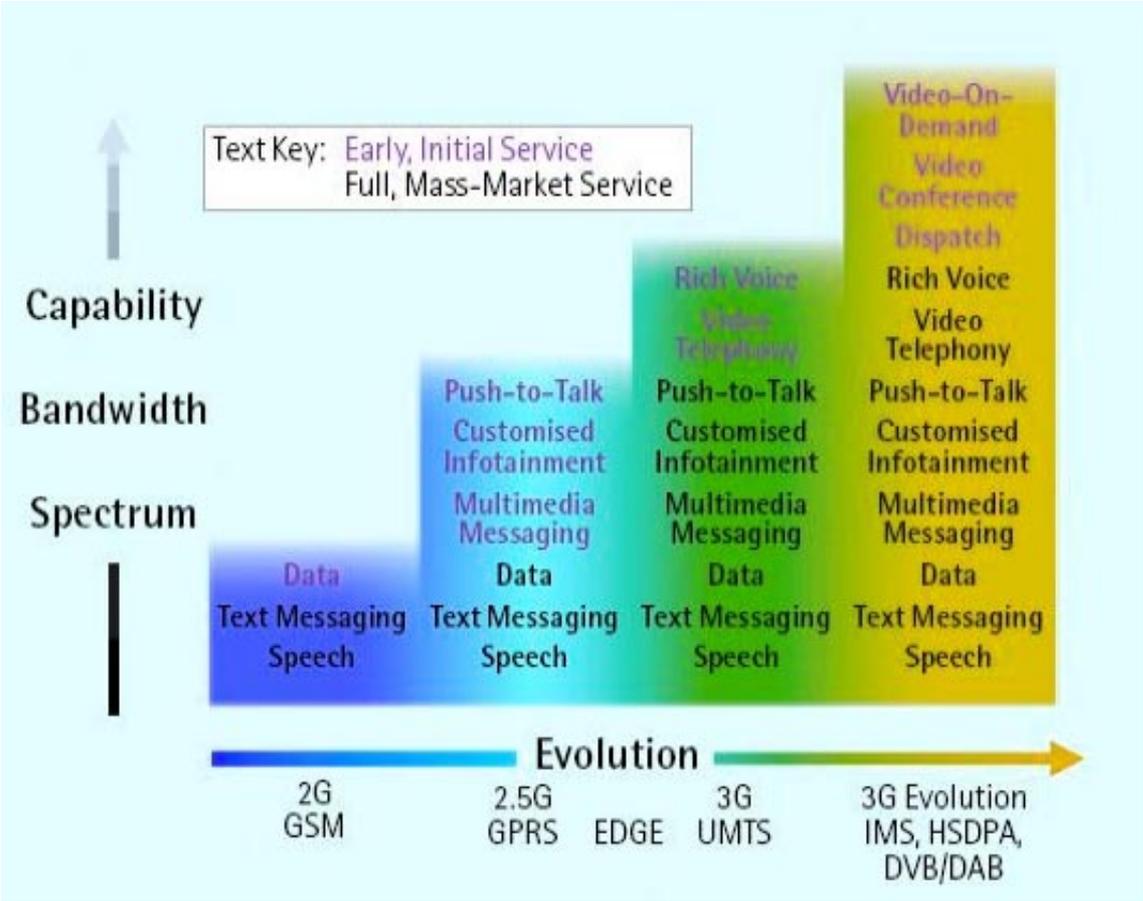


Figure 2: The capabilities of the hand-sets supporting the different wireless technologies. Adapted from [www.UMTS-forum.org](http://www.UMTS-forum.org)

Beyond 3G, 3.5G is emerging. The most apparent technology feature is a downlink data transfer speed of up to 8-10 Mbit/s. This technology is also seen as a natural evolution towards the fourth generation of mobile technology (4G). 4G along with providing high data transfer speeds will also implement the concept of being a pervasive network [Learn This, 2005], i.e., a network where the user can be simultaneously connected to several wireless access technologies and can seamlessly move between them [Wikipedia, 2005]. Figure 2 shows the capabilities of the different technologies.

Looking at these devices, Mark Lowenstein of Mobile Ecosystem predicts better computational power, more storage, better sound and graphics, and continued improvements in display technology [Lowenstein, 2004]. This seems to be in line with the evolution of handsets up until now.

### 3. Marketing

Marketing usually makes the difference between the success and failure for most consumer goods companies. It is the lifeblood of many companies. If a company produced a product that no one knew about, the company would be unlikely to survive. This is basically at the point where marketing comes in to play.

The American Marketing Association defines marketing as:

*“Marketing is an organizational function and a set of processes for creating, communicating and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders.”* [American Marketing Association, 2004]

Rather similar, Philip Kotler, one of the world's leading strategic marketers, defines marketing as:

*“Marketing is a social and managerial process by which individuals and groups obtain what they need and want through creating, offering and exchanging products of value with others.”* [Kotler, 1997]

He continues to define the role of a *marketer* as someone who seeks one or more prospects who might engage in an exchange of values. This definition implies several major insights: (1) Marketers do not create needs; needs preexist marketers; (2) because a product provides a solution to a need, it means packaging a service. Thus a marketer’s job is to promote the benefits or services built into a physical product rather than the product itself; (3) and marketers seek to elicit a behavioral response from another party [Kotler, 1997]. Remember that in the end the ultimate goal of marketing is to sell more and make a greater profit.

When looking at marketing on a more practical level, it can be seen as the profitable identification, attraction, acquisition, and retention of consumers. It is much more than advertising and promotion. It involves a thorough understanding of the market, from the product through the sale and the consumer relationship beyond the sale. [Hazard, 2005a]

#### 3.1. The Marketing Mix

The major marketing management decisions can be classified into one of the following four categories, known as the 4 P’s of marketing (product, price, place, and promotion) or the Marketing Mix [QuickMBA, 2004]. A company uses several different tools in their marketing strategy. Hence, these tools can be divided into four categories [Kotler, 1997]. Each P represents a group of marketing variables as shown below.

**Table 1: The elements of the four Ps. [Kotler, 1997]**

Product	Price	Place	Promotion
Product variety	List price	Sales promotion	Channels
Quality	Discounts	Advertising	Coverage
Design	Allowances	Sales force	Assortments
Features	Payment period	Public relations	Locations
Brand name	Credit terms	Direct marketing	Inventory
Packaging			Transport
Sizes			
Services			
Warranties			
Returns			

Since the introduction of the first four Ps, four additional Ps have been added to the mix. They are, people, positioning, physical, and profit. *People* (or partners) includes internal retailers and distributors, consumers and staff. *Positioning* includes the tools for positioning the brand. *Physical* includes the resources of the company. Finally, *profit* describes how all the numbers come together (such as Return on Investment).

### 3.2. Marketing Plan

Before any actual marketing takes place, a marketing plan has to be created. A typical plan should always include as components: situation analysis, marketing strategy, sales forecast, and expense budget. This part of the thesis focuses on industry standard components adopted by P&G that have particular relevance in the mobile marketing context [Hazard, 2005b] .

For every brand in the P&G product line, strategies are defined for actions against the marketing Ps; this marketing plan is typically elaborated/re-evaluated yearly. Ideally, it results in a short list of key high-level actions which will meet both short term objectives, e.g. increasing volume, profit, and market share and long term objectives e.g. building brand equity. The marketing plan always includes a vision of where the brand should be and what measures should be taken to get there. Measurable key objectives should also be included together with a product description and a clear explanation of the competitive advantage of the product.

The marketing plan includes a careful mapping of the market. Defining *who* will buy the product, *how* it will be distributed and *who* are the competitors. These are some of the questions that **must** be answered. The target market is identified and analyzed in detail. The incentive that will be given to the consumer to buy this brand and not the competitors brand should be established. The value proposition for the consumer should be determined. The value proposition is not only the price of the product, but also the value of the consumer experience, e.g., how well some problem is solved or how much satisfaction was gained. This analysis is made with different tools and methodologies. The most important parts of the analysis are:

Market Research	This includes desk research, quantitative research, and qualitative research. The market can also be tested with isolated launches of new products.
Market Analysis	The market is analyzed, including information gathered about market segmentation, market shares, trends, and competitor analysis.
SWOT Analysis	This includes deep analysis of the internal strengths and weaknesses, together with external opportunities and threats.

### 3.3. Implementation Plan

The implementation plan naturally follows the marketing plan. It refines the key actions at a more detailed level. It gives a clear description including many more details on timing and budget, as well as defining a review process to ensure that the plan delivers relative to the objectives of the marketing plan.

Marketing campaigns are said to meet certain marketing objectives, generally these are:

<b>Awareness</b>	Creating interest in a brand
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<b>Relationship Building</b>	Building a more intimate longer-term bond between the brand and its individual consumers
<b>Trial</b>	Attract consumer to new products or persuade them to switch from the competitors' brand
<b>Volume</b>	Increase consumption of the current consumers
<b>Loyalty</b>	Retain current consumers and avoiding churn
<b>Conversion/Sale</b>	Converting potential consumers to <b>actual</b> consumers
<b>Consumer Care</b>	The non-selling interaction with current consumers
<b>Repeat Purchase</b>	The purchase and use of a product on more than one occasion by a particular customer
<b>Line Extension</b>	A product that is closely related to existing products, in the line, but meeting different customer needs
<b>Cross-selling</b>	Using a customer's buying history to select them for related offers, e.g. a car alarm for new car buyers These objectives are usually used in connection with a specific marketing tool. The tools are qualified as excellent or poor tools against particular objectives. Sophisticated consumer research methods allow quantification of the 'performance' of those tools. The decision to implement them comes from a ROI analysis. This analysis consists of a comparison between the cost of the marketing initiative and its return, when looking at the extra volume sold and the profit made. The communication channel should not be confused with the marketing tool, especially when new channels and tools are introduced. A typical channel would be:
<b>Media</b>	Television, magazines, display, etc.
<b>Direct mail</b>	Regular mass-mailing
<b>Interactive marketing</b>	Widely understood as Internet-based
<b>Wireless networks</b>	Using wireless technologies such as mobile wireless local area networks (WLANs)

It should be mentioned that campaigns can be cross-media and integrated into several channels and not limited to just one channel. A typical marketing tool would include:

- Advertising/delivering content,
- Free samples,
- Redeemable coupons,
- Sponsorships and PR events, and
- Promotions.

Each of the above tools and channels has its own weaknesses and strengths. While, for example, marketing through television reaches a massive audience all at once, the message can not be personalized (this disregarding innovations such as TiVo). On the other hand direct mail can become very personal, but it is costly if the aim is to reach as large a share of the potential consumers as television does. It is in this context the mobile channel comes into play. The

premise of the mobile channel is that it has the potential to reach a massive audience, while still maintaining a personal relationship with the recipient.

### 3.4. Marketing spending

Most of the advertising budget is spent on the traditional media press, television, and direct mail (see figure 1). New media marketing only represented about 1 % of the total advertising spending in 2002 in the UK [Nester et al., 2003].

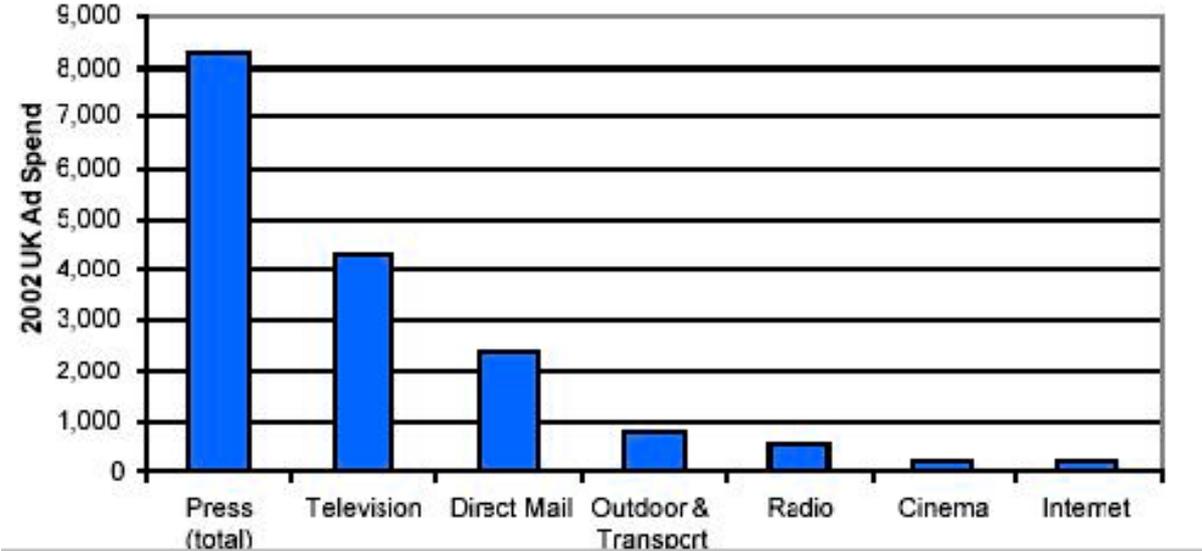


Figure 3: Marketing spending [Nester et al., 2003]

## **4. Mobile marketing**

### **4.1. Introduction**

When the mobile channel emerged on a larger scale in the end of the 1990s marketers realized the potential early on. Together with some positioning technology it could have huge impact. The Starbucks scenario was born. In this scenario the potential Starbucks consumer would walk down the street with their mobile device in their pocket. When he/she passed the Starbucks café a message would be sent to that device containing a special “wireless offer”, urging the consumer to enter the café and make a purchase. This scenario turned out to be unrealistic and will most likely not happen in the near future for several reasons. For instance this service will not be able to distinguish the man on the street from the driver of the car passing by. Starbucks and other companies would never risk tarnishing their good reputation on something that may not have a good effect and has the possibility to irritate their consumers. Although this scheme was scrapped, it still might have some potential if used with consumers that have explicitly *opted in* to the service.

The Mobile Marketing Alliance defines mobile marketing as “the use of the mobile medium as a communications and entertainment channel between a brand and an end-user. Mobile marketing is the only personal channel enabling spontaneous, direct, interactive and/or targeted communications, any time, any place.” [Mobile Marketing Association, 2004a]

Although the above is perhaps a bit over optimistic in its view of mobile marketing, it is a definition that summarizes the special features that the mobile phone can add to marketing. Michael Becker president of iLoopMobile, an interactive mobile services company, gives another definition:

“Mobile marketing is the process by which the brands [...] interact with the consumer through a mobile channel. Mobile marketing is an interactive channel; however, it does not stand alone. Mobile marketing uses traditional media to invite people to participate with the brand.” [Park, 2004]

Yet another definition can be found in Dickinger et al.:

“[Mobile marketing is defined] as using interactive wireless media to provide customers with time and location sensitive, personalized information that promotes goods, services and ideas, thereby generating value for all stakeholders.” [Dickinger et al., 2004]

A definition that summarizes the definitions mentioned above, together with general comments about mobile marketing in the press could be:

Mobile marketing is the marketing of products and services through the use of a mobile communication channel. It is a personal, time and location sensitive channel which can reach its intended audience instantaneously with direct, interactive, or targeted communication. Mobile marketing should always be used with the utmost care, so as not to compromise the integrity of the receivers of these messages. It is potentially a great new marketing tool, but it must always be integrated with other channels.

### **4.2. Classification of mobile marketing**

Mobile marketing is a wide term which includes Gaming and Gambling, Infotainment, Banking and finance, and Mobile advertising [Paananen, 2003]. The mobile advertising part which includes regular marketing campaign, is the focus of this thesis in turn can be divided. An effort to classify mobile advertising was made by FirstPartner [Nester et al., 2003].

<b>Messaging based</b>	Marketing using SMS, MMS or Instant Messaging (for instance, a single “Buy Pringles now!” message).
<b>Browser based</b>	Marketing using the “mobile Internet” using Internet enabled phones, i-Modes or PDAs (for instance, smaller banners on WAP-sites).
<b>Voice based</b>	Marketing using voice communication (i.e. regular or automated telemarketing)
<b>Emerging</b>	Current cutting edge campaign formats. Examples include use of Java applications, voice mail marketing, and location based services.

Messaging based mobile marketing schemes can be further divided into two subcategories: push and pull [Carat Interactive, 2002].

<b>Push</b>	Messages are <i>proactively</i> sent to the wireless users. Advertising using push messaging should only be utilized in an established relationship with a consumer who has given a clear and explicit permission to participate.
<b>Pull</b>	Messages are <i>retrieved</i> on the initiative of the consumer. The information in the message is first and foremost content valuable to the consumer. A promotional message is attached. The campaigns that utilize mobile messaging can be divided into four categories [Netsize, 2005].
<b>Direct marketing</b>	Product information and special offers can be sent for instance via SMS to customers and prospective clients who have opted in to receive such messages.
<b>Special promotions</b>	Lets the consumers take part in competitions and win prizes. For instance, when a new film hits the box office, an SMS campaign could be launched allowing customers to win tickets to the premiere.
<b>Viral marketing</b>	Encourages consumers to forward promotional messages to their friends, spreading information about a product
<b>On-pack promotions</b>	A mobile number is printed directly on packaging material and customers are invited to send text messages to receive information, give feedback, or take part in a competition.

The above are perhaps the most common campaigns today, but new and innovative ways to use mobile marketing are emerging every month as the medium is being used more widely. From

an analysis of the case study compilation (see appendix A), another campaign classification can be made:.

<b>Advertisement</b>	A classic advertisement, for instance promoting a brand or event
<b>Value Added Service</b>	A branded service giving a consumer value
<b>Interaction</b>	Interaction with a consumer which usually intends to establish a relationship with the consumer
<b>Voting or executing a poll</b>	Can be used to build a consumer database or to find out more information about existing consumers
<b>Downloadables</b>	A downloadable could be a promotional Java program, wallpaper or ringtones.
<b>Redeemables</b>	For instance a code or coupon is sent digitally to the consumers, which can be redeemed in the store.
<b>Games</b>	A branded game, this blends in with two way interaction if used with messaging. It also blends in with downloadables when used as a Java program.
<b>Reminders</b>	Alerts are sent to consumers reminding them of events or other important information to the consumers.

### **4.3. Mobile marketing compared to regular marketing**

The mobile channel is split into two categories: the personal communication channel and the nonpersonal communication channel [Kotler, 1997]. This means that the mobile channel can be both personal and nonpersonal. In its personal sense it can be a one-to-one individual and/or interactive marketing channel using voice or messaging as a means of communicating between two parties. This can still be personal even if it is computer to person. However, there is a need for a database and advanced interpretation tools, to mimic the communication of a person to person conversation.

In its nonpersonal sense, it is used as a one-to-many marketing channel without any personal contact or interaction. Kotler divides this category into three subcategories: media, atmospheres, and events. The mobile channel falls under the subcategory of media. Kotler divides this subcategory into print media (newspapers, magazines, direct mail), broadcast media (radio, television), electronic media (audiotape videotape, DVD, CD-ROM), and display media (billboards, signs, posters). Mobile marketing becomes a new division in this subcategory, since it can be seen as a mix of print, broadcast, and electronic media.

There are several unique features of the mobile channel. Until there is a paradigm shift in digital screen technology, the screen sizes of the mobile phones will stay small and limited. This decreases the usability of the mobile phone when compared to other interactive media such as the personal computer. The location of the mobile user will vary and in turn so will the consumer's needs. The same applies to the time sensitivity of the mobile communication. The needs of mobile customers will vary depending on when they are using these devices, since mobile communication takes place in real time, or near real time. Additionally, the mobile channel is almost always accessible. It offers immediate interaction on a level that cannot be compared to any other marketing media. The mobile devices are always with their owners, both when they are working and on their spare time.

Since the mobile phone is considered to be a highly personal device, the user need for mobile

personalization emerges [Camponovo et al., 2004]. If the users allow companies to use their mobile phones as a marketing channel directly to themselves, they will expect to receive a valuable service or offer in return. There is also an apparent risk of spam and a general distrust of marketing messages via the mobile phone [Camponovo et al., 2004]. This latter aspect is possibly decisive when it comes to the failure to accept the mobile channel as a part of the marketing mix. This will be elaborated on further in the analysis part.

It should also be mentioned that mobile marketing should not stand by itself. It should be integrated with the traditional media, when used as the main campaign media. This is due to several reasons which also will be expanded on in the analysis part.

**4.4. Mobile marketing in the marketing mix**

If we once again look at the marketing mix introduced above, we can see that mobile marketing can fit in below every P. The elements in bold in table 2 can be especially recognized by mobile marketing. The integration of mobile marketing in all four P’s was also proposed by Dufft et al. [Dufft et al., 2003]. They claim that mobile marketing has to offer more than traditional marketing tools do, since without any value added to the product or service, it is unlikely to attract new customers.

When analyzing the literature, the governing idea is that mobile marketing should be integrated into the marketing mix similar to other elements such as television or public displays.

**Table 2: The elements of the four Ps considering mobile marketing based on [Kotler, 1997].**

<b>Product</b>	<b>Price</b>	<b>Place</b>	<b>Promotion</b>
Product variety	List price	<b>Sales promotion</b>	<b>Channels</b>
Quality	<b>Discounts</b>	<b>Advertising</b>	<b>Coverage</b>
Design	Allowances	Sales force	Assortments
Features	Payment period	<b>Public relations</b>	<b>Locations</b>
<b>Brand name</b>	Credit terms	<b>Direct marketing</b>	Inventory
Packaging			Transport
Sizes			
Services			
Warranties			
Returns			

**4.5. Laws and regulations**

Advertising companies, marketing agencies, and telecommunication operators are among those promoting rules and regulations for the mobile marketing market. To them much is at stake if this market were to be tainted by being viewed as the new way to spam consumers. The Mobile Marketing Association (MMA), an industry trade association for companies involved in mobile marketing and associated technologies, have produced a Code of Conduct document [Mobile Marketing Association, 2004b]. This document presents an extensive guide of how to conduct marketing using the mobile communication channel in a correct and legitimate fashion.

To summarize the MMA Code of Conduct it can be broken down to the Six Cs of privacy [Park, 2004]:

<b>Choice</b>	Mobile marketing is acceptable only to consumers that opt-in to receive it.
<b>Control</b>	Consumers who opt-in must have an easy way to opt-out of all mobile marketing.
<b>Constraint</b>	Consumers should be able to set limitations on messages received.
<b>Customization</b>	Analytical segmentation tools will help advertisers optimize message volume, ROI, and relevancy to the consumer.
<b>Consideration</b>	Consumers must perceive value in any mobile marketing campaign.
<b>Confidentiality</b>	Privacy policies must be aligned between the carrier and the brand.

Regulations vary between countries and between operators in Europe. This has led to the establishment of some ground rules from the EU in a working party document [Data Protection Working Party, 2004].

A range of rules exist to protect end-users, in particular to help them avoid being scammed and to prevent young people from using specific adult services. Some regulations also exist to make sure the advertising material is easily understandable and clear to the end-users. Some telecommunication operators have contributed ideas on how to make the mobile messages easier to read. Services must also be correctly delivered to end-users and guarantee a specific quality of service. If any questions or problems arise, a rapid response time is required. In this section some general rules which are common to most operators and countries will be presented. The following is based on a summary by Netsize [Netsize, 2005].

**Spam/unsolicited messages** To send messages to consumers, who have not opted in to receive messages, is strictly forbidden in all countries in Europe. This is also the strict opinion of the EU [Data Protection Working Party, 2004]. Whereas in the US opt-out is allowed, provided that users are given the possibility to refuse all subsequent messages [Camponovo et al., 2004]. The fact that mobile spamming is prohibited in Europe should not be seen as an obstruction, since **all** recent literature on the subject of mobile spamming comes to the conclusion that a mobile marketing campaign will lose its credibility if it does not originate with an opt-in [Barwise et al., 2002; Leppäniemi, 2004]. It should be noted that spam, or unsolicited commercial communications, is still a relatively rare phenomenon on mobile networks. This is first of all due to the fact that it costs to send messages on a mobile network and secondly the trace-back and security features of mobile networks make it easy to reveal the origin of the spam [GSM Europe, 2003].

<b>Subscription services</b>	In some countries you can subscribe to a mobile service and receive Premium messages on a regular basis. Operators can define a maximum price for the messages and require the service provider to follow a strict procedure to ensure that the customer has chosen to subscribe to the service. The length of a subscription, its total price, and the price per message must be clearly defined in all advertisements. This information is often included in each message. In some countries the end-users are even entitled to precise information on how to cancel their subscription.
<b>Pricing</b>	Rules are in place to avoid the over-billing of some services. For instance, in Portugal and Italy, a maximum price for logos and ring tones is defined and in Norway an alert message is sent once the end-user has received 10 Premium SMS.
<b>Service definition</b>	This especially applies to adult services. In the UK, all adult services are run on numbers starting with the digits 89. All adult services should only be sent to end-users that have been proven to be over 18 years old [O2 (UK) Ltd, 2004]. In Germany, it is forbidden to promote adult services in any media that targets young people.
Subscriber privacy	In some countries operators do not offer their customers mobile phone numbers to the service providers. Instead, they send a dynamic code called MSISDN that maps to a real phone number, but is only valid for a short period of time.
Mandatory information	Critical information such as pricing, short codes, and service provider contact details is mandatory in most countries.
<b>Advertising layout</b>	Some operators predefine the size and font of ads, and even the placement of critical information.
<b>Customer care</b>	Whether by phone, email, SMS, or website, end-users need an efficient support system that can respond to complaints, inquiries, and billing issues.
<b>Service availability</b>	Some operators require guaranteed service availability, so that end users can access services any time, anywhere.
<b>Delivery guarantee</b>	In some countries operators require that messages be sent within a certain time span from the moment of receiving an end-user request.

These rules should not necessarily be seen as constraints. Rather they make it easier to understand services and reassure the end-users, who in turn will be more likely to use the service again, or use these services with greater frequency. The rules bring a much needed transparency to the market, even though they do impose certain limits.

#### **4.6. The Mobile Marketing Value Chain**

In 2003 the mobile marketing industry was worth about £38 million (about \$70 million) [Gelenbe, 2003]. In a conservative estimation of mobile marketing spending in 2005 this had risen to \$115 million [eMarketer, 2005]. This later estimation predicts the total spending will be over \$250 million in 2009.

Looking at mobile marketing in practice, there are a several different types of business models and specialist companies. According to Pamir Gelenbe, three main types of companies can be discerned [Gelenbe, 2003]. There is the typical mobile marketing agency which specializes in the creative parts of a mobile marketing campaign. This can also be a branch of a traditional marketing agency specializing in mobile marketing. All the technical issues of the campaign are outsourced, but still managed by the agency. Then there is the full service mobile marketing specialist. These specialists offer a “packaged deal” which includes all parts of the mobile marketing value chain, including both creative production and technology provision. This company tends to be a niche player focusing only on mobile marketing. Lastly there is the gateway company. This company offers direct connections to mobile network operators spanning the borders of many countries. They usually handle campaigns that are large in magnitude and at the same time quite simplistic. These gateway companies main revenue come from messaging costs.

The main actors in the mobile marketing value chain are the advertising companies, the mobile marketing companies, the traditional advertising agencies, the telecommunication operators, the technology providers, and the consumers. The brand company, such as P&G, that initiates the marketing is maybe the most important actor in this value chain. The revenue that flows through the value chain is based mainly on payments that the brand companies make to the mobile marketing companies for implementation of a mobile marketing campaign.

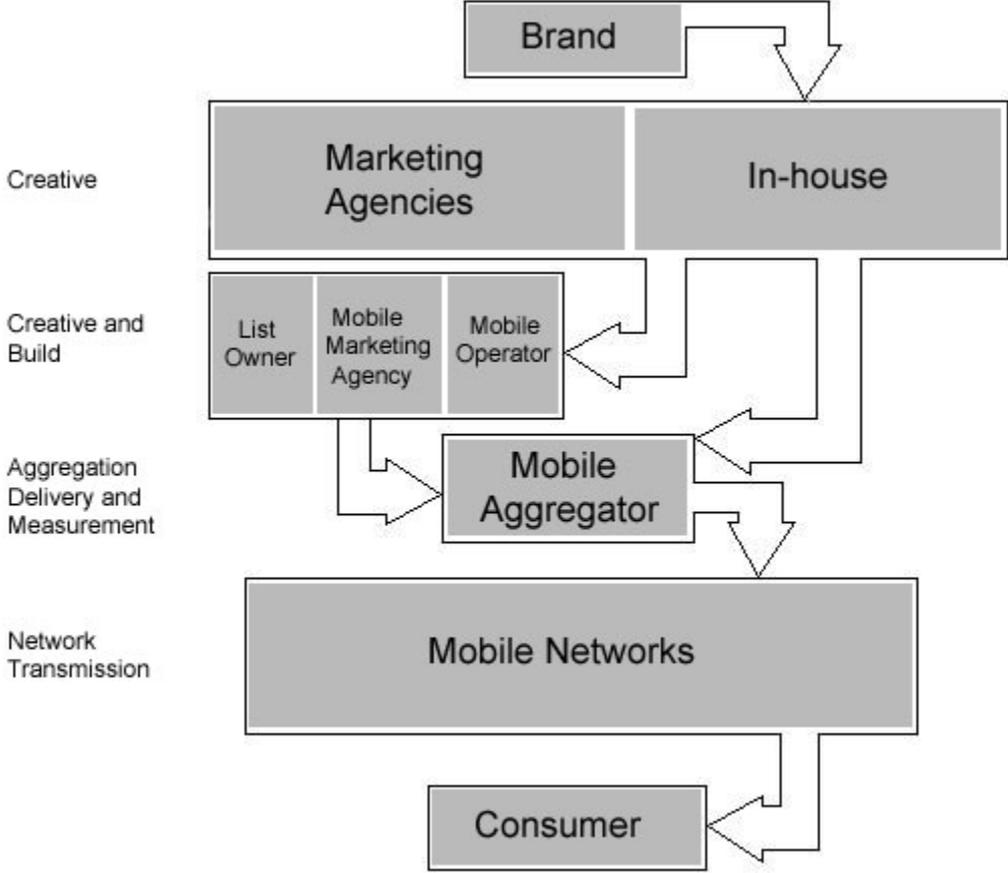


Figure 4: The mobile marketing value chain [Nester et al., 2003]

The mobile marketing value chain currently quite fragmented. One example adapted from

Nester et al. 2003, of the value chain is shown in figure 2. A more abstract view of the value chain is created by Leppäniemi et al [Leppäniemi, 2004]. This model tries to provide a deeper understanding of the factors that are critical to the value chain creation (see figure 3). The basic idea of the 5C model is that each C adds value in the mobile marketing value chain.



Figure 5: The 5C model of mobile advertising value chain

The 5C model explained:

**Content** is a key factor in creating a mobile service that attracts the users and keeps them coming back.

**Cross-media marketing** is necessary as mobile media does not work alone, but needs traditional media in order to thrive [SkyGo Inc, 2001]. This means that it needs other media to receive opt-ins to the mobile campaign. Traditional media can also supply some legitimacy, since mobile advertising is still considered new and is sometimes somewhat distrusted.

**Campaign management** technology enables campaign execution and analyzing.

The **customer database** refers to the fact that mobile marketing is permission based and a database of customer opt-ins is required.

**Carrier cooperation** proposes that mobile marketing companies should partner with network operators or other communication provider (e.g. SMS aggregator) to deliver effective marketing to their customers.

## **5. The Fast Moving Consumer Goods Market**

### **5.1. Introduction**

The fast moving consumer goods (FMCG) companies operate in a low profit-margin business, because this market is extremely competitive. Smaller companies tend to specialize in production of a specific category of products (meat, dairy, or bakery goods, as well as detergents, body care products, and cosmetics). A few global giants such as, Procter & Gamble and Unilever produce many brands, but those brands fall into self-contained categories as well. Thus, the market is not really one market; but rather it is a collection of markets with many different types of products, processes, and requirements. Each "category" has unique issues and needs [Invensys, 2002]. The products that are sold in this market are usually low cost products that require low involvement from the purchases. The products are in most cases purchased for immediate consumption/use. With the low intrinsically margins to make a profit large volumes have to be sold, or more accurate – the large volumes allow for the low margins.

### **5.2. P&G in the FMCG market**

Procter & Gamble markets over 300 different brands to over 5 billion people in 140 countries. In 2004 the turnover of P&G went up by 19% from the previous year to over \$51 billion. P&G's core businesses are Baby Care, Fabric Care, Feminine Care, and Hair Care. These are categories in which P&G is #1 in global sales and #1 in global market share. Within these global business units, brands like Pampers, Ariel, Always, and Herbal Essences are marketed. Together, these core businesses generate more than half of the company's total profits [Procter & Gamble, 2004]. Currently P&G markets 16 separate billion dollar brands, up from 10 just four years ago. The latest addition to this group is the Actonel and Head & Shoulders brand. P&G recently announced a tentative agreement to purchase Gillette. P&G has a world-class global research and development organization, but much of P&G's success comes down to the company's sharp understanding of the consumer needs.

From a global viewpoint Unilever is P&G's biggest competitor. In the US Kimberly-Clark and Johnson & Johnson are also strong. Henkel and Nestlé are the main competitors in Europe and in the Asian market Kao is the most prominent competitor. In the Beauty business, French l'Oréal is P&G's biggest competitor.

P&G spends about \$5.5 billion on marketing [Marketing Association of Pakistan, 2005] with about 80 % of that budget spent on traditional media, mostly television. New media marketing (sometimes referred to interactive marketing), such as e-marketing and to a smaller extent mobile marketing, account for around 5 % of the marketing budget [Tong-Strömberg, 2005]. Notable is that 90% of the P&G consumers are women.

## 6. Analysis

### 6.1. Introduction

As mentioned in the introduction, mobile marketing is not currently included in the marketing mix of the Procter & Gamble Company. Some experimental campaigns have been conducted, but there is still some hesitation as to the actual value and reliability of the mobile channel when used for marketing purposes.

An analysis of the literature reviewed, shows that there are several different characteristics which clearly affect the success of mobile marketing. These characteristics mainly take the form of either *opportunities* or *threats*. This thesis will try to classify these characteristics and to see if the threats can be tackled and the opportunities can be utilized. An attempt is also made to see how the current state of these factors will be affected and in the near future. Seven influencing factors can be distinguished divided into three categories.

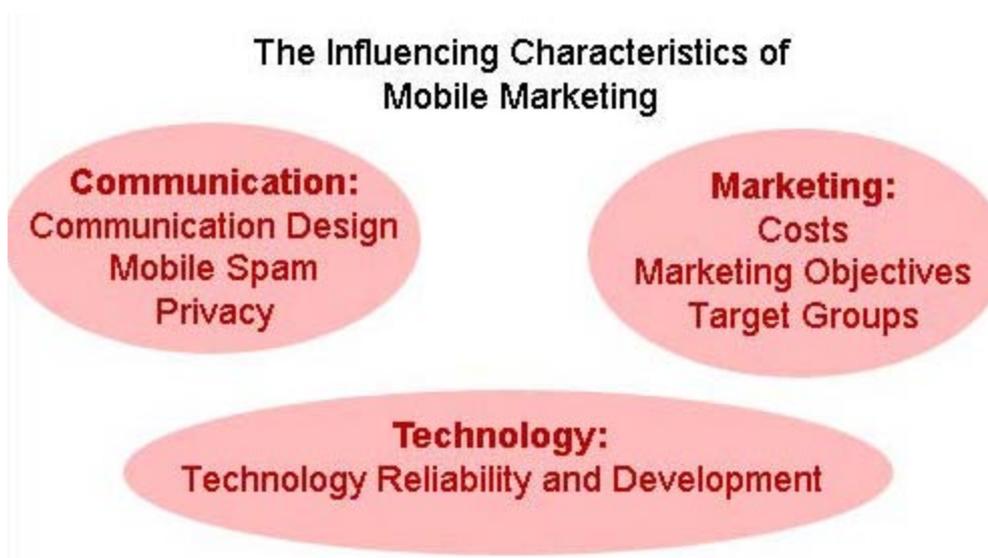


Figure 6: The influencing factors of the success of mobile marketing

### 6.2. Communication Design

The mobile channel is unique and the communication with the consumer differs significantly from regular mass-marketing media. The main characteristic that identifies the uniqueness of the mobile phone is the way the mobile phone is seen as a personal communication tool. Also when looking at advertising using messages, either entertainment value or the informative value of the message is essential. Interesting content that is relevant and fun is one of the most important things people want. One goal of marketing is to make the consumers feel compelled to buy. This is not done by bombarding them with advertising campaigns, but by understanding a specific target segment of the market and creating the service or campaign that appeals to that specific target group [Modisette, 2004]. Infotainment (information and entertainment) can be such content. Consumer research indicates that if companies can deliver services or products quickly, simply, and at a good price, then consumers will invest in information and entertainment services from these companies [Modisette, 2004]. But as Roger Park of iMediaConnection says, you always have to look at the needs of the consumers - "Consumers are receptive to mobile marketing when they are presented with fun and engaging campaigns, and particularly when marketers are aware of, and address, their concerns" [Park, 2004].

There are also other distinguishable factors that pave the way for a successful communication with the consumer. These will be explained below. The conclusions drawn are mainly based on research focused on mobile advertising and mobile interaction between a marketing company and consumers. The communication is mostly focused on messaging using the short message service (SMS). This part of the thesis will try to keep the discussion on a higher level and not specific to SMS messaging, but to mobile marketing communication in general. The word “communication” will be used below as a collective term implying all contact between the marketer and the consumer if nothing else is stated.

### **6.2.1. Permission based**

In mobile marketing all marketing messages pushed to the phone without prior consent are generally considered to be mobile spam (this will be elaborated on later in the text). Spam is highly frowned upon and, therefore all mobile marketing communication with the consumer should only be done after a clear and explicit opt-in from the consumer has been received by the marketer [Barwise et al., 2001, Dickinger et al., 2002, Rettie et al., 2001, Scharl et al., 2004]. This is called permission marketing, the opposite of interruption marketing where marketing messages are pushed to the receiver via traditional media [Godin, 1999]. Permission marketing can be of the benefit to both the consumer and the marketing company. The result is that marketers get an audience that has an explicit interest in their message and this also lowers the costs by avoiding sending out a significantly larger volume of messages. Additionally, the consumer receives fewer and more importantly, hopefully more relevant messages [Dickinger et al., 2002]. According to the research from the mobile marketing company Enpocket, permission based mobile marketing is 50% more effective than TV and 130% better than radio. It should also be very easy for the consumer to choose not to receive more messages [Barwise et al., 2001, Rettie et al., 2001].

#### Conclusion

Permission from the consumer is a key prerequisite for successful mobile marketing. Subsequent to the initial opt-in, permission marketing is all about building long-term relationships with consumers. The approval, the trust, and the two-way exchange of information help to develop the relationship between the consumer and the brand [Rettie et al., 2001].

### **6.2.2. Integrated (cross-media)**

The most viable way to employ mobile marketing is in combination with print, television, or fixed Internet media [Okazaki, 2005]. It is very difficult to conduct a dependable mobile marketing campaign without any external media. Since if you are only sending permission based messages to opt-in subscribers, how are they going to hear about the mobile marketing campaign in the first place? Furthermore, since spam is hazardous and is highly disapproved of (as will be explained in more detail below), some form of cross-media activity promoting an opt-in to the messaging campaign is therefore unavoidable [Haig, 2002]. This will reduce consumer resistance and also increase the chance of synergic effects [Okazaki, 2005]. Reading the best practices from the different mobile marketing agencies; along with listening to the advice on the subject given by the operators and other experts in the area, are in accord concerning the cross-media requirement.

#### Conclusion

Communicating with the consumer **requires** prior consent as stated above. This consent is needed before *any* contact is made via the mobile phone. Therefore the campaign needs to be integrated with other media. This is not only a prerequisite for the communication to be initiated in the first place, but it is a necessity to create a legal mobile messaging campaign.

### **6.2.3. Consumer value**

#### **6.2.3.1. Entertaining content**

A general notion throughout the literature is that entertainment is a major factor in creating consumer value in the communication with the consumer. More and more mobile phone users are looking to their phones as a source of entertainment. They are playing games, downloading music, and purchasing ring tones and icons [A.T Kearney/University of Cambridge, 2003]. A more up to date Mobinet study shows that the usage of entertainment services is increasing. The usage is highest among the people below the age of 35 [A.T Kearney/University of Cambridge, 2004]. Half of the experts interviewed by Scharl et al. noted that in their experience most people have a natural playfulness. Therefore the provision of games and prize competitions yields high participation in campaigns and helps to attract and keep customers [Scharl et al., 2004]. In the quantitative research of Barwise et al., 26 % of the respondents in their mobile advertising trial claimed that a good advertising message should be funny or entertaining [Barwise et al., 2002]. They also propose using entertainment as a great “attention grabber”. It is also notable that this may sometimes make the message viral, because in the Barwise et al. trial the messages that were forwarded the most were either informative or entertaining.

Haghirian et al. proposes that “the higher the entertainment factor of mobile advertising messages, the higher the perceived advertising value is to the consumer”. This proposition is confirmed in their quantitative research to be true. The results showed a very strong correlation between the entertainment factor and the consumer advertising value.

#### **6.2.3.2. Relevance**

Since the mobile phone has the personal nature it does, consumers expect the advertising to be highly relevant to them as individuals. Advertising messages that are less relevant are tolerated to a certain extent, provided that most are highly relevant [Barwise et al., 2002]. High relevance can only be achieved by using reliable information about the consumers. Rather than mining an existing customer database, the consumer data should be collected at the time of acquiring permission (this will be elaborated on later in the text). All personalization and relevance assessment should only be based on explicit information from the consumer, to avoid misunderstandings and irritation [Lars Tong-Strömberg, 2005]. Guessing what the consumer deems to be relevant or drawing loose conclusions on existing data can be risky. This perception can be found in several articles throughout the literature. For instance, Barwise et al. states that, if the messages or products being advertised are felt not to be relevant by the target audience there is a potential for negative reactions. It is important therefore, that profiling information is collected explicitly and used with caution [Barwise, 2002]. Notable is that consumers perceive relevant, compelling and convenient information as content - **not** advertising [SkyGo, 2001].

Haghirian et al. propose that “the higher the informativeness of mobile advertising messages, the higher the perceived advertising value is to the consumer” [Haghirian et al., 2005]. They tie the term informativeness closely to the relevance of the advertising message. This proposition is similar to entertainment substantiated strongly in their quantitative research. “the advertising message is perceived as valuable as long as it provides information and thus creates some benefit for the consumer” [Haghirian et al., 2005].

#### **6.2.3.3. Personalized**

Mobile devices such as PDAs and especially mobile phones are highly personal devices. They usually offer customizable features with individually selected or self-composed ringing tones, individually tailored covers or general appearance and additional decorations. The devices can hold personal information including a personal calendar, a notebook, or a phone book documenting all close friends and contacts. The mobile phone is becoming an accessory that is rarely left behind, but is carried by the user all the time. As a result, the personal nature of the device is transferred to the information that is sent and received through the device. Therefore,

the communication with the consumer using the mobile phone should not be adapted for mass communication. It should be personalized for the individual in a one-to-one communication [Tähtinen et al., 2003]. It is argued that the consumers are willing to switch mobile network operators if another operator offers personalized services [Ho et al., 2003]. This is an indication of the attraction of personalized communication in the eyes of the consumer. But this attraction might be more effectively leveraged in selling services compared to selling physical goods [Scharl et al., 2004] which is the main business of P&G.

Consumers want the content of mobile services to be tailored to their interests [Haghirian et al., 2005]. This fact is confirmed by Reza Chady, the head of global market research at Nokia Networks. He concludes that users are receptive to advertising that is personalized and relevant to their lifestyle [International Telecommunications, 2002]. The content and language of the messages delivered must be customized for the recipients, which could perhaps best be accomplished using copywriters from the same target group as the audience [Barwise et al., 2001].

To make the communication personalized, some requirements must be imposed. For instance, when designing an advertising campaign using messaging, you must never send the same message twice. This is a faux pas equivalent to telling someone the same joke twice. This requires both lots of creativity from the campaign designers to come up with new ideas continuously and the advertising agency must have an excellent consumer database management which keeps track of which messages have been sent to whom. It implies a very different way of marketing compared to traditional mass media marketing, where providing repeated opportunities to see each advert is central to campaign planning [Barwise et al., 2001]. This database management adds to the total campaign expense [Haig, 2002], but the database should not only be seen as a mandatory way to keep the message recipients content, but it can be used as a way to collect information about the consumer and in turn find out more about them. This provides an exceptional advantage for marketers, since it enables them to reach their potential consumers in a very individual way and thus increase the relationship with the user [Haghirian et al., 2005]. However if a message is excessively personal, the risk is that the user will be annoyed, regardless if the information has been shared with consent [Merisavo, 2003].

### Conclusion

The conclusions in the articles clearly show that the communication with the consumer should be entertaining, relevant and personalized. However, to make the content entertaining it will require some resourcefulness on the part of the marketer because of the limitations of the mobile channel. To ensure that the information aggregated is relevant, the relevance assessment needs to be made on correct information. Personalization imposes some extra costs, but on the other hand it is a relatively low cost compared to the alternative of having a campaign that is non-personal or running the risk of irritating the consumer. Personalized communication can be implemented easily with the current technology and expertise currently available.

Communicating with the consumer using entertaining, relevant and/or personalized content is not a guarantee for success, but it will give the mobile marketing much higher chance of succeeding than otherwise. Helene Venge of Levi's, points out that as mobile penetration increases and technology improves, the bar for content will continue to be raised [Brooks, 2005] and as faster wireless connections become available, the marketing messages will contain audio, pictures, and video clips customized for individual users with specific needs, interests, and inclinations [Varshney et al., 2002].

#### **6.2.4. Consumer trust**

Most consumers are still quite uncomfortable with the concept of mobile business and they are doubtful whether the services offered are feasible and secure [Siau et al., 2003]. For instance, to ensure the success of mobile location services, user trust must be guaranteed [Camponovo et al., 2004; Giaglis et al., 2002]. For a mobile marketing scheme to be successful the same rules

apply. Without consumer trust, the scheme is most likely going to fail [Siau et al., 2003].

In a definition made by McKenzie and Lutz in Haghirian et al., 2002, advertising credibility is “the consumers’ perception of the truthfulness and believability of advertising in general” [Haghirian et al., 2002]. The credibility of an advertisement is influenced by different factors; especially by the company’s credibility, the brand promoted and the way the message is delivered, but it is also influenced by the advertising medium. For example, a message on the Internet achieves less credibility than a printed message unless the message is communicated by a strong brand. Therefore advertising credibility is significantly relevant to the advertising value of web advertising [Haghirian et al., 2002]. It can be argued that the same holds for advertising via the mobile channel. Haghirian et al. also made the proposition that “the higher the perceived credibility of mobile advertising messages, the higher the perceived advertising value of the consumer”. This proposition was confirmed to be true in their study, but the perceived credibility did not seem to affect the advertising value as much as entertainment and informativeness.

A general point presented by several sources in the literature is that being transparent is a simple way to avoid losing the trust of the consumer. This means that the marketer should always be clear as to from whom the messages are coming, how to end the communication, and how to receive more information. People are likely to get irritated if a conversation is started without knowing who the other party is [Olivero et al., 2004]. The drawback is that due to the relatively small space allowed per message, this will significantly reduce the space for the actual marketing communication, and in turn limit the opportunity to convey a message with valuable content.

### Conclusion

Consumer trust is a corner stone of achieving full consumer acceptance of mobile marketing. Gaining consumer trust is a complex issue, where being transparent is an obvious advantage. It also seems to help if the campaign is promoting a strong and well known brand.

### **6.2.5. Communication Frequency and Time Aspects**

It is important that the mobile marketer doesn’t try to grab the consumer’s attention at the wrong time (i.e. when they do not want to be bothered). It is very hard to find out when the consumer is “available” and when it is not (this is the purpose of context-aware systems). However, there are some basic ground rules that can be established. In Dickinger et al. one expert states that messages should only be sent between 09.00 and 19.30 on weekdays. If addressing students, messages should not be sent before noon, because at this time students either can not be reached efficiently or might get into trouble receiving messages during their classes [Dickinger et al., 2004]. There is a lower chance of getting an interested response from the consumers if communicating with them outside of working hours. Research shows that the recipients are 8 % less responsive to new media ads before or after their regular working hours [Best, 2004b]. This implies that the communication transmission is fast.

Barwise et al found that 82 % of the respondents in their study felt that receiving three messages a day was “about right”. In the qualitative part of the study some of the respondents, of which most of were in the younger segment, stated that they would be open to receiving more frequent messages. However, a reservation was made that there is a danger that too many messages will become an annoyance and trigger a “delete on receipt” reaction [Barwise et al., 2001]. Even though a consumer has opted in to a particular mobile marketing service or campaign, this does not mean that the company should flood them with messages. Haghirian et al. propose that “the higher the frequency of exposure to mobile advertising messages, the lower the advertising value of the consumer” [Haghirian et al., 2002]. This proposition was later validated to be true in their analysis of the study. Their analysis does not state whether the messages sent are identical or if they are new messages, but still promoting the same brand.

### Conclusion

Naturally the frequency and timing of the communication affects the positive perception of

mobile marketing. This is widely confirmed in the literature. To avoid the irritation of the consumers some planning is needed and the assurance that the communication is fast needs to be made. This fact is most likely going to hold true in the near future, even though one can guess that if mobile marketing is adopted by the masses, the “less is more” tactic might work better to ensure a good relationship with the consumer in a more dense mobile marketing communication environment.

## **6.3. Mobile Spam**

### **6.3.1. The effect of spam in mobile marketing**

As mentioned above in the section about permission based mobile marketing, it is generally known that communicating with consumers who have opted in is preferred to sending unsolicited messages (mobile spam). That fact doesn't mean that all companies avoid using this tactic. Without prior approval, advertising messages are at best ineffective, and at worst could reduce brand equity by causing resentment [Barwise et al., 2001]. The offences from some companies may create a backlash that could harmfully affect the industry as a whole [Rettie et al., 2001].

The potential growth in spam poses a significant threat to many of the stakeholders, especially to mobile operators and their potential revenue opportunities - given the importance placed on new applications such as entertainment and content delivery. The perceived threat to the operators is underlined by consumer intolerance towards spam. The mobile industry believes a small level of spam to be acceptable, but the majority of mobile subscribers (over 70%) hold a zero tolerance view on mobile spam [Empower Interactive, 2004]. This is an increase when compared to Rettie et al in 2001, where the attitudes to SMS marketing were similar to attitudes to telemarketing, with non-acceptance from about half of consumers [Rettie et al., 2001]. However, this concern is acknowledged by the operators. Over 80% of operators view mobile spam and viruses as a serious threat to the development of mobile messaging [Empower Interactive, 2004].

There are some major differences between e-mail spam and mobile spam. The sending of messages over the mobile network is in most cases more costly for the sender. For instance, SMS messages are not free. Moreover, e-mail can be blocked by filters or just be deleted before they are read, but with regard to SMS, the consumers are powerless since the entire messages are downloaded and usually needs to be read before establishing it as a spam message. Moreover, it requires more effort to delete unwanted messages on the mobile phone, than on the computer [Camponovo et al., 2004]. Mobile phones cannot distinguish between spam and legitimate communication automatically [Scharl et al., 2004]. This creates an opportunity for modifications in mobile phone design, and for new message-control services [Rettie et al., 2001]. The fact that the mobile phone is a more personal possession than the computer where most e-mails are read, also add to the irritation of mobile spam [Camponovo et al., 2004]. In addition, the possession of the mobile phone number makes the user potentially vulnerable to far more intrusive mobile telesales calls. It is also very inconvenient to change a mobile phone number [Rettie et al., 2001].

Protagonists of mobile marketing and opponents to the threat of spam (mostly mobile marketing agencies and mobile operators) say that the fact that mobile messaging actually costs, will deter people from spamming. They also claim that the closed mobile networks helps to more easily reveal the perpetrator and that it will then be easy for the operators to report and shut down them [Park, 2004]. The fact that carriers will have too much to lose in actual money if their network is abused will force them to penalize or if possible disconnect aggregators and marketers that resort to spamming [Mehta, 2004].

### **6.3.2. Examples of mobile spam**

In the UK and the US, several companies have been penalized for not following the guidelines of mobile marketing set by either the government or other judicial decisions. Or more

accurately, the companies have received substantial fines for sending out SMS spam [Saunders, 2002; Saunders, 2001; Best, 2004a].

According to Chezzi et al. 20 percent of US mobile phone users have received mobile marketing messages on their phones, either sent by their service provider acting as an aggregator for a third party, or by spammers. This figure is relatively low when compared to the statistics from NTT DoCoMo, Japan's largest mobile services provider, which claims it stops an average of 960 million spam or junk messages a day. This is a volume that represents *80 percent of the total message traffic* [Chezzi et al., 2004].

### **6.3.3. Future developments concerning spam**

So how will the issue of spam develop in the near future? The opinions can basically be divided into two camps. There are the ones that believe that mobile spamming will either be self-regulated or legislated against and will not pose a big threat to the serious companies that aim to use mobile marketing on a regular basis. Then there are those who believe that spam will taint the media and subsequently the consumer distrust will deter companies to exploit mobile marketing.

There are at least three things that the operators can do to prevent spamming. First of all, a middleware can be put in front of the SMSC as a filter. Secondly, the operator can look for mass sending of SMS messages from unknown parties. Thirdly, if a spamming campaign is discovered, a follow up in tracking down particular sources can be made [Wallage, 2003]. When relying on the operator to prevent spamming a drawback is that the consumer is losing control. This suggests that the consumers should own and manage their own communication filters. This is unfortunately not something that is currently available on a wider scale.

According to the Empower Interactive study on mobile spam from February 2004, the mobile industry is far from fully prepared to deal with the ongoing and rapid growth of spam. In spite of the apparent perceived seriousness of this threat, only one fifth of the mobile operators interviewed in the study had thus far implemented any safeguards to protect customers. However, 48% planned to take action against spam at some point within the following six to twelve months after the interviews were made. Yet one third had no action plan for any point in the future. It also seems to be a general confusion within the industry, whether to try to self-regulate spamming or to rely on legislative intervention. This confusion might affect the consumers, considering that they already have limited faith in the ability of the industry to regulate it self. Less than 10% of mobile subscribers believe operator action alone will resolve the mobile spamming problem. Over 30% believe that even the combined forces of national and international legislation, supported by operator measures, will ultimately be ineffective. It is notable that consumer patience with spamming is decreasing by the year [Empower Interactive, 2004].

Lars Tong-Strömberg of Procter & Gamble says that based on his trial campaigns using SMS in 2001, response rates are too low compared to the investments made. Therefore the cost of sending an SMS will have to drop dramatically to get a positive return on investment. If in fact the SMS cost does drop, it will consequently open up for spammers, now not deterred by high sending costs [Tong-Strömberg, 2005].

#### Conclusion

Spam, as a phenomenon, is unquestionably a source of irritation and it most definitely affects the success of mobile marketing. The question at hand is if mobile spam will exist in the future. According to the literature, the answer is an emphatic **yes**. Then a following question immediately comes to mind. Even though serious companies use permission based communication, will mobile spam taint the media and even the serious marketers, hence stopping the development of mobile marketing? No clear answer can be seen in the literature and more research is needed.

Currently spamming in mobile networks is quite low, at least when compared to e-mail spamming. Therefore a conclusion can be drawn that the success of mobile marketing will not

be impeded by mobile spam *today*. It can also be argued that a large scale mobile marketing strategy at this point in time might build credibility for the service today. This trustworthiness might be of great help in the future when spamming might be a bigger problem than today.

## 6.4. Privacy

The personal nature of the mobile phone together with its ability to hold personal information and also communicate with other known or unknown parties brings up the issue of privacy protection and privacy intrusion. Ho et al highlight privacy an imminent concern [Ho et al., 2003].

“Privacy refers to the degree to which personal information is not known by others” [Haghirian et al., 2005]. When a person allows others to interfere with their personal space or access their personal information, this can potentially create vulnerability and also reduce the control of the personal sphere. It is therefore important for people to be able to protect that space against unwanted intrusions [Camponovo et al., 2004]. Today, when using a mobile phone, “consumers can no longer depend on the intuitive sense of place and presence that governs their observable behavior to make sure that they are not being watched or recorded by another individual” [Haghirian et al., 2005], this is expected to lead to feelings of insecurity.

As argued by Kaasinen, customers see true benefit in customized location based services. Hence they are willing to share parts of their personal information in exchange. Consequently one can see a trade-off between privacy intrusion and the perceived benefits of personal data use [Kaasinen, 2003]. This theory is also emphasized by Olivero et al. In their study users have reported willingness to disclose personal information when the perceived benefits associated with disclosure outweigh the risks of vulnerability [Olivero et al., 2004].

When looking at a compilation of over hundred mobile marketing campaigns (see appendix A) one can see that a majority of campaigns use an incorrect opt-in tactic which is based on the presumption that if the first mobile contact is made by the consumer (such as voting in a poll, retrieving information, or participating in a competition), then all successive communication from the marketer is authorized until either the consumer proactively opts out or the campaign ends. This fact can be argued as being an implicit and *illegal* opt-in [Tong-Strömberg, 2005]. Practically no legal opt-ins can be made via SMS or other space limited communications. A legal disclaimer/opt-in requires more than 160 characters (the size of an SMS message) and in most cases requires several pages. The company “Moby Monkey” was fined for spamming, even though they argued that a disclaimer was not sent out since the space was too limited [Saunders, 2002].

Using the World Wide Web as an opt-in media is one alternative. The larger screen size and the regular keyboard of a computer make it easier. Consumers might also be more prone to share some of their personal details or interests [Scharl et al., 2004]

Unlike in the case of mobile spam, mobile network operators seem to be aware of the important role they play as the guardian of the personal information of their customers. Tom Burgess, of Third Screen Media, says that “in most cases, they are already taking steps to safeguard their [customers] privacy” [Park, 2004].

Haghirian et al. propose in their empirical study that “the higher the subjective privacy (personal information shared) is worth to the consumer, the lower the perceived advertising value of mobile advertising messages”. They also propose that “the higher the irritation of mobile advertising messages, the lower the perceived advertising value of the consumer” which when considering the above mentioned arguments of consumer privacy, is a hypothesis that can be tightly knit to the irritation caused by privacy intrusion. Both these propositions are verified to be true.

### Conclusion

The privacy issue is apparent and a very significant issue that will affect the success of mobile

marketing. At the moment operators seem to take the matter seriously since their main source of income is from their subscribers. But this could possibly change to some extent in the future, when revenue comes from other sources (i.e. marketing companies or marketing agencies). When operators get revenue not only from subscribers, their interest might shift and their concern will not only be that of their subscribers. In all probability the subscribers will still be the most important customer, but the telecommunication operators might be inclined to lower the bar of privacy protection somewhat in exchange for monetary payments from sources other than the subscribers.

In the case of the current implicit opt-ins mentioned above, some legislative body will in all probability ban them if mobile marketing becomes generally accepted as a marketing tool. This will not be a major threat to the success of mobile marketing though, since there are other ways to get legal opt-ins, but it might hamper the rate of adoption.

It should also be noted that privacy could be intruded implicitly. When trying to meet the consumer call for personalization, marketing professionals might be tempted to overplay consumer tracking and consumer behavior analysis. Consumers are rarely positive to being monitored and the contextual data of the consumer would be very valuable to the marketers. This privacy intrusion should be explored further and carefully tested in isolated experiments. Again if the consumers opt-in to a contextual data-tracking program it could be very useful to the marketer.

## **6.5. Costs**

After debating all arguments of whether mobile marketing works or not, one question ultimately needs to be answered - is it financially viable? This could be the topic of a thesis itself; therefore only the basics will be covered. In addition, some of the complications will be brought to light.

In marketing financial viability is usually determined by calculating the Marketing Return on Investment, or usually referred to as just the Return on Investment (ROI). This can be as simple to calculate and it can be advanced to calculate. It all depends on how the ROI model looks like. In its simplest form the ROI is basically done by subtracting all the investments in the particular marketing campaign from the value of the increase in sales after the launch of the campaign. Difficulties in calculating ROI for advanced marketing efforts lie in both calculating the value of all investments and also determining how much the effort affected the increase in sales compared to other influences, such as the increased efficiency of the sales force or perhaps some news event breaking during the campaign. Measuring ROI effectively means tracking all of the components of the promotion to ensure that the campaign was run as effectively as possible and provided a positive rate of return. [Carmody, 2004]

ROI measurement principles for the accepted forms of marketing are proven and extensively used. However, for mobile marketing there are no established principles for calculating ROI [Mobile Marketing Association, 2005]. This is the reason for the creation of a metrics committee by the Mobile Marketing Association. The aim of the committee is to establish accurate cross-media ROI measurement guidelines for advertisers, brands, and carriers who employ mobile marketing [Mobile Marketing Association, 2005]. The importance of having a clear ROI model before planning any mobile marketing campaign is highlighted by a third of the experts in Dickinger et al. [Dickinger et al., 2004].

One good way of determining the reactions to a specific campaign is to look at the increase in sales, but as mentioned earlier this is difficult. Therefore another good way to measure how well the campaign is received is to figure out the response rate of the campaign. Depending on the nature of the campaign and especially the level of interactivity of the campaign the mobile channel can be an excellent media in which one can collect accurate response rates. When reading the articles on the subject and primarily the case study summaries on the web sites of the mobile marketing agencies, the response rates are very high. Mobile marketing is claimed to having response rates of about four or five times greater than direct mail [WindWire, 2000].

It might well be true in some cases for several reasons. In the beginning of mobile marketing, rather plain campaigns could actually show high response rates of about 11%. This is now down to about 2% for a more advanced campaign with significant investments [Palau, 2004]. Some campaigns offer higher value propositions<sup>1</sup> than others and in return get higher response rates. In any case, a common denominator when looking at the case study compilation (see appendix A) is that the agencies that present their case studies on their web sites most likely show only the outstanding campaigns. They seldom reveal the response rates or merely say that “the response rates were outstanding!” They fail time and time again to back up their arguments concerning the excellence of mobile marketing with clear figures. This might be due to the absence of a good ROI model, but one might draw the conclusion that the exact figures will not withstand scrutiny and the response rates are in fact lower than indicated. A good example of when facts are distorted is the Enpocket study [Enpocket, 2003], where they claim to obtain average response rate of 15% in SMS campaigns. What is mentioned only in passing is the fact that the response rate is based on respondents who have already opted in to the campaign. Nothing is mentioned about the response rates of attaining the opt-ins or what measures were taken to get them.

P&G have made some mobile marketing trials. In a compilation of these case studies the average response rate was approximately 6%. This figure seems to be more accurate than the above mentioned 15%. Although the P&G case studies were too few to draw any major conclusions and summary reports from the trial campaigns didn't always state in detail how opt-ins were made, only a few of the trials actually showed bad results. Several of the trials made only a few mistakes and these were acknowledged. On the other hand Lars Tong-Strömberg of P&G (who led some of the mobile marketing trials in 2001) doesn't have much faith in the financial viability of mobile marketing, states, “In my experiences the opt-in response rates were terribly low. This led to a cost per contact of about \_ 4 (four Euro). This is definitely not financially viable”. The high cost was a result of the investments made to get entrants into the mobile competitions. He continues, “Either the distribution costs need to go down dramatically or the response rates need to go up”. He also argues that “the first campaigns showed great response rates, but bear in mind that these consumers are early adopters and there is a possibility that in a few years as more companies tap into the medium and the consumers may develop a negative opinion of being marketed to through their mobile phone” [Tong-Strömberg, 2005]. However, since mobile marketing is growing, more and more suppliers of mobile marketing services have emerged. This together with the commoditization of the technology has helped drive the price for delivering mobile marketing campaigns down in terms of the costs to develop and deliver the campaign [Nester et al., 2003].

### Conclusion

This particular area is paramount to the success of mobile marketing. Today there are several examples of mobile marketing campaigns that are successful in terms of ROI, but it is likely that there are just as many that fail. Therefore more research is needed. Especially trial campaigns that have a clear focus on establishing a working ROI model. The investments should be described thoroughly and the response rates have to be mapped with precision.

## **6.6. Marketing Objectives**

A prerequisite before a new medium is included into the marketing mix of P&G, is that it has to be clearly stated which of the marketing objectives (see chapter about marketing) this new medium satisfies and which it does not. More precisely, each marketing tool that uses the new medium should be mapped to which of the marketing objectives it satisfies. Pascal Hazard of P&G has setup a matrix depicting the feasibility of the different mobile marketing tools for the different marketing objectives (see figure 5) [Hazard, 2005b].

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1. In this sense the value proposition is the possible return a consumer might get if joining the marketing campaign.

	Permission SMS	Permission MMS	Viral SMS	Mobile Sampling	Mobile Utilities	Mobile Downloadables
Awareness						
Trial						
Conversion/Sale						
Repeat Purchase						
Loyalty						
Increase Usage						
Consumer Care						
Relationship Building						
Line Extension						
Cross Selling						

Figure 7: The mobile marketing matrix of Procter & Gamble. The progress of completing the matrix is removed for confidentiality reasons.

The aim of P&G is to complete this matrix with quantitative and qualitative research and in turn take one more step towards showing whether or not mobile marketing is to be included into the marketing mix.

The case studies in the compilation in Appendix A were found mainly on the web sites of the major mobile marketing agencies<sup>1</sup>. Of course the general impressions of the case studies were that these were the “success stories”. The case studies as such should be seen as biased and not reflecting the majority of the mobile marketing campaigns executed today. However, there are some interesting conclusions about the marketing objectives that can be drawn. Since detailed information about the campaigns is usually not revealed, no consideration can be made of which mobile marketing tool was used. Among all these case studies, raising awareness of the products/services was the marketing objective that was best supported in around 58% of the cases. Measuring the success of awareness campaigns can be made by studying the brand recall of the consumers. Barwise et al., found that SMS advertising achieved recall rates somewhat higher than normal, but the difference was too insignificant to draw any major

1. The links to the information the compilation is based is stated in the appendix.

conclusions [Barwise et al., 2001]. These results are fairly surprising since the users had opted in to the service. Some of the cases studies showed good recall rates, but in general the figures on the recall rates were not disclosed. Conversion was the aim of the campaign in 31% of the cases. Again, some of the case studies divulged figures on the purchase statistics post campaign launch or testimonials on how early the annual sales goals were met subsequent to the campaign, but in general no conclusions should be drawn on how effective the medium is in persuading consumers to make a purchase based on these case studies. Even though the case studies lack details on how successful the campaigns were, one can assume it is probable that both awareness and conversion are marketing objectives that work very well in the mobile channel, given that the agencies choose to display these case studies. The third, fourth, and fifth most used marketing objective is volume, customer care, and relationship building respectively. They are represented in about 16-17% of the case studies. More research is needed to determine the viability of these objectives. Repeat purchase, loyalty, trial, line extension and cross-selling were not found in many of these case studies and when found it was seldom the main marketing objective. Therefore, heed should be taken before mobile marketing is used with the aim of satisfying these marketing objectives.

Looking at a similar but smaller compilation of case studies of the mobile marketing efforts within Procter & Gamble one can see some interesting facts. Again awareness is represented in almost all of the campaigns. In this compilation conversion is also the second most represented marketing objective. Some of these campaigns could show a purchase by consumers subsequent to participating in the mobile competition.

When looking at how effectively awareness is achieved, some measurement is needed. This is usually done by looking at the recall rate of the consumers, i.e., how well people remember such things as the brand, the logo, the slogan, or benefits of a certain product or service promoted in a marketing campaign. In one P&G campaign, recall rates of the brand was increased by 50% and the recall of the benefits of the product was increased by 25%. In another campaign, recall of the benefits went up by 47%. An average of brand recall in yet another campaign was 12 %, which was significantly than radio (6%) or television (7%).

### Conclusion

Mobile marketing can clearly satisfy the awareness objectives and most likely conversion as well. No conclusions should be drawn on the viability of the other objectives. It should be mentioned though, that no objectives have been found to noticeably be counteractive in mobile marketing. It should also be mentioned that the effectiveness of the campaigns and how well the marketing objectives are met, depend on several factors. Most of them were mentioned earlier in the text about the communication design. But there was also a strong dependency on the value proposition given to the consumer. If the first prize in a mobile competition is disproportionally high, it is likely the competition is going to get noticed and the response rates and recall rates would become very high regardless of the marketing objectives that are supposed to be met. This is rarely financially viable though.

## **6.7. Target groups**

Depending on which brand is being marketed, P&G tries to aim their campaigns at different target groups. This target group includes the people that are the foremost consumers of the product marketed. For instance young people, both male and female, are the main target group for Pringles potato chips. Pampers are aimed towards families with babies and children of age 0-3. An interesting fact is that almost 90% of the consumers of the Procter & Gamble products are women [Tong-Strömberg, 2005]. In general and independent of brands, the age group 34-45 is a major group of consumers of P&G's products [Hazard, 2005b].

An important success factor for mobile marketing would be the ability for the medium to reach the target groups of the marketer. Teens and young adults are usually very hard to reach with traditional marketing attempts; given their aversion to being explicitly advertised to, hence they are below average in media consumption, and above average mobility [Barwise et al., 2001]. Considering especially that the penetration of mobile phones is very high in the youth

segment, young people have shown a very favorable attitude towards mobile advertisements [Haghirian et al., 2004; Kaasinen, 2003]. Mimi McGrath of Procter & Gamble go as far as to say that “teens and young adults view mobile content as an integral part of their lifestyles and frequently update and personalize their mobile phones” [Park, 2004]. These facts make the mobile channel very suitable for reaching this target group.

In the light of these facts Haghirian et al. proposed that “the higher the age of the consumer, the lower the perceived advertising value of the consumer.” Unfortunately this proposition was not found to be accurate. Age did not significantly affect the perceived advertising value. This fact is confirmed by Kaasinen, 2003, who points out that the older consumers also have a positive attitude towards mobile advertising, but that they are a bit more cautious than the teens and young adults [Kaasinen, 2003]. The reason for the lower acceptance of mobile marketing in the older age groups is also due to the lower mobile penetration in this segment.

Barwise et al. noted that when the consumers were offered some sort of reward for receiving advertising messages it was perceived as a mark of quality or a “hygiene factor” in the older target group. The less affluent younger target groups saw it as an incentive itself. In general this reward system led to an increased acceptance of the advertisements [Barwise et al., 2001].

Mobile marketing has the capability to target demographics in a more precise way than conventional mass marketing [Haghirian, 2004]. For instance, if used together with a previously collected opt-in database containing demographic information, the target groups can be sent personalized advertising messages that effectively target only the desired target group and no one outside it.

### Conclusion

First of all it should be said that there is a need for more research in this area. The reviewed literature point to the fact that the appeal of mobile marketing seems to be independent of the age of the consumer. What is not found is any research on other demographical elements such as gender, income, or major interests. The only thing that could be stated as a certain fact today is that mobile marketing works for teens and young adults. Hence, it is also towards that age group the current mobile marketing campaigns are aimed most often. This fact is most likely due to the high mobile knowledge and mobile penetration in this segment.

## **6.8. Technology reliability and development**

For mobile marketing to be successful, all technological aspects should be considered. These include the security of the transmissions, the limitations of the wireless devices, or the transmission reliability.

The case study compilation in Appendix A, shows that 88% of all mobile marketing campaigns are done using SMS. The other transmission technologies used in the case studies (MMS, voice, downloadable applications) should be seen as emerging technologies in the mobile marketing area. Hence SMS is promoted as the “proven” mobile marketing technology at the various agencies web sites. This perception is also prominent when reviewing the literature where SMS is covered in several articles on mobile marketing [Dickinger et al., 2004; Nysveen et al., 2003; Scharl et al., 2004; Haghirian et al., 2005]. In addition, SMS is considered to have a more positive effect on brand knowledge, satisfaction, and loyalty when used in a marketing context than MMS [Nysveen et al., 2003].

When it comes to the transmission of marketing messages regardless of the technology used two issues must be addressed. First of all, the message should always reach its destination. This is especially crucial when interacting with the consumer. If a message is lost, the conversation will be disrupted. Secondly, it is important that the message is delivered on time. If the message is delivered with a delay of several hours, there is a risk that the message will arrive at an inappropriate time for the consumer [Scharl et al., 2004].

The key issue of the device technology in regard to mobile marketing is still the usability of the

devices and especially their small screen size, mainly because of the limited possibilities of messages on such devices [Haghirian et al., 2004]. Companies have to consider that aspects of usability are important to the consumers and to learn how traditional marketing can be adapted to this wireless device environment [Venkatesh et al., 2003]. In addition, the devices have limited display colors, computational power, memory, battery life, and bandwidth [Siau et al., 2003], which pose serious challenges to the campaign designer.

### Conclusion

Today, SMS is highly reliable and the risks of delayed messages or sending messages that do not arrive at all are relatively small. However, the usability issues remain. As mentioned in the introduction 2G/2.5G devices are the most widespread. This may imply that mobile marketing campaigns that aim at a large audience, should not take advantage of more technologically advanced phones than the typical capabilities of the 2G/2.5G phone. This is most likely the reason the majority of the mobile marketing campaigns to date have used SMS. But on the other hand, when considering the high replacement rates also mentioned, one should consider utilizing the capabilities of more advanced phones. Then again, if focusing on an older target group, the campaigns should utilize less advanced features, since people above the age of 40 in general only make use of the most basic features [Chatratichart et al., 2003].

## **6.8.1. Emerging technologies and strategies**

Mobile marketing is not only mobile advertising and nor is it just SMS competitions. There are lots of new emerging technologies which could be more or less successfully leveraged. One should also consider that some of the appeal of mobile marketing up until now may be due to the fact that the success stories are based on the mobile marketing adoption of the early adopters. If new and 'cool' technologies can be leveraged to support mobile marketing purposes, it might drive the general adoption forward.

### **6.8.1.1. Java**

Java programs that can be downloaded to the wireless device can possibly be seen as permanent real estate in the pocket of the consumer for brands [Smith, 2005]. Examples of this are be games with branded content or service programs such as weather or traffic reporting utilities with advertising content.

### **6.8.1.2. Bluetooth**

Bluetooth can be used in location based services. Without permission, Bluetooth can be used to push unsolicited messages to the Bluetooth enabled phones, more known as bluejacking. The Bluetooth feature can be blocked by the user, but this procedure is sometimes hard for the average user. Bluejacking is, of course, not in line with the guidelines shown earlier in the text about permission based marketing, but if used in accordance with the guidelines, Bluetooth has a potential as a mobile marketing tool.

It could for instance be used in a permission based marketing scheme much like the GeoWeb discussed below. An example of how Bluetooth would be leveraged in this way is proposed by Nokia [Nokia, 2005].

### **6.8.1.3. Near Field Communication**

Near Field Communication (NFC) is a wireless connectivity standard for very short range communication between the communicating parties. It enables communication between devices when they're within a maximum range of twenty centimeters. NFC use the unregulated RF band of 13.56 MHz. This means that no restrictions are applied and no licenses are required for the use of NFC devices in this RF band. NFC is thought to be used in touch and go applications such as access control or transport/event ticketing, where the user only needs to bring the device storing the ticket or access code close to the reader. It can also be used for simple data capture applications, such as picking up an Internet URL from a smart label on a

poster. Exactly how this technology will be leveraged is unclear, but this technology holds interesting implications, since there is a great possibility to communicate with the consumer at the point of sale [Philips, 2005]. This presupposes that NFC-readers are implemented into the handsets on a wide scale.

#### ***6.8.1.4. Mobile Virtual Network Operator***

Recently companies like Virgin, MTV, and IKEA have become Mobile Virtual Network Operators (MVNOs). This expansion allows them to mix their traditional offers with mobile services. “Are these unexpected expansions going to meet pre-established financial and marketing objectives and become new marketing weapons or are they purely opportunistic and unsustainable?” [Hazard, 2005b]. To motivate the consumers to subscribe to the “P&G mobile service” cheaper rates than the competitors or perhaps subsidized handsets would be a good offer. In return this strategy would give the marketers of P&G a direct communication line to the consumers. This could possibly lead to satisfying marketing objectives such as awareness, conversion, increase usage, loyalty, relationship building, and consumer care. The financial viability of this strategy should be explored further.

#### ***6.8.1.5. Ringback tones***

Ringback tones are the audio sounds heard by a caller while waiting for the other party to pick up the phone. Some mobile operators have started to offer their customers personalized audio clips, but these clips could also be promotional sound messages. The ringback tones of the promotional nature are usually controlled by the mobile operator. But to circumvent the operator a reward system could be used, rewarding the consumers who replace their personal tone with a promotional ringback tone. It should be noted that when using the ringback tones in marketing purposes, the information is pushed to the consumer and could possibly be irritating and intrusive.

In theory this sound advertising could be extended. The caller could be asked if it wanted more information about the product or service promoted by the ringback tone. Then by pressing a digit or agreeing by voice (using voice recognition) the consumer could get more information after the actual call or be connected to a telemarketing service.

#### ***6.8.1.6. Micropayments***

The long promised reality of interoperable micro payments via mobile phones is expected to become true within 12 to 18 months with schemes like Simpays [www.simpays.com]. While primarily targeted as an interoperable medium to purchase mobile content, it will allow support transfers of small money amounts virtually, over the mobile network, including for marketing purposes.

#### ***6.8.1.7. GeoWeb***

The GeoWeb [Rheingold, 2004] is a virtual map over a certain area. Different spots on this map are tagged with location specific content. When somebody with a GeoWeb enabled phone passes by this physical spot, the user will receive the content from GeoWeb as a message to their handset. This is sometimes also referred to as virtual graffiti. This scheme could be implemented using Bluetooth with certain “hot-spots” pre-set by the GeoWeb proprietor. In a more dynamic implementation GPS could be used to set, delete or modify spots without physically moving Bluetooth modules. When looking at how P&G could use this strategy, a GeoWeb could be set up in-store. This could either be used to alert the consumer of specific offers or to track the consumer movement and purchase behavior in the store.

#### ***6.8.1.8. Personal Video Recorders***

Although this technology is not currently wireless in any sense, the implications of this technology might just boost mobile marketing. Since the emergence of TiVo [TiVo, 2005] and other similar Personal Video Recorder services, the existence of traditional mass marketing as

it is known today has been seriously threatened [Jaffe, 2004], because with these services the users can choose to skip the commercial breaks. Marketers are now looking for alternatives to television and mobile marketing might be one of them.

### Conclusion

These are just some examples of evolving technology. How these technologies will be leveraged lies in the future and will not be speculated upon further. However, the important conclusion is that there are new alternatives emerging and perhaps there are future technologies that solve the problems that mobile marketing face.

## 7. Conclusions

How communication messages are designed is key to how they are perceived by the consumers and in turn how successful the mobile marketing campaign will be. This thesis proposes a few guidelines for how to make communication more efficient and appealing. First of all, the communication should be permission based. To accomplish this, the campaign should be integrated with traditional media. To attract (and retain) consumers to the campaign, the marketer needs to gain the consumers' trust. No correct solutions can be seen as of today, but it is clear that consumer trust is essential to achieving consumer acceptance of mobile marketing. In this respect it is also of some importance to make the communication timely.

Mobile spam will definitely mature in the coming years to become something that will be common in everyday life of a mobile phone owner. How this will affect the success of mobile marketing is unclear, but it could both hamper adoption and tarnish the trust that mobile marketers are trying to build for the new marketing medium. This issue should be carefully addressed by those who aim to venture into this area. This issue is not currently apparent though, hence it would not seem to pose any major complications if undertaken today. It is possible that future mobile devices will support better spam filters and other prohibitive software which might remedy the mobile spam problem to some degree. But until personal spam filters are used on a broad scale the mobile spam issue must become a big issue first. Until then, mobile spam has the possibility to taint the medium for mobile marketing.

Individual privacy is an issue that is very important to consumers. This issue is closely tied to gaining consumer trust, personalization, and making the communication permission based. People tend to be very protective of their personal information. However, this information may be disclosed if the consumer is offered some benefit in return. However, this means that the consumers must truly feel that their personal information is protected, i.e. there will be no loss in trust, leading towards greater consumer acceptance.

The financial viability and the costs involved in mobile marketing is unclear. The literature showed both highly successful campaigns with very low investments per contacted consumer and high recall rates, as well as campaigns that performed poorly. However, there is still a need for creating better ROI models specifically designed for mobile marketing. In addition, there is a need for a clear mapping of exactly **how** high response and recall rates are achieved. It is also important to find out more in detail what elements of a campaign that drives these rates up.

On the subject of marketing objectives, mobile marketing in general and regardless of which tool that has been used seems to have a very positive influence on satisfying the awareness objective. It has also been shown to satisfy the conversion objective. No conclusions should be drawn on the feasibility of meeting the other marketing objectives via mobile marketing. This is because there are so many factors that affect the satisfaction of these objectives; the value proposition, the campaign design, and the brand to mention some. A suggestion might be to try to go the other way in the future research and try to identify which objectives that do **not** work at all with mobile marketing.

Interestingly, mobile marketing seems to have the same appeal in all age groups. But given that the penetration of mobile phones is higher in the younger age groups and this group is also more comfortable with messaging, hence it is towards this group the most campaigns have been aimed. No research could be found of how mobile marketing appeals to other demographical groups focusing on gender, income, or lifestyle.

### 7.1. Mobile marketing and P&G

Mobile marketing could be an interesting avenue for Procter & Gamble, especially as new media marketing will gain greater importance as PVRs become adopted on a larger scale.

So to answer the question posed in the beginning of the thesis – Should mobile marketing be included into the marketing mix of Procter & Gamble? If P&G was a smaller company with

less reputation sensitive products and with higher margins, the suggestion would probably be yes. However this is not the case, therefore the suggestion is to wait for now and to continue with more research on the subject. An opportunity would be to experiment with new media marketing (including mobile marketing) with smaller and less important and reputation sensitive brands.

It is hard to predict when mobile marketing will be mature enough for the P&G marketing mix. The biggest hurdles that should be considered are essentially two issues: (1) how to achieve consumer acceptance and (2) how to make mobile marketing financially viable.

To solve the consumer acceptance issue, a suggestion is to follow the guidelines presented in the chapter about communication design, take heed of the privacy issues of consumers and especially to carry out additional research in the area of mobile spam.

To solve the issue of financial viability, the suggestion is to do more in depth research on new ROI models, the intricacies of the investments, and to find out in more detail what drives high response rates in mobile marketing.

In addition, some thought should also be given to how well mobile marketing works together with different marketing objectives and towards P&G's specific target groups.

## **7.2. Future work**

Aside from the propositions for future research made above, there are other interesting research avenues to pursue. Moreover, the area of mobile marketing is huge and only very limited research has been done. Therefore many of the conclusions in this thesis are based on research that rarely is confirmed by secondary sources.

The area of location based services (LBS) has been somewhat neglected in this thesis. This area potentially has a great future, but the privacy issue seems to impede the evolution. An exploratory study on LBS in regard to mobile marketing with a focus on how it could be used by P&G would be a suitable start.

The area of viral marketing in the mobile space is very interesting, but has been disregarded to some extent in this thesis. More research is needed into what influences make a campaign viral. Some indications say that the mobile media is great for making a campaign viral [Barwise et al., 2001].

There are also some interesting opportunities for research on alternatives to the current mobile marketing value chain. Since the market is still quite new, the value chain is not fixed and there is room for changes.

Because of the problem with counterfeit products on the markets, an excellent proof of purchase tool is desperately needed. It should also be mentioned that the mobile phone holds interesting abilities to be a potentially perfect proof of purchase tool. For instance, a unique two dimensional image could be printed on the product. If this image was photographed with a MMS enabled mobile phone with a camera and sent to a MMS-server which interpreted the image as unique the consumer could get a discount in return. The mobile consumer could also use the phone as a pre-purchase tool. The device could be used to retrieve information about the products in-store but before the purchase. If the value proposition is good enough, the marketer has the ability to give the consumer more value for money in a relationship building scheme pre-purchase.

This thesis has not considered the implications of a large scale commitment to mobile marketing from a big company like P&G. Would this be feasible in an operational sense? For instance, are there any agencies or aggregators that can handle this today? The complications of an actual implementation should be explored further.

As a final note, it can be said that mobile marketing is not the solution to all current marketing

problems, but it will most likely be used as a marketing tool in some form or the other in the future. If that will be as a pure advertising tool or just a complement to the existing media is left for the future.

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## Appendix A. Compilation of 104 case studies

The basic data of this compilation is retrieved from the web sites of mobile marketing agencies. If the different elements of the case study are not explicitly stated, the data is interpreted by the author.

The basic data is case studies that mobile marketing agencies have chosen to showcase from their portfolio. Therefore the presumption must be made that these case studies are the “best in class” and that they do not representing an average case.

Campaign Type	#	%	Marketing Objectives	#	%	Media Type	#	%
Text to win	37	36	Awareness	60	58	SMS	92	88
Alerts	20	19	Conversion/Sale	32	31	IVR/Voice	11	11
Advertisement	19	18	Increase Usage (Volume)	18	17	MMS	9	9
VAS	10	10	Consumer Care	17	16	JAVA / BREW	3	3
Voice services	9	9	Relationship Building	17	16			
Two way interaction	9	9	Repeat Purchase	11	11			
Voting/polling	8	8	Loyalty	11	11			
Downloadables	8	8	Trial	9	9			
Redeemables	8	8	Line Extension	7	7			
Games	4	4	Cross-selling	0	0			
Reminders	3	3						
Other	15	14						
Total	104	100	Total	104	100	Total	104	100

Company	Agency	Mark. Type	Com. Type	Description	Objectives	Marketing Objectives	Results	Comment
The Methodist Church in the UK	<a href="#">Carbon Partners</a>	Text to win	SMS	Send in your suggestion for the 11 <sup>th</sup> commandment and win a new camera phone. Automatic response with acknowledgment and an encouragement to visit website	To discover what young people think about spiritual issues.	Awareness Relationship building	Follow up activity by text message generated 76% response rate to submitting key contact details.	Global media coverage
Link	<a href="http://www.carbonpartners.co.uk/casestudies/methodists_casestudy.html">http://www.carbonpartners.co.uk/casestudies/methodists_casestudy.html</a>							
Hibernian Football Club	<a href="#">Carbon Partners</a>	Interactive services (polls, sell last minute tickets).	SMS	Live Man of the Match voting by text message. Marketing messages by SMS. Last minute tickets offered.	The club often had late news and offers with regard to the availability of match tickets and entertainment facilities within the stadium. These products and services have a short time expiry and hence must be marketed quickly and effectively	Relationship building Customer care Loyalty Volume	Hibernian FC now has a direct to market channel that enables them to broadcast timely, targeted marketing messages to their customer base.	
Link	<a href="http://www.carbonpartners.co.uk/casestudies/hibs_casestudy.html">http://www.carbonpartners.co.uk/casestudies/hibs_casestudy.html</a>							

Sky	<a href="#">Carbon Partners</a>	Recruitment	SMS	Sky advertise openings at their telesales department via SMS	Immediacy and cost efficiency.	Awareness	The text response mechanism generated five times the number of email enquiries. Of initial applicants 91% completed both steps of the mechanic with full requested data.
Link	<a href="http://www.carbonpartners.co.uk/casestudies/sky_casestudy.html">http://www.carbonpartners.co.uk/casestudies/sky_casestudy.html</a>						
Mortgage Advice Services	<a href="#">Telemarketer</a>	Get advice from bank to your phone (VAS)	SMS/IVR	Respond with ADVICE to short code or call a number. The mortgage company wanted to give advice to potential customers.	Generate as much direct response as possible from a nationwide TV campaign during March 2005  Give the consumer a choice of contact method  Position the Mortgage Advice Services brand as innovative and forward thinking	Awareness Conversion Relationship building	50% of all response has been by text  Clearly demonstrates that if you give the consumers a choice, they will opt to make their initial contact by text  Only company in sector that is offering a text response option
	<a href="http://www.textmarketer.co.uk/news.php?action=fullnews&amp;id=36">http://www.textmarketer.co.uk/news.php?action=fullnews&amp;id=36</a>						

Leicestershire Police	<a href="#">Telemarketer</a>	Recruitment	SMS	POLICE to short code	<p>Invigorate recruitment policy with engaging and responsive campaign</p> <p>Generate a response from people who have an interest in a police career but have not gone down the more formal route of making a direct enquiry. Allow interested people to respond wherever they happen to be</p>	Awareness	<p>The campaign has generated over 220 respondents</p> <p>These are potential recruits that Leicestershire Police have not been able to engage with their traditional recruitment strategy</p>
<a href="http://www.textmarketer.co.uk/news.php?action=fullnews&amp;id=31">http://www.textmarketer.co.uk/news.php?action=fullnews&amp;id=31</a>							

Unison (UK union)	<a href="#">Telemarketer</a>	Interaction on Recruitment	SMS	Interaction with customers.	<p>The UK's largest union, Unison, needed to develop an innovative and cost effective way of communicating with existing members and recruiting new ones.</p> <p>Communicate key events throughout the year that require action from members Encourage response and reaction</p> <p>Canvass members on a number of important Unison issues including their views on an ongoing television campaign</p>	<p>Awareness Conversion Customer Care Loyalty</p>	<p>Unison now have an active text database of over 3900 members They received over 1400 responses to a recent campaign Text is now an integral part of Unison's communication strategy Members comments on the text service</p>
<a href="http://www.textmarketer.co.uk/news.php?action=fullnews&amp;id=29">http://www.textmarketer.co.uk/news.php?action=fullnews&amp;id=29</a>							

Lycos and Universal Studios	<a href="#">Telemarketer</a>	Regular SMS ad	SMS	Advertisement which encouraged purchase of the DVD releases of Shrek 2 and Van Helsing.	<p>Lycos client Universal Studios, required exposure via the mobile channel to support the DVD launch of Shrek 2 and Van Helsing over the Christmas period.</p> <p>Generate increased awareness of the launch of both DVD titles</p> <p>Target consumers while they are shopping</p> <p>Drive consumers to purchase DVD</p>	Awareness Conversion	<p>Both launches saw exceptionally strong sales over the Christmas period, with the DVDs being sold into hundreds of thousands of UK homes.</p> <p>Mobile marketing added a new and innovative dimension to launch, supporting all other channels</p>	Location sensitive in one respect.
<a href="http://www.textmarketer.co.uk/news.php?action=fullnews&amp;id=28">http://www.textmarketer.co.uk/news.php?action=fullnews&amp;id=28</a>								

Golden Wonder Ltd Brand: Wheat Crunchies	<a href="#">Telemarketer</a>	Text to win	SMS	Send a text message to a short code (which is on pack).	<p>Drive up market share of Wheat Crunchies within the snack market</p> <p>Encourage repeat purchase</p> <p>Drive customer loyalty and encourage brand switching</p> <p>Engage consumer with fun interactive competition</p> <p>Offer simple mechanic with broad consumer appeal</p> <p>Generate consumer press coverage</p>	Repeat purchase Volume	Response rate - 2.7%
<a href="http://www.textmarketer.co.uk/news.php?action=fullnews&amp;id=27">http://www.textmarketer.co.uk/news.php?action=fullnews&amp;id=27</a>							

<p>Shiseido Brand: Pureness</p>	<p><a href="#">Telemarketer</a></p>	<p>Interactive mobile service (VAS)</p>	<p>SMS</p>	<p>A text-based service offering skincare advice, tips and free samples. It is more like a club, where you are assigned a store based on your postal code.</p>	<p>Re-launch an existing skincare range - Pureness</p> <p>Target 18-25 year olds</p> <p>Develop innovative communications</p> <p>Refresh and revitalise the brand</p> <p>Generate high levels of media coverage</p> <p>Position Shiseido as leading edge in this market</p>	<p>Awareness Conversion Line extension</p>	<p>Pureness sales increased by 260% over previous year</p> <p>5% response rate (industry average 0.1%)</p> <p>Over 14,000 Puretext members in first year</p> <p>Sales of new Pureness for first 4 weeks of campaign were doubled</p> <p>65 beauty editors attended launch, breaking all records for press attendance of Shiseido UK launches</p> <p>Coverage on Pureness and Puretext achieved in 90% of attending media, including all women's monthlies and national press</p> <p>Company Magazine ran a pre-launch exclusive and substantial post launch coverage</p> <p>Now entering its fourth year</p>	<p>Target group 18 – 25 year old women.</p>
<p><a href="http://www.textmarketer.co.uk/news.php?action=fullnews&amp;id=26">http://www.textmarketer.co.uk/news.php?action=fullnews&amp;id=26</a></p>								

The Phone Store (Leeds)	<a href="http://www.textmarketer.co.uk">Telemarketer</a>	Respond for contract renewal. Get free gift in return. (Advertising)	SMS/IVR/Web	A message was sent to all customers who had an expiring contract. An offer was made and the possibility to renew the contract by phone or on-line.	The Phone Store, based in Leeds, needed to capitalise on their free upgrade allocation, which was not being fully used. They had approximately 700 free upgrade opportunities that they were not fully taking advantage of	Volume Customer Care Loyalty	Out of the 2000 (approx.) messages that were sent, a staggering 423 customers responded to the message, that's a response rate of over 21%.  Their direct mailing campaigns generated just a 9% response rate and cost them 80% more!	
<a href="http://www.textmarketer.co.uk/casestudies.htm">http://www.textmarketer.co.uk/casestudies.htm</a>								
Group of car dealers	<a href="http://www.textmarketer.co.uk">Telemarketer</a>	Replace mailing with SMS. (Increase margins)	SMS	They used Text Marketer Campaign to send out text message reminders to customers each month rather than letters.	The management team at a large group of car dealers was exploring ways of reducing their marketing expenditure.	Loyalty Customer care Repeat purchases	The customer mailings spend was slashed from £2,345.00 a month to just £635. That's a savings of £1,710 a month or £20,520.00 a year.  Customer retention was also dramatically improved.	Customers were given the option of also receiving letter reminders if they wished.
<a href="http://www.textmarketer.co.uk/casestudies.htm">http://www.textmarketer.co.uk/casestudies.htm</a>								

The Auckland Theatre Company Brand: 2econd Unit	<a href="#">The Hyperfactory</a>	Advertise cheap theatre tickets to under 25s (Advertise)	SMS	Opt-in on website and prepaid postcards in magazines, clubs etc. Offers were given after opt-in.	To increase ATC 2econd Unit brand awareness  To increase “theatre” awareness within the 18-25 age segment  To test SMS technology as a marketing tool  To create and own a database of 18-25 year olds  To sell unsold capacity	Awareness Conversion Relationship building	63% increase on standby tickets from the highest standby figure for the season  A market increase in the number of advance student tickets sold  Over the 3 month trial period membership steadily increased and not one member opted out of the service	Aimed at 18-25 year olds
<a href="http://www.thehyperfactory.com/consumer_case_studies/case_study_auckland_theatre_company.aspx">http://www.thehyperfactory.com/consumer_case_studies/case_study_auckland_theatre_company.aspx</a>								

Blockbuster	<a href="http://www.thehyperfactory.com">The Hyperfactory</a>	Mainly Text to win but also advertised offers	SMS	A longer period of regular contact with the customers. Opt-in in print.	<p>Leverage Blockbusters investment in the Blockbuster Rewards platform</p> <p>Increase revenue from rentals of DVD and video releases</p> <p>Increase revenue from sales of DVDs and videos</p> <p>Reinforce the Blockbuster brand as the innovative leader in home entertainment</p>	Loyalty Customer care Volume	Not available
<a href="http://www.thehyperfactory.com/consumer_case_studies/case_study_blockbuster.aspx">http://www.thehyperfactory.com/consumer_case_studies/case_study_blockbuster.aspx</a>							

<p>The Coca-cola company Brand: Coke</p>	<p><a href="#">The Hyperfactory</a></p>	<p>Text to win</p>	<p>SMS</p>	<p>Codes on bottles were sent in via SMS. These codes could also be used as currency in an auction.</p>	<p>Quite simply, to increase sales and market share of single serve and multi serve during the promotional period.</p> <p>To significantly increase the participation levels from previous Coke SMS campaigns.</p> <p>To reinforce Coke's position as the leading innovator in sales and marketing promotions globally</p>	<p>Volume Conversion Repeat purchase</p>	<p>Not available</p>	<p>Duration: 3 months</p>
<p><a href="http://www.thehyperfactory.com/consumer_case_studies/coke_play_cs.aspx">http://www.thehyperfactory.com/consumer_case_studies/coke_play_cs.aspx</a></p>								

The Coca-cola company Brand: Coke	<a href="#">The Hyperfactory</a>	Text to win	SMS	Codes on bottles. Send in for participation in competition.	<p>Quite simply, to increase sales and market share of single serve (390ml and 600ml) during the promotional period</p> <p>To significantly increase the participation levels from previous Coke SMS campaigns</p> <p>To reinforce Coke's position as the leading innovator in sales and marketing promotions globally, by achieving their aims in New Zealand</p>	Volume Conversion Repeat purchase	<p>With close to 2 million entries received from consumers the Coke brand was continually and effectively reinforced through the SMS medium. Each entry resulted in an SMS reply message to the consumer providing either an instant prize win notification or a message reinforcing the Coke message.</p> <p>Consumers happily won close to 90,000 instant NZ\$5 air-time credits to their mobile phones and 8 custom designed Subaru WRX sports cars valued at NZ\$40,000.</p> <p>Participation levels increased by double digit percentages over previous promotions and sales of single serve Coke increased during the promotional period.</p>	Duration: 3 months  One prize was prepaid \$5 airtime.
<a href="http://www.thehyperfactory.com/consumer_case_studies/case_study_coke.aspx">http://www.thehyperfactory.com/consumer_case_studies/case_study_coke.aspx</a>								

<p>Frucor (Groupe Danone) Brand: Mizone energy drink</p>	<p><a href="#">The Hyperfactory</a></p>	<p>Text to win</p>	<p>SMS</p>	<p>Codes on bottles. Send in for participation in competition.</p>	<p>Increase sales and market share of Mizone beverage product in the sports energy drink category during the promotional period.</p> <p>To significantly increase the participation levels from previous Frucor SMS campaigns.</p> <p>To reinforce Mizone's position as the leading sports energy category drink in New Zealand</p>	<p>Volume Conversion Repeat purchase</p>	<p>With over 100,000 entries (over 10% participation) received from consumers, the Mizone brand and alignment to sports and adventure activities was continually and effectively reinforced through the SMS medium.</p>
<p><a href="http://www.thehyperfactory.com/consumer_case_studies/case_study_frucor.aspx">http://www.thehyperfactory.com/consumer_case_studies/case_study_frucor.aspx</a></p>							

<p>Maxxium Worldwide Brand: Jim Beam</p>	<p><a href="#">The Hyperfa ctory</a></p>	<p>Text to win</p>	<p>SMS</p>	<p>Codes on bottles. Send in for participation in competition.</p>	<p>To gain presence across all 'on premise' and 'off premise' outlets over the promotional period</p> <p>To be the major activity of any brand in 'on premise' locations</p> <p>To reinforce the perception that Jim Beam is an innovative contemporary brand</p> <p>To significantly increase the frequency of purchase of Jim Beam RTD's in both 'off premise' and 'on premise' locations</p>	<p>Awareness</p>	<p>The high level of multiple entries by individual users - each participating consumer entered the promotion approximately 2.5 times, proved that Jim Beam drinkers embraced the campaign and enjoyed the interaction.</p>
<p><a href="http://www.thehyperfactory.com/consumer_case_studies/case_study_jim_beam.aspx">http://www.thehyperfactory.com/consumer_case_studies/case_study_jim_beam.aspx</a></p>							

<p>Masterfoods Brand: Starburst</p>	<p><a href="#">The Hyperfactory</a></p>	<p>Text to win</p>	<p>SMS</p>	<p>Integrated campaign. Classic Text to win.</p>	<p>Make a large impact in the market, generate trial and brand awareness of product on a national basis through sampling and promotional activity.</p> <p>Erode the established segment leaders market share</p> <p>Generate a 20% value share of the lollipops segment by December 2004</p> <p>Reverse the decline of the lollipop segment</p>	<p>Trial Awareness Volume</p>	<p>Participation levels were extremely high with over 38% of respondents redeeming their Sucks lollipop with a further 33% intending to.</p> <p>The results were outstanding with 54,724 entries in just 10 weeks, and a brand awareness of 70% from nothing in fewer than 16 weeks. By the 16<sup>th</sup> week Sucks were outselling the incumbents by 3 to 1 at the main distribution points. Most exciting was the turnaround in the Lollipop segment from year on year decline to 20% growth.</p>
<p><a href="http://www.thehyperfactory.com/consumer_case_studies/case_study_masterfoods_cs.aspx">http://www.thehyperfactory.com/consumer_case_studies/case_study_masterfoods_cs.aspx</a></p>							

Subway	<a href="#">The Hyperfactory</a>	Text to win	SMS	Integrated campaign. Classic Text to win.	<p>To generate trial and awareness of product on a national basis through sampling and promotional activity</p> <p>Drive customer foot traffic to the stores.</p> <p>Provide an innovative and interactive channel of communication between SUBWAY and the consumer.</p> <p>Reinforce SUBWAY's position as the number 1 healthy alternative to fatty fast foods</p>	<p>Trial Awareness Relationship building Loyalty</p>	<p>With well over 150,000 SMS entries received from consumers the SUBWAY brand was continually and effectively reinforced through the SMS medium.</p>	<p>Duration: Three months</p>
<a href="http://www.thehyperfactory.com/consumer_case_studies/case_study_subway.aspx">http://www.thehyperfactory.com/consumer_case_studies/case_study_subway.aspx</a>								

VODAFONE WARRIORS rugby league club	<a href="#">The Hyperfactory</a>	Text to win Actively participate by decorating house and taking a picture of it.	SMS/ Web	Integrated campaign, where people sent in an SMS to a short code. They then received a decoration kit with the clubs colours in the mail. The house was decorated by the participants and photos of it were sent in to the club. The best ones were awarded.	Encourage fans to show how strong their faith really is by building their own 'Fortress of Faith'  To lift fan support during a difficult season and strengthen links between the club and the community  Provide an innovative and interactive channel of communication between the club and its supporters	Relationship building	The relationship between the club and its fan base was continually and effectively reinforced through the SMS medium.
<a href="http://www.thehyperfactory.com/consumer_case_studies/case_study_vodafone_warriors.aspx">http://www.thehyperfactory.com/consumer_case_studies/case_study_vodafone_warriors.aspx</a>							

Wintec (University)	<a href="#">The Hyperfactory</a>	SMS alerts	SMS	Existing and potential students to visit WINTEC's website <a href="http://www.wintec.ac.nz">www.wintec.ac.nz</a> and submit required information in order to receive orientation week event alerts. Registration information had to include their mobile phone number and the model of phone.	Provide a direct channel of communication for WINTEC to communicate with existing and potential students  Position WINTEC as a great place to study - vibrant, relevant, modern, in-touch and fun!	Awareness Conversion Loyalty	Not available
<a href="http://www.thehyperfactory.com/consumer_case_studies/case_study_wintec.aspx">http://www.thehyperfactory.com/consumer_case_studies/case_study_wintec.aspx</a>							

Orange	<a href="http://www.enpocket.com/wrapper/page.php?content=clients/orange.html">Enpocket</a>	SMS education on how to use WAP service. Two way interaction.	SMS	A free WAP trial of 3 months was offered via SMS. During the trial, up to 7 how-to messages were sent to the user. At the end of the trial a message offered to continue and pay for the subscription.	<p>Increase average revenue per user (ARPU) by growing mobile Internet (WAP) subscriber base at a cost per trial of under £1</p> <p>Sign-up hundreds of thousands of users to the service without impacting service levels within the call centers.</p> <p>Maintain and increase usage for the long term</p>	Volume Trial Conversion	<p>An overwhelming success with more than 250,000 new mobile Internet subscribers</p> <p>The 30% adoption rate was far higher and the churn rate far lower than any other media channel used</p> <p>Return on Investment clear: A return of £2.50 was achieved for every £1.00 of marketing budget invested</p>
<a href="http://www.enpocket.com/wrapper/page.php?content=clients/orange.html">http://www.enpocket.com/wrapper/page.php?content=clients/orange.html</a>							

FCUK	<a href="#">Enpocket</a>	3-step Text to win. They could also receive information regarding the programming schedule via SMS alerts and receive specialized FCUK mobile content including wallpapers, ring tones and tips direct to their mobile phones.	SMS	Answer three questions and get a chance to win.	Promote radio station  Create a buzz around the brand  Increase traffic in retail stores	Awareness Volume	The project built brand awareness & nurtured brand affinity  FCUK has built a mobile database and can profile customers and target individuals with tailored content
<a href="http://www.enpocket.com/wrapper/page.php?content=clients/fcuk.html">http://www.enpocket.com/wrapper/page.php?content=clients/fcuk.html</a>							

Levi's	<a href="#">Enpocket</a>	Integrated with big campaign to find prize. Part of campaign used SMS to drive people to the web site and to watch ad during the super bowl.	SMS	230,000 text messages urging to view the commercial and visit the web site.	<p>Increase sales</p> <p>Create buzz around the Levi's brand</p> <p>Build awareness of Levi's Goldrush promotion</p> <p>Drive people to watch Super Bowl commercial</p> <p>Drive people to the Levi's web site</p>	Volume Awareness	<p>One in 5 visited the Levi's website as a result of the campaign</p> <p>9% of the recipients visited a Levi's store and 8% bought a Levis' product as a result of the campaign</p>	Aimed at 16-25 year olds
<a href="http://www.enpocket.com/wrapper/page.php?content=clients/levis.html">http://www.enpocket.com/wrapper/page.php?content=clients/levis.html</a>								

Reebok	<a href="#">Enpocket</a>	SMS info integrated with phone call. (Advertisement)	SMS IVR	SMS message drive people to call a free number, where a basketball star told callers to visit the store where Reebok was sold.	Increase store traffic  Promote National Basketball Association exclusive merchandise  Build awareness of Finish Line retail stores	Volume Awareness	30,000 SMS messages were sent out across the US in urban areas including Atlanta, Memphis, Indianapolis and Los Angeles. Enpocket sent messages to a profiled demographic, which assisted greatly in the success of the program.	Aimed at 16-26 year olds
<a href="http://www.enpocket.com/wrapper/page.php?content=clients/reebok.html">http://www.enpocket.com/wrapper/page.php?content=clients/reebok.html</a>								
William Hill (bookmaker)	<a href="#">Enpocket</a>	SMS alerts	SMS	Alerts with odds for different sports events.	Build mobile database to integrate with existing channels and systems  Rapidly deliver information direct to sports fans' mobile phones  Ensure maximum customer service by profiling mobile database	Relationship building Loyalty Repeat purchase	William Hill has taken customer service to the next level, giving instant odds and a rapid response mechanism to key customers William Hill has improved sales and service by leading the market in mobile CRM	
<a href="http://www.enpocket.com/wrapper/page.php?content=clients/williamhill.html">http://www.enpocket.com/wrapper/page.php?content=clients/williamhill.html</a>								

The Weather Channel	N/A	Downloadable	BREW / JAVA	Offered as a subscription product, the application provides current conditions, detailed forecast information, and animated color radar images through an easy-to-use interface.	Extend The Weather Channel brand and trusted information to wireless devices	Line extension	The Weather Channel brand was successfully extended to wireless devices, allowing consumers to access the weather information they need when they need it.
<a href="http://mmaglobal.com/modules/wfsection/article.php?articleid=15">http://mmaglobal.com/modules/wfsection/article.php?articleid=15</a>							
General Motors Brand: Cadillac	N/A	Downloadable	JAVA	Messages to restaurant and shopping in select cities.	Reach the Cadillac consumer in a way that represents their brand in an innovative way while complimenting their traditional and online media campaigns	Awareness Customer care	Not available
<a href="http://mmaglobal.com/modules/wfsection/article.php?articleid=6">http://mmaglobal.com/modules/wfsection/article.php?articleid=6</a>							

Warner Bros. Theatrical. Movie: What a girl wants	<a href="#">Ipsht</a>	Free SMS service.	SMS	Free SMS service with ad at bottom of every free SMS sent.	Promote the movie.	Awareness Conversion	Over 60 000 messages sent.  One user sent the messages to an average of 3.5 friends, 15% of their friends came back to the site and sent the message onto 3.5 of their friends.
<a href="http://www.ipsh.com/tech/casestudy_whatagirlwants.pdf">http://www.ipsh.com/tech/casestudy_whatagirlwants.pdf</a>							
Warner Bros Records Album: American life	<a href="#">Ipsht</a>	Free SMS service. And IVR	SMS / IVR	Free SMS and the possibility to phone in and listen to the music of the new album. Also possibility to register for further promotions.	Promote the new album	Awareness	1 month time period  30,000 text messages sent virally  18,630 (62.1%) callers dialled into listen to Track  10,000+ (33%) mobile registrants for future campaigns
<a href="http://www.ipsh.com/tech/casestudy_madonna.pdf">http://www.ipsh.com/tech/casestudy_madonna.pdf</a>							

Universal Records Album: Nelly	<a href="#">Ipsih</a>	SMS vote	SMS	Messages were sent to everyone who entered their cell phone number on Nelly's web site.	Promote Video on BET's video chart.	Awareness	68% of about 30 000 people called in to listen to the recorded message from Nelly to press '1' to vote. About 59% did. The video went straight to no 3.
<a href="http://www.ipsh.com/tech/casestudy_nelly.pdf">http://www.ipsh.com/tech/casestudy_nelly.pdf</a>							

AT&T / Radiohead	<a href="#">Ipsih</a>	SMS interacti on (Text to win, advertisi ng, voice service)	SMS	<p>The campaign offered users a variety of options to interact with the band on their cell phone.</p> <p>Options included accessing tour and band information, reading show reviews and setlists, listening to exclusive live tracks linked to IVR and receiving links to win concert tickets and view tour pictures.</p>	<p>Enhance fan and concert experience with a new medium of fan/band/fan interactive communication while concurrently promoting the band</p> <p>Create intrigue and knowledge of band through trivia, live tracks, tour information, setlists, reviews, pictures and discography</p> <p>Design opt-in application driven by the user that is geared towards the interests and requests of user</p> <p>Build loyal AT&amp;T text messaging customer base through introduction and actual use of text messaging</p> <p>Target Radiohead fan base and elusive youth market</p>	Awareness Trial	<p>Viral application generated over 2,500 unique questions and was able to answer 99.2% of them (.08% received a prompt to ask another question)</p> <p>Average text messages per user was 3.87</p> <p>Top 3 interactions per user were “Welcome”, “Main Menu” (user guided menu to find resources), and “Listen” (SMS interaction with richer media via IVR)</p> <p>Engaging band to fan interactive experience</p> <p>Increased awareness and trial of SMS by AT&amp;T customers</p>
<a href="http://www.ipsh.com/tech/casestudy_att.pdf">http://www.ipsh.com/tech/casestudy_att.pdf</a>							

CambridgeSide Galleria / Cingular	<a href="#">M-Qube</a>	IVR Adverts Redeemable	IVR	<p>Customers dial an IVR, select a store and receive an instant mobile offer.</p> <p>Customers receive a voucher at customer service and redeem offer at the store.</p>	<p>To drive traffic and increase sales at mall stores.</p> <p>Mobilize customers</p> <p>Raise awareness and increase in-store traffic through the promotion of specific products</p> <p>Build a customer database of mobile numbers</p> <p>Reach the elusive youth market</p> <p>Increase sales at mall stores</p>	Volume Awareness Conversion	<p>Intensified visibility and top-of-mind awareness of Cingular relative subscriptions to other carrier brands in the mall</p> <p>Proven to drive in-store traffic and brand building numbers</p> <p>Weekly conversion rate 68%</p> <p>Point of sale redemption rate 18%</p>
<a href="http://www.m-qube.com/clients_cases.html">http://www.m-qube.com/clients_cases.html</a>							

New Line Cinemas Movie: KnockAround Guys	<a href="#">M-Qube</a>	Text to win and voice interacti on	SMS / IVR	Customers entertained with mobile competitions and interactive voice quizzes	Create pre-launch awareness for the movie release subscriptions  Drive people to the cinemas  Extend New Line's reach to the mobile market  Reach the highly desirable 18 to 34 year old demographic	Awareness Conversion	23% response rate exceeded expectations  New Line able to interact with players and create an opt-in mobile database
<a href="http://www.m-qube.com/clients_cases.html">http://www.m-qube.com/clients_cases.html</a>							

<p>Clear Channel Communications Brand: Boston area radio station</p>	<p><a href="#">M-Qube</a></p>	<p>Text to win and voice interaction</p>	<p>SMS</p>	<p>Listeners sign up online to receive notifications and promotional offers to participate in contests based on personal preferences</p> <p>Listeners entertained with mobile competitions, interactive voice quizzes and time sensitive promotions</p>	<p>Enhance the listener experience with a new medium of interactive communication with the station</p> <p>Raise awareness of station sponsored events including concerts, new movie releases and music news</p> <p>Build listenership and loyalty</p> <p>Reach the elusive youth market</p> <p>Increase sponsorship opportunities</p>	<p>Awareness Loyalty Relationship building</p>	<p>SMS ticket sale alert raised sales to three times that of neighbouring markets New York and Washington D.C.</p> <p>Message alerting listeners to call to win tickets instantly sparked tremendous call volumes to the station</p> <p>SMS Trivia sweepstakes at annual summer concert reached response rates up to 13%</p>
<p><a href="http://www.m-qube.com/clients_cases.html">http://www.m-qube.com/clients_cases.html</a></p>							

<p>US Concepts/Diagno Brand: Johnnie Walker</p>	<p><a href="#">M-Qube</a></p>	<p>SMS reminders</p>	<p>SMS</p>	<p>Four month “Scotch Tasting” event program run at multiple venues in six major U.S. cities</p> <p>As part of the online registration for the event, consumers had the option to sign up to receive text-messaging reminders</p>	<p>Drive attendance at live events by providing consumers with reminder alerts</p> <p>Promote products among the attractive 21 to 34 year old demographic</p> <p>Build loyalty and establish an ongoing dialog with customers for future initiatives</p>	<p>Awareness Loyalty Relationship building</p>	<p>Attendance at the events increased significantly</p> <p>Created an ongoing relationship with targets in major U.S. cities</p>
<p><a href="http://www.m-qube.com/clients_cases.html">http://www.m-qube.com/clients_cases.html</a></p>							

<p>Universal Domestic Television Show: The 5th Wheel</p>	<p><a href="#">M-Qube</a></p>	<p>Text to win</p>	<p>SMS</p>	<p>On-air promotional spots and radio promotions to encourage viewers to opt-in to the program</p> <p>Text message the name of the “5th Wheel” to a short code for a chance to win prizes, including a Porsche Boxster</p>	<p>Mobilize 5th Wheel viewers with a watch-‘n-win text messaging contest</p> <p>Extend programming to enable viewers to interact with the show</p>	<p>Relationship building Loyalty</p>	<p>Largest participation rate for a cross-carrier common short code promotional program to date</p> <p>Developed a valuable communications channel to interact with viewers</p>
<p><a href="http://www.m-qube.com/clients_cases.html">http://www.m-qube.com/clients_cases.html</a></p>							

Warner Brothers Movie: Terminator 3	<a href="#">M-Qube</a>	Three step Text to win	SMS	Classic Text to win	<p>In general, to build awareness and drive movie ticket sales</p> <p>Mobilize movie goers and increase movie ticket sales</p> <p>Stimulate awareness and generate excitement about the movie</p> <p>Re-familiarize fans with the earlier Terminator movies</p> <p>Promote AOL as a ubiquitous messaging provider by reaching out to consumers in the medium of their choice - SMS, e-mail and AOL Instant Messenger (AIM)</p>	Awareness Conversion Relationship building	<p>Generated "buzz" and top-of-mind awareness for the release of Terminator 3</p> <p>Developed a valuable communications channel to conduct dialogs with end-constituents</p>
<a href="http://www.m-qube.com/clients_cases.html">http://www.m-qube.com/clients_cases.html</a>							

Premiere Magazine	<a href="#">M-Qube</a>	Text to win. SMS alert	SMS	Classic Text to win. Then also SMS alerts about breaking movies.	Premium messaging program to generate incremental revenues and extend brand and content to the mobile channel  Provide readers access to archived content  Interact with current readers as well as introduce the brand to other consumers	Line extension Conversion Awareness Relationship building	Transferred Premiere's content to the wireless world  Created a fun two-way interaction with Premiere's current readers as well as introduced the brand to other consumers  Generated additional revenues from magazine content
<a href="http://www.m-qube.com/clients_cases.html">http://www.m-qube.com/clients_cases.html</a>							
Silicon Valley Football Classic	<a href="#">iLoop Mobile</a>	Text to win And SMS quiz game	SMS	Classic Text to win. Also an SMS quiz game.	Engage the fans with an entertaining interactive experience.  Provide branding exposure for key sponsors,  Pilot text messaging as a mean to engage fans	Awareness Customer care	The programs were incredibly successful, with 5.5% response rates. The average user entered the contents or played the trivia quiz over 5 times, many playing tens if not hundreds of times. Fans were thoroughly engaged and had a great time.
<a href="http://mmaglobal.com/modules/wfsection/article.php?articleid=20">http://mmaglobal.com/modules/wfsection/article.php?articleid=20</a>							

Dawsons Music Store	<a href="#">Clickatell</a>	SMS alerts	SMS	An alert was sent when the musical instrument was repaired centrally. A repair number ID was attached for easy identification.	A solution that would allow for timely customer collections of repaired goods. "We wanted to allow our sales people to quickly and reliably inform customers when their repaired goods are ready for collection"	Customer care Loyalty	Dawsons' customers are happier and better informed. According to Fletcher, "repairs can be quite a negative subject but by having this level of service our customers are made to feel special."
<a href="http://www.clickatell.com/brochure/case_studies/dawson.php">http://www.clickatell.com/brochure/case_studies/dawson.php</a>							
txt Aid	<a href="#">Clickatell</a>	SMS ads to opt-in recipients.	SMS	The recipients have opted in to receive SMS ads from companies selected by txt Aid.	Charity	N/A	txt Aid now own one of the fastest growing, most profiled databases of mobile owners in the UK - precisely the sort of database that advertisers require.
<a href="http://www.clickatell.com/brochure/case_studies/txtaid.php">http://www.clickatell.com/brochure/case_studies/txtaid.php</a>							
Mama Mikes	<a href="#">Clickatell</a>	SMS alert	SMS	Alerts were sent to recipients of gifts. They were alerted when the gift had arrived and was ready for collection.	Reduce overhead when calling to notify the arrival of gift.	Customer care	Greater productivity. The task of calling or sending clients SMS was moved to the web, allowing Mama Mikes' staff more time to attend to customer needs.
<a href="http://www.clickatell.com/brochure/case_studies/mama_mikes.php">http://www.clickatell.com/brochure/case_studies/mama_mikes.php</a>							

Qwise	<a href="#">Clickate ll</a>	SMS alerts	SMS	Alert customers when the system has changed	Qwise needed a comprehensive tool to monitor all the server systems of their customers.	Customer care	The customers of Qwise are very satisfied and often praise the company for their quick support and turnaround.	
<a href="http://www.clickatell.com/brochure/case_studies/qwise.php">http://www.clickatell.com/brochure/case_studies/qwise.php</a>								
Wish2getha	<a href="#">Clickate ll</a>	SMS info which was paid for	SMS	Poems were sent to users.	Wish2getha saw an opportunity in the market for delivering motivational content to its users via SMS.  The service was to be available worldwide.	Line extension	Although the Quotes2mobile service is relatively new, the company has seen a lot of interest in the new service, and believe it will become very popular once more people learn about it.	Consumer paid content.
<a href="http://www.clickatell.com/brochure/case_studies/wish2getha.php">http://www.clickatell.com/brochure/case_studies/wish2getha.php</a>								

jSRM (relationship marketing company )	<a href="#">Clickatell</a>	SMS reminders Pure relationship marketing	SMS	Examples:  Event reminders (sent before an event to reaffirm attendance)  Calls to action (such as “Collect your tickets at....”)  Birthday wishes  Thank you notes (for attendance etc. etc.)	Relationship marketing is based on a sustained and two way communications process.  A fast and cost effective medium is needed	Customer Care	Not available	
<a href="http://www.clickatell.com/brochure/case_studies/case1.php">http://www.clickatell.com/brochure/case_studies/case1.php</a>								
Metcheck.com	<a href="#">Clickatell</a>	SMS alerts	SMS	Send weather reports to phones.	Using SMS technology to make data available to users roaming around Europe.	Line extension	Our ROI was achieved well within our expected timeframe of 2 months.	
<a href="http://www.clickatell.com/brochure/case_studies/case2.php">http://www.clickatell.com/brochure/case_studies/case2.php</a>								

Iganic	<a href="#">Clickate ll</a>	SMS info	SMS	Send SMS via website	<p>Offer their customers to have SMS functionality on their web site.</p> <p>The original reason why Iganic wanted to make use of SMS functionality was in order for them to be seen as being proactive in terms of product offerings to their customers.</p>	Customer care Awareness	Customers satisfied
<a href="http://www.clickatell.com/brochure/case_studies/case3.php">http://www.clickatell.com/brochure/case_studies/case3.php</a>							
CEPO systems	<a href="#">Clickate ll</a>	SMS reply (VAS)	SMS	SMS replies automated when orders were received.	CEPO Systems were looking for a cost-effective method of sending SMS messages that would integrate with their B2B system. On a daily basis the company received orders by SMS and as a result they needed to send automated SMS responses to each order. Cepo Systems developed a custom method for ordering goods and services which holds a provisional patent in Australia.	N/A	Inexpensive solution

	<a href="http://www.clickatell.com/brochure/case_studies/case4.php">http://www.clickatell.com/brochure/case_studies/case4.php</a>							
Wicked Promotions	<a href="#">Clickate ll</a>	SMS alert	SMS	SMS was sent out to customers as a regular SMS alert.	Wicked Promotions manages databases for numerous clubs, pubs and dinner clubs. They were faced with the dilemma of having to notify different patrons and staff about functions and parties in a short period of time. They also needed a way to remind people of a function or party a few hours before hand	Customer care Relationship building	Not available	
	<a href="http://www.clickatell.com/brochure/case_studies/case5.php">http://www.clickatell.com/brochure/case_studies/case5.php</a>							
The Fairmont Dubai	<a href="#">Clickate ll</a>	SMS alert	SMS	Regular SMS alert	The Fairmont Dubai hosts regular events and promotions which are generally attended by a number of local customers. The problem lay in making this customer base aware of these promotions at short notice.	Customer care	"Clickatell's Communicator has opened up a different market for us, and helped us reach our customers regularly."	
	<a href="http://www.clickatell.com/brochure/case_studies/case6.php">http://www.clickatell.com/brochure/case_studies/case6.php</a>							

Die Medienagenten	<a href="#">Clickatell</a>	Convert e-mail to SMS	SMS	The company utilised Clickatell's e-mail to SMS (SMTP) gateway solution to transform their e-mail communication into SMS format.	One of Die Medienagenten's key services is to offer its customers a newsletter design and implementation service, enabling them to send regular news updates to their own customers. Prior to approaching Clickatell, there was a need to expand this service into the text messaging arena, a channel where a number of the company's clients were looking to expand.	Line extension		
<a href="http://www.clickatell.com/brochure/case_studies/case8.php">http://www.clickatell.com/brochure/case_studies/case8.php</a>								
Altana Pharma	<a href="#">Return2sender</a>	SMS alert	SMS	SMS was sent to people reminding them to take their prescribed drugs.	Encourage purchasers of Altana product to complete their medicine prescription	Customer care Relationship building	Excellent illustration of how an instant medium like SMS can add value to a clients marketing initiatives	
<a href="http://www.return2sender.ie/casestudies/altana.asp">http://www.return2sender.ie/casestudies/altana.asp</a>								

Smith Kline Beecham Brand: Lucozade	<a href="#">Return2 sender</a>	Text to win	SMS	SMS in codes from bottles. Confirmation messages contained a direction to website.	Not available. (probably to promote Lucozade)	Volume Conversion Repeat purchase Awareness	Not available	
<a href="http://www.return2sender.ie/casestudies/luc_rev.asp">http://www.return2sender.ie/casestudies/luc_rev.asp</a>								
Smith Kline Beecham Brand: Lucozade Sport	<a href="#">Return2 sender</a>	Text to win	SMS	Regular Text to win	Not available (Probably to promote Lucozade)	Volume Conversion Repeat purchase Awareness	Not available	
<a href="http://www.return2sender.ie/casestudies/luc_ult.asp">http://www.return2sender.ie/casestudies/luc_ult.asp</a>								
Heineken	<a href="#">Return2 sender</a>	Text to win	SMS IVR	Classic Text to win with several steps ending with a musical voice message where the entrant should guess the song.	Drive purchase  Provide mobile platform for music based mobile promotion	Volume Conversion Repeat purchase Awareness	Very high percentage of SMS respondents went through all 3 steps proving that relevant interactivity drives up usage and promotion participation  Strong uptake of promotion	
<a href="http://www.return2sender.ie/casestudies/hein_wg.asp">http://www.return2sender.ie/casestudies/hein_wg.asp</a>								
L'Oreal Garnier Brand: Fructis Style	<a href="#">Return2 sender</a>	Text to win	SMS	Classic Text to win	Not available (regular promotion of brand I guess)	Awareness	Not available	

	<a href="http://www.return2sender.ie/casestudies/fruc_hard.asp">http://www.return2sender.ie/casestudies/fruc_hard.asp</a>							
L'Oreal Garnier Brand: Studio Line	<a href="#">Return2 sender</a>	Integrat ed with web (Text to win)	MMS	Send in photo of your friends bad hair style via MMS and win (Not classic Text to win)	Not available (promotion of brand)	Awareness	High repeat entry rate  Strong site traffic  Irelands first mms campaign	
	<a href="http://www.return2sender.ie/casestudies/lor_studio.asp">http://www.return2sender.ie/casestudies/lor_studio.asp</a>							
a   wear	<a href="#">Return2 sender</a>	SMS to get voucher for discount .	SMS	Viral email dispatched to all members of the a wear email loyalty club, triggering an email voucher entitling the bearer 20% off any purchase for all of Valentines week  Participants encouraged to text the number on the voucher to receive SMS based voucher	a wear has continually invested in recruitment of mobile numbers and email addresses via The a list (their SMS loyalty club)  Nothing else available	Relationship building Conversion Volume	Massive sales uplift  All recipients with colour phones texted in to download free a wear branded colour wallpapers	
	<a href="http://www.return2sender.ie/casestudies/awear.asp">http://www.return2sender.ie/casestudies/awear.asp</a>							

Douglas Newman Good (Real estate broker)	<a href="#">Return2 sender</a>	SMS alert and SMS pull for info	SMS	<p>Each property board advertises a unique code to text in</p> <p>Consumers text in the relevant code</p> <p>SMS platform sends back brief text message containing information about the relevant property (sq. ft. guide price, relevant negotiator, web address, property status, contact details)</p> <p>Consumers can text in name and address or email to receive property details in the post or a HTML email</p> <p>Consumers can subscribe to receive SMS alerts about properties that meet their</p>	<p>Make property information available faster and to a wider audience</p> <p>Allow consumers to retrieve property information by texting in codes displayed on property boards</p> <p>Allow consumers to subscribe to SMS alerts about properties which fit with their preferences</p>	Relationship building Trial Awareness	Not available.
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	<a href="#">Link</a>							
Ulster Bank	<a href="#">Return2 sender</a>	SMS two-way service plus sponsored message (Advertising and VAS)	SMS	Consumers text in Irish amount  Euro amount calculated and returned to sender  All SMS sponsored by Ulster Bank	Not available	Awareness Customer care	Strong up-take  Positioned Ulster Bank as innovative, trusted partner for Euro Changeover banking services	
<a href="http://www.return2sender.ie/casestudies/ulst_conv.asp">http://www.return2sender.ie/casestudies/ulst_conv.asp</a>								
Guinness UDV/Diageo Brand: Archers Aqua	<a href="#">Return2 sender</a>	Text to win and also two way interaction with content for the recipient	SMS	Text to win and also some sort of horoscope/colour analysis.	Invite consumers to communicate with the brand using mobile as the platform for brand interaction  Entertain consumers with brand-relevant content  Reward consumers with the chance to win related merchandise and spot prizes	Awareness Volume Repeat purchase	Raised awareness and profile of the Archers Aqua brand  Provided excellent operational data for advertiser and agency  Strong response rate  Strong % of all entrants completing all steps of mood profiler through to SMS quiz (78%)  31% rate repeat purchase	

	<a href="http://www.return2sender.ie/casestudies/arch_col.asp">http://www.return2sender.ie/casestudies/arch_col.asp</a>							
Orange	<a href="#">Flytxt</a>	SMS coupons	SMS	<p>The 'Orange Wednesdays' promotion allows Orange customers to redeem a '2-4-1' offer for any cinema every Wednesday evening using vouchers delivered directly to their handsets.</p> <p>Redeemed in units placed in participating cinemas</p>	<p>Strengthen the cinema connection with the Orange brand.</p> <p>Present a 2 for 1 ticket scheme for any cinema in the UK.</p>	Awareness Relationship building	Not available	
	<a href="http://www.flytxt.com/cgi-bin/template.pl?t=cspd&amp;ID=40">http://www.flytxt.com/cgi-bin/template.pl?t=cspd&amp;ID=40</a>							

Cadbury	<a href="#">Flytxt</a>	Text to win	SMS	Classic text to win. On pack promotion. Big prize pot.	Cadbury needed to drive sales, rejuvenate the brand amongst younger audiences and accumulate intelligence about chocolate eating behaviour in an effort to reinvigorate sales and better target consumers.	Conversion Awareness	<p>Cadbury received more than 5 million messages from the 'Text'n'Win' game.</p> <p>This equates to a response rate of 8%</p> <p>Cadbury enjoyed a strong Christmas and Dairy Milk increased its market share.</p> <p>The final three months of the year saw chocolate sales volumes return to growth.</p> <p>Shares in the group rose by 5%, as investors were impressed with earnings per share rise of 16%. The group saw turnover rise by 21% to £5.52 billion.</p>	Huge campaign
<a href="http://www.flytxt.com/cgi-bin/template.pl?t=cspd&amp;ID=43">http://www.flytxt.com/cgi-bin/template.pl?t=cspd&amp;ID=43</a>								

The Coca-cola company Brand: Coke	<a href="#">Flytxt</a>	SMS redeeming	SMS	Consumers built up a credit balance when texting in codes. This was then used as currency.	<p>To build association with music</p> <p>To increase customer retention</p> <p>To build a relationship with new and existing customers</p> <p>Project positive image through innovation</p> <p>Loyalty is rewarded</p>	Loyalty Awareness Relationship building	Not available	Huge campaign
<a href="http://www.flytxt.com/cgi-bin/template.pl?t=cspd&amp;ID=57">http://www.flytxt.com/cgi-bin/template.pl?t=cspd&amp;ID=57</a>								

Emap Brand: The box	<a href="#">Flytxt</a>	Text to win	SMS	Classic Text to win.	The Box wanted to drive 16-34 ratings, by encouraging viewers to tune in to a new programming initiative, 'First Play Friday'. This 3-hour show offers viewers the chance to see the brand new videos of the week. Alongside this The Box hoped to build better relationships with viewers, by communicating the channel's brand essence of being "ahead of the game".	Conversion Awareness Relationship building	<p>A 13% response rate was received to the outbound message in the first week of the campaign!</p> <p>The campaign increased viewer numbers as respondents must watch 'First Play Friday' in order to answer the question and enter the competition.</p> <p>The Box has created a database of their viewers whom they can communicate with on an on-going opt-in basis via mobile. This will allow The Box to develop a better understanding of their viewers and build closer relationships with them in the future.</p>	Aimed at 16- 34 year olds
<a href="http://www.flytxt.com/cgi-bin/template.pl?t=cspd&amp;ID=55">http://www.flytxt.com/cgi-bin/template.pl?t=cspd&amp;ID=55</a>								

Chrysalis Radio stations	<a href="#">Flytxt</a>	Two way interacti on	SMS MMS	Ads were sent to listeners and photos and messages were sent to the DJs of the radio station.	Chrysalis need to further integrate mobile within their business in order for DJs and radio programmers to control their mobile interaction with listeners directly. A deeper connection with listeners should be built using new technologies. Advertiser revenues on mobile should also be grown and developed	Relationship building Conversion	Chrysalis has grown their mobile database to reach over 100,000 listeners.  Mobile revenues have grown due to a growth in subscribers and better targeting
<a href="http://www.flytxt.com/cgi-bin/template.pl?t=cspd&amp;ID=56">http://www.flytxt.com/cgi-bin/template.pl?t=cspd&amp;ID=56</a>							

<p>Emap Brand: Kerrang! (magazine)</p>	<p><a href="#">Flytxt</a></p>	<p>SMS alerts SMS polling</p>	<p>SMS</p>	<p>SMS alerts for upcoming concerts An SMS club where views on different matters were asked for.</p>	<p>The brief was to increase reader loyalty and build a deeper relationship with Kerrang! readers.</p> <p>By giving readers an opportunity to voice their opinions, Kerrang! hoped to drive repeat sales of their weekly magazine.</p> <p>The gig alert's aimed to generate revenues by reverse billing readers for gig alerts and also driving ticket sales at its sister website, Aloud.com.</p>	<p>Loyalty Relationship building Repeat purchase</p>	<p>Over 4,000 Kerrang! readers have subscribed to the Gig alert service.</p> <p>On average Kerrang! gig alerts generate an instant 500% increase in sales!</p> <p>Pandora's Panel encourages repeat sales as readers buy their Kerrang! every week in the hope that their text message may be published.</p>
<p><a href="http://www.flytxt.com/cgi-bin/template.pl?t=cspd&amp;ID=54">http://www.flytxt.com/cgi-bin/template.pl?t=cspd&amp;ID=54</a></p>							

Emap / UIP Movie: Honey	<a href="#">Flytxt</a>	Text to win MMS response (downloadable)	SMS MMS	<p>A text message sent to the segment promoted the film and invited the audience to text in to enter a competition to attend the exclusive screening of the new film.</p> <p>Respondents were also invited to text back to receive a free picture message</p>	<p>The campaign aimed to create excitement and interaction with the target audience of 16-24 year old females around the film's launch</p> <p>The campaign also aimed to test the capabilities of multi-media message service (MMS) and to understand how consumers responded to this new medium</p>	Awareness Conversion	It delivered a fantastic response rate, well above expectation	Aimed at 16-24 females
<a href="http://www.flytxt.com/cgi-bin/template.pl?t=cspd&amp;ID=61">http://www.flytxt.com/cgi-bin/template.pl?t=cspd&amp;ID=61</a>								

Panasonic	<a href="#">Flytxt</a>	MMS ad	MMS	<p>A push MMS message featuring an image of the new Panasonic X70 was sent to O2, Vodafone, T-Mobile subscribers.</p> <p>The image asked subscribers:  Are you Bluetooth enabled? Can you snap in low light with your onboard camera? Can you store up to 400 photos? No? Now could be the time to change your phone.</p>	Panasonic needed to create awareness and a desire for the new Panasonic X70, by encouraging consumers to ask whether their phone is Bluetooth enabled. Panasonic needed to drive sales of the new X70.	Awareness Trial Conversion	A total of 4566 multi-media messages were successfully sent, creating awareness and exposure to the new X70, amongst this key target audience.	Aimed at early adopters with interest for technology
<a href="http://www.flytxt.com/cgi-bin/template.pl?t=cspd&amp;ID=50">http://www.flytxt.com/cgi-bin/template.pl?t=cspd&amp;ID=50</a>								

Bayer Crop Science	<a href="#">Flytxt</a>	SMS alert	SMS	<p>Flytxt developed a 'crop alert service' for Bayer to communicate directly with farmers in Germany.</p> <p>The free mobile alert service kept farmers informed of changes in the weather and air humidity and the resulting risk to the crop of fungicides.</p> <p>The messages were localised to the farmer's area also gave them direct access to advice on appropriate crop treatments via the Bayer customer services hotline.</p>	<p>Bayer wanted to provide a service to farmers to help them protect their crops more effectively and to build a relationship between Bayer and its customers. It was hoped that farmers would then be more loyal to Bayer's products.</p>	Relationship building Loyalty	<p>Feedback from the farmers was positive, with many of them texting and calling Bayer back with questions on what type of products they should be using.</p> <p>The service not only achieved a continuous awareness of the Bayer products, but also helped the farmers apply the products more effectively.</p> <p>Bayer hopes that the high satisfaction farmers experienced from the service will help build long-term loyalty to the Bayer brand.</p>	Aimed at German farmers
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<http://www.flytxt.com/cgi-bin/template.pl?t=cspd&ID=51>

<p>Comic relief (Charity organisation)</p>	<p><a href="#">Flytxt</a></p>	<p>SMS poll SMS alert Text to win</p>	<p>SMS</p>	<p>votes, competitions and alerts</p>	<p>Comic Relief wished to raise additional funds and engage a new audience to take part in Red Nose Day 2003.</p>	<p>Not applicable</p>	<p>Mobile dominated the number of entries received each night 'Celebrity Driving School' aired – with between 52% and 64% of total entries. Entrants were charged £1, plus their standard network charge, with at least 70p going to Comic Relief.</p> <p>Over 232,000 mobile votes for Fame Academy were received and nearly 3,000 loyal fans signed up for the Fame Academy text alert service.</p> <p>There were a staggering 343,000 entries for 'Comic Relief Nationwide Football Challenge'. Entry to the competition cost £1, plus the standard network charge, with at least 70p going to Comic Relief.</p> <p>Listeners to the Radio One Battle of the DJs were continually encouraged to vote off the DJ they liked least. There were a total of 19,557 entries. Each SMS vote costs listeners 25p, plus their standard network charge, with at least 15p going to Comic Relief.</p>
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	<a href="http://www.flytxt.com/cgi-bin/template.pl?t=cspd&amp;ID=46">http://www.flytxt.com/cgi-bin/template.pl?t=cspd&amp;ID=46</a>						
Gossard	<a href="#">Flytxt</a>	SMS couponing	SMS	Consumers are invited to text the letters: 'G4me' into a short, five-digit code in order to receive a £1 off voucher for the G-Strings range	Gossard wanted to eliminate the sexist imagery around the 'G-String' and to create positive, confident lingerie for modern women. Gossard also hoped to drive trial and sales of the Gossard 'G-String' and hoped to build an opt-in SMS database with detailed demographic information about Gossard's customers.	Awareness Relationship building	<p>Gossard achieved 8 months sales target in only 8 weeks!</p> <p>1.5% of the TV audience responded to the promotion.</p> <p>70% submitted their details: their name, address and postcode to receive their voucher.</p> <p>Gossard built up a significant database of opt-in mobile numbers with detailed demographic information on all members.</p> <p>Gossard now has conversations with customers accounting for about 20% of sales</p>
	<a href="http://www.flytxt.com/cgi-bin/template.pl?t=cspd&amp;ID=48">http://www.flytxt.com/cgi-bin/template.pl?t=cspd&amp;ID=48</a>						

<p>Novartis consumer health Brand: Aller-eze</p>	<p><a href="#">Flytxt</a></p>	<p>SMS alert</p>	<p>SMS</p>	<p>Those who registered received pollen alerts via text message, by 7am on weekdays and 10am during weekends and on days when the pollen count was particularly high in their geographic location. They also received tips to better manage hay fever.</p> <p>The service was free for the first month to the first 5,000 people to sign up and then a charge of 10p was made for each message.</p>	<p>An innovative Pollen Count Alert text message service was used to support the launch of its Aller-eze nasal spray and eye drops product for hay fever sufferers.</p>	<p>Awareness Trial Conversion</p>	<p>The service generated high brand awareness, 61% of subscribers mentioned Aller-eze as the sponsor of the service.</p> <p>The service received the highest response rate on the outbound database push: 19% signed up for the service</p> <p>There was a 6.9% conversion rate from people that signed up from the free service to the paying service.</p> <p>91% would subscribe to the service again.</p> <p>56% would sign up even if the service was charged for.</p> <p>71% ranked the service 4 or 5 on a scale of 1-5 (5 being most useful).</p>
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	<a href="http://www.flytxt.com/cgi-bin/template.pl?t=cspd&amp;ID=49">http://www.flytxt.com/cgi-bin/template.pl?t=cspd&amp;ID=49</a>							
Telia (Mobile network operator)	<a href="#">Lokomobil</a>	Two way interaction Text to win	MMS	Take a picture and send it in to a short digit number. Then receive a modified MMS with an example of a new haircut. Then resend it with a name of the new haircut to participate in competition.	The aim was to increase MMS usage.	Awareness	Not available	
	<a href="http://www.lokomobil.com/uppdrag_telia_frisyr.htm">http://www.lokomobil.com/uppdrag_telia_frisyr.htm</a>							
Telia	<a href="#">Lokomobil</a>	Downloadable Text to win	MMS	Receive ring tones for free and photos of artists of the Kalas tour	Telia was the main sponsor of the Kalas tour and wanted to offer mobile entertainment	Awareness	Not available	
	<a href="http://www.lokomobil.com/uppdrag_telia_kalas.htm">http://www.lokomobil.com/uppdrag_telia_kalas.htm</a>							

Pepsi Co Brand: Pepsi Max	<a href="#">Lokomobil</a>	Downloadables Voice response	MMS IVR	An MMS to win every time scheme. Where prizes included MMS images, ring tones and voice response from artists such as Britney Spears, Pink, Beyonce and Enrique Iglesias.	Aimed for more sales	Conversion	Not available
<a href="http://www.lokomobil.com/uppdrag_pepsi_max.htm">http://www.lokomobil.com/uppdrag_pepsi_max.htm</a>							
The Swedish Marketing Association	<a href="#">Lokomobil</a>	Voice message	IVR	A voice message with a voice imitating the Swedish prime minister urged people to attend the Swedish Marketing Awards “Guldäggetgalan”	Drive more attendants at an award ceremony.	Conversion	The message sent was forwarded to colleagues.
<a href="http://www.lokomobil.com/uppdrag_guldagget.htm">http://www.lokomobil.com/uppdrag_guldagget.htm</a>							

Carlsberg Brand: Festis liquorice lemon	<a href="http://www.lokomobil.com">Lokomobil</a>	Voice and SMS message s	SMS IVR	Recipients got to listen to a “secret” about the new still drink which they could share with friends through the mobile	Drive sales and awareness of the new brand of festis still drink	Conversion Trial Awareness	High response rate led to a higher brand awareness and trial purchases of the new still drink.	
<a href="http://www.lokomobil.com/uppdrag_festis.htm">http://www.lokomobil.com/uppdrag_festis.htm</a>								
MTV Brand: Chapsticks	<a href="http://www.12snap.com">12snap</a>	Text to win	SMS	Push SMS campaign to MTV database with fun SMS quiz and viral component	Raise awareness of Chapsticks brand	Awareness	16.5% response rate and the first use of MTV's permission based list for marketing	
<a href="http://www.mmaglobal.co.uk/mob-marketing/case_studies01.htm#awareness">http://www.mmaglobal.co.uk/mob-marketing/case_studies01.htm#awareness</a>								
Daimler Chrysler Brand: Smart Car	The Mobile Channel	SMS ad	SMS	An SMS was sent to over 21's living within 25km of one of the 32 Smart dealerships across the UK	Generate leads for test drive bookings	Trial Conversion	First 800 messages sent led to the sale of three Smart cars First 20,000 messages resulted in 1,500 test drives Extremely successful and cost effective	
<a href="http://www.mmaglobal.co.uk/mob-marketing/case_studies01.htm#dir-response">http://www.mmaglobal.co.uk/mob-marketing/case_studies01.htm#dir-response</a>								

The Sun (newspaper)	<a href="#">Broadsy stem</a>	Text to win	SMS	One week campaign in the publication offering readers the opportunity to win £10,000 if they could name the celebrities	Interact with readers and build a CRM database	Relationship building	103,777 players entered 747,239 messages sent 2/3 opted in further promotion messages to be sent to them 81% of readers thought the promotion suited The Sun 40% asked to see more
<a href="http://www.mmaglobal.co.uk/mob-marketing/case_studies01.htm#newspaper">http://www.mmaglobal.co.uk/mob-marketing/case_studies01.htm#newspaper</a>							
Vodafone / Ferrari	WIN	Text to win	SMS	Classic text to win	Raise awareness of the sponsorship	Awareness	Over the course of the weekend over 6,000 messages were sent 10% at Silverstone participated in the event
<a href="http://www.mmaglobal.co.uk/mob-marketing/case_studies01.htm#sponsorship">http://www.mmaglobal.co.uk/mob-marketing/case_studies01.htm#sponsorship</a>							
Hasbro	<a href="#">Mindma tics</a>	MMS ad	MMS	Regular MMS ad	To promote MyMonopoly	Awareness	Worlds first MMS marketing campaign  MMS Promotion contained animated slide show in colour with embedded sound file
<a href="http://www.mmaglobal.co.uk/mob-marketing/case_studies01.htm#mms">http://www.mmaglobal.co.uk/mob-marketing/case_studies01.htm#mms</a>							

MTV	<a href="#">Mindmatics</a>	SMS billing	SMS	In partnership with Yarosa, who provide an extensive catalogue of interactive games for broadcasters, MindMatics integrated with channel and content providers. The service is provided in UK, Germany, Ireland and Switzerland.	To provide the world's leading music TV channel with a robust, high-performance billing platform for its interactive games.	Not applicable	15-40,000 reverse billed messages are generated every hour. MTV delivers a high quality consumer experience, providing a basis for further mobile CRM activity.
<a href="http://www.mindmatics.co.uk/en/02/content-12-1.html?flash=1">http://www.mindmatics.co.uk/en/02/content-12-1.html?flash=1</a>							

Skybet	<a href="#">Mindmatics</a>	SMS ads	SMS	85,000 UK males over 18 were targeted with mobile messages to encourage them to participate in Sky Bet's new 'Kick Off Special' market. The Kick Off Special campaign is a market based on which premiership team gains the most points in the first 10 games of the season.	Sky Bet, the TV and online betting service from international broadcaster Sky, hired MindMatics to oversee its first ever SMS campaign.	Awareness	Liam Wallwork of Skybet commented, "This campaign with MindMatics has helped get publicity direct to our target market, and we have been very pleased with the response thus far."	Males over 18
<a href="http://www.mindmatics.co.uk/en/03/content-06-1.html?flash=1">http://www.mindmatics.co.uk/en/03/content-06-1.html?flash=1</a>								

Total Brand: TOPS loyalty card	<a href="#">Mindmatics</a>	SMS redeemable scheme	SMS	TOPS Card members visiting selected TOTAL service stations had the opportunity to collect additional loyalty points by texting their membership number to a given number. Non-members could text "apply" to sign up for a membership.	To drive usage of TOTAL's TOPS loyalty card and to collect mobile data from TOPS members for future CRM activities	Loyalty Relationship building	With over 10% response rates and with a significant number of participants being new applicants, the first campaign was a clear success. As a result, a nationwide SMS campaign was launched in June 2003 on posters and POS flyers at over 1200 TOTAL service stations in the UK.
<a href="http://www.mindmatics.co.uk/en/04/content-03-2.html?flash=1">http://www.mindmatics.co.uk/en/04/content-03-2.html?flash=1</a>							

Eurovision Song Contest	<a href="#">Mindmatics</a>	SMS voting	SMS	MindMatics was to be responsible for the organisation and execution of the SMS voting across more than 30 participating countries with a potential 120 million viewers.	Smooth execution of voting procedure.	Not applicatble	The success of the text voting reflected the high level at which MindMatics operate across Europe. Competitions of this nature demand an outstanding level of capacity and reliability to make sure the votes are processed accurately and on time. digame's choice confirmed MindMatics' position as one of the leading mobile application providers worldwide.	Huge campaign
<a href="http://www.mindmatics.co.uk/en/02/content-12-2.html?flash=1">http://www.mindmatics.co.uk/en/02/content-12-2.html?flash=1</a>								

T-Mobile	<a href="#">Mindmatics</a>	SMS alert	SMS	250,000 subscribers were sent an SMS alerting them to the Bundesliga videos service. They were also told that they had received further information via e-mail. Football fans then found all the detailed information about the Bundesliga videos in an HTML e-mail.	MindMatics was assigned to promote T-Online's Bundesliga videos via SMS and e-mail.	Awareness	The campaign was a great success, bringing T-Online closer to keen football-fans.
<a href="http://www.mindmatics.co.uk/en/03/content-06-2.html?flash=1">http://www.mindmatics.co.uk/en/03/content-06-2.html?flash=1</a>							

L'Oreal Brand: Studio Line	<a href="#">Mindmatics</a>	SMS alert Text to win	SMS	An interactive SMS campaign combined with surprise messages and attractive prizes. Consumers received an SMS on every Sunday of Advent. Additionally they were able to recruit friends for the campaign. The campaign was supported by heavy placement in other media.	To create a successful mobile marketing campaign for L'Oreal's "Studio Line" product, with specific focus on a young target audience during Advent.	Awareness Loyalty	The constant interaction between brand and consumer helped enormously to improve brand loyalty with all those that took part.	Aimed at young target audience
<a href="http://www.mindmatics.co.uk/en/04/content-03-3.html?flash=1">http://www.mindmatics.co.uk/en/04/content-03-3.html?flash=1</a>								

Citibank	<a href="#">Mobile365</a>	SMS alert	SMS	Customers are permitted to select up to ten stocks about which they can receive mobile SMS alerts. These stocks can be monitored and triggered at any time, and customers select from a variety of options to monitor movements.	Citibank wanted to provide their customers with the ability to access their bank accounts—via a mobile phone or email account—and receive the latest news and stock prices anywhere in the world.	Relationship building	Citibank Alerts were launched initially on Singapore-based operators, and proved so popular that it was later rolled out to 12 countries in the Asian, European, and Middle Eastern markets. Citibank assured the success of the initial three-month rollout campaign by offering its inaugural users a chance to win a holiday for two to the Maldives.
<a href="http://www.mobile365.com/case_studies/citibank.php">http://www.mobile365.com/case_studies/citibank.php</a>							

Unilever Brand: Dove	<a href="#">Mobile365</a>	SMS vote	SMS	Mobile 365 tabulated and transmitted live bicoastal voting results to a large stationary billboard (with an LED display) located in Times Square in New York City. After casting his or her vote for a particular image, a participant received an acknowledgement on his/her mobile phone. The message provided real-time voting results, and encouraged the participant to visit the campaign Web site to engage in discussion groups on the topic of real beauty.	Dove wanted to extend their traditional marketing mix to include an interactive mobile element, while encouraging consumers to think about what "real beauty" means to them.	Awareness	The live voting results billboard is the first fully-interactive billboard in Times Square, and the campaign was the first-ever outdoor mobile marketing event in the U.S. The OgilvyOne campaign extended Dove's traditional marketing mix to include an interactive mobile element, enabling the brand to easily interact with mobile subscribers at the consumer's choice.
<a href="http://www.mobile365.com/case_studies/dove.php">http://www.mobile365.com/case_studies/dove.php</a>							

Dunkin' Donuts	<a href="#">Mobile365</a>	SMS couponing	SMS	Donut lovers were invited to enter an SMS prize drawing, receiving in return a money-off or free coffee voucher, which was sent back to the consumer's handset for redemption in one of the eight new Dunkin' Donuts stores in Rome. Further interaction was encouraged, with options for additional texting opportunities to obtain store addresses, statistics regarding Dunkin' Donuts, or to inquire about employment opportunities	When the company expanded to Italy under the auspices of Sweet & Co., they were, naturally, new to the neighbourhood. The challenge before them was to increase brand awareness and foot traffic to its eight new outlets in Rome.	Awareness Conversion	Not available
<a href="http://www.mobile365.com/case_studies/dunkindonuts.php">http://www.mobile365.com/case_studies/dunkindonuts.php</a>							

<p>Microsoft Brand: MSN hotmail</p>	<p><a href="#">Mobile365</a></p>	<p>E-mail to SMS (alerts)</p>	<p>SMS</p>	<p>Get your e-mails as SMS messages</p>	<p>MSN Hotmail by SMS" project aimed at providing MSN's 15 million Hotmail subscribers in Asia with a mobile email service using two-way SMS. The service was offered in both Chinese and English.</p>	<p>Customer care Loyalty</p>	<p>The SMS traffic for the new service experienced a tenfold month-to-month increase in the first quarter alone, and currently stands at almost two million messages delivered each month.</p> <p>The success of "MSN Hotmail by SMS" provided a business case for the launch of yet another Microsoft success story, "MSN Messenger by SMS," in November 2002</p>
<p><a href="http://www.mobile365.com/case_studies/msn.php">http://www.mobile365.com/case_studies/msn.php</a></p>							

Shazam	<a href="#">Mobile365</a>	Automated voice service	IVR Web	Shazam has developed a real-time song identification service. When users hear a song they like, they simply dial Shazam's four-digit short code from their mobile phone, let their phones listen along to the music for 15 seconds, and then receive an SMS message from Shazam with the name of the track and the artist	Mobilize their service	Line extension	Not available	Unique use of mobile technology and sound recognition software.
<a href="http://www.mobile365.com/case_studies/shazam.php">http://www.mobile365.com/case_studies/shazam.php</a>								

Siemens	<a href="#">Mobile365</a>	SMS game	SMS	Play a turn based 2-player game via SMS.	Mobilize battlemail.com game	Not applicable	The revenue-sharing plan, pioneered by Siemens and Mobile 365, benefited all parties involved by opening up new channels of revenue for enhanced services across today's incumbent technologies, and enabling further differentiation over competitors to ensure retention or growth in market share.
<a href="http://www.mobile365.com/case_studies/siemens_kungfu.php">http://www.mobile365.com/case_studies/siemens_kungfu.php</a>							

Jurong Point Shopping Centre in Singapore	<a href="#">Mobile365</a>	Two way interaction	SMS	For the duration of their stay in the mall, shoppers then received targeted text messages concerning shopping events, promotions, money-off coupons, and incentives for entering a wide variety of competitions.	Mobile 365, Celph, the Jurong Point Shopping Centre, and various resident vendors at the mall turned the Singapore shopping experience into something special for mobile users.	Awareness Relationship building Loyalty	Not available
<a href="http://www.mobile365.com/case_studies/singaporeshopping.php">http://www.mobile365.com/case_studies/singaporeshopping.php</a>							

Skyrock Radio	<a href="#">Mobile365</a>	Text to win Interaction	SMS	<p>Mobile 365 implemented a range of applications for SkyRock, which include M-Instant Win, where listeners can play games live on the air simply by sending an SMS in response to questions asked by the DJs, and M-Random Win, which is packaged with M-Instant Win and is used to select a winner at random according to a pre-determined ranking.</p> <p>In addition to these games, listeners can send in requests via SMS to the DJs to ask for their favorite track, or text in comments, trivia, and gossip.</p>	The radio station wanted to interact with their audience	Relationship building Loyalty	Not available	Target audience under 25s
<a href="http://www.mobile365.com/case_studies/skyrock.php">http://www.mobile365.com/case_studies/skyrock.php</a>								

Sony Pictures Movie: Full Throttle	<a href="#">Mobile365</a>	Downloadables Games	SMS JAVA MMS	The mobile entertainment package included polyphonic ring tones, SMS quizzes, Java games, and MMS images, all offered through a specially designed Web site and built up around a revenue-sharing business model.	<p>To support the launch of "Charlie's Angels: Full Throttle," Sony Pictures wanted to produce a complete end-to-end mobile entertainment package that was marketed to mobile operators in a number of countries around the world.</p> <p>Sony Pictures Mobile wanted to extend the reach of the marketing activities surrounding the film's launch by supplementing the licensing deals held with major operators in some territories, with a number of direct deals in countries previously untouched.</p>	Awareness Conversion	<p>Mobile 365 and Sony Pictures Mobile succeeded in directly deploying and marketing a pre-packaged range of revenue-generating mobile services.</p> <p>Mobile 365 enabled Sony Pictures to successfully launch the mobile element of the movie promotion across all 12 of the territories, ahead of the staggered global launch of the film itself.</p>
<a href="http://www.mobile365.com/case_studies/sony.php">http://www.mobile365.com/case_studies/sony.php</a>							

TxtStation	<a href="#">Mobile365</a>	Text to win SMS vote Interaction	SMS	Spectators were able to send messages to vote for their favourite team, enter a range of competitions, text messages to Miss Indy, and win great prizes in the process.	The Lexmark Indy 300 is the first major sporting event in Australia to use world-leading mobile marketing technology—allowing sponsors to communicate directly with event participants, while delivering real-time information and rewards.	Relationship building	Not available	
<a href="http://www.mobile365.com/case_studies/txtstation.php">http://www.mobile365.com/case_studies/txtstation.php</a>								
20 <sup>th</sup> Century Fox Movie: Alien vs. Predator	<a href="#">Mobile365</a>	SMS vote	SMS	By texting "ALIEN" or "PRED" to short code "83200," fans voted on who would win "the greatest battle on Earth." Voters with color handsets received free, exclusive Alien vs. Predator wallpaper to display on their phone, and got the chance to order more mobile content.	Mobile 365 and Twentieth Century Fox joined forces in Fall 2004 for an ambitious and innovative wireless campaign: the UK release of the feature film "AvP"—Alien vs. Predator.	Awareness Conversion	Not available	
<a href="http://www.mobile365.com/case_studies/twentieth.php">http://www.mobile365.com/case_studies/twentieth.php</a>								

Virgin Music France B(r)and: Blue and Atomic Kitten	<a href="#">Mobile365</a>	Text to win	SMS	Classic Text to win	Virgin offered fans of the band with the opportunity to compete via SMS to win a host of gifts—as well as a chance to meet the stars.  Create fan communities, as well as to run customized interactive marketing campaigns that suited fan expectations.	Relationship building Awareness		Aimed at teenagers and young adults
<a href="http://www.mobile365.com/case_studies/virgin.php">http://www.mobile365.com/case_studies/virgin.php</a>								

Viva TV	<a href="#">Mobile365</a>	SMS ordering	SMS	An "Info & Order" solution based on SMS. Every video clip featured on the VIVA Channel included a reference code known as an INFO & ORDER KEY (IOKEY). Viewers could send an SMS with the IOKEY code to request more information about the artist currently playing, find out tour dates, buy concert tickets, and even purchase CDs.	Not available	Relationship building	It also provided VIVA with a simple means to seamlessly process messages with an automated system, and a way to forward the SMS requests to the appropriate ticket or album supplier and distribution point.
<a href="http://www.mobile365.com/case_studies/viva.php">http://www.mobile365.com/case_studies/viva.php</a>							

<a href="#">Mobile365</a>	Mobile video clip	Video	Teaser clips of a commercial series could be downloaded to the mobile phone	In this revolutionary, Europe-wide marketing campaign, mobile video was used to enhance an innovative strategy for the launch of the all-new Volvo S40.	Awareness	<p>49% of targeted participants downloaded "The Mystery of Dalarö" video campaign</p> <p>33% of people downloaded the teaser onto their mobile phone</p> <p>18% (unable to view the spot on their phone) gave their email address to receive the URL link</p>
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[http://www.mobile365.com/case\\_studies/volvo.php](http://www.mobile365.com/case_studies/volvo.php)

## **Appendix B. List of abbreviations**

2/3/4G	Second/Third/Fourth Generation mobile telecommunications technology
EDGE	Enhanced Data rates for Global Evolution
FMCG	Fast Moving Consumer Goods
GPRS	General Packet Radio Service
J2ME	Java 2 Platform, Micro Edition
LBS	Location Based Services
MMA	Mobile Marketing Association
MMS	Multimedia Messaging System
MSISDN	Mobile Station Integrated Services Digital Network
MVNO	Mobile Virtual Network Operator
NFC	Near Field Communications
P&G	Procter & Gamble
PDA	Personal Digital Assistant
RFID	Radio Frequency Identification
ROI	Return on Investment
SMS	Short Message Service
SMSC	Short Message Service Center
SWOT	<b>Strengths, Weaknesses, Opportunities, Threats</b>
WAP	Wireless Application Protocol
WLAN	Wireless Local Area Networks

