



Engaging Connected Consumers – Mobile Strategies for Local Businesses, Brands, and Retailers

Prepared by

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Personalizing Strategies

Enabling Strategies

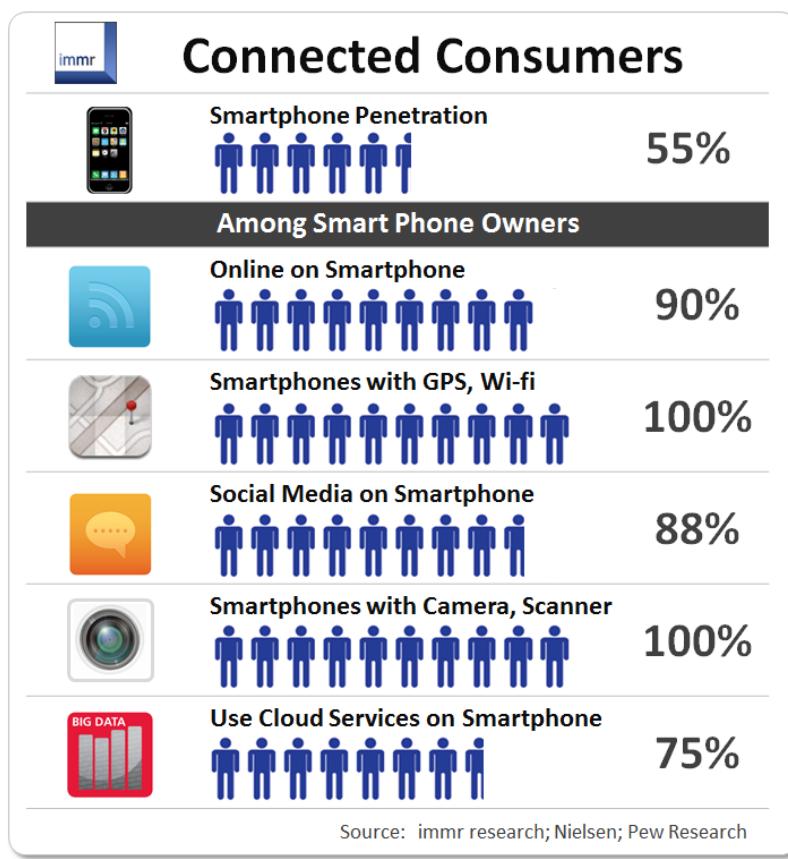
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Introduction

The mobile, social and digital revolutions are reshaping nearly every aspect of individuals' lives and, in the process, creating new opportunities and challenges for companies and businesses seeking to engage consumers. Fueled by the rapid adoption of smartphones and explosion of mobile apps, the ripple effects of these phenomena are extraordinary. Tablet and smartphone owners now spend more time with mobile apps than they do on the Internet and the use of mobile apps is approaching the time spent watching TV. As the phenomenal growth of YouTube and now Pinterest illustrate, consumers are not just viewing, but also producing, sharing, and even curating content at extraordinary rates.

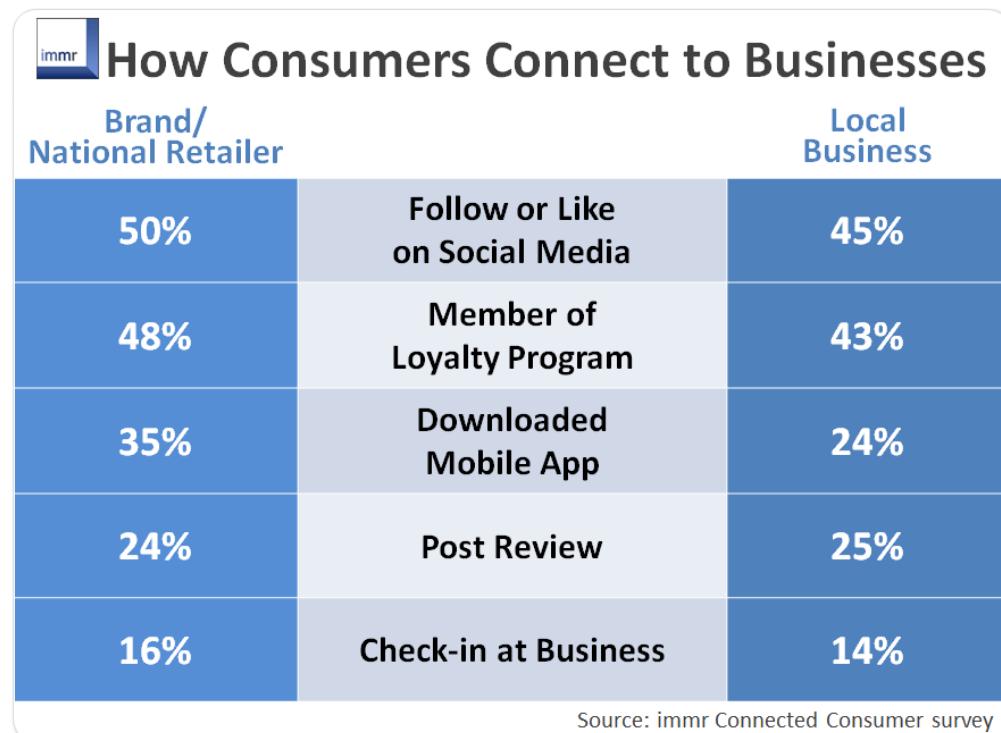


Consumers are also using mobile to connect with each other and with businesses in new and important ways – for instance, using Apple's Passbook and apps such as Key Ring to replace the dozen or more loyalty cards that clutter their wallet, and apps like Zingle to order while standing in line at their favorite coffee shop. As VC Peter Fenton observed, “mobile is becoming the remote control for our lives.”

While screen size, usage conditions, and privacy pose challenges, mobile, social and other connectors represent enormous opportunities for SMBs, brands and retailers. This whitepaper profiles local consumers, shows how mobile and social platforms are transforming their behavior, and outlines strategies that small-medium size businesses (SMBs), brands and retailers can use to engage consumers. Data from an immr survey of smartphone owners in the U.S. (n = 1,014) show the growing significance of mobile and social in consumers' lives and reveal opportunities for businesses large and small.

The Ties that Bind Consumers and Businesses

To connect with businesses consumers are using an expanding array of channels, including reviews and loyalty programs as well as mobile apps, social media and the relatively recent phenomenon of “checking-in.” Mobile is enabling and fueling use of each of these channels – 9 out of 10 consumers “almost always” have their mobile devices with them, and apps such as Facebook, Foursquare, and others make it easy for consumers to use these emerging channels. Consumers are also connecting and finding businesses via YP’s widely downloaded mobile app.



- Consumers are connecting not just with brands and national retailers but local businesses as well. The only channel in which local businesses are lagging is mobile apps – in every other channel SMBs are equally represented alongside brands.
- Among smartphone owners, more are connecting with businesses via social media than with any of the other channels above. When paired with mobile, social media is an even more potent channel. As consumers embrace Facebook and platforms such as Pinterest, YouTube and others rich with content and images, social media and mobile will continue to grow.
- Since their introduction in the early ‘80’s, loyalty and rewards programs have spread beyond travel and hospitality to credit cards, retail, dining and virtually every other product category. With the emergence of Apple’s Passbook, mobile wallets, and other platforms, these programs are in the midst of sea changes (see the [immr report](#) on Mobile and Loyalty). Innovative new rewards solutions such as [LocalBonus](#) and [Ibotta](#) are driving even greater reliance by brands, retailers and SMBs.

Of course, following, downloading and signing up for rewards are no guarantee of on-going interaction, much less loyalty. Subsequent sections outline how businesses can engage consumers in a meaningful, constructive way, avoiding the “engagement deficit” trap to which many businesses fall victim.

6³ Degrees of Connectedness – Social x Location x Mobile

As the findings above illustrate, numerous technologies are connecting consumers not just to each other but also to content, places, products, and even insights into their own behaviors (see for example the quantified self phenomenon). Recognizing the confluence of Social, Local and Mobile, VC John Doer coined the term SoLoMo. Each of these in turn has dimensions that expand ways in which consumers are “connected.”

- **Mobile** – while devices and apps are most visible, mobile also connects consumers via networks (cellular, Wi-Fi, Bluetooth, etc.); the “mobile” internet; the cloud (where content, big data, massive computing platforms and algorithms reside); and sensors embedded in devices and the environment.
- **Location** – while location includes position (latitude x longitude), consumers also connect to places (e.g., building, neighborhood, landmark, etc., distinguished by name or address); vicinity (what’s around); proximity (distance/nearness); context (weather, other characteristics); and even objects.
- **Social** – in addition to social media, consumers also connect via ever expanding social networks (contacts, friends, acquaintances, etc.) and platforms (Facebook, Foursquare, Twitter, etc.). With mobile in hand and social at the ready, consumers are also producing and sharing prodigious quantities of user-generated content (text and image), which contains sentiment and other digital signals important to brands, retailers and SMBs.

The Ubiquity of SoLoMo – Connecting Consumers, Content, Places, and Things



Source: Dr. Phil Hendrix, immr

How Connectedness Shapes Consumer Behavior

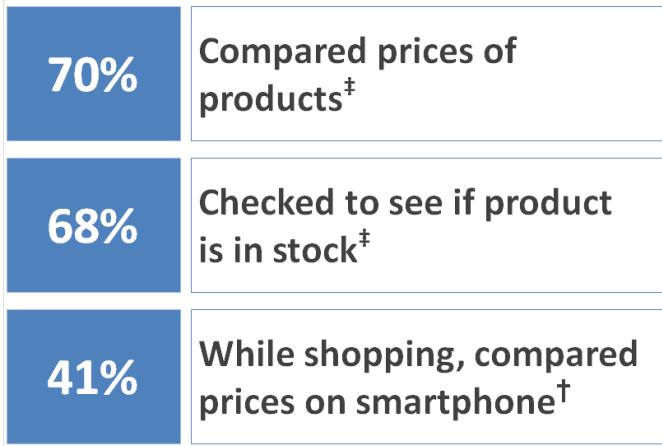
While social, mobile and location connections are important in their own right, the impacts on consumer behavior and implications for local businesses and brands are even more significant, as explained below.

Information Unlocked



As Paul Saffos observed, “before the iPhone, cyberspace was something you went to your desk to visit... now it’s something you carry in your pocket.” Smartphones and tablets are changing the way consumers find and share information about brands and businesses. With mobile search, advertising, QR codes and soon NFC (near-field communications), businesses are in a unique position to engage consumers with timely, relevant and even compelling messages, information and offers.

“In the last 30 days...”



[†]On Smart phone; [‡]On PC, Tablet or Smartphone

Source: immr Connected Consumers survey

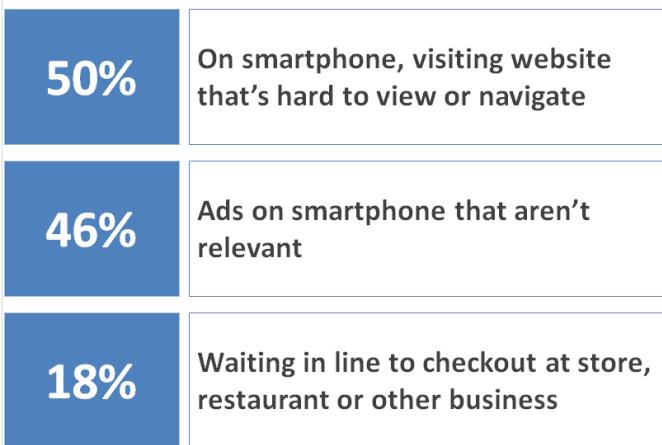


No Tolerance for “Mobile Fail”



While connected consumers enjoy discovering and trying out new mobile apps and websites, they also expect the experience to be intuitive, seamless, and problem-free. For mobile and digital, user expectations are high. Consumers are especially intolerant of websites that are difficult to view or navigate and ads presented on smartphones that are not relevant. Given these expectations, businesses must focus on user experience (UX) across all touchpoints, as discussed in a recent immr whitepaper.

Percent Rating “Very Annoying”



Source: immr Connected Consumers survey



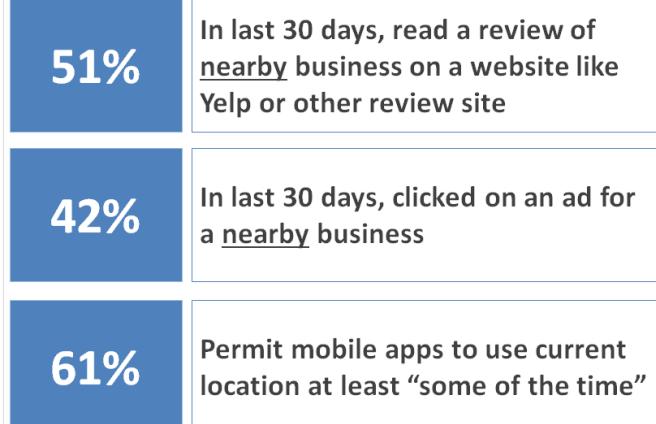
How Connectedness Shapes Consumer Behavior (continued)

Location, Location, Location



With GPS and Wi-Fi equipped mobile devices, consumers are relying on location-aware apps and content more and more – for example, to find nearby businesses, filter search results and more. Since consumers are using mobile to coordinate plans and make decisions "on the go," a majority of smartphone owners (6 out of 10) share their location with mobile apps. As a result, location and proximity allow businesses to deliver more timely messages and more relevant ads, search results and offers.

Location on Smartphones



Source: immr Connected Consumers survey



Browsing and Deals

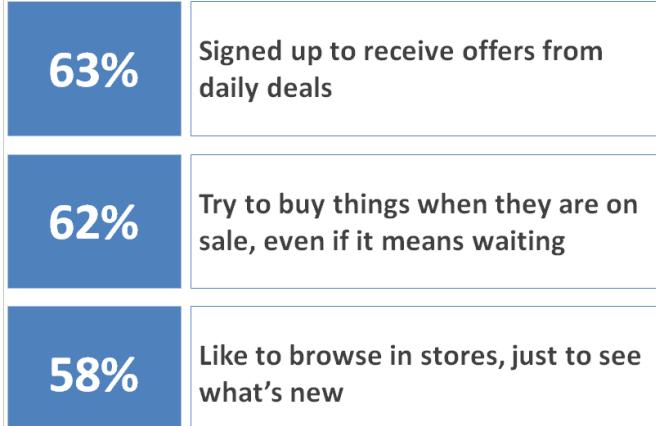
Despite – or perhaps because of – lingering economic conditions, consumers value "stretching their money" more than ever. As Fab, Rue La La and other flash sites have demonstrated, mobile allows consumers to take advantage of "daily deals" and offers they can use. However, consumers have not given up on shopping in brick-and-mortar stores – a majority (58%) enjoys browsing in stores, just to see what's new.



JUST ARRIVED

Don't miss our new arrivals

Saving Money, Discovery Important



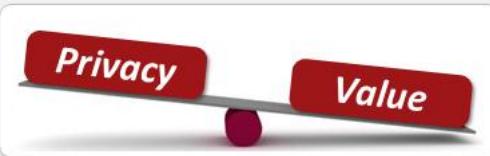
Source: immr Connected Consumers survey



How Connectedness Shapes Consumer Behavior (continued)

Balancing Privacy, Value and Trust

To varying degrees, consumers are willing to give business partners access to their location, social media profiles and other personal data. Their willingness varies, depending on the type of data being requested, how the data are being used, and of course trust, security and privacy. Interestingly, results from a recent immr survey suggest that consumers are more willing to share their social media profile with SMBs than with their credit card company.



"Willing to Share Social Media Profile..."



Source: immr research



Local Matters

The importance of mobile consumers' location is well recognized. In a broader sense, what might be called "local" is even more important, as explained below. In the Connected Consumer survey respondents rated some 20 product/service categories, indicating the ones in which they (i) spend \$50 or more per month on; (ii) enjoy reading about and discussing with others (top 5); and (iii) are most likely to research before purchasing (top 5).

As shown below, the findings underscore the importance of local. First, services such as automotive, hair, spa, and healthcare are by definition local (although they can be provided by an SMB or a national brand). Likewise, while e-commerce is growing, much of consumers' spending on products is in categories that remain predominantly local – for example, groceries, personal care products, etc. Finally, several categories that consumers enjoy most, including restaurants and entertainment, are local, as are categories that consumers research, like home improvement and home furnishings. These findings underscore the importance of local consumers.

Consumer Spend, Involvement and Likelihood to Research by Category

Local	Product/Service Category ^a	Spend \$50+/ Month ^b	Most Enjoy ^c	Likely to Research ^d
✓	Grocery Products (food, beverages, etc.)			
✓	Restaurants and Bars			
✓	Automotive Services			
✓ [†]	Mobile (phones, tablets, apps)			
✓	Personal Care Products			
✓ [†]	Clothing, Jewelry and Accessories			
✓	Entertainment (tickets to movies, concerts, attractions)			
✓	Medical-Healthcare (dental, labs, office visits, etc.)			
✓	Home Improvement (including maintenance and repairs)			
✓	Home Furnishings-accessories			
✓	Hair Salon, Spa Services			
	Books, Magazines, Newspapers (print or digital)			
	Digital Media-artists (music, video games, etc.)			
	Travel (airlines, hotels, etc.)			

a. Subset of 20 categories shown to respondents

b. Percent that spends \$50 or more month in category

c. Categories (top 5) respondents "most enjoy" reading about, discussing w/ others

d. Categories (top 5) respondents most likely to research before purchasing

[†]Spending split between local and online

Source: immr Connected Consumer survey



Using data from the Connected Consumer survey and the Census Bureau, combined with a reasonable set of assumptions, local consumer discretionary spending is estimated at more than a trillion dollars per year. By any measure, local consumer spending with SMBs and national brands and retailers is huge.

Finally, while much has been made of the challenges faced by local media, several findings indicate the emotional attachment consumers have to the cities, towns and neighborhoods in which they live and the local businesses that serve them. For instance, among newspaper readers one in three spend most of their time on local news, while almost half are living where they would choose to live, given the choice. Over half (56%) follow news about local businesses with a great deal of interest. As the title below suggests, local is where a consumer's heart is.



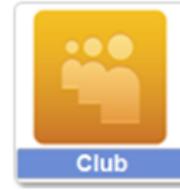
The Irony of Connected Consumers and Disconnected Businesses

The results above paint a vivid picture of consumers connected via mobile, social and location. Despite a growing array of channels and solutions, businesses are struggling to engage consumers and earn their loyalty. In the [immr report](#) cited above, on average fewer than 1 in 4 consumers are “very happy” shopping with brick-and-mortar retailers – by comparison, more than half are very happy shopping with Amazon. Other research reveals that consumer experiences with small businesses and brands also vary widely.

Ironically, for businesses large and small, mobile and social represent both threat and opportunity. As discussed in a recent [immr report](#), innovative companies are leveraging technologies and delivering exceptional consumer experiences that, in essence, are “raising the bar.” Today’s connected customers have little tolerance for businesses that fail to live up to their expectations – with immediate access to reviews, prices and other information via mobile apps, consumers are voting with their feet and wallets. Solutions to the imperative are outlined in the following sections.

PEER Strategies – Key to Engaging Consumers

To engage consumers, brands, retailers and local businesses must adopt and excel at strategies that personalize, enable, enhance and reward customers as they shop, compare, buy and use products and services. These strategies, which we refer to as PEER, are summarized below. On the next few pages, each of these is explained more fully and examples presented.

Strategy	Description	Example
Personalize	Leverage data about consumers and their context to increase the relevance, timeliness and value of communications, offers and customer experiences	 Confidant
Enable	Help customers complete tasks and accomplish their goals by minimizing the risk, time, and effort as they shop, compare, purchase and use products	 Concierge
Enhance	Surprise and delight customers by anticipating and helping them fulfill functional requirements, emotional needs and aspirations	 Valet
Reward	Using feedback, encouragement, rewards and social influence, reinforce customers as they engage in behaviors that are mutually beneficial	 Club

Source: Dr. Phil Hendrix, Engaging Connected Consumers, June 2013

Personalizing Strategies

Using data from a variety of sources, businesses can personalize communications, offers and experiences for ever connected consumers. Much of these data do not require any PII (personally identifiable information). For instance, based on mobile apps used in the last 30 days, [Flurry](#) segments users into some 20 personas (e.g., auto enthusiasts, business travelers, sports fans, etc.). [PlaceIQ](#) combines user behavior observed over time into rich “audience profiles” by time and location. With contextual data (weather, surroundings, etc.), businesses can use these profiles to tailor quite effectively.

As consumers [search](#) and visit websites on the internet, they generate "bread crumbs" that, especially with mobile, are powerful signals of their [interest and intent](#). Of course, consumers may opt-in to share richer, more detailed information about themselves – for example, their [interests](#), transaction histories, even their social media profiles. As in-store mapping and location and the digitization of loyalty cards and [mobile wallets](#) become more pervasive, even more granular data will be available to trusted business partners.

Enabling Strategies

Consumers make dozens of decisions a day, some recurring and familiar – e.g., *"do I order 'the usual' at Starbucks?"* – as well as others that are more complex and involve more effort, like choosing the destination and making travel plans for an upcoming vacation. As consumers discover, choose, buy and use products and services, they are often frustrated by "frictions" that take time and effort – for instance, the glut of information and lack of filters make it difficult to find, much less compare and choose, the best option for something as simple as *"where should we dine tonight?"* In addition to descriptive information, consumers also value advice and assistance in comparing, evaluating and making choices – for instance, what features are most important? Which options do “influencers” and others with experience recommend? And so on.

By reducing time, effort and other "frictions," enabling strategies make it easier for customers to accomplish their goals with less effort. While in many cases consumers are using third party apps to save time and money, businesses are also using mobile and enabling strategies to help customers accomplish their goals. Home Depot and other retailers, for example, are providing [in-store maps](#) and other aids to help smartphone users locate products, find deals and even pay at checkout. Brands are also guiding consumers as they purchase and use products. P&G's Tide offers the [Stain Brain](#), a mobile app that helps consumers remove stains "on the spot." Charmin's [SitORSquat](#) app helps consumers find public restrooms.

Increasingly, consumers are relying on mobile at every step of their journey – to search for businesses, compare prices, pay and even obtain customer service. They are also using mobile to share their experiences – for instance, checking-in, posting reviews, providing feedback to a merchant or service provider, etc. By combining Enabling strategies and mobile, brands, retailers and local businesses can make it easier for customers to interact and transact and in the process boost loyalty and retention.

Enhancing Strategies

In the simplest sense, customers assess the value of products and even relationships with businesses in terms of cost-benefit. While Enabling strategies focus on reducing and possibly eliminating time, cost and other frictions, Enhancing strategies focus on ways to maximize the benefits, often in ways that are unanticipated. By leveraging mobile to surprise and delight customers, Enhancing strategies deliver on the "excitement factor," similar to the Kano Model.

Opportunities to leverage mobile to enhance customer experiences are limited only by companies' imaginations. For example, hotels can offer not just mobile check-in, allowing guests to bypass the check-in line, but room access (no need to pick up a key) and even mobile concierge. KLM's Meet & Seat program allowed travelers to select seat mates based on their (mutually shared) social media profiles.

Ikea illustrates the potential for innovative retailers – using Augmented Reality on mobile devices, customers can get a behind the scenes look at products in Ikea's catalog, learn more about the designer and materials used, and even envision how the product would look in their home. Coca-Cola's ad campaigns are designed to "create happiness" for consumers. For example, in a recent campaign in Australia, 150 different popular first names were placed on Coke cans, in place of the iconic brand name. After purchasing a beverage for a friend, consumers could text and see their friend's name displayed on a large public screen.

Over time, the novelty of an Enhancing strategy can lose its appeal and effectiveness – consider, for example, greeters at the entrance to retail stores or chocolates on hotel room pillows. Creativity and continuous innovation are clearly important to maintain an edge. In his book The Retail Revival, Doug Stephens outlines other ways that retailers can (and must) leverage mobile and other technologies to enhance customer experience.

Of course, having more extensive information about customers allows even greater personalization that can, in turn, be used enhance their experience. As a result, companies of all sizes are encouraging consumers to download apps, enroll in loyalty programs, link their social media profiles and share profile information in other ways. With Nieman Marcus' mobile app, for instance, upon entering the store customers can alert and give sales associates' access to their Facebook profile and shopping history, allowing the associate to offer more personalized, relevant recommendations.

Rewarding Strategies

Brands, retailers and now small businesses are using mobile to reward customers in new and more effective ways. First introduced by Texas International Airlines in 1979, frequent flyer rewards were launched on a major scale by American Airlines in 1981. Since then rewards programs have spread to nearly every other product and service category. Consumers can earn points for miles flown, hotel stays, packages shipped, charges to credit cards, and even shopping. With most retailers and many brands offering rewards, the average customer is enrolled in more than a dozen loyalty programs.

Mobile is transforming conventional rewards programs, extending them beyond the conventional "spend-and-get" model. For example, [Shopkick](#) rewards consumers for shopping; Foursquare and [Loyalblocks](#) reward consumers for "checking in;" and brands are using programs like [Social Rewards](#) to incent consumers to share tweets and other social media.

In addition to points and rewards, companies are also using mobile solutions to reinforce consumer behavior – working with [Badgeville](#), [Bunchball](#) and others platforms, brands and retailers are incorporating recognition, challenges and [other mechanisms](#) drawn from gamification and [behavioral economics](#).

While rewards have long been offered by large businesses, new solutions from [Belly](#), [FiveStars](#), [Perka](#), and others are enabling small businesses to offer and optimize rewards.

12 High Yield Mobile and PEER Strategies

Shown below are 12 key mobile and PEER strategies, ordered within each category based on difficulty of implementing. Discussed on the following pages are the potential (opportunity and feasibility) for each of the strategies for brands, retailers and local businesses, along with implications and recommended next steps.

Key Mobile + PEER Strategies				
Category	Strategy	Description	Difficulty	
Personalize	 Trail	Use <u>Trail</u> of clickstream, other “bread crumbs” from users’ interactions with digital media		Less More
	 Glimpse	Rely on <u>Glimpse</u> of customers’ expressions and digital signals from social media, transactions		
	 Confidant	As <u>Confidant</u> , rely on details shared by customer (interests, plans, demographics, intent, etc.)		
Enable	 Curator	Select sources, <u>Curate</u> and deliver timely, relevant information useful to customers		Less More
	 Guide	As <u>Guide</u> , help customers discover, compare, evaluate, select and use		
	 Concierge	As <u>Concierge</u> , provide assistance to customers beyond boundaries of your product/business		
Enhance	 Companion	In role of <u>Companion</u> , inform, entertain, remind, and watch out for customer’s interest		Less More
	 Broker	Act as <u>Broker</u> for customers, taking actions, completing transactions on their behalf		
	 Valet	In the role of <u>Valet</u> , anticipate and fulfill needs and wishes of customer without being asked		
Reward	 Rewards	<u>Reward</u> customers for mutually valued behaviors, achieving targeted goals		Less More
	 Recognition	<u>Recognize</u> customers for their achievements, patronage, loyalty and partnership		
	 Club	With membership in <u>Club</u> , members are given exclusive offers, experiences and privileges		

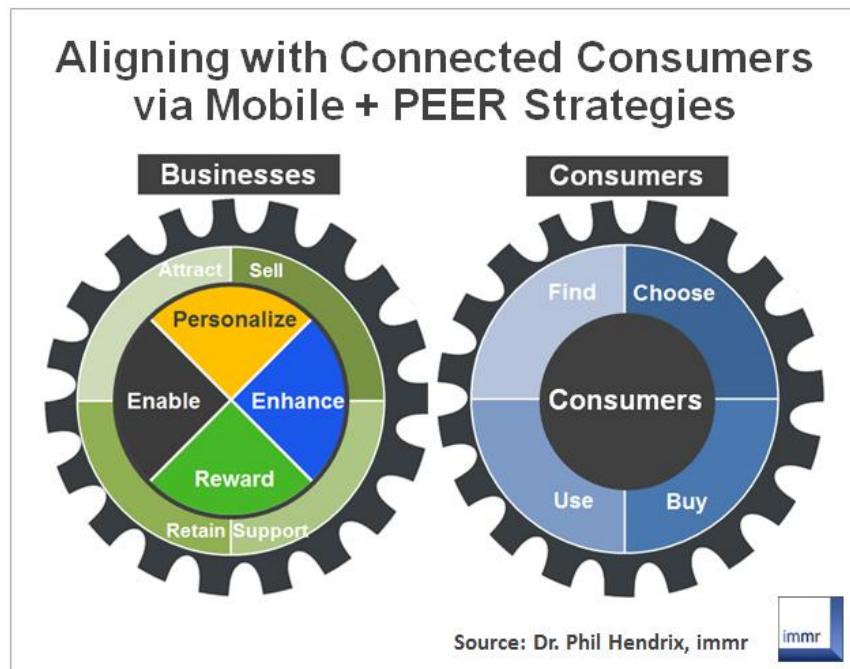
Source: Dr. Phil Hendrix, immr

Implications and Recommendations

Our research and other industry sources (see for example comScore's [2013 U.S. Digital Future in Focus](#) report) underscore the importance of connected consumers. Mobile, social and other technologies have created opportunities for what Greg Satell refers to as "[new conversations](#)" between consumers and brands, retailers and local businesses.

For most businesses, attracting and keeping customers are an on-going and sometimes elusive goal – more products and media are competing for their attention, while consumers are watching their budgets and spending more closely than ever due to new economic realities.

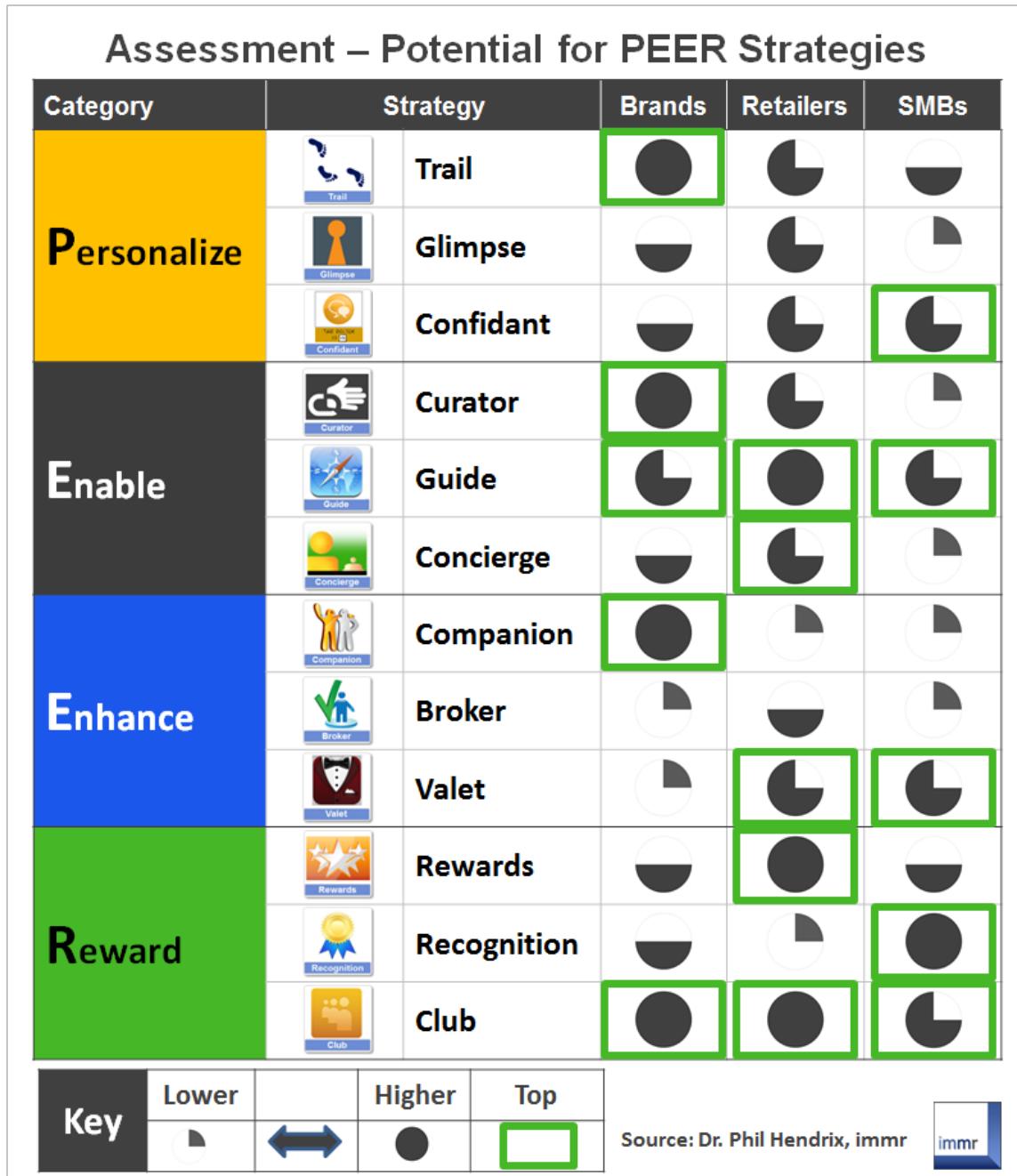
Despite the importance, most businesses are not very effective at engaging customers. In most product and service categories, fewer than 1 in 5 consumers say they are loyal to a particular company or business. At the same time, customer expectations are rising and leading businesses are raising the bar for everyone. As a result, brands, retailers and local business face an imperative – integrate mobile more fully into their strategies or find themselves slipping further and further behind.



Mobile and PEER strategies offer businesses large and small extraordinary opportunities to engage consumers. Hopefully, the strategies, cases and solutions presented here will help brands, retailers and local businesses capitalize on the opportunity and engage with ever connected consumers in meaningful and mutually beneficial ways.

PEER Strategies by Type of Business – Recommendations

Shown below is the potential for brands, retailers and local businesses to leverage each of the 12 PEER strategies discussed above. Symbols with greater shading indicate higher potential, and vice versa, while the top five strategies in each category are highlighted with



For any particular business, whether a brand, retail or local business, the value of the strategies shown above may differ. The rationale for the strategies highlighted above and recommendations are presented in the next section.

Local Businesses

While local businesses do not have the resources or expertise that brands and large retailers possess, they do have certain advantages when dealing with connected consumers. First, as discussed above, much of consumer discretionary spending – especially for food, entertainment and other services – is local. Secondly, consumers increasingly use mobile to make and carry out plans the same day and in many instances right away. That immediacy puts a premium on proximity and convenience, where local businesses have the advantage. Finally, because they interact with their customers day in and day out, local business owners and employees are uniquely positioned to “get to know” customers – this familiarity can translate into trust and intimacy.

Local businesses, then, are in a unique position to serve as **Confidant**, although only a small percentage fills that role. As mentioned above, one in three respondents in a recent immr survey were willing to share their social media profile with a favored local restaurant, compared to one in four willing to share with their bank or credit card company. With intimate knowledge of their customers and familiarity with the business community, local businesses are also well positioned to serve as **Guide**. They are in a unique position to advise and help customers with their needs and perhaps even refer customers to other small businesses.

Small businesses owners and employees who are especially customer-centric can anticipate customer needs and fulfill the role of **Valet**. For example, restaurants that serve customers “the usual” without being asked; the local dry cleaner who, recognizing regular customers as they drive up, has their order pulled and ready as the customer walks in; the small business that calls customers to remind them that it’s time to have their gutters, chimney, etc. cleaned; and many others. Mobile apps and check-in can facilitate their efforts.

Historically, rewards programs have been associated with large businesses, e.g., airlines, hotels, retailers, etc. As mentioned earlier, a new generation of mobile platforms is enabling small businesses to offer and optimize **Rewards**. Offering exclusives and privileges to **Club** members should be very attractive to small business customers, especially if the program is on mobile. See, for example, how this popular [restaurant](#) in D.C. is using [Venga's loyalty platform](#) to reward members with special experiences like a mixology demonstration. Immr research also suggests untapped opportunities for small businesses – while 9 out of 10 smartphone owners belong to at least one loyalty program, only 1 in 5 are members of a local restaurant’s program.

Brands

While **Confidant** represents the penultimate basis for personalization, few brands outside of Nike (lifestyle and fitness), Revlon (cosmetics) and perhaps American Express and Fidelity in financial services have achieved the trust and intimacy required to play that role. For most brands a **Trail** strategy represents the most viable basis for personalization – e.g., following “bread crumbs” that consumers leave on mobile and digital media.

Brands are in a unique position to serve as **Curator, Guide and Companion**. With their focus on content, media brands, of course, naturally serve as Curator and Guide. However, leading brands in other categories have an opportunity to play this role as well, especially as consumers shop for and choose among competing products. Pinterest and other forums offer a valuable mechanism for brands to engage consumers and, in essence, serve as **Companions**. As brands from Kraft to Coach have demonstrated, these social media platforms allow businesses to engage consumers with compelling content, much of it contributed by loyal customers and fans.



As mentioned earlier, the success of Coca-Cola's campaigns illustrates consumers' interest in experiences that fall under **Companion**.

While many brands have some sort of loyalty program, consumers of a brand are likely to view exclusive offers for "**Club**" members even more favorably.

Retailers

Just about every type of retailer – including department stores, grocery stores, specialty stores and even convenience stores – sees a wide swath of consumer behavior and are therefore in a unique position to personalize and enable. With an assortment of products, fulfilling the role of **Guide** is a natural value-added service. A few imaginative companies with a retail presence have even moved in the direction of **Concierge** – for example, Starbucks recommends and sells music downloads in their store and online. As Starbucks CEO Howard Schultz observed, "we have to be relevant to our customer when they are outside our four walls... [and] that applies to any consumer brand today, whether Starbucks or a product like Tide."

Especially with Key Ring (mobile app that digitizes loyalty cards), Apple's Passbook and the emergence of mobile wallets, retailers are well positioned to expand and offer more targeted, compelling **Rewards**. With consumers interested in saving money and stretching their budgets, **Club** programs that offer limited-time opportunities for "customer members" are likely to be very popular. Witness the enormous success of Fab, Rue La La and similar online businesses. "Click and mortar" retailers would do well to emulate these online retailers' strategies.

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About the Research

The data presented in this report are drawn from an online survey of smartphone owners in the U.S. Conducted by immr in Oct. 2012, the sample included 1,022 smartphone owners age 21-64, balanced on gender, age and geography. Respondents were recruited using an online panel and screened for smartphone ownership and other characteristics. The questionnaire was developed based on qualitative research conducted by Dr. Phil Hendrix, immr and GigaOm Pro analyst.

About the Author



Dr. Phil Hendrix is the founder and director of [immr](#), a research and advisory firm focused on market opportunities afforded by new technologies, and an analyst with [GigaOm Pro](#). He specializes in helping organizations evaluate and capitalize on opportunities that are new-to-customers and new-to-market. Dr. Hendrix has extensive experience uncovering customer needs, identifying triggers and hurdles to adoption, and developing strategies that unlock market opportunities, both B2C and B2B.

As an analyst, Phil focuses on mobile innovation and the implications for companies across industries. He is a regular contributor at leading industry conferences, including the [World Summit Awards](#) (Abu Dhabi), GigaOm's [Mobilize](#) and [Structure:Data, ad:tech, iMedia Summit, Mobile-loco, Social-Loco, Street Fight](#) (hyperlocal), and others. His current work focuses on technology and its impacts on consumer behavior, especially shopping, M-commerce and mobile payment.

As a consultant and advisor, Phil has led significant engagements with numerous startups (GeoIQ; m-ize.com; Company.com) and multiple business units of Fortune 100 clients in mobile and consumer electronics (AT&T, Verizon, Sprint, Sony Ericsson, HP, Barnes & Noble and others), financial services (American Express, MasterCard), transportation (Delta Airlines, UPS), insurance (Allstate, United Healthcare), healthcare (U.S. Oncology, Meridian Healthcare), and others.

Dr. Hendrix works closely with senior management and project teams on key issues, including market sizing, segmentation, positioning, and branding as well as innovation, user experience, and customer retention. Over the course of his career, Phil has helped clients conceive and successfully launch products, services and businesses in existing and new markets.

Before founding immr, Phil was a partner with [DiamondCluster](#) (strategy and technology consultancy), founder and head of IMS (Integrated Measurement Systems), and a principal with Mercer Management Consulting (now [Oliver Wyman](#)). He has held faculty positions at Emory University and the University of Michigan, where he taught courses in marketing, research, and buyer behavior for MBAs and executives. While at Michigan Dr. Hendrix also held a joint appointment as a research scientist in the Survey Research Center, Institute for Social Research.

Additional information on immr perspectives and reports prepared by Dr. Hendrix is available at [immr](#) and [Slideshare](#), with additional information available at [GigaOm Pro](#).



About YP

YP is North America's largest local search, media and advertising company. Its mission is to help small businesses and communities grow. Millions of searches occur daily using YPSM products to find, compare and select local merchants. The company's flagship consumer brands include the YP.comSM site, a top 40 U.S. Web domain, the highly rated YPSM app and the YP Real Yellow PagesSMirectory, the largest yellow pages directory in the world by revenue.

The company's wide range of print and digital advertising products is designed to address the evolving local search needs of consumers and help advertisers grow their business. The YPSM Local Ad Network provides advertisers with an opportunity to reach nearly 95% of the U.S. internet audience across over 300 affiliated online and mobile publishers. Through customized campaigns designed by media consultants, YP provides local businesses with one of the most cost effective sources for consumer leads.

YPSM products and services are backed by thousands of media consultants in local markets across the US with relationships spanning over 600,000 businesses. An affiliate of Cerberus Capital Management, L.P., one of the world's leading private investment firms, recently acquired a controlling interest in YP from AT&T.