Marketing Strategy For The Mobile Mind Shift

Vision: The Mobile Marketing Playbook
by Jennifer Wise and Melissa Parrish
March 15, 2016

Why Read This Report
Customers are in the midst of a mobile mind shift. They’re not interested in your messaging and logos. They want utility, and they want it now. They expect any information or services they want in their immediate context and moments of need. Your strategy will depend on the frequency of your customers’ brand experiences and the quality with which you deliver those experiences. This report introduces Forrester’s vision of mobile marketing, and provides strategic recommendations for B2C marketers with demanding mobile customers.

This is an update of a previously published report; Forrester reviews and revises it periodically for continued relevance and accuracy. We are now updating it to include new consumer data, examples, and methodologies.

Key Takeaways
The Mobile Mind Shift Is Well Under Way
The majority of your customers already evaluate your company based on the levels of speed and utility you offer. In this environment, meeting their needs in mobile moments is a marketing necessity.

To Stand Out, Strive To Be A High-Touch Brand
To add value for your consumers, don’t think only about your products; aspire to help in a broader context. Your new imperative is to use mobile to shorten the distance between what customers want and what they get.

Your Strategy Depends On What Experiences You Offer
Evaluate the frequency and quality of your customers’ two-way interactions with your brand. Then build a strategy based on where you land by pursuing one of four types of mobile moments: loyalty moments, manufactured moments, renewal moments, or borrowed moments.
Marketing Strategy For The Mobile Mind Shift

Vision: The Mobile Marketing Playbook

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Forrester interviewed 20 vendor and user companies, including 3M, Barkley, Brown-Forman, Citibank, Coty, Fidelity, FitNow, FordDirect, Intent Media, July Systems, Kimberly-Clark, L’Oréal Paris, Mercedes-Benz USA, Mint.com, MRM//McCann, Neolane (now Adobe Campaign), Razorfish, SapientNitro, Skava, and Time Inc.

Related Research Documents

Brief: Create Mobile Moments That Boost The Brand Experience
Craft A Maturity-Based Mobile Strategy
A Marketer’s Guide To The Mobile Mind Shift
Understand Immediacy, Simplicity, And Context
Embrace The Mobile Mind Shift Or Become Irrelevant

Your customers feel entitled. They’ve now been trained to expect that anything they want is instantly available on their smartphones. The distance between “I want” and “thank you” has never been shorter. Why? Because your customers are no longer willing to wait for you to serve them. Now they can:

› **Track their fitness as they go.** Strava is among a plethora of apps that lets you track your health and fitness without so much as lifting a finger to use the app. The app automatically logs all of your workouts and displays real-time statistics on your smartphone or Apple Watch, including heart rate, calories burned, distance traveled, and more. And it integrates with fitness devices, like those produced by Fitbit, Jawbone, and Withings to track your activities and weight.

› **Make commuting decisions instead of plans.** The days of planning your commute ahead of time are over. The Waze app — which now comes pre-installed on Android devices and is integrated into Google Maps — lets travelers access crowdsourced, real-time information about road hazards, traffic slowdowns, and speed traps to adjust their commutes in real time for optimal speed and safety. Not looking to drive yourself? Fire up your Uber app, which will automatically identify your location for pickup, track the location of available cars, and provide route information — and you don’t even have to take out your wallet to pay or tip.

› **Name — and control — that tune.** If Googling lyrics is just too much trouble, hold up your phone to the music. Shazam will instantly identify the song for you, as it does for more than 120 million monthly active users with 10 million new users monthly.¹ Already have a song in mind? Music streaming app Spotify partnered with Uber to allow passengers to control the music during their trip through Uber’s app, and also announced a separate partnership with Starbucks. Baristas now contribute to store playlists, and customers can stream Starbucks’ playlists anywhere, any time.

› **Pay back friends the second they owe them.** The days of panicking over forgetting a wallet while out with others, or splitting the bill using complicated calculations and directions for card amounts are becoming a thing of past. Venmo creates a digital wallet that lets users pay back one another, splitting the bill or cab in seconds. No waiting to go to an ATM or enter lengthy account information necessary.

Welcome To The Mobile Mind Shift

This change goes way beyond the use of smartphones. It’s a complete shift in the way people behave and how they think. As customers become accustomed to accomplishing tasks and finding information instantly on every device, they begin to expect immediate, always-available convenience from every company. The impact: Every positive experience reinforces these high expectations, while each miss increasingly frustrates them. How did you feel the last time you fired up your directions app, and it
couldn’t find your location? Were you disappointed when you realized you had to carry around the printed coupons associated with your loyalty card because your favorite store didn’t have an app that saves them digitally? This is the mobile mind shift, which we define as:²

_The expectation that I can get what I want in my immediate context and moments of need._

### Your Marketing Has To Shift, Too

The mobile mind shift is sweeping rapidly but unevenly, and not all customers have the same expectations.³ But the expanding class of people who are most shifted — 43% in South Korea, 27% in metropolitan China, 18% in the US, and 11% in France — have become more impatient than ever with traditional marketing.⁴ They reject inconvenience and interruptions. They just want what they want when they want it. Give it to them, and you’re a hero — and will get their loyalty. Fail to deliver, and they’ll move on. To meet this rising demand, marketers have to embrace their new imperative: Use technology to make their customers’ lives easier and shorten the distance between what customers want and what they get in one of five key ways (see Figure 1).

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² The expectation that I can get what I want in my immediate context and moments of need.

³ But the expanding class of people who are most shifted — 43% in South Korea, 27% in metropolitan China, 18% in the US, and 11% in France — have become more impatient than ever with traditional marketing.

⁴ They reject inconvenience and interruptions. They just want what they want when they want it. Give it to them, and you’re a hero — and will get their loyalty. Fail to deliver, and they’ll move on. To meet this rising demand, marketers have to embrace their new imperative: Use technology to make their customers’ lives easier and shorten the distance between what customers want and what they get in one of five key ways (see Figure 1).
## Vision: The Mobile Marketing Playbook

### FIGURE 1 The Five Ways To Serve Perpetually Connected Customers

<table>
<thead>
<tr>
<th>Ways to shorten the distance</th>
<th>What it means:</th>
<th>Example:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Solve a customer problem.</td>
<td>Fix bumps in the process your customers go through to get what they want.</td>
<td>UPS’s My Choice service can pinpoint package delivery times on any device. If you won’t be home, you digitally sign for the package or change the delivery address or time so packages won’t sit unattended, risking theft or weather damage. It benefits UPS’ business, too, by reducing wasted fuel due to failed deliveries.</td>
</tr>
<tr>
<td>2. Get out of the customer’s way.</td>
<td>Reduce the steps required for the customer to get what they want.</td>
<td>Royal Caribbean’s Quantum of the Seas “smart ship” cuts down on wait times and lets users enjoy their trip. It reduces the time to get onboard by having guests pre-register online and then use their phone to board, check, and then track their luggage. It also provides wearable RFID-enabled WOWbands to act as door keys and enable purchases.</td>
</tr>
<tr>
<td>3. Automate a mundane task.</td>
<td>Relieve the burden of manual tasks to save time.</td>
<td>When ordering Domino’s pizza, consumers can set up a “pizza profile” with their address, credit card information, and favorite order, and then simply text “EASY ORDER” or a pizza emoji to a shortcode — or make an Amazon echo request — anytime, anywhere. No additional steps needed.</td>
</tr>
<tr>
<td>4. Become a trusted agent.</td>
<td>Become a trusted intermediary to help customers navigate their unmanageable number of digital relationships.</td>
<td>Google Now integrates with multiple apps — email, Google Maps, and more — to help manage people’s everyday lives. It not only reminds you about appointments but sends a reminder when you need to leave your current location to get there in time, complete with GPS directions, traffic reports, and the weather at your destination.</td>
</tr>
<tr>
<td>5. Fulfill a need that customers didn’t even know they had.</td>
<td>Look for unknown customer needs today and find creative ways to fulfill them.</td>
<td>Krispy Kreme Doughnuts’ in-store “hot light” alerts customers that fresh doughnuts are coming off the line. With the Hot Light app, customers can be alerted through mobile notifications when stores within a specified radius have fresh doughnuts.</td>
</tr>
</tbody>
</table>

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**Not All Brands Are High Touch, But All Must Strive To Be**

To provide this value to your customers, you must have two-way interactions with them. For mobile, this means identifying your brand’s mobile moments. A mobile moment is a point in time and space when someone pulls out a mobile device to get what she wants in her immediate context. Your opportunity for engagement lies within these mobile moments. But which type of mobile moments should you pursue? To decide, evaluate your brand on two scales: frequency of interaction, and quality of experience (see Figure 2):
› **Assess the frequency of your customers’ company interactions.** Include any two-way customer interactions with your company. These include transactions like purchases, in-store visits, or customer service. But don’t include interactions that are not a two-way interaction, such as advertising. Include product usage only if your product is connected back to the company, such as a connected car or Nest Labs’ learning thermostat. Companies whose customers interact with them several times a day, daily, or weekly (such as grocery retailers, cable service providers, and financial services companies) will end up on the right side of the low-to-high axis. Those that offer less frequent interactions (airlines, insurance companies, and food companies) will end up on the left side.

› **Rate your customer experience.** The most precise measure of customer experience is Forrester’s Customer Experience Index (CX Index™), which indicates if your customers find interacting with your company or products to be effective, easy, and emotionally satisfying. Companies such as Amazon and USAA are on the top end of this scale, while less popular companies such as cable television providers and health insurers are at the bottom. If Forrester hasn’t rated your company for the CX Index, substitute a measure such as Net Promoter Scores or your own customer satisfaction surveys.

As we’ll describe in detail in the sections that follow, your strategy depends on which quadrant your company lands in (see Figure 3):

1. **Frequent, high-quality experiences:** Cement your relationship with loyalty moments that provide technology-agnostic, utility-based experiences.

2. **Infrequent, high-quality experiences:** Create reasons for customers to interact with you more frequently through manufactured moments.

3. **Frequent, low-quality experiences:** Use restorative moments to remove low-quality experiences and add more high-quality experiences.

4. **Infrequent, low-quality experiences:** Reconcept your notions of service and partner with companies that deliver the best, most frequent experiences through borrowed moments.
FIGURE 2 Companies Must Have Frequent, High-Quality Customer Interactions To Stay Relevant

Quality of experiences

- Nike
- Nestlé
- Lexus

- Etsy
- Amazon
- USAA

Frequency of interactions

- Cigna
- Medicaid

- Xfinity by Comcast
- Deutsche Bank

FIGURE 3 Craft The Right Mobile Moments To Connect With Your Customer

Quality of experiences

Manufactured moments

Loyalty moments

Borrowed moments

Restorative moments

Frequency of interactions
High Quality, High Frequency: Expand Your Relationships With Loyalty Moments

Brands such as Apple and Starbucks deliver frequent interactions that are highly positive, but that doesn’t mean their work is done. Even perennial customer satisfaction winner USAA continues to expand its relationship by rolling out mobile features such as biometrics logins using fingerprint, facial, and voice recognition. USAA also adds new chances to cement loyalty, such as its content centered around life events — including its Home Circle app, which helps customers not only search listings of homes for sale, but also provides mobile users with driving directions, the ability to take photos and add captions to upload to saved listings, and augmented reality (AR) integration to superimpose information over a house’s image captured through the phone. If you deliver high quality, frequent experiences, as these brands do, extend your positive relationships by creating new loyalty moments:

› **Make offline experiences faster and easier.** Disney’s theme parks had already offered mobile apps, but its MyMagic+ service helps vacationers make the most out of their theme park experiences. The MyMagic+ experience encompasses using a digital wristband — or the app itself — to act as a room key, credit card, park ticket, and photo pass through integration with the Disney Parks & Resorts website and mobile app. Customers can book ride times, dinner reservations, character meetings, and even spots to watch the fireworks up to two months in advance — and change them on the fly with the mobile app. The result is a better vacation experience with far less time wasted waiting in lines or figuring out where to go next.

› **Provide value-added service to loyal customers at all touchpoints.** Sephora magnifies each step of its customers’ in-store and out-of-store experiences with value-added content and services via its mobile app (see Figure 4). Consumers discover new products through browsing looks in its “inspire me” section, and can “try them on” any time, anywhere with AR technology. In stores, shoppers can scan a product’s barcode or select images to view its product page, which includes information such as ingredients, ratings and reviews, and similar or complementary products. Then shoppers can complete their purchase using their digital loyalty card or Apple Pay. Post-purchase, consumers can access video how-tos to aid their makeup application.
FIGURE 4 Sephora Provides Value To Its Customers At Each Stage Of The Customer Life Cycle

Source: iTunes App Store and Sephora to Go mobile app

High Quality, Low Frequency: Create Reasons To Interact With Manufactured Moments

Brands such as Delta Air Lines and Mayo Clinic deliver high quality experiences, but not on a daily basis. If you’re a brand like this, you need a way to get your perpetually connected customers to think of you more frequently, or you will lose mindshare to brands with more frequent experiences. To craft these new interactions, focus on manufacturing moments expanding the range of problems you solve:

› **Find your customers’ everyday needs and fulfill them.** While athletes may use Nike’s shoes, apparel, and equipment every day, their two-way brand interactions are limited to purchases a few times a year. Nike has expanded its customers’ interactions with a series of fitness apps. The Nike+ Running app allows customers to interact daily, becoming the runner’s constant companion by tracking his or her route, pace, and calories burned. To keep customers motivated, it gives them real-time audio feedback, connects with Spotify and iTunes to stream music, and gives them a Nike+ coach to help them train toward their goal of a 5k or marathon. This approach is resonating with customers: nearly 30 million people are part of the Nike+ community globally.¹⁰

› **Create new types of utility or value for your customers.** Even brands whose customers use their products every day can increase the frequency with which their customers think of them. For example, parents only think to buy Johnson & Johnson’s products, such as baby oil and bubble bath, so often. To ensure that its products are part of the bedtime routine, the company created its Bedtime app, which gives parents tools to track and analyze their babies’ sleep habits and access to sleep experts. Even more convenient? The four-and-a-half-star app has lullabies and customizable combinations of ambient sounds built in to help babies fall asleep, along with a three-step sleep routine that features Johnson & Johnson products (see Figure 5). Now Johnson & Johnson can sell not only baby products but also sleep — a precious commodity for new parents.
Low Quality, High Frequency: Compensate By Adding Renewal Moments

Brands such as Bank of America, Deutsche Bank, and Comcast are in a dangerous position — they disappoint customers on a regular basis. Fixing their customer experience is a difficult, multiyear effort. But brands like these can use mobile to redeem themselves by creating frequent, positive interactions to counterbalance some of the disappointing ones. If you are in this category:

› **Provide a new channel to incrementally improve poor experiences.** In 2013, like many telecom brands, AT&T U-verse fell within the “poor” customer experience category — the whole category finds it challenging to keep customers happy. A complete business overhaul could be costly and time consuming, yet by 2014, AT&T U-verse saw a big jump in its Forrester CX Index score from 2013. How did it achieve this? Through the launch of a new mobile service to create more positive experiences for its customers. It let customers consume live channels available on its U-verse app on their smartphones and tablets, or manage their accounts and get support through the myAT&T app (see Figure 6). But no app can rest on its laurels as customer expectations and technology continue to change. The U-verse iPhone app added Apple Watch control in 2015, but saw a downgrade in its app store rating as updates created device OS incompatibility and performance bugs.

› **Analyze data to remove unwanted mobile moments.** Interacting with your customers many times a day isn’t a good thing if the interaction isn’t relevant. One drugstore app gets bad reviews because even though it’s tied to a customer’s loyalty card, it sends daily deals that are
disconnected from with the customer's purchase history. If the brand started delivering only relevant deals, it would send fewer alerts, which would save the company money, drive up response rates, and make its customers think of it more as a utility and less as spam.

**FIGURE 6 The AT&T U-Verse App Boosts Customer Satisfaction**

![Image of AT&T U-Verse app screens](image.png)

Note: Screen shots were taken in 2014 (top row) and 2015 (bottom row).

Source: iTunes App Store

The AT&T U-verse app has evolved in design, features, and functionality — including its added support of the Apple Watch in June 2015.

**Low Quality, Low Frequency: Tap Others For Borrowed Moments**

Brands such as health insurers have a big problem — they deliver infrequent customer experiences, but when those experiences do happen, they’re typically poor. If you have to improve both the quality and frequency of your customer experiences, you face a monumental challenge. While you’re trying to build mobile experiences, brands with higher-frequency or better-quality experiences will be crowding you out of the space on your customers’ mobile devices. You’re better off borrowing moments from other companies that already have relationships, like Facebook or WeChat. Consider the following types of relationships:
› **Partner with your category’s digital disruptors.** Trusted agents will be the way that customers learn about, purchase, and interact with products. You’ll need a strong partnership with these agents if you want to stay relevant. To pick the right partners, look for the digital disruptors in your category. For example, Mint.com is disrupting financial services and already partners with more traditional financial services companies. Starwood Hotels has partnered with Uber to drive stays and loyalty by linking dollars spent on the ride to loyalty points.

› **Fuel utilities owned by others.** Marketers can sponsor the creation of utilities that their customers do want to interact with. Cigna primarily serves its customers when they file a claim. But Cigna has subsidized a meditation app to help people reduce stress for free. The Massachusetts Bay Transportation Authority (MBTA) enabled apps without creating them itself by opening up its schedule, alerts, and real-time data about buses and trains, allowing more than 60 independent developers to create transit apps for its riders.

› **Insert yourself into others’ mobile moments with ads.** Paid media is the best alternative for companies that can’t build their own apps or face tough competition to own the moment through direct brand interactions. But rather than just buying impressions, brands will have to thoughtfully apply consumer insights and an understanding of the mobile moment to provide value within their ad strategies. Kick off your borrowed moments strategy by identifying where your target customers spent their time — for example by using Forrester’s Mobile Pathways analysis tool. Then deliver value. Samsung delivered on the moment when a consumer is considering a new phone by serving a relevant, personalized mobile ad for the launch of its Samsung Galaxy Note 3. It targeted users who had first activated Facebook on their mobile devices 18 to 36 months before and were due for an upgrade, then used device detection to customize the ad, comparing key specifications of the user’s current mobile device with those of the Galaxy.

## What It Means

**Marketers’ Internal And External Collaboration Will Undergo A Shift**

Fundamental changes in your customers require a corresponding shift in your marketing strategy; those strategic shifts require different approaches to execute and support them. As companies evolve to serve perpetually connected customers, marketing leaders will:

› **Require cross-functional collaboration.** Marketers can’t create these mobile programs on their own. Utility marketing requires in-depth customer analysis on the front end and re-engineering of systems on the back end to support maximum functionality. Expect to sync up with other stakeholders across your customer insights, eBusiness, and business technology (BT) teams. While crafting its mobile app and messaging strategy, UPS gathered input from stakeholders in 17 different business units, from operations to delivery to BT. The result? Its UPS My Choice app, which enables customers to receive delivery notifications and reroute packages in real time, relying heavily on back-end systems integration.
Partner with digital agencies that define the experience, not just the marketing. As the pace of innovation increases and customer needs become more expansive, marketers will turn to agencies to develop not only digital campaigns but also digital products and services that transform the customer experience. NikeFuel already owes its existence to a partnership between Nike and its agency R/GA. Audi partnered with SapientNitro to launch Audi City — a virtual showroom in London that enabled users to customize their cars by selecting features on tablets. Facing these new requirements, marketing leaders should look for digital agencies with experience design and data science capabilities to leverage and execute on the wealth of new contextual data and consumer touchpoints.

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Supplemental Material

**Survey Methodology**

Forrester conducted the European Consumer Technographics® Online Benchmark Survey, 2015 online in March and April 2015 of 27,000 European individuals ages 16 and older in the UK, France, Germany, Italy, Spain, Sweden, the Netherlands, Poland, and metropolitan Russia who go online at least once per week. The data from the UK, France, Germany, Italy, Spain, Sweden, and the Netherlands was weighted by age, gender, online frequency, and online intensity to demographically represent the adult
online population (defined as those online weekly or more often) of each country. The data from Poland and metropolitan Russia was weighted by age, gender, and online frequency. For results based on a randomly chosen sample of this size (N = 27,000), there is 95% confidence that the results have a statistical precision of plus or minus 0.6% of what they would be if the entire population of Western European online individuals ages 16 and older had been surveyed. This confidence interval widens to 3.1% when the data is analyzed at a country level. The overall survey sample size, when weighted, was 27,000. When also weighted by country size, the weighted sample size was 26,999. (Note: Weighted sample sizes can be different from the actual number of respondents to account for individuals generally underrepresented in online panels.) Please note that respondents who participate in online surveys generally have more experience with the Internet and feel more comfortable transacting online.

Forrester conducted the Asia Pacific Consumer Technographics Online Benchmark survey, 2015 online in March and April 2015 of 9,500 individuals ages 18 and older in Australia, metropolitan China (cities of Beijing, Chengdu, Dalian, Guangzhou, Nanjing, Ningbo, Shanghai, Shenyang, Suzhou, Wuhan, Wuxi, and Xian), Hong Kong, metropolitan India (cities of Ahmedabad, Bangalore, Chennai, Hyderabad, Jaipur, Kolkata, Mumbai, New Delhi, and Pune), Japan, and South Korea. All individuals surveyed go online at least once per week. The data was weighted by age, gender, and geographical distribution to be representative of the adult online (defined as those online weekly or more often) population within each country. The data from metropolitan China was also weighted by income level in the cities of Beijing, Chengdu, Guangzhou, Nanjing, Shanghai, Shenyang, Wuhan, and Xian. The data from metropolitan India was also weighted by socioeconomic classification, representing groups A and B.

Forrester conducted the North American Consumer Technographics Online Benchmark survey (Part 1), 2015 online in March 2015 of 61,222 US individuals and 6,642 Canadian individuals ages 18 to 88. For results based on a randomly chosen sample of this size (N = 61,222 in the US and N = 6,642 in Canada), there is 95% confidence that the results have a statistical precision of plus or minus 0.4% of what they would be if the entire population of US online adults (defined as those online weekly or more often) had been surveyed and plus or minus 1.2% of what they would be if the entire population of Canadian online adults had been surveyed. Forrester weighted the data by age, gender, income, broadband adoption, and region to demographically represent the adult US and Canadian online populations. The survey sample size, when weighted, was 61,222 in the US and 6,638 in Canada. (Note: Weighted sample sizes can be different from the actual number of respondents to account for individuals generally underrepresented in online panels.) Please note that respondents who participate in online surveys generally have more experience with the Internet and feel more comfortable transacting online.

Companies Interviewed For This Report

3M
Barkley
Brown-Forman
Citibank
Coty
Fidelity
Vision: The Mobile Marketing Playbook

FitNow  Mint.com
FordDirect  MRM//McCann
Intent Media  Neolane (now Adobe Campaign)
July Systems  Razorfish
Kimberly-Clark  SapientNitro
L’Oréal Paris  Skava
Mercedes-Benz USA  Time Inc.

Endnotes


2 For more information about the mobile mind shift and how shifted consumers are today, see the “The New Mobile Mind Shift Index” Forrester report.

3 For more information on consumer expectations amidst the mobile mind shift, see the “A Marketer’s Guide To The Mobile Mind Shift” Forrester report.


5 Forrester has used its Customer Experience Index (CX Index) to benchmark how consumers rated their interactions with hundreds of brands in the US and, more recently, in Europe and China. Companies can use this new framework as a foundation for their CX measurement programs and as a tool to inform all aspects of their CX efforts. For more information on the CX Index as well as the ratings of some of the companies included in this report’s quadrant, see the “The France, Germany, And UK Customer Experience Index, 2015” Forrester report.

6 “Net Promoter and NPS are registered service marks, and Net Promoter Score is a service mark, of Bain & Company, Satmetrix Systems, and Fred Reichheld.”

7 This report shows companies how to harness the power of mobile moments to build a strong, resonant TRUE brand — one that is trusted, remarkable, unmistakable, and essential. For more information on creating mobile moments for marketers, see the “Brief: Create Mobile Moments That Boost The Brand Experience” Forrester report.


9 In some markets, Disney won’t be introducing the magic band, and visitors will instead use their mobile phones.

10 Source: Nike+ Fuel Lab (http://www.nikefueellab.com/).

11 For more information about how AT&T U-verse increased its customer experience through mobile additions, see the “How Companies Improved Their Customer Experience Index Scores, 2014” Forrester report.

12 WeChat is the largest mobile social app in Asia Pacific. Offering advanced features and services that go far beyond messaging to both consumers and marketers, it dominates Chinese consumers’ mobile lives and is fast entering international markets. For more detail on how to best ride the wave of the WeChat-dominated mobile revolution in China, see the “Reinvent Customer Relationships With WeChat Mobile” Forrester report.


15 Source: Massachusetts Bay Transportation Authority (http://www.mbta.com/ridertools/developers/).


17 To learn more how to fully utilize mobile moments to provide value, see the “Mobile Advertising: It’s Time To Get Personal” Forrester report.

18 For additional information on the Mobile Pathways Analysis tool, see the “Master Your Customers’ Mobile Pathways” Forrester report.

19 Source: Mobile5 (http://mobile-5.com/samsung/galaxynote3/).
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