

INNOVATION THROUGH MOBILE



Wielding mobile to innovate brands, transform your business —and leapfrog the competition

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Strategies**

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**Insights for
B2C & B2B**

Christina “CK” Kerley
Author of *The Mobile Revolution & B2B*

Innovation Through Mobile:

Wielding mobile to innovate brands, transform your business—and leapfrog the competition

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Foreword: From the Mobile Revolution to Mobile Innovation

In my last [eBook](#) I chronicled the mobile revolution, and how mobile has forever changed our markets. Now, through this eBook, I am focused on how mobile can innovate our brands—and forever change our businesses.

Through my speeches, articles and videos, I've connected many dots and ignited numerous "light bulb" moments for marketers. Throughout this journey, I've argued the stunning business case of mobile technologies, illuminated the remarkable mobile opportunities for B2B companies, developed a set of B2C and B2B strategies for increasing brand engagement through mobile, and provided guidance galore on mobile-marketing techniques, tools and tactics.

One could say I've sliced and diced mobile from every single angle. Still, there exists a story that needs to be told. A story that is chief among them all—because it is a story focused on the most important part, product and process of business.

It is a story of Innovation.

Specifically, it is the story of **Innovation through Mobile**: how marketers can wield mobile to innovate brands, transform their businesses, and leapfrog the competition.

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It is important to point out is that this is not a story of mobile—it is a story of how mobile *enables* innovation. This is a story that gives answers; but its intent is to focus marketers on asking the right questions. In the right order. And while this story highlights many instances of innovation... my goal is to inspire more innovation from more of today's marketers.

The examples in this paper draw from consumer brands as, to date, they have been more aggressive with mobile—but all innovation strategies featured are equally applicable to both B2B and B2C companies.

Mobile, at once, provides us spectacular opportunities to innovate our brands and profoundly impact many areas within our businesses. But in order to leverage mobile to its fullest potential, marketers must think on a grander scale, act much more quickly than they have with past media, and answer the most important question of them all:

How will you wield mobile to be your innovation moment?

Mobile: The Innovation Moment

We are witnessing nothing short of a sweeping, global phenomenon play out before our very eyes. An extraordinary media called mobile has set the world a blaze through anytime-anywhere communications and placed unbelievable power into the palms of our hands. Through an unprecedented, unrelenting growth tear, mobile is currently clocking six billion mobile subscriptions worldwide—with Earth now home to more mobile-connected devices than the number of human beings inhabiting it.

Thanks to mobile, people can now be connected every minute of every day to everyone—everywhere. (And soon enough, through “The Internet of Things” all things will be connected as well). Because of mobile, people are now more empowered, more efficient and far more savvy in every single facet of their lives. Ironically, it's not so much that our smartphones are smart... it's that these devices make us much smarter due to constant connectivity to others, contextual relevance in our content, and having one device converge all the tools necessary for streamlining all of our activities.

We no longer simply wait in line at the drug store, subway or airport terminal—through mobile we turn all “downtime” periods into “me time” opportunities to text, tweet, search the Web, send email, consume content, play with apps, and call our workmates. We no longer wonder if a fact is true, or if a product is truly the best price available, we validate



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everything—instantly—on our mobiles. We no longer rely on foggy memories, as apps remind us to take our medicine, alert us to water our plants, and remember for us the name of that familiar song playing in the background. And we most certainly no longer trust our guts, as GPS successfully gets us from point A to point B (and mitigates many a headache by navigating us around heavy traffic routes).

Our mobile devices are the first thing we reach for in the morning. They are the last thing we check before we go to bed. And in-between wake and sleep they are the one thing that we, on average, check **150 times** every day. When they are not our first-screen productivity tools, they are our **second-screen** companions when watching TV. When we are not buying goods on them directly, they are our trusted shopping assistants. Quickly morphing into a veritable remote control of our lives, we can no longer effectively conduct any activities—across the way we live, work, communicate and purchase—when we're deprived of our mobile lifelines.



Make no mistake. We are a planet that is enthralled with, mystified by, and absolutely, positively manic over our mobile media. Without rival, with nary even a close contender, mobile has rightly and categorically claimed its heavyweight title: **Master of All Media, of All Time.**

Yet, still, we are catching but a glimpse of how profoundly mobile will transform entire societies, stimulate developing economies, and invigorate scores of industries. A revolution is afoot, but marketers must be this era's revolutionaries. Because mobile, while remarkable and transformative, is still just the technology... the innovation lies in how companies wield this incredible media to break new ground, build new profit centers, develop enriching experiences, solve problems on scales both large and small, and better serve their target markets.

Mobile is an innovative media—but it is marketers who must be the innovators of the mobile revolution.

Indeed, mobile is an innovative technology. But innovation occurs *only* when marketers wield mobile to transform their brands, revolutionize their businesses, and leapfrog the competition. To be sure, emerging technologies disrupt and dismantle industries — as with the rise of the Internet and the advent of social media. But equally important, innovative uses of this breakthrough media serve to build and bolster new businesses.

Said another way, disruption is *what happens* to businesses; innovation is what *marketers make happen* within their companies.

The importance of innovation cannot be overstated.

Sitting atop the highest perch of business, innovation is the single most important part, product and process of business. Innovation is how companies are created, transformed, evolved, reinvented, rejuvenated, reengineered, and, yes, rebooted. Far from an option, innovation is an imperative, as it drives real business growth while providing the only real insurance a company has against obsolescence.

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For the innovators, rewards are both plentiful and profound. Innovation is how business wars are won, captains of industry are crowned, and new industries are divined. For the bystanders, however, we've seen the cautionary tales play out, in real time, far too often. The blistering headlines, the industry bailouts, the rock-bottom buyouts of once-venerated companies who, due to legacy, inertia, arrogance, or myopia, didn't change with the times—and went from innovators to irrelevance in all but a New York minute.

This proffers a critical principle for marketers: We commit to innovate or we choose to stagnate. The key, as evidenced in every single success story to date, is to innovate—and to do so faster, and far better, than competitors.

Mobile frees marketers from the constraints that have forever impeded innovation.

For marketers, mobile doesn't only herald a new technology; it represents an entirely new reality. Where the old reality was fraught with limits, lines of demarcation, constraints, and restrictions; mobile's new reality is utterly devoid of them.

Marketers are no longer constrained by different media used in different regions—as the world is now united through a global set of media. Marketers are no longer restricted by time, because they don't have to wait for audiences to turn on a computer, or check in with their social networks, as mobile provides “always-on” immediacy.

Marketers are no longer befuddled by best guesses as to the context in which their markets will see and act upon their messages, because mobile enables contextual relevancy across where (location), when (time) and what (content) their audiences need.... at the exact times and places they are needed. And marketers are no longer split between one media for marketing their offerings, and another for purchasing them, as their audiences now carry a sales channel, replete with a payment mechanism, everywhere they go—24 hours a day, 7 days a week, 365 shopping days a year.

Mobile is at the center of customers' lives—now brands can be at the center of their experiences.

Marketers have always aspired for their brands to be at the center of their customers' lives; mobile now places that dream well within grasp. Where technology was once a smattering of separate devices for separate activities, now there is true convergence. Where media consumption was once a stationary activity, now it moves with our every move. Where



INNOVATION
through Mobile

Mobile enables innovation across the entire marketing ecosystem:

Innovation Strategy #1
Innovating **Brand Engagement** through Mobile:
Wielding mobile to innovate the ways and the reasons that audiences engage with brands

Innovation Strategy #2
Innovating **Sales Channels** through Mobile:
Wielding mobile as a channel to sell and up-sell product offerings; as a virtual sales facilitator; and as a means to transform existing places and activities into entirely new sales channels

Innovation Strategy #3
Innovating **Product Offerings** through Mobile:
Wielding mobile to energize existing product offerings, and to create entirely new products, services, and solutions

Innovation Strategy #4
Innovating **Customer Experiences** through Mobile:
Wielding mobile to innovate the customer experience through streamlining customer interactions; removing friction from customer-centric processes; and deepening the overall brand experience

Innovation Strategy #5
Innovating **Value Propositions** through Mobile:
Wielding mobile to innovate the overall value that brands provide to their target audiences—and as a means through which to reposition brands into bigger, broader market positions

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there was once the physical world and the virtual world—now worlds are bridged through mobile augmented reality and the air all around us becomes a thrilling new marketing channel.

And where marketers were once limited to a finite set of touch points that designated the times, places, and activities where they could reach their audiences... now mobile transforms every place, every time, and every activity into an opportune point at which to touch our audiences with meaningful messages and provide them newfound value in return for their interactions.

Mobile's game-changing technologies provide ripe opportunities to leapfrog competitors.

The most fruitful strategies are born from innovation because innovation isn't an exercise in producing incremental improvements to the bottom line; it's a commitment to driving quantum leaps for the overall business. When focused on innovation, companies aren't seeking to merely best competitors at the same game—they are focused on changing the game altogether by leapfrogging them.

And leap we must.

While the opportunity for innovation is wide open, the window for competitive advantage is not. Where it took ten years for the Internet to hit critical mass just in the developed world, mobile not only marked that achievement in half the time... it did so on a global scale across *both* developed and developing economies. As too many long-standing companies have learned the hard way—in losing their market dominance to savvy competitors and scrappy startups who were quicker to innovate—technology is friend; but time can be foe.

Mobile is your moment to innovate your entire marketing ecosystem.

Due to its vast range of sophisticated capabilities, complex technologies and robust tools, mobile is the one media that serves as a catalyst for innovation across the entire marketing ecosystem. Through mobile—and only through mobile due to its totality of attributes—marketers can transform the full spectrum of how their companies:

- bolster brand engagement;
- initiate new sales channels;
- energize product offerings;
- improve customer experience;
- and embolden value propositions.

But the first step is paramount. If we want to change our companies through mobile, we must change the core question we're asking of this media. We must stop asking how we can integrate mobile into our marketing until *after* we have fully and thoroughly answered the bigger question—of how we can innovate our marketing through mobile.



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The goal is innovation. The strategy is mobile. The moment is yours.

There has never been a better time, a stronger business case, or a more remarkable media than mobile through which to transform your brands, revolutionize your businesses, and leapfrog the competition. Now is your moment marketers—a rare and precious opportunity to innovate your brands through the most defining media of your lifetime.

Let's make the most of it.

Innovation through Mobile: **5 Innovation Strategies**

Now that we have underscored that innovation is the single most important part, product and process of business—and that mobile provides more ways to innovate than any media preceding it—the question becomes one of *how* we do so.

Specifically, how can marketers innovate through mobile... which strategies can they wield to energize and elevate their brands through mobile... and what areas of their businesses can they impact through mobile?

A catalyst for innovation across the entire marketing ecosystem—mobile can be leveraged to transform how companies position their brands; sell their brands; create new brands; engage audiences around their brands; and improve the entire brand experience.

Marketers can wield one, a combination, or all five of the following innovation strategies.



Innovation Strategy #1: Innovating BRAND ENGAGEMENT through Mobile

Wielding mobile to innovate the ways and the reasons that audiences engage with brands

The battle for audience attention has escalated into an all-out war by today's marketers—and target audiences are the victims. TV advertisements literally scream at us, (and are 30% louder than the actual TV show), while the TV programs themselves are packed with product placements. Our online social networks connect us to our friends while *simultaneously* connecting us to more marketing messages. Popular websites bombard our computer screens with banner ads, while a battery of pop-up surveys place a formidable barrier between us and the content we seek. Our mailboxes are overflowing with junk mail... but that's nothing compared to the advertising assault happening within our email inboxes.

And another month begins, and this vicious cycle starts anew, and the war for audience attention rages on and on. But does this endless barrage of marketing salvos truly increase engagement? More to the point—in this cacophony of companies competing to out-shout one another—where, oh where, is the innovation?

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What is needed is not more of these same aggressive tactics; but an altogether different mindset from marketers so as to create truly engaging programs. Mobile facilitates this new thinking because it enables marketers to transform why, when, where, and how audiences engage with their brands. To innovate brand engagement through mobile, marketers must identify precisely what—as it pertains to their brands—is most meaningful to their audiences; and then leverage mobile’s capabilities and tools to deliver that value to them in entirely new ways.



INNOVATION QUESTION

How can you wield mobile’s capabilities and tools to transform why, when, where and how audiences engage with your brand?

ESPN: Wielding Mobile to Engage Audiences Through Personalized, Real-Time Content On Their Primary Content Devices

Look at what [ESPN](#)—the cable TV sports network—has activated to extend engagement of the ESPN brand *beyond* the TV screen to the anytime-anywhere mobile environment. ESPN’s audiences value sporting content, and seek to consume that content at the time it airs. But viewers are not always able to be at their TV screens (or their computer screens) when their preferred sporting events are broadcast, or when sport-centric developments break. They are, however, always connected to their mobile devices.

This is the beauty of ESPN’s overwhelmingly successful SMS program that provides target audiences the ability to receive a stream of real-time alerts that they can *personalize* to their specific sporting preferences. By providing subscribers with a mobile feed of personalized, real-time sporting content—as broad as subscribing to an entire NFL season, or as specific as following just one team, or just one game—ESPN has not only leveraged mobile to innovate how audiences engage with their brand, but has *also* extended brand engagement from the TV screen to the anytime-anywhere mobile screen.



Now, sporting content follows audiences—and now, ESPN is always with them in ways that enrich their lives and keep them constantly engaged with the brand.

Before Mobile

Audiences engaged with ESPN’s content through their TVs.

After Innovation

Audiences now engage with ESPN’s content in a new, personalized way through a new, real-time medium of mobile—and the ESPN brand is always with them.

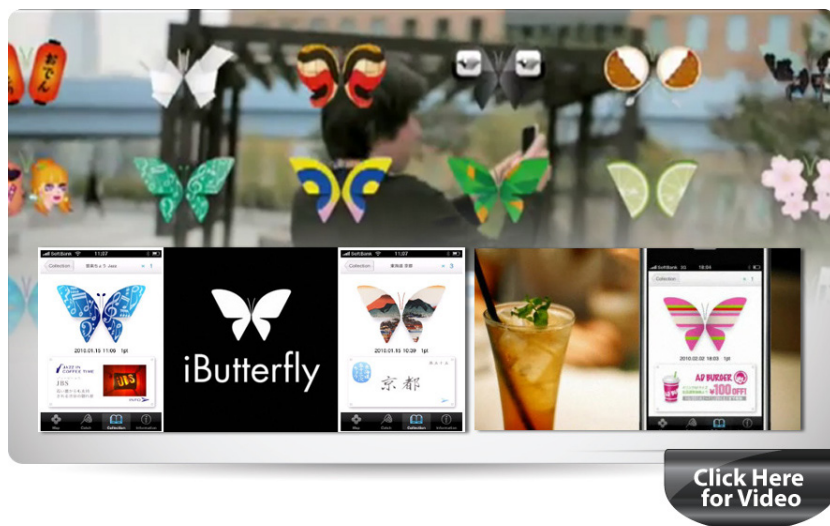
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iButterfly: Wielding Mobile to Transform Passive Advertising Into An Engaging Game For Audiences

Discounts and coupons have long been a popular marketing tactic, but never a truly engaging activity. The reader or viewer sees the advertised discount, and, if the promoted incentive is valuable to them, they might redeem the offer. The engagement level, for all intents and purposes, is fleeting—which is why new campaigns, touting new incentives, must be launched every single quarter to hold the audience’s attention. Enter “iButterfly” ([watch video](#)), a most unusual mobile advertising platform created by Dentsu, the leading advertising agency in Japan.

Through a mobile app with augmented reality functionality, consumers can see virtual butterflies all around them and they can “catch” the butterflies by using their smartphones as makeshift butterfly nets.



Even more compelling, different species of virtual butterflies can be caught in different locations of Japan, be they in different cities, or different shopping venues, across the country. For each butterfly they catch, consumers are rewarded with the ability to redeem them for commercial gifts and promotional offers across technology, food, coffee, and apparel. Couponing has now moved to mobile, and is now a dynamic game.

Further, consumers are encouraged to collect different types of virtual butterflies in their virtual albums, and swap with their friends to fully populate their virtual butterfly collections.

At its core, iButterfly is an advertising engine; but the innovation is how Dentsu leveraged mobile to transform passive, incentive-based advertising into an engaging, exciting activity for audiences.

Before Mobile	Audiences passively viewed advertisements promoting discounts and incentives.
After Innovation	Audiences actively seek out, and participate with advertising in a whole new way—because mobile transforms advertising into an engaging game for them to play.

Carling Black Label Beer: Wielding Mobile to Give Audiences A New Way To Engage With The Events That They Are Passionate About

Carling Black Label, South Africa’s leading beer, engaged its audiences ([watch video](#)) through soccer—an activity that was meaningful to its customer base, and had strong synergies to its core product, as fans the world over enjoy beer while watching their favorite sport.

As Carling Black Label noticed, fans were supportive of their favorite teams, but largely in disagreement of their team’s coaching choices. So Carling Black Label used mobile to let their audience engage in the activity in an entirely new

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way: in a campaign that let fans “Be the Coach” through The Carling Black Label Cup.

Through unique codes featured on the bottle tops of Carling Black Label beer that gave fans access to the promotion, audiences could use their mobile phones during the sweeping 7-week campaign to make coaching decisions—including picking the players for their team and making live substitutions on the day of the game. The winning play belongs to Carling Black Label Beer for *engaging* their fans by empowering them to participate in their favorite pastime in an entirely new way.



Before Mobile	Audiences enjoyed Carling Black Label Beer while watching soccer events.
After Innovation	Audiences participated in the soccer event in an entirely new way—because through mobile, Carling Black Label Beer empowered them to be a core part of the event (and increased their levels of engagement).



Innovation Strategy #2: Innovating SALES CHANNELS through Mobile

Wielding mobile as a channel to sell and up-sell product offerings; as a virtual sales facilitator; and as a means to transform existing places and activities into entirely new sales channels

When eCommerce emerged in the 90s, it was exhilarating to have alternatives to brick-and-mortar shopping, as consumers could now shop from the convenience of their homes and offices through their PCs. But while convenient, eCommerce was a stationary activity necessitating that buyers be connected to the Internet, while seated at their computers. No longer.

Now, through mobile, audiences literally carry a sales channel, replete with a payment mechanism, everywhere they go—24 hours a day, 7 days a week, 365 shopping days a year.

What is well understood by marketers is that mobile signifies a high-opportunity revenue channel as audiences are keen to purchase through their smartphones (as with the [mobile wallet](#)). After all, mCommerce (mobile commerce) provides a convenient, anytime-anywhere way to shop. Moreover, consumers are already using their mobile devices as payment mechanisms, be it through apps, mobile wallets, or



INNOVATION QUESTION

How can you wield mobile's capabilities and tools to create new sales channels, to inspire and facilitate new sales—and to transform existing places and activities into new sales channels?

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phones enabled with secure technologies, such as [NFC](#) (Near-Field Communication).

What is not clear to marketers, however, is how many ways they can wield mobile as a new sales channel, not just as a new payment method. And this is precisely where the selling opportunities to innovate through mobile exist. Said another way: Marketers should not *solely* be viewing mCommerce and mobile payments (mpayments) as the totality of ways that mobile can innovate their sales channels—far from it. They should also be setting their sights on how mobile can inspire sales at, or near to, the point of purchase, and how mobile can transform existing places and activities into entirely new sales channels for their brands.

Tesco: Wielding Mobile To Transform A High-Traffic Place Into A High-Potential New Sales Channel

South Korean grocery retailer Tesco needed to compete against the market leader, but it needed to do so without building more stores. And the strategy was nothing short of genius: Instead of bringing people to the store, Tesco wielded mobile to bring the store to the people ([watch video](#)). Rather than build a new store, the company built a



new sales channel—vis-à-vis a virtual shopping experience enabled through mobile—and featured its newest store “location” in a high-traffic place: in this case, the public subway.

Tesco installed billboards that mirrored the grocery store experience... but instead of shoppers filling their grocery carts, they filled their smartphones. By scanning the corresponding QR codes of each desired product, subway riders can turn their idle waiting time into productive shopping time. And in closing the loop, Tesco conveniently home delivers the purchased groceries to shoppers the

very same day.

In an anytime-anywhere world, mobile turns the traditional shopping process on its head—in transforming a high-traffic place into a high-potential sales channel—by now bringing the store directly to the people.

Before Mobile	The subway had the people, but not the means for a store.
After Innovation	Mobile transforms a high-traffic place into a high-potential sales channel—and in a revolutionary move, brings the store to the people.

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Pogoseat: Wielding Mobile To Produce A New Channel For Up-Selling Products In Real Time

Places are not only a channel to sell offerings—they are also a ripe opportunity to up-sell offerings. Take Pogoseat ([watch video](#)), a startup that enables event-goers the ability to upgrade their seats, while at events, through their smartphones. The company reports that 40% of live entertainment seats go unsold, a number representing both a whopping loss for event producers... and a tremendous opportunity for gain through mobile.

Event-goers who spot a better seat while at the events, can access Pogoseat’s app through their smartphones and instantly buy—and immediately enjoy—the upgrade. Fans get better seats, and event producers can sell higher-priced seats, making mobile a win-win sales channel for customers and companies alike.



Before Mobile	Audiences could not upgrade their seats while at events, and event producers could not mine these up-sell opportunities for added revenue once tickets were purchased.
After Innovation	Event producers can tap mobile as a real-time channel to up-sell inventory—and turn what were once revenue losses into real-time profit gains.

Macy’s: Wielding Mobile As A Virtual Facilitator Of Sales To Inspire In-Store Purchases

Finally, mobile not only serves as an innovative strategy to transform existing places into sales channels, and as an innovative way to up-sell offerings in real time, but *also* as a method to innovate the in-store sales channel itself.



Where shoppers have always had to inquire with sales associates about particular products, mobile enables them to interact directly with the products—and, in turn, mobile helps to inspire and facilitate in-store purchases.

Take Macy’s highly creative use of QR codes which gives shoppers a “Backstage Pass” ([watch video](#)) to the department store’s lines of prominent designers—including such celebrities as Tommy Hilfiger, Sean “Diddy” Combs, Rachel Roy, and Martha Stewart. The QR codes, featured through in-store signage that shoppers scan with their smartphones, connect

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to 30-second films of the designers giving fashion inspiration, advice and tips, with shoppers able to select longer-length content that takes them further backstage with each designer.

This is a prime example of using mobile to innovate the in-store experience because shoppers are able to interact *directly* with the products in newer, deeper ways—and Macy's strategic move is that they are transforming shoppers' smartphones into virtual sales facilitators.

Before Mobile	Shoppers could only inquire about products with sales associates who worked to facilitate sales.
After Innovation	Shoppers can interact directly with products, in newer, deeper ways—with mobile working as a virtual sales facilitator.



Innovation Strategy #3: Innovating PRODUCT OFFERINGS through Mobile

Wielding mobile to energize existing product offerings, and to create entirely new products, services, and solutions

Inarguably, the lifeblood of any company is revenue. And the sale of product offerings—be it products, services, or solutions—are how companies garner the revenue necessary for them to grow and flourish. With revenue being the top priority, companies must continually improve and evolve their product offerings in order to maintain current customers, attract new customers, differentiate from their competitors, and gain more market share.

But we are now a mobile world, replete with mobile work styles, mobile lifestyles, and mobile expectations. And customers, whether they are consumer or executive audiences, are expecting companies to use the *very same technology* that has improved their lives to improve the products that they use.

Through mobile, companies can innovate their product offerings in two distinct ways: first, by energizing their existing product offerings, and, second, through developing new offerings. Through the former, mobile can serve to keep a company's product offerings more compelling and relevant to its target markets. And through the latter, mobile can open entirely new worlds of revenue for today's businesses.



INNOVATION QUESTION

How can you wield mobile tools and capabilities to energize your existing product offerings—and to create entirely new product offerings?

Dish Network: Wielding Mobile To Transform A Home-Based TV Service Into A "TV Everywhere" Offering

Thinking outside the box, outside the dish, and outside the home, satellite programming provider Dish Network has innovated its existing product offering—subscription-based TV content delivered via satellite dish to viewers' homes—into TV content that is accessible anytime, anywhere, through any device ([watch video](#)). By energizing its existing product offering, Dish Network customers can now enjoy their live, DVR, and on-demand content from

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anywhere they are, at any time of day (or night), on any device of their choice, across their laptops, tablets, and smartphones.

Make no mistake. This is a game changer. Where other cable providers have promoted turning “any room into a TV room” ([watch video](#)) by enabling subscribers to view their cable content from anywhere in their home through an iPad app, Dish Network has outwitted and outshined all competitors by rendering competitive offerings lackluster, and far too limiting. After all, in a mobile world, content should be mobile, too. The content we pay for should be available to us whenever we want it, wherever we are located, across whichever devices we are using at the time.

TV EVERYWHERE™ TECHNOLOGY.

Experience TV Everywhere™ brand technology with DISH. The same live channels and shows from home, anywhere you have Internet access.

Take a Test Drive today! You're just seconds away from experiencing TV Everywhere™ brand technology from DISH. Try It Now.

[Order Now](#)

Already a customer? Visit [MyDISH](#)

Take Your TV Everywhere
Watch Live TV on your iPhone™ and other mobile devices.

[Click Here for Video](#)

Before Mobile

Dish Network customers viewed their content from inside their homes, on their TVs.

After Innovation

Dish Network turned a stationary product into a truly mobile offering—and customers now view their TV content whenever they want it, wherever they're located at the time, on whichever mobile device they're using.

Popular Science Magazine: Wielding Mobile To Turn A Static Product Into A Dynamic Offering

Popular Science Magazine provides a particularly apt example of a company innovating an existing product offering. Due to the Web replacing the print read with the digital view, publications are increasingly challenged in keeping their readership buying print-based versions of their magazines. But Popular Science has energized one of its core products through mobile... and, in turn, given new life (or new liveliness) to a popular annual issue of the print magazine.

POPULAR SCIENCE

THE INVENTION ISSUE

INVENT YOUR OWN ANYTHING

THE TINKERER'S TOOL KIT
Everything You Need to Tackle Your Toughest Problems #44

DO-IT-YOURSELF BIOENGINEERING
How Synthetic Biology Became the Next Frontier for Amateur Scientists #44

THE FUTURE NOW
Peter Diamandis On Why Everyone Is Inventing Faster Than Ever #44

[Click Here for Video](#)

Through the publisher's mobile app, titled “PopSciInteractive,” readers can hold their smartphones or tablets over the text of the magazine to view streaming videos ([watch video](#)). Unveiled in the magazine's annual “Invention Awards” issue, readers are offered videos of the award winners and receive a multimedia experience that bridges the printed page with the digital world. As with any print media, the core value is not the printed format of the magazine, it's the *content* within the

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magazine. Thus, in using mobile to innovate an existing offering, Popular Science has increased the value of the print publication by making the magazine’s content richer, deeper, and more dynamic for readers.

Before Mobile	Popular Science Magazine was a product of static content for customers.
After Innovation	Popular Science Magazine energized its product with multimedia features, and the magazine’s content dynamically bridges the printed page and digital world for readers.

GlowCaps: Wielding Mobile to Turn Dumb Pill Bottles Into Smart Medication Reminders

GlowCaps serves as a spectacular example of a truly breakthrough product—using embedded mobile sensors and mobile connectivity—that solves a plaguing problem. A mind-blowing half of all people on medication have forgotten to take their prescription medicines on time (or at all), and more than [\\$100 billion is spent annually](#) because of excess hospitalizations stemming from poor medical prescription adherence.

It’s all too clear that remembering something as simple as taking medications on time, every time, is anything but



easy. Enter GlowCaps, mobile-enabled pill bottle caps that glow to remind us to take our medications—and also track our progress and help us refill our prescriptions ([watch video](#)). GlowCaps fit on standard prescription bottles and use light and sound reminders, along with phone calls and text messages, to ensure patients don’t miss any doses of prescribed medicines.

First, pharmacists give GlowCaps to patients and explain how they work. Then, at home, patients plug in the reminder light near where they store their medication. Every day, the light flashes

for up to an hour, and plays a ring tone every few minutes, until the GlowCaps cap is opened (the pill bottle cap also glows). If the medication goes unopened, patients receive a phone call and a text. Finally, weekly emails—sent to patients, doctors, and caregivers—track which days patients did, or didn’t, take their medication as prescribed.

The result? Better behavior, improved medical outcomes, and decreased medical costs—all because a simple mobile solution transformed an otherwise dumb pill bottle into a smart medication-reminder and progress-tracker for patients.

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Before Mobile	People had to rely on faulty memory to remember to take their medications—and, all too often, they forgot... leading to poor medication adherence, medical complications, and excessive medical costs.
After Innovation	People no longer forget to take their medicines; they can now rely on their medicine containers to remind them about taking their medication, to automatically track their progress, and to seamlessly refill their prescription.



Innovation Strategy #4: Innovating CUSTOMER EXPERIENCES through Mobile

Wielding mobile to innovate the customer experience by streamlining customer interactions; removing friction from customer-centric processes; and deepening the overall experience

Marketers go to extraordinary lengths in order to acquire customers. And customer courting hits all the hot buttons—between deep discounts, special upgrades, and extra benefits, customers are made to feel special for doing business with these companies. But once prospects have been converted into customers, marketers must keep focusing the majority of their resources on acquiring more customers.

Yet the majority of complaints from customers don't pertain to the buying process; their anger is sharply focused on the experience thereafter. (Just search Twitter for any major brand and the frustration from customers is on full display.) Poor experiences lead to customer attrition, which presses marketers to focus on acquiring yet *more* customers in order to make up for the high rates of churn. It's a numbers game that is played out every month, with the hopes of more customers gained than lost.

But what about focusing on ways to innovate the customer experience so as to decrease customer attrition, and drive additional purchases? Especially given that it's less expensive to keep existing customers than to court new ones... why not focus on increasing the lifetime value of customers by ensuring that customers feel valued, both pre- and post-purchase?

Mobile is a boon to the customer experience, because mobile provides myriad possibilities for marketers to delight customers and improve their experiences in ways that they previously weren't able. Specifically, marketers should map mobile's capabilities and tools to their customers' journey—before, during, and after the sale—to identify innovative ways to streamline customer interactions, remove friction from customer-centric processes, and deepen the overall brand experience for customers.



INNOVATION QUESTION

How can you wield mobile capabilities and tools to transform your customers' experience with your brands—specifically how can you remove friction, streamline processes, and deepen the overall impact of brands?

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Chase: Wielding Mobile To Produce A Friction-Free Virtual Banking Experience For Customers

Banking is an essential practice for businesses and consumers alike, but many of the processes are inconvenient as they require customers to interrupt their daily routines and go to a physical venue to do their banking. Sure, the ATMs of the 80s, and electronic banking systems of the 90s helped to streamline many banking processes. But friction still exists because, even in the 21st century, processes like physical checks still exist. And physical checks require customers to stop everything, leave where they are, and go to the bank to deposit their funds.

Since we are rapidly evolving to an age where currency is more data than cash (or coin), why not leverage mobile’s capabilities and tools to streamline this process for customers? That’s precisely what banks like JPMorgan Chase have done through mobile to improve their customers’ experience.

Through their “Quick Deposit” app, JPMorgan Chase customers can—at any time of day, and from anywhere that they are located—make their deposits through their mobile devices ([watch ad](#)). Customers simply launch the app, scan the front and back of endorsed checks, and, like magic, their mobile phones transform into their virtual banking tellers. No need for customers to interrupt their daily routines to go to the bank for deposits, and there are no delays for customers, beyond the normal time it takes for a check to clear. Thus, a process once riddled with friction is now quick and easy.

Chase has innovated the customer experience through mobile because it has streamlined a seemingly simple process that, for far too long, was far too complex for its customers.



Before Mobile	Banking customers had to interrupt their daily routines to visit the physical bank in order to deposit physical checks.
After Innovation	Banking customers now enjoy a seamless customer experience—by depositing their physical checks anytime, anywhere, with their smartphones morphing into their virtual banking tellers.

Discover Hong Kong: Wielding Mobile To Provide A Better, Easier Travel Experience For Customers

Products and services aren’t the only types of brands that can wield mobile to innovate the customer experience—places are brands, too. The only difference is that customers are dubbed “visitors,” be they consumer tourists or business travelers. And just like companies, these places seek increased revenue from visitors in order to stimulate their local economies.

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Take Hong Kong’s Tourism Board, in partnership with Cathay Pacific Airways, and how they innovated the customer experience through a brilliant strategy that used mobile to streamline how visitors navigated the city, while deepening the overall city experience for visitors ([watch video](#)). Think about traveling to new cities, and new countries, and all the information it requires of visitors to purchase, carry, and digest. Visitors need maps, travel booklets, even hired guides to help them explore the city so as to enjoy all the area’s famed landmarks and hidden treasures.



But with all that visitors need to buy and carry, and all that they need to read and learn, let’s face it: traveling can be quite a chore. Indeed, traveling is a customer experience that is screaming to be streamlined, and deeply improved, through mobile. And innovating the experience is precisely the point of “Discover Hong Kong,” an augmented reality mobile app that lets visitors use their smartphones as their personal, interactive guides to discover the city’s landmarks, cultural sites, travel routes, retail venues and restaurants.

Through the app, visitors simply use their phone’s camera as a viewer with the app overlaying points of interest on their screens through digital markers that can be tapped for more information. Freed from maps and books, and using the mobile devices they already have on them at all times, visitors can discover more of Hong Kong much more easily, and receive a deeper experience of the city.

Before Mobile	Visitors had to rely on purchased maps, books, and hired guides to navigate through the city.
After Innovation	Visitors need only rely on the one device—their smartphones—that is always with them to easily and effectively experience the city in a deeper way... and their smartphones morph into their personal travel guides.

Zipcar: Wielding Mobile to Transform the Confining Rental Car Process Into a Freeing, Fun Customer Experience

In a sweeping move that has innovated an industry that was desperately in need of a makeover, Zipcar has taken the highly confining, headache-inducing rental car process and transformed it into a customer experience that is filled with freedom (and fun!).

Through its revolutionary anytime-anywhere car-sharing model of “wheels when you want them,” Zipcar provides its customers a network of on-demand cars—spread out all over several metropolitan areas—that can be rented for a few days... or just a few hours. Pricing is revolutionary, too, as zipcar members pay by the hour, with all gas and insurance included ([watch video](#)).

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And Zipcar's model heavily taps mobile tools—across mobile apps, mobile websites, and SMS alerts—to make every component of the customer experience seamless and easy:

Customers use their smartphones, via Zipcar's apps and mobile websites, to locate the nearest Zipcars to their location at any time, from anywhere, to choose from any available car, to book a car rental, and to get directions to their rental. Moreover, once they've used their Zipcar card to initially open the car, their smartphones enable them to unlock the car. Members can also use the Zipcar app (or the company's

mobile website) to extend or change their reservations—and they can use the app to honk the car's horn in case they need to locate it in a crowded parking lot.

In addition to mobile apps and mobile websites, Zipcar also provides SMS alerts for members as helpful reminders to turn their cars in on time, or to extend their reservations. In an anytime-anywhere world, Zipcar understands how to adeptly serve, delight, and engage the mobile customer who needs freedom from old-world models.

Before Mobile	Renting a car was a process fraught with constraints—with limitations across finding rental car agencies, strict contracts, and inflexible pricing.
After Innovation	Renting cars is now a seamless, car-sharing model filled with freedom—made even easier through mobile tools that enable customers to find, reserve, and unlock cars for a few days or a few hours.



Innovation Strategy #5: Innovating VALUE PROPOSITIONS through Mobile

Wielding mobile to innovate the overall value that brands provide to their target audiences—and as a means through which to reposition brands into bigger, broader market positions

Value propositions are the heart, soul, and epicenter of a business, as they reflect an organization's market positioning while communicating the core promises that companies make to customers. And in the hierarchy of marketing, value propositions reign supreme: where tactics are foot soldiers, and strategies are generals, value propositions are the high priestesses. While value propositions are conceptual, their byproducts are not—as all offerings, services, strategies, and tactics work in concert to support and deliver upon each company's value proposition.

Make no mistake; we marketers take our value propositions *very* seriously. We labor intensely over their creation, we fight fiercely to ensure all products and programs support them, and we work tirelessly to evolve them to ensure their ongoing relevance. And while a company commits to living by the philosophy set forth in its value proposition, this statement is not forever set in stone. Rather, value propositions need to be revisited and revamped when

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developments, changes, and shifts occur—as when a company is seeking to reposition itself within a new industry, promote a new line of products and services, or sell to a different set of target markets.

But through mobile’s capabilities and tools—and herein lies the innovation—marketers are able to move their brands into bigger, broader market positions that provide exponentially greater value propositions to their customers. By focusing not on the brand, but on the bigger picture of their customers’ goals, needs, desires, problems and passions, marketers can wield mobile to increase their brands’ value through new benefits, solutions, tools, and utilities.



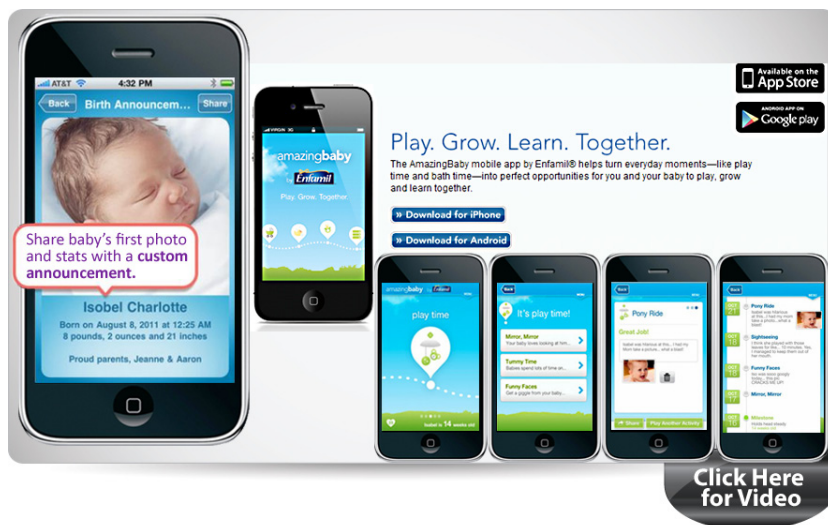
INNOVATION QUESTION

How can you wield mobile capabilities and tools to transform the value that your brand provides to audiences, and, in turn, move your brand into a bigger, broader market position?

What, then, is the result of innovating value propositions through mobile? Brands can now be better partners to customers, by providing them more robust solutions to their broader problems, helping them achieve their larger goals, offering them new ways to celebrate their core passions, and playing a much bigger role in their customers’ life events and work activities.

Enfamil: Wielding Mobile to Move From Baby Product to Parenting Assistant

Enfamil, maker of infant formula, provides a stunning example of how a brand has innovated its value proposition through mobile. But the strategy is key, as Enfamil is not using mobile to promote its product; the company is



leveraging mobile to provide its customers with greater value by making their new parenting experiences more meaningful, while also helping them through parenting tips, and baby activities.

Through a mobile app, branded “AmazingBaby”, Enfamil offers new parents fun activities to help babies reach important motor, cognitive, communication, and social milestones. Further, the app enables parents to capture these special moments through pictures and descriptions that they can share with their family and friends through their social networks and via email. Certainly, baby formula plays

a role in parenting, but it is not the core role that Enfamil is taking through this strategy; rather, Enfamil is *helping* parents teach new skills to their babies and enabling parents to better *celebrate* their children’s special achievements.

And Enfamil hasn’t stopped there. It has also launched a pre-natal app, called “ExpectingBaby,” that guides mothers through their entire pregnancy. Whereas before mobile, Enfamil’s value was that of a baby formula product, now through mobile, Enfamil’s value proposition extends to advice and activities to help parents raise their babies—complete with mobile tools to help them share their meaningful milestones with their loved ones. Thus, where

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Enfamil's value proposition was once that of solely a baby formula provider, through mobile, Enfamil has transformed its value to that of a parenting assistant.

Before Mobile	The value of Enfamil to customers was that of a baby formula product.
After Innovation	Enfamil has transformed its value proposition through mobile from baby formula product to parenting assistant—both during pregnancy and after.

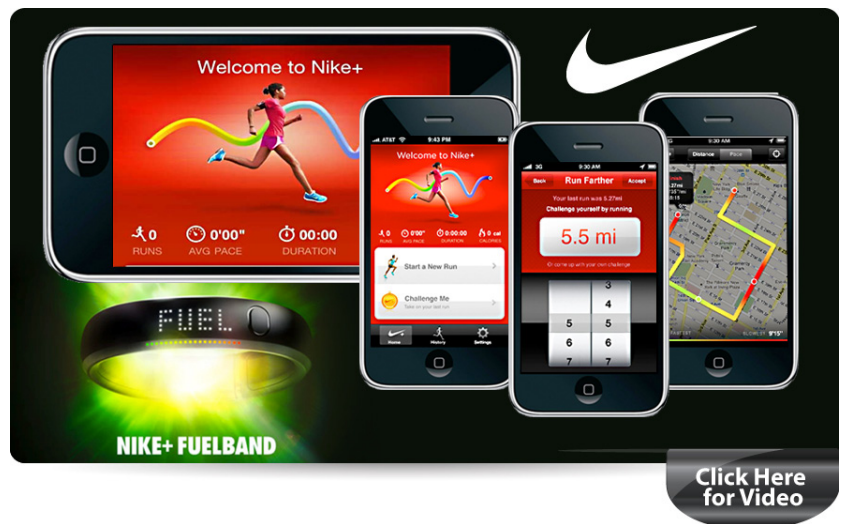
Nike: Wielding Mobile To Move From Supporting Fitness Activities To Enabling The Entire Fitness Regimen

A standout example of innovating one's value proposition through mobile is Nike, the brand that, time and again, raises the bar through its marketing mastery. Before mobile, Nike provided high-quality sporting gear—shoes, shirts, and shorts—that supported the fitness regimen, while its high-impact advertising campaigns provided fitness inspiration in spades (and inspiration is arguably a form of support). Thus, Nike's value proposition was that of supporting and inspiring fitness activities. And everything that Nike manufactured, and every way in which Nike marketed, delivered on their value proposition in spectacular fashion.

Enter mobile. Now, no longer does Nike just develop running gear that helps runners conduct their fitness activities. Through mobile tools—such as “Nike+,” the overwhelmingly popular mobile app—the brand helps runners to all-out achieve their fitness goals ([watch video](#)). No longer does Nike solely inspire runners through catchy “Just Do It” advertising messages that audiences consume while sitting stationary at their TVs. Through the app, runners receive inspiring messages while they're actually *in training*. Where Nike's value was once that of running gear, now these valuable utilities give runners the tools they need to chart and track their runs, and measure their overall progress in relation to their specific goals. The tools also give customers the ability to connect and compete with fellow runners from the world over.

Further, Nike's integration of smart sensors in their shoes (as with their basketball shoes), tracks and measures progress, and syncs the results with their wireless devices. And through their wildly popular wearable technology—the Nike+ FuelBand bracelet—customers can monitor their activity levels all day long.

Through mobile, Nike has moved the brand into a bigger, broader arena of value for customers. And the innovation is significant, as Nike's value proposition is no longer isolated to a brand that supports and inspires fitness activities... now Nike's value proposition is a brand that enables the entire fitness regimen.



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Before Mobile	Nike's value proposition was the gear and inspiration to support fitness activities.
After Innovation	Through its mobile tools, Nike's value proposition moves from supporter of fitness to enabler of the entire fitness regimen.

Burton Snowboards: Wielding Mobile to Move From Developing Cutting-Edge Snowboarding Gear to Facilitating a Cutting-Edge Snowboarding Experience

Providing snowboarding gear since the late 70s, Burton well understands that snowboarding is not merely a sport; it's a social experience. Whereas, before mobile, Burton offered a single component of the activity (snowboards), through



its mobile app—replete with ingenious content, tracking, imaging, and social tools—Burton now provides value across every single facet of the snowboarding experience ([watch video](#)).

First, the mobile app is an informative tool, equipping users with snow levels, maps, and weather forecasts based on their locations, and featuring those of more than 2,500 resorts. Second, the mobile app offers tools for users to track their individual progress throughout their trip, including such key statistics as total road time, speed, and distance. Third, the app serves its users with entertainment value, as users can

personalize their experience by uploading music playlists and short videos—both of which can be shared with friends.

And, fourth, the app uses augmented reality and NFC (near-field communication) technology to help users stay in contact with their friends on the slopes by easily tapping their phones together to thereafter view each other's location on the mountain.

Adding a spectacular jolt of sophistication, the app's sophisticated "sequencer" functionality provides users the ability to capture various action shots within a video and collect them into all one still image that commemorates their achievements... and lets them share those moments through their social networks.

Burton's smart aggregation of these tools prove to underscore how mobile's complex technologies can move a company from providing a singular component of the activity (snowboards) to enhancing the overall snowboarding experience. In other words, Burton's value is no longer limited to only providing gear for the sport. Far from it. Through mobile, Burton now plays a key role in every single part of the social experience—and makes snowboarding more memorable, more social, and much more fun.

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Before Mobile	Burton provided customers a single component (snowboards) for the sporting activity; the value proposition of the company was that of developing cutting-edge gear.
After Innovation	Through mobile tools and technologies—across content, tracking, imaging, locator, and social tools—the value of the Burton brand moves from offering a single component of the activity to providing value across every facet of the snowboarding experience.

Architects of Innovation



While mobile is transforming the world all around us, marketers must also transform—most notably by taking on a new role within our businesses. Along with being directors of marketing, we must now also act as Architects of Innovation.

In this new role, you will be pressed to think bigger; because you are now focused on innovating your marketing through mobile—not merely integrating mobile into your marketing. You will need to act quicker, as your intent is to leapfrog your competitors through this game-changing media, instead of playing catch-up in the game that they created. And you will be asking very different questions than you have in the past... questions that span:

Will you **wield mobile to innovate how audiences engage with your brand**—as ESPN has by reimagining its broadcast sporting content into personalized mobile feeds of real-time content? Or could you engage your audiences through mobile by turning passive advertising into a dynamic activity, as iButterfly has by unleashing virtual butterflies that fill the air all across Japan?

Can you **wield mobile to innovate sales channels**, as Tesco has by transforming a high-traffic subway into a high-potential store—or might you tap mobile to turn revenue losses into real-time profit gains as Pogoseat has through enabling instant, in-game seat upgrades?

Could you **wield mobile to innovate your existing product offerings** and, through one brilliant move, render all your competitors obsolete—like Dish Network’s “TV Everywhere” service has in freeing customers to view all the content they desire, at any time, from any place, through any mobile device?

Will you **wield mobile to innovate the customer experience** by making tasks easier, like Chase has by turning customers’ mobile phones into their personal banking tellers—or use mobile to make the entire customer experience better, like Hong Kong Tourism Board has by transforming visitors’ smartphones into interactive city guides?



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Or might you **wield mobile to innovate your brand's value proposition** like Nike, who, through mobile tools and smart sensors—that help runners to plan, track, and all-out achieve their goals—has elevated the brand from a supporter of fitness routines into an enabler of the entire fitness regimen?

Indeed, many questions await you on your own journey. But much innovation, too. And the core message—one could say a mantra for the mobile era—bears repeating: The goal is innovation. The strategy is mobile. The moment is yours.

I will close this story on the biggest question of them all—the very same question that I opened this piece upon—because your answer will become your very own story of innovation:

How will you wield mobile to be your innovation moment?



About the Author:

Relentlessly chasing innovation for the past 20 years, Christina “CK” Kerley has steered B2B and B2C companies through a series

of stunning revolutions—spanning digital technology, social media, [mobile marketing](#) and M2M technologies, (aka “[The Internet of Things](#)”).

Possessing a [top-tier portfolio](#) of executive audiences, she has presented to—and left deep impressions on—business leaders at the United Nations, Microsoft, Johnson & Johnson, Verizon, Neutrogena, Cisco, Sun Microsystems, and highly acclaimed universities, including Stanford, Cornell, Northwestern and Rutgers.

CK’s popular eBooks [The Smart Revolution](#) (2013), [Innovation Through Mobile](#) (2013) and [The Mobile Revolution & B2B](#) (2011)—all firsts in the industry—reflect her original point of view and her unique gift for crystallizing complex issues into cogent, compelling narratives for change.

Her strategic projects also boast an impressive lineup of leaders: IBM, Verizon, Johnson & Johnson, Ingenix, ClearPoint, FCG, ISI, Publicis, and the Syndicated Network Television Association—an organization of the top TV studios, including Paramount, Warner Bros., Disney, Fox and NBC-Universal.

CK’s advice and forecasts are frequently cited in the media, including Inc. Magazine, BtoB Magazine, Mobile Marketer, Chief Content Officer, IDG, Federal Computer Week and MediaPost, as well as in business books *The New Influencers*

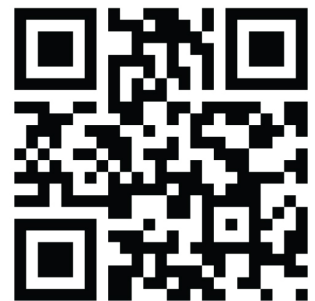
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(Quill Driver Books, 2007), *Join The Conversation* (Wiley, 2007), *Content Rules* (Wiley, 2011) and *The B2B Social Media Book* (Wiley, 2012).

Based in New York City, CK is surely one of the most dynamic business muses of our time. For all things CK, please visit: www.allthingsCK.com

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To the mobile innovators who had the eyes to see, so far in advance, what so many of us could not. And to all marketers—mobile is your moment to do that which you’ve always imagined, and which is now possible. May you wield this newest technology to deliver on the oldest principle of our profession: serving our audiences by providing them the highest levels of value in return for their time, attention and consideration.

