Development of a Viable Mobile Advertising Strategy: Mobile Specific Rather Than a Web-Derived Redesign

Fadye Saud Al Fayad

Management and Information Technology Department, Jubail Industrial College, Saudi Arabia

Abstract
This study focuses on identifying what constitutes a viable mobile advertising strategy. The hypothesis that frames this study is that a purely mobile advertising strategy designed for mobile consumption is more effective than solutions that are dependent upon traditional web-based elements. The study first incorporates a critical review of the relevant literature on the subject and then examines an industry-leading benchmark in mobile advertising as a case study. The industry-leading benchmark that is examined in-depth is Starbucks which has centered its entire mobile marketing strategy on its mobile app. The literature indicates that digital media is increasingly being consumed on mobile platforms rather than on PC-based platforms. Additionally, the mobile web is becoming more ubiquitous and thus much more critical for any retailing firm. In Starbucks' case, its mobile advertising strategy is based on its mobile app which incorporates geo-location features, mobile ordering and mobile payment features, order tracking and history, customer loyalty programs and customer customization features. All of these features ensure that its consumers are able to integrate Starbucks' products and services into their daily routine in a seamless and un-intrusive fashion. One final element of Starbucks' mobile advertising strategy is that its app-based strategy can also forward integrate emerging mobile solutions that are still in their infancy or not yet developed. With at least 20% of Starbucks' overall revenues now related in one respect or another to its mobile marketing platform, mobile advertising is shown to be most effective when designed for mobile applications from the ground-up.
Keywords: mobile advertising, mobile app, mobile solutions, geo-location, mobile payment, Digital Marketing

1. Introduction

The examination of mobile advertising that has been developed specifically for mobile channels and mobile device consumption is critical. There has been ample research, studies and reports undertaken over the past several years that reveals the mass migration of the online consumer and the consumer in general from a PC-based consumption model to a mobile device-based consumption model. For instance, the data reveals that phablet (large-screen smartphones) use increased by some 334%, regular smartphones and smaller tablet use increased by about 81% while large screen tablets increased some 26% over the previous 12-month period(Reisenger, 2016). The point is that the average consumer is much more comfortable browsing the web, shopping and interacting with others via mobile devices than at any other time previously.
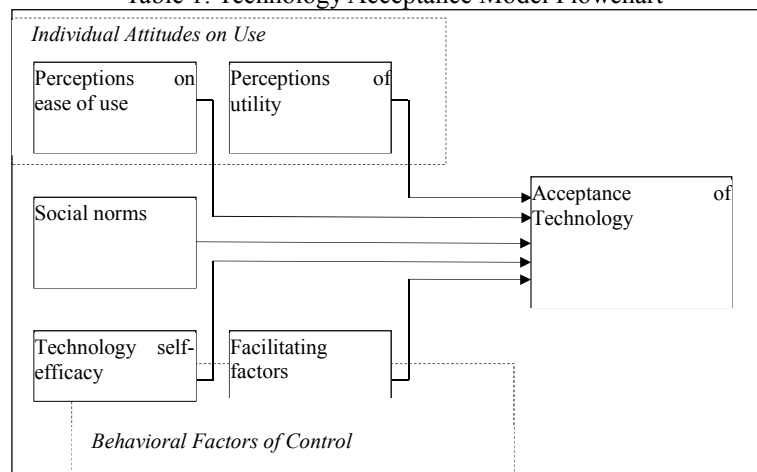
Likewise, this phenomenon can be characterized in alternative but equally important ways as well. For instance, another report points out that of all digital media that is consumed, a full 65% of it is now consumed not on a PC or desktop computer but rather on some form of mobile device (Goovaerts, 2016). Yet, no matter how this phenomenon is characterized, the trend is clear and compelling. The trend being that mobile marketing is now of central importance to any consumer service or product company or retailer. Increasingly, mobile platforms and especially the ubiquitous smartphone are becoming the de facto method to reach consumers.

1.1 Theoretical Framework

This study relies on a recognized theoretical framework regarding the adoption and use of any particular technology. In this instance, the technology referred to is mobile architecture, mobile platforms and digital media which all comprise various elements involved in mobile marketing. The theoretical framework is identified as the technology acceptance model or TAM which has its origin in the work of Davis who recognized that the factors of stimulus, organism and response all played a role in the individual's willingness to utilize a new technology (Bhatti, 2015). Davis went on to evolve this model into a more sophisticated paradigm that accounted for various factors that were more attitudinal in character. These factors within TAM accounted for the human element within the acceptance, adoption and use of any technology. The importance of such a theoretical platform for this study is seen in the observation that mobile advertising is inherently dependent upon technology acceptance, adoption and use.

Furthermore, such acceptance, adoption and use must occur on both the retailer and the consumer side. Thus, in regards to TAM, the proposition is such that how useful and how easy to use are two core perceptions that influence the acceptance of new technologies. The way in which these factors interact with other external and internal influences to result in the acceptance of some sort of technology is illustrated in the following table:

Table 1: Technology Acceptance Model Flowchart

(Wallace & Sheetz, 2014)

As the diagram above indicates, the acceptance of some sort of technology depends both upon the normative factors involved such as public use and both how easy it can be used and how accessible learning material may be, among others. Thus, Davis developed TAM based on the perceived usefulness of a technology and the perceived ease of use of that technology which creates an attitude in the individual towards the technology resulting in either use or rejection of the technology(Bhatti, 2015). In relation to mobile advertising and marketing, consumers and marketers alike not only have to embrace the mobile device platform but also the core apps through which mobile marketing takes place.

1.2 Study Questions
As with any study, there are certain questions that are formulated to both guide and provide discipline to the study process. For this study, the core premise of the study centers on the benefit of a purpose-designed mobile advertising strategy versus one that has been merely adapted from an existing web-based digital marketing strategy. Therefore, this premise results in a series of two core research questions:

- Is a purpose-designed mobile advertising strategy more effective than one adapted from a pre-existing web-based strategy?
- What would a purpose-designed mobile advertising strategy resemble based on emerging practice?

The response to these two study questions forms the nucleus of this study's purpose. Additionally then, a working hypothesis states:

- Purpose-designed mobile advertising strategies are more effective at targeting, penetrating and monetizing consumer product goods and/or services
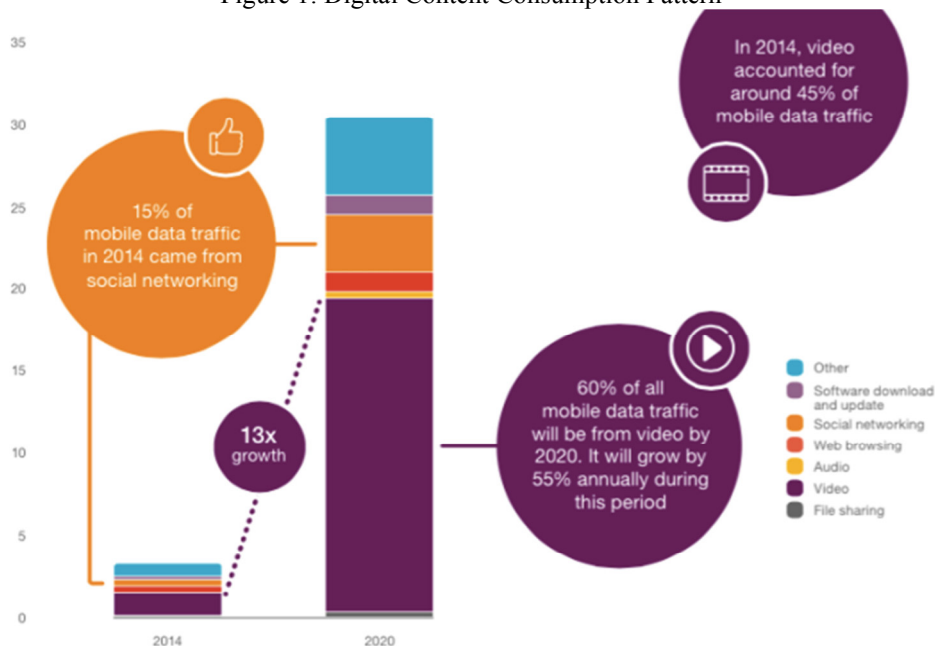
Combined, these core study questions and the resulting working hypothesis ensure that this research project remains within the parameters of stated purpose of the study.

2. Review of the Literature

The examination of the existing research on the subject of mobile advertising must be taken in context. The fact is that mobile advertising may have its early forms and its emergent forms but in reality, the technology involved is relatively new considering that the software, app development and geo-location services are always advancing. This means that even the early forms of mobile advertising are still in use by many marketers across many markets. It is important to understand this because there is an inclination within marketing and, indeed, many other fields to believe that early as a concept translates into one that is no longer relevant(Chateja & Jain, 2014). In many cases this may be an accurate assumption but within the mobile marketing field, everything is still relatively new despite some technologies and solutions being considered early as it were.

Still, the fact that digital media consumption on mobile platforms is going to far surpass digital media consumption on PC and other large screen platforms like web-enabled televisions is clear. The sheer ubiquity of mobile platforms ensures that mobile advertising will transition, if it has not already, to a mainstream marketing necessity. Data has indicated there are in excess of 2.6 billion active subscribers to smartphone service with this figure expected to surpass 6 billion by 2020 alone (Lunden, 2015). Therefore, one might assume that in just a couple of years as much as seventy percent of the world's population will have ready access to mobile applications and the mobile web. This figure alone ensures that soon, the vast majority of digital content consumption will take place from smartphones and, to a lesser extent, from other mobile devices such as tablets. The figure below reveals how this growth in digital content consumption will occur over the next several years:

Figure 1: Digital Content Consumption Pattern

(Lunden, 2015)

As this figure demonstrates, video will account for much of this digital content consumption and with 55% annual growth rates, mobile content is certain to be king from a marketing perspective.
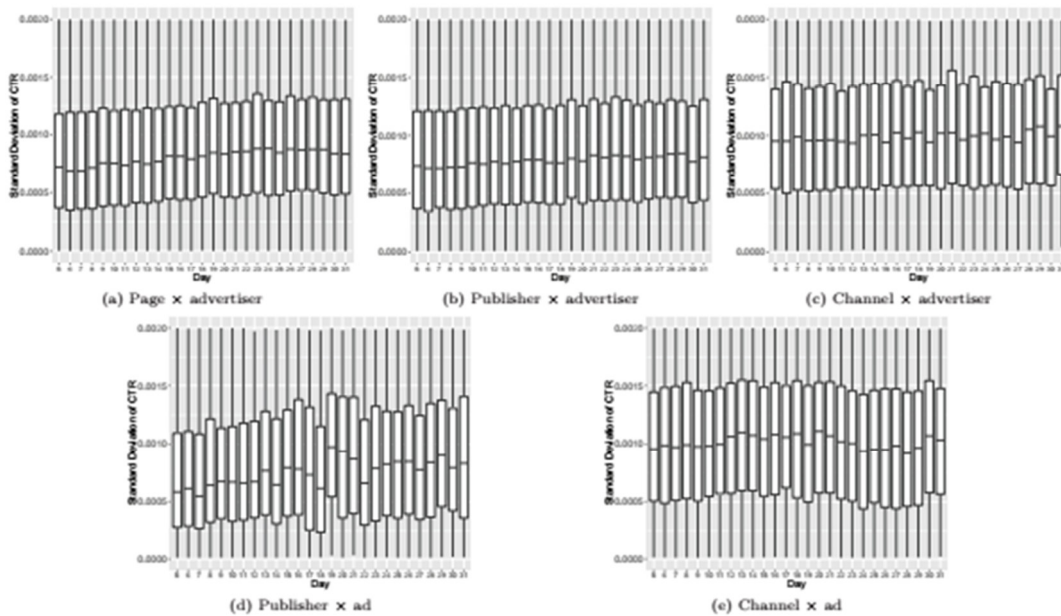
2.1 Mobile Advertising

Advertising is a central element of any profit-making product or service provider that depends upon the retail market. Increasingly, mobile advertising has become the focus of a great many if not most retailers internationally. Traditionally, digital advertising has been primarily focused on web-based solutions. However, over the past several years, research has indicated that these e-commerce based sales have been shifting from web to mobile. Mobile advertising primarily involves the consumption by consumers of some form of digital media on mobile platforms either through the mobile web or via some type of app. For instance, in the United States (US), one of the largest e-commerce markets, an estimated $123 billion e-commerce sales originated via mobile platforms which amounts to approximately 32% of all e-commerce sales in the US and this figure represents a 39% yearly increase (Graden, 2016). In order to tap into this rapidly expanding marketing space, retailers of all kinds are now gravitating to mobile-based advertising solutions.

Yet, in many instances, mobile advertising has been viewed in much the same fashion as traditional web-based advertising and marketing. That is, advertisers have believed that one could simply reformat their web-based marketing collateral and adapt it to mobile platforms and formats. This sentiment is summarized in the following observation: "many brands continue to use banner ads, recycled, shortened TV spots—techniques that no only don't translate well to mobile but fail to take advantage of the platform's central advantage: its immediacy" (Entis, 2015). Certainly, adapting traditional web-based marketing collateral to mobile formats is cost-effective but it is completely ineffective at building any value whatsoever. The failure to translate to mobile viewing patterns and so forth means that that the objective of the advertising is secondary or even tertiary to cost-savings within the firm. This approach does not bode well for any marketing strategy, mobile or otherwise.

In addition to the inertia on the part of advertisers in their avoidance of emergent mobile advertising solutions, digital marketers have themselves been somewhat latent as well. Digital marketers recognize that mobile marketing solutions require an entirely new paradigm but then they try and paste traditional web-based architectures over mobile marketing services. This industry inertia is apparent in the following graphic which depicts how an actual digital marketing firm determines mobile ad performance for its clients:

Figure 2: Traditional Click-Through Model

(a) Page × advertiser   (b) Publisher × advertiser   (c) Channel × advertiser

(d) Publisher × ad   (e) Channel × ad

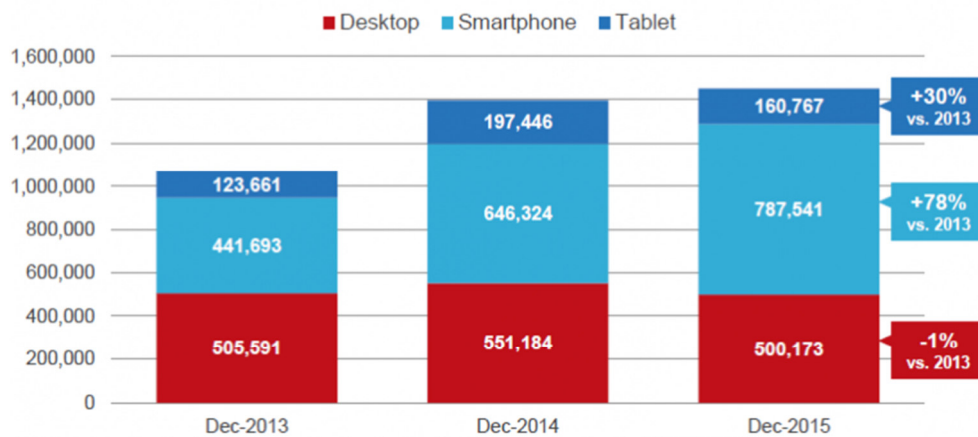(Oentaryo, Lim, Low, Lo & Finegold, 2014)

As this graphic reveals, even an industry leading mobile advertising firm attempts to measure its mobile marketing solutions according to traditional web-based standards. These standards being page clicks, channel-based views, ad clicks and so forth. Yet, in many instances, mobile marketing produces results that are not really measurable in terms of web-based clicks and so forth but rather through consumer-driven referrals such as likes, mentions and hashtags and so forth.

As mentioned, mobile advertising and mobile marketing takes a variety of forms. The full range of the different and sometimes competing types of mobile advertising channels, strategies and types is summarized at the end of this report in Appendix 1. However, one of the earliest forms of mobile advertising was the simple text-based SMS or short-messaging service message and the later MMS or multi-media messaging service which both sent some sort of message directly to the targeted consumer via cell phone or smartphone number (Dix, Phau, Jamieson & Shimul, 2016). The efficacy of these earlier forms of mobile marketing has always been a source of great conjecture but what is certain is that in many instances, consumers were charged by their service providers for the messages. Of course, this would result in the potential for ill will on the part of the consumer and therefore would be counter-productive from a marketing perspective.

2.2 Emerging Solutions

In the early developmental period of the mobile web and the mobile channel in general, marketers could get away with merely reformatting web-based marketing collateral. However, as the mobile channel and the mobile web has become more sophisticated, this is no longer the case. This is especially so given that a full 65% of all digital media consumption now occurs on mobile devices and this percentage is still increasing:
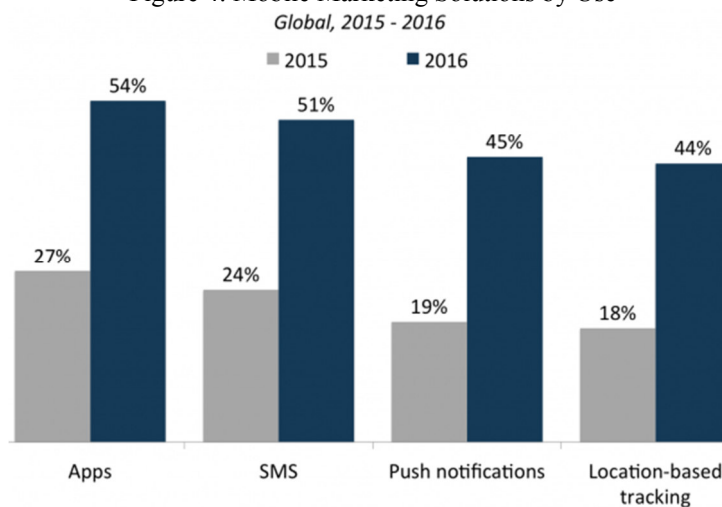
Figure 3: Digital Media Consumption Profile

(Goovaerts, 2016)

The amount of digital media that has been consumed via mobile platforms has been steadily increasing since mobile was first introduced into the mainstream. Furthermore, the lion's share of this increase has been centered on the smartphone because of this device's virtual ubiquity among the consumer marketplace.

Increasingly, mobile marketing is almost becoming synonymous with mobile apps. These are the applications (for which app is abbreviated from) that provide the core functionality for smartphones, tablets and, to some extent, even laptops and some PCs now. Since the ubiquity of mobile apps has largely become the accepted interface between consumers and the operating system of most smartphones and tablets, the inhibitions that consumers have towards them as a new, unfamiliar technology has been reduced or eliminated according to TAM (Wallace & Sheetz, 2014). Apps are the functional programs that tend to center on very specific types of activities which consumers are often willing to pay for. In fact, the data suggests that the percentage of marketing programs that are centered on mobile apps has doubled in just the last 12 month period while other forms of mobile marketing have also experienced double digit percentage increases:

Figure 4: Mobile Marketing Solutions by Use

(Meola, 2016)

In all instances, mobile marketing solutions have double at least during this period vis-à-vis their use. Location-based marketing solutions in particular have increased the most moving from 18 to 44% from 2015 to 2016 alone. This means that companies are recognizing that targeting consumers when they are in a position to physically consumer their products or services is a highly effective strategy.

More recent or emergent forms of mobile marketing strategies include location-based marketing elements. The integration of real-time location data of consumers is an area that retains incredible potential for many retailers. These are mobile advertising strategies in which added technologies like GPS are used to track consumers and deliver ads based on proximity to products or services (Turban, King, Lee, Liang & Turban, 2015). This form of mobile marketing is fairly established but is still in the process of maturing as a marketing strategy. Another emergent form of mobile marketing is one that relates to augmented reality enabled by smartphones. Augmented reality simply means that the environment seen by consumers is mediated digitally through their cameras on their smartphones and controlled by certain apps such as mobile gaming apps (Turban, King, Lee, Liang & Turban, 2015). Thus, consumers utilize the existing technology including primarily the camera and an some corresponding app on their smartphone as a lens through which to perceive their surroundings wherever they may be at the time. Augmented reality is not fully understood from a marketing perspective yet but it is an area that is certain to dominate at some point in the future.

3. Case Study and Analysis
The illustrative mobile marketing strategy that is examined in detail within this study is Starbucks' mobile marketing strategy. Although the company is extremely large with ample resources, its mobile marketing approach is entirely feasible for small to medium sized enterprises as well as large corporate retailers alike. Starbucks is a well-known purveyor of coffee beverages, a coffee roasting enterprise, specialty coffees and food products in addition to selling and marketing a number of established brands. The firm's most recognized brands include Starbucks drinks such as Doubleshot, Tazo, Seattle's Best Coffee, Ethos, Frappuccino and a range of consumer products such as mugs, coffee and tea presses and several others(Starbucks, 2015). This product mix and its global footprint provides Starbucks enormous marketing potential. According to the most recently available data, Starbucks reported some $21 billion in annual revenues, had over 250 thousand employees worldwide and operates in excess of 25 thousand locations across the Americas, the Asia-Pacific rim, the Middle

East and Africa (Starbucks, 2015). Consequently, in order to maintain its revenue stream, the firm must continually work to enhance its sales and marketing strategies across its range of product channels.

3.1 Case Study

Many firms have begun to focus at least some of their capital and marketing resources on mobile advertising. Starbucks is, of course, no exception. In fact, Starbucks has managed to place itself at the cutting edge of mobile marketing by centering almost its entire mobile marketing strategy on its mobile app that is downloaded by consumers on their mobile devices. The success of this strategy is apparent in the figures published by the firm in which it states that by 2015 the firm had more than 10 million members enrolled in its "My Starbucks Rewards" customer loyalty program and that these consumers accounted for as much as 30% of Starbucks' North American sales (Kell, 2015). Clearly, Starbucks has developed a mobile marketing strategy that has established a direct link with its best customers.

Furthermore, the Starbucks app that consumers download on their mobile devices also incorporates other functionality that enhances its value. One of the most effective of these added value services related to the app is the mobile order and mobile pay functionality that has been built into the app. The app incorporates the following services: geo-location for nearby stores, receipt downloading and tipping ability, ordering and prepaying from the app, free music tie-ins and integration with mobile payment services like ApplePay (Strout, 2015). Hence, Starbucks seems to have identified a mobile-first marketing strategy that both expands and penetrates its existing markets but also one that supports what amounts to an entirely new sales channel as well.

Starbucks' mobile marketing strategy is a multifaceted one that resulted from considerable market research, forethought and planning. The mobile marketing strategy that the firm's marketers developed encompasses not just the more traditional aspects of mobile advertising but also emerging trends in mobile marketing as well. In essence, the firm's mobile marketing strategy consists of primarily two distinct domains and a series of five core elements (Andrews, Goehring, Hui, Pancras & Thornswood, 2016; Starbucks, 2015; Meola, 2016):

- Traditional/Mainstream mobile advertising
  - o Give-a-ways/specials (free or discounted): consumers that utilize the firm's mobile marketing collateral are incentivized to do so
  - o Loyalty program: a traditional loyalty program that pre-existed the mobile marketing easily integrated into the firm's mobile advertising architecture
  - o SMS/MMS (messages or notifications): specials, discounts and sales are sent out via SMS/MMS distribution channels and surveys are delivered via the onboard app
- Emergent/evolving mobile advertising
  - o Mobile in-app order/pre-order/pay: the Starbucks app supports geo-location for mobile ordering and pre-paying for products at the nearest location
  - o In-app/on-site personalization: the Starbucks app supports consumer customization such that interactive feedback can be supported, song playlists can be modified and order history/tracking can be supported

All of these various mobile marketing elements are integrated into the company's existing service infrastructure. The result is an entirely seamless consumer experience which promotes convenience, cost control and even product development.

In essence, Starbucks' mobile marketing strategy is almost entirely now based on its mobile app that is downloaded by consumers. The Starbucks app, as mentioned above, facilitates all of the functional services mentioned above but also, and perhaps most importantly, allows for forward integration of emerging trends and technologies as they are developed. Thus, the app of course supports geo-location in which it senses where the closest Starbucks location is to the consumer for ordering or, alternatively, the consumer can submit an order for the location that is closest to where he or she will be at some point in time in the future. In terms of one of these emergent trends that the app is forward integrating, Starbucks is developing features to further enhance the in-store experience.

These are features such as a wait time indicator telling consumers how long before their orders are to be completed, replacing the loyalty card entirely. The result is that as the data revealed in previous sections indicates that an estimated 20% of Starbucks' transactions are now initiated via its mobile app, some 4% of all transactions are actually now paid in advance (Rao, 2016). Oddly enough, one of the most interesting developments of Starbucks' mobile advertising strategies is that the retailer is actually a victim, in some sense, of its own success. The efficiency at which it can now take and process orders both in advance and in-store results in a backlog of orders that have to be made post-register. This backlog is described in the literature as congestion that is created because orders can be taken and processed so fast that baristas have difficulty making them in a timely fashion: "Starbucks said the popularity of its mobile order-and-pay option…has caused bottlenecks at the areas where people pick up their drinks" (Starbucks, 2017). In essence, such bottlenecks tend to undermine the

efficiencies that are created through the implementation and adoption of the mobile app marketing strategy.

3.2 Analysis and Application

The literature indicates that the mobile web is going to surpass the traditional web as the predominant source of internet-based media consumption. Although the traditional web built around web-pages and so forth will remain, the alternative web architecture consisting of websites and content formatted specifically for mobile applications will surpass its traditional counterpart in the near future. This fact is apparent in the findings that indicated there were more than 2.6 billion active subscribers to smartphone services with this figure growing daily. Thus, mobile marketing strategies that are predicated on mobile technology, the mobile web and mobile content are now required rather than suggested from a business perspective.

Additionally, the mobile web and mobile content in general is no longer simply about media consumption either. Rather, as companies such as Starbucks have demonstrated, the mobile web and mobile content has also become monetized in the context of the amount of commerce that now takes place via mobile platforms. In the US, for example, it was shown that more than $123 billion in e-commerce transactions were recorded as recently as 2015 and this figure was one that represented a 39% increase over the previous year. There are no signs of this growth in mobile-supported e-commerce transactions slowing down and therefore mobile marketing, mobile advertising and mobile e-commerce must be embraced by those companies that are involved in retail sales of one form or another.

Still, the literature and the case material both indicate that mobile marketing and mobile advertising is best when it is developed from the ground up with mobile in mind. The findings showed that merely adapting traditional web-content to mobile formats results in digital content that is slow to render, appears outdated and is generally unappealing in character. For its part, Starbucks demonstrates that a ground-up mobile advertising strategy should primarily focus on the integration of a custom-build and designed app that consumers can download onto their mobile devices. Such a mobile app provides retailers and marketers with the ability to enhance the consumer experience, support e-commerce transactions and forward integrate emerging developments in the mobile web. With digital media consumption transitioning from PC-based paradigms to mobile-based paradigms, mobile advertising must be designed for mobile from the ground up.

Although there are some traditional mobile advertising strategies that can and should be incorporated into any mobile advertising strategy such as SMS, MMS and other push notifications, these should never be the backbone of any mobile advertising solution. As the Starbucks case material indicates, a mobile app allows a retailer to incorporate social media updates, geo-location features, loyalty programs and consumer customization along with mobile payment and ordering all in one integrated solution. This integrated solution, in turn, results in an enhanced consumer experience that the consumer can customize and control while still being modified by the retailer.

There are certain elements within Starbucks' mobile marketing strategy that align it with sound mobile advertising theory. Recent mobile marketing research has identified certain traits that effective mobile marketing campaigns must or should possess in order to be sustainable even in the near-term. These traits that are apparent within Starbucks' mobile advertising strategy include the following elements (Bacile, Ye & Swilley, 2014):

- Consumer choice to either opt-in or to opt-out in which opting-in is rewarded with some form of gift, give-a-way or award while opting-out is made easy
- Notification in which a clear privacy statement and policy is readily apparent to the consumer somewhere within the mobile marketing collateral
- Value proposition wherein the consumer receive a benefit for providing information such as personal demographics, email addresses, cell numbers and similar
- Consumer accessibility and control over the mobile marketing material or process in whatever form it may take for the firm

Failure to align a mobile marketing solution with these four key traits can alienate the consumer making it difficult to regain his or her trust. Once lost, consumer trust is difficult to reestablish for any company and certainly within the retail sector. However, Starbucks has mastered this four-element premise within the mobile marketing domain which allows it to utilize its mobile advertising solution to strengthen the trust between its consumers and itself.

4. Discussion of the Findings

One cannot argue with results within the corporate environment. For-profit enterprises and especially publicly traded firms like Starbucks have a unique mandate in the context of the profit motive. That is, they are obligated to consistently produce revenue growth, customer growth and value that is returned back to the investors. In Starbucks' case, it has managed to excel in this manner over the past several years largely on the success of its mobile advertising strategy. This mobile advertising strategy is producing consistent revenue growth, allowing the company to penetrate its existing markets even further and is supporting market entry into expanding markets

overseas such as China. In this context, simply relying on a traditional approach to mobile advertising such as text-based SMS and file-based MMS solutions would not translate well within the framework of its core business strategy.

4.1 Shortcomings of Traditional Approaches

Traditional approaches to mobile marketing and mobile advertising clearly have significant shortcomings. As the research has suggested, these shortcomings can be overcome but to do so requires a paradigm shift, in a sense, on the part of the retailer or the marketers working for retailers. Simply put, the single largest and most common mistake made by marketers in designing a mobile advertising strategy involves the use of digital content, webpages and apps that are made to be viewed on a PC or a larger screen such as a web-enabled television. While it is easy to point this out as a mistake associated with traditional approaches to mobile advertising it must be understood why this is a mistake or shortcoming. Traditional, web-based digital content involves larger files and file formats that take longer to load by the slower processors found on mobile devices and they also render differently due to the smaller screens (Ryan, 2016). Consequently, what appears to be slick marketing collateral on a PC or larger screen may take too long to load on a mobile device leading the user to simply navigate away. This is why mobile advertising solutions must be custom developed for mobile platforms.

Perhaps the most significant shortcoming of traditional approaches to mobile marketing lies in what program on mobile devices receives the brunt of the marketers' attention. Indeed, the evidence suggests that many marketers intent on developing mobile advertising strategies still tend to focus on the mobile web which primarily centers on browser-based content (Ryan, 2016, pp.186-188). Yet, as the evidence and feedback has suggested, this is not actually the most effective or the most desirable program interface for mobile marketing. Rather, as the Starbucks case study has illustrated, mobile marketing and mobile advertising is actually most effective in the context of app-based marketing solutions. Data has found that as much as 90% of the time that consumers spend consuming some form of mobile content and media is actually via an app rather than a browser (Ryan, 2016, pp.186-188). This means that those firms and those retailers that expend a great amount of resources in the form of capital and development costs are actually not experiencing an adequate return on investment or ROI. The key word within this traditional mobile advertising handicap is developing a "native" media consumption experience rather than an intrusive, web-driven ad strategy (Ryan, 2016, pp.233-235). The distinction between an in-app versus a web-based marketing solution is one of the most fundamental distinctions that a mobile marketer must make.

4.2 Purely Mobile Applications

The purely mobile advertising solution is one that is sustainable over the long-term. The purely mobile marketing solutions offers companies in the retail sector with the capacity to provide real functional service to its consumers. Solutions such as Starbucks' mobile advertising solution based on its mobile app provide consumers with what is referred to as "micro-moments" in which consumers receive instantaneous gratification for a product, service or an inquiry (DeMers, 2016, pp.14-17). In this regard, Starbucks' mobile app accomplishes all of these elements and more. The mobile app for Starbucks allows its consumers to find the closest Starbucks location, pre-order and pay in advance so that they can receive their product as fast as possible. The app also allows consumers to customize music play lists that they have heard while in a Starbucks location which enhances the consumer experience. Finally, it also promotes convenience and forward integration since it also acts as a functional digital wallet supporting ApplePay among other digital payment formats.

5. Conclusions and Recommendations

Any attempt to create a mobile advertising strategy based on traditional web-based solutions tends to undermine the advantages associated with mobile. Certainly, some elements of web-based design and distribution are relevant for mobile but conceptually, mobile advertising is predicated on entirely different factors. Mobile marketing is based on the assumption that consumers have immediate access to the mobile web and the capacity to interact with digital content. These are not necessarily assumptions that can be made with respect to the traditional web. Starbucks' mobile advertising strategy excels because it is designed and built from the ground up to incorporate all of the advantages and benefits of the mobile web. Furthermore, Starbucks, as a major retailer, might be considered a first-mover in the field of truly mobile advertising because of its early embrace of a mobile app as the nucleus of its mobile marketing strategy rather than as a by-product of it.

5.1 Conclusions of the Study

The information reviewed in this study reveals a few truly significant sea-changes taking place within the retail sector. Companies are coming to recognize that not only are they finding it necessary to adopt and develop meaningful mobile advertising strategies but they are coming to discover that who and how they target through these strategies is shifting as well. As the information indicated, digital media consumption that occurs on the

traditional desktop space is declining and declining rapidly. In tandem with this sea-change, there is also the recognition that such change is largely due to a demographic element in which 20% of millennials report that they do not use a PC at all and 97% stating that they use some form of mobile device to consume digital media (Goovaerts, 2016). The primary observation within these developments is that mobile advertising, marketing and sales is becoming a requisite aspect of the entire retail space regardless of the individual product or service.

In this light, Starbucks' mobile advertising strategy is not just effective but rather it is also prescient to a degree. When the company first began to center its entire mobile marketing effort on its mobile app, it was not clear that the mobile web would come to dominate digital media consumption in the way that it has. Furthermore, while Starbucks has long been a company focused on growth, its intention to expand its international footprint with as much as another 12 thousand locations worldwide over the next few years entails that its mobile marketing effort forms the nucleus of its growth strategy as well (Starbucks, 2017). Yet, not just any mobile strategy in the retail sector is acceptable, effective or desirable. Rather, as Starbucks has found, a mobile advertising strategy should possess the following key elements: 1) consumer control, 2) consumer customization, 3) mobile payment and mobile ordering, 4) geo-location features, 5) social media integration and 6) customer loyalty programming. Without any one of these elements the mobile advertising strategy built on a mobile app lacks the capacity for forward integration and consumer sustainability.

5.2 Recommendations for Future Research

In terms of areas that would benefit from future research vis-à-vis mobile advertising and marketing, the area of augmented reality and mobile gaming is paramount. This area was shown to be extremely popular albeit still an immature and unexplored segment when Pokemon Go became popular during 2016. Reports indicate that after Pokemon Go was introduced by Niantic, there were in excess of 45 million individuals that were avidly playing the game and the firm exceeded $500 million in overall revenues after just two months (Hughes, 2016). The point is that what set Pokemon Go apart from its peers is that it was both a mobile game and an app that supported augmented reality.

Hence, augmented reality holds substantial potential for market expansion, market penetration and consumer reach for marketers if it is better understood in the context of mobile advertising. Augmented reality is described as being a technology that, "enhances the physical environment…by overlaying virtual elements…either through displays…or through the camera view on your smartphone" (Javornik, 2016, p.11-15). Of course, the popularity of apps and mobile games comes and goes and augmented reality games such as Pokemon Go have already declined in use. However, recognizing the fact that such augmented reality platforms such as mobile games and apps holds enormous potential for firms to reach existing and new consumers is important. This is one area within mobile marketing that would benefit greatly from further research and exploration.

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Appendices
Appendix A: Summary of Forms of Mobile Marketing

Mobile Marketing Form	Description
Text-based/SMS mobile marketing	SMS (short messaging service) is a brief message distributed via cellular networks to phones
The mobile internet/web	Mobile marketing formatted to appear on websites navigated to on mobile devices (smartphones and tablets)
Near-field communications (Bluetooth, RFID)	Marketing collateral is delivered automatically when consumer devices that are near-field enabled are sensed
MMS mobile marketing	MMS (multi-media messaging service) content (pictures, video, GIFFs) is delivered to MMS enabled devices & services
Mobile device applications (Apps)	Marketing material is delivered/supported by specific applications (apps) designed for particular firms or products/services
Barcode or QR Code advertising	Barcodes & QR (quick response) codes are scanned by consumers with mobile devices to access web-based advertisements
PPC mobile advertising	PPC (pay-per-call) mobile advertising involving consumer-instigated calls or texts that are typically charged
Location-Based Marketing	GPS, web-based technology & similar technologies are used to identify current locations of consumers to which relevant advertisements are delivered
Mobile gaming	Games designed specifically for mobile devices that contain advertising tie-ins
Voice-based marketing	Delivering prerecorded messages to consumer smartphones/cell phones

(Sathyan, Anoop, Narayan & Vallathai, 2016)