



Make an App for That: Mobile Strategies for Retailers

Developing a mobile strategy to address
the smartphone- and tablet-toting shopper

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Includes input from 26 ecosystem contributors



Table of Contents

Executive Summary	3
Methodology	3
Ecosystem Input	4
The Mobile Consumer Is Here	5
Why Mobile Shoppers Mean Business Now	7
Retailers: Step Up Mobile Plans To Meet Eager Buyers	7
How The Mobile Leaders Are Winning	9
Understanding The Maturity Of Your Mobile Strategy	11
Filing A Flight Plan For Mobile Success	12
Map Mobile Strategy To One Of Two End Goals	12
Choose An Application Type To Drive Enrich or Engage	14
Prepare For Takeoff: Next Actions	15
Appendix A: Mobile Maturity Scorecard	18
Endnotes	20
Open Research	22
Permissions	22
Disclosures	22
About Us	22

Executive Summary

2011 was the year of the mobile consumer. Smartphone and tablet penetration grew at a rapid pace and has fundamentally changed the way people live their daily lives and seek information. One of the largest areas of disruptions is in retail; shoppers are packing smartphones and tablets with retailer apps and using them to hunt for bargains, product information, and to find almost everything on their shopping list. The 2011 holiday shopping season witnessed the most aggressive use of mobile technologies by consumers and retailers to date. The problem was that not all retailers had a strategy in place to take advantage of this foreseeable trend.

Most retailers are not stepping up to the plate when it comes to adopting an effective mobile strategy. Remnants of prior “rush-to-mobile” efforts have left brands and retailers with fragmented under-functioning apps that, at worst, frustrate and alienate the user. The problem with the previous efforts was that many retail organizations focused on the means — mobile — and not the ends — transactions or customer engagement. Retailers need to determine whether their business goal is engaging customers or driving transactions as a critical first step. For companies just getting started in developing their mobile strategy or “on the ground,” this is job 1. For companies struggling with an existing mobile strategy or “hitting turbulence,” their process may need to start with reassessing business impact but should then focus on whether the application fits to one of four common models of mobile retail interaction outlined in this report. Even firms with a successful mobile strategy that have reached “flying high” will benefit from continually revisiting the application, expanding its feature set and platform scope, and considering broadening the swath of products or brands it serves. The key to success is understanding where a firm’s maturity lies and taking a discrete set of actions based on that maturity profile.

Retailers must understand their engagement path, whether just starting out on its mobile journey, struggling with getting lift for its current mobile strategy, or well on its way to success, to reach the peak of maturity in a mobile strategy — flying high — retailers must know which engagement path they plan to embark upon, drive transactions or customer relationships, and build their applications accordingly. 2011 was the year of the mobile shopper, but it’s not too late to adapt and improve strategies to target them in 2012 and beyond; the number of mobile shoppers will only continue to grow.

Methodology

For this report, we conducted both quantitative and qualitative research using a combination of online survey, qualitative interviews, and interactive discussion in live format. Specifically, we conducted:

- An online questionnaire administered to five top application strategists, chosen from among the top 10 performing applications (determined by download statistics)
- Fourteen (14) interviews with mobile strategists at major brands; executives in the agency space helping to develop mobile strategy; industry observers; and mobile commerce software, service and solutions providers

- Live participation with 26 attendees of Altimeter Group’s Mobile Strategy roundtable event in which participants were asked to provide insights on top-performing applications and strategies within their organizations or organizations they had been contracted to develop applications and strategies for.

Ecosystem Input

As more shoppers become users of smartphones and tablets — as does a greater portion of the overall population — retailers are seeking to serve these customers on a new platform but doing so at a pace that may alienate customers by racing to the mobile platform while lacking a strategy to solve actual customer problems. While some brands have succeeded in serving this new type of customer, many are struggling to catch up.

This report would not have been possible without insights into application and mobile strategies shared by major retailers, insight into client demands from agency and solution provider contacts, and insights into the best — and worst — mobile strategies from industry observers. Please keep in mind that input into this document does not represent a complete endorsement of the report by the individuals or companies listed below.

Industry Groups	Brands/Retailers	Agencies	Technology Providers
National Retail Federation	Best Buy	Crisp Media	ALUC-it!
Shop.org (NRF)	Coca-Cola	Defero	Appconomy
IHL	The Golf Warehouse	iCrossing	Digital Folio
Retail Connections	Hilton		DemandWare
BigInsight	Shop.org		Mobilosoft
	Starbucks		Retrevo
	Taste-T-Delite		
	Walgreens		
	Walmart		
	Wine.com		
	Zappos		

Altimeter Group also received feedback, direction or information from the following industry experts: Artemis Berry, Greg Buzek, Lora Cecere, Susan Etlinger, Jeremiah Owyang, Alan Webber, Gary Lombardo, Marc Millstein, Phil Rist and Brian Solis.

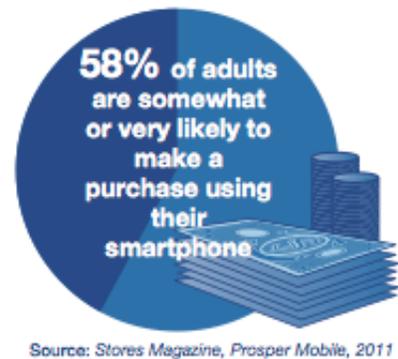
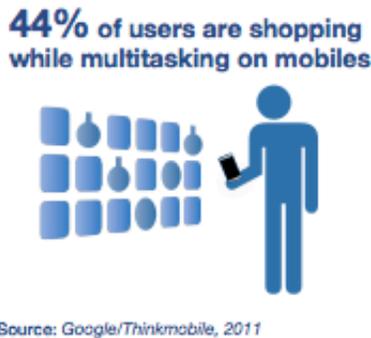
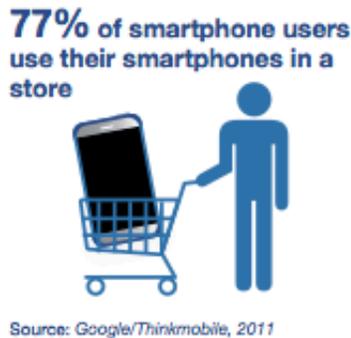
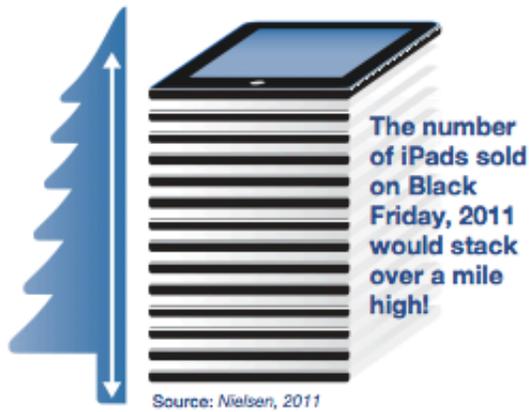
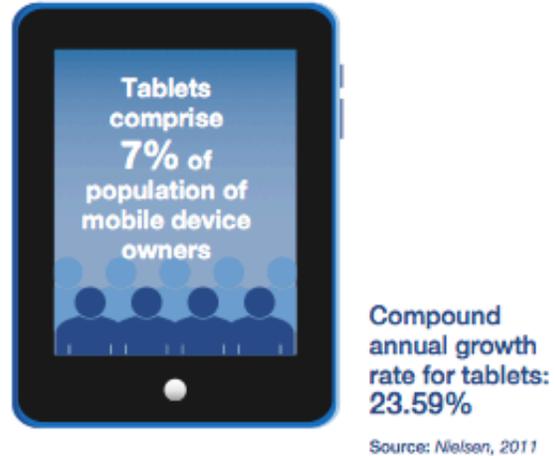
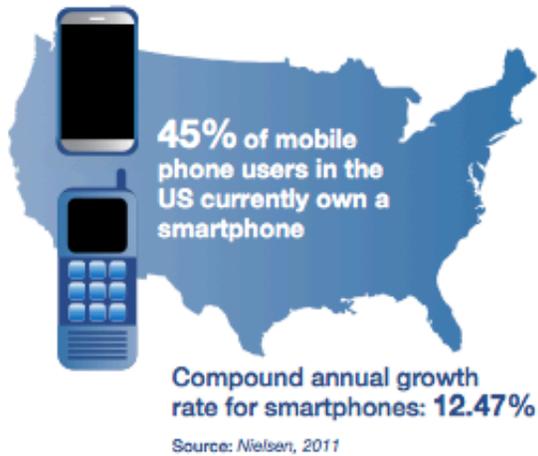
The Mobile Consumer Is Here

The year 2011 has borne witness to the growing power of the masses of smartphone and tablet users in the United States. This growing group of users with smart mobile devices has shifted its behavior from static information-gathering sessions that take place pre-purchase to active, in-store searches that take into account nearby retail outlets and pricing differences and even identify previously unknown items. Now, more than ever, consumers rely on their mobile devices as demonstrated by the record number of shoppers who took to the stores with mobile retail apps firmly in hand (see Figure 1).

- 2011 saw a surge in mobile users, but 2012 is the year when smartphone owners become the majority of users, currently hovering just below 50% of U.S. mobile phone users. Tablets, too, take center stage with a near 24% CAGR in adoption.¹
- Overall use of mobile devices is on the rise, with users spending nearly an hour per day, on average, actively interacting with them. One of the top use-cases for smartphones today is while shopping.²

Figure 1. Mobile Devices Are Ubiquitous, Especially in Stores

As we move toward a majority of mobile phone owners using smartphones and other mobile devices, the question follows: Where are users taking their devices? To the store?



Source: Altimeter Group

Why Mobile Shoppers Mean Business Now

There are three factors actively changing the game for retailers hoping to capitalize on mobile shoppers:

- **Mobile smart devices are ubiquitous.** In 2011, we saw for the first time the effects of low-cost, high-speed networks paired with capable, desktop-class computing power in nearly every mobile device on the market. Add to that lower and lower acquisition costs, and it becomes the primary device for the masses. This means that shoppers with smartphones or tablets will quickly assimilate to using apps to inform their information gathering, especially in stores.
- **Shopping is high on the mobile “to-do” list.** The average smartphone user spends over one hour per day interacting with his or her device, and one of the top three activities the user is doing on that device is shopping³. Smartphone users expect to be able to turn to their devices for every informational need and have it met immediately. When shopping, this means finding the quickest route to products and prices, whether or not the mobile tool comes from the retailer whose store they’re in or from a competitor. As an information-driven activity, shopping is an area where mobile queries are becoming the norm.
- **Retailers have an ineffective mobile strategy.** Most of the retailers we interviewed were on a second or third iteration of their mobile strategy with a second or third team lead. The reason? They’re trying to recover from previous mistakes made in a rush to get on mobile devices with little thought given to the desired outcome or the type of app and interaction best suited to their product or service. In some cases, poor performance is a result of focus on the features possible with mobile technology, not customer pain or other business problems that mobile can help solve. For example, one online retailer said that tablets were “not what [we consider] a mobile device,” when a quick scan of where users were shopping from would have pointed out that many users consider tablets — and likely smartphones — the primary place they interact with the brand.

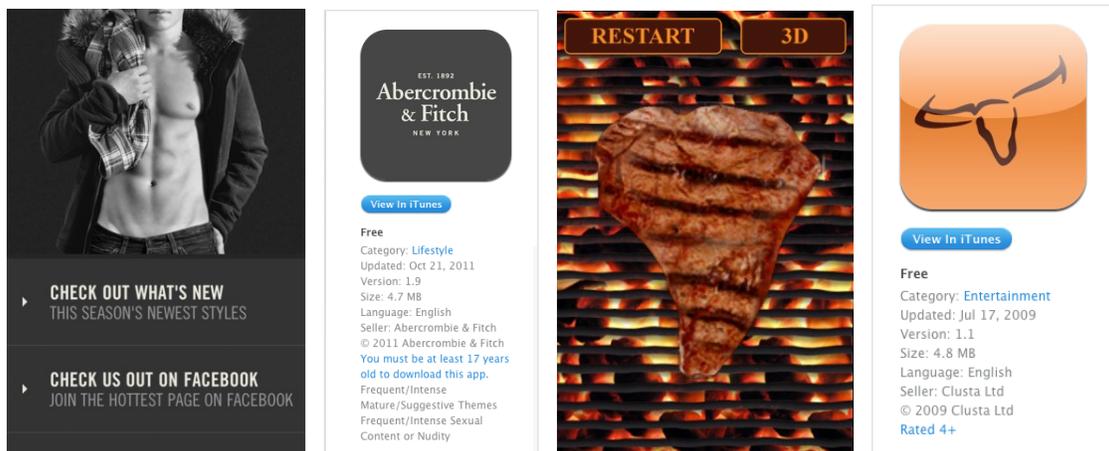
Retailers: Step up Mobile Plans to Meet Eager Buyers

Almost 46% of U.S. adults planned to purchase gifts online during the 2011 holiday season, more than have ever done so before.⁴ According to data gathered by IBM Coremetrics, 16.4% of all sessions on retailers’ sites in 2011 were initiated from mobile, more than double the previous year.⁵ It’s time for retailers and brands to step up and create tools and experiences for shoppers that cater to their mobile information needs on the go and in the store. A recent Shop.org⁶ survey noted that mobile strategies aimed at thwarting lost sales were near the bottom of the list of retailers’ priorities coming into the 2011 holiday.⁷

To step up, retailers need to give shoppers the right tools, on the right platform, at the right time while avoiding the two most common mistakes. Those common mistakes are:

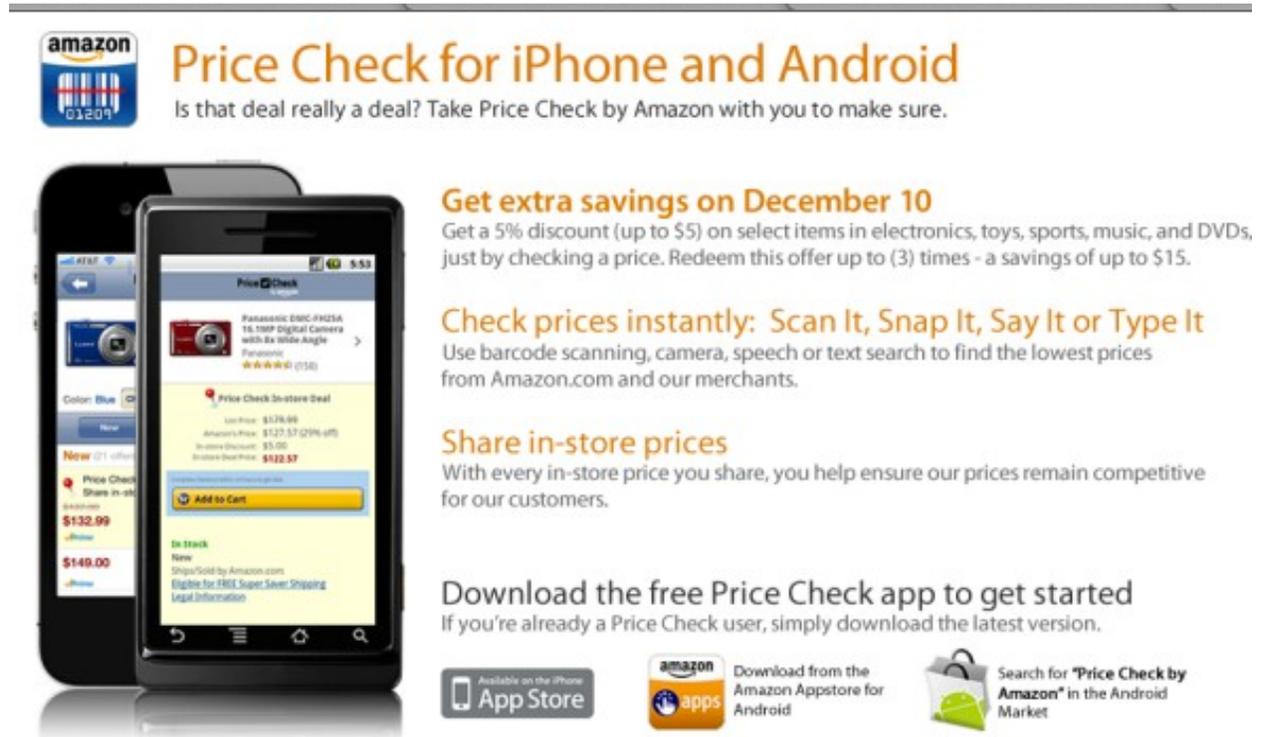
- **Common Mistake #1: Mobile for Mobile's Sake.** Major retail brands such as Abercrombie & Fitch (A&F) and Longhorn Steakhouse are prime examples of brands rushing to mobile with a focus on the medium and not the end goal of impacting the business (see Figure 2). These two brands offer mobile applications that are heavy on design (in the case of A&F's app) and mobile tricks (see the 3D graphical and motion-based effects of Longhorn's app), but short on utility and shopping-centric tools. For example, A&F's mobile app shows almost none of its apparel, which is what a shopper would want, and instead opts for steamy photography of its models. Longhorn's app allows users to cook a steak but provides no directions to get them to a restaurant. Both apps fail to fulfill the primary need of their target audience.

Figure 2. Abercrombie & Fitch and Longhorn Steakhouse Miss an Opportunity



- **Common Mistake #2: Missing the Chance to Target Mobile Users.** Another common mistake is not targeting mobile users. For example, Amazon launched a campaign on December 10, 2011, to have users scan products in-store using its Price Check app (see Figure 3). This was an effort to gather pricing and shopping data from brick-and-mortar customers. Amazon offered \$5 discounts on products scanned in-store and subsequently purchased from the online retailer rather than in the store the customer was in while using the app.

Figure 3. Amazon Ups the Ante for Retailers



The advertisement features the Amazon logo at the top left. The main headline is "Price Check for iPhone and Android" in orange, followed by the sub-headline "Is that deal really a deal? Take Price Check by Amazon with you to make sure." Below this, there are three main promotional sections: "Get extra savings on December 10" (5% discount), "Check prices instantly: Scan It, Snap It, Say It or Type It" (barcode, camera, speech, or text search), and "Share in-store prices" (ensuring competitive pricing). A central image shows two smartphones displaying the app's interface, which includes product details for a Panasonic camera and a price comparison table. At the bottom, there are three icons for downloading the app: the App Store, the Amazon Appstore for Android, and the Android Market.

Price Check for iPhone and Android
Is that deal really a deal? Take Price Check by Amazon with you to make sure.

Get extra savings on December 10
Get a 5% discount (up to \$5) on select items in electronics, toys, sports, music, and DVDs, just by checking a price. Redeem this offer up to (3) times - a savings of up to \$15.

Check prices instantly: Scan It, Snap It, Say It or Type It
Use barcode scanning, camera, speech or text search to find the lowest prices from Amazon.com and our merchants.

Share in-store prices
With every in-store price you share, you help ensure our prices remain competitive for our customers.

Download the free Price Check app to get started
If you're already a Price Check user, simply download the latest version.

Available on the iPhone App Store | Download from the Amazon Appstore for Android | Search for "Price Check by Amazon" in the Android Market

A mobile strategy should not focus on demonstrating the means — mobile platforms — but on meeting the end needs of customers. Focus on what pains currently exist in the mobile shopping experience for the customer and how powerful, ubiquitous, sensor-laden devices can help relieve those pains.

How the Mobile Leaders Are Winning

The determination of what path a brand wants a user to experience and accomplish should frame all of the decisions surrounding the strategy of the application. Convergence among various parts of the business is critical, especially for transaction-focused strategies. What can retailers learn from other successful mobile retail efforts?

- **Align mobile with other key teams.** Winning mobile teams are tightly aligned with marketing loyalty programs (if applicable) and e-commerce teams. For example, Starbucks built its wildly successful application not around revenue or loyalty card adhesion, but instead around ease of purchase.⁸ The coffee retailer set out to solve a growing user problem — wait times in stores — and ended up with an enriched application that has materially affected the company positively. The app was so successful that it will soon be rolled out to stores in Canada and the UK.

“How can we make [buying] easier, faster? ... We also want to manage feature creep, maintaining the need to keep it simple. Finally, we’re keeping a close eye on social channels to hear what’s being said about the brand and stay keyed into the next things customers want.”

–Adam Brotman, SVP & GM Digital Ventures, Starbucks

- **Focus on what the user needs.** Mobile strategies should be holistic and remain focused on what users are seeking. Informational apps may seem simple in design, but a solid strategy seeks to solve the “information” problem, not just the “mobile” problem. For example, in addition to building an application that regularly resides in the top 10 most downloaded retail apps across major platforms — like Apple’s iOS and Google’s Android — Best Buy saw the potential disruption coming from third-party apps to disseminate product and price information and got ahead of the curve. Best Buy developed a series of information-sharing Application Programming Interfaces (APIs) and uses those APIs to feed information about price and local availability — a distinct advantage for its stores over online retailers — to other popular shopping apps, increasing store traffic.

“We know not everyone is coming to our product information via the stores; shoppers use other channels, searches, and other commerce applications. We had built out our API platform early on to try and capitalize on that ‘beyond the reach of the store’ phenomenon. Mobile, to us, is an extension of that; we look at mobile as the accelerator for our [product information] APIs.”

–Steve Bendt, Director of Emerging Platforms, Best Buy

- **Allocate the resources necessary to make mobile successful.** Allocation of the necessary resources at U.S. pharmacy and convenience retailer Walgreens is at the forefront of everything the company does in mobile — and it shows. The Walgreens app, a regular in the top-tier of Lifestyle applications (retail is a subset of Lifestyle in most platforms’ app stores) based partly on the novelty of using a mobile device’s camera to scan a prescription barcode to initiate a refill, is an example of “multichannel lite” activity. The first among its peers to accomplish this, Walgreen’s ability to conquer a tricky technology problem others had faced has everything to do with its willingness to devote resources — entire design through development and testing teams for each major mobile platform — to solving users’ problems in a novel way.

“I’d been part of a team before that said, ‘Creating an app that scans a curved barcode is prohibitively expensive,’ and we did it at Walgreens and were first to market. [We have] an entire QA and testing team for [each platform]. When we commit to something, we give it everything it needs to succeed.”

–Adam Kmiec, Head of Social Media, Walgreens

- **Mobile means multiple platforms.** One of the few retailers profiled that has built a tablet and smartphone version of its app along with a fully featured mobile website, Zappos, worked many processes in parallel to get its application off the ground. In addition to working to ensure a feature on the iTunes store — to aid in discovery — the firm also polished its mobile web presence and an API framework for product information. To date, the application enjoys a near 5-star rating on the iOS App Store with over 14,000 reviews from users.

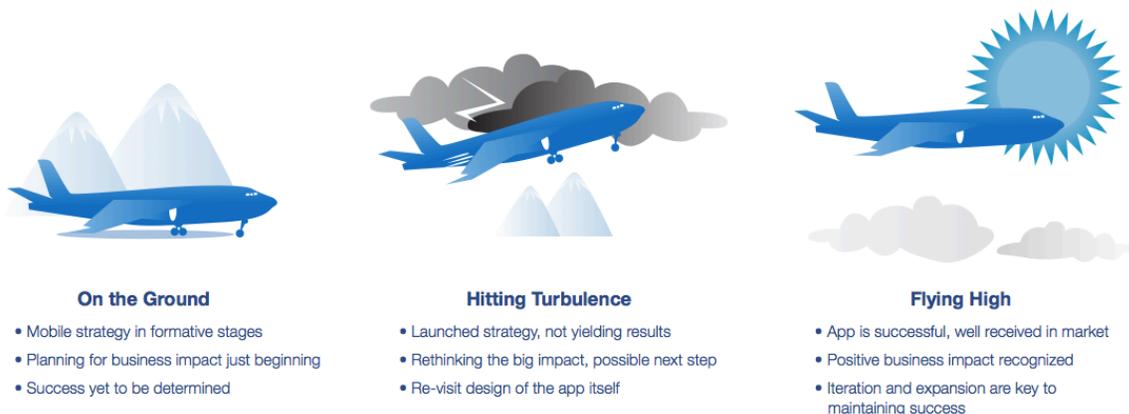
“Zappos had never designed for anything like this before. It was an iterative process where a new build went out every week. The team put in a lot of hours and everybody worked seven days a week for 12 weeks.”

—Alex Kirmse, Head of Mobile, Zappos

Understanding the Maturity of Your Mobile Strategy

So how do you get to be a mobile leader? Determine your maturity and then begin working your way up the maturity continuum. Evaluating the elements of a mobile strategy that are currently in place will determine the current level of maturity of your existing mobile strategy. Altimeter has identified three distinct maturity levels of mobile strategy among retailers. The three categories of maturity are:

Figure 4. Retailers’ Strategies Fall Into One Of Three Maturity Levels



Source: Altimeter Group

- **On the Ground.** Retailers in this phase of maturity are just beginning their journey into mobile. They’re on the runway, ready for takeoff, but still laying out the groundwork for their mobile strategy in its first iteration. There is much ground to cover, and the potential to fall behind or lose ground to competitors is high.

- **Hitting Turbulence.** Retailers at this maturity phase have jumped into mobile with some of the best intentions but have not realized the revenue or customer interaction gains they hoped to achieve. What is most likely holding them back are that the efforts in these organizations are not clearly focused on serving business needs or actual customer pains.
- **Flying High.** The news is not all bad; we interviewed many successful mobile teams that have attained success with their mobile strategy. Their apps currently provide a positive impact to the business and make interaction and purchasing easier for customers, addressing an actual customer pain.

Altimeter has created a matrix to score organizations' mobile maturity based on current features of the mobile application, planned updates, and impact on the overall business.⁹ (See Figure 5.)

Figure 5. Altimeter App Maturity Matrix

Category	Sub Elements	Potential Score	Legend	
Application Features	Platform and device support, localization, inbound media, multimedia, social	30 points	Flying High:	24-30
			Hitting Turbulence:	13-23
			On the Ground:	6-12
Application Strategy	Future feature support, future platform support, application development iteration	25 points	Flying High:	20-25
			Hitting Turbulence:	11-19
			On the Ground:	5-10
Application Impact	Registered new users, net new revenue, cost of development	15 points	Flying High:	12-15
			Hitting Turbulence:	7-11
			On the Ground:	3-6

Source: Altimeter Group

Filing a Flight Plan for Mobile Success

Depending on the maturity of the strategy, the steps to take for attaining a successful mobile experience for customers will take different paths. For example, in organizations that find themselves in the “on the ground” category and have not yet begun to work on mobile, the first question that must be answered is what the impact on the business will be and what type of application will best serve it. Retailers that have tried to develop a mobile strategy only to end

up in the “hitting turbulence” maturity category can benefit from revisiting mobile strategy impact and potentially changing course. However, more often than not, companies in this category must refine the application strategy to provide value relevant to the pain points of its customers. Even those retailers at “flying high” have some work to do and should focus on refining the application continually, as today’s innovative feature is tomorrow’s baseline functionality.

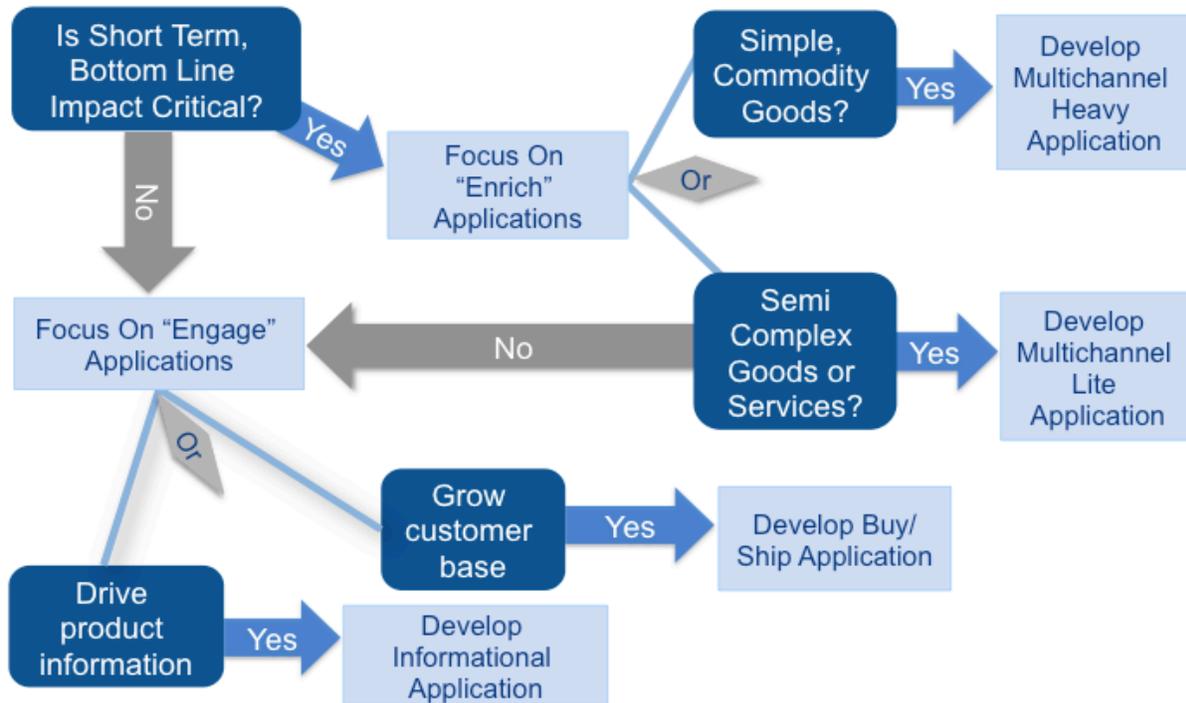
Map Mobile Strategy to One of Two End Goals

In the world of retail, organizations are seeking to either build brand affinity or drive transactions. Current business goals such as customer retention versus customer acquisition may dictate which path an organization takes. Either way, these two outcomes can both have dramatic impacts on a retailer’s bottom line. Strategists must determine which of the two end-game scenarios, enrich or engage, makes sense for the business and product set being sold; this is step one to achieving mobile success. The selected path will determine the appropriate end goal, and strategists need to decide which of two results an app will have (see Figure 6):

- **Enrich:** These strategies are focused on driving transactions and measured in total purchases, purchase size or frequency, and purchase-per-store metrics. The ROI model is simple — engage mobile buyers and grow the business.
- **Engage:** Engage strategies are not as transaction-centric as enrich strategies and are aimed at improving user interaction and brand affinity. Engage strategies can provide product information, post-purchase support, or help to provide a presence for retailers and brands with a fully online presence. The focus is on bringing shoppers closer to the brand to drive interaction, not just spend.

Enrich and engage also take place at different parts of the customer buying process, with enrich — heavily transaction-focused activities — taking place almost exclusively at the moment of purchase, while engage — centered on building a bond with new and existing customers — seeking to bring the buyer to that purchase decision or keep the lines of communication open afterward.

Figure 6. Choose a Mobile Strategy Path Based on Product



Source: Altimeter Group

Choose an Application Type to Drive Enrich or Engage

Mobile applications have similarly few types of user interaction. Looking at a number of applications aimed at customers, Altimeter has determined the four most successful types of applications that allow brands to enrich their relationships with users or engage with new and existing users. Once the endgame for a mobile strategy has been chosen, understanding which application type best empowers the desired user behaviors is the next step in building the plan.

Across industries, brands and mobile platforms, the categories of tool are consistent — we found that applications generally fall into the following categories (see Figure 7).

Figure 7. Types of Mobile Retail Interaction¹⁰



Source: Altimeter Group

- **Informational:** These applications are primarily designed to enrich the experience by providing information on retail outlets, high-level and nonproduct-specific information. Alternatively, specs on high-complexity products, like automobiles, fall into this category as well.
- **Buy/Ship:** These applications allow for buyers to complete a product lookup and purchase for later offline home delivery. By far, this is the most common type of application; in many cases, these applications are built as a device-native framework that populates properly formatted information residing elsewhere as HTML-based content.
- **Multichannel Lite:** Applications in this category allow shoppers to interact with retailers in-store for enhanced shopping experiences. Applications in this category allow users to initiate but not complete a purchase.
- **Multichannel Heavy:** Applications in this category are some of the most complex, allowing shoppers and buyers to interact with retailers in-store for an enhanced shopping experience, with purchasing possible using the app or tools provided natively in the app itself.

As a rule of thumb, informational applications and Buy/Ship applications are most often designed to build interaction with users and engage new buyers. In some of the strategies among brands that have been successful, the winning ingredient in the application is the information source the user turns to, which builds trust and engagement with that user to develop a “go-to” relationship. Meanwhile, at the other end of the spectrum, augmenting and, perhaps, fundamentally changing and improving the user’s buying experience can reap vast rewards for the company while solving a real user pain. Regardless of the application choice, the need for a novel tool that solves an actual user’s problem is key to driving customer use.

Prepare for Takeoff: Next Actions

Undertaking a mobile strategy starts with understanding the impact the application must have on the business and the type of application that will get you there. But the initial step is evaluating maturity and taking actions appropriate to the firm's current maturity level (see Figure 8).

Figure 8. Focus Areas for Strategy Based on Maturity

	Plot Impact Path of Strategy	Choose Business Impact Path	Choose/ Revisit Application Type	Refine/ Add Features	Extend Platform Support	Globalize App
Maturity Level						
On the Ground	○	○				
Hitting Turbulence	■	■	○	○		
Flying High	■	■	■	○	○	○
	○	In Process		■	Accomplished	
				○	Next Step	

Source: Altimeter Group

We've seen the start of the "new normal" during the 2011 holiday season. As devices increase in capability so too will competitors' mobile strategies expand to address more of them, and the tools within each mature to do more. Once you determine your maturity score, you should proceed according to the next steps, according to which level your score places you in:

On the Ground: Companies in this category score the lowest on the maturity model, not because of poor applications but because they have not yet determined the direction of their strategy; they're at the starting line. These companies should:

- **Consider the impact mobile should have on the business.** Determine if your mobile strategy is to drive transactions or interact with customers. These two directions, enriching the bottom line or engaging with users, should be mutually exclusive for companies in this phase.
- **Pick an application type.** Retailers should pick an application type that encourages the end behavior the retailer is looking to incent. For example, is the aim to have an engagement app aimed at gathering information or an enrichment app to make online purchases? A great source of some of the most successful app insight into client needs is listening to social channels through a social media listening program.¹¹

Hitting Turbulence: Companies finding that their strategy ranks them in the “hitting turbulence” category should not shy away from weighing the option of starting anew on their strategy and beginning the ideation process again with a review of the desired business impact and best application type to serve it. In many ways, this group has a lot in common with the companies on the ground and may need to start from the same initial steps. Companies whose strategy is hitting turbulence must:

- **Revisit the business impact.** Is the impact clear and in harmony with the metrics set out for measuring the app’s success initially? In many efforts that have lost altitude, there is a mix of goals in the strategy, some aimed at enriching the brand and some aimed at engaging with customers. The resulting app results in a cluttered, confusing experience for the user, so choosing one of the two paths is critical. In terms of application design, choosing a single type of the four outlined in this report is a must.
- **Unclutter the application type.** Similar to the mix of business goals, we have seen a lot of applications that try to be too many things from a function standpoint. Gather intelligence from users about specific pains; use this direction as a blueprint for the key feature users want. The application should be designed to serve this feature as its primary mission. Previous feature-sets that don’t address this specific pain should be used in future upgraded applications. The key to having the app get discovered and continually used is by focusing on the feature set that speaks to a user’s biggest pain and solving that pain in a simple, straightforward way.

Flying High: While companies that have attained the highest level on our maturity model are flying high with their mobile strategy, they are not yet done with their work. Continual improvement and maintenance of their success depends on constant iteration. Those looking to maintain success are expanding their strategy to serve more platforms, product categories or business units. Companies in this group should focus on:

- **Adding features and expanding reach.** Bringing on new, novel features will keep the app fresh, both in terms of addressable mobile platforms and product categories. A long-term plan to integrate with other channels, like social media, will increase app stickiness. The focus for these firms is on the long-term growth of the app to do more and solve more complex user problems. Starbucks — shared as an example of one of these firms — has continually added features to its application and also consolidated features from applications that were previously separate.
- **To stay on top, don’t under-resource development.** Think about the resources required for each additional platform or geography that must be supported. No platform, feature, product or region addition should be given lower priority; the variance in design and functionality will be apparent to users. Think about novel features, as today’s “whiz-bang” functionality is tomorrow’s table-stakes feature.

Appendix A: Mobile Maturity Scorecard

Criteria	Sub Criteria	Scoring Criteria
Application Type	Where is the application available?	1: The application is available via URL-based download; 3: The application is only available on the platform official marketplace; 5: The application is available in the official platform marketplace or as a full-function web version.
	What mobile platforms does the application currently support (excluding alpha or beta versions)?	1 point given for each: Android, BlackBerry, iOS, Windows Phone 7, Full-function web (HTML or HTML5) version
	How many languages is the application currently localized to?	1: English only; 3: English plus 2 languages; 5: 3+ languages and 1 non-English character set
	What types of devices does the application support?	1: Smartphone only; 3: Smartphones and most tablets; 5: The application is optimized to perform identically on all device types.
	What types of physical interaction does the app currently support (QR Codes, NFC, Image processing, etc.)?	1 point given for each: Location information (from device GPS), standard (line-based) barcode, 2-dimensional barcodes or Quick Response (QR) codes, Near Field Communication (NFC) reader information, NFC reader information
	What types of multimedia content does the app currently support (images, video, etc.)?	1 point given for each: Text only, Text and images, Text and static multimedia (native inside the application), Text and dynamic multimedia from dynamic sources (example, local embedding of YouTube content), Text, images and interactive content (Examples: in-app game, puzzle, etc.)
	What types of social media interaction does the app currently support (Twitter, Facebook, SMS, etc.)?	1 point given for each: Twitter integration (read or originate tweets within application), Facebook integration (access or add to Facebook feed from within application), Instant messaging (access native instant messaging in-app or via API to other messaging application, excluding SMS), SMS (integration with phone-native SMS to originate SMS exchange), Photo sharing network (Photobucket, Instagram, etc.)

Criteria	Sub Criteria	Scoring Criteria
Application Strategy	Which of the following platforms does your application have a firm delivery date for?	1 point for each not yet supported with confirmed release date for Android, BlackBerry, iOS, Windows Phone, Web version
	How many languages will the application be localized to by 12/31/2011?	1: One additional language; 3: English plus 2 languages; 5: English plus 3 or more languages and one non-English character set. 0: No further localization is planned.
	What types of devices will the application support by 12/31/2011?	1: Expand smartphone support; 3: Smartphones and most tablets; 5: The application is optimized to perform identically on all device types; 0: No further form-factor development is planned.
	What mobile platforms will the application support (excluding alpha or beta versions) by 12/31/2011?	1 point each for Android, BlackBerry, iOS, Windows Phone 7, Full-function web (HTML or HTML5) version
	When was the last time your application was upgraded, or how frequently is it upgraded?	1: The application has not been upgraded in the past calendar quarter; 3: The application is updated 1–2 times per calendar quarter; 5: The application is updated monthly or semimonthly; 0: We have stopped development on the application.
Application Impact	Please select the statement that best describes the application's impact on company revenue.	1: We have not seen any change in revenue attributable to the app; 3: The application has led to an increase of up to 25% in revenue since launch; 5: The application has led to an increase of more than 25% in revenue.
	What has been the approximate cost of developing your application to date?	1: Application development costs equal \$200,000 or higher; 3: Application development costs equal \$75,000 to \$199,999; 5: Application development costs have been less than \$75,000 to date.
	How many downloads has your application had to date?	1: Less than 50,000 downloads; 3: 50,000 to 149,999 downloads; 5: 150,000 downloads or more

¹¹ For more information on building a listening program as part of a social media measurement framework, see Altimeter report “A Framework For Social Analytics.”
<http://www.altimetergroup.com/2011/08/research-report-a-framework-for-social-analytics.html>

Open Research

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About Us

Altimeter Group is a research-based advisory firm that helps companies and industries leverage disruption to their advantage.

About Chris Silva, Mobile Analyst



Chris Silva is an Industry Analyst focusing on Mobile, where he helps end-user organizations understand how to effectively manage mobile strategies in their organizations for increased brand impact, worker efficiency and revenue. A 10+ year veteran of the research industry, Chris has led research, events and consulting operations for IANS Research, Forrester Research, IDC, and two other small boutique research firms. Chris is a graduate of the Isenberg School of Management at The University of Massachusetts at Amherst. Chris blogs at makemobilework.wordpress.com.

Alan Weber, Principal Analyst & Partner



Alan Webber is an Industry Analyst and currently the Managing Partner Altimeter Group. Alan's research and client efforts focus on the understanding and thriving through disruptions at intersection of organization, culture, and technology. Alan publishes some his findings on his professional blog roninresearch.org. Prior to Altimeter, he was a Principal Analyst at Forrester Research where he covered the B2B online user experience, digital engagement, and disruptive technologies in government. Alan holds a B.A, M.A., and M.S. from Colorado State University and completed his Ph.D. courses in technology policy and methods from The George Washington University.

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Lora Cecere (@lcecere) is a Partner with Altimeter Group. She focuses on the evolution of disruptive technologies for consumer value chains. Previously, Lora was a Vice President of Value Chain Strategies at AMR Research (now Gartner Group) and has over 25 years of experience in building software and leading groups within consumer products manufacturers. She writes the *Supply Chain Shaman* blog at supplychainshaman.com and is a frequent columnist for *Consumer Goods Technology* and *Supply Chain Management Review*.

About Jessica Groopman, Researcher



Jessica Groopman (@jessgroopman) is a Researcher with Altimeter Group where she researches and analyzes shifts in consumer behavior and the evolving challenges and opportunities of disruptive technologies on businesses. She has experience in business, technological and anthropological research.

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