Making the Most of Mobile
What a "Mobile First" Strategy Means for Your Business

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Introduction

Mobile technologies have taken the world by storm. Our purpose in this white paper is not to spew out a lot of facts and figures about how many smartphones and tablets there are, and how many are Apple versus Android versus others. There are plenty of resources\(^1\) that can give you that information. Let's just say it is a big number! In fact, according to a special report from Raconteur,\(^2\) 2014 saw one smartphone for every five people on the planet. And the numbers are not declining anytime soon, nor will the transition from feature phones to smartphones slow down.

As an example, in the EU5 alone (France, Germany, Italy, Spain and UK), 57% of mobile users owned a smartphone in the 3-month average ending December 2012.\(^3\) The EU5 online video audience grew 5 percent over the past year, whilst the number of mobile video viewers has jumped by 162 percent since December 2011. (Leading online video platforms across Europe are YouTube (Google), Dailymotion, Facebook and VEVO.)\(^4\) In the UK, the outlook for mobile business is rosy, according to the Raconteur report: “Figures from the Centre for Economics and Business Research show 5.6 million people already use their mobile devices to buy goods and services online This is expected to rise to 20 million in the next six years, by which time online mobile purchases will be worth more than £18 billion, up from £48 billion in 2013.

What we will do is talk about the usage trends, what they means for your business, and how Ricoh can help. We will delve into three aspects of this:

1. How mobile technologies can be leveraged in your own business to improve productivity in terms of production and business management, employee satisfaction and more;

2. What you need to consider in terms of customer-facing applications in order to allow your customers the flexibility of conveniently and comfortably accessing your business from any device, anywhere, anytime, ordering print and other products, reviewing job status and more; and

3. How you can take advantage of the rapid adoption of mobile technologies to add new (profitable) products and services to your portfolio that not only generate new revenue streams but add value to your customers’ businesses.

These factors have implications with respect to your investments, staffing, production, web development and sales/marketing strategies. While many of the concepts and ideas stated here are applicable to any business – including your customers’ businesses – the content is tuned toward the needs of printing and marketing services companies. It should be noted that while larger printing companies have likely implemented many of the suggestions contained in this white paper, it is also critical for small to mid-sized companies to take notice and begin to plan for mobile adoption, or to re-evaluate plans already in place based on the content presented here.

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\(^1\) www.MobiForge.com is a good one; so is www.eMarketer.com.


\(^3\) Source: comScore MobiLens

\(^4\) Source: comScore Video Metrix
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Implications for the Marketer

As a printing operation, if we assume that your primary customer contacts these days likely have marketing in their titles, it is important to realize that marketers are also struggling with how to reinvent themselves in this dynamic new world.

Vivaldi Partners of New York and Switzerland recently issued a report entitled The Changing Role of the CMO, in which they said:

> It is not about playing differently – it is about a different game. Marketers playing by the old rules will find themselves on the losing end of a game with stagnant growth and a diminishing consumer base.

This prognostication is true for just about any business, including printing businesses, in terms of the way they communicate with – and in general, do business with – customers. There are many published studies that show that today's consumers – regardless of where they are in the world – are driving the train. In the old days, marketers could decide what, when and how information about their brands was consumed. Now, though, a growing majority of the population, even in the so-called developing world, is curating the “how, what, when, where and why” of their own content consumption – how it will be consumed, what medium will be used, when they choose to consume the content (or not), where they are when they consume it, why they even want to be bothered.

The bottom line for you is how to best capitalize on these trends to both better your business and be a value-added partner that helps your customers improve theirs.

*Changing Role of the CMO, Vivaldi Partners Group, 2014*
It’s an App World

In the beginning, mobile users accessed information and services from their tablets and smartphones using a browser, and it was often painful. Many web sites were – and still are – structured almost like an online brochure, and navigating them from a smaller form factor device, especially a smartphone, can be quite frustrating. So frustrating, in fact, that over time, mobile users had less and less patience with websites that were not optimized for mobile, and they were increasingly likely to abandon those sites in lieu of something easier to use.

Web publishers have taken two different non-exclusive paths to solving this problem. One path was to design a mobile web site that made navigating the site easier for mobile users. Sites would default to a mobile version (often called m-dot sites since their URL is prefixed with m. – i.e., m.amazon.com). This offered a better experience for mobile visitors, although the sites often displayed less information than the full site and required additional site design steps. In this case, it is highly critical that designers think through what mobile users are most likely to be looking for. For example, if a mobile user is accessing a restaurant web site, they are most likely going to want to see the menu and hours, understand the ambiance of the establishment, make reservations and get directions. So an m-dot restaurant site should make these things readily available on its home page, with more information in deeper layers of the site.

One of the downsides of m-dot sites is the fact that accessing them can involve several redirects, and redirects add up to time. Even a one-second delay in site response time can reduce conversions by 7%. Research done by Yattaa found that 39% of the top 500 retailers’ mobile sites redirect users an average of 3.03 times. Mobile sites with four redirects can make users wait more than 16 seconds until a site renders. This is eight seconds longer than sites with no mobile redirects. And in the world of mobile, where instant gratification is the norm, eight seconds can seem like an eternity. You should consider this factor when you design mobile sites, since your customers are not going to be more patient than the general consumer, in most cases.

The second approach for getting content out there – and especially for monetizing that content – is the deployment of mobile apps. These are software applications specifically designed for deployment to mobile devices. Often they can be acquired at no charge, or for a very low price. The monetization comes in volume and/or through in-app purchases – things you can buy while you are in that app. It might be tokens for a game, a new issue of a magazine or newspaper, music, books, or even high-value items such as airline tickets.

Apps have installed themselves not only on our mobile phones and tablets, but into our mobile lives. Gartner\(^7\) has predicted that mobile apps will be downloaded more than 268 billion times, generating revenue of more than $77 billion, by 2017. Apps are now mainstream, as demonstrated by the year-on-year growth for Apple’s app store and Google Play, generally recognized as the largest sources of mobile apps. MobiForge reports that in 2013, there were more than 800,000 apps in each of these stores! The Windows Phone store lagged with less than 150,000, but still ....

**Responsive Design and HTM5**

In recent years, another development has arisen on the mobile front, called Responsive Design. Enabled by the capabilities of HTML5 and other technologies, responsive design allows one web design to morph into the appropriate presentation for any platform. The site is able to sense the platform from which it is being accessed and present appropriate content.

This, clearly, is a major step forward in web design and has stimulated significant discussion about the benefits of native versus web applications.

- **Native:** An application that is specifically designed to run on a device’s operating system and machine firmware, including desktops, tablets and smartphones. Native applications typically must be adjusted or adapted for different devices. These are what we have referred to above as mobile apps.

- **Web:** An application in which all or some parts of the software are downloaded from the web each time it is run. This type of application can usually be accessed from all web-capable devices, including mobile.

In structuring a study on this topic, the Global Intelligence Alliance identified the pros and cons of each approach.\(^8\)

- User Experience design – native apps are traditionally superior in terms of performance and can be the only means to access device attributes such as the geolocation API, camera, address book, and accelerometer.

- Billing – web apps or mobile-optimized web sites typically offer greater billing options and allow for open distribution, independent of third-party vendors such as carriers or OEM app stores.

- Reach – while mobile app stores attract more active users overall, web apps allow publishers and service providers to serve all smartphone audiences without the compatibility issues facing native app distribution.

- ROI – the costs of development and updates are generally higher for native apps, but native app stores are said to generate higher returns thanks to the benefits of larger consumer bases and integrated billing, for example.

- Go-to-market – web apps are often quicker to deploy, particularly since they are not subjected to distributor approval, e.g. Apple AppStore, which can take from weeks to months of evaluation and quality assurance.

- Discoverability – with an influx of new applications into proprietary app stores [over 800,000 apps on Apple App Store alone as of 2013], it is increasingly difficult to generalize whether visibility is higher over the web or native interfaces.

\(^7\) Gartner press release January 2014

\(^8\) Native or Web Application? How Best to Deliver Content and Services to Your Audiences over the Mobile Phone, by Lie Luo, Consultant, Global Intelligence Alliance, 2010.
• User analytics – web apps or web sites generally offer more direct, unfiltered access to user behavior data, which in turn enables product cross-selling opportunities and helps build customer loyalty.

Its conclusion was that new-generation web applications are likely to offer a significant challenge to the established ecosystem of native apps and are also likely to lead to proliferation of mobile app distribution beyond the currently controlled App Store environments.

The study pointed out that web apps offer an architectural advantage when targeting a cross-device launch – which is practically everything these days. Also, web applications can often be weeks quicker to launch, less costly and more easily developed in-house. Speed and cost are affected by the need to go through a QA/certification process to publish native apps to the various app stores. Additionally, as more fragmentation occurs in the mobile market – i.e., as more device types and form factors emerge – the cost advantage for web apps also increases since designing for each individual form factor is not required.

It should also be noted that the lines between the two are increasingly blurring; most native apps use real-time web connectivity, while many web applications offer an offline mode should no network connectivity be available. Many developers are still employing both approaches for maximum reach. Google Maps, for example, can be used from the desktop, from a mobile device via the web, or from a mobile device native application, web browser or mobile app.

This is an important trend that must be considered as companies lay out their mobile strategies. It should be noted that native apps are – obviously – mobile-friendly, while web applications using responsive design typically foster a “mobile first” design strategy.
The Mobile Revolution: Internal Implications

As mobile continues to make inroads into how people work and play, it brings a number of new organizational challenges to printing companies around the globe. IDC estimates¹ that by 2016, employee-owned smartphones, tablets and PCs in the workplace will grow from 2 billion to more than 5.25 billion. Employees increasingly want to use these devices in the performance of their work, and this often means they expect to access corporate databases and applications seamlessly – and companies need this access to be secure. This is particularly true of sales, customer service and other field and customer-facing employees, but it applies to the production floor as well. In addition to desiring access from inside the corporate firewall, today's employees also expect anytime/anywhere access to extend their ability to efficiently work remotely. Within the printing industry, larger companies have likely already begun to address this issue, but it is also an important consideration for smaller to mid-sized printing companies.

While some companies have found it useful to implement a Bring-Your-Own-Device (BYOD) policy, Ricoh Europe has chosen to take a different path, providing Windows-based smartphones to all employees. This allows for more control of corporate content, faster distribution of updates and more. It also allows for much more efficient use of the Windows environment on the go. For smaller companies, a BYOD policy may be a more convenient and cost-effective approach.

One very effective implementation of this policy at Ricoh is the use of smartphones by field service technicians, whose smartphones are their entire communication system. Phone apps are used to dispatch the technician, map their route to the next call, acknowledge their arrival, reference technical materials and manage the parts inventory – any parts that are used during a call are automatically replenished to the technician’s collection point, eliminating the risk of arriving at the customer site without the requisite parts. In addition, should there be important communications these field personnel need to receive or be aware of, they are pushed to the technicians’ smartphones and the technicians cannot proceed until they have acknowledged that they have received and read the communications. These could be technical bulletins, health and safety communications or other types of important messages. Not only has this made the field service force more efficient, but customers are impressed by the process as well. This capability has become a key selling point and market differentiator that Ricoh Europe sales representatives use to speed up sales cycles and instill a high level of confidence in the organisation's capabilities. While printing companies are not likely to have service technicians in the mix, this concept can be extended to field sales representatives and can incur many of the same benefits.

¹Putting mobile first: best practices of mobile technology leaders, study conducted by IBM and IDC, 2013
This assumption is backed by the IBM/IDC research, which found that “organizations that are both prioritizing mobile technology initiatives and implementing a mobile strategy—not just for IT but across the company—are more likely to experience revenue growth and improve IT effectiveness. They are in control of their end users’ use of mobile devices, applications and company data while still enabling increased productivity. They are supportive of the critical initiatives of their marketing, sales, customer service and other departments with intent on increasing and improving the level and quality of interactions they can have with customers and partners via mobile.” Both Ricoh Europe’s Windows phone policy and the field service implementation are great examples of this at work.

From a customer engagement perspective, according to a recent Forbes Insights report commissioned by Adobe, which surveyed top-level marketing executives in large organizations, 78 percent of enterprises with customer-facing apps have seen a year-over-year increase in the size of their mobile app audiences, and more than two-thirds said the number of end users for internal apps has also grown.

**The Mobile Revolution: What Customers Need**

Another aspect of the growing use of mobile is the volume of data that is generated when users interact with a native or web application. The ability to harness this data to increase the relevance of customer communications and better manage customer relationships is clearly a competitive differentiator in today's marketplace. Your business can benefit from effective use of mobile technologies and the resulting customer data; and once you understand how all of this works and are using it in your own business, you can find ways to leverage this knowledge to customer applications, thereby generating new revenue streams.

Why is this a competitive differentiator? The Economist Intelligence Unit (EIU) conducted two surveys about the effectiveness of marketing channels in March 2013, one of 409 consumers and another of 257 marketing executives. Respondents were balanced evenly between the U.S. and the UK and included roughly equal numbers of executives from six key consumer products industries: clothing, banking, travel, media, entertainment and automotive. The study revealed that consumers find personalised messaging annoying, especially when “attempts at personalisation are superficial.” One could easily make the leap that superficial personalised messages are even more annoying when they follow you everywhere on a variety of mobile devices. The report goes on to state that savvy marketers are moving beyond simple personalisation to customized offers, which many consumers believe help them find the best deals. To do this, they must both aggregate and analyse customer data from all sources in order to ensure their outreach is not perceived as superficial personalisation."

Mind the marketing gap: Sizing up marketer and consumer perceptions, The Economist Intelligence Unit Limited,

To learn more about how to avoid superficial personalisation, download our free white paper: Print + Data = Results at [www.WhatTheyThink.com/whitepapers/precision-marketing-pri 2013](http://www.WhatTheyThink.com/whitepapers/precision-marketing-pri 2013)
Another aspect that must be taken into account is that mobile-enabled users typically have multiple devices – in fact, according to CCS Insight, an average of 3.6. Marina Koytcheva, the director of forecasting at CCS Insight, says, “Consumers have changed their expectations about what these devices do. They expect a more consistent experience across all of their devices.”

And as wearable technology continues to make inroads into the hearts and pocketbooks of consumers, these will provide yet another platform – and a much smaller form factor – that marketers will need to deal with.

Making Print Interactive

Another trend that is evolving rapidly in Europe is the use of QR or other 2D barcodes and augmented reality applications such as Ricoh’s Clickable Paper to make print more valuable by making it an interactive part of an integrated campaign. Here are some examples that will stimulate thought about how your organization can participate in this new business area, increasing your market differentiation and your value to your customers.

• The publisher of a free regional magazine with a circulation of 50,000 supported by advertising has a local theatre client that wanted to both increase its visibility and grow the number of patrons who purchased tickets online. The publisher’s printing firm suggested making the back-page ad for the theatre interactive by using Ricoh Clickable Paper augmented reality technology. The printed page contained instructions for how to “click” for more information using a mobile device by downloading a mobile app. When readers clicked on the page, they were offered choices of seeing information about the theatre or its current events, or to purchase tickets. If purchase tickets was selected, the reader was taken directly to the theatre’s online ticket sales website. The theatre saw an immediate 10% increase in online ticket sales and plans to incorporate this technology in future ads.

• In another example, an author of a book about the best places to go fishing recorded a series of videos to go along with the book, giving more detailed explanations of the content and providing a multimedia experience. Readers simply “clicked” on the page to access the video explanation on their smartphones. While the audience for this book was relatively small, its interactive nature added significant value for that audience at a relatively small cost.

• A well-known European manufacturer of designer watches wanted to create a unique customer experience for its high-end customers. Clickable Paper-enabled magazine ads and posters allowed readers/viewers to enter the customer experience through their mobile phones, enhancing the customer experience and further differentiating this luxury brand.

All of these examples reflect a vision of what is possible, a focus on executing that vision and driving through to results. Another huge advantage of making print interactive in this way is the fact that the underlying data can be changed at any time. For example, in the case of the theatre, if the magazine has been in a doctor’s office for months, when a reader picks it up and scans the interactive area, they will not get a “Page Not Found” or information about a play that has already concluded. The theatre management can update the information as needed so that the reader always gets a fresh experience.
Taking Your Organization to Mobile-First

The first step in establishing a mobile strategy, as with any major organizational change, is to take a good look at your current state. Questions to ask yourself include:

- How are your people using mobile devices today, personally and professionally?
- Do you have infrastructure in place that allows your employees to use their mobile devices of choice yet allows you to control and secure company assets?
- How mobile-enabled are your customers? Do they currently interact with you using mobile devices? Do they want to do more of that?
- From a staffing perspective, do you have quality web developers and/or programmers that can take on the development or implementation of native or web applications? Do you have people who have the aptitude to do so? Who do you already have on staff that might be able to step in with some extra training?
- What type of infrastructure do you have in place for Internet/mobile access and performance? Can your network keep up with the demands of bandwidth-hungry mobile devices, internally and externally?
- Do you have the appropriate security mechanisms in place to protect your network and data?

The IBM/IDC research cited earlier identified characteristics of what it calls Mobile Technology Leaders. A key characteristic is that these companies have made the shift from mobile as a productivity tool to mobile as a platform for customer engagement and enhancement. These leaders are treating their mobile strategy as they do any other vital business strategy, with clear business cases, roadmaps and use cases for any development work they think to undertake. This underscores the fact that having an effective mobile strategy is not a trivial matter – it is something that is likely to affect most – if not all – of your employees, customers and prospects and must be taken seriously, with the appropriate buy-in and leadership from the top.
For example, within Ricoh's TotalFlow workflow, a number of applications offer employees mobile access to critical tasks, including those from Ricoh and third party partners such as Avanti, EFI, Objectif Lune and PTI Marketing Technologies (now a wholly-owned subsidiary of Ricoh). The critical functions a user would want to do from mobile today are available and will become more robust in the future as more applications moved to HTML5 and responsive design.

- Ricoh Europe is in the process of deploying MarcomCentral for its sales force, allowing secure access to up-to-date marketing assets from any device, whether preparing a customer proposal, presenting to a customer or providing customers with real-time access to information helpful in advancing the sales cycle.

- With Avanti Slingshot print MIS, authorized employees can remotely access real-time information that previously would have required an on-site presence. This includes, for example, the ability to view job schedules, reprioritize work, or execute other important tasks.

With a current state analysis in hand, you will be equipped to begin the development of your mobile-first strategy to cover the three areas we began with in this discussion – and we highly recommend that you address all three:

1. How mobile technologies can be leveraged in your own business to improve productivity, employee satisfaction and more;

2. What you need to consider in terms of customer-facing applications in order to allow your customers the flexibility of conveniently and comfortably accessing your business from any device, anywhere, anytime; and

3. How you can take advantage of the rapid adoption of mobile technologies to add new (profitable) products and services to your portfolio.

There are several important steps to the process which are outlined here.
Playing a Different Game

There is no question that the world is rapidly evolving in terms of how people interact with each other and consumers interact with the companies they do business with. Companies who expect to survive need to be playing a different game. They need new thinking that goes far beyond “we’ve always done it this way,” and takes into consideration what employees, customers and other stakeholders expect from them. They must also learn to clearly and powerfully articulate the new services they are offering as well as how mobile-first has changed the way they do business. Unless they do so, customers will assume nothing has changed, and new business approaches are less likely to deliver desired results.

An effective mobile-first strategy will deliver:

- A better customer experience and increased customer loyalty.
- New revenue streams (often with higher margins) to offset declines in traditional markets with services such as mobile app development and deployment, interactive print using QR codes or augmented reality, and omni-channel communications that blend print and mobile into an integrated whole.
- More efficient management of field employees – savvy companies are incorporating remote employees into a giant mobile grid supported by the employees’ own mobile devices that enables better oversight, less “time theft” and higher productivity.
- More accurate inventory management through the use of QR codes, augmented reality such as Clickable Paper from Ricoh, and other solutions that allow tracking of inventory on employee smartphones and real-time communication of data to management systems such as Avanti Slingshot print MIS.
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- A leaner operation by leveraging the power of mobile for business process automation, whether it be:
  - Scanning documents at point of contact for distribution and/or entry into document databases;
  - Using mobile apps for sales enablement with more control over accuracy and currency of information being presented and deeper customer engagement;
  - Tracking workflow throughout the plant using smartphones to read 2D barcodes or with augmented reality for instant system updates;
  - A fast, easy way to deploy employee training or refresher courses, reducing the burden on human resources and training documents;
  - … and the sky is the limit – limited only by your creativity and that of your staff and customers.

While it may seem somewhat overwhelming, especially if you are a smaller or mid-sized organization, to tackle these challenges, the good news is that through its Business Driver Programme, Ricoh has developed training, business development tools, templates, tips and hints to help you along the way. In addition, expert Ricoh consultants are available to work with you and your customers, remotely or on-site, to quickly bring you up the learning curve.

Today is the day to start playing a different game, and the experts at Ricoh are here to help.

This white paper was sponsored by Ricoh Europe. For more information about how Ricoh products, programmes and services can help you play a different game, visit www.ricoh-europe.com.