

# Meeting the expectations of the mobile customer

*Strategies for offering a consistent customer experience  
across channels*



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## Contents

- 2 Introduction
  - 2 The need for a consistent mobile customer experience
  - 2 Mobile is now a crucial touch point for consumers
  - 3 The need for a smooth mobile experience
  - 4 Bill Loller's Top 5 Tips for meeting customer expectations on mobile
  - 6 Conclusion
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## Introduction

In March 2013 IBM held a Customer Experience Management (CEM) Masterclass to explore customer experience in the omnichannel world. The CEM Masterclass, which took place in London, featured presentations by companies such as Forrester Research and LV= Insurance, in addition to IBM's mobile CEM expert, Bill Loller.

A range of topics were covered, including IBM Tealeaf CEM solutions for improving the customer experience, the need for business transformation to meet changing customer expectations, as well as the latest trends and practices in mobile.

The following whitepaper seeks to explore these topics further, while examining the mobile strategies behind three businesses, LV= Insurance, Santander UK and Rock Insurance, who each attended the CEM Masterclass and shared their differing approaches to creating a consistent customer experience, along with their plans for mobile in the year ahead.

## The need for a consistent mobile customer experience

Businesses have never had so many consumer touch points. And business-consumer relationships have never been so digital. Whether a customer arrives via a website or through a mobile application, they expect a joined up experience and consistent quality of service.

Customers expect the same level of service on every channel, which means that businesses need to work harder than ever to ensure the online and mobile experiences they provide meet the standards expected by the modern customer.

Santander UK's Kirsty Wilson believes businesses should work cross-functionally to create a consistent customer experience. "Divisions that have traditionally been working in silos need to start working together, to ensure that the information provided to customers is consistent, regardless of the channel those customers have chosen to interact with. The light bulb has gone on and it is up to businesses to react to that in a timely fashion."

## Mobile is now a crucial touch point for consumers

Mobile usage is increasing exponentially year-on-year, so much so that mobile web use is expected to surpass PC internet access by 2015<sup>1</sup>. 87 percent of the world's population now owns a mobile phone, with 1.2 billion people (17 percent) using their device to access the internet<sup>2</sup>. Mobile devices and tablets are now a crucial touch point for consumers, with customers both researching and purchasing products on mobile devices.

Many businesses have realized the need to develop a mobile presence and introduce fully mobile optimized websites and mobile apps. Econsultancy's 2012 report, *Reducing Customer Struggle*, found that nearly three-quarters (74 percent) of companies surveyed last year have a mobile optimized site<sup>3</sup>, with over half (54 percent) developing an iPhone app and 29 percent building a tablet app<sup>4</sup> to cater for the insatiable demand from mobile users.

Mobile can often be the first interaction a consumer has with a company and is often used to influence, and in many cases can result in, purchases. Mobile commerce is expected to account for 24.4 percent of all e-commerce revenue by the end of 2017 and 43 percent of companies have seen products being purchased directly via mobile devices<sup>5</sup>. This highlights the need for businesses to embrace mobile.

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- *74 percent of companies have a mobile optimized site*
  - *24.4 percent of all e-commerce revenue expected to be from mobile by 2017*
  - *43 percent of companies have seen products purchased directly via mobile devices*
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### **The need for a smooth mobile experience**

The rise of mobile has led to 37 percent of US consumers being categorized as the “always addressable customer”<sup>6</sup>. According to Martin Gill, a principal analyst at Forrester Research, these are the consumers who own and use at least three connected devices and go online multiple times a day in different locations.

The changing habits of users who can now access the web from multiple devices in various locations has led to the increase in customer expectations when using a mobile device. Businesses need to react to this, as a third of companies (33 percent) rate their understanding of the mobile user experience as “poor”<sup>7</sup>. This can have significant repercussions, as consumers now expect a near-perfect experience and the mobile journey to be as smooth as any other platform.

According to Bill Loller, Vice President Mobile, Tealeaf, IBM Software Group, consumers have high standards and expectations for mobile, with 85 percent of adults who have completed a mobile transaction in the past year expecting the mobile experience to be better than on a laptop or desktop computer<sup>8</sup>. “Convenience, ease of use and time savings” are the main priorities for consumers, with many expecting a smooth experience, no matter what device they are using.

For businesses that do not meet consumers' expectations on mobile the ramifications are severe: 63 percent of all online adults would be less likely to buy from a company via other purchase channels if they experienced a problem conducting a mobile transaction<sup>9</sup>.

A negative mobile experience is no longer an option for businesses that want to retain customers. Customer expectation demands a consistent experience across all channels.

This whitepaper explores the mobile strategies behind LV=, Santander UK and Rock Insurance, to understand how they are meeting the customer expectation of a consistent and joined up mobile experience.

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- 85 percent of adults who have completed a mobile transaction in the past year expect the experience to be better than on a laptop or desktop computer
  - 63 percent of online adults would be less likely to buy from a company via other purchase channels if they experienced a problem conducting a mobile transaction
  - 83 percent of adults who said they had conducted a mobile transaction in the last year said they had experienced a problem
- 

*“Divisions that have traditionally been working in silos need to start working together, to ensure that the information provided to customers is consistent, regardless of the channel that customer has chosen to interact with. The light bulb has gone on and it is up to businesses to react to that in a timely fashion.”*

Kirsty Wilson, Multi-Channel Usability (UX) Manager, Santander UK

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## **Bill Loller’s Top 5 Tips for meeting customer expectations on mobile**

### **1. Make mobile customer experience a priority**

Before developing a mobile site or app, consider how intuitive the interface is to navigate and use to conduct a transaction.

### **2. Deploy an integrated mix of qualitative and quantitative mobile tracking metrics**

Review frequently; mobile optimization is an iterative process.

### **3. Identify and prevent issues**

Work to understand where customers are struggling on your mobile channel; one bad experience with your brand via mobile can cause a customer to abandon the transaction entirely across all channels.

## **4. Deliver what people need, not what they think they want**

Move from doing things because they are cool to doing things that help customers buy on mobile devices.

## **5. Identify your business stakeholders and engage them**

Each area of your business needs to be invested in making the customer’s mobile experience as smooth as possible and fully integrated with your online presence.

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Speaking at the CEM Masterclass, three businesses from the finance and insurance sectors talked about their approaches to mobile.

### **1. LV=**

Annette Leeke, Head of Digital Marketing and Analytics, LV=

### **What impact has mobile had on your business in the last year?**

We have seen significant growth in traffic through mobile devices in the last 18 months – this has accelerated in the last three months alone. As a result, we launched a responsive website at lv.com.

### **What are the biggest challenges in building a consistent customer experience?**

The way people use digital to access products and services is constantly evolving. As new channels emerge and technology moves on, it can be difficult to keep ahead and pace of change is a big challenge. We strive to provide a top class process for our customers, be that through desktop, mobile or contact center. We have very robust analytical and customer experience monitoring tools to allow us to keep a customer-centric approach.

### **What is the big focus for digital customer experience in 2013?**

We are constantly developing our sites for mobile and providing the facility to offer our products at a time, place and on a device that our customers choose with a user experience that matches our other best performing processes.

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## 2. Santander UK

Kirsty Wilson, Multi-Channel Usability (UX) Manager, Santander UK

### What impact has mobile had on your business in the last year?

We know that people are accessing information on the go and the most common thing people do is check their balance to keep an eye on the state of their money. We launched an iPhone app a year ago, and the reaction we had was hugely positive. When we launched in Android later in the year, the feedback was not quite as great, because customer expectations were higher. It is quite a testament to how far mobile has progressed in that time as to the level of expectation that customers have and what they are expecting to see. We have found that customers will log into our app around 7/8 times a month, whereas it is about 2/3 times a month online as opposed to maybe once they will go into branch.

We would not want a customer who is applying for a product online to feel the need to go into a branch. I do not know why you would want to break up that customer journey. I think the biggest key for us is that if for whatever reason they have had to break that journey, no matter which channel they choose to pick that up again in, we do not start from scratch.

### What are the biggest challenges in building a consistent customer experience?

Getting an understanding from your branch and contact center staff that the online mobile channel should not be seen as a competitor. The aim is to get all the different divisions that have traditionally been working in silos to start working together, that the information that we tell our customers is consistent, that no matter what the method in which they might be told the message will not differ. The information that we pass over needs to be consistent regardless of what channel they choose to interact with us in.

### What is the big focus for digital customer experience in 2013?

Joining up the consumer journey. We are very definitely looking towards becoming much more of an omnichannel organization and allowing customers to cross over. Where possible we would like the customer to be able to start and finish the journey in the channel that they have chosen.

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## 3. Rock Insurance

Mike Dear, Head of IT, Rock Insurance

### What impact has mobile had on your business in the last year?

It has been pretty enormous, we have seen about 25-30 percent of our traffic coming across mobile. We capture mobile analytics and segment across different platforms looking at the conversion rate, comparing desktop to mobile to laptop. We have found that Android customers are more likely to purchase than an iPhone customer, purely based on demographics.

### What are the biggest challenges in building a consistent customer experience?

We do not think it is so much a challenge as an opportunity. We can appreciate that it is just so diverse now and people are not just going to want to interact with a company, they are going to want to be able to purchase a service, they are going to want to be able to use a service, so we need to be able to deliver the information and the functionality for them to do that as and when they need it.

### What is the big focus for digital customer experience in 2013?

We want to rebuild all our websites to give them more of a mobile-based design and layout, and that will really form the foundations of how we take the business forward, providing something that is very useable and very rebrandable in order to maximize on the platforms people are looking for us on.

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## Conclusion

Customer interaction via mobile devices is increasing. In the past 12 months alone mobile traffic has grown and frequency of usage has, in some instances, overtaken other touch points. Having a mobile presence is no longer a nice-to-have. A solid mobile strategy has become a necessity for businesses striving to keep up with the continual proliferation of customer expectations.

## About IBM Enterprise Marketing Management

The IBM Enterprise Marketing Management (EMM) Suite is an end-to-end, integrated set of capabilities designed exclusively for the needs of marketing organizations. Integrating and streamlining all aspects of marketing, IBM's EMM Suite empowers organizations and individuals to turn their passion for marketing into valuable customer relationships and more profitable, efficient, timely, and measurable business outcomes.

Delivered on premises or in the Cloud, the IBM EMM Suite of software solutions gives marketers the tools and insight they need to create individual customer value at every touch. The IBM EMM Suite helps marketers to understand customer wants and needs and leverage that understanding to engage buyers in highly relevant, interactive dialogs across digital, social, and traditional marketing channels.

Designed to address the specific needs of particular marketing and merchandising users, the IBM EMM Suite is comprised of five individual solutions. Digital Marketing Optimization enables digital marketers to orchestrate relevant digital interactions to attract and retain new visitors and grow revenue throughout the customer's lifecycle. With Customer Experience Optimization eCommerce professionals can turn visitors into repeat customers and loyal advocates by improving the digital experience of every customer. With Cross-Channel Marketing Optimization customer relationship marketers can engage customers in a one-to-one dialogue across channels to grow revenue throughout the customer's lifecycle. Price, Promotion and Product Mix Optimization allows merchandisers and sales planners to make price, promotion and product mix decisions that maximize profit and inventory utilization. And with Marketing Performance Optimization, marketing leaders, planners and decision-makers can model and assess mix, and manage marketing operations to maximize ROI.

Over 2,500 organizations around the world use IBM EMM solutions to help manage the pressures of increasing marketing complexity while delivering improved revenue and measurable results. IBM's time-tested and comprehensive offerings are giving companies such as Dannon, E\*TRADE, ING, Orvis, PETCO, Telefonica | Vivo, United Airlines and wehkamp.nl <<http://wehkamp.nl>> the power and flexibility required to provide their customers and prospects with what they expect today – a more consistent and relevant experience across all channels.



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1 <http://www.brafton.com/news/idc-mobile-web-usage-to-eclipse-desktop-by-2015>

2 2012 IBM Corporation

3 Mobile Customer Experience whitepaper by Tealeaf, based on Econsultancy’s 2012 Reducing Customer Struggle Survey

4 Mobile Customer Experience whitepaper by Tealeaf, based on Econsultancy’s 2012 Reducing Customer Struggle Survey

5 <http://www.abiresearch.com/press/m-commerce-growing-to-24-of-total-e-commerce-marke>

6 2012 Forrester Research

7 Mobile Customer Experience whitepaper by Tealeaf, based on Econsultancy’s 2012 Reducing Customer Struggle Survey

8 2012 IBM Corporation

9 2012 IBM Corporation



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