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Mobile Marketing

*An empirical study of Smartphone devices as a
marketing tool to build brand equity*

Author:

Axel Guth

Alexander Krook

Supervisor:

Thomas Krook

Abstract

Title: Mobile Marketing – An empirical study of Smartphone devices as a marketing tool to build brand equity.

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Authors: Axel Guth and Alexander Krook

Advisor: Thomas Kalling

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Purpose: The purpose of this thesis is to gain deeper understanding of Smartphones as a marketing communication channel and to identify the key success factors. The aim is to be able to develop our own framework for successful mobile marketing, which pitfalls to avoid and which factors to emphasize, by reviewing previous studies and further develop these by applying them to a case study, which will enable a framework tailored for a specific purpose. We will also study the whole development of a mobile marketing campaign from a communication agency perspective, in order to gain deeper understanding of this process.

Methodology: This study is based on a qualitative case study, with an abductive approach, of the development and implementation of a Smartphone app as a marketing tool. A theoretical framework has been developed from a literature review, and further developed from our empirical research.

Theoretical perspectives: Our theoretical framework begins with a review of common aims with mobile marketing, the possible gains. This section is followed by characteristics of the marketing and the app which has influence on the possible gains. This theoretical base is in the next section expanded to include those factors that has influence on the creation process of the app. The theory chapter is closed with a summarizing table and a process model.

Empirical foundation: The empirical foundation is based on semi-structured interviews, questionnaires and focus groups. The interviews and questionnaires has been made with people involved in the development of the application, and with people that in some way possess a deep understanding of the areas of our study.

Conclusions: The result in this study has shown that many successful determinants identified in previous studies still are vital in modern mobile marketing, despite the rapid technological development. Smartphone technology does however open up for unique marketing possibilities which lead up to some minor changes and new considerations in current mobile marketing theory. This study illustrates how critical determinants of mobile marketing, combined with innovative ideas, can tailor mobile marketing towards specific aims as a strategic tool in a companies set of marketing activities.

Preface

First of all, we would like to thank those at Åkestam Holst and Carlsberg who have made this study possible. We would further like to thank Rolf Jansson and Joel Finnström at Cordovan, and Lottie Norman at Valentin&Byhr, for their participation in our additional studies. Also, special thanks to our families for their support through good and bad times!

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Alexander Krook

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Definition of terms

Advergaming = The term for games with integrated marketing messages.

Android = An operative system for Smartphones. Android is used by HTC, Sony Ericsson, Samsung, LG and Motorola.

Application (App) = An application is a computer software that can be downloaded by the user to acquire additional functionality or entertainment to the mobile phone.

Brief: A mission statement that should serve as a support for the advertising agency in their creative work process.

Communication Agency: As some companies within the advertising industry offers for example PR and brand management services, they believe that the term “advertising agency” gives a too narrow description of their offer. Consequently, these companies within this industry refer to themselves as “communication agencies”.

Opt-in: The term for the permission based marketing where a consumer has given a company permission to send them marketing messages by for example register their phone number on the company website.

Smartphone = A Smartphone is an advanced mobile phone in the intersection between mobile phone and computer. It has a complete operating system that provides a platform where the user can install more advanced applications. With a Smartphone you can do significantly more than just having a conversation and sending SMS. It should also have a physical or on-screen keyboard.

Snowball Effect = The figurative term for a process where something goes through a rapid growth by building upon itself.

UX-Designer: UX stands for *User Experience*. A designer within this field works with the creation of the architecture and interaction model that influence the user experience of a Smartphone app.

1. Introduction

Most owners of a Smartphone has sometime downloaded an application, or an “app”, to their mobile device. These apps, which in the beginning mostly were simple games that just served as time-killing tools, has later developed into an new channel for companies to communicate with their customers.

Just a couple of years ago, nobody knew what an “app” was. Today, there are 350 000 apps to choose between, and over 10 billion apps’ has been downloaded, from the Apple Appstore (Andersson, 2011). This rapid growth has made the companies realize what opportunities a mobile application could offer as a marketing channel. Fredrick Oscarsson (Andersson, 2011), CEO of the mobile marketing company Mobiento, a threefolded winner of Mobile Marketing Associations’ Global Awards and with a 30% market share in Sweden, claims that “*Everybody has started to understand the potential. An app is a way to establish relationships with the customers and to be a part in the most intimate channel of all – The mobile phone*”.

In this essay, we will study the determinants of successful mobile marketing and develop a theoretical framework that we apply to a campaign based on a competition through a Smartphone application aimed at building brand equity. We will also follow the development of this specific campaign through communication agency Åkestam Holst in order to provide understanding of how the creative process shape the final marketing campaign.

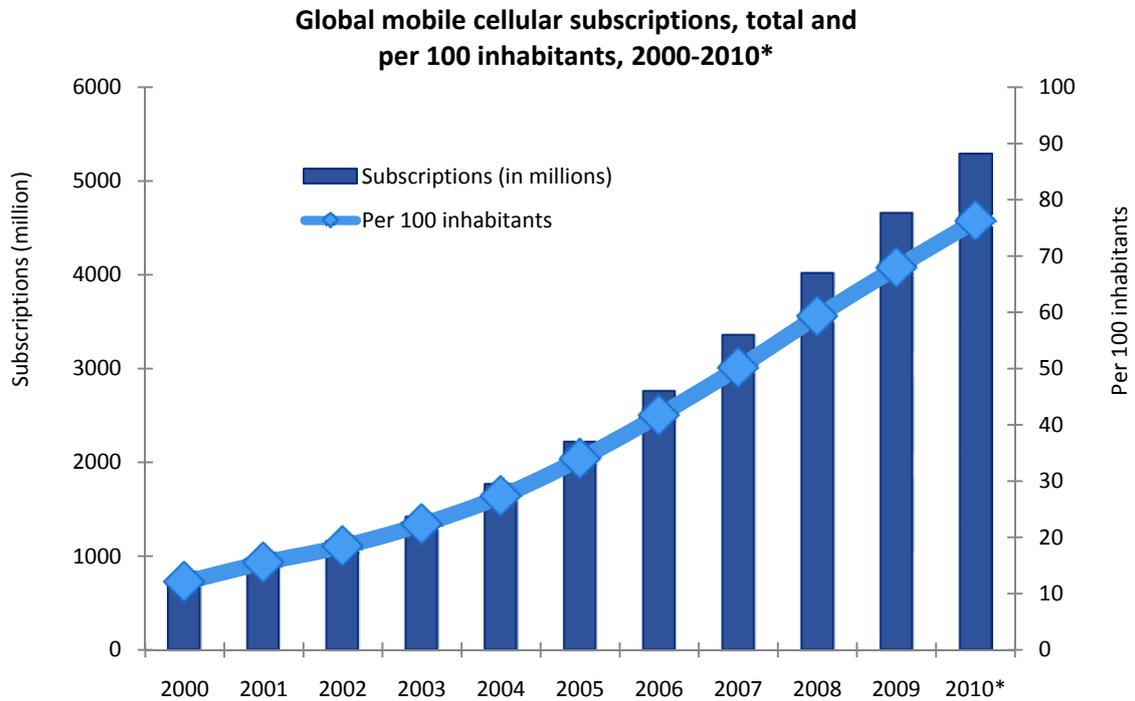
1.1 Problem Background and Discussion

Since the dawn of the mobile phone era in the mid 1980s, marketing managers has exploited this technology to their benefit. Tomi Ahonen (2008) states in his book that there are “*twice as many cellphones as TV sets, three times as many cellphone subscribers as Internet users, four times as many cellphones as Personal Computers and five times as many cellphones as cars. As much as 31% of all music dollars spent worldwide already go to a wide array of cellphone based music services and 20% of video gaming software revenues*”. This was three years ago, and a lot has happened since then.

In earlier years the wristwatch was the only gadget that was carried by the “whole population”, however it has been outrivaled by the mobile phone as the youth has stopped using wristwatches and is now relying on the clock of their mobile phones instead. A survey performed by Nokia in 2006 reveals that 73% use their mobile phone clock instead of wristwatches, making the wristwatch an accessory of style instead of function (Ahonen, 2008).

In the mid-1990s, the mobile phone began an explosive penetration in developed economies. From a total of 215 million mobile connections worldwide in 1997 it reached the billion mark in early 2002, doubled to 2 billion in 2005, once again to 4 billion in 2009 and today, it is closing in on 5.7 billion connections worldwide. However, it is important to understand that this does not mean that 5.7 billion people have a mobile phone, instead several people have

multiple subscriptions as well as many people not having subscription at all. Europe has the highest degree of penetration, followed by North America and Asia (www.itu.int & www.gsmamobileinfolink.com).



*Estimates

Source: ITU World Telecommunication /ICT Indicators database

Figure 1.1 – Global Mobile Cellular Subscriptions

In Sweden it is estimated that nearly every single person has access to a mobile phone (97% according to Post- och telestyrelsen (pts.se), and according to the bransch organisation MobilTeleBranschen (mtb.se) every second of all sold mobile devices during 2010 was a Smartphone. This leads to the fact that 25 percent (1,8 million) of the Swedish mobile users now have a Smartphone at their disposal according to the analysis company Mediavision (mediavision.se). A very high degree, almost 90%, of those who possess a Smartphone have used the extensive supply of applications and services offered by this platform, rather than just sending SMS and making phone calls. Among the most popular services are surfing the web, playing games and reading e-mails, however, the strongest growth can be subscribed to mobile-television. In record time a new mobile behavior has emerged. To read, play games, watch TV and search information through your Smartphone has rapidly been established, creating new exciting possibilities for media firms and marketing managers.

This growth has led to an increasing interest from communication agencies in search for new mediums to communicate commercial content. Today mobile marketing is widely used, however it is still in development and it will continue to gain importance as a marketing instrument (Wohlfahrt, 2002). One indicator of this is the high global penetration as mentioned in a previous paragraph. As a marketing media mobile phones have characteristics that other media are unable to realize, mainly the personal aspect. The mobile phone is almost

exclusively used by its owner, making it a perfect tool for highly personalized marketing measures. Most users consider their mobile phone almost as an intimate accessory and maintain a very personal relationship with it (Bauer, Reichardt, Barnes & Neumann, 2005). Teenagers express themselves in the society by their personal style regarding clothes, music cultural style etc. (Willis, 2009) and their mobile phone is no exception. These are personalized by choosing a specific brand, size, color, background picture and ring tone that correspond to the owners personality. Mobile users keep their phone within reach 24 hours of the day and it is considered an important part of their daily lives (Bauer et al. 2005). Ahonen refers to a survey conducted by BBDO in 2005 that revealed that 60% of all mobile phone owners “go to bed with it”. This is due to its usage as an alarm clock, late night text messaging and night time phone calls.

Another interesting fact about how important the mobile phone is in our lives is revealed through a study by Unisys (Ahonen, 2008) that if we lose our wallet the average time passed before reporting it is 26 hours, however when losing our mobile phone we report in 68 minutes.

Due to the exact identification of the mobile phone and its user made possible by the SIM (Subscriber Identity Module) card, Bauer et al. (2005) consider that mobile phones appear to be “*the ideal medium for direct and personalized customer communication*” where the advertiser can reach the consumer at any time and any place.

Mobile Generations

In pace with the developing technology, mobile phones and their use as a communication tool can be divided into 4 generation. Huang and Symonds (2009) describe these as “the four generations of mobile marketing”:

Mobile Voice (1st Mobile Generation)

In the early 1980s the first generation of mobile phone systems was launched, developed from the concepts of two-ways radios and now making mobile telephony available to the public (wikipedia.com). At the beginning of this generation using mobile technology to perform telemarketing related activities was associated with big costs, but as time went by these costs were greatly decreased, encouraging brand owners in using the mobile platform. Compared to traditional fixed-line telemarketing it inherits all the properties but it has also the additional advantages of personalization and mobility, making it possible to reach the consumer at any place and any time (Huang & Symonds, 2009).

Mobile Messages (2nd Mobile Generation)

The second generation mobile phone system started to emerge in the 1990s, and differed from the first generation by using digital transmission rather than analog. With this a new way of communication was introduced, namely text messaging or Short Message Service (SMS). This new method of communicating became popular amongst the young and soon spread across all ages (wikipedia.com). From a marketing manager’s point of view a new communication tool had emerged. This service made it possible to send text messages as a complement to voice communication, reducing the risk of incorrect information that can occur through the same. Huang and Symonds (2009) argue that mobile messaging marketing has

several substantial advantages compared to communication through voice such as lower costs. Since the message is stored in the phones memory also has a considerably longer lifetime. It also makes it easier to communicate important information such as names, addresses and voucher numbers that can be hard to remember and easily spelt wrong. Finally the process of sending and receiving the messages can be made automatically.

Mobile Internet/Web (3rd Mobile generation)

The use of mobile phones was growing at a high pace and became widespread, it also became a big part of people's life, using it on a daily bases. The demand for data services grew and there was an ever increasing demand for higher data speeds. At the beginning of the 2000s this led to more and more advanced mobile phones with Internet access and high speed mobile broadband (wikipedia.com). The new technology made way for mobile Internet marketing due to the possibility to surf the web with the phone, opening new, yet unexplored, ways of using the mobile phone as a communication tool. However, due to screen size limitations all web resources cannot be displayed on mobile devices, making it necessary to adapt the resources to the device. (Huang & Symonds 2009)

Mobile Television (4th Mobile Generation)

In 2009, the demand of high speed mobile Internet, due to increasingly bandwidth-intensive applications, had grown to a point where it became clear that the third mobile generation could not meet the demand. The industry started to develop the fourth generation, with up to 10 times the speed capacity of its predecessor and now in 2011 it is about to be introduced (wikipedia.com). Even though mobile television has been around for a couple of year, it is the main communication tool of the fourth generation. This technology has not yet reached its full potential due to the limitations of the third generation's network infrastructure. With increased capacity in speed, mobile television marketing allows for *“hi-tech involvement in the marketing processes and, in addition, it hits the consumers' psychological perception. The dynamic feature of such a communication channel allows the sellers to update the contents of their messages in real time; therefore the contents are more valid and accurate.”* (Huang & Symonds, 2009)

The mobile phone as the 7th mass media

Ahonen (2008) describes the mobile phone as the 7th mass media channel. From just being considered by the masses as a voice device until the late 1990s, it emerged as a mass media channel. While being the youngest of the seven mass media, it is also the least understood. It is easy to underestimate the mobile phones as a mass media due to its tiny screen and minimalistic keyboard, nevertheless the mobile phone will prove the doubters wrong as it is to Internet what TV was to radio, *“a far more compelling and complete media platform that soon will dominate”*. The mobile phone is what Ahonen calls an *“inherent threat”* which has the meaning of being *“a media channel that can efficiently offer all of the main content types of all of the previous mass media”*. With the advanced mobile phones of today you can read newspapers, magazines and books, listen to radio, purchase music and video games, watch TV and even full length movies, no matter where you are or what hour of the day it is.

Its predecessors in chronological order:

- First Mass Media Channel - **Print** from the 1500s
- Second Mass Media Channel - **Recordings** from 1900s
- Third Mass Media Channel - **Cinema** from 1910s
- Fourth Mass Media Channel - **Radio** from 1920s
- Fifth Mass Media Channel - **TV** from 1950s
- Sixth Mass Media Channel - **Internet** from 1990s

Compared to these the mobile phone is the only mass media that is consumed in private. Even though newspapers and books are typically consumed in private they are usually shared once consumed by the first reader. TV, movies and radio are also usually consumed in company with other people. Even when consuming the Internet other people sits by the screen or at least in viewing range and can therefore only be regarded as semi-private. In a survey by Wired in 2006 (Ahonen, 2008) it was revealed that 63% of the population does not even share their mobile phone with their spouse, and is considered to be consumed in almost total privacy making it possible to personalize the media dramatically compared to its predecessors.

Ahonen (2008) also mentions “7 Unique Benefits of the 7th Mass Media” that none of its predecessors can replicate:

1. *Cellphone is the first personal mass media channel*
2. *Cellphone is permanently carried*
3. *Cellphone is always on*
4. *Only cellphone provides a built-in payment channel*
5. *Cellphone is available at point of creative impulse, enabling user-generated content*
6. *Cellphone is first media with near-perfect audience data*
7. *Only cellphone captures social context of media consumption*

These 7 unique benefits make the mobile phone not only an “*inherent threat*” that offer almost any feature that a computer based Internet connection does, it becomes what Ahonen entitles an “*inherently superior*” mass media.

Exploiting the mobile phone as a marketing tool

Geron (2009) claims that the mobile phone as a marketing tool could be exploited in at least six different ways:

- *Communication channel*: The mobile phone has several communication capabilities that all can be exploited by the companies and allows them to transmit promotional information to a target group.
- *Purchasing channel*: Several companies provide services that allow their customers to carry out monetary transactions through their mobile phones.
- *Relationships channel*: Current technology allows the company to build and maintain a relationship with their customers through for example a customer care service based on a chat function.

- *Delivery/Distribution channel:* Using digital solutions to their existing services, companies could deliver for example tickets to the customers phone.
- *Usage medium:* Due to the rapid technology development of Smartphones, increasing storage space and Internet speed, mobile phones are more or less becoming a pocket-size computer, which opens up for new communication possibilities.
- *Entertainment channel:* Since a mobile phone user can add their own content to the memory space, companies can provide entertaining material such as games, ring tones and movies.

“Generation Z”

Due to the number of users, the mobile phone is an ideal tool to reach a specific segment of consumers, but it is important to understand that not all these users has the prerequisites required to actually be able to be targeted through this channel. One such prerequisite is the age of the target group. Tapp (2008) claims the fact that advanced mobile technology has primarily been used and understood by younger people is changing. He argues that the age of those consumers that are interested and active users of new mobile technology is as high as 40. A study of 45 mobile marketing campaigns on the other hand, has shown that the three largest target groups of marketing through mobile devices were young individuals, sports fans and music fans. The common denomination in of these targeted groups in general was that the focus was aimed towards individuals aged 12-24. This demographic segment is referred to as “Generation Z” (Mirbagheri & Hejazinia, 2010).

In a research by the Center for the Digital Future at USC (mobiadnew.com), ten media habits of Generation Z, that makes mobile phones a suitable marketing channel for this group of consumers, was identified.

Findings from the study showed that Generation Z:

1. Tend to not read newspapers,
2. Have different TV-habits than others. Instead of watching a certain program at a set time, they prefer to use online streaming services and file sharing,
3. Have completely abandoned the traditional landline phone for the mobile phone. “they don not own a watch either, it is all in the mobile”,
4. Find their peers more credible and trustworthy than experts,
5. Are more likely to pay for digital contents than 5-6 years ago, but still prefer to be exposed to advertising rather than paying,
6. Use social networks to a large degree,
7. Tend to think that they are not impacted by brands and advertising,
8. Does not accept limitations of a digital content’s ability to be moved between different digital platforms,
9. Uses instant messaging more than emails, and finally,
10. Are sharing with friends through social networks.

Summarizing discussion

The current technology and the demand of the large customer segment unveils new opportunities for extensive exploitation of mobile communication as a marketing tool. The possibility to simply create software for the Smartphones developed for the third generation of mobile technology has further increased the opportunity to use mobile phones as a way to establish an effective communication with a target segment.

In July 2009, Pizza Hut launched an iPhone application where the user for example could access special offers and design their own pizza and order it. This app has been an enormous success, and Pizza Hut intends to launch it globally (Andersson, 2011).

In October 2010, the car manufacturer MINI launched the “Getaway Stockholm” competition, a virtual campaign based on GPS-technology in iPhones. The contestants chased one virtual MINI Countryman, that could be picked up within 50 meters from a contestant’s iPhone. The other contestants could then “steal” it from that person, if they managed to come within 50 meters from that him. The person who had the virtual car in his phone at Sunday the 7th November at 8pm won a real MINI Countryman (minigetawaystockholm.com). The average gaming time of the 11 613 contestants was 5 hours and 6 minutes, and the virtual MINI was “stolen” 31 985 times during the one week competition (socialbusiness.se). The communication agency behind the campaign, Jung von Matt, later received two “Guldägget 2011” awards for best interactive campaign and best event campaign for the “Getaway Stockholm” competition (cisionwire.se).

These are just a few examples of successful mobile marketing, showing the diversity of possibilities available through Smartphones and their evolving technology. It has been proven to be an effective marketing channel when the target segment mainly consists of younger people.

Due to this background, mobile technology has proven to offer unique marketing opportunities for the companies. Although researches about this marketing method has been made, and success factors has been identified through case studies (Kaan & Toker, 2010), these theories together provide a rather incoherent picture of what really determines successful mobile marketing, and not to mention a Smartphone application. Since the app in this case study is intended to be used as a tool to build brand equity, such aspects are also taken in to consideration in the framework.

We further believe that an aspect that has been left out of consideration in previous studies is the creation and development process of a marketing campaign completely or partially based on Smartphone technology

1.2 Problem formulation

This study focuses on the creation and development of a mobile marketing campaign from both a theoretical and a practical perspective. In order to understand what determines the success of a campaign, we need to consider, not only the characteristics of the final product, but also the factors influencing the creation process. The given background and discussion results in three main problems.

1. Is mobile marketing a useful communication channel in order to enhance brand equity and how it this conducted in a successful way?
2. Which are the current weaknesses and gaps in previous research about mobile marketing and how can these be covered by new theoretical approaches?
3. What are the successful determinants of the creation process at a communication agency in the development mobile marketing activities?

1.3 Purpose of the essay

The purpose of this thesis is to gain deeper understanding of Smartphones as a marketing communication channel, and to determine the key factors of a successful mobile marketing through these devices. In order to identify these we have reviewed previous studies, and also conducted a study of the whole creation process of a marketing campaign based on communication through Smartphones to determine what elements that are needed gain ideas for innovative solutions.

The aim is to be able to develop our own framework for a successful use of mobile marketing, based on existing theory and empirical studies, and also tailor it for a specific marketing purpose. Our goal is to provide an exhaustive framework that could be used by both a communication agency as well as the company that considers using a marketing solution based on Smartphone applications.

By researching the success factors through the development process of a mobile marketing campaign, the thesis will have a theoretical contribution since this approach has not been subject of other similar studies. Also, since studies and researches of Smartphones in the terms of a marketing communication channel are rather unusual, and since mobile marketing theory mainly has been based on studies of older technology, this thesis should provide an updated contribution to this theoretical area.

1.4 Delimitations

We will focus on Marketing campaigns aimed towards Smartphones since this is a rapidly growing channel for marketers, and therefore the most modern and relevant topic for our thesis. Therefore, other Mobile marketing methods, such as MMS- and SMS-marketing, will not be studied in this essay.

Our studies of Mobile Marketing will only concern Business-2-Consumer marketing. No Business-2-Business aspects will be subject for our researches. Although we will mention other marketing channels such as social networks, those will only be studied as complementary channels to Smartphones. There will be no deeper analysis of these complementary channels.

The case study in this essay is limited to Carlsbergs nationwide marketing campaign “Unbottle Yourself”. We believe this case contains all necessary components needed for us to give answers to our problematisations. We also consider this as an good example of how a company can use new technologies to develop innovative campaigns. Further, this campaign is considered a brand building marketing activity. Consequently, we will study mobile

marketing from a brand management perspective only, and not do any deeper studies of mobile marketing campaigns aimed towards product marketing.

To also be able to follow the actual development of the campaign gives us a unique opportunity study how factors such as personal creativity and corporate culture influence the creation process by the communication consultants. In order to make our study more credible, we will also make additional studies of these factors on communication agencies. Further, since the developer of the campaign, that is subject for our study, is a communication agency that offers marketing solutions based on other platforms than mobile devices, we will focus our additional research to Agencies with a similar offer. Consequently, we exclude Agencies that, for example, only offers mobile marketing solutions.

1.5 Further disposition

The paper opens presenting the possible gains from mobile marketing. In the theoretical approach we start by presenting components which we believe are necessary to reach the possible aims, this is followed by a review of potential success factors of mobile marketing, based on theories from previous studies. These are followed by factors which we believe might have a considerable influence on the creation process of a mobile marketing campaign. These aspects will compose our theoretical framework.

After this section we will present our methodological approach that we have based our empirical research upon. The methodological chapter is followed by our findings from our empirical studies that in the last section will be analysed and related to our theoretical framework. The paper is ended with a conclusion and suggestions of future research.

2. Theoretical Framework

In this section we will first present important circumstances for the company that consider to use an Smartphone application as a marketing tool. These considerations are followed by the possible gains of mobile marketing activities. After this we will review important characteristics and factors that we believe have a significant influence on whether or not the application has potential to become a successful marketing tool. After this initial review, we will summarize the framework in a table and a process model.

2.1 Important considerations for the marketer

Although Smartphone applications has become a popular tool for companies to use in their marketing, there are some important aspects to consider before deciding to use this tool in mobile marketing (Becker & Arnold, 2010).

First of all, it is important for the marketer to consider if a Smartphone application is the right tool for that specific company. Since Smartphones in general still are relatively few and tend to be concentrated to specific segments in the market, the marketing made through an mobile application needs to be well targeted. It is important to remember also that the Smartphones available on the market use different operative systems. It is therefore not possible to develop an application that is compatible with all Smartphones. Consequently, the app must be developed and customized for each operative system in order to be available to all Smartphone users, which is not unrealistic from a technical perspective but would instead be rather expensive. Developing an app for one or a few operative systems will exclude customers from the target segment, which might be hard to justify. Due to this problem, the marketer might instead consider a mobile web site as a solution since it is not based on a software for download, and therefore compatible with most Smartphone devices. As any website, an application needs to be updated regularly in order stay fresh and exiting for the user. This is an important matter if the marketer has the intention to provide an application that is supposed to be a marketing tool for a longer period of time.

2.2 Possible gains from Mobile Marketing

The focus of this essay concerns mobile marketing from a brand management perspective, we have therefore excluded possible benefits that can be derived to a specific product only and other possible aims such as customer database building.

The purposes and goals of mobile marketing campaigns may differ widely from case to case, however, among all desired effects from a campaign that are listed in the litterature there are one that are rather common. It appears as most marketing campaigns based on mobile communication is used to build *Brand Equity*. We believe however that the Smartphone as a marketing communication channel gives the company an opportunity to shape a wide range of specific goals, that not necessary concern those we will discuss below.

2.2.3 Brand Equity

Aaker (1996) defines brand equity as the following:

“Brand equity is a set of assets (and liabilities) linked to a brand’s name and symbol that adds to (or subtracts from) the value provided by a product or service to a firm and/or that firm’s customers. The major asset categories are:

- *Brand name awareness*
- *Brand loyalty,*
- *Perceived quality*
- *Brand associations*

These components are further described in the *Brand Equity model* in *Attachment 1.1*.

According to Aaker (1996) there are several aspects of the definition that needs to be emphasized. First, brand equity is as earlier mentioned a set of assets, and these need to be created and enhanced through investments. Second, each of these assets creates value in several different ways, which has to be managed with sensitivity in order to perform effective brand-building activities. Third, brand equity does not only create value for the firm, but for the customer as well, and by customer the authors mean both the end user and those in the distribution chain, such as retailers which can be critical to market success. Finally, in order for assets and liabilities to form the basis for the brand equity they need to be linked to the brand’s symbol or name. However, if there would be a change in the name or symbol of the brand it could affect or even eliminate assets or liabilities (Aaker, 1996).

Brand awareness, as one of the major asset categories, consists of making consumers get a greater awareness of the brand. Positive awareness can create value and image dimensions and studies has shown that *“awareness is mostly correlated with aspects such as high quality, trust, reliability, closeness to people, a good quality/price ratio, accessibility and traditional styling”* (Kapferer, 2008).

There are different ways in measuring brand awareness, how well consumers remember a brand. This can be measured in different aspects, if you recognize a brand from a previous exposure (recognition), if you can recall any brands from a specific product class with any assistance (recall), the first brands you recall (top-of-mind) and finally if there is only one brand that can be recalled for the product class (dominance). (Aaker, 1996)

According to David A. Aaker brands can be considered as mental boxes:

“A brand such as Mr. Goodwrench is much like a “box” in someone’s head. As information about GM service programs is received, a person will file it away in the box labeled Mr. Goodwrench. After time passes, little in the box might be retrievable. The person knows, however, if it is heavy or light. He or she also knows in which room it is stored - the room with the positive boxes (that is, objects that have earned positive feelings and attitudes) or the one with the negative boxes.”

He also claims that according to psychological researches positive feelings towards almost anything can occur as a result from mere recognition.

A strong brand is not only managed to achieve as much general awareness as possible, they are striving for *strategic* awareness. It is a huge difference in just being remembered and in being remembered for the right reasons, and to avoid the opposite (Aaker, 1996).

Brand Loyalty, is according to Aaker (1996) an useful asset category due to at least two reasons:

1. *A brand's value to a firm is largely created by the customer loyalty it commands.*
2. *Considering loyalty as an asset encourages and justifies loyalty-building programs which then help create and enhance brand equity.*

A brand's loyal customer base is a key factor to consider when placing a value on a brand because brand loyalty and predictable sales and profit streams are most likely to be connected. Without its loyal customer base the brand is vulnerable or has only value in its potential to create loyal customers.

Aaker (1996) further emphasizes the fact that *"it is simple much less costly to retain customers than to attract new ones"*.

Perceived Quality, is considered an asset for the brands due to several reasons according to Aaker (1996). Firstly, perceived quality is the only brand association that has been proven through multiple studies to drive financial performance. Results from these studies have shown that the profitability is affected by perceived quality through enhanced market share and prices. They also showed that it has a major impact on ROI due to being a major driver of customer satisfaction. Secondly, perceived quality is an important strategic variable for many companies, as it is often their key positioning dimension. Within categories of price and premium brands, perceived quality is often the key variable in defining differentiation. Thirdly, perceived quality is usually the what the consumers base their purchases on, and therefore it makes out a fundamental measure for the brand identity. The perceived quality influences other elements of how consumers perceive the brand as well, and as the perceived quality improves so does the other elements.

Brand associations/image, is the last of the major asset categories that make up the brand equity. According to Aaker (1996) brand association is anything that is linked in the customer's mind to a brand and represents the bases for purchase decisions and brand loyalty. Keller (1998) defines brand associations as *"informational nodes linked to the brand node in memory and contain the meaning of the brand for consumers"*. These associations can be product attributes such as a specific symbol, design, area of usage or a celebrity spokesperson. Aaker (1996) also states that:

"Brand associations are driven by the brand identity - what the organization wants the brand to stand for in the customer's mind. A key to building strong brands, then, is to develop and implement a brand identity."

To focus on tangible functional benefits and product attributes of brand is a common pitfall among brand managers. Brand managers should therefore consider other factors such as self-

expressive and emotional benefits along with functional benefits in order to expand their concept of brand identity (Aaker 1996).

2.3 Theoretical Approach to Mobile Marketing

Although there has been many studies of mobile marketing that has concluded several success factors (Toker & Varnali, 2010), our opinion however is that those conclusions do not provide a complete exhaustive framework that takes all necessary determinants and characteristics into account. We have therefore chosen to base our theoretical framework on, not only success factors from mobile marketing, but also traditional concepts from other theory areas that has been proven to be effective in other marketing activities, and which will give us new perspectives of mobile marketing.

Due to our Brand Equity perspective of possible gains from mobile marketing activities, we have decided to involve theoretical considerations from this area. By doing a overview study of relevant theories such as the consumer based brand equity model (CBBE) and the Information Processing Model of Communication (IPMC), which are recognized theories of how to build brands and create effective communication, we have emphasized particular determinants from these and applied them to our framework.

Aaker (1993) states that the Brand Associations is the perhaps most accepted asset of the Brand Equity, and Keller (1993) argues that it is directly connected to the Brand Image. Keller further states that by using non-traditional communication channels, a company could influence important components of the Brand Image, such as the consumers' brand attitude which often form the basis of the consumer behavior, for example brand choice.

We have also studied theories of E-marketing since Smartphones enables the user to reach and use the Internet almost just as from an ordinary computer. We therefore claim that the E-marketing has reached a theoretical twilight zone, where the Internet marketing is not limited to computers only, but can also be developed to reach the Smartphone user. Consequently, we believe that studies of E-marketing can be applied to mobile marketing as well. These theories have been integrated in both the mobile marketing sections as well as in those factors concerning the brand equity approach.

De Kreckhove (2002) states that creativity is one of the strongest drivers of keeping the consumers' interest. We believe that a major part of this driver should be derived to the communication agency that has been the developer of the app, and to further manage to provide answers for our problematisation, we have made a research of the communication agency's role in the development of a marketing campaign aimed at identifying important success factors from the creation process.

Finally, due to the lack of studies regarding the aesthetics, design and user friendliness (Toker & Varnali, 2010), we have also considered this a potential success factor.

We believe that, by using this approach, we will be able to identify new important factors that can provide a more exhaustive framework than those existing today.

2.3.1 Factors Influencing possible gains

We have chosen to study mobile marketing from three approaches that has been proven to be important factors that influence the Brand Image. Those three are *Attention* (Dalén & Lange, 2003), *Involvement* (de Kreckhove, 2002) and *Credibility* (Dalén & Lange, 2003). We believe these factors eminently should be applied in modern mobile marketing in the terms of Smartphone applications due to the technical possibilities available for this platform.

These three, however, are only a selected few in the vast amount of frameworks utilized in the field of marketing. We have reviewed several factors and extracted those that we find the most relevant to our subject. Examples of these frameworks are the century-old term *AIDA*, a marketing approach that stands for “Attention, Interest, Desire and Action” (Ferrell & Hartline, 2005), *IPMC* (*The Information processing model of communication*) with its six steps “Exposure, Attention, Comprehension, Yielding, Intentions and Behaviour” (Keller, Apéria & Georgson, 2008) and *CBBE* (*The Customer-based brand equity pyramid*) that emphasizes factors that influence “Awareness, Beliefs, Attitudes and Behaviour” (Keller, 2001).

Attention

Creating attention around a brand is fundamental in order to reach the possibility to influence the consumers’ brand image (Dalén & Lange 2003). By for example using new channels for communication, a marketing campaign could attract attention if it is differentiated from traditional marketing methods within the same industry. To stand out of the crowd, in the terms of market communication within a industry with high marketing expenses, is fundamental in order to increase the likability that the communicated message will grab the consumers attention. (Gummesson 2006).

Dahlén, Granlund and Grenros (2009) claim that the companies in recent years have increased their budgets for marketing through non-traditional channels due to their increased popularity. The authors further argues that “*The publicity-seeking logic of employing non-traditional media is likely to generate attention (which is the point at which many assessments stop in practice)*”. They also note that the attention created from a non-tradition channel can be expected “*to generate positive emotions and liking, simply because of its novel form*”, but that the attention might as well be negative and hurtful for, not only the specific campaign, but also the attitude towards an entire channel from both a company and a customer perspective.

These theories describe non-traditional marketing channels as something that creates attention itself. Since Smartphone applications are being more common as a marketing tool for the companies, we believe that the demand for innovative and creative design and solutions of an app is increasing as the channel has been rather exploited and since it is no longer unusual for a company to offer their customers a mobile application.

- Using mobile marketing as a communication channel tends to create attention.
- The content need to be innovative to retrieve attention.

Involvement

Developing a campaign that engages the customers is considered crucial in order to encourage them to spread the message themselves. Potential ways that actually do so are for example by offering *fun angles*, *interactivity* and *rewards* (Dobele, Toleman, Beverland, 2005). The authors are further describing an engaging message as something that:

- Captures the imagination by being fun or intriguing,
- are attached to a product that is easy to use or highly visible,
- are well targeted,
- are associated with a credible source, and
- combines technologies.

An example of a successful online marketing campaign, built on customer involvement, was by the SCA brand for female hygiene products, Libresse, in their “Let’s Design” contest (Fagerström, Ghinea, 2010). Since this is a low-involvement product category where the consumer “tend to stick to the brand she choose the first time”, the main objective was to create awareness and a positive attitude to the brand. After identifying a wide interest for design and fashion among the target group, SCA started a contest where their website visitors could design their own underwear in order to catch the target group’s attention and encourage them to get more involved with the brand. The winning suggesting was going to be sold by a large Swedish fashion chain, which attracted 90 000 contestants. The numbers of visitors to the website increased by 74%, and the average time spent there increased by 60%. The authors further conclude that:

“...this case study demonstrates that by using the Internet in an interactive and social way, companies can achieve brand awareness, positive attitude towards a brand and increased sales in the target segment”.

Roach (2009) argues that Smartphone applications has unique prerequisites to create customer involvement since both the download and usage of an app is completely optional, and all communication therefore is approved by the customer. She further states that the level of involvement a person puts into their phone, for example by regarding it as important to have the latest models, tend to be more likely to accept this kind of marketing communication.

- *Smartphone activities have the potential to engage the customers in order to create brand awareness and positive attitude towards the brand.*
- *Factors that encourage engagement are for example fun angles, interactivity and rewards.*
- *Involvement can be achieved by exploiting interests and attitudes in the target segment.*

Credibility

Both Aaker (1996) and Keller and Lehmann (2006) claims that a company that succeeds in delivering an augmented product that retain, or even exceed, the quality of existing products and the perceived quality as a whole by offering additional value, increases its credibility as a company that strives to satisfy the needs of its target market. Dahlén et al. (2009) urge that “*consumer-perceived value leads to higher purchase and word-of-mouth intentions*”.

Erdem and Swait (1998) states that brands become valuable for the consumers when they offer high perceived value. A brand should therefore strive to communicate a clear and credible signal to its customers in order to acquire credibility. This is achieved by clearly explain what the brand can deliver and making the consumers perceive that the promises are fulfilled. The authors further points out that it can be hard for companies to acquire credibility since it relies on a subjective feeling of each consumer. The way in which a company chooses to communicate the brand affects the consumers’ perceived credibility. This means that the choice of communication channel, as well as the consistency of the message, influences how it is perceived by the consumer. Consistency is achieved by correspondent communication over time, stable brand attributes and a coherent signal throughout the brand. Aaker (1996) also means that in order to acquire credibility the brands needs to create an association to quality among the consumers. This is possible by constantly deliver the consumers’ perceived value and at the same time communicate it.

Dahlén et al. (2009) claims that a brand’s reputation is used by the consumers to evaluate the brand’s communication and the quality of the offer. This generally means that high-reputation brands are more positively received by the consumers. However, due to this there are substantially higher demands on these brands to meet the consumers’ expectations. Consequently, consumers have lower demands on brands with weaker reputation because they have lower expectations on their communication. Dahlén et al. (2009) further argues that consumer-perceived value is enhanced by non-traditional media. Even so, this usually has a lower effect on high-reputation brands compared to low-reputation brands, due to their higher sensitivity regarding appropriateness and expense of the marketing. Thus, low-reputation brands has much to gain from trying non-traditional medias in their communication as the efforts can be really successful, while high-reputation brands has much to loose from failing in the same (Dahlén et al. 2009).

Due to the background discussed in this section we would further suggest that if using non-traditional media the consumer-perceived brand credibility of the non-users in the target group can be harmed on account of feeling excluded. In this case the consumers with no access to a Smartphone or those that does not use applications are to be considered as non-users.

- *The message must be consistent with the brand image and similar aspects.*
- *The company must take in consideration that non-users of Smartphones in the target group can be harmed on account of feeling excluded.*

2.3.2 Mobile Marketing Theory

The factors discussed in this section are those that are mentioned frequently in different studies of mobile marketing. This does not necessarily mean that these factors are unique for the mobile marketing channel only, but that they are important in order to gain the most effective impact and potential benefits from the mobile phone as a marketing channel. Consequently, some of the previous studies in this area might be considered as rather old in this context, but due to the rapid development of mobile Internet technology for Smartphones we assume that previous researches about Internet technology are eminently applicable on mobile marketing.

Information and Entertainment value

The general conclusion from the different studies that we've read has shown that the most essential element of mobile marketing is the additional value that it should offer the consumer. Dahlén et al. (2009) claims that

“to succeed in this age of selective and empowered customers, many authors argue that one must create marketing that possesses value ‘in and of itself’”

In order to gain a positive attitude towards mobile marketing, the brands' marketing should offer either information or entertainment value according to Bauer et al. (2005). Descriptions of similar characteristics are also referred to as utility and hedonic values by other authors (Verkasalo, López-Nicolás, Molina-Castillo & Bouwman, 2010). However, authors referring to utility values do, part from the informational aspect, also include practical functions in this term. We will therefore include content of more practical nature under the term information value.

Bauer et al. (2005) refers to an early categorization of five types of needs for the individual (Katz, Haas & Gurevitch, 1973) which they believe could explain how different values offered through mobile marketing could satisfy the consumer needs. The authors refer to three out of these five needs as the most relevant for their theory:

- Needs related to strengthening information, knowledge and understanding
- Needs related to strengthening aesthetic, pleasurable and emotional experience
- Needs related to strengthening contact with family, friends, and the world

Bruner and Kumar (2002) conclude that hedonic values in the terms of fun content are stronger drivers of a positive attitude towards new technology than utilitarian values or perceived usefulness. Several empirical studies have shown that marketing messages enriched with entertainment can increase the advertising value. The conclusion that a mobile marketing application should bring additional value to the consumer through information or entertainment is further consolidated by Mindshare (mindshare.com).

An investigation by Raney, Arpan, Pashupati and Brill (2003) showed that entertaining and interactive elements of a web site tended to increase the visitors purchase intent and likability to re-visit the web site. The authors further discuss that if the consumers would re-visit the web site, and therefore allow a frequent exposure of the marketing message, rather than avoid

or ignore it, the visitor could in the long term strengthen their positive attitude towards the brand.

Ferazzi et al. (2003) are arguing that there are several benefits with combining a marketing messages with an entertaining game, a combination referred to as “advergaming” (Dahl, Eagle, & Baez, 2006). A typical example of Advergaming can be ascribed to a campaign conducted by Mars Inc.’s Snickers during 2010 where they launched a mobile soccer game for Smartphones. The game has several different phases with different challenges, but in all of them you are exposed to the Snickers banner positioned in the background (dagensmedia.se). The evaluation of another game on Chrysler’s website showed that the players tended to spend an average of 7.6 minutes with the game, which can be compared with the average 30 seconds you generally spend on looking at a TV-advertisement. Dahl et al. (2006) argues that Advergames “allow different levels of brand promotion, from passive placement of product in background scenes to the product being an integral part of the game itself”.

Bauer et al. (2005) argues that since some products evoke a information seeker behavior among consumers, informative contents of mobile marketing is ideal since it can be tailored to a specific individuals preferences. Hagharian and Malberger (2005) concludes that information as a value adder in mobile marketing must show qualitative characteristics such as *accuracy*, *timeliness* and *usefulness*. They further argues that the user must be able to quickly access the information the consumer is “looking for in his/her current content of use”. Their study showed that informative values were increasing both the advertising value and the consumer attitude towards mobile marketing.

- *Marketing messages enriched with entertainment can increase the advertising value.*
- *Marketing messages can be integrated in games.*
- *Information as a value adder in mobile marketing must show qualitative characteristics such as accuracy, timeliness and usefulness.*

Interactivity

Marketers today are striving towards creating experiences for their customers in order to attempt to differentiate from their competitors. As the traditional media mainly offers channels that only allows a one-way communication between the company and the customer, marketers has to discover new ways for two-way communication (Winer 2009).

Interactivity has been identified as a critical factor that separates the traditional communication from the new communication with mobile marketing as a major component. Steuer (1992) early defined interactivity as “the extent to which users can participate in modifying the form and content of a mediated environment in real time”. Raney et al. (2003) further argues that consumers’ perceived interactivity of a company website has a positive influence on those consumers’ attitude towards the company’s brand.

According to McMillan and Hwang (2002), what the consumer expects from interactivity is:

1. *Control*. The user expects to have a greater controlling power of the advertised message. The consumer should be able to decide when he should be exposed to the message.
2. *Two-way communication*. The user also expects to be able to communicate with the company, and not only receive advertising messages.
3. *Time*. The advertised message and the communication should also be done in real-time, without delay.

Bauer et al. (2005) further claims that the mobile phone has all the essential features to enable a dialogue between the receiver of a message and the company, and also allows the receiver to actively control the communication process.

- *Consumers expect interactivity to contain control, two-way communication and real-time response.*
- *Due to the characteristics of a Smartphone the mobile communication should contain interactive components.*

Permission

Mobile phones are indeed ideal for personalized marketing messages since each device is attached to a specific person, which very much facilitates the possibility to reach the targeted group. The potential of using mobile phones as a marketing channel is limited by the fact that consumers consider their phones as a private item, which raises privacy issues since communication that has not been permitted by the receiver might be perceived as annoying (Haghirian, Madlberger & Tanuskova, 2005) and intrusive (de Kerckhove, 2002). Haghirian and Malberger (2005) further conclude that “*irritation caused by an incomprehensive or unwanted mobile advertising message may reflect negatively on the perceived advertising value of mobile marketing*”. Ackerman, Darrel and Weitzner (2001) argue that the receiver of a message might consider a “trade-off”, if the perceived privacy intrusion is exceeded by the perceived user benefits. Such permission-based mobile marketing can further be defined as a message that has been requested by a consumer through Opt-in (Karjaluoto, Lehto, Leppäniemi, & Jayawardhena, 2008).

Since the downloading of Smartphone applications is optional for the consumers, the privacy issues, in the terms of intrusive and unwanted communication, might be a limited problem for marketing messages communicated through an app. Aspects to consider might instead be the amount of private information the user must share with the company in order to get access to application, and how it affects the consumer intention to download the app. Our opinion however, is that since the consumer controls the exposure, and simply can remove the app when they no longer wish to use it.

- *Unwelcome marketing through mobile devices can be perceived as annoying and intrusive.*
- *The perhaps most important key factor needed to reach your target group through a Smartphone application is to offer the consumer enough value for him/her to actually allow the company's communication.*

Viral Marketing (Online Word-of-Mouth)

De Pelsmacker, Geunens and van den Bergh (2007) is defining Word-of-Mouth as a situation when personal information about a product is communicated from one person to another.

Viral marketing is a marketing method that is based on a message, service or product that is so unique and interesting to those individuals who are exposed to it that they are very prone to, without incentives, pass it on to their circle of acquaintances. According to Kaikati and Kaikati (2004) Viral Marketing can be viewed as “*word of mouth via a digital platform, when the message is spread through ‘word of mouse’ and ensuring that the receivers have that interest to pass along the message to their acquaintances*”. In this study, we use the term Viral marketing for digital content that are spread forward between two Smartphones, Smartphone to computer, computer to Smartphone and computer to computer.

De Pelsmacker et al. (2007) has identified three reasons for the Viral Marketing's increased popularity:

1. Due to the growth of online social networks, most people can now find most of their friends and family online.
2. The web enables individuals to contact hundreds of people without much effort or cost
3. Word-of-mouth is second most common source of learning about new websites.

Palka, Pousttchi and Wiedemann (2009) claims that the viral content must have a simple and easy function that enables a fast and effortless possibility to spread the content since complex solutions would negatively influence the users' intention to spread the content forward. With a set of technical tools, like for example a “Tell-a-friend” button on a website that enables an individual to quickly spread the word about a brand or product, a marketer attempts to “*...harness the the strongest of all consumer triggers: Personal recommendation*” (de Pelsmacker et al. 2007). Aktas (2010) further argues that “*Adding a ‘Send-to-a-friend’ option in mobile advertisements and applications may create snowball effect and spark word of mouth*”. De Pelsmacker et al. (2007) also conclude that the network nature of the Internet is ideal for achieving such snowball effects since it allows a rapid exponential growth of the message.

Word-of-mouth is considered a more credible than a company's own communication and the main reasons for this is because the information that is communicated between two individuals is impartial and because it does not imply any gains for the individual (Gröönroos 2000). The chance to create a successful viral marketing platform for a marketing campaign is enabled by the online sharing functions, that allow the user of the large social networks and communities to instantly share online material.

Palka et al. (2009) has in their theoretical framework for successful mobile viral marketing listed four attitudinal factors that affect the receiver's motivation to use mobile viral content:

1. *Perceived usefulness*: If the viral content offers enough value for the recipient to use it.
2. *Perceived ease of use*: This factor refers to which degree the receiver believes that using the viral content would be free of effort.
3. *Perceived enjoyment*: This factor refers to the intrinsic award derived from using the viral content.
4. *Attitude towards use*: The individual's positive or negative feelings about performing a behaviour.

The authors further identified entertainment as one important driver of the acceptance and concluded that campaigns that offered “*entertainment, surprise and joy had a big impact on intended use*”. They also propose that the easier the viral content is to use, the more enjoyable it gets for the recipient.

- *Entertainment is an important driver of viral marketing.*
- *A platform that enables consumer-driven online Word-of-mouth through social networks (Posting on Twitter, “liking” on Facebook, etc.) in order to encourage the consumers to use the marketing tool and allow the exposure of the marketing message is necessary.*

User interface

Although Smartphones in many ways are enabled to be used as computers, there are of course some differences that need to be considered when developing communication solutions for these. According to Aktas (2010), issues such as limited screen size and bandwidth, and restrictive keyboard usage are examples of important differences. The author further states that other issues to consider are, for example, that the life cycle of a mobile marketing application is rather short due to the rapid circulation of the mobile market. Because of this it is beneficial to develop an easy application and keep the development time short. Hence, the focus should be to deliver fast loading time and a relevant content, and due to the limitations of the keyboard, it is also essential to use a simple design (Aktas, 2010).

Becker and Arnold (2010) further claims that:

“In all instances, remember that these devices are called mobile devices for a reason. Applications on these devices are meant to be used while folks are walking, talking, multi-tasking and, hopefully, not driving. An app that is designed around the mobile experience will see success; the app that feels more at home on a PC won't”.

- *Design and construction adapted the characteristics of the Smartphone is fundamental for the consumers to decide if they will use it or not, and consequently, allow the marketing message.*
- *The brand can be negatively affected by a poorly constructed, badly designed and complicated application and the other way around.*

Development considerations and Implementation

Even the best strategy will fail if not implemented successfully. Before launching a mobile marketing campaign the brand can retrieve ideas and notions from customer and prospects through social media, and by considering and even implementing these ideas it encourages the customers and prospects to involve in the marketing program. This increased involvement may increase retention rate as well as brand loyalty according to Aktas (2010).

Aktas (2009) also claims that the first step in developing a mobile marketing campaign is to determine its purpose. Whether the goal is to increase sales of a new product, create a customer database or increase brand awareness it is critical to choose a platform that is able to provide the user with additional value and allow the brand to reach the desired results simultaneously. To accomplish the campaign objectives the platform that delivers the most value to the customer should be chosen. Another thing to consider is the differences between mobile Internet and desktop Internet, making it necessary to develop a unique strategy for mobile marketing. Due to the special characteristics of the mobile platform, such as camera input (photos), immediacy and sensitivity to location, the results may not be effectively accomplished by a strategy for desktop Internet marketing (MobiThinking).

The mobile operators are also an important part of the implementation of mobile marketing. If the consumers lack a fixed price Internet package in their subscriptions they become more reluctant to use mobile Internet services when they are paying based on volume. Especially price-sensitive prospects can be pushed to subscribe to a basic fixed priced Internet package according to Aktas (2010). Another opportunity to increase usage of mobile marketing applications that she mentions is to offer mobile devices in a bundle with Internet connection as cooperation between the manufacturer and the mobile operators. iPhone is a successful example of this.

To further elaborate on price-sensitivity, the aspects of the product/service and price should be considered when choosing type or method of mobile marketing. Aktas (2010) says the following:

“For a product/service whose target audience is price-sensitive, SMS marketing would be more appropriate than a complex mobile marketing application with Smartphone; with common sense of that price-sensitive consumers are less likely to buy a Smartphone.”

Additional factors to consider regarding implementation of mobile marketing according to Aktas (2010) is to combine it with traditional marketing to increase the presence of the brand on the customers’ and prospects’ visual perception. It is also important to integrate the marketing program throughout the brand’s departments, providing a consistent brand image and acquiring different ideas.

The final consideration concerns the distribution of the app as a final product. As there are various Smartphone operating systems, there are also various distribution channels. Becker and Arnold (2010) states that the most popular distribution channels are the “app-stores” provided by the different operating system companies. These distributors are considered as trustworthy among the consumers and they also offer easy and effective distribution solutions

for the company. The authors further argues that there are two important considerations that need to be made about the distribution of an app. 1) Developing an app for one single Operating system exclude the possibility of distributing the app through other “app-stores”. 2) Factors such as number of apps available and number of download affects the amount of visibility the will get on the app-store. This is important to consider when evaluating different distribution channels. 3) Finally, it is important to remember that the various distribution channels has different routines of handling new apps that are about to be distributed. Some channels has clearance processes that inspect the app before it becomes available in their catalogue. These processes could sometimes last for months.

- *Characteristics such as purpose, strategy, price-sensitivity, distribution, integration are all vital for a successful development and implementation.*

2.3.3 The Creation Process from a Communication Agency Perspective:

Our belief is that the determinants of an successful mobile marketing campaign cannot be distinguished in the final campaign only. We believe that there are some factors that could be derived to those that influence the creation process of the campaign. While it is crucial for the communication agency to understand their clients business, their clients rarely have any deeper understanding of the creation process at the communication agency. We believe it is important for a client to understand this process in order to be able to evaluate the results from a specific campaign. In this section we will present two factors that we believe might have an essential influence on the development of a marketing campaign.

Creativity as a Critical Asset

A common measurement of an agency’s creativity is the number of awards it has retrieved for its campaigns and adverts. These adverts has the respect and trust of creative directors and are collected in an annual report containing information regarding all international advertising awards. It is called the *Gunn Report for Media* and by studying this report the conclusion can be made “*that the biggest agencies are not always the most creative ones*” (Pratt, 2006). However, there are problems in evaluating these advertising awards because the competition contributions are usually not used in real campaigns. They are more or less adapted for the competitions rather than potential end consumers. The publicity from winning awards is of course helpful in attracting clients, but it is evident that “*award events are a means of creating new benchmarks as much as they are a means for directors to distance themselves from the ‘crowd’*” (Pratt, 2006).

According to Andrews and Smith (1996) creativity is generally defined as “*a meaningful novelty relative to conventional practice in the domain to which it belongs*”. They also claim that in marketing there are two broad sets of factors that affect the creative ability; *Problem-solving inputs* and *motivational factors*. The former refers to creative ideas as a result a process that aims at solving a specific problem by a new combination of existing concept. The authors mention the common opinion “*that there is nothing new under the sun, only new ways of uniting existing concepts*”. Researchers of the creativity process claim that knowledge of the domain, as well as related and unrelated domains, is necessary in order to produce something new. In marketing, knowledge of trends and actors relevant to the object to be

marketed, experience from other objects and educational background are the marketer's core knowledge inputs.

The other set of factors, *motivational factors*, refers to the considerable time, effort and ability to stay focused that are required to be creative. This is necessary in order to produce the large number of ideas and variations that is needed to generate a creative solution. Since creative ideas deviate from status quo (Osborn, 1963) and defensive reactions may be triggered due to changes in the same, a certain degree of courage is required. Two key motivational factors have been identified by researchers vital to the creative process (Andrews et al. 1996):

1. *A person's intrinsic motivation to perform the task being studied*
2. *His or her willingness to take risks.*

Andrews et al. (1996) states the following:

“Creativity is facilitated by using a non-routine, or heuristic, process - one that departs from cookbook procedures. Conversely, a programmed, or algorithmic, process (i.e., following a specified set of steps) yields output that is likely to differ little from the past.”

- *If a communication agency does not use theoretical and statistical measuring instruments/methods the potential success of a marketing campaign stands and eventually falls with the creativity of individuals.*
- *Advertising awards are more like means for creative directors to differentiate themselves from the “crowd”.*

Organisation and Culture

An organisational culture describes the values, beliefs, attitudes, psychology and experiences of the organisation. Hill and Jones (2001) define organisational culture as:

"the specific collection of values and norms that are shared by people and groups in an organisation and that control the way they interact with each other and with stakeholders outside the organisation."

Several authors has primarily through theoretical studies tried to identify key factors for an organisational culture to be innovative. One of them, Ahmed (1998), argues that factors such as structure, cultural norms, philosophy of the company and leadership can all contribute to an innovative organisational culture. Martins and Terblanche (2003) emphasizes that the handling of errors is important for the extent to which employees can operate freely without risking too much if an error occurs. By handling errors in the right way it can lead to opportunities to openly discuss and learn from the errors.

We believe that when the organisation encourage creativity this should generate a noteworthy risk that maybe wouldn't be as extensive if the development and creation process followed a strict framework which is not exceeded in any significant extent.

- *Corporate culture of the communication agency that either encourages creativity, initiative efforts or eventually even great endangerment should be considered a potential success factor or a potential pitfall.*

2.4 Summary of the theoretical framework:

The summary of the theoretical framework is here reviewed in *Table 1.1*.

Possible gains from Mobile Marketing

Title	Description
<i>Brand Awareness</i>	<i>A strong brand is not only managed to achieve as much general awareness as possible, they are striving for <u>strategic</u> awareness. It is a huge difference in just being remembered and in being remembered for the right reasons (and to avoid the opposite).</i>
<i>Brand Loyalty</i>	<i>A brand’s loyal customer base is a key factor to consider when placing a value on a brand because brand loyalty and predictable sales and profit streams are most likely to be connected.</i>
<i>Perceived Quality</i>	<i>Perceived quality is usually what the consumers base their purchases on, and therefore it makes out a fundamental measure for the brand identity.</i>
<i>Brand Association</i>	<i>Brand association is anything that is linked in the customer’s mind to a brand and represents the bases for purchase decisions and brand loyalty.</i>

Factors influencing possible gains

Title	Description	Considerations
<i>Attention</i>	<i>Creating attention around a brand is fundamental in order to reach the possibility to influence the consumers’ brand image.</i>	<ul style="list-style-type: none"> ● <i>Using mobile marketing as a communication channel tends to create attention.</i> ● <i>The content need to be innovative to retrieve attention.</i>
<i>Involvement</i>	<i>Developing a campaign that engages the customers is considered crucial in order to encourage them to spread the message themselves.</i>	<ul style="list-style-type: none"> ● <i>Smartphone activities has the potential to engage the customers in order to create brand awareness and positive attitude towards the brand.</i> ● <i>Factors that encourage engagement are for example fun angles, interactivity and rewards.</i>

		<ul style="list-style-type: none"> • <i>Involvement can be achieved by exploiting interests and attitudes in the target segment.</i>
<i>Credibility</i>	<i>A company that succeeds in delivering the perceived quality increases its credibility as a company that strives to satisfy the needs of its target market.</i>	<ul style="list-style-type: none"> • <i>The message must be consistent with the brand image and similar aspects.</i> • <i>The company must take in consideration that non-users of Smartphones in the target group can be harmed on account of feeling excluded.</i>

Mobile Marketing Theory

Title	Description	Considerations
<i>Information and Entertainment Value</i>	<i>To succeed in this age of selective and empowered customers, many authors argue that one must create marketing that possesses value ‘in and of itself’.</i>	<ul style="list-style-type: none"> • <i>Marketing messages enriched with entertainment can increase the advertising value.</i> • <i>Marketing messages can be integrated in games.</i> • <i>Information as a value adder in mobile marketing must show qualitative characteristics such as accuracy, timeliness and usefulness.</i>
<i>Interactivity</i>	<i>The extent to which users can participate in modifying the form and content of a mediated environment in real time.</i>	<ul style="list-style-type: none"> • <i>Consumers expect interactivity to contain control, two-way communication and real-time response.</i> • <i>Due to the characteristics of a Smartphone the mobile communication should contain interactive components.</i>
<i>Permission</i>	<i>Irritation caused by an incomprehensive or unwanted mobile advertising message may reflect negatively on the perceived advertising value of mobile</i>	<ul style="list-style-type: none"> • <i>Unwelcome marketing through mobile devices can be perceived as annoying and intrusive.</i> • <i>Value is the key factor in</i>

	<i>marketing.</i>	<i>acquiring the user’s permission for the company’s communication.</i>
<i>Viral Marketing (Online Word-Of-Mouth)</i>	<i>Word of mouth via a digital platform, when the message is spread through ‘word of mouse’ and ensuring that the receivers have that interest to pass along the message to their acquaintances.</i>	<ul style="list-style-type: none"> • <i>A platform that enables viral marketing is necessary to encourage consumers to use the marketing tool.</i> • <i>Entertainment is an important driver of viral marketing.</i>
<i>User interface</i>	<i>Issues such as limited screen size and bandwidth, and restrictive keyboard usage are examples of important differences to consider when using Smartphones as a marketing channel.</i>	<ul style="list-style-type: none"> • <i>Design and construction is fundamental for the consumers to decide if they will use it or not, and consequently, allow the marketing message.</i> • <i>The brand can be negatively affected by a poorly constructed, badly designed and complicated application and the other way around.</i>
<i>Development considerations and Implementation</i>	<i>Even the best strategy will fail if not implemented successfully.</i>	<ul style="list-style-type: none"> • <i>Characteristics such as purpose, strategy, price-sensitivity, distribution, integration are all vital for a successful development and implementation.</i>

The Creation Process from a Communication Agency Perspective

Title	Description	Considerations
<i>Creativity as a Critical Asset</i>	<i>Creativity is facilitated by using a non-routine, or heuristic, process - one that departs from cookbook procedures. Conversely, a programmed, or algorithmic, process yields output that is likely to differ little from the past.</i>	<ul style="list-style-type: none"> • <i>If a communication agency does not use theoretical and statistical measuring instruments/methods the potential success of a marketing campaign stands and eventually falls with the creativity of individuals.</i>

		<ul style="list-style-type: none"> • <i>Advertising awards are more like means for creative directors to differentiate themselves from the “crowd”.</i>
<i>Organisation and Culture</i>	<i>The specific collection of values and norms that are shared by people and groups in an organisation and that control the way they interact with each other and with stakeholders outside the organisation.</i>	<ul style="list-style-type: none"> • <i>Corporate culture of the communication agency that either encourage creativity, initiative efforts and eventually even great endangerment, should be considered a potential success factor or a potential pitfall.</i>

2.4.1 Model of the theoretical framework

In this section we will present a process model of our initial framework.

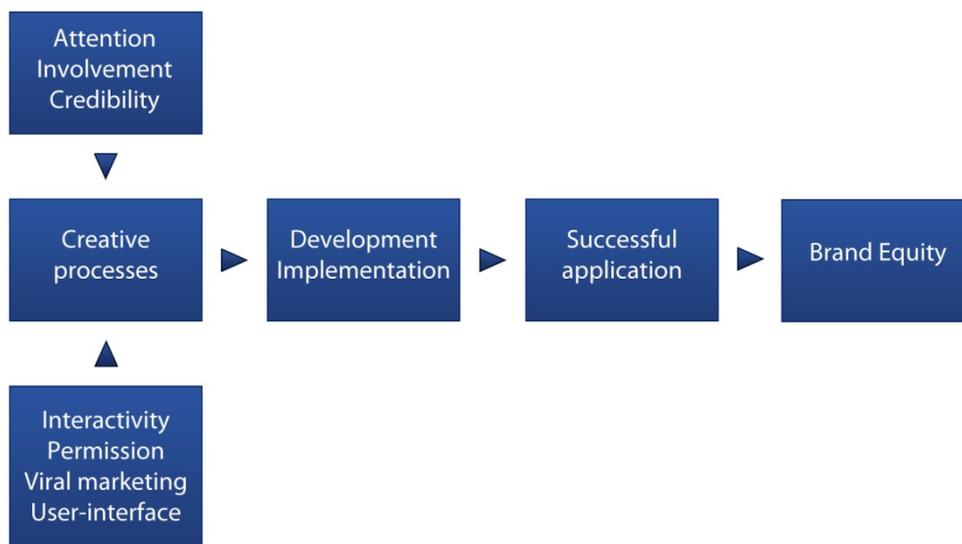


Figure 2.1 – Initial Theoretical Framework

The first box shows where the ideas and innovative solutions are born through the creation process which is a result of the creativity and organisation structure and culture of the communication agency. This idea must possess a set of characteristics important to mobile marketing illustrated in box 2. These characteristics must be combined with factors that are considered important to achieve the aims of the campaign (box 3). If the app has these qualities and characteristics, the app should be considered successful (box 4), and have the potential of reaching the goals which in this case concerns building Brand Equity (box 5).

3. Method

In this chapter we will make review of our methodological approach to the study. We will also present the criteria upon which we have based or case study. This section is followed by the criteria for our interview respondents, a presentation of our interview methods and a review of the respondents. This is followed by a criticism of our sources section and the chapter is ended with a presentation of reliability and validity of the study, and also our ethics of method.

3.1 Methodological approach

The purpose of this study is to determine key factors necessary for successful marketing communication through mobile devices. The purpose of this chapter is to describe our methodological approach for the study.

To answer the purpose, the approach has been divided into three stages:

1. A preliminary theoretical framework been developed from existing theory regarding success factors of mobile communication and marketing. We have combined theories from mobile marketing researches, traditional marketing theories and our own hypothesis. This part is deductive.
2. The second step has been to gather empirical data in order to answer the purpose of this thesis.
3. The final step has been to analyse the theoretical framework from the basis of empirical data in order to develop a final framework that answer the purpose of this study. This part is inductive.

To acquire data for this thesis we have used an abductive methodology. This means that both inductive and deductive approaches have been used. The deductive part of the thesis was the exploration of existing theories regarding mobile marketing communication and its important success factors, subsequently the thesis has studied if these theories correspond with reality. The gathering of empirical data and the following analyse has been conducted with an inductive approach, where we have analysed the gathered empirical data in order to come up with our own theoretical framework. This is what Glaser and Strauss (1967) call “*grounded theory*” and has the ideal of theories being formed out of what is observed. In other words, the reality should be the point of origin for the theory.

However, critics of the deductive approach claim that it leads to an inevitably search of information that the researcher finds relevant and supports the initial expectations of the researcher. By using concrete expectations, we limit the accessible information and risk to overlook important information (Jacobsen 2000). In this study the collection of information was initially concentrated on theories specifically relevant to mobile marketing, but as the study has matured the search for information has become more and more objective regarding marketing as a whole. Nevertheless, as we have focused on mobile marketing theories in our search for information it is possible that other influential factors have been overlooked.

3.2 Case study approach

We will in this essay mainly base our studies on a specific mobile marketing Campaign.

To reach the purpose with the study, a qualitative research method was necessary to acquire a detailed examination of the case in order to determine key success factors. This was mainly accomplished through semi-structured interviews (Bryman & Bell, 2005) with relevant people involved in our specific case study and with people of other marketing agencies with relevant knowledge about the phenomenon of mobile marketing. By interviewing people with practical experience from mobile marketing, we will be able to provide a “real” picture of what sort of factors that influence the creation process. Using a quantitative approach with a questionnaire for example would probably limit our results to our own theories and not allow any other explanations to our problems. The semi-structured interviews allows a free discussion where such new angles can be identified. Since the interviewees were able to describe their reality in their own words, a high degree of relevance could be achieved through the interviews (Jacobsen, 2007).

We have also made research through focus groups with consumers from the specific target segment presented in the case study.

Part from the interviews, we also visited the Agencies to study how their core values and corporate culture is reflected and applied in practice. The purpose of this gathering of empirical data was mainly to test our hypothetical theories about how the developer of a marketing campaign affect the final result, and therefore contribute with potential success factors. The additional researches of other agencies were necessary in order to achieve a more trustworthy study of how the corporate culture of the communication agencies affects the creation process of an marketing campaign.

3.3 Criteria for the selection of study objects

The use of Smartphone apps as a marketing tool has increased throughout the last couple of years, but is still an emerging phenomenon. Since this tool is new to both Carlsberg and Åkestam Holst, they are ideal research objects for us in order to gain understanding of which considerations and pitfalls that are involved in the process of develop and implement one such tool for the first time.

Åkestam Holst is also suitable as our case company due to their award winning solutions which involves both innovation and creativity, which are important elements of our theoretical considerations. Since we were given the opportunity to follow the process, and to interview people with different roles in the project, we were able to analyse the development from different perspectives which we believe is fundamental in order to provide an exhaustive framework.

Those agencies that have been subjects for our additional research are all large and well established companies within the advertising industry. They have experience from developing mobile marketing tools and were able to give us insight in how they handle creativity as a critical asset.

3.4 Selection of data collection method

Our empirical data will mainly be gathered from four different sources of evidence that are common in a case study approach. Those are *Documentation*, *Archival Records*, *Direct Observations* and *Interviews* (Yin 2003). The empirical data can be divided into primary and secondary data since we will gather data directly from different sources through interviews and observations, as well as from previously made surveys and studies, which is therefore not produced for our specific research.

The data collection is qualitative and it has been gathered through three different techniques, Semi-structured interviews, questionnaires and focus groups.

3.4.1 Selection criteria for respondents

Interviews and questionnaires has been conducted with a total of nine persons and among these, five has been directly involved in the “Unbottle Yourself” campaign. Our aim has been to gain understanding of the creation process from different perspectives, and we have therefore conducted interviews with persons with different roles in one such project, both on the client’s side as well as the agency’s side. Those interviews made with persons outside the Carlsberg project possess expertise and knowledge regarding the other elements of this study.

Our main contacts on Åkestam Holst have been Martin Cedergren, Executive Creative Director, and Björn Gustafsson, Art Director, both members of the Carlsberg team.

3.5 Interview method - Semi-structured interviews

One step in the gathering of the necessary empirical data, we have used semi-structured interviews as our main interview technique. The semi-structured technique makes it possible to prepare questions and at the same time be flexible, due to its ability to allow for deeper discussions with follow-up questions and more detailed reasoning (Bryman et al. 2005). Therefore it is suitable for this case study in helping us identify key factors in mobile marketing that might appear during an interview.

Through this technique we have made three interviews. The first was performed with Rolf Jansson, CEO of Cordovan Group, and was mainly focused on the corporate culture and working methods of this company. The second interview was made with Joel Finnström, UX designer at Cordovan Communication. In this interview the phenomenon of mobile marketing and its current position as a marketing tool was the main subject for our discussion. The third interview was made with Lottie Norman, Production Director at Valentin&Byhr. As well as the first interview the primary aim was to gain a deeper understanding of culture and working methods of a communication agency.

The purposes with the different interviews are varied, but the topics and questions discussed in these interviews are primarily based on our theoretical framework. Those interviews that mainly concern the role of corporate culture and organisation in the development process of a marketing campaign have been based on our hypothetical factors exclusively. The questions have been designed to not be too specific, which would allow rather obvious answers, in order to enable the interviewee to discuss more freely and not immediately be limited by our theories.

In cases where the interviewee touched upon the components of our framework we guided the discussion towards these specific factors. If the interview went in to sidetracks too distant from our topic, or if the discussion didn't reach our framework, we also guided the interviewee towards our topics of interest by concrete suggestions of factors affecting mobile marketing.

3.5.1 Interview with Rolf Jansson and Lottie Norman

Background: Rolf Jansson founded the IT-company Adera in 1983. Cordovan Group is the communication department that was separated from Adera in 2003, and was until 2007 called Adera+. The former Adera is now named Addnode and has no longer any connection to Cordovan Group. As Adera was one of the pioneers in the 90:s Dot-Com bubble, Rolf Jansson is well familiar with the exploitation of new communication technologies, and the construction of corporate culture of a communication agency.

Background: Valentin&Byhr was founded in 1988, and Lottie Norman has been working within the advertising business since 1986. She has been an employee at Valentin&Byhr since 1999 and did initially work as a Operational Project Manager and later as Production Manager. Today, Lottie works as an Office Manager.

3.5.1.1 Purpose of the interviews

The aim with these interviews was to gain deeper understanding of the corporate culture and organisation of two large Communication Agency and how these elements are reflected in their working methods. Further, this understanding is necessary in order to develop our hypothetical parts of our theoretical framework by consider both the barriers and the successful assets withing the organisation that has a major influence on the creation process of a marketing campaign. These interviews are meant to provide additional empirical data to our findings from our case company in order to make our framework more trustworthy.

3.5.2 Interview with Joel Finnström

Background: Joel Finnström has worked at Cordovan Communication since 2010 and was recruited as a UX-designer, as a part of a new team of developers for Smartphone applications. He has a background as an interaction designer at Nokia, but has a somewhat messy history including an establishment of a museum.

3.5.2.1 Purpose of the interview

The purpose with the interview with Joel Finnström was to provide us with the opinions and knowledge of a talented and experienced developer of mobile applications. Part from his general knowledge about the phenomenon of mobile marketing he, as an interaction designer, was an ideal person to interview regarding our hypothesis concerning the design and user friendliness of a Smartphone application.

3.6 Interview method - Questionnaire interviews

Since some of the respondents were not able to participate in interviews due to time constraints, we have based some of our empirical data on questionnaires sent through e-mail. Although these interviews has been sent to different persons for different purposes, we have designed the majority of the questions to be rather specific in order to avoid to many

misinterpretations that possibly could generate answers irrelevant for our study. We have, however, also designed a few questions in each interview that required more reflection from the respondent. Since all respondents allowed us to contact them we were able to ask follow-up questions that enabled us to discuss some answers deeper.

We have made six interviews through this method. The first was made with Ann Wenehed, on Carlsberg Sverige and was aimed at providing us with background information and aims of the “Unbottle Yourself” campaign. We have also made questionnaire interviews with members of the Carlsberg team at Åkestam Holst in order to gain insight in the creation process of the campaign.

The advantages with questionnaires as an interview method are mainly the avoidance of interviewer bias, where the interviewer has too much influence on the interviewees’ answers which affects the objectivity of the interview. Due to these respondents time constraints, the questionnaire method allows the respondent to answer the questions when it suits them. The disadvantages with these methods concern the loss of ability to guide the respondent through the discussion and to ask follow-up questions. These disadvantages have been countered to some extent by the respondents permission to send them further questions, but this does not eliminate the problems.

3.6.1 Interview with Ann Wenehed:

Background: Ann Wenehed has been working at Carlsberg since 2010 and has been one of those that has been mainly involved in the “Unbottle Yourself” campaign.

3.6.1.1 Purpose of the interview:

The purpose with this interview was to gain access to all necessary background information needed to do a exhaustive analysis of of the “Unbottle Yourself” app. Ann was also able to provide us with the aims with the campaign which was necessary in order to do an evaluation of the results from the campaign, determining if it was successful.

3.6.2 Interviews with the Carlsberg team at Åkestam Holst:

Through questionnaires, we have conducted interviews with five out of the seven persons within the Carlsberg team at Åkestam Holst. These respondents consists of an Art Director, a Planner, a Project Manager, a Copywriter and a Production Manager,

3.6.2.1 Purpose with the interviews:

The purpose with these interviews was to gain deeper understanding of the creation process of this specific marketing campaign. These interviews give us a unique opportunity to gain insight in the development of the app that is subject to our case study, which facilitates the opportunity to evaluate the result of the campaign.

3.7 Interview method - Focus Groups

To collect primary data from consumers regarding their perception of the mobile marketing campaign focus groups were used. Focus groups are according to Christensen, Engdahl, Gräås and Haglund (2001) a time-effective technique for gathering information from several respondents. The authors also mention the advantage of the respondents in focus groups often

go further in their thinking as they discuss various topics with each other, compared to what respondents usually do at a personal interview. The purpose with the two conducted focus groups were to find out how the application, Carlsberg and the whole marketing campaign was perceived from the consumer's point of view, and which factors that has influence on their opinions. Due to this technique we have acquired an increased understanding of the signals that the application sends to the consumers and if it affected Carlsberg's brand image in any way.

3.7.1 Focus group structure

Each focus group will consist of five participants. They should preferably know each other from before in order to create an environment that supports discussion and reduces inhibitions to comment. The participants will be in the target segment, in other words 20 to 25 years old and owner of a Smartphone.

3.7.2 Focus group procedure

The Focus group procedure was divided in to four stages based on two questionnaires, a practical element were the app was used and a final discussion. The first three stages was performed individually, and the final discussion was conducted by the group.

These procedures gave us a relevant background of each user's habits and opinions regarding apps and beer consumption. We also gained attitudes of the "Unbottle Yourself" app, both on individual and group level.

The procedure is further described in the empirical section.

3.9 Criticism of the sources

In this section we will present a short review of the criticism towards our choice of theory and empiricism

3.9.1 Theory

The sources used in this thesis has been critically reviewed during the study. However, due to the fact that mobile marketing is a rather new phenomenon, the research in this area is relatively scattered. The technology is developing quickly and there are no theories that are widely accepted since the studies that for instance concerns marketing through the second generation of mobile technology not necessarily can be applied to marketing through the third generation. This thesis is therefore based on theories from various sources within the common subject of mobile marketing, which has forced us to chose carefully among these and consider which are applicable on our study.

3.9.2 Empiricism

We have mainly based our empirical section on the information we have gathered from interviews and questionnaires, both with relevant persons from the "Unbottle Yourself" project and people within the advertising industry. We have also carried out interviews through focus groups consisting of people from the target segment of the campaign. Remaining information has been gathered from websites as well as internal material from Åkestam Holst. Since most of this information is based on the opinions of people involved in

the “Unbottle Yourself” campaign, it should be noted that our findings might be biased by the respondents’ subjective opinions regarding the project. But these interviews have been important in order to gain insight in the project, which has been necessary for our purpose. The subjective opinions from those involved in the “Unbottle Yourself” campaign are also compensated by the more objective focus group studies.

Since the three Communication agencies that has been subject for our researches has been Swedish, it raises issues concerning the applicability of these aspects on a global perspective. Although foreign companies within the same industry might use a different approach to creativity and culture than those included in our study, we do not believe that this issue affects the reliability of our framework.

3.10 Selection of empirical presentation

In the empirical section we will present those elements of our findings from interviews, questionnaires and observations which we believe are most relevant for our purpose. This method allows us to identify similarities and differences among the respondents and present them in a way which makes it easier for the reader to follow. We have also partially used our theoretical framework as a pattern for the empirical presentation in order to reflect the theory in the empiricism. As we needed to further study our initial framework from an empirical perspective, this method is relevant since it facilitates the application of practitioners’ expertise and user opinions on theoretical findings in the concluding analysis and discussion.

Although we have tried to be as objective as possible, the disadvantages with this method concerns the possibility of interpretations and conclusions that are too connected to our desired result, as other information might have been left out from the presentation.

We will present the case study and the empirical information gathered from those involved in the project separated from the focus groups and the additional researches. This strategy has been chosen since we have followed this case from development to implementation, and therefore wants to identify all elements of this specific process. The focus groups are aimed at giving us objective opinions regarding the application, and the additional researches are supposed to represent an expanded picture of the general characteristics from similar projects. Our case company will be presented in a separate section in order to be comparable to our additional researches.

3.11 Selection of analysis and discussion method

We have carried out the analysis of this paper by applying our empirical findings to our theoretical framework in order to be able to discuss the critical determinants of an successful Smartphone app. In those cases where the empirical data has shown important aspects that has not been taken in to consideration in our theoretical framework, these aspects has been integrated in the framework as new determinants or as a development of an already existing one. We believe this method is suitable for the purpose and problematisation of this study.

In the concluding discussion and analysis we will present each component of our theoretical framework and discuss how these corresponded with our empirical findings. This method will allow us to evaluate the result from each and every component within the framework to

analyse and discuss how relevant each component is. Since our theoretical framework is based on a rather wide range of studies of different subjects, it is important to evaluate each factor to determine if it is an important factor for a Smartphone app.

3.12 Reliability and Validity

We have decided to focus our studies to one single case of mobile marketing, since we believe this case contain all necessary components needed for us to give answers to our problematisations, and because we will have full insight in the creation process as well as both background and results from the campaign. Eisenhardt (1989) claims that the chosen case should be “extreme situations and polar types in which the process of interest is ‘transparently observable’”, which we believe our case is. The case study as a strategy is also well suited for researches where the questions “why” and “how” are raised (Yin, 2003). Bryman (1989) further argues that case studies are suitable:

1. When the case can generate theory and increased understanding about processes/phenomenon that develop over time.
2. When ordinary/daily work actions and activities are being understood.
3. When the purpose is aimed at specify and explore previously unexplored domains.
4. When the purpose is to create insight and deeper understanding in existing theory.
5. To test theories.
6. To replicate other studies.

Out of these, we believe that this study meet up to five of these criterias (1-5).

Our method of developing an initial framework which is later applied to our empirical findings is similar to Yin’s (2003) concept of pattern matching, which is a method of securing the internal validity of a study. Comparing our framework with our empirical studies enables adjustments and extensions of our initial framework.

Yin (2003) further argues that doing a research with one or a few case studies may cause problems with generalisability, or the external validity, since the confidence of a statistical generalisation is determined by the number of samples. This study however is aimed to provide a analytical generalisation, where our theoretical framework is compared with our empirical findings (Yin, 2003). Our interviews and studies at communication agencies, in order to develop the parts of our theoretical framework that concerns the creation process, may also cause problems with generalisability since our findings are based on interviews with rather few people. We have made additional interviews at other agencies than our case company in order to gain deeper understanding of this phenomenon.

Glaser (1978) further divides the validity aspect in to three components; *Integration*, *Relevance* and *Explanatory power*. The validity of our study from these three aspects is mainly determined by the abductive nature of our methodological approach. This method gave us the opportunity to study the existing theory and develop it through an empirical investigation which we believe makes our framework more trustworthy and relevant from both a practical and theoretical perspective.

We consider the internal reliability as larger than the external in this essay. Those interviews we've made has been recorded which has made it possible for us to re-listen to the discussion and give a more accurate rendering of the interviews, which did strengthen the internal reliability of our studies. The authors of this essay have used an inter-rater approach by making the interviews and the transcriptions of these together in order to avoid the risk of misinterpretations. Before doing the interviews we have made sure that the interviewee has been well informed about the purpose with our study and also the purpose with the specific interview in order to enable the interviewee to determine which aspects that would provide us with the most useful empirical information, and which information to not put too much focus on. Since some interviews were made through questionnaires, the reliability of some parts of our empirical data is affected negatively.

The external reliability is mainly affected by our qualitative approach, our limitation to one single case study and our rather few additional empirical sources to our hypothetical parts of our theoretical framework. Carlsberg however, has a history of successful marketing in a competition intensive industry, and our case company, Åkestam Holst, is a well awarded communication agency with many innovative and successful campaigns. We consider the answers from the interviewees as reliable since all respondents has extensive experience and knowledge that could provide understanding to our problematisations of the studies. Our respondents from the communication agencies have a vast experience from the advertising business and the work with corporate culture within this industry, and were able to describe the factors that affect the creation process of a marketing campaign.

In order to make our findings and claims more trustworthy, we have had triangulation approach, using multiple sources of evidence as we have collected data from "*different sources but aimed at corroborating the same phenomenon*", sources that refers to the earlier mentioned *Documentation, Archival Records, Direct Observations* and *Interviews* (Yin, 2003). These different sources refer to literature review, statistics, focus group observation and interviews and in-depth interviews.

3.13 Ethics of method

All respondents has been given the choice of being anonymous. The interviewees have also been offered to read those sections where we used their interviews, to approve the content as accurate in relation to opinion. No one has however chosen to claim any of these offers, and consequently, all respondents are referred to with name when needed to.

4. Compilation of empirical

We will open the empirical section by doing an introduction of our case study. This section is also combined with a presentation of the case company and a review of the creation process of the application that is the subject for our study. This initial section is followed by a by a interview made with a interaction designer and Smartphone application developer. the final part present our additional researches of two other Communication Agencies that has been made in order to give more understanding for our hypothesis of the creation process.

4.1 The campaign and the case company

In the following section we will present our case study, the “*Unbottle Yourself*” competition, and a review of the creation process of this campaign based on interviews from our case company, the communication agency Åkestam Holst. We will also present our results from the focus groups in order to provide user opinions of the app.

4.1.1 The “Unbottle Yourself” App and Åkestam Holst

When Carlsberg in April 2011 made a global brand relaunch, where the famous slogan “*probably the best beer in the world*” was changed to “*That calls for a Carlsberg*”, Sweden was one of the few markets where the old slogan was kept. Despite this difference, the Swedish market is included in the global brand repositioning that are supposed to generate increased sales for Carlsberg. The company claims to have a high level of awareness on the market, but this is not reflected in sales. Since Carlsberg, through various researches, found that the beer brand preferences of the consumer are shaped during the five years between the age of 20-25, the brand relaunch is aimed at giving the Carlsberg brand a strong position within this segment of consumers.

As a part of this global brand relaunch, Carlsberg launched a social game competition in Sweden called “Unbottle Yourself”. The idea behind the competition was to help the most reserved people on the planet to “loosen up and become comfortable in any social situation” (unbottleyourself.com). In order to help the Swedes with this task, Carlsberg released a Smartphone application where the user, by shaking his phone, was given a mission based on doing something unusual in an ordinary everyday situation.

Mark Jensen, CEO of Carlsberg Sweden, claims that “*there’s an important difference between physical and moral courage. Moral courage could move you forward in to new grounds. We want to encourage Swedes to dare challenge themselves by accepting different challenges in a humorous way.*” (Carlsberg.se).

The “Unbottle Yourself” competition was aimed at the target segment of persons aged 20-25, a group in which Smartphones are very common in Sweden. The application offered over 500 missions customized for five different locations; the bar, at home, on the move, at the office and in the store.



Figure 4.1 – The “Unbottle Yourself” application

Accomplished missions generated different amounts of points for the user, depending on the specific mission’s difficulty. The most difficult missions, generating the highest amount of points needed to be documented with the users’ Smartphone camera. The user could also activate a “push notification” button which once a day offered the user to do a special mission that offered extra points and also additional prizes. Also by sharing accomplished missions on social networks or the campaign site, the contestant could increase the points earned from the missions. In order to achieve the points for accomplished missions, there were three levels of approval.

Self Approval: The contestants testified that they had accomplished the mission, no further evidence was needed. This level of approval concerned the mission the lowest scores, 1-10 points.

Automatic Approval: The contestant needed to upload evidence in the terms of a picture, video or a sound file in order to prove that they had completed a mission a reward of 10-50 points. The contestant could also prove that they had completed the mission by posting it on Facebook or connecting it to another Smartphone with the application.

Manual Approval: The highest score missions, 100-300 points, needed to be approved manually by a social task force.

The competition were to last for twelve days, and those contestants that proved to be Sweden’s most courageous by accepting certain Gold-mission” were able to win every day prizes such as iPads, tickets and gift cards. The ten contestants with the highest score on the final day of the competition were qualified for the finals, where a jury decided which contestant (based on original and fun execution of the missions) that was the winner of a trip for him and his entourage to a party-weekend in Hong Kong.

Part from those missions that was recorded and published on a Youtube channel, the competition did also create some media attention. The newspaper Expressen published an article about one of the contestants and the embarrassing missions he was assigned through his Smartphone.

After the competition had ended, the app was updated with some slightly changes in menus. Part from this, a new function that enabled games with up to eight contestants, was also added to the app. In this added function, the user can add friend manually or browse them from Facebook and achieve a mission to a randomized player, which then should be approved or failed by the other players. After a mission is approved, the user is given the offer to post it on Facebook or Twitter.

Ann Wenehed¹ describes the Smartphone-based competition as a suitable method to communicate Carlsberg's updated market positioning through a non-traditional channel, which ultimately would create much attention by standing out of the crowd. The overall aim was to come closer to Carlsberg's customers to increase their involvement in the brand and the product and this set of goals would ultimately influence the consumer brand associations and loyalty. Ann Wenehed further argues that this Smartphone solution enables this desired two-way communication and that Sweden is an ideal test market for this kind of mobile application solution since the Smartphone penetration rate is high. She also states that the consumer are able to create the campaign themselves, Carlsberg are just providing the right tools which did encourage almost 50 000 performed missions during the competition.

Ann Wenehed does however admit that there are some risks involved with building a marketing campaign around a Smartphone application. As the consumer becomes the one who creates the campaign, the individual consumer are also able to create something negative for the brand. This risk increases the demands on the preparatory work, especially when the marketing concerns a controversial product such as alcoholic beverage. This limitation increases the importance of developing marketing solutions that does not affect those who wish not to be exposed to communication from companies like Carlsberg. The ethical considerations have also affected the final result of the app. When the app was designed, the main idea suggested that when a mission was accomplished, the user should be exposed to the new slogan "*That calls for a Carlsberg*". This idea was abandoned in a very late stage of the process since those responsible believed that the new slogan encouraged an exaggerated consumption of alcohol, which was not coherent with Swedish alcohol regulations. Consequently, the user of the app is not being exposed to the amount of marketing messages as was previously intended. In fact the only time the Carlsberg logotype is exposed is when the app is started.

She further describes the limitation to iPhones and Android phones as a risk since it will exclude customers that are the non-users within the target group from participating in the competition. She believes that these customers might feel neglected, but further argues that large companies such as Carlsberg cannot include all their customers in their different marketing activities, and hope that these non-users feel attracted by Carlsberg's other

¹ Ann Wenehed, Carlsberg Sverige, interview April 14th 2011

marketing activities. She also states that Carlsberg is a courageous brand that dares to take risks to win, and that their communication through this new marketing channel reflects this value.

Through questionnaires answered by five of those involved in the “Unbottle Yourself” project at Åkestam Holst, we have gained different persons perceptions of the creation process. Åkestam Holst is a Communication Agency founded in 1993, has a turnover of 177 MSEK and has been ranked top three best communication agencies in Sweden nine years in a row. The organisation structure has a very flat hierarchy and all employees are encouraged to involve own initiatives and creative thinking in their work.

All persons involved in the Carlsberg project further believes that the whole group were involved in creative parts of the process, and all claims that their ideas has contributed to the final result. The team dedicated an entire room to the campaign, the “war room”, where the walls were filled with post-it notes with suggestions and ideas for the project, both from the Carlsberg team, and others. One team member who had the main responsibility for the project claimed, however, that he and three other had the “final say” in all creative decision making. As Carlsberg did not provide any statistical research regarding possible solutions, the Carlsberg team developed an idea through their clients desire to build brand associations and loyalty. Although all respondents also claimed that there were some barriers involved in the development of the app, no one emphasizes the same problems. The barriers mentioned in the answers concerned time, ethical considerations, limitations from Carlsberg and Facebook Sweden and each of these problems were directly connected to a specific role within the group. As the individual responsibility areas seemed to be very clear, the creative parts have involved all members of the team. Some of the more practical elements of the development process were even outsourced to other companies.

The approach that seems to be the foundation of the creative process was the main idea of creating an application which encourages swedes to be more socially courageous. This approach also seems to be the element which the team perceives as the main value that is offered through the app. The opinions regarding design differ among the respondents since they have different aspects in mind when referring to this. One believes that the design should “feel very Carlsberg” while another refers to simplicity and user friendliness. Common opinions regarding necessary characteristics are also few, but different formulations of social interaction is mentioned by all respondents. None of the group members believe that the technology has been limiting in any way, but according to some, Facebook has been the one to blame for several complications in the creation process since they use rather unfavourable guidelines for marketing activities through their website. Another respondent claims that it was surprisingly hard to design a simple app.

The aims with the app were, as mentioned above, mainly to involve the expanded part of the target group in the brand and products, and also to associate the Carlsberg brand with social courage. The vision was to encourage the target group to act more socially in ordinary situations, not only when playing the app game. Consequently, the vision was that the app should facilitate the users ambition to achieve a more self fulfilling value, instead of just

focusing on the rewards in the competition. The rewards were instead meant to compose incitements to participate in the campaign, and due to the daily prizes, the user did not have to be fully committed to the competition every day.

On a more specific level however, the aim was to involve 10% of this target segment of 400 000 people in the campaign in some way. Although the number of downloaded apps at this moment “only” has reached 9 000, this goal was fulfilled since more than 40 000 people got involved by for example visit the campaign website, download the app or by discuss it on blogs and twitter during the competition. The Art Director argues that this mainly should be attributed to the “seeding group”, those responsible for doing the initial spread of the app by pushing it out to blogs and social networks. He further claims that this group did a very successful job, and that he never has seen campaign that has been spread that fast over Internet. The Production Manager does however claim that neither Carlsberg nor Åkestam Holst used this quantitative measure as a definite goal with the campaign, but rather a guideline. Instead the aims had more qualitative characteristics such as creating a buzz by doing something different and the campaign was also benchmarked with other successful applications in order to estimate the success. Besides this, an internal aim was to be given much attention in branch media and during the period when this is written, the “Unbottle Yourself” campaign is being submitted to several marketing competitions.

All responding members of the Carlsberg team claims to be happy and very satisfied with the result. On the question where the respondents could discuss what they would have wanted to do different, all agreed that the campaign would have been even more successful if the app were marketed through other traditional channels which would generate a greater awareness among the target group. The spread through social media and networks did reach the desired effect, but the team claims that the impact could have been even greater. One respondent claims that the additional value offered through the app, which gives the consumer an incentive to download and use it (pull effect), should be marketed through other channels in order to increase the awareness of it (push effect). Another one wished the app would have been given a more visible role in other Carlsberg contexts, such as sponsored activities and at bars.

The reason for not giving the app these supporting marketing activities was explained by the Project Manager who claims that the app were given so much attention through social networks already before the launch that the Carlsberg main office was concerned that the “Unbottle Yourself” campaign would steal the focus from the global brand relaunch. Consequently, they decided to not give any supporting marketing for the app, and completely rely on the viral spread.

Part from this, the developers claim that not much time has been given the post-competition version of the app, the “*Stand-alone app*”, which the team believe should have been further developed in order to be more sustainable for the user, since it does not have as good quality as the competition version of the app. The team hopes that Carlsberg will be interested in future updates of the app, which they believe need improvements.

4.1.3 Focus Groups

In this section we will present our results from the focus group studies made. The app was studied in two groups with five participants within the age of 20-25, all owners of an iPhone or Android phone and knowing each other from before. The participants were asked to fill out a preparing questionnaire regarding their attitude and experience from mobile marketing and their habits regarding beer consumption. After this, the participants were given instructions to download and start the app, they were not allowed to talk to each other during this stage, but their visible reactions was observed and documented. Once they had gotten familiar with the app, they were asked to fill out another questionnaire, regarding their first impression of the app. In the final stage, the participants were asked verbal questions which they then discussed as a group. All questions were based on our theoretical framework, but are designed to not guide the respondent towards specific factors. Instead the respondents were able to illustrate their own preferences. A more detailed review of the questions and methods are presented in *attachment A4*. The results from these two focus groups are presented in two separate sections below.

4.1.3.1 Focus Group 1

The first focus group consisted of five male participants. Since they live in the same student corridor, they know each other well from before. Their questions regarding their beer consumption showed that they did buy and consume beer rather often (each week). Despite this fact, no one claimed that they bought beer from Carlsberg to the same degree. We further asked the respondent to describe the Carlsberg brand with three words, and this question generated a rather scattered mix of answers, in fact, only two words were mentioned by more than one respondent; Liverpool and Denmark (one respondent referred to the latter as something very negative).

The respondents had various experiences from Smartphones. The respondent who had been a Smartphone owner for the longest time among the participants bought his iPhone three years ago, while the newest owner bought his iPhone six months ago. Two of the participants claimed that they mainly used apps with entertaining functions, and these two respondents were also those who were the newest owners in the group. All respondents claimed that they had a positive attitude towards mobile marketing and apps as a marketing communication channel since they did not experience marketing messages through these as something negative. Consequently, all respondents had apps with such functions. The question regarding which characteristics the respondent found most important for them in order to download an app showed that all within the group wanted simple and useful apps. One also claimed that he wanted continuous software updates to make the app stay “*fresh*”.

The downloading and installation process went rather smooth. The participants were asked to choose the location which they believe they could consider to play the game, and three chose the “bar”, one “on the run” and one “home”. The stage where the participants were asked to start a game and go through a number of missions generated some restrained smiles and even laughter. One in the group could not hold his opinion back and loudly claimed that “*this mission is embarrassing, it should definitely be worth more than five points!*”

The questions regarding their individual reactions to the app showed that all participants except one believed the app did offer enough extra value for them to consider to use it again. The shared opinion was although that each respondent would only consider to use it in a situations which included alcohol consumption, for instance a pre-party with a rather stiff atmosphere in need of being enlivened. This general, but cautiously, positive attitude towards the app was accompanied by rather mixed opinions regarding if they would somehow recommend it to someone else, either by sharing it on a social network or just through word-of-mouth.

None of the participants claimed that the app had any influence on their attitude or opinions regarding the Carlsberg brand, neither negative nor positive. Neither their purchase intentions was affected, although one claimed that he probably would buy a Carlsberg if he was playing the game in a bar.

In the final stage the participants were able to discuss their opinions with each other. The whole group claimed that despite a rather simple menu, it was actually hard to understand how the game worked. As they were able to talk to each other they managed to find the inspiration section, where the app was explained in a video clip and the user could watch uploaded missions. All participants agreed that this section should have had a more beneficial exposure since these clips actually seemed to have a positive effect on their attitudes towards playing the game. They all shared the opinion that the user should have been introduced to a more specific “how to play” passage when starting the app for the first time, not necessarily in video format only.

Those who did know about the app before the focus group claimed that they were positively surprised when they used it. All these believed the app was of higher quality than the expected, it was well made and more fun than they initially thought. They all claimed that the app is best suited for a drinking situation, mainly the “bar” location, in which they believed that their friends would join if they suggested to play. The other locations available, for example “at home”, were also only considerable if it involved drinking. The whole group agreed when one of the participants stated that he would never suggest to play this app when he is out for a walk with friends, and consequently those locations which was not combinable with drinking was rather useless.

4.1.3.2 Focus Group 2

The second focus group consisted of four male and one female participants. They all know each other from before due to living and engaging in activities at the same student nation. The questions regarding their drinking habits showed that they all drink beer on a regular basis, usually twice a week. Their buying behavior on the other hand differed widely between the participants. While some acquire new beer every week, some goes on shopping trip to cheaper countries to do their purchases for months ahead. Notable, however, is that four out five said that they rarely purchase Carlsberg beer while the last one purchased it occasionally. To describe the brand none of the participants used the same words but they given words gave a rather coherent overall picture nonetheless. Carlsberg is seen as a large, stable and active company.

All but one of the participants had used their Smartphones for at least one year, the last one had only had it in his possession for 8 months. This participant was also the only one that did not mainly use utility applications. Regarding the attitude towards mobile marketing no one was negative about it as long as it serves as a financing attribute making the applications cheaper or even free. However, the most desired attributes of an application is ease of use and making life easier, more organised, according to the participants.

They were then asked to download, install and start the game, this was carried out rather smoothly as the application was easily found on the respective “*app store*”. None of them had heard about it before this focus group. In the game they got to choose the locations in which they could see themselves use the application. Out of the 5 different choices three chose “the bar”, one “at work” and one “at home”. During their exploration of the game laughter and few amused comments were heard about the missions.

The questions regarding their own individual perception of the application showed that they found it entertaining but at the same time a little particular. However, none of them saw any additional value to gain from using it, however, one person said that he could consider using the application again if he was bored. The same participant was the only one that would somehow recommend it to his friends. Regarding sharing a completed mission through social media the participants had mixed feelings, with some stating that they would be able to share while some stated the opposite.

None of the participants claimed that the app had any influence on their attitude or opinions regarding the Carlsberg brand, neither negative nor positive. Neither their purchase intentions was affected.

The ending open discussion revealed that the application was easy to use and understand, and the lack of too much text instructions was perceived as positive. The perception of the content varied from amusing mission to relatively lame ones, but the participants could see themselves performing some of them since the missions were not too embarrassing. They liked the fact that there was no alcoholic stir connected to the missions and that “*Carlsberg*” was rather concealed from exposure. One participant emphasized that the application allude on boys’ competitiveness and habit to incite each other. He also claimed that “*if your are there to hang out this might not be the most funny thing in the world*”. Another participant claimed that “*you should hope that you have fun enough that you does not have to start this game*”. They also considered it a risk of being pointed out as a loser if you bring up your mobile phone in a bar and perform these activities

4.1.3.3 Summary of the focus groups

To summarize the outcomes from the two conducted focus groups the conclusion can be made that the mobile application had no impact on either the consumers’ attitude towards the brand nor their purchase intentions. The application was perceived as easy to use and well made, although only half of the participants considered it to offer enough additional value for them to use it again. A common opinion was that using the app was only considerable in drinking situations, and that some location choices available are not combinable with this situation. Regarding mobile marketing and usage in general, they showed that the longer a person has

been an owner of a Smartphone the more utility applications he uses and the opposite when it concerns entertainment applications. In one of the focus groups they concluded that they tolerate mobile marketing as long as it provides them with financial benefits in return, such as reducing the price of an application or even making it free of charge.

4.2 Mobile Marketing from a developers perspective

The purpose with this section is to gain deeper understanding of how a Smartphone application can be used as a marketing tool for a company, and which considerations that are important regarding practical aspects such as design. This research has been made through an interview with Joel Finnström², an UX-Designer at Cordovan Communication and former Interaction Designer at Nokia, who has significant experience from developing Smartphone applications. As an Interaction Designer at Nokia, Joel was responsible for the development of the Software Development Kit (SDK), for Nokia Store and Music, which is the set of tools that allows a software developer to build applications for a specific operating system.

He describes his designer role as something that sometimes causes conflicts with creative parts of the communication agency. While he's always aimed at developing Applications that are easy and effective to use for its purpose, the marketer are more focused towards pushing an advertisement through the application, and these different aims is sometimes hard to combine. Joel describes this kind of conflict as an effect of the different opinions regarding the value that an app should offer its user. Joel seems to be a true supporter of apps offering information value such as store locators and user manuals. As he mainly discusses apps such as those offered by Volvo, he admits that it is a harder task to develop an app that offers information value for a low-involvement product. He believe that one good example of a company that has succeeded with this is the Arla recipe database. Joel argues that the most important factor that needs to be considered when developing an app is which problem it should solve. The Arla recipe database does solve an obvious problem, when you're in the store and wondering what you should have for dinner tonight. These "*problems*" does not necessarily have to be considered for such specific situation that requires a practical or informational app, they might as well be formulated as when you want to kill some time on the bus, which is subject for a more entertaining solution. He further refers to apps such as the Kalles Kaviar egg timer app as "*shit*". Although an egg timer sure offers a practical value to the user, he cannot understand why it is necessary to connect your Spotify playlist to it, and being able to share how many minutes you've boiled your egg on Facebook. He believe such extra entertaining functions might have a negative effect on the user as he probably will get tired of it, stop using it and eventually remove it from the phone. He further argues that the increased number of attempts to exploit social networks through sharing functions has inhibited the possibility to use such functions due to the networks spam filters that prevent the message from being spread to other users. He also claims that the value of word of mouth might be affected in negative manner by too many sharing friends.

Joel claims that the usage of entertainment and information respectively depends on the novelty of the technology. As showed in the graph below, entertainment is the most common

² Joel Finnström, Cordovan Communication, interview April 4th 2011

tool in the beginning while the use of informational tools increases over time. The graph could also be used from the individual's perspective, where the use of entertaining apps are larger in a short term matter, while the use informational apps increases over time. Consequently, a company should use an entertaining or practical app depends on the period of time which the company intends to use it. The parameters in this graph are the number of used applications on the y-axis, and time on the x-axis:

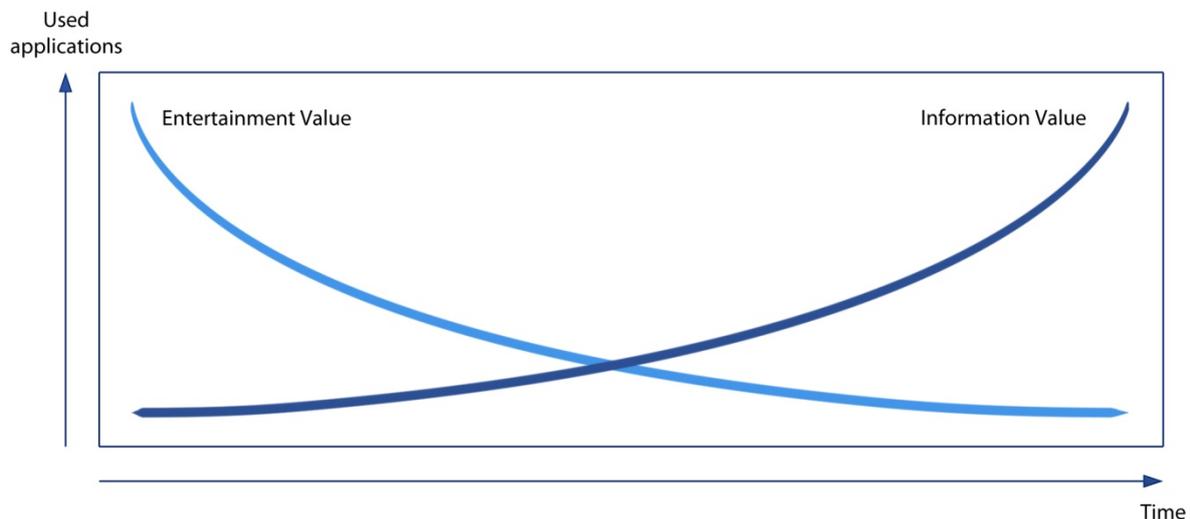


Figure 4.2 – Entertainment vs. Information value demand

As mentioned above, his theory also concerns the individual user's preference, where entertaining apps might attract many people in a short period of time, but where the interest tend to fade rather soon. *"People download the app, tries it once, and then remove it from the phone"*. Applications that does offer information value or practical functions on the other hand attract it is user in slower rate, but these users tend to stick to this app for a longer period of time. Consequently, Joel believes that entertaining apps are more suitable for short, intensive campaigns and competitions, while practical and informative apps could be used as a long lasting marketing tool. He also claims that developing a game application requires both higher costs and longer development time, and carries a greater risk. Although advergaming might become very successful for a company, Joel believes that the companies should be careful with this kind of applications, *"If you're about to spend 800 000 SEK on a truck, you do not give a fuck about a game"*.

He further argues that while an app that is developed for a short campaign can be *"thrown away"* once the campaign has ended, an app that is supposed to be used over a longer period requires a more long-term quality of its contents in order to keep it attractive for the user. Another fundamental consideration concerns the user interface of an application, which Joel believes often tend to be too messy. He claims that a good app contains one very precise function at each *"page"* to keep it as simple as possible. If there is several functions that need to be performed, they have to be split on separate pages. Due to his role as an interaction designer, Joel further claims that simplicity is the perhaps most important aspect to consider

when developing an application. He emphasizes the importance in respecting the way in which mobile phones are being used.

“The user is on the move, they pick it up, it is shaky, there is sunlight and therefore it is crucial that the application is easy to use. The user needs to get in, solve his problem and then out again, damn few clicks and damn quickly accomplished”.

He believes that these factors as considerations that the companies has started to make rather recently. In the beginning of the “app-era”, the demand for a reasonable content of an app was lower, since just being able to offer an app was enough to create attention on the market. Joel claims that this could be distinguished as a common attitude among the companies since most of the clients *“did not care about the content as long as it were a damn app!”*, and as showed in Figure 1.3, these apps tended to deliver entertaining functions. As already discussed, delivering a reasonable content is fundamental in today’s mobile marketing in order to actually be able to use it as a marketing tool.

He further believes that the future offers new innovative app-solutions. He argues that the use of GPS-functions and additional services will increase. In a not so distant future he believes that for example a fashion chain could offer discounts when the user of their app is in one of their stores, or a store locator app could show which bus to take to get to the store.

4.3 Additional research: Cordovan Group and Valentin&Byhr

In order to give a more trustworthy picture of the creative process in the development of a marketing campaign, we decided to complement our study of Åkestam Holst with additional studies of two communication agencies. Those studies were made at the agencies Cordovan Group and Valentin&Byhr, both situated in Gothenburg. We have based these additional researches on interviews with one key person on each company that has a deep understanding of the corporate culture and role of creativity at a communication agency. These key persons are Rolf Jansson³, CEO of Cordovan Group, and Lottie Norman⁴, Production Manager at Valentin&Byhr. On Cordovan Group, we were also allowed to spend a couple of days at the office to study the environment.

Cordovan Group is a communication agency corporation with 75 employees and offices in five cities in three countries and a yearly turnover of 89 MSEK. The company is based on two business areas called Cordovan Communication and Cordovan Performance. The company that concerned our studies is Cordovan Communication, which is the marketing division of the company.

Valentin&Byhr is a communication agency founded in 1988 with 70 employees and a yearly turnover of 110 MSEK. The company’s business areas cover a wide range of communication solutions, from movie and sound production to brand management.

³ Rolf Jansson, Cordovan Group, interview April 4th 2011

⁴ Lottie Norman, Valentin&Byhr, interview April 7th 2011

Both interviewees describe creativity as a phenomenon that permeates the advertising industry in many different ways. Both state that creativity that is focused to a few specific persons within the organisation might affect the business in a negative matter.

Cordovan Communication was earlier a rather flat organisation which was divided into independent teams, where only the CEO was involved in more than one. The role of the CEO was to have a general insight and to make sure all teams were delivering what was expected from them. This organisation structure resulted in a large working load for this CEO, and forced the company to undertake a reorganisation.

Today, Cordovan Communication has a matrix structure where the project managers pick the team for each project from four different divisions within the company, Creative, Interactive, Graphic production and PR/Social media. These tailored teams are then followed by a group of experienced project managers that monitor the working process and make sure it follows the project plan and ensure that they will deliver the best results. The idea behind this structure is to ensure that the company will deliver a more consistent quality. Although this structure allows the project managers to choose those employees that are most suitable for each specific process, Rolf Jansson admits that most Project managers tend to have their favorite teams that they try to pick as often as possible, which might limit the innovative thinking within the team.

Rolf Jansson further describes three components, or core values, that should permeate the entire organisation in order to make the individuals and team deliver both innovative solutions and high quality. These components encourage those within the company to 1) dare to try the unexploited (suggest innovative ideas for the customer), 2) listen to the customer and never become too narrow minded about solutions that the customer don't want, and 3) reuse the experience. The purpose with this component is to make the working process more effective by, perhaps not providing a structured framework, but to allow the teams to learn from others' mistakes enable them to avoid starting from "scratch" in each project. This structure would ultimately decrease the costs involved in the different processes and deliver a more consistent quality, but this last component is also the most complicated within this creative industry since especially creators have a negative attitude towards reusing old ideas. Rolf Jansson further discusses that it is hard to gather information from each project in a comprehensive system, and then reuse it, since each project is rather unique. The aim, although, is not to provide complete solutions, but instead suggestions and approaches for the teams.

These value components that should permeate Cordovan Group were established as a solution to the culture and goal conflicts that has emerged the last five years as Cordovan Group acquired or merged with other agencies. Rolf Jansson describes these conflicts as a result from the various attitudes towards creativity within the advertising industry. To exemplify this, he describes the trouble involved in the merge with the communication agency Jerlov. This Agency has developed several innovative campaigns throughout the years, which has given Jerlov several prestigious awards. Rolf Jansson describes Jerlov as a company that was indeed encouraging creativity and innovative thinking, but in such a manner that it was aimed at generating awards and attention within the advertising industry rather than providing the most

suitable and effective solutions for their clients. He further claims that it is common that a communication agency creates a specific competition version of some campaigns which they publish in some media where the impact is relatively low, but makes their modified campaign public, which is a criterion in the competitions. As Cordovan Group in general is more aimed at providing such effective solutions; the merge with Jerlov resulted in conflicts regarding the attitude towards creativity. The newly established value components are aimed at encouraging both attitudes, that the agency should deliver innovative solutions, but still always consider the best solution for the client. Rolf Jansson does state that this merge was both necessary and successful since these different approaches complete each other, and makes Cordovan Communication a more attractive company.

Rolf Jansson believe that Cordovan Communication does encourage all its employees to use a creative and innovative thinking in all projects, although within given frames. As Cordovan has many B2B clients, which are more restrictive towards non-traditional marketing solutions, some projects have a limited potential of suggesting solutions other than the current. These projects do have a larger budget, and the clients do also provide much statistical data about channels and target segments, which might result in a rather standardized marketing solution. Rolf does however believe it is important to surprise even these clients with innovative and unexpected suggestions of marketing methods such as viral marketing. He further states that the B2C companies are more open minded towards non-traditional and innovative solutions, and also that smaller companies, or companies in a start-up stage, needs cheaper marketing solutions that stand out of the crowd. Due to these differences between the project, creativity and innovation is used in different amounts.

Rolf does further admit that the creativity often can be derived to a few specific persons, while these persons might be considered an asset for the company, most other employees are replaceable to a larger degree. Having these kinds of persons within the company might attract new clients, but does also raise some problems. Having a group of “divas”, as Rolf puts it, might generate new clients, but by limiting the creativity to these people might affect the group belonging and the general creativity in a negative matter. These people are also enabled to have higher demands since the clients might join a specific person if he or she decides to leave the company. Rolf further argues that if the creative work is limited to a few people, others might feel excluded and discourage them from developing their own ideas. He also states that group belonging is important since the advertising industry involves a large amount of risk taking, sometimes way to high as Rolf admits, which increases the importance of not limiting the responsibility for any potential failures to one specific person.

As Rolf gave us permission to spend a couple of days at their Gothenburg office, we could follow processes that were aimed at involving everybody in the creative work. During these days the company held two gatherings where all employees could sit down together and listen to presentations of all current projects and come up with suggestions and ideas for the other teams. They also used a wall in the middle of the office as a place for idea generation, where the teams could present a problem and ask for ideas of solutions. During those days we spent at the office, one team asked for help with ideas of involving new offers and solutions for a

new client's website. In just two days, the wall was filled with post-it notes and printed screenshots of other inspiring suggestions.

Based on Lottie Norman's description of Valentin&Byhr, the organisation has several similarities with Cordovan. Valentin&Byhr has a matrix structure that is based on a number of fixed teams that work with the different projects. Each team consists of two Art Directors, Copywriters and Production Artists, one or two Project Managers and one Team Leader that also has the role as a strategist. Besides these teams, the organisation also consists of different cells or departments with specialists within different fields such as web design or public relations. Lottie Norman describes these cells as "organisations within the organisation". The fixed teams can then "borrow" specialists from these departments based on their needs for a specific project. This structure enables both high delivered quality and innovative solutions. The "heart" of the team that consists of people that know each other well and can make the creation process more effective than a recently formed team, and the expertise from the specialist departments contribute to, not only, innovative and effective solutions, but also makes the work for the employees more enjoyable since "it is always fun to work with new people", as Lottie Norman puts it. The "borrowed" expertise also stands for the "outside the box" thinking if the well established team becomes a bit narrow-minded. Valentin&Byhr has a well developed system to help teams that are having trouble with the creative process. The organisation has two creative directors that acts as a creative support for teams that are experiencing a creative barrier in a project.

Occasionally, the employees get the opportunity to gather for a short presentation of a brief, both real and fictional projects, which the employees then should work with in teams of two and then present suggestions of possible solutions. These ideas are then discussed, and sometimes a group comes up with ideas that can be used for a certain project. Lottie Norman describes this activity as very popular among the employees. Although the only ones that are obligated to participate are those with the creative roles, almost all employees want to attend. Another similar activity allocates one half workday for one single client that together with those that have creative roles, formulates a problem as a case project that the different departments then should work with. As Lottie admits that creativity focused to a few key persons within the company has been an issue common within the advertising industry, activities like these are meant to antagonize this phenomenon. Lottie explains this as a strategy to mainly make the employees feel that they are part of the creative process, but it also has the effect that creative ideas are being influenced and further developed by so many different persons that one creative solution rarely can be derived to one specific individual. this later aspect has two important benefits. First of all, the company avoids the phenomenon where an individual gets the credit for innovative solutions which would possibly remove the positive attention from the communication agency. Another positive aspect concerns the potential scenario where a team fails with a project. If the solution is based on the work of an entire group of people, rather than an individual, the result is easier to criticise than if it was only one person that stood as the responsible for any failures, and consequently be subject for the criticism. Although such scenarios are rare, Lottie concludes that large failures with a

project sometimes requires a split up of that group, since such failures would have a negative effect on the group members' trust and confidence with the rest of the group.

4.3.1 Summary of additional researches:

To sum up this section, both Cordovan and Valentin&Byhr are organisations that try to involve all employees in the creative process. The reasons for this approach are several, but can be explained as a method to create a group structure where creative solutions cannot be derived to specific individuals. This approach should deliver a more consistent quality of the solutions for each project and create a feeling among the employees that all are involved in the creativity, and perhaps also to remove the responsibility from the individual if a solution would be a failure. Using matrix solutions for the organisation enables a structure with different groups for each project which should stimulate the innovative thinking within each group.

5. Analysis and discussion

In this section, we will apply the theoretical framework on our empirical findings. We will review each component of the framework through both a theoretical and empirical perspective in order to analyse how suitable it is for our final framework. The initial review will then be followed by a section with new aspects that has been developed through our empirical study. These two sections are finally summarized in a new framework.

5.1 Analysis of theoretical framework

Attention

The attention factor turned out to be an important objective for the “Unbottle Yourself” campaign. The innovative marketing method became a buzz within the target segment and was spread through social networks and even noticed in media. Reaching 10 % of the target segment is impressive since no supporting marketing were used to promote the activity and the explanations to this effect can be many but we believe that it mainly should be derived to the initial buzz and the innovative use of the Smartphone as a marketing tool.

The initial buzz was created by Åkestam Holst’s push activities through blogs and social networks before the app was launched, and managed to create a hype around the app. Perhaps to a limited extent, but still an initial awareness within the target group which facilitated a fast spread when the app was launched.

Although the innovativeness of using apps as marketing tools are rather low after the increased exploitation of the channel during the last three years, Carlsberg stand out of the crowd within their industry. The Smartphone still offers possibilities to create innovative solutions, by using for example the GPS-function, which can generate attention and as the “Unbottle Yourself” app combined technologies with a unique activity, they should have been able to generate attention despite the rather exploited channel.

Involvement

Also involvement turned out as an important aim of the Carlsberg campaign, perhaps the most fundamental one. As *rewards* and *fun angles* were pointed out as prerequisites to create incentives which would encourage an engagement in the marketing activity, the “Unbottle Yourself” campaign proves to have qualities that should enable such involvement. Besides the actual rewards in the competition, the app were also supposed to provide a tool through which the user could gain self-fulfilling rewards by being more comfortable in acting out courageous in social situations. Although the idea is rather clever, the embarrassing nature of the different missions might have a negative effect in people’s intention to engage in the marketing activity.

Further, the campaign was based on the consumers’ involvement, and as described in the empirical section, the app was just a tool that allowed the users to build the campaign

themselves by engaging in the app. This is relatively unique in this context, and could be considered as a method of providing the fun angles that are considered important.

The whole idea of this app is based on the idea of involving the consumer, and the Smartphone functions enable a unique opportunity to create one such campaign. The final result of this app has indeed been successful from this point of view.

Credibility

In the theory chapter we presented that low-reputation brand is affected in larger scale than a high-reputation brand when using non-traditional media in a successful way, and the other way around. The “Unbottle yourself” campaign is considered as a relatively successful application by Carlsberg and Åkestam Holst, however, the results from the focus groups showed their perceived value of Carlsberg remained unaltered. This could infer that the above theory is correct, that high-reputation brands are less affected by a successful application because that is what is expected from them. Nonetheless, if the application had been a real disaster, we believe that it could have affect the brand negatively in relatively larger extent, but still not significantly noticeable.

Regarding the theory about non-users feeling excluded it could not be applicable on this specific campaign due to the communication channels used for its marketing. No traditional media has been used and consequently a minimum of non-users has been exposed to this campaign. It has merely been living its own life on relevant media, blogs and forums dedicated to Smartphones. Ann Wenehed at Carlsberg also recognizes the risk regarding exclusion of non-users. She believes, however, that even though these customers might feel neglected, it is impossible for large companies like Carlsberg to include all their customers in all marketing activities. Instead they hope to reach them all through a combination of activities.

The findings above argues for the fact that the theory that non-users might feel excluded is a minor factor to consider when using mobile marketing. Regarding the consumers’ perception of the brand as a result of the Smartphone application’s possible success the focus groups have shown that it is a factor of little magnitude.

Information and Entertainment value

Both our theoretical and empirical research has shown that these two elements has proven to be among the most important characteristics of a Smartphone application. Although the suitability of the different values varies depending on which company that stands behind an app, our studies show that apps with practical functions tend to be more desirable for people that has owned their Smartphones for a longer period of time, while entertaining values are more appreciated to new users. This phenomenon was initially described by the UX-designer Joel Finnström, who claimed that this behavior is not only reflected in the user behaviour, but also when it comes to the trends, among the developers, connected to new technologies. Bruner and Kumar (2002) also claimed that hedonic values were stronger driver of positive attitude toward new technologies than perceived usefulness. Joel’s theory were also consistent with the findings from the focus groups, where most respondents that had possessed their Smartphones for more than six months claimed that they mainly used practical apps.

Although this has no statistical evidence in this study, we believe it should be taken in to consideration.

The “Unbottle Yourself” app was aimed at providing an entertaining value to the user. Our focus group study showed that the participators found the app more or less amusing, but issues were raised regarding the intended use. As most respondent believed that the game were more suitable for situations involving drinking, the other available location choices such as “*on the run*” was experienced as rather unnecessary. The ethical aspects that have been taken into consideration in this specific case are of course inevitable due to the controversial aspects of the marketing of alcoholic beverage. But our opinion is that disregarding the ethical issues, this app would have been more welcomed within the target group if it were a unmitigated drinking game with locations such as “*pre-party*”, “*night club*” and “*bar*”. This approach does of course not conform to the ethical perspective, but in other cases it is important to keep the value functions rather specific. Such considerations are subject to the design components of this framework.

Interactivity

It could sometimes be difficult to differentiate the two factors interactivity and involvement since both these components are based on the engagement in a marketing activity. The important difference however is the two-way communication between the company and user, which is the main idea with the interaction component. Interactivity is usually associated with a concrete dialogue between two actors, but we do, however, believe it also can be defined as a mutual engagement in an activity. In the “Unbottle Yourself” campaign this mutual engagement consists of the upload of accomplished missions by the users and the challenge from Carlsberg to perform them in the first place. This approach can be further explained as the constant exchange between the company and the player, which we believe has been fundamental in order to facilitate the viral marketing, as the material was spread by both Carlsberg and the users. As this interactive aspect was limited after the end of the competition, the app instead continues to encourage a social interaction.

The social interaction in this specific case refers to the fact that Carlsberg provides a tool which encourages the user to interact courageous in ordinary social situations. Consequently they interact through Carlsberg by accepting their challenges that make up the basis for the social interaction. As this aspect should not be considered as a dialogue between Carlsberg and their customers, it should be further noted that it might be difficult to create a pure interactive function for an entertainment application. While dialogue possibilities in apps with informational functions might be important, entertaining apps like “Unbottle Yourself” does not have an immediate need for such elements. The interactivity in this campaign should instead be derived to the social interaction lifestyle which Carlsberg claims to encourage through the app.

Permission

The permission aspect tends to be a product of the older studies from mobile marketing theory since it has not been discussed separately in any of our empirical studies. The trade-off aspect discussed by Ackerman et al. (2001) can be derived to both the value and interactivity aspects

in our framework. The permission approach in this context is attained by the value needed to make the user download the app. As the user also have full control over the app, and by that also the marketing activity, the permission is integrated in these components of the framework.

Viral Marketing (Online Word-Of-Mouth)

The “Unbottle Yourself” campaign was completely based on a viral spread, which was enough to reach the goal of involving 40 000 people within the target segment. The app itself enabled a fast sharing of missions through Facebook and Twitter, and during the competition, recorded missions was uploaded on the campaign website and the “Unbottle Yourself” Youtube channel, which enabled an even further spread. Such sharing functions are by the users appreciated components of an app, which was clear in the focus groups.

Involving social network in this manner seems to not be completely free from trouble and hassle. The Carlsberg team considers Facebook as one of the major barriers for the app due to their guidelines for marketing activities through their network. As Joel Finnström claims that Facebook and similar services tend to be more controlling of the feed of events visible to the users, these companies might act limiting towards viral marketing activities, which complicates such marketing methods.

The 40 000 involved consumers does prove however that viral marketing without any supportive marketing indeed can create a remarkable impact. It should be noted though that of these 40 000 people, less than 9000 was actually using the app. This fact does not necessarily indicate something negative, in fact we believe that almost 25 % new users among those exposed to a marketing activity is rather good which indicates a successful impact on perceived usefulness and enjoyment. The participators in the focus groups who knew about the app before however, claimed that they were positively surprised by the app as they believed it was better than they initially thought.

User Interface

Design in different aspects has been proven to be an important success factor according to the retrieved empirical data. Mainly, simplicity and user friendliness are characteristics of an application that was advocated by both users and developers as fundamental in order to be attractive. The interview with Joel Finnström further emphasized this statement since he, as an interaction designer, strives to make the applications as simple and user friendly as possible with a large respect for the mobile phone usage. This corresponds to the earlier presented theory by Becker and Arnold (2010) claiming the importance to “*remember that these devices are called mobile devices for a reason*”. The “Unbottle Yourself” application was no exception, with the aim at being just simple and user friendly. However, they also considered the aspect of the design from the developer’s point of view, want they wanted to communicate with the application. For example, the application should “*feel*” like the brand, to follow the graphical profile of the company and to express user friendliness as a characteristic of the firm, not only the application. The purpose of the application affects the time spent on its development, and we believe that the brand can be negatively affected by a poorly constructed, badly designed and complicated application and the other way around.

Also, it is important that the application's functions are clearly mediated through its user interface in order to reach its full potential.

Development considerations and Implementation

As Smartphone apps rarely are aimed at creating wide awareness, limiting aspects such as compatibility with different operating systems has not been a fundamental consideration in the Carlsberg case. Instead, we believe that such considerations mainly concerns the development of apps that are supposed to work as an additional service to the original offer by delivering information value, such as store locators and user manuals.

Regarding the implementation considerations our empirical data has shown that marketing through Smartphone applications need both push and pull activities in order to create awareness about the app and the value it offers. By using a Viral marketing approach, the incitements to download the app is spread to relevant parts of the target group as it spreads naturally to those that are potential users. Using traditional channels to promote the app itself would definitely increase the general awareness, but such activities would also promote the app to consumers which does not have the prerequisites to actually use the app. Such effects might be harmful since those consumers could feel excluded. As the viral marketing activities are fundamental, supportive marketing could be used, but is not necessary.

Creativity as a Critical Asset

Interviews conducted with people at communication agencies show the creativity is a rather complicated issue within this industry. The companies have realised that if the creativity only can be derived to certain individuals, the consistency of the company's offer might be affected negatively. Individual with too much influence on the creative process could also gain an unfavourable amount of control over specific clients and processes within the communication agency which would be disadvantageous for the company.

Creativity do have a fundamental role in the creation process, but our empirical research has shown that the agencies works actively to spread it over the entire company. In the Carlsberg group at Åkestam Holst, the creative role in the development of the "Unbottle Yourself" app was shared by the whole team. This approach made the interviewed team members believe that their individual creativity was influencing the final result. It was also shown that the respondents had different opinions regarding not only barriers in the development, but also regarding objectives and definitions of these. A possible effect from this decentralisation of creativity is that if the roles within the groups becomes to indistinct, members of the teams might have different approaches to the problem solving activities. Our empirical study also suggests that conflicts can be evoked when advertising should be combined with utility, since these factors could inhibit each other.

The creativity is considered fundamental in order to produce innovative solutions. The empirical research has showed that marketing solutions based on too much statistics and other background researches tend to have to ordinary characteristics to stand out of the crowd. The Carlsberg app is a solution developed from an initial desired result rather than an evaluation of different methods based on a background research.

Organisation and Culture

The empirical finding showed that communication agencies practice the use of a very flat hierarchy, encouraging the employees to involve own initiatives and creative thinking in their work. The agencies aim at spreading the creativity to all members of their working teams and involve other employees as well. Even though they have their specific rolls in the group they are all involved in the creative parts of the process. Different methods is used to involve as many employees as possible in the creative process, Åkestam Holst for example dedicated a whole room, “the war room”, to the “Unbottle Yourself” campaign where they encouraged both the team members and the company’s other employees to fill the walls with suggestions and ideas for the project.

Valentin&Byhr gives the employees the opportunity practice their creativity through real and fictional projects where they work in teams of two and then present suggestions of possible solutions. These solutions are discussed and eventually used in a certain project. Another method they use is when all employees spend one half workday on one specific project generation ideas and solutions to problems concerning that project.

At Cordovan they use gatherings to involve the employees in the creativity process. During these all employees sit down together, listen to presentations of current projects and provide suggestions and ideas to help the other teams. They also use a “wall” in the middle of the office as a place for idea generation.

In summary, the organisational culture of the communication agencies generates a positive attitude towards involving every employee in the creative process.

5.1.1 New Components and changes in the Framework:

The aim of the “Unbottle Yourself” campaign was to influence the brand associations and loyalty of the target segment of Swedes aged 20-25. In this matter, the factors *attention* and *involvement* was considered important tools to achieve these goals, which turned out to be surprisingly coherent with our initial framework. Since these two factors was intended to influence such specific components of the brand equity, the *brand associations* and *brand loyalty* has been added to the framework as two separate components. This in order to illustrate how a Smartphone app, as a marketing tool, could be used as a cutting edge among the other marketing activities, and act as a complementary channel to have a strategical influence on specific elements of a general goal.

As the permission component has turned out to be integrated in other components, our final framework will not include permission as a specific determinant. This does not suggest that permission is not a fundamental part of mobile marketing, but since a Smartphone app is supposed to deliver desirable values, and since the user has full control of the marketing activity performed through an app, the permission aspect does not need to stand for itself.

The credibility aspect could also be questioned since the app as a small tool among others in a set of marketing activities would probably not harm the brand if consumers feel excluded from the marketing activities. Since it is impossible to include all potential customers in one marketing activity, it is not necessary to assume that mobile marketing in particular could

harm the credibility. We will therefore exclude this component from our final framework as well.

Since our components derived from the creation process has been closely connected to each other, these two components has been merged into one component called *Organisation and Creativity*.

Since this study has concerned an app with an entertaining function, the study cannot prove that the two factors attention and involvement are necessary for a informational app. Consequently, we believe that Entertainment and Information value should be separated from each other since we believe they represent an important route choice for the company. These two roads eventually leads to different strategical values, and should therefore be treated separately. Also *Development Considerations and Implementation* are separated from each other since we believe these represents two separate processes.

As Smartphone applications are becoming a rather common marketing tool for the companies, a high level of customer-perceived innovation cannot be reached by just having an application. In order to create attention and involvement, a Smartphone app needs to use the technical availabilities and possibilities of the platform it is developed for. Smartphones enable the usage of GPS-technology, cameras, instant access to Internet, touch screens and movement sensors for just mentioning a few technical components, and by exploiting these functions, the apps could still deliver innovative solutions.

Both the theoretical and empirical research claims that an app should be regularly updated in order to be sustainable and stay valuable to the user. If the app is not updated, it might eventually lose the users interest and be removed from the phone which would end the possibilities to expose that user to a marketing message.

This discussion results in four new components of our framework; *Brand Associations, Brand Loyalty, Technological Optimization and Maintenance*. The *Permission* and *Credibility* components are completely removed, and the two components from the creation process are merged in to one; *Organisation and Creativity*. The *Information and Entertainment Value* component is further divided into two separate components, as well as *Development Considerations and Implementation*.

5.2 Updated Framework

The considerations from the past section is here reviewed in *Table 1.2*.

<p><i>Possible gains from mobile marketing</i></p> <ul style="list-style-type: none"> • Brand associations • Brand loyalty 	<p><i>Value delivered from mobile marketing</i></p> <ul style="list-style-type: none"> • Information value • Entertainment value
<p><i>Factors influencing possible gains</i></p> <ul style="list-style-type: none"> • Attention • Involvement 	<p><i>Creation process</i></p> <ul style="list-style-type: none"> • Creativity and Organisation
<p><i>Mobile marketing theory</i></p> <ul style="list-style-type: none"> • Interactivity • Viral Marketing • User interface • Technological optimization 	<p><i>Supporting processes</i></p> <ul style="list-style-type: none"> • Development considerations • Implementation • Maintenance

6. Conclusions

In this final chapter, we will review our results in relation to our purpose and also present an updated version of our initial framework model. This section is followed by a discussion regarding the theoretical and practical contributions of study, and its limitations and applicability.

6.1 Results in relation to purpose

The purpose of this study was to provide an updated framework of successful elements of mobile marketing based on both existing theory and empirical studies. The aim was also to provide deeper understanding of the creation process of a mobile marketing campaign, to illustrate how ideas for innovative solutions are born from creativity.

Through this study, we believe that we have gained deeper understanding of mobile marketing, and been able to design an updated framework based on previous studies, but adapted to technological opportunities that has not been available when these studies were made. The framework has also been developed through empiricism gained from practitioners. This has resulted in an updated framework, with six groups consisting of fourteen components, and a process model describing this framework in practice. This model shows in which stages of the process, from idea generation to possible gains, the different components should be taken into consideration.

We have also gain deeper understanding of how a communication agency as a developer of marketing activities handles the creativity within the organisation to design innovative solutions for their clients. This aspect is integrated in the framework as an important derivation of the ideas for successful marketing activities.

6.2 Successful Mobile Marketing

In this section we will present our updated theoretical framework which will be followed by explanations of the changes. The analytical part of the thesis has resulted in the emergence of an updated framework with critical factors that have been identified through the retrieved empirical data and the following analysis. These are further presented in the model below:

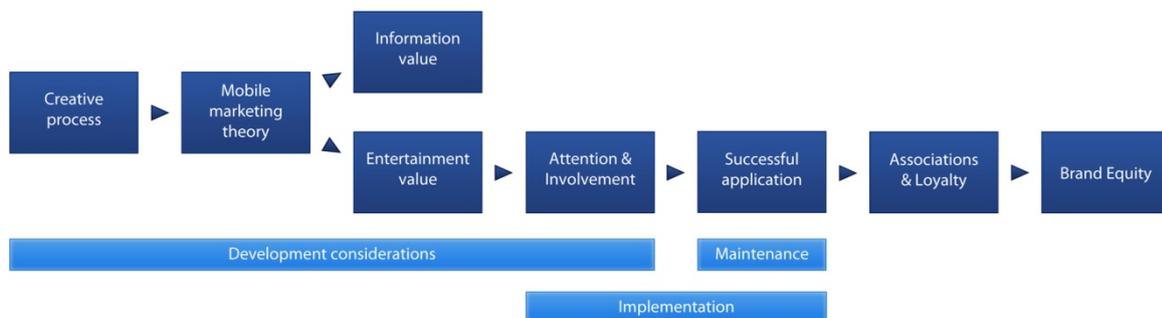


Figure 6.1 – Updated Theoretical Framework

As in our initial model, the process starts in the creative process where ideas for innovative solutions should be developed. The second step concerns those elements that eminently could be involved as structures of the app in order to make it attractive to the user. This step is followed by a crossroad in the process, where the value that should be offered through the app need to be defined, since entertaining and informational functions has different prerequisites for succeeding. Since this study concerns an app with entertaining functions, our path goes through this value. The information value aspect remains in the framework due to its fundamental importance, but is not further involved in the process. The path continues through those determinants of marketing in general that is needed to reach the defined goals of the marketing activities. We believe that a Smartphone application that developed with these elements in mind should be able to fulfill the goals of the campaign, and further considered successful. In this case, one such app should be able to influence consumer brand associations and loyalty, important parts of the Brand Equity.

The separate boxes that has been added below the others illustrates the supportive processes that we believe should follow the process through different steps. The first four steps all need to be subjects for development considerations, such as defining a clear purpose. The fourth and fifth steps are also those components that require a suitable implementation strategy. Finally, the hopefully successful app need to be regularly updated in order to stay attractive and sustainable for the user, and continue to deliver advertising content.

Our problematisation was divided in to three questions based on theoretical and empirical considerations:

1. *Is mobile marketing a useful communication channel in order to enhance brand equity and how it this conducted in a successful way?*
2. *Which are the current weaknesses and gaps in previous research about mobile marketing and how can these be covered by new theoretical approaches?*
3. *What are the successful determinants of the creation process at a communication agency in the development mobile marketing activities?*

The first question can be derived to the empirical findings which showed that Smartphone app had the technological prerequisites to facilitate both attention and involvement, factors that is considered to have an effective influence of components within brand equity. The gains from the “Unbottle Yourself” campaign have not been measured in this study, and whether the app actually had any influence on the Carlsberg brand equity is not determined.

The second question is mainly relevant due to the rapid technology evolution of mobile phone technology. Studies conducted just four or five years ago concerns technology that already are considered outdated. This factor has a negative effect on the studies as they might not be relevant today. Due to modern technology, we have also involved E-marketing theories on the factors derived to mobile marketing since we believe those are combinable today. Our study has shown though that many factors derived to older studies are applicable today as well, such as the value factor which is one of the most fundamental components of in mobile marketing today. One component which has been considered as a vital part of mobile marketing in older studies was *Permission*, which was removed from our updated framework as it turned out to

be integrated in some of the other factors, and did not raise any concerns due to the amount of control the user has of apps with advertising content. One component that was added to the framework was the *Technological Optimization* factor. Since Smartphones offer unique technological possibilities, marketing activities should eminently exploit these opportunities in order to be perceived as innovative. The initial component *Information and Entertainment value*, was further split in two separate parts, *Information value* and *Entertainment value*, because they need different approaches in order to be successful. Also *Development Considerations and Implementation* was divided into two separate factors as they concerns two different processes.

Factors derived from other marketing activities was also added the framework in order to get an extended image of how mobile marketing could be used. While the factors Attention and Involvement turned out to be surprisingly well suited for mobile marketing, Credibility was one of the components which we decided to remove from the final version of our framework. Although credibility is an important consideration, it is hard to apply on a specific marketing tool among others. Due to the apps limited deployment, credibility issues concerning exclusion of consumers should have a rather insignificant effect on the perception Carlsberg as a brand.

The third question was exclusively aimed at providing a deeper understanding about the creation process from the developer's perspective, in this case, the communication agency. As a common view of communication agencies suggests that the innovative and creative thinking can be derived to specific individuals, our empirical research indicates that the innovative solutions are born from a decentralised creative structure that encourages initiatives from the whole company. As we have gained deeper understanding of these organisations, the two factors *Organisation and culture* and *Creativity as a Critical asset* have been merged into one component, *Organisation and Creativity*, due to the close relation to each other, and their origin in the creative process. This understanding of creativity involved in the development could be used to further understand which the foundation of a successful mobile marketing campaign is, since we believe that an eventual success mainly could be derived to an innovative and creative idea.

6.3 Contributions, Limitations and Applicability of the Result

This thesis has presented an expanded framework for effect mobile marketing through mobile applications. In the introduction it was clearly stated that there eventually was a gap in current theories since the fast development of mobile phone technology might do previously conducted studies outdated. In other words, we suggest that the theories do not keep even steps with the technological development. In this study, we have applied factors that have been proven to be important in previous research, to a modern mobile marketing campaign in order to determine if they still should be considered as vital. These have further been combined with E-marketing theories since the modern mobile phone technology provides similar possibilities as computers. As an additional approach, we also decided to expand our theoretical framework in two directions. By involving an organisational approach, we were able to draw connections between creativity through the development, and the successful characteristics of a Smartphone app. We also expanded the framework to involve a potential

gain aspect, in this case brand equity, to further illustrate how a Smartphone app could be tailored for different purposes.

The Framework and the process model have its limitations due to its very specific aim and content. The path structure does however, enable modifications and exchange of those factors that concerns the specific aims of the marketing activity. This consideration suggests that the framework structure could be applied to other case studies by using the first four steps as a base for the research.

We believe our framework and process model contributes to the theory by applying previous research on a modern case study, and develop it through additional theories and empirical research. By expanding the framework we also believe that we can provide a deeper understanding of how mobile marketing could be applied in practice. The results from this study could therefore possibly be useful for both researchers and by practitioners.

6.4 Suggestions for future research

As stated in the delimitation section, this study was focused towards B2C marketing. We have learned however, that Smartphone applications are used in B2B contexts as well, which would be an interesting subject for future researches. This initial study could be further expanded to include more cases and/or communication agencies, both Swedish and foreign, and also include a wider range of aims with the marketing activity. Future research should also include case studies of apps which is aimed at providing informational values to determine which strategic values such tools has for the company, and which effects that are considered necessary to reach those.

We have also learned from our empirical studies that there might be a connection between the desired values offered through an app and how long the consumers have owned their Smartphone. This phenomenon should be subject to a quantitative research. If there is a connection between these factors, it could be of great use for the marketer regarding the choice value offered through an application.

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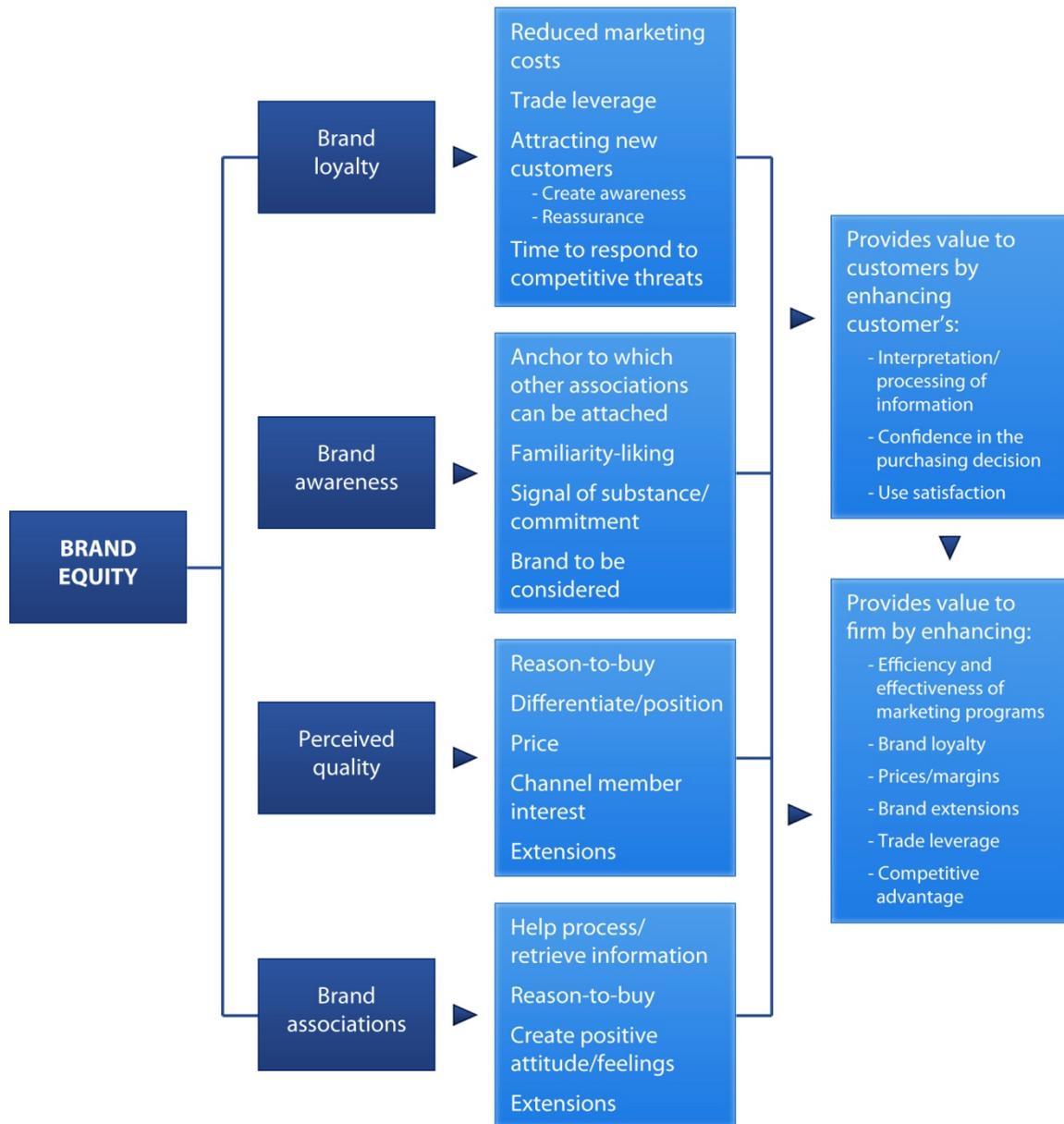
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Attachments

A1 – Brand Equity Model



A2- Questionnaire for Ann Wenehed at Carlsberg

- What is the background for the unbottle yourself campaign? Why couldn't your previous marketing activities reach the same desired goals? Which relevant statistics has been used?
- Which preparatory work is always conducted before new marketing campaigns?
- Which are the aims of this campaign?
- What facts justifies that a Smartphone app is the right marketing tool for Carlsberg?
- Are there any risks involved with using this as a marketing channel?
- How could the non-users of smartphones be affected by this campaign?
- Why is the campaign launched in Sweden? What makes the Sweden a suitable test market?
- Which risks could this campaign carry for the Carlsberg Brand? Has these potential risks influenced the choice of Sweden as a test market?
- Which risks and limitations are carried by the product, such as ethical aspects?
- How much of the campaign has been based on the ideas of Carlsberg and Åkestam Holst respectively?

A3 – Questionnaire for Carlsberg team at Åkestam Holst

Name:

Title:

Role in the Carlsberg Project:

- Describe the work and your role within the Carlsberg project. Has there been any specific problems or barriers involved in the process?
- Describe the creative process from your perspective: Do you and the team work with any specific methods? Are all members of the team involved in the creative work, or is this issue managed by a few individuals?
- How do you experience the balance between the different roles in the team? How explicit are the roles and how are the necessary tasks managed by individuals and the team as a whole? Do you believe that you are able to contribute with more than required from your specific role? How?
- Which factors has been used as a fundament for the app? (Characteristics, design, value, function etc.)
- Which kind of value do you want to deliver to the consumer through the app?
- Which characteristics of the app did you see as necessary in order to make it successful?
- Has the current technology allowed you to develop the app you wanted, or did you face limitations?
- Which aims did you have with the campaign (internal, client based?) How was those formulated? (Brief, clients preferences, etc.)
- What is your personal opinion of the final result? Do you believe you reached the goals and a high level of creativity? How do you evaluate the results?
- Would you have done something different today?

A4 – Focus group material

Background questions:

- How long have you owned a Smartphone?
- Do you have applications with advertising content on your phone? How many?
- Which characteristics of an app do you find important and necessary in order to make you download and use it?
- Are those apps that you have on your Smartphone mainly practical or entertaining?
- What is your general opinion and attitude towards mobile marketing?
- How often do you drink beer?
- How often do you purchase beer?
- How often do you purchase beer from Carlsberg?
- When was the last time you purchased beer from Carlsberg?
- Describe how you perceive the Carlsberg brand with three words.

Questions about the app:

- Have you heard of this app before the focus group? From where?
- Describe how you experience it.
- Do you believe this app delivers any value to you?
- Would you consider to continue using it?
- If so, in which situations would you consider to use it?
- Would you consider sharing an accomplished mission (by you or a friend) on Facebook or Twitter?
- Would you recommend this app to your friends?
- Does this app change your perception of the Carlsberg brand?
 - If so, how?
- Does the app change your purchase intentions regarding Carlsberg products?
 - If so, how?

Questions to guide the group discussion:

- What do you think of the app in terms of design and user friendliness?
- What are your spontaneous reactions to the content? Fun? Boring?
- Would you consider performing any of the missions?
- Do you believe your friends would participate if you suggested to play with the app?

Guiding instructions for the participants:

1. Download the app Unbottle Yourself.
 - Where did you search for it?
2. Imagine that you are among three friends in one of the five suggested locations. Choose the one you would prefer to play in.
 - Which location did you choose and why?
3. Start a new game and go through at least six missions (you don't have to perform them).

A5 – Interview questions for Joel Finnström

- Describe your professional background.
- Which kinds of mobile marketing are requested by your clients and other companies?
- What marketing opportunities does mobile devices offer today?
- Which values are possible to offer the consumers through Smartphone applications?
- Are there any risks involved in building campaigns on mobile devices?
- How can the non-users of Smartphones within the target segment be affected by mobile marketing?
- How can social media support mobile marketing?
- Why is it important to enable the user to share on Facebook and other social networks?
Is that kind of online Word-of-mouth a more trustworthy channel than traditional marketing channels such as tv-ads?

A6 – Interview questions for Rolf Jansson and Lottie Norman

- How is your organisation built? Do the employees work side by side with the executives or do you follow a more hierarchical structure?
- How would you describe the corporate culture, and how is this reflected in the organisation?
- How would you describe the working atmosphere in your company? Does everybody stick to their roles, or is there room for own initiatives and creativity?
 - If so, how is this encouraged?
 - How important is the individuals creativity as an asset within the company?
- How do you put together the working teams?
- How big is the average team? How are they built, and which roles are included in each? Which competences do you try to involve in each team?
- Does every team work individually, or are there persons involved in more than one group?
 - Do you have any strategy to keep your offer consistent?
- What makes your company successful? Why does the client choose you? What do you use as a support in the development of a specific campaign? Do you use statistics from studies and evaluations from previous projects, or does major part of the campaign emerge from the working teams ideas and creativity? How does the preparatory work for new campaigns look?
- Do you have internal goals for a campaign, or do you completely adapt your clients aims?
- How do you manage failures?
- How is the responsibility for eventual failures divided within the group?

A7 – Article

STÄRK DITT VARUMÄRKE MED MOBILMARKNADSFÖRING

Författare: Axel Guth och Alexander Krook

När Smartphone applikationer i allt större utsträckning exploateras i marknadsföringssyfte krävs nya innovativa lösningar för att fånga konsumentens intresse och nå utsatta mål.

När Apple lanserade sin iPhone för tre år sedan öppnades helt nya dörrar i marknadsföringen, något som företagen inte var sena att utnyttja. Under dessa tre år har Smartphone-användare i allt större utsträckning kunnat ladda ner applikationer med ett integrerat reklambudskap, från Kalles Kaviars äggklocka till biltillverkaren MINIs app-tävling ”Getaway Stockholm” som fick tusentals stockholmare att jaga en virtuell MINI Countryman i Stockholms innerstad under en intensiv vecka i höstas. Denna ökande exploatering av appar som marknadsföringskanal ställer allt högre krav på företagens bidrag till de olika App-butikerna.

Senast i raden av nyskapande lösningar kom från Carlsberg, som med sin app, ”Unbottle Yourself”, ville uppmuntra unga svenskar att våga vara modigare i sociala situationer genom att tillhandahålla upp mot 600 mer eller mindre pinsamma uppdrag. Appen användes till en början under tolv dagar som ett tävlingsredskap för att kora ”Sveriges most courageous”, men kunde även användas efter tävlingen. Målet med denna satsning var att skapa positiva associationer och lojalitet till Carlsbergs varumärke bland 20-25 åriga män, en målgrupp som i Sverige har hög kännedom om Carlsberg, men inga köpintentioner gällande deras produkter.

Är det då möjligt att påverka dessa faktorer med en mobilapplikation och vad krävs då egentligen av applikation för att den ska kunna fungera som ett marknadsföringsverktyg? Vilka funktioner och egenskaper måste man ta i beaktning, och hur skräddarsyr man sedan appen efter de mål man vill uppnå?

Tidigare undersökningar på området visar att en sådan app kräver ett initialt vägval mot det värde man vill att appen ska ge sin användare, *informations- eller underhållningsvärde*. Detta vägval utgör sedan grunden för resten av appens utformning. Appen borde sedan utformas mot att ha en uppsättning praktiska egenskaper som gör den attraktiv för användaren. De viktigaste elementen som utvecklaren borde ha i åtanke rör främst utformningen med rötterna i användarvänlighet och gränssnitt, men också de tekniska möjligheterna som erbjuds genom en Smartphone. Genom att i hög utsträckning utnyttja teknik så som GPS och kamera, kan man fortfarande utveckla innovativa appar som sticker ut från mängden. Även interaktiva och virala funktioner anses viktiga.

Den av Åkestam Holst framtagna appen för Carlsberg som beskrivits ovan var som sagt målen att skapa positiva associationer och lojalitet till varumärket. För att uppnå dessa mål krävdes det att man tog fram ett innehåll som kunde väcka både uppmärksamhet och engagemang inom den specifika målgruppen, två faktorer som i tidigare undersökningar visat sig ha en effektiv påverkan på både associationer och lojalitet.

Då ”Unbottle Yourself” appen på kort tid laddats ner 9000 gånger, och haft en omfattande spridning över Internet, kan Carlsberg vara nöjda med satsningen. Huruvida önskad effekt uppnått återstår att se, men exemplet belyser hur ett företag kan skräddarsy en Smartphone applikation till att fungera som en spjutspets i sin marknadsföring.