

A Forrester Consulting  
Thought Leadership Paper  
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# Master Mobile Measurement To Transform Customer Relationships

Extend Mobile Measurement To Find And  
Nurture Your Most Loyal, Profitable  
Customers

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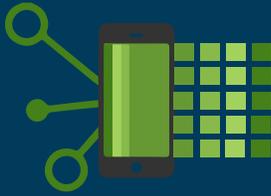
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Most measurement practices are insufficient; resulting in marketers who struggle to understand holistic customer behavior.

## Executive Summary

Mobile experiences sit at the heart of consumers' lives today, and they will only continue to grow. Businesses recognize this. And they now place mobile at the core of their overall business strategy. But mobile cannot simply be a checkbox. Marketers must master mobile measurement to access insights and better understand how customers engage with brands throughout the customer journey. Marketers still struggle to measure, analyze, and optimize mobile programs effectively because mobile data is unruly and customers are hard to track across devices and apps. To truly understand their customers and maximize all of their interactions, marketers must step up their mobile measurement game: Failure to become mobile measurement savvy will leave brands in a reactive state, resulting in customers moving on to their competitors.

In January 2018, TUNE commissioned Forrester Consulting to evaluate mobile marketing practices in the US. Forrester conducted an online survey with 300 mobile and digital marketing decision makers at companies with more than 1,000 employees to explore this topic. We found that while mobile marketing adoption is high, most measurement practices are insufficient due to the fact that marketers are not measuring mobile across the entire life cycle. However, marketers who make a concerted effort to measure mobile across the customer life cycle unveil a holistic picture of a customer who is more engaged and has a higher propensity for brand loyalty.

### KEY FINDINGS

- › **Mobile marketing is marketing.** The digital world fully embraces mobile; making it the epicenter of the marketing world. Without understanding customers' mobile habits, companies cannot anticipate customer behaviors and develop relevant interactions with their customers. To underscore this, our study shows that mobile marketing priorities mirror marketing priorities in general.
- › **Marketers struggle to measure mobile in conjunction with non-mobile channels.** Marketers say they value mobile as a core component of their marketing strategy, yet most companies do not measure mobile in its entirety — only 14% of surveyed companies track throughout the entire journey.
- › **Measurement across the entire customer journey is crucial.** Only those few marketers who track their customers' mobile activities across the entire life cycle fully understand the customers' behavior. This understanding helps marketers find and foster loyal customers, thereby driving overall engagement and loyalty goals.

# Mobile Is The Epicenter Of Marketing Strategy

Mobile permeates everyday life; seventy-five percent of US consumers use a smartphone to connect with each other, to broadcast their lives, and to make decisions on which brands they want to engage with.<sup>1</sup> Fifty-two percent of all web traffic is projected to take place on a mobile device by 2019, and 37% of US smartphone users use shopping apps.<sup>2</sup> This sea change in behavior means businesses must specifically understand their customers' mobile activities to help shape and optimize their overall engagement strategy.



For this reason, marketers must make the mastery of mobile measurement a critical priority if they seek to develop proactive, engaging conversations with their customers. In surveying 300 digital and mobile marketing decision makers in the US, this study validates that marketers:

› **Realize mobile is crucial for achieving overall marketing priorities.**

Overall, marketers prioritize the acquiring (87%), satisfying (71%), and retaining (68%) of customers; relying on mobile to achieve these objectives. Views on the importance of mobile track nearly identically with overall marketing goals themselves (see Figure 1). Marketers know that customers use mobile as a vehicle to comparison shop, to read reviews, and to engage with brands; illustrating the need to build strategies that enable day-to-day engagement.

- › **Turn to an array of mobile analytics solutions to measure their success.** Marketers overseeing mobile and digital efforts use mobile development platforms (94%), web analytics solutions (94%), and app analytics solutions (93%) to glean insights and prove the value of mobile. This overwhelming use of mobile-specific analytics solutions underscores the necessity for rigor surrounding mobile insights (see Figure 2).

**Figure 1**

**“To what extent is your organization prioritizing the following overall marketing initiatives over the next 12 months?”**

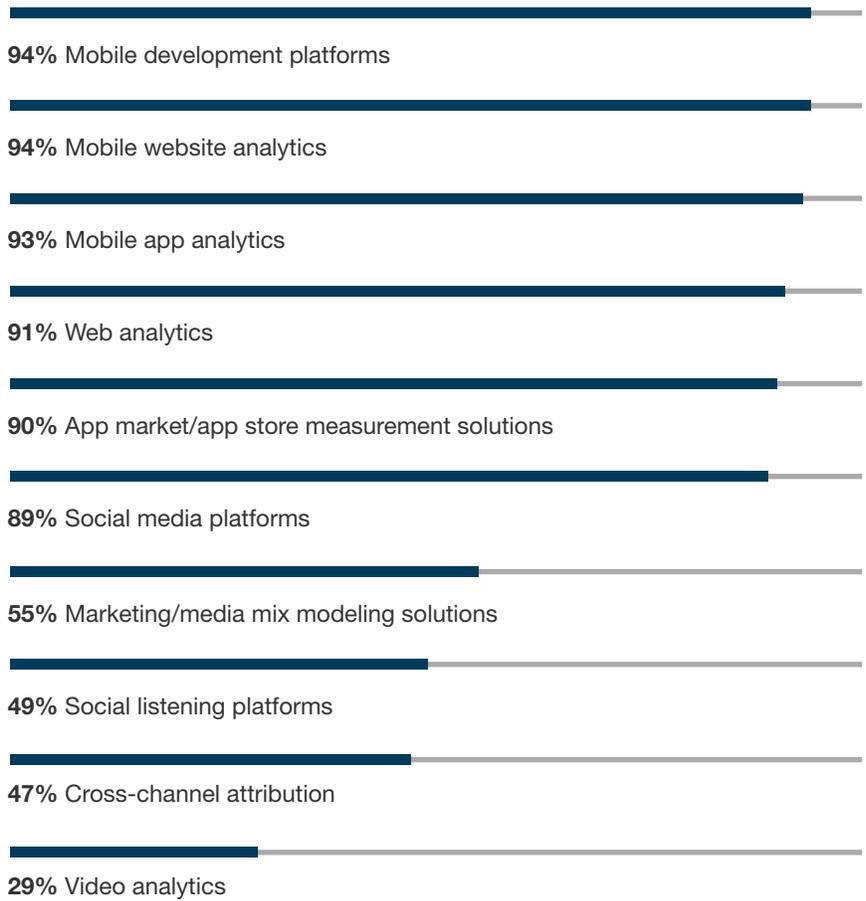


Base: 300 US enterprise digital and mobile marketing decision makers

Source: A commissioned study conducted by Forrester Consulting on behalf of TUNE, January 2018

**Figure 2**

**“What best describes your organization's plans to adopt the following solutions specifically to measure the success of your overall marketing efforts?”** (Showing those who have adopted or are expanding adoption of each solution)



Base: 300 US enterprise digital and mobile marketing decision makers

Source: A commissioned study conducted by Forrester Consulting on behalf of TUNE, January 2018

# Yet, Marketers Struggle With Mobile Measurement

Customers' intentions and expectations will vary across the entirety of the customer life cycle, i.e., the discovery, exploration, purchase, and post-purchase phases. To respond, marketers must look beyond clicks and conversions, focusing on the metrics that quantify a customer's progress and measure the incremental value of different multichannel paths.

But current mobile measurement practices haven't kept pace with how customers traverse across mobile touchpoints. Why? Customers are hard to track, and they will use multiple devices for their daily activities. Indeed, 69% of US online adults report multitasking on more than one connected device sometimes, most of the time, or always.<sup>3</sup> These behaviors lead to the corresponding customer journey data being fragmented and hard to manage. All these obstacles culminate in mobile measurement efforts that are largely unable to capture the behavior of today's customer.

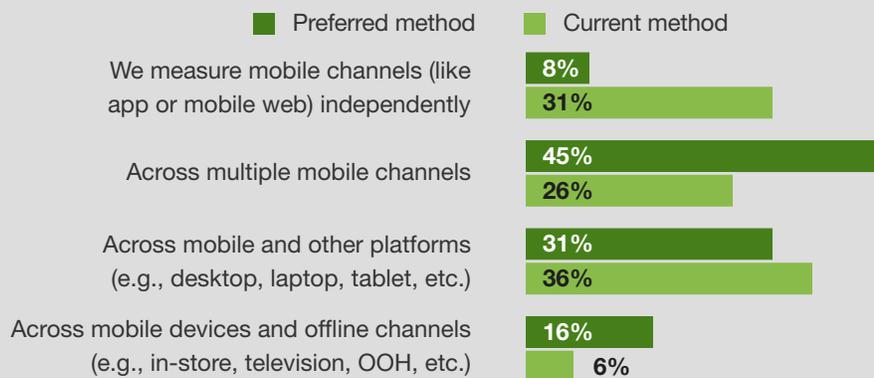
This study confirms that:

- › **Marketers don't have a consistent approach to mobile measurement.** Current mobile measurement efforts are scattered. Aside from the 6% of marketers who account for offline channels in addition to mobile, the rest of marketers either measure mobile channels independently (31%), across each other (26%), or in conjunction with other digital platforms (36%). Only 45% want to move away from looking at mobile by itself and create a unified view with other channels (see Figure 3). Inconsistent approaches to mobile measurement undervalue mobile efficacy.
- › **Marketers face data challenges that foster fragmented measurement.** Marketers struggle to find the right data sources and stitch them together — ultimately hindering their ability to measure and optimize their programs. Challenges with managing data quality (32%), measuring

Sixty-nine percent of US online adults report multitasking on more than one connected device sometimes, most of the time, or always.

Figure 3

“How do you/would you prefer to measure your mobile marketing efforts?”



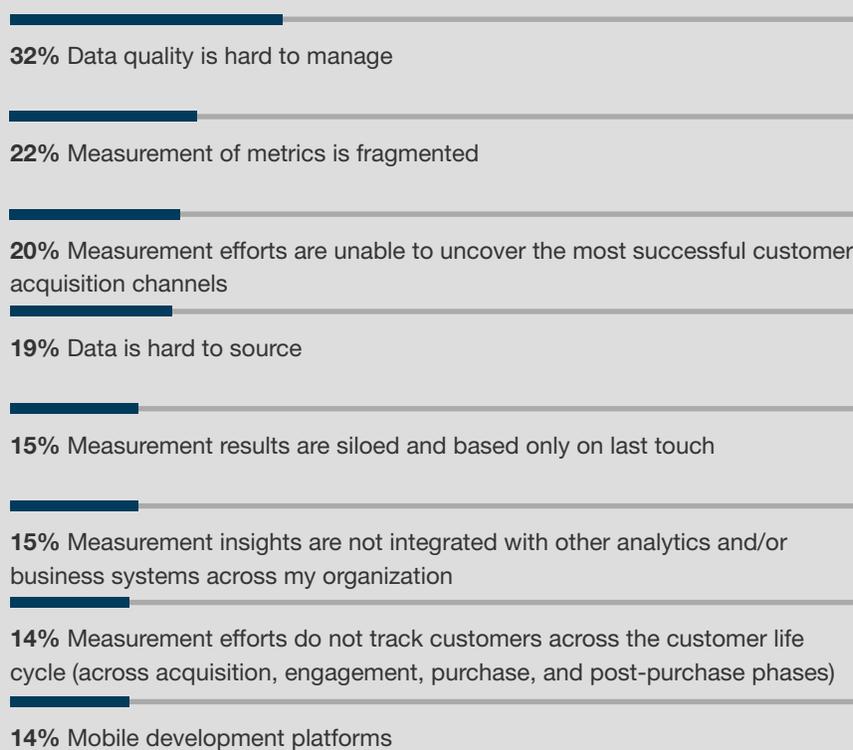
Base: 300 US enterprise digital and mobile marketing decision makers  
 Source: A commissioned study conducted by Forrester Consulting on behalf of TUNE, January 2018

fragmented metrics (22%), and uncovering successful customer acquisition channels (20%) are the top three challenges that marketers face with their mobile marketing efforts (see Figure 4).

- › **Marketers look at too many metrics.** The glut of metrics hinders the marketers who are looking to build a mobile-centric strategy. Marketers juggle between three to nine mobile metrics per customer life-cycle phase. Too many metrics can confuse marketers on what's driving the business value and what they should optimize marketing investments against (see Figure 5).
- › **Marketers measure mobile in the awareness phase, but not in the post-sale phase.** While 80% of marketers focus mobile measurement efforts on the awareness and engagement phases of the customer journey, they are less attentive to other crucial phases that form a customer life cycle. Only 14% of surveyed marketers measure all six phases (see Figure 6). Marketers that do not have consistent mobile measurement practices across all phases miss an opportunity to develop relationships with existing customers through deeper engagement; resulting in missed cross-sell or upsell opportunities.

**Figure 4**

**“Which of the following challenges do you face in measuring the success of your organization’s mobile marketing efforts?”** (Select all that apply)



Base: 300 US enterprise digital and mobile marketing decision makers.

Source: A commissioned study conducted by Forrester Consulting on behalf of TUNE, January 2018

Figure 5

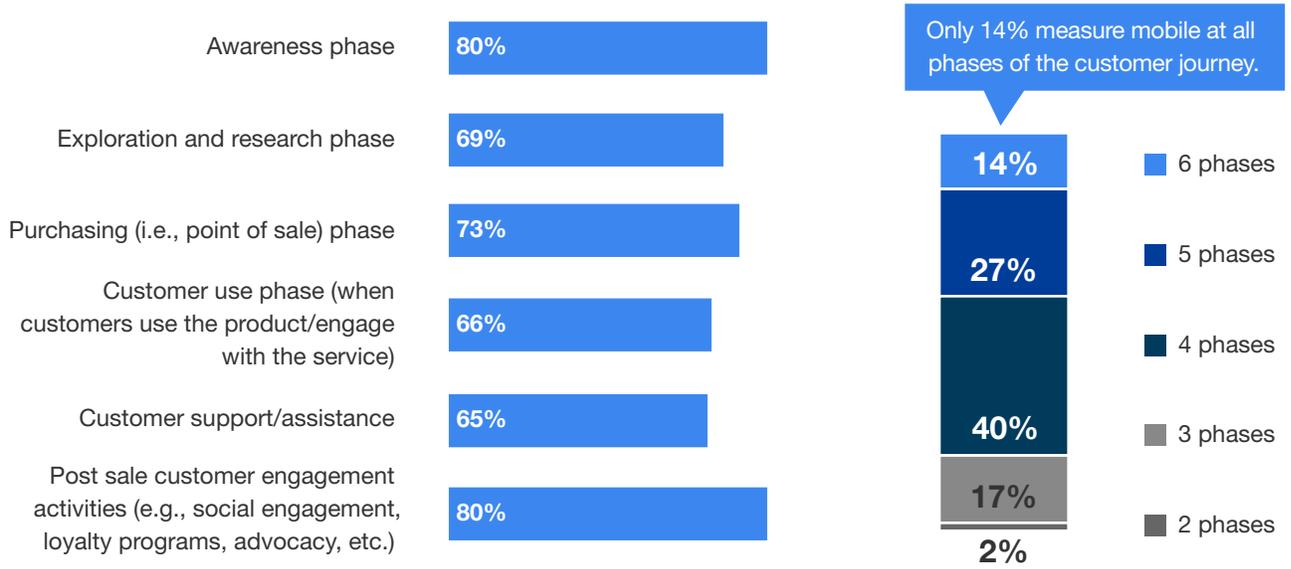
“Which of the following metrics do you use to measure the success of your mobile marketing efforts along the customer journey?” (Select all that apply per column)

	Awareness phase (N = 239)	Exploration and research phase (N = 208)	Purchasing phase (N = 218)	Customer use phase (N = 198)	Customer support/assistance (N = 196)	Post-sale customer engagement (N = 240)
Customer lifetime value	6%	9%	51%	25%	61%	78%
Customer satisfaction	9%	5%	13%	29%	95%	63%
Number of active users	59%	13%	87%	67%	14%	58%
Number of application downloads	87%	29%	17%	78%	13%	8%
Number of page views	74%	80%	62%	17%	7%	44%
# of payments, transfers, or transactions	7%	5%	90%	30%	73%	20%
Number of registrations/sign ups	71%	20%	89%	71%	13%	15%
Number of sessions per month	16%	57%	83%	65%	11%	41%
Number of visits to site	80%	83%	25%	19%	5%	48%
% time logged into personalized account	62%	16%	74%	67%	12%	65%
Percentage subscribed	62%	14%	87%	69%	10%	45%
Retention (e.g., D3/D7/D30/D90)	18%	9%	6%	31%	93%	19%
Return on advertising spend (ROAS)	83%	61%	12%	11%	6%	9%
Sentiment tracking	53%	19%	84%	18%	8%	72%
Social shares/likes/retweets	95%	31%	2%	11%	5%	60%
Time spent interacting with ads	83%	91%	6%	11%	4%	4%
Time spent on site	78%	89%	11%	10%	4%	32%
Video starts initiated by user	88%	89%	6%	8%	6%	4%
Video view time	83%	84%	6%	7%	4%	34%

Base: US enterprise digital and mobile marketing decision makers measuring mobile for each phase  
 Source: A commissioned study conducted by Forrester Consulting on behalf of TUNE, January 2018

**Figure 6**

**“At which of the following points in the customer journey are you measuring the success of your mobile marketing efforts?” (Select all that apply)**



Base: 300 US enterprise digital and mobile marketing decision makers

Source: A commissioned study conducted by Forrester Consulting on behalf of TUNE, January 2018

# Measure Mobile At Every Stage Of The Customer Journey

A fragmented approach to mobile measurement results in a fragmented view of the customer. More than ever, marketers must connect dots beyond a single phase in the customer life cycle.

A holistic mobile measurement approach gives marketers an opportunity to develop proactive engagement strategies; connecting and engaging with customers at the right moment. As CMOs increasingly hold their marketing teams accountable for every marketing investment dollar, it's critical for these teams to develop an inclusive measurement strategy, considering the impact of mobile across the pre-purchase, usage, and loyalty phases.

The root activity in this endeavor is to measure customers' mobile activities across their entire journey. Tracking across the entire journey allows marketers to fully understand customer behavior. This understanding can then empower marketers to find and foster loyal customers, thereby driving overall engagement and loyalty goals.

This study segmented marketers by the number of phases in the life cycle that they track their mobile marketing efforts across; skimmers, (those tracking three or fewer phases), studiers (those tracking four phases), and masters (those tracking five or six phases).

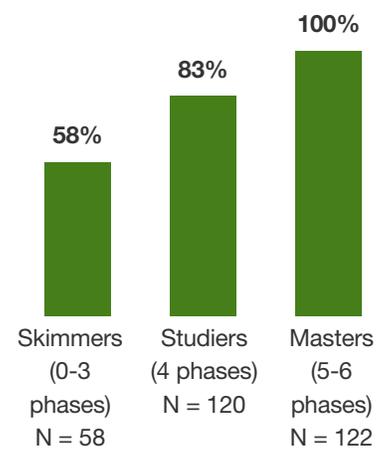
Masters who track more phases of the customer life cycle:

- › **Are more satisfied with their mobile measurement efforts.** One hundred percent of masters report satisfaction with their overall mobile marketing efforts, compared with 83% of studiers and only 58% of skimmers (see Figure 7).
- › **Report fewer measurement challenges.** Compared to studiers and skimmers (see Figure 8), masters are less likely to: face challenges with connecting metrics to their companies' financials (7%); track customers across their journey (11%); and source data (13%).
- › **Report success increasing with customer lifetime value.** Measuring customers across the life cycle increases the likelihood of developing the necessary insights and intelligence to find loyal customers. This allows marketers to foster better customer experiences and engagement, and ultimately retain the most profitable among them (see Figure 9).

**Figure 7**

**“Which of the following best describes how satisfied or dissatisfied you are with your overall measurement efforts for the following channels?”** (Showing those selecting “satisfied” or “very satisfied” on a five-point satisfaction scale)

**No. of phases of customer lifecycle in which mobile marketing is measured**

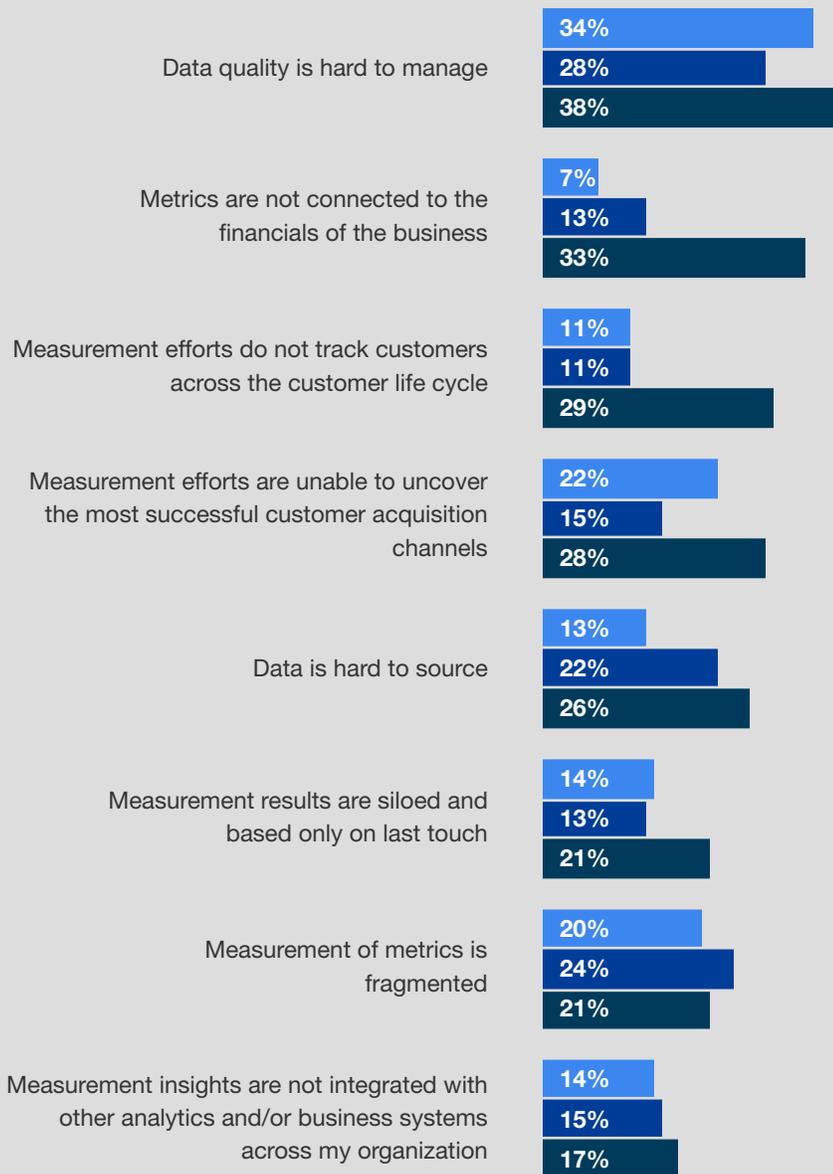


Base: US enterprise digital and mobile marketing decision makers.  
Source: A commissioned study conducted by Forrester Consulting on behalf of TUNE, January 2018

**Figure 8**

**“Which of the following challenges do you face in measuring the success of your organization's mobile marketing efforts?” (Select all that apply)**

■ Masters (5-6 points) N = 122    ■ Studiers (4 points) N = 120    ■ Skimmers (0-3 points) N = 58

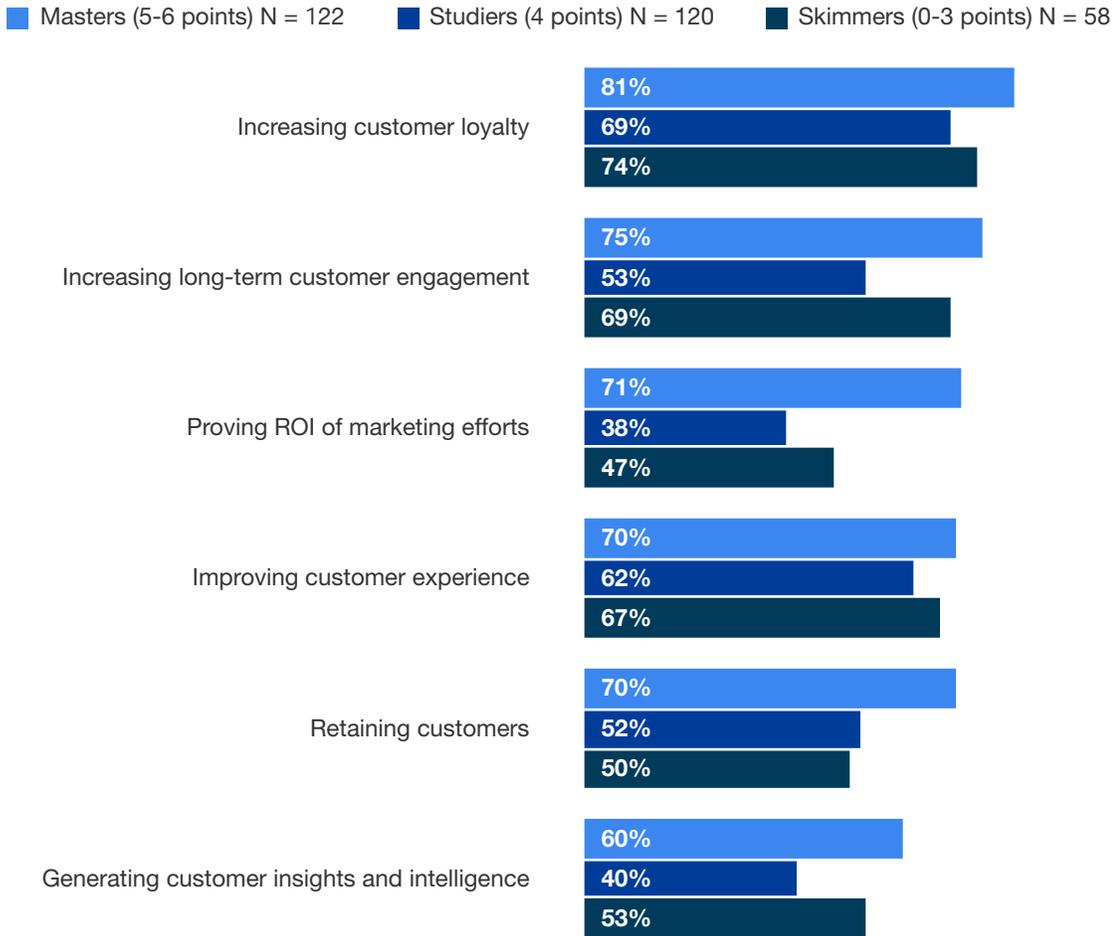


Base: US enterprise digital and mobile marketing decision makers

Source: A commissioned study conducted by Forrester Consulting on behalf of TUNE, January 2018

**Figure 9**

**“How helpful have your current efforts to measure the success of mobile marketing been in achieving your overall marketing priorities?”** (Showing those selecting “very” or “critically helpful” on a 5-point scale)



Base: US enterprise digital and mobile marketing decision makers

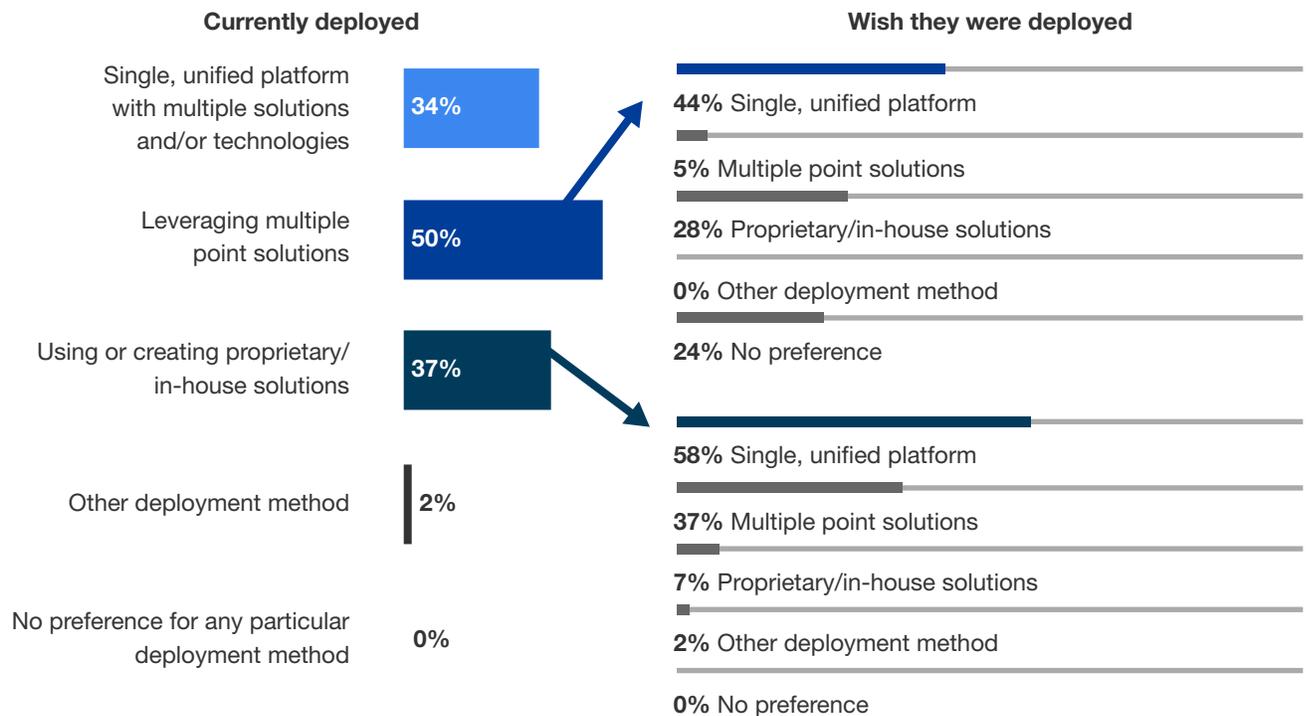
Source: A commissioned study conducted by Forrester Consulting on behalf of TUNE, January 2018

## UNIFYING VISIBILITY ON A SINGLE PLATFORM FURTHER BOLSTERS MOBILE MEASUREMENT EFFORTS

› **Measuring mobile-specific interactions across the life-cycle benefits from a uniform approach.** Although marketers use a variety of different technologies to track mobile metrics, most who are currently using either multiple point solutions (44%) or custom-built solutions (58%) would prefer to migrate their measurement solutions to a single, unified platform (see Figure 10). The benefits of measuring mobile metrics in a single location suggest the reason for this preference; those with single solutions better track customer loyalty (82%), satisfaction (73%), experience (70%), and engagement (83%) than users of either multiple point solutions or custom-built solutions (see Figure 11).

Figure 10

“Thinking about the technologies that you plan to adopt or have already adopted specifically to measure your overall marketing efforts, what best describes how they are currently deployed? How do you wish they were deployed?”



Base: 300 US enterprise digital and mobile marketing decision makers  
 Source: A commissioned study conducted by Forrester Consulting on behalf of TUNE, January 2018

Figure 11

“How helpful have your current efforts to measure the success of mobile marketing been in achieving your overall marketing priorities?” (Showing those selecting “very” or “critically helpful” on a 5-point scale)

■ Single unified solution (N = 102)   ■ Multiple point solutions (N = 149)   ■ In-house solution (N = 122)



Base: US enterprise digital and mobile marketing decision makers

Source: A commissioned study conducted by Forrester Consulting on behalf of TUNE, January 2018

# Key Recommendations

Creating a holistic measurement approach — inclusive of mobile across the entire customer journey — enables marketers to truly understand their customers. This in turn enables marketers to better calculate the performance metrics that matter most to the business, to make data-driven decisions at the strategic and tactical levels, and ultimately to more perceptively spend their marketing dollars. The first step is for marketers to maximize their opportunities for mobile at each phase of the journey by aligning their mobile marketing with the customer life cycle.

If you wish to create a holistic measurement approach, you must:



**Evaluate your measurement maturity.** Take a step back. Review your current mobile measurement strategy and determine how well your firm measures mobile across different phases of the life cycle. Consider if you have a consistent measurement approach across each phase, if you include mobile with other touchpoints, and if you're leveraging advanced analytics to measure more deeply. Doing these activities will help you identify those key mobile-specific areas that you most need to improve on.



**Rely on metrics that matter.** Marketers balance short-term revenue-based metrics, such as sales conversions, with long-term metrics of customer lifetime value. Short-term metrics associate the immediate revenue impact of all mobile activities, while longer-term metrics, such as customer lifetime value, gauges how mobile drives long-term customer engagement. A balance between short- and long-term metrics will enable marketers to drive immediate revenue goals while targeting the right customers that will foster loyalty.



**Audit your data.** The No. 1 measurement challenge is combining multiple data sources.<sup>4</sup> Conduct data audits for all mobile sources to identify data leakage, to track consistent campaign codes, and to pinpoint missing data points. This forces marketers to become more data savvy and better able to determine what they can truly measure.

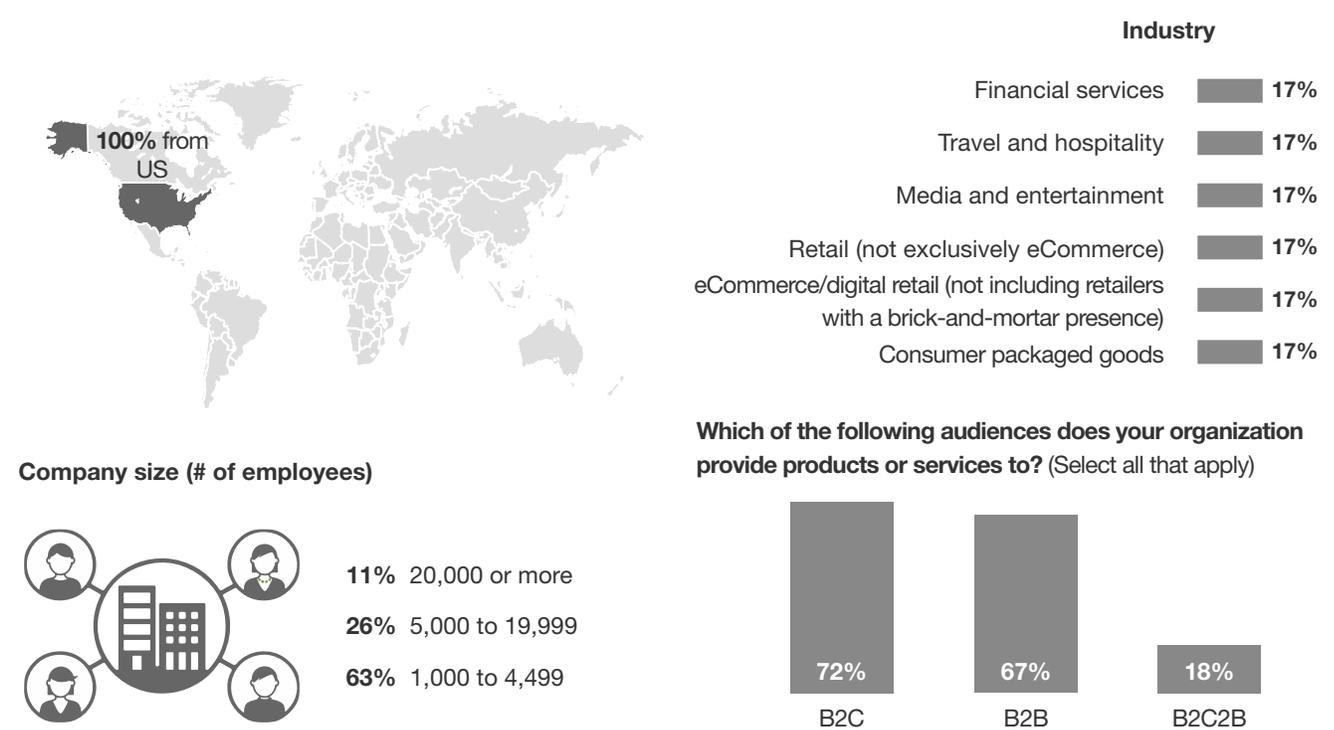


**Embrace advanced measurement approaches.** Mobile-specific measurement is vital, but it's not enough alone; customers still shop in stores, watch television, and work on laptops. To truly understand the value of mobile, leverage mobile-specific analytical models to calculate the value of mobile. This will solidify your case for more mobile investments.

# Appendix A: Methodology

In this study, Forrester conducted an online survey of 300 US organizations to evaluate the state of mobile marketing and companies' ability to measure mobile marketing efforts. Survey participants included decision makers in mobile and digital marketing. Questions provided to the participants asked about their current mobile marketing efforts, the ways in which they measure success and challenges in doing so. The study began in December 2017 and was completed in January 2018.

# Appendix B: Demographics



Base: 300 US enterprise digital and mobile marketing decision makers  
 Source: A commissioned study conducted by Forrester Consulting on behalf of TUNE, January 2018

# Appendix C: Endnotes

- <sup>1</sup> Source: "The State Of Consumers And Technology: Benchmark 2017, US," Forrester Research, Inc., June 28, 2017.
- <sup>2</sup> Source: "A Marketer's Guide To The Mobile Mind Shift," Forrester Research, Inc., January 23, 2017.
- <sup>3</sup> Source: "Marketing's Data-Driven Future Demands Unified Measurement," Forrester Research, Inc., January 26, 2017.
- <sup>4</sup> Source: "The Marketing Measurement Action Gap," Forrester Research, Inc., December 21, 2017.