



UP, UP, AND AWAY.

Soar into the wide-open world of enterprise mobile apps.

2016

TABLE OF CONTENTS

5

Taking advantage of a bird's-eye view.

6

Bump #1: No streamlined tracking, managing, or updating.

7

Bump #2: The "shrink and squeeze" approach.

8

Bump #3: Treating an app like a one-off project.

9

Bump #4: Making an app that's just a pretty face.

11

Bump #5: Creating content or tools that don't actually solve a problem.

12

Bump #6: Overlooking valuable input.

13

Cruising at the right altitude.


16

Flying high.

21

Beyond the horizon.





Head down any city street and into any business, and you may notice that mobile is humanity's new operating system. Our phones can pervade any aspect of our lives, waking us up in the morning, notifying us of detours around traffic delays, helping us find coupons as we're standing in line at a burger joint for lunch. These mobile experiences have become familiar to everyone, and they're running through enterprise business as well.

Just as consumer apps are woven into the fabric of our everyday lives, enterprise apps are increasingly providing employees with content and tools tailored to their task at a given moment or in a given location.

Consumer apps may be geared toward brand engagement, direct sales, entertainment, instruction, or help performing a task. While enterprise apps tend to be focused on helping employees perform a task, forward-thinking companies are exploring a wide range of use cases. Apps can connect companies with their employees in brilliant ways that make their jobs easier, more profitable, more efficient, or more effective.

Employees can now use iPads to show cruise passengers why they should book their next trip before they step off the boat. Or they can send value-added content to fellow financial advisors on the go. A company can now build a field service app to let its employees log details of a visit to repair a customer's refrigerator. Or they might create a training app to shave time and costs off the onboarding process.

"There are so many remote workers today that delivering and curating content to employees is critical. Create seamless experiences to help employees complete their daily tasks, whether it's training, ordering supplies, connecting with an internal tech service rep. These interactions become the way your employee experiences the company," says Donna Tuths, managing director, global head of digital content, Accenture Interactive.¹

2.6M

By the end of 2016, more than 2.6 million people will be able to fire up their smartphones across the globe—and that number will balloon to 3.6 billion by 2020.²

The learning curve has largely been forged by earlier entrants into the app world, most of whom were building consumer-facing apps. For much of mobile's fast-paced existence, many app creators waded through the weeds, working within siloed departments, using different tools, technologies, resources, and vendors.³ They self-imposed the hassle of reinventing the wheel time after time.

The good news is that once an organization has learned how to build an app for customers holistically and efficiently, they can apply the same best practices to apps built for their internal "customers," their workforce. The step from building a consumer app to an enterprise app isn't a large one. Companies can leverage their knowledge and tools—and they can repurpose their customer content—for employees' benefit (for example, a retailer can use the same product imagery for e-commerce apps and sales team training apps).

Lessons forged in the consumer-facing app world set enterprises up for takeoff in the world of internal-facing apps, arming their teams with the tools they need to take flight. As we'll see later in our journey, many companies are already successfully straddling the worlds of apps that serve customers and employees too—including brands like Black Diamond Equipment, Hartford Funds, and Celebrity Cruises.

Start with a high-level view of the tools, practices, and inspiration you'll need to succeed in the mobile app world. If you can gain a 35,000-foot view of your app's lifecycle—from its building stages to its lasting usefulness as a tool—you can truly take the controls. You can learn how to zoom down to the granular street level when needed to see your audience's day-to-day, personalized needs. You can fly above workflow silos and unify efforts across your teams, charting a successful course.

There have never been bigger, loftier, and just-plain cool mobile opportunities out there. Once guiding practices for apps are put in place, there's nowhere to go but up.

"You haven't seen a tree until you've seen its shadow from the sky."⁴

AMELIA EARHART

Taking **ADVANTAGE** of a bird's-eye view.

When you step back and look at the big picture, a few common types of challenges take shape. All apps—whether for your employees or your customers—require resources and technical know-how to build, and oftentimes, a familiar set of preventable problems pops up, creating costly bouts of turbulence.

But there's no need for companies to fly blindly through the clouds in separate silos, jerry-rigging pieces that don't quite fit. With the right tools, departments can learn from each other, implement solutions that are useful companywide, and share best practices. This means they can avoid making the same mistakes twice when building different apps and various app features. Instead, they can focus on what works.



“In our gliding experiments, we had a number of experiences in which we had landed upon one wing, but the crushing of the wing had absorbed the shock, so that we were not uneasy about the motor in case of a landing of that kind.”⁵

ORVILLE WRIGHT

BUMP #1:

No streamlined tracking, managing, or updating.

Without even realizing it, many companies are developing, launching, and maintaining their apps in segmented silos. They rely on a wide variety of agencies, developers, IT administrators, and marketers and on cumbersome manual workflows that are slow, labor-intensive, and error-prone.

“As a result of this lack of coordination, marketers don't learn from each project and so are doomed to repeat early mistakes and forced to manage too many vendor relationships,” explains a Forrester study.⁶

Fragmentation leaves an aftermath of inefficiencies in its wake:

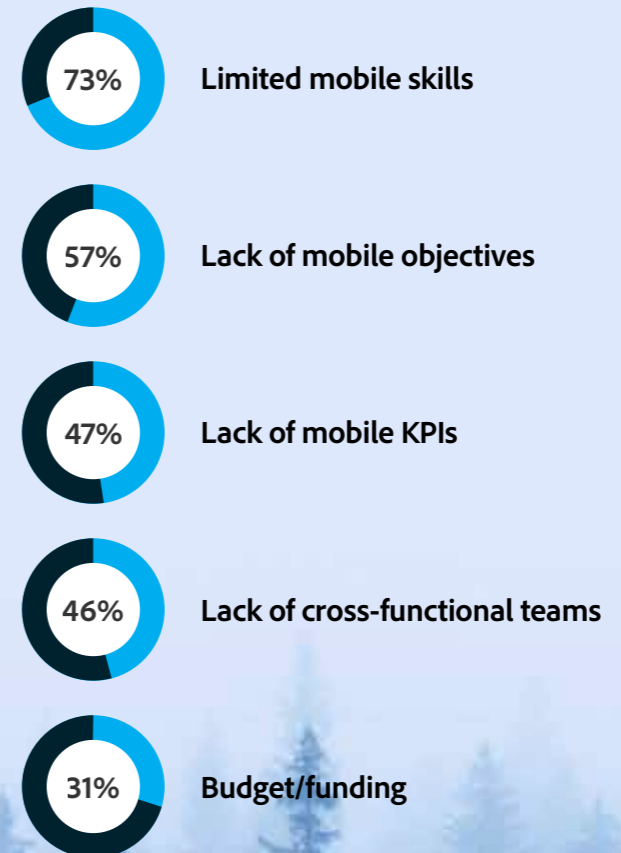
- Reduced marketing team effectiveness and productivity
- Delayed time to market
- Reduced campaign effectiveness
- Fragmented brand experience
- Inflated costs

For companies without an integrated app management system, “pushing updates almost always requires getting developers and IT systems administrators involved. This is reminiscent of the ‘bad old days’ of website management, when every little change required IT.”⁷

Siloed app management is like trying to fly without a control tower. But if you start managing all of your apps, using consistent, collaborative tools across the organization, you're parting the clouds ahead and drawing powerful connections across internal and external audiences.

Don't let different groups within an organization build different apps in different places with different vendors and IT teams. You can rise above siloed app management by using excellent cross-team communication, sharing tools, pooling knowledge and experiences, leveraging content created by any team for any app, and supporting key stakeholders across departments and initiatives.

EXECUTIVES LIST THEIR TOP FIVE CHALLENGES WITH MOBILE:⁸



“Almost half [of marketers surveyed] say it’s difficult to integrate all the services they need into their apps, such as in-app messaging, analytics, text notifications, or A/B testing.”⁹

BUMP #2:

The “shrink and squeeze” approach.

While it used to be a great feat to force-fit the desktop experience onto a smaller screen, companies that still do this are overlooking a key fact: Their audiences don't necessarily want the same content across all their screens. For example, a manufacturing employee at his desktop computer might need a high-level view of productivity on the factory floor. But once he steps out to the floor with his tablet in hand, he might need an app that lets him quickly access specific reporting and diagnostic functions as he assesses a malfunctioning piece of equipment.

A scarily high percentage of marketers—47 percent—admit their mobile services are primarily a scaled-down version of their PC services.¹⁰ We're all consumers of mobile technology—customers and employees alike. And our expectations of technology have risen to the point that if a site's shrink-and-squeeze doesn't meet our needs, we're quick to move to a different site or app.

“Mobile design and responsive design grew up as secondary considerations. But mobile isn't an afterthought anymore,” says Accenture Interactive's Donna Tuths.¹¹ It's important to create app-specific content and tools that are tailored to an audience's needs at the moment they're engaging with the app. But don't forget to take advantage of the built-in capabilities that come with mobile devices, like cameras, contact lists, geolocation, or fingerprint readers. Not only can a timeshare company salesperson pull up a slideshow of property photos, but on a mobile device, she can also tap to send the slideshow to anyone in her contacts list at a moment's notice.

Employees expect their workplace apps to understand what they're trying to accomplish and provide that information accordingly. That means if they're fulfilling an order in a warehouse in Los Angeles, they expect that app to automatically give them inventory information relevant to their location in Los Angeles—rather than inventory details for a warehouse in Boston.

Take the chance to anticipate your audience's needs—both the ones they're aware of and the ones they didn't know they had until they saw your “aha!” mobile solution.

Only 59% of marketers say their senior leadership team understands the importance of mobile. And just 35 percent say they have the budget they need to support mobile initiatives.¹²

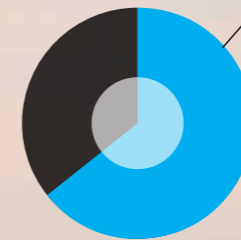
BUMP #3:

Treating an app like a one-off project.

Too many companies treat apps like a one-off project that should be handled within a department, rather than an ongoing service that reflects the company as whole. In reality, apps need regular attention, care, maintenance, and innovation to inspire user loyalty. Ongoing updates and changes require organization, resources, a budget, team allocations, and collaboration.

It's a given that apps will need to keep pace with operating system updates. But on top of these updates, other improvements and changes will almost certainly come down the pipeline. Users will give feedback, a feature may prove buggy, an audience's needs could evolve, and of course, content will need updating to keep users coming back.

An enterprise app that helps employees choose and manage their health insurance benefits should be easily adaptable to insurance plan changes over time. The organization would also want to continuously gather feedback to integrate into future updates. Perhaps after the app is launched, many employees mention they could use help locating local doctors who are accepting new patients. This would be an opportunity for the organization to add features that grow with their users' needs.



2/3

Two-thirds of the lifetime costs of a mobile app comes from enhancements, content refreshes, updates to navigation and layout, and updates required to support new mobile OS releases.¹³

BUMP #4:

Making an app that's just a pretty face.

An app isn't much good unless people use it well after it's deployed. "Your experience is only as good as the content you're creating and your ability to serve that up in a timely fashion," says Tuths.¹⁴ So form an engagement strategy:

- What are you going to use to keep people coming back?
- How are you putting frequent, relevant content in front of your audience to invite them in?
- Are you segmenting users and targeting them accordingly?
- What's the value of this app for your employee?
- What's the value of this app for the consumer?

While consumer-facing apps can be built for a wide variety of purposes like brand engagement, e-commerce, or entertainment, employee-facing apps are often honed for utility. This isn't to say that qualities like elegant design go out the window with enterprise apps, but they need to stay squarely focused on the business problem the app is trying to solve.

In 2013, there were 800,000 apps in Apple's App Store, and only 80 of them cracked US\$1 million in revenue.¹⁵ This shouldn't deter anyone from creating an app, but it should serve as a reminder that an app won't get adopted unless it's well thought out, well marketed, and helpful to its audience.

Apps that don't fizzle and die follow one of two patterns in their first nine months of life. They see either an initial spurt of activity or a slow rise, and then lose their holding power over time because of fatigue or a better mousetrap. It takes refresh cycles, personalization, features, and content that's added on a quick time frame to maintain usage.¹⁶

Consumers appear willing to experiment, but the number who become loyal can drop quickly. And internal customers—employees—need to see that an app is saving them time, making their jobs easier, or otherwise earning its keep. If an air conditioning repairman can submit work tickets, process a credit card payment, show a customer an interactive diagram of an HVAC system, email receipts, manage the day's expected parts requirements, and have customers sign forms on their mobile tablets, they're likely to enthusiastically adopt the app and enjoy the convenience that comes with it.

The challenge in keeping 'em coming back

Consumers appear willing to experiment, but the number who become loyal can drop quickly.

- Those that try it out a few times or just kick the tires are more evident in Shopping than in Media & Entertainment.
- Loyalists have a small portfolio of "go-to" apps. They exist in all sectors and represent a core customer segment.
- "Downloads" alone as a key metric is insufficient to measure the long term utility of an app.

AVERAGE APP USAGE OVER 2.5 YEARS OF DATA:

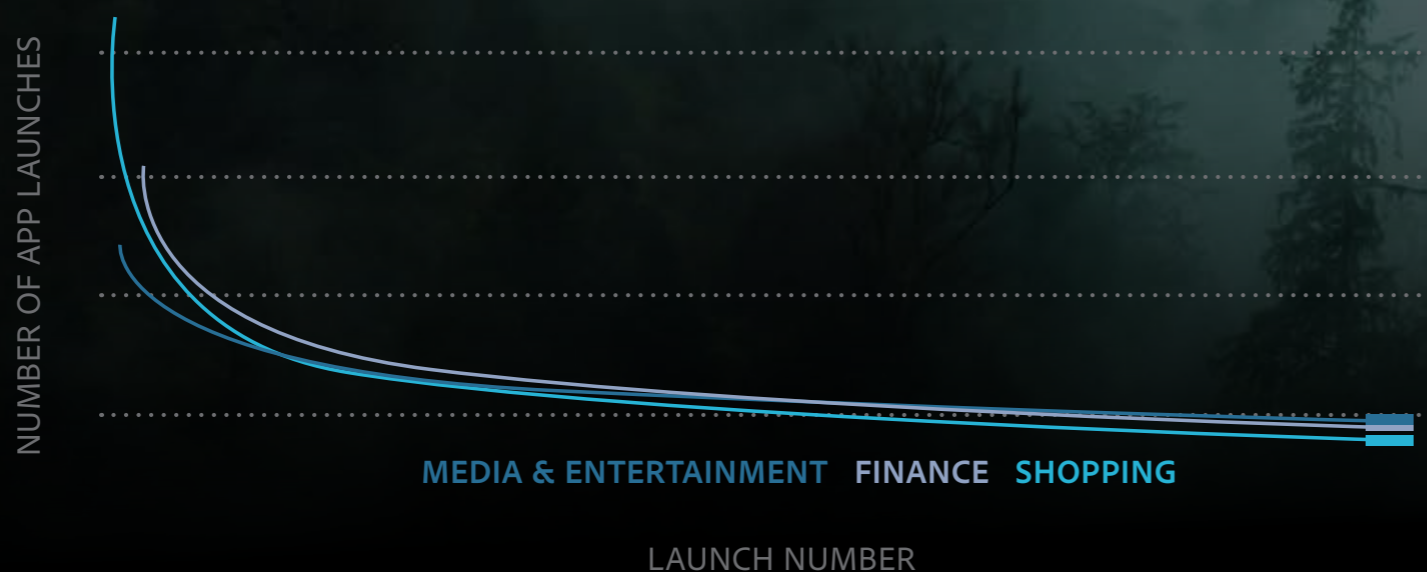
16.8x Finance
16.8x Media
11.0x Shopping

STRYKER: Building a sales app with staying power.

Stryker's sales reps spend much of their time communicating new medical advancements to surgeons. They replaced their printed sales materials with a single, streamlined app that not only held product material but also incorporated videos, animations, white papers, product demos, and illustrations.

This kind of content had real staying power: Not only was the app adopted by 78 percent of sales reps, but 62 percent of them also return every single day to use it.¹⁷

APP LAUNCHES INDICATE TWO SEGMENTS



Source: Adobe Mobile Services and Adobe Analytics



BUMP #5:

Creating content or tools that don't actually solve a problem.

Give your content a reason for being. You have to give your users something to do with it. Let users submit a form, send something, post something, purchase something, locate something, deliver something, or simply give them information that's truly useful and relevant to them.

Serving as a disappointing illustration of what not to do, an app called Hailo hit New York City with US\$100 million in funding and a seemingly promising offering. It allowed users to summon Yellow taxi cabs from their phones, sparing them the need to physically find one and flag it down. It was a good idea, but they launched the app concurrently with the rise of Uber, GetTaxi, and other similar services, and unfortunately, they didn't differentiate from competitors' services in any uniquely useful way. They ultimately couldn't offer the lowest pricing, and taxi drivers didn't need their help to find customers. Hailo realized after a year that it wasn't solving an existing problem for end customers or drivers in New York. It had to fold.¹⁸

BUMP #6:

Overlooking valuable input.

In today's world, it's a given that data should be used to drive well-researched decisions. App analytics will reveal valuable insights to make the app stronger. You can look at data to see what's working well, to test version A versus version B, or to see if a feature performs as well as a projected hypothesis. You can identify users across devices and collect data on specific interactions with the app.

Data can foster collaboration in a powerful way. You can understand how your app performs in email testing, social testing, mobile testing, and so on, and then take that collective knowledge of what's performing well with one audience to see how it performs with another audience. Your test audiences and measurements may vary between consumer-facing apps and enterprise apps, but one constant applies to both: Data allows you to see what works. You can share findings on what's effective with any relevant teams, from marketing to finance and anyone between.

Additional insight can come from a variety of additional sounding boards too. Tech types, like your IT team and developers, can share wisdom that laypeople couldn't have anticipated. You can run ideas by the team's "phone geek" who has more apps and logs more screen time than anyone you know.

You can chat with your customer support guru who talks to your audience all day long. And you can talk to the strategist who knows the company's long game inside and out. Or you can talk to your human resources team to learn employees' most commonly reported pain points with existing internal platforms. Senior leadership in your organization can't be experts in every single realm, so know who to reach out to for recommendations.

“Limited mobile skills’ is the number-one challenge that marketing leaders are facing. Marketers are paralyzed about the prospect of mobile staffing... Typically, marketers prefer to develop expertise in-house rather than hire it. But often, they don’t know what expertise they need or where to find it.”¹⁹



CRUISING at the right altitude.

Companies that break through the clouds are treated to the most amazing view: It looks like an ROI chart taking off. In fact, marketers surveyed estimate that eliminating mobile app siloes would result in a 24 percent lift in in-app conversions, a 22 percent lift in revenue, and a 20 percent reduction in costs.²⁰ To attain these heights, organizations need to fly above the pitfalls, look upward, and set their sights on mobile apps that are brilliant and useful to the user but that are also developed and managed in an astute way.

"If you want to engage your audience, if you want to retain them, if you want them to actually read the things you're sending them, there are now standards that cut across all content. It doesn't matter if you're internal, external, B2B, or B2C... consumers don't distinguish between personal and work life. They know what good looks like," says Accenture Interactive's Donna Tutts.²¹ Whether you're creating a robust training app for your enterprise workforce or a brand engagement experience for an end-consumer audience, a few best practices apply across the board.

First, focus on integration. By eliminating silos and integrating your app maintenance as much as possible, you'll be on the right course toward the following benefits:

- Reducing the costs of maintaining and refreshing content
- Accelerating publishing velocity, keeping apps fresh and relevant
- Delivering personalized experiences
- Optimizing engagement
- Reusing content in a broader array of experiences
- Improving the overall workflow for app management²²



"It is the greatest shot of adrenaline to be doing what you have wanted to do so badly. You almost feel like you could fly without the plane."²³

CHARLES LINDBERGH

DUPONT:

A case for centralization.

DuPont stretches across 130 countries, selling to millions of farmers through over 10,000 sales representatives and agents. Every country they work in has a distinctive set of crops and pests. This complexity, paired with their global scale, sets up some interesting challenges. Their vast product sheets are out of date the minute they're printed. Getting consistent messaging translated through their network of sales reps and retailers, all the way down to farmers, is a significant hurdle.

To get over this hurdle, they created an app that shows the latest products and information and can be updated instantly, which not only enabled internal sales representatives but also influenced customers at the ground level. They integrated the app with their existing content management system so they could deliver global and local-specific content to any device. Now through geolocation, a farmer in the Corn Belt wouldn't have to sift through unneeded information about citrus products.

Instead of stacks of PDFs and folders full of PowerPoints, relevant content is available to farmers, retailers, and sales reps at the touch of a button. In fact, the buttons were sized extra large to accommodate farmers' work-seasoned hands.

The app's benefits are far-reaching, from the employees to the customers and the company's bottom line, as well as in human terms. Simply put, "it makes everyone's lives easier," says Joanne Hewitson, DuPont global digital marketing lead.²⁴

Next, don't neglect to bake analytics into the process. It's a baseline best practice that often gets overlooked, but you need to see who's using your app and how they're using it. What's resonating with your customers? What are your employees finding to be useful time-savers? What tools does your audience go back to again and again? Find out what you could retool and refine. Discover where the app may need additional investments.

Finally, know your audience and deliver on specific needs. Your best inspiration comes from your audience's pain points. Talk with your team, brainstorm, and identify parts of your employee journey or customer journey that are currently painful. Then craft experiences that map back to those pain points and provide welcome relief.

"If you can understand the moments that really matter in that customer journey, you can use mobile to really make your interactions with that customer more enjoyable and more convenient for them, and that's really important," notes Hewitson.²⁵

Sometimes brands pay less attention to what mobile can do for their employees' pain points than their end consumers'. Many enterprises have desktop-centric employee experiences, often some kind of intranet or internal site. But relatively few have taken the opportunity to create great app experiences that can save employees time, boost morale, and allow them to do their job more efficiently.



Flying **HIGH.**

For organizations following best practices, mobile possibilities are truly endless, regardless of the audience. In the world beyond turbulence, where pilot, crew, and control tower work together with the right tools for communication and visibility, businesses are revolutionizing the way they engage with employees and consumers.

Here are nine inspiring examples of organizations rising above mobile silos, embracing a holistic approach, and taking flight.

"The gull sees farthest who flies fastest."²⁶

RICHARD BACH
Jonathan Livingston Seagull

1. Quickly deploying content to a large and varied audience.

Hartford Funds has two main audiences: external customers that are financial advisors and internal customers that make up a team of wholesalers that work with external advisors. They needed apps that could deploy engaging sales materials quickly for both audiences. This was a challenge for its small internal marketing team to keep up with. But they saw the potential to share useful content in an organized, deliberate way and repurpose content created for other channels by creating a mobile app and making a break from the traditional printed marketing fliers ubiquitous in their industry.

"One of the other big challenges for us as marketers in the financial services industry is how to differentiate yourself amongst competitors. We needed to find some way beyond being just another fun fact sheet in the eyes of an advisor where they may see dozens of these each week," explains Mark Kitson of Hartford.²⁷

They found that an extensive in-app library of market insights and value-added content was a key way to distinguish Hartford from competitors. This content helped the wholesale team grow their business and communicate effectively with their clients (financial advisors) about the financial services market. And by using an integrated app management system, Hartford's internal team could make additions and updates itself.

"When Hartford Funds pushed out their new app, bringing resources that were normally in PDFs into one place they could access 24/7, they saw 90 percent of their wholesalers start using the app weekly after just a few months, and 50 percent use the app daily. Just a few years previous, their wholesalers were loading brochures and flyers into their trunks."²⁸

MARK KITSON
director of digital marketing
Hartford Funds

2. Opening doors to reengage or update your audience.

With 140 stores, REI knew one of its most important audiences was its own sales associates, who received over 20 printed “floor set guides” each year to help them create, maintain, and adapt merchandise presentation and displays. Sometimes the guides were out of date by the time they even got into employees’ hands.

“We had to find a better way to communicate visual merchandising direction to our stores and quickly update the floor set guides when changes were made,” explains Kelsey Lupole, project manager at REI.²⁹

REI moved to a new internal app as a mechanism to deliver complex information quickly, and production time to create and share floor set guides went from three months to three weeks. Thanks to the app’s capabilities, complex merchandising displays could now be explained with interactive, 3D, and 360-degree instruction.

Employees could spend far less time interpreting instructions and get their jobs done faster with fewer errors. The app’s content was easy to update from a centralized platform, and sure enough: 100 percent of the app’s pilot users said the mobile option was a valuable resource. REI can quickly make updates and alert its staff, who can also use the app’s built-in notes feature to communicate with each other.³⁰

3. Saving time and money with streamlined employee training.

Vivint, a leading smart home technology provider, relies on 750 field service professionals to help sell and install products. It became evident that its outmoded, print-based training was time-consuming for its technicians, who received clunky binders full of paper, which were often out of date immediately after publishing.

The company created an interactive training app for onboarding, ongoing training, and sales support. They equipped their hundreds of technicians and supervisors with iPad minis and dramatically reduced the training time for new hires from nine to twelve weeks to just five weeks. This helped Vivint monetize its new associates faster, putting them in front of customers, where they could create value for the company.³¹

Since moving to digital training, Vivint has also saved US\$60,000 a year in print costs and trimmed thousands from the cost of each employee’s in-person training. But most importantly, the field service professionals are simply more efficient and effective at what they do.³²

“In the past, employees knew what the building’s glass windows looked like, what the receptionist looked like, where the cafeteria was. But now, so much of training is remote. The employee interaction is remote.... And [training applications] become the internal voice of the company to all of its constituents.”³³

DONNA TUTHS
managing director, global head of digital content
Accenture Interactive

4. Recruiting fresh young talent.

ExxonMobil recruits extensively on college campuses and wanted to showcase its forward-thinking approach to this young, tech-savvy audience. To replace its printed HR brochures and binders full of job descriptions, the company created a recruiting app its team could use on campus.

They leveraged existing creative layouts and content to quickly launch an app that featured company information, potential career paths, benefits information, and interactive job descriptions. The app's central platform made it easy to update information as job openings and benefits were updated.

"The solution is lively and interesting and doesn't require endless scrolling. Job applicants who are engineers, for example, can select from a list of engineering degrees in the app and learn about the many ExxonMobil functions that hire for that specialty," explains Jeff Paul, recruiting consultant at ExxonMobil.³⁴

The company is carefully monitoring the app's analytics to identify what content its audiences want more of and where any bugs may lie. One item that came to their attention early: Too many embedded videos meant the app's download time was slow, and some users abandoned downloading it. ExxonMobil's team was able to resolve the issue by linking to the videos instead of embedding them, which sped download times and increased completion rates.³⁵

5. Building sales while sharing a brand experience.

After decades of producing printed product catalogs, Black Diamond, purveyor of fine outdoor equipment, decided to build a mobile app to equip their entire sales force with up-to-date, accurate product information and inspiring branded imagery. Within their app, they've incorporated interactive 3D renderings, animations, video libraries, and in-app ordering. Reps can even create customized "playlists" of products to share with a particular buyer.

The app uses a central content system that makes it easy to update information being shared with retailers. And built-in analytics have eliminated reliance on anecdotal evidence about what retailers were most interested in. Now analytics can quickly show just what products are drawing the most attention and thus should be produced in higher volume.

The app is now not only a helpful sales tool, but thanks to its interactive videos and animations, it's also a beautiful branded experience for its buyer audience to engage with.

"Black Diamond expects to save about \$500,000 over the next three years on printing and distribution, so the company will see significant ROI when we've gone completely digital," notes Eric Wynn, marketing director at Black Diamond.³⁶

6. Using a mobile sales tool to catch an audience at the right moment.

Celebrity Cruises offers its guests special deals on future cruises while they're onboard—it's a smart time to encourage new bookings while the guests' positive experience is fully top-of-mind.

The company developed an app that could not only showcase future vacation options, but would also allow guests to choose an itinerary and have a price quote sent to them at the tap of a button. The app incorporates immersive information with beautiful imagery, detailed port itineraries, 360-degree stateroom videos, and interactive deck plans. Once the guest has selected the destinations they'd love to visit, their choice of accommodations and proposed dates on the app, the Celebrity Cruises team can create a quote reflecting their choices and deliver it to them within hours.³⁷

"The app enhances the guest experience through personalized counseling, reinforces our luxury brand promise, and helps us generate more leads and close more business," notes W. Alejandro Polencó, manager of mobile and web engagement products for Celebrity Cruises.³⁸



7. Strengthening brand identity through consistency.

As a global brand with dozens of websites in 40 languages, Audi's global marketing team needed to make sure its local teams and customers could easily access quality content while keeping their brand intact.³⁹ At the same time, international teams needed some level of creative freedom to present content in ways best suited to local audiences.

The speed and ease of publishing content to their app is especially beneficial when new cars are being launched at events or motor shows. Audi can easily upload press releases, marketing information, specifications, and imagery to make content instantly available to events and websites around the world.

"Instead of having individual apps to support each model cluttering the app store, we wanted to create a single access point for consumers to experience the world of Audi and avoid app store fatigue from having multiple, static product experiences as separate apps," explains Jessica Thor, manager of retail marketing at Audi of America.⁴⁰

Through this integrated system, the quality of Audi's content stays right in line with the level of detail and quality Audi fans associate with the brand.

8. Making content changes without disrupting development.

Walgreens showed their ability to adapt the growth of mobile usage to accommodate the influx of pharmacy customers with insurance after the passage of the Affordable Care Act: Invite customers to take a photo of their insurance cards within Walgreens' app and upload the image of their card to its systems.

There was just one major hitch: Many customers were taking pictures of their cards in portrait orientation rather than landscape. Pharmacists were reporting they simply didn't have high enough resolution to read the text on the cards. Walgreens was mid-development cycle on their next release when the issue came up—a tough time to interrupt development to find a solution.

But they found a simple and effective solution thanks to their app's centralized content capabilities with in-app messaging. At the right moment, a message appeared onscreen: "For best results, please rotate the phone for landscape orientation."

"Overnight we started to hear from our pharmacists and technicians that the problem was largely resolved," says Benjamin Weiss, product manager at Walgreens. Without interrupting development on their current release, the issue was fixed.⁴¹

Walgreens' solution showcases just how useful it is to be able to update an app quickly, inexpensively, and without disrupting development. Whether its audience is internal or external, this is a situation where every stakeholder wins.



9. Collecting customer feedback.

The Buffalo Bills are one of the only teams in the NFL that develop their own creative content for mobile in-house, which gives them the ability to react immediately to an opportunity with their Buffalo Bills Touch app. When big news comes through, such as a new hire or trade, they can publish the news immediately and use push notifications to drive their audience into the app to read more.

"Buffalo Bills Touch is a Bills fan's dream come true," says the Bills' graphic designer and developer, Aaron La Porta. "The weekly publication, Buffalo Bills Fan Playbook, offers an interactive, second screen experience for fans that want a closer connection to the Buffalo Bills. Content includes interactive rosters, animated depth charts, behind-the-scenes team videos, a live image gallery that updates during the game, and an in-app streamed featured video segment from Bills All Access Live pregame show."⁴²

Gathering feedback is a critical part of refining and improving an app, which is why the Buffalo Bills hold weekly giveaways for fans who fill out their app's feedback form.

"We ask fans how they use the app and what they would like to see included in future issues. In return, they have a chance to win a player-autographed item," says La Porta.⁴³ Finding creative ways like this to gather and encourage feedback helps make any app a more meaningful experience for an audience, gearing its content toward their interests or their needs.

BEYOND the horizon.

As we soar ahead at altitude, we see the infinite ways mobile is interwoven with moments in our everyday lives as both consumers and employees. An open sky of possibilities surrounds us, and the companies that thrive will be those that anticipate their audiences' needs, whether those audiences are internal or external. And it simply can't be done while working heads-down in silos. It's more critical than ever that stakeholders work across departments to develop their strategies and create a dynamic process for building and managing groups of apps. This kind of fluid cohesion is paramount for efficiency, velocity, and growth.

"We've coined it 'liquid expectations,'" explains Tuths. Critical consumers now include both customers and employees, and "what the era of liquid expectations tells you is the consumer has begun to have the same level of expectations in every realm."⁴⁴

Fortunately, while expectations and opportunities have never been higher, there has also never been more information available to help companies create exceptional apps for their customers or for their own workforces. And if they've succeeded already in the consumer app world, they're more than halfway to their next amazing tool to make their employees' lives better.

In this era, with mobile etched onto our world's topography, it's time to take flight. Wide-open opportunities await those who see the bigger picture, collaborate with fellow intrepid thinkers, and use progressive tools to take off.

**"O to speed where there is space
enough and air enough at last!"⁴⁶**

WALT WHITMAN



"Where we're going, we don't need roads."⁴⁵

DR. EMMETT BROWN
Back to the Future

Adobe is here to **HELP.**

Adobe offers solutions that can help you manage and deliver engaging mobile app experiences quickly and painlessly. Our integrated tool, Adobe Experience Manager Mobile, allows enterprises to drastically reduce time to market while making it easier to provide users with content they'll value. It does this in several smartly integrated ways that let you:

Leverage content for mobile: You'll be able to populate your apps easily with existing content from other sources, such as your CMS system or product database, through template-based authoring.

Build and extend apps: Using intuitive design tools and frameworks for iOS, Android, and Windows, designers and marketers can quickly create beautiful screens and nuanced navigational structures, all backed by native working code.

Centrally manage apps: Manage web content from a centralized dashboard that manages apps created with Adobe Experience Manager Mobile as well as existing native and hybrid apps.

Engage, measure, and optimize: Built-in marketing services from Adobe Marketing Cloud make setting up Adobe Analytics fast and painless. There's no need to integrate inefficiently with multiple vendors or solution providers to be able to see what's working and how.

You'll reduce app management costs and time to market, beating today's inefficient workflows by 50 to 70 percent.⁴⁷ And you'll collect relevant customer insights along the way, continuing to move onward—and upward.

Sound good? To learn more, just go to <http://www.adobe.com/marketing-cloud/mobile-marketing/app-creation-management.html>.

“The Wright brothers blew through the smoke screen of impossibility.”⁴⁸

DOROTHEA BRANDE

- 1 Donna Tuths, Accenture Interactive, phone interview, June 14, 2016.
- 2 Jennifer Wise and Thomas Husson, "Advance Through the Stages of Mobile Maturity," Forrester, March 2016.
- 3 "Beautiful Apps and Rapid App Dev: The Case for a Mobile App Experience Platform," IDC and Adobe, March 2016.
- 4 "Great Aviation Quotes," Skygod.com, 2016, <http://www.skygod.com/quotes>.
- 5 "Orville Wright Quotes," BrainyQuote.com, 2016, http://www.brainyquote.com/quotes/authors/o/orville_wright.html.
- 6 Thomas Husson, "Organize for Mobile Marketing Success," Forrester, December 2014.
- 7 "Beautiful Apps and Rapid App Dev: The Case for a Mobile App Experience Platform."
- 8 Thomas Husson, "Organize for Mobile Marketing Success."
- 9 "Beautiful Apps and Rapid App Dev: The Case for a Mobile App Experience Platform."
- 10 Thomas Husson, "The State of Mobile Marketer Tactics: 2016," Forrester, March 2016.
- 11 Donna Tuths, phone interview.
- 12 Thomas Husson, "Organize for Mobile Marketing Success."
- 13 "Beautiful Apps and Rapid App Dev: The Case for a Mobile App Experience Platform."
- 14 Donna Tuths, phone interview.
- 15 Spencer Grover, "3 Apps that Failed (And What They Teach Us About App Marketing)," Placeit Blog, January 25, 2015, <https://blog.placeit.net/apps-fail-teach-us-app-marketing>.
- 16 "Mobile Benchmark Report," Adobe Digital Index, August 2015.
- 17 Adobe Experience Manager Mobile Team, "Stryker Saves \$3.9M by Delivering Sales Enablement via Mobile App," Adobe Marketing Blog, February 21, 2016, <http://blogs.adobe.com/aemmobile/2016/02/stryker-saves-3-9m-by-delivering-sales-enablement-via-mobile-app.html>.
- 18 Spencer Grover, "3 Apps that Failed (And What They Teach Us About App Marketing)."
- 19 Thomas Husson, "Organize for Mobile Marketing Success."
- 20 "Beautiful Apps and Rapid App Dev: The Case for a Mobile App Experience Platform."
- 21 Donna Tuths, phone interview.
- 22 "Beautiful Apps and Rapid App Dev: The Case for a Mobile App Experience Platform."
- 23 Charles Lindbergh, BrainyQuote, <http://www.brainyquote.com/quotes/quotes/c/charleslin140952.html>.
- 24 Gerald Farro, Joanne Hewitson, Mark Poulalion, Adobe Summit Sessions, March 2016.
- 25 Ibid.
- 26 Richard Bach, *Jonathan Livingston Seagull*, Macmillan Publishing, 1970
- 27 Nissan Dachs, Mark Kitson, Adobe Summit Sessions, March 2016.
- 28 Ibid.
- 29 Adobe Experience Manager Mobile Team, "REI brings fast, consistent merchandising guidance to sales associates in 140 stores," Adobe Marketing Blog, June 10, 2015 <http://blogs.adobe.com/aemmobile/2015/06/rei-working-with-adobe-dps.html>.
- 30 Ibid.
- 31 Adobe Experience Manager Team, "Vivint reducing technician training time by 50%," Adobe Marketing Blog, June 10, 2015.
- 32 Ibid.
- 33 Donna Tuths, phone interview.
- 34 Adobe Experience Manager Team, "ExxonMobil aims to attract top talent with 'Working at ExxonMobil' app," Adobe Marketing Blog, April 29, 2015, <https://blogs.adobe.com/aemmobile/2015/04/exxonmobil-aims-to-attract-top-talent-with-working-at-exxonmobil-app.html>.
- 35 Ibid.
- 36 Adobe Experience Manager Team, "Black Diamond Anticipating \$500K Savings with Sales Workbook App," Adobe Marketing Blog, May 24, 2016, <https://blogs.adobe.com/aemmobile/2016/05/black-diamond-anticipating-500k-savings-with-sales-workbook-app.html>.
- 37 Adobe Experience Manager Team, "Adobe Makes Onboard Bookings Smooth Sailing for Celebrity Cruises," Adobe Marketing Blog, February 3, 2015, <http://blogs.adobe.com/aemmobile/2015/02/adobe-dps-makes-onboard-bookings-smooth-sailing-for-celebrity-cruises.html>.
- 38 Ibid.
- 39 "Audi: Driven to innovate," Adobe Marketing Cloud Success Story, 2013, <http://www.adobe.com/content/dam/Adobe/en/customer-success/pdfs/audi-case-study.pdf>.
- 40 Adobe Experience Manager Team, "Audi's app deepens brand loyalty while generating strong sales leads," Adobe Marketing Blog, June 22, 2015.
- 41 Benjamin Weiss, Brandon Poyfair, Adobe Summit Sessions 2016.
- 42 Adobe Experience Manager Mobile Team, "Buffalo Bills doubles app audience size and wins Microsoft surface as title sponsor," Adobe Marketing Blog, March 12, 2015, <https://blogs.adobe.com/aemmobile/2015/03/buffalo-bills-touch-doubles-audience-size-and-wins-microsoft-surface-as-title-sponsor.html>.
- 43 Ibid.
- 44 Donna Tuths, phone interview.
- 45 Back to the Future, Universal Pictures, July 1985.
- 46 Walt Whitman, "One Hour to Madness and Joy," *Leaves of Grass*, 1900.
- 47 Nick Bogarty, "Announcing Adobe Experience Manager Mobile," Adobe Marketing Blog, February 21, 2016, <https://blogs.adobe.com/aemmobile/2016/02/announcing-adobe-experience-manager-mobile.html>.
- 48 "Great Aviation Quotes," Skygod.com.



© 2016 Adobe Systems Incorporated. All rights reserved.
 Adobe and the Adobe logo are either registered trademarks or trademarks of Adobe Systems Incorporated in the United States and/or other countries.
 All other trademarks are the property of their respective owners.