Mobile Marketing: From Marketing Strategy to Mobile Marketing Campaign Implementation

Matti Leppäniemi
Faculty of Economics and Business Administration, University of Oulu,
P.O. Box 4600, University of Oulu, FIN-90014, Finland
matti.leppaniemi@oulu.fi

Heikki Karjaluoto
Faculty of Economics and Business Administration, University of Oulu,
P.O. Box 4600, University of Oulu, FIN-90014, Finland
heikki.karjaluoto@oulu.fi

Mobile Marketing: from Marketing Strategy to Mobile Marketing Campaign Implementation

Abstract

Over the past few years, mobile marketing has generated an increasing interest among academics and practitioners. While numerous studies have provided important insights into the mobile marketing, our understanding of this topic of growing interest and importance remains deficient. Therefore, the objective of this article is to provide a comprehensive framework intended to guide research efforts focusing on mobile media as well as to aid practitioners in their quest to achieve mobile marketing success. The framework builds on the literature from mobile commerce and integrated marketing communications (IMC) and provides a broad delineation as to how mobile marketing should be integrated into the firm's overall marketing communications strategy. It also outlines the mobile marketing from marketing communications mix (also called promotion mix) perspective and provides a comprehensive overview of divergent mobile marketing activities. The article concludes with a detailed description of mobile marketing campaign planning and implementation.

Introduction

Mobile marketing is a topic of growing interest and importance. While the evidence of mobile marketing effectiveness is still scarce, marketers around the world are spending increasing amounts of money on marketing activities in mobile media. This is due, in large part, to the fact that companies are seeking ways to get better value for their marketing investments in rapidly changing marketing communications environment. Mass markets have fragmented, and therefore impersonal mass communication, especially media advertising, has become less effective whereas targeted one-to-one marketing communications have become more important (e.g. Webster 1992; Peppers et al. 1999; Shaw et al. 2001).

Prompted by highly publicized over-optimistic predictions of future success of mobile marketing (cf. Leppäniemi and Karjaluoto 2005) and the success stories of mobile marketing campaigns (e.g. Enpocket 2003), academic research on mobile marketing is snowballing. While prior research have provided useful insights into mobile marketing (e.g. Facchetti et al. 2005; Leppäniemi et al. 2006; Barnes 2002; Yunos et al. 2003; Kavassalis et al. 2003), our understanding of mobile marketing strategy formulation and implementation remains deficient. For instance, commenting on their review of mobile marketing research Leppäniemi et al. (2006) noted that more insights into the emerging mobile marketing value system are needed in order to exploit the full potential of mobile marketing opportunities. Facchetti et al. (2005), in their work focusing on the analysis of key success factors of mobile marketing value chain, observed that "very little is said about the concerns regarding the level of integration of the mobile marketing value chain, about the relevance of traditional players in the take off of the market, their action within the value chain as well as the critical success factors (p. 66)."

Against this backdrop, the purpose of this article is to examine mobile marketing strategy development and propose a framework for addressing key issues in mobile marketing campaign planning and implementation. While building on and maintaining continuity with extant work, our purpose is to develop a framework that is suited for facilitating research efforts in marketing focusing on mobile media as well as to aid practitioners in their quest to achieve mobile marketing success. Toward this end, this article begins with a brief review of conceptualizations and descriptions that characterize literature on mobile marketing. Then, the proposed framework is presented and used to outline as to how mobile marketing should be integrated into the firm's overall marketing communications strategy. Following, a comprehensive overview of divergent mobile marketing activities is provided along with representative examples derived from popular press. The paper concludes with a detailed description of mobile marketing campaign planning and implementation process.

Mobile marketing

Although it is beyond of this article to provide an exhaustive review and analysis of mobile marketing literature, a short commentary should be made on divergent conceptualizations and development of mobile marketing. Leppäniemi et al. (2006), in their detailed review of mobile marketing research, observed that marketing communications in mobile media has, implicitly or explicitly, been conceptualized as (1) mobile marketing, (2) mobile advertising, (3) wireless marketing, and (4) wireless advertising. Overall, their literature review yielded 21 distinct definitions or meanings of marketing communications in mobile media. In addition, Leppäniemi et al. noted that most of the definitions are deeply embedded in technology, and therefore there is a tendency to mistake the technologies for the concept itself. In fact, it seems that the same conceptual disagreement appears to be involved in all mobile commerce related discussions. For instance, Balasubramanian et al. (2002, p. 349) noted that "…no formal conceptualization of m-commerce currently exists. Conceptual agreement is necessary to promote a shared understanding of m-commerce, one that encourages clarity of communication and convergence in thinking." There is, however, a growing consensus as to the most appropriate way in which mobile marketing should be defined. In a recent commentary, Mobile Marketing Association (2006, p. 22) defined mobile marketing as "the use of wireless media as an integrated content delivery and direct-response vehicle within a cross-media marketing communications program." We adopt their definition in this article and highlight its emphasis on two-way communications and integration of mobile media into a cross-media marketing communications program.
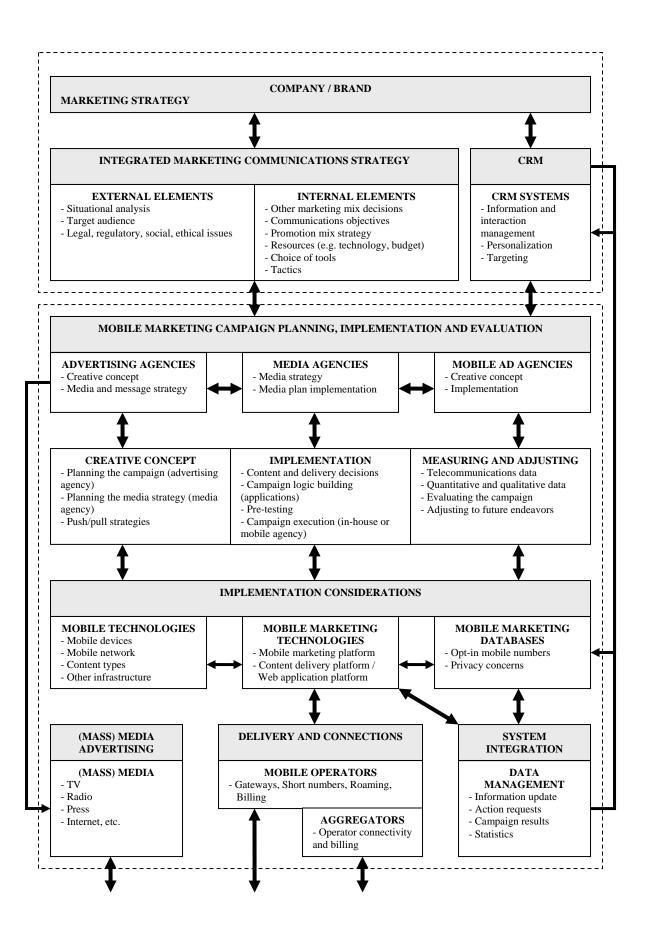
Marketing strategy

Unfortunately, mobile marketing is too often implemented at ad hoc basis and the link between company's marketing communications strategy and individual mobile marketing campaign is very weak or perhaps even missing completely. Hence, to effectively demarcate mobile marketing domain, it is critical to establish how mobile marketing relates to a firm's marketing communications strategy. However, it is first necessary to emphasize that a marketing strategy is a cornerstone of firm's all marketing activities.

Since 1960s the marketing mix approach has been the dominant design for marketing strategy building and development. Broadly speaking, the marketing mix is the set of controllable tactical marketing tools that the firm combines to produce the desired response among the target audience (e.g. Kotler et al. 2005). The concept of marketing mix was introduced by Borden (1964), but McCarthy's (1960) 4Ps classification – product, price, place, and promotion – has been the basic guideline for marketing research and practical endeavors. Although the marketing mix approach is not without its critics (see e.g. van Waterschoot et al. 1992; Grönroos 1996, 1997), the adopted checklist approach still provides a usable device for understanding the complex and interrelated nature of marketing activities. In this study, we focus on marketing communications or promotion mix in the context of mobile marketing, and therefore, the other elements of marketing mix – product, price, and place - are beyond the scope of this article. Specifically, marketing communications mix consists of the specific combination of advertising, personal selling, sales promotion, public relations, and direct marketing tools that a marketer uses to pursue its marketing communications and overall marketing objectives.

Integrated marketing communications strategy

Marketing strategy drives integrated marketing communications (IMC) planning process and ultimately leads to a plan that outlines decisions about marketing communications activities and resource allocation. Thus, IMC plan sets guidelines for company's mobile marketing communications activities. Broadly speaking, IMC is "*a concept of marketing communication planning that recognizes the added value of using a comprehensive plan to evaluate the strategic roles of a variety of communications disciplines*" (Peltier et al. 2003, p. 93). Hence, communicators with an IMC approach will consider all forms of communication, all message delivery channels, customers and prospects, and all brand contact points, while they plan and implement marketing and marketing communications strategies (Kitchen et al., 2004). Therefore, to develop an effective mobile marketing strategy, it is imperative to consider not only the specific set of activities that a firm undertakes to perform a mobile marketing campaign but also how the firm employs a combination of communication tools and integrates its many communications channels to deliver a clear, consistent and compelling message about the company and its products.

As depicted in Figure 1, a firm must consider many critical issues when developing an IMC strategy. The starting point of IMC planning process is an analysis of the overall situation of the company/brand (e.g. competitors, consumers, markets and products). This analysis provides a foundation for determining marketing communications target audience. Given that consumer markets are highly fragmented and consumers differ in many terms (e.g. demographic, geographic, geodemographic, psychographic, and behavioral), the identification of 'right' customers is increasingly challenging. However, with the help of Customer Relationship Management (CRM) including database technologies and interactive media a firm can develop and implement marketing communications strategies that are personalized to the specific needs of targeted customers (e.g. Peppers et al. 1999; Peltier et al. 2003).
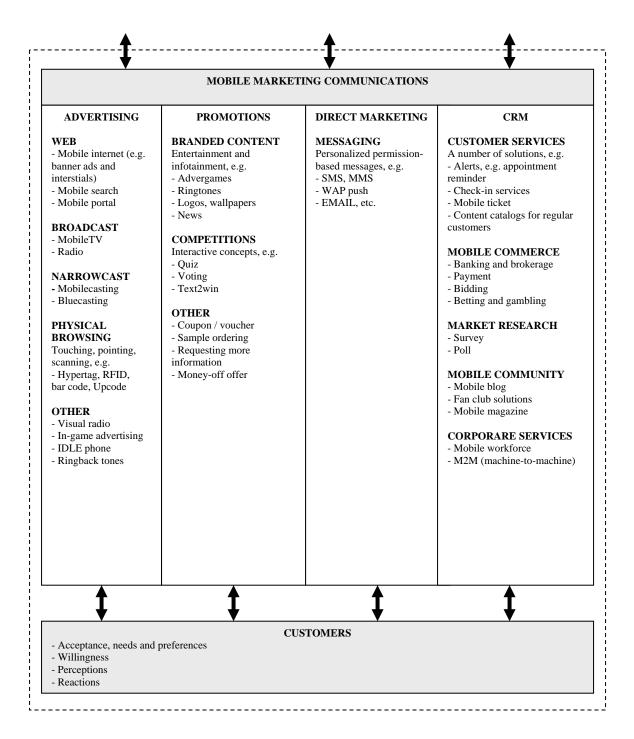
COMPANY / BRAND

MARKETING STRATEGY

INTEGRATED MARKETING COMMUNICATIONS STRATEGY

EXTERNAL ELEMENTS
- Situational analysis
- Target audience
- Legal, regulatory, social, ethical issues

INTERNAL ELEMENTS
- Other marketing mix decisions
- Communications objectives
- Promotion mix strategy
- Resources (e.g. technology, budget)
- Choice of tools
- Tactics

CRM

CRM SYSTEMS
- Information and interaction management
- Personalization
- Targeting

MOBILE MARKETING CAMPAIGN PLANNING, IMPLEMENTATION AND EVALUATION

ADVERTISING AGENCIES
- Creative concept
- Media and message strategy

MEDIA AGENCIES
- Media strategy
- Media plan implementation

MOBILE AD AGENCIES
- Creative concept
- Implementation

CREATIVE CONCEPT
- Planning the campaign (advertising agency)
- Planning the media strategy (media agency)
- Push/pull strategies

IMPLEMENTATION
- Content and delivery decisions
- Campaign logic building (applications)
- Pre-testing
- Campaign execution (in-house or mobile agency)

MEASURING AND ADJUSTING
- Telecommunications data
- Quantitative and qualitative data
- Evaluating the campaign
- Adjusting to future endeavors

IMPLEMENTATION CONSIDERATIONS

MOBILE TECHNOLOGIES
- Mobile devices
- Mobile network
- Content types
- Other infrastructure

MOBILE MARKETING TECHNOLOGIES
- Mobile marketing platform
- Content delivery platform / Web application platform

MOBILE MARKETING DATABASES
- Opt-in mobile numbers
- Privacy concerns

(MASS) MEDIA ADVERTISING

(MASS) MEDIA
- TV
- Radio
- Press
- Internet, etc.

DELIVERY AND CONNECTIONS

MOBILE OPERATORS
- Gateways, Short numbers, Roaming, Billing

AGGREGATORS
- Operator connectivity and billing

SYSTEM INTEGRATION

DATA MANAGEMENT
- Information update
- Action requests
- Campaign results
- Statistics

MOBILE MARKETING COMMUNICATIONS			
ADVERTISING	**PROMOTIONS**	**DIRECT MARKETING**	**CRM**
WEB - Mobile internet (e.g. banner ads and interstials) - Mobile search - Mobile portal **BROADCAST** - MobileTV - Radio **NARROWCAST** - Mobilecasting - Bluecasting **PHYSICAL BROWSING** Touching, pointing, scanning, e.g. - Hypertag, RFID, bar code, Upcode **OTHER** - Visual radio - In-game advertising - IDLE phone - Ringback tones	**BRANDED CONTENT** Entertainment and infotainment, e.g. - Advergames - Ringtones - Logos, wallpapers - News **COMPETITIONS** Interactive concepts, e.g. - Quiz - Voting - Text2win **OTHER** - Coupon / voucher - Sample ordering - Requesting more information - Money-off offer	**MESSAGING** Personalized permission-based messages, e.g. - SMS, MMS - WAP push - EMAIL, etc.	**CUSTOMER SERVICES** A number of solutions, e.g. - Alerts, e.g. appointment reminder - Check-in services - Mobile ticket - Content catalogs for regular customers **MOBILE COMMERCE** - Banking and brokerage - Payment - Bidding - Betting and gambling **MARKET RESEARCH** - Survey - Poll **MOBILE COMMUNITY** - Mobile blog - Fan club solutions - Mobile magazine **CORPORARE SERVICES** - Mobile workforce - M2M (machine-to-machine)

CUSTOMERS
- Acceptance, needs and preferences - Willingness - Perceptions - Reactions

Figure 1. A Framework of Mobile Marketing Environment

Once the target audience is defined, marketers must specify the objectives of the marketing communications programme. According to Butterfield (1977, p. 85), "*an objective is the goal or aim or end result that one is seeking to achieve. A strategy is the means by which it is intended to achieve that goal or aim or end result. … so an objective is where you want to be, a strategy is how you intend to get there.*" Furthermore, "*tactics are the details of the strategy. In marketing communications, tactics are the*

communications tools such as advertising, PR, direct mail, etc. The tactics in the marketing communications plan list what happens, when, and for how much" (Smith 1998, p. 47).

Broadly speaking, marketing communications objectives are hierarchically related with corporate objectives at all levels of organization. In addition, it is also important to emphasize that the objectives and strategies of all the individual marketing communications elements (and the tactics which follow from them) are integrated and contribute to the achievement of the total marketing communications objectives for individual products/brands and corporate marketing communications (Bickton and Broderick 2005). Marketing communications objectives typically relates to awareness, information and attitude generation and/or affecting behavior (e.g. Delozier 1976). In fact, various models have been developed to assist marketing communications objective setting. AIDA model developed by Strong (1925) is probably the best known, but also many other models are presented and widely utilized (e.g. Lavidge and Steiner 1961; McGuire 1978; Colley 1961).

Strategies are broad statements about how the objectives will be achieved. There is a wide range of strategic approaches that may be adopted in the development of marketing communications. For instance**,** Patti and Frazer (1988) identified seven different creative strategy alternatives, and Aaker and Shansby (1982) proposed six different positioning strategies, whereas Ries and Trout (1982) have been strong advocates of competitive positioning as a crucial strategy. In addition, many models intended to help to develop an appropriate communications strategy have been proposed (Vaughn 1980, 1986; Rossiter et al. 1991; Rossiter and Percy 1997). Quite often, however, marketers are choosing from two basic marketing communications strategies – push and pull strategies (e.g. Kotler et al. 2005). While a pull strategy is aimed at encouraging customers to pull products through the distribution channel, a push communication strategy involves the presentation of information in order to influence other trade channel organizations (Fill 2002).

It is, however, important to highlight that the meaning of push/pull communications strategies articulated above differ from that adopted in mobile marketing context. Push-based mobile marketing refers to any content sent by or on behalf of advertisers and marketers to a mobile device at a time other than when the subscriber requests it. Push-based mobile marketing includes, for instance, audio, short message service (SMS) messages, e-mail, multimedia messaging, cell broadcast, picture messages, surveys, or any other pushed advertising or content (MMA, 2006). Pull-based mobile marketing is defined as any content sent to the mobile subscriber upon request shortly thereafter on a one time basis (MMA, 2006). For instance, when a customer requests a mobile coupon or whenever the content of the response, including any related marketing communication, is pull-based mobile marketing.

There are many factors to be considered when designing marketing communications mix strategies. Broadly speaking, the best blend of promotional tools depends on the type of product/market, buyer-readiness stage and the product life-cycle stage (e.g. Kotler et al.

2005). First, there is a variety of differences between consumer and business-to-business markets (e.g. Brougaletta 1985; Gilliard and Johnston 1997), and therefore the importance of different promotional tools varies. The more products fit into industrial-goods category, the more a company is usually investing in personal selling. In contrast, the more a product fits into a consumer-goods category, the more advertising is likely to play a primary role in the promotion mix. In addition, the effects of the promotional tools vary for the different buyer-readiness stage. This idea of the progressive staged approach advocated by Strong (1925) emerged in the early 1960s. Developed most notably by Lavidge and Steiner (1961), the hierarchy of effect model includes six steps (awareness, knowledge, liking, preference, conviction and purchase) that consumers must pass through on their way to making a purchase. Thus, the fundamental purpose of marketing communications is move the customer along these stages from unawareness to actual purchase. With mobile marketing it would be extremely difficult (if not possible) to provide effective means of communications to each of the buyer-readiness stages. In fact, it has been suggested that mobile marketing works best among the target audience that is close to actual purchase. Finally, it should be noted that marketing communicator need to be aware of the phase the product or brand has reached within the development of the relevant product class (Fill 2002, 139). This notion is based on the concept of the product life cycle (e.g. Levitt 1965; Tellis and Crawford 1986; Lambkin and Day 1989), and the fact that the effects of different promotion tools vary with stages of product life cycle.

Having specified communications objectives, strategies, and tactics firms must assess the state of their marketing communications capabilities to ensure that they have the requisite resources to effectively execute the activities related to each of the communications tools and channel. Generally speaking, marketing communications capabilities refer to the mix of human, physical (including technological), and organizational (e.g. financial) resources that enable firms to execute marketing communications campaigns. Following the capability assessment, the IMC budget can be developed and allocated in the context of the firm's overall marketing budgeting process and budget approval process. In practice, there are five common methods used to set total budget for marketing communications. These are arbitrary method, affordable method, competitive parity method, objective and task method, and percentage of sales method (e.g. Pickton and Broderick 2005).

Mobile marketing communications

After defining objectives and subsequent strategies, a marketer can then proceed to define the tactics for the five main promotional tools. Each promotion tool has unique characteristics, costs, and involves specific channels of communication. Therefore, marketers must understand the characteristics of both promotional tools and communications channels in defining marketing communications tactics. The remainder of this section will be devoted to examining each of the major tools in the context of mobile marketing.

While mobile marketing is an emerging field of marketing communications, there is a lack of common understanding about the formats of mobile marketing. Therefore, we

would like to enhance prevailing discussion by proposing a typology of mobile marketing. As depicted in Figure 1, we suggest that mobile marketing includes three of the main promotion tools: advertising, sales promotion and direct marketing. This is due to the fact that personal selling and public relations activities would be extremely difficult (if not impossible) to perform in mobile marketing context. Instead, we suggest that customer relationship management (CRM), although it is not a promotional tool, should be taken in consideration and discussed in this context. In addition, it should be highlighted that there is a vast array of possible activities that can be classified as mobile marketing. These activities are briefly described below under the principal marketing communications tool and descriptive subcategory. The classification presented in Figure 1 should not be considered comprehensive, although it is intended to represent the most common examples of mobile marketing activities.

Mobile advertising

Advertising is defined as "*any paid form of nonpersonal presentation and promotion of products, services, or ideas by an identified sponsor* (Kotler and Zaltman 1971, p. 7)." This definition and many others (e.g. Wells et al. 1992) suggest that advertising uses mass media. However, nowadays the meaning of mass media is blurred. That is, advertising can be made also in mobile media that is not a mass media in the same sense as television, radio or press. Thus, a wide variety of mobile advertising formats can be identified. As illustrated in Figure 1, we suggest that mobile advertising can be classified into five categories. First, we found that there is web category which includes mobile internet (e.g. banner ads and interstials), mobile search, and mobile portal (i.e. a site that is specially designed to work on mobile phone). Second, we identified a broadcast category that includes not only mobile broadcast radio but also streamed and/or broadcast Mobile TV services, covering the trials and launches of current and upcoming mobile technologies such as DVB-H, DMB, DAB-IP, MediaFLO and ISDB-T. Third, we suggest that there is a narrowcast category that involves different forms of narrowcasting such as mobilecasting (a podcast designed to be downloaded by a mobile phone) and bluecasting (a Bluetooth transmitter sends out a message that will arrive on any phone within range with Bluetooth switched on). Fourth, we identified a physical browsing category that includes divergent methods (e.g. touching, pointing, and scanning) and technologies (e.g. Hypertag, RFID, barcode, UpCode) that can be used to distribute information to mobile phone or to provide mobile phone users the access to internet by pointing their phone at a target. Finally, we suggest that there is a category 'other' that consists of advertising formats that did not fit very well into any other category. Those advertising formats include visual radio (i.e. images and text synchronized with the radio broadcast), in-game advertising (i.e. product placement in mobile games), Idle phone (i.e. advertising on a mobile phone's idle screen), and ringback tones (i.e. using a ringback tone for advertising or promoting purposes).

Mobile sales promotions

Sales promotion refers to "*short-term incentives to encourage the purchase or sale of a product or service* (Kotler et al. 2005, 719). This definition, like definitions of sales promotion in general, tends to emphasize its financial incentive elements but ignore other

marketing communications aspects (e.g. Pickton and Broderick 2005). Therefore, we advocate the definition provided by Shimp (2000) that proposes a broader perspective to sales promotions: "*Sales promotions are marketing communications activities used to encourage the trade and/or end customer to purchase or take other relevant action by affecting the perceived value of the product being promoted or to otherwise motivate action to be taken.*" This definition suggests that action can take the form of purchase or other acceptable outcomes. This notion is very important when examining sales promotions in mobile marketing context. Broadly speaking, there is a wide variety of possible activities that can be classified as sales promotions in mobile marketing. Thus, the following categorization should not be considered as comprehensive but rather it is intended to represent the most common promotional activities in mobile marketing context.

First, the branded content category contains both entertainment and infotainment. The majority of mobile marketing in this category are downloadable solutions such as branded ringtones, logos, wallpapers, and mobile advergames (i.e. the use of mobile games to advertise or promote a product or brand). Other activities we identified are sponsored mobile content such as news, sport scores, comics, jokes, horoscopes, and weather forecasts that could be received on mobile phone. In addition, competitions in a variety of forms are a popular sales promotion tool in mobile marketing. This category includes all kind of quizzes, voting, and text 'n' win promotions. Mobile promotions are usually advertised in other media such as on-pack, billboard or press. The customer is invited to send a text message to a shortcode number for a chance to win a prize. Finally, there are a considerable number of mobile marketing activities that can also be classified as sales promotions. These activities may include such activities as requesting more information or ordering sample by sending a text message, and receiving mobile coupons or money-off offers to the mobile phone.

Mobile direct marketing

Direct marketing refers to "*direct communications with carefully targeted individual customers to obtain an immediate response and to cultivate lasting customer relationships*" (Kotler et al. 2005, p. 829). With the emerging trend towards one-to-one marketing (e.g. Watson et al. 2002; Rogers 2005), companies are increasingly utilizing direct marketing to reach individual customers more efficiently and to build personal relationships with them. While direct mail, the telephone and press have traditionally been the most important media for direct marketing, advances in information and communications technology have introduced a range of other media that can be used to communicate effectively with individual customers (Fill 2002). Besides the Internet and email, mobile media has proved to be an effective direct response media. For instance, Rettie et al. (2005) and Trappey III and Woodside (2005) have reported considerable high response rates for mobile marketing campaigns compared to traditional direct marketing campaigns.

Practically speaking, direct marketing utilizes a vast array of marketing communications activities that can also be described as sales promotions (Pickton and Broderick 2005).

This leads to the situation in which it is extremely difficult to draw a clear distinction between mobile direct marketing and sales promotions. However, we suggest that mobile direct marketing refers to the permission-based messages (e.g. SMS, MMS, WAP push, and EMAIL messages) that are personalized or targeted to the customer based on customer knowledge or individual customer information. Thus, mobile direct marketing as any direct marketing is increasingly overlapping with customer relationship management activities.

Mobile Customer Relationship Management (CRM)

Altough there is no consensus about the most appropriate way in which CRM should be defined (e.g. Zablah et al. 2004; Payne and Frow 2006), the importance of managing customer relationships is widely recognized (e.g. Rogers 2005; Ryals 2005). Due to this reason, in part, companies are shifting from mass marketing to targeted or one-to-one marketing, and mass media are increasingly replaced with more personal and focused media. This is also paved the way for the use of mobile media as a channel for interacting with customers.

We have identified CRM as one of the four main mobile marketing communications tools. In addition, we identified five subcategories for the mobile CRM tool. First, we found that there is a customer service category that includes a wide variety of solutions that could be received or downloaded by customer's mobile phone. For instance, alerts (e.g. appointment remainder or stock exchange information), check-in services (e.g. Finnair Plc will let its frequent fliers check in for flights in advance using text messages), mobile ticket (e.g. HKL Tram Traffic in Finland provides a service that a passenger can buy a single ticket with text message. It is as simple as sending the message "A 1" to "16353" to buy a ticket. As a return message the customer will receive a single ticket valid for one hour from the time of purchase), and content catalogs for regular customers (e.g. using a downloadable Java client solution for sending information directly to customers, who in turn use the Java client, for instance, to request further information or order branded content such as games, ringtones and wallpapers to their mobile device).

Second, we suggest that there is a mobile commerce category that includes mobile banking and brokerage (e.g. customers use their mobile devices to access their accounts and pay their bills, and brokerage services, in which stock quotes can be displayed and trading conducted from the same mobile device), mobile payment (i.e. paying for goods or services with a mobile device), bidding (e.g. SMS re-bidding service that enables users to track bids via 'outbid' alerts, and react quickly from their mobile should they need to increase a bid), and mobile betting and gambling (i.e. betting and gambling done on a mobile device). Third, we found that market research can be done by mobile phone (i.e. mobile phone with a mobile survey solution, e.g. SMS, mobile Internet or JAVA solution), is used to conduct a survey and/or poll). Fourth, there is a category we named as a mobile community. This category includes a wide range of solutions that are close to many mobile services solutions. For instance, a band can have mobile collectible that serves a dual role by acting as a promotional tool for the band, allowing fans a way to keep up-to-date on the band's activities, and by serving as a catalog for the band's mobile

content. Finally, we noticed that there is a vast array of mobile services designed for business-to-business markets. These corporate solutions are, for instance, M2M solutions (i.e. mobile data communications between machines) and mobile workforce solutions such as a remote access to intranet services using mobile access technology.

Mobile marketing campaign planning, implementation and evaluation

In practice, there are three ways in which a company may choose to handle its mobile marketing campaigns. The company might use in-house capabilities, or engage the services of one or more agencies (e.g. advertising agency, mobile advertising agency and media agency), or use some kind of combination (i.e. use agencies and carry out work in-house). Since many companies do not possess the required technology and expertise to execute mobile marketing campaigns, the latter option is the most common way of action. In addition, mobile marketing campaigns often involve multiple media, and, therefore, even less companies are able to develop and maintain all the activities related to mobile marketing campaign without the need for outside expertise. Nonetheless, a basic understanding of mobile media and mobile marketing campaign is necessary to develop a successful mobile marketing campaign. Therefore, we will next provide a short overview of the main issues associated with mobile marketing development and implementation.

First, it should be highlighted that mobile marketing implementation (or production) issues impact directly on the development and design of a specific mobile marketing campaign. Therefore, it is important to provide a short overview of the main issues related to mobile marketing implementation. The planning of mobile marketing implementation begins with the identification and evaluation of potential mobile marketing service providers. This is a vital step in the planning process and service providers should be evaluated on the service they provide, the equipment used and the references they have. Once the service provider has been chosen mobile marketing implementation plan can be developed, as illustrated in Table 1.

PLANNING STAGE	QUESTIONS	EXAMPLES
Background information	What is the objective of the campaign?	Increase awareness? Call-to-action? Brand building? Set out beforehand your objective for the campaign. It will have a bearing on how it is designed and also giving you something on which to measure its success.
	Who is your target audience?	Youth? Seniors? Businesses? People respond differently to what they see and read. Their prejudices and tastes will affect they way in which they respond to your communication.
	What is the strategy of the campaign?	Push? Pull? Dialogue? The strategic choices will affect the media choices as well as message choices. Pull and dialogue-based strategies will typically require more effort.
	What is the duration of the campaign?	One-shot action? Series of actions? The duration of the campaign will have an effect on the way it is designed. The traffic / customer response will slow down without frequent advertising actions.

	Do you use other media to support the mobile media?	Press? TV? Radio? Outdoors? The use of other media will have an effect on the way the campaign is designed. The objectives and the target audience of your campaign will affect the media selection.
Budgeting and scheduling	What date you need the campaign is ready?	Formulate the working schedule from this date? If you will use multiple media, be sure that the date is in the line with other media decisions.
	How much do you intend spending?	Creative? Messages? Promotion? In total? Note that there are also mandatory expenses, e.g. short code, keyword, message cost, billing, and platform (rent and set up). Do you get any incomes from inbound messages?
	How much do you intend spending in other media (if pull campaign)	Press? TV? Radio? Outdoors? Mass media is very costly. Is it necessary to support mobile media with other media?
	How many messages you planning to send?	Push? Pull? Dialogue? The chosen strategy will affect the number of messages. The more messages you have sent the less cost per message. If you have 5 000 messages sent it may cost EUR 0.044 per message. If you increase the volume to 50 000, the unit cost may reduce to EUR 0.039. Note that MMS is much more expensive.
Content / creativity / production	What type of message do you want use in the campaign?	SMS? MMS? WAP push? JAVA document? Mobile Internet Ad? The type of message that you will use will affect the way in which they are designed. For instance, SMS message contains maximum 160 characters whereas MMS message 100 KB of audio, video images or rich text.
	How you will distribute and/or receive messages?	Full service? In-house? Who will provide the platform needed to implement campaign? Would you prefer to outsource the implementation of your campaign? Do you want to take a full control of their mobile campaigns in-house?
	Who will produce application for campaign implementation?	Standard application? Complicated campaign logic? The more configuration is needed the more the set-up cost will be.
	Who will produce the message content / mobile applications?	SMS? MMS? Java document? Mobile Internet ad? The production of SMS is an easy job. With other types of messages much more expertise and technology is needed.
	Who will test the campaign?	Platform? Operator connections? Mobile application? Because technology is involved everything has to be tested end-to-end.
Operator connections	Gateway	Aggregator? Two-way communication? How many operators will be connected? Mobile aggregator provides connections to the mobile operators. It is also possible to cooperate directly with mobile operators.
	Billing	How will be in charge of billing? Does the service support premium MO and MT SMS billing as well as standard rate SMS. For instance, aggregators provide billing services.
	Short number / Short code	Who will apply the short code? Short codes are approved and provisioned

		based on the specific program that was presented to the aggregator and operator. Service providers typically assist with the application. Note that aggregator / operator charges a setup fee and a monthly rental fee for short number. In addition, a switching fee is typically charged for all inbound (MO) messages that you receive.
	Key word	What key word do you want to use? Who will rent it? Opt-out words (e.g. STOP) should also active for the campaign.
	Mobile network	GSM? GPRS? TDMA? CDMA? 3G? Does the service provider ensure compatibility and integration with the needed network technology?
Orchestration of media	Who will coordinate the overall media implementation?	If the multiple media will be used, who will coordinate the overall media implementation? Are those activities well-planned?
Customer contacts	Do you have a customer opt-in database?	Own? Rent? You must obtain approval from subscribers before sending them commercial SMS or MMS messages and other content. Note that the selling of opt-in lists is prohibited in US.
Measuring and reporting	What will be measured?	Delivery metrics? Time and date? There are a number of metrics available for mobile marketing campaign, e.g. number of messages sent, number delivered, number bounced, number of stop messages, number of replies, number of downloads, and time and date. The reporting available will depend on the service provider used and the nature of the messages.

It is important to emphasize that every marketing communications campaign needs to be evaluated in terms of efficiency (getting value for invested money) and effectiveness (achieving the objective set for the campaign) in order to enhance the productivity of future campaigns. However, an evaluation of the campaign is not an easy task. As once stated by John Wanamaker, US department store merchant (1838-1922): "I know that half of my advertising is wasted, but I don't know which half. I spent $2 million for advertising, and I don't know if that is half enough or twice too much." (Cited in Kotler et al. 2005, p. 740). With mobile marketing, however, one of the key benefits is the ability to view the campaign actions in a very short time scale. The benefit to the marketer from this fastness of reporting is that the effectiveness of a campaign can be viewed immediately, allowing decisions on subsequent campaign content and targeting to be made in an accurate and timely fashion (Direct Marketing Association 2005). Mobile marketing measurements include a vast array of different measures. For instance, delivery measures (e.g. number of messages sent, number delivered, number bounced, number of stop messages and number of replies), open rate (the number of opened messages can be ascertained by using an image (gif) look up when the message has been opened), click through rates (where URL links are available within the message or WAP push, the number of people clicking onto each link can be measured), and purchase tracking (when using a SMS message to promote the sale of a piece of content, e.g. a ring tone, the number of people downloading the ring tone and the total value of the sales can

be measured) (Direct Marketing Association 2005). Overall, the reporting available will depend on the service provider used and the nature of the messages.

CONCLUSIONS

Although the importance of mobile marketing for future marketing communications activities is widely recognized, deficiencies persist in our understanding of this topic of topic of growing interest and importance. Against this backdrop, this article proposed a comprehensive framework intended to provide guidelines for future research efforts focusing on marketing activities in mobile media. The framework attempts not only to outline the mobile marketing domain but also to aid marketers in their quest to achieve mobile marketing success.

Building on the mobile commerce and integrated marketing communications literature, we emphasize the need for an integration of mobile marketing efforts into a firm's overall marketing communications planning process. In addition, the proposed framework suggests that mobile marketing includes three of the main promotion tools: advertising, sales promotion and direct marketing. Moreover, it was suggested that customer relationship management (CRM) should be seen as a specific communications tool in mobile marketing context. To further elaborate the framework, an overview of divergent mobile marketing activities was provided along with representative examples derived from the popular press. Finally, this paper provided specific details about mobile marketing campaign planning process. With the help of clarifying questions and examples the key issues of the process were identified and described.

REFERENCES:

Aaker, D. and Shansky, G. (1982) "Positioning Your Product, "Business Horizons, 25 (May/June), pp. 56-62.
Balasubramanian, S., Peterson, R. A. and Järvenpää S. L. (2002) "Exploring the Implications of M-Commerce for Markets and Marketing, Journal of Academy of Marketing Science Vol. 30 No. 4, pp. 348-361.
Barnes, S. J. (2002) "Wireless Digital Advertising: Nature and Implications," International Journal of Advertising, Vol. 21 No. 3, pp. 399-420.
Borden, N. H. (1964) "The Concept of the Marketing Mix," Journal of Advertising Research Vol. 4 (June), pp. 2-7.
Brugaletta, Y. (1985) "What business-to-business advertisers can learn from consumer advertisers," Journal of Advertising Research, 25 (3), RC 8-9.
Butterfield, L. (ed.) (1997) "Excellence in Advertising," Butterworth-Heinemann in association with the Institute of Practitioners in Advertising, Oxford.
Colley, R. (1961) "Defining Advertising Goals for Measured Advertising Results," Association of National Advertisers, New York.
Delozier, M. W. (1976) "The Marketing Communications Process," McGraw-Hill, London.

Direct Marketing Association (2005) "Mobile Marketing Best Practice Guidelines," Available at http://www.dma.org.uk/content/Pro-BestPractice.asp. Accessed February 17, 2007.

Enpocket (2003) "Enpocket Insight Report 3: The response performance of SMS advertising," February 2003.

Facchetti, A., Rangone, A., Renga, F. M., and Savoldelli, A. (2005) "Mobile marketing: an analysis of key success factors and the European value chain," International Journal of Management and Decision Making Vol. 6 No. 1, pp. 65-80.

Fill, C. (2002) "Marketing Communications - Contexts, Strategies and Applications," Pearson Education Limited, Harlow, UK.

Gilliland D.I. and Johnston W.J. "Toward a Model of Business-to-Business Marketing Communications Effects," Industrial Marketing Management Vol. 26 No. 1, pp. 15-29.

Grönroos, C. (1996) "Relationship marketing: strategic and tactical implications," Management Decision Vol. 34 No 3, pp. 5-14.

Grönroos, C. (1997) "Keynote paper: From marketing mix to relationship marketing - towards a paradigm shift in marketing," Management Decision Vol. 35 No. 4, pp. 322-339.

Kavassalis, P. Spyropoulou, N., Drossos, D., Mitrokostas, E., Gikas, G. and Hatzistamatiou, A. (2003) "Mobile Permission Marketing: Framing the Market Inquiry," International Journal of Electronic Commerce Vol. 8, No.1, pp. 55-79.

Kitchen, P. J., Brignell J., Li T. and Spickett-Jones G. (2004) "The Emergence of IMC: A theoretical Perspective," Journal of Advertising Research Vol. 44 (March), pp. 19-30.

Kotler, P. and Zaltman, G. (1971) "Social Marketing: An Approach to Planned Social Change," Journal of Marketing Vol. 35 (July), pp. 3-12.

Kotler, P., Wong, V., Saunders, J. and Armstrong, G. (2005), "Principles of Marketing," 4th European ed., Pearson Education Limited, Essex.

Lambkin, M. and Day, G. S. (1989) "Evolutionary Processes In Competitive Markets: Beyond The Product Life Cycle," Journal of Marketing Vol. 53 No. 3, pp. 4-20.

Lavidge, R. J. and Steiner, G. A. (1961) "A Model for Predictive Measurements of Advertising Effectiveness," Journal of Marketing Vol. 25 (October), pp. 59-62.

Leppäniemi, M. and H. Karjaluoto (2005) "Factors Influencing Consumers' to Accept Mobile Advertising: A Conceptual Model," International Journal of Mobile Communications Vol. 3 No. 3, pp. 197-213.

Leppäniemi M, Sinisalo J and Karjaluoto H. (2006) "A Review of Mobile Marketing Research," International Journal of Mobile Marketing Vol. 1 No. 1, pp. 30-40.

Levitt, T. (1965) "Exploit the Product Life Cycle," Harvard Business Review (November/December), pp. 59-67.

McCarthy, E. J. (1960) "Basic Marketing: A Managerial Approach," Richard D. Irwin, Homewood, IL.

McGuire, W. J. (1978) "An Information Processing Model of Advertising Effectiveness," In Davis H. L. and Silk A. J. (eds.) Behavioral and Management Science in Marketing, Ronald/Wiley, New York.

MMA (2006) Glossary. Available at: http://mmaglobal.com/modules/content/index.php?id=6. Accessed 12.1.2007.

Mobile Marketing Association (2006) "MMA Annual Mobile Marketing Guide: Recognizing Leadership & Innovation," http://mmaglobal.com/modules/wfsection/article.php?articleid=685

Patti, C. H. and Frazer, C. F. (1988) "Advertising: A Decision Making Approach," Dryden Press, New York.

Peltier, J. W., Schibrowsky, J. A. and Schultz, D. E. (2003), "Interactive Integrated Marketing Communication: Combining the Power of IMC, New Media and Database Marketing," International Journal of Advertising Vol. 22, pp. 93-115.

Peppers, D., Rogers, M. and Dorf B. (1999) "Is Your Company Ready for One-to One Marketing?" Harvard Business Review, January-February, pp. 151-160.

Payne, A. and Frow, P. (2006) "Customer Relationship Management: from Strategy to Implementation," Journal of Marketing Management Vol. 22 No. 1, pp. 135-168.

Rossiter, J. R., Percy, L., and Donovan R. J. (1991) "A Better Advertising Planning Grid." Journal of Advertising Research Vol. 31 No. 5, pp. 11-21.

Rossiter, J. R. and Percy, L. (1997) "Advertising, Communications and Promotion Management," 2nd ed. McGraw-Hill, New York.

Pickton, D. and Broderick, A. (2005) Integrated Marketing Communications (2nd ed.) Pearson Educates Limited, Harlow, UK.

Rettie, R., Grandcolas, U. and Deakins, B. (2005) "Text message advertising: Response rates and branding effects," Journal of Targeting, Measurement and Analysis for Marketing Vol. 13 No. 4, pp. 304-312.

Ries, A. and Trout, J. (1982) "Positioning: The Battle for Your Mind," Warner Books, New York, NY.

Rogers, M. (2005) "Customer Strategy: Observations from the Trenches," Journal of Marketing Vol. 69 No. 4, pp. 262-263.

Ryals, L. (2005) "Making Customer Relationship Management Work: The Measurement and Profitable Management of Customer Relationships," Journal of Marketing Vol. 69 No. 4, pp. 252-261.

Shaw M. J., Subramaniam, C., Tan G. W and Welge M. E. (2001) "Knowledge management and data mining for marketing" Decision Support Systems Vol. 31 No. 1, pp. 127-137.

Shimp, T. A. (2000) "Advertising, Promotion, and Supplemental Aspects of Integrated Marketing Communications," (5th ed.) Dryden Press, New York, NY.

Smith, P. R. (1998) "Marketing Communications: An Integrated Approach," (2nd ed.), Kogan Page Limited, London.

Strong, E. K. (1925) "The Psychology of Selling," McGraw-Hill, New York.

Tellis, G. J. and Crawford, C. M. (1981) "An Evolutionary Approach to Product Growth Theory," Vol. 45 (Fall), pp. 125-132.

Trappey III, R. J. and Woodside, A. G. (2005) "Consumer Responses to Interactive Advertising Campaign Coupling Short-Message-Service Direct Marketing and TV Commercials," Journal of Advertising Research Vol. 45 No. 4, pp. 382-401.

Vaughn, R. (1980) "How Advertising Works: A Planning Model," Journal of Advertising Vol. 20 No. 5, pp. 27-33.

Vaughn, R. (1986) "How Advertising Works: A Planning Model Revisited," Journal of Advertising Research Vol. 26 No. 1, pp. 57-66.

Waterschoot, W. and Van den Bulte, C. (1992) "The 4P Classification of the Marketing Mix Revisited," Journal of Marketing, 56 (October), 83-93.

Watson, R. T., Pitt, L. F., Berthon, P. and Zinkhan G. M. (2002) "U-commerce: Expanding the universe of marketing," Journal of the Academy of Marketing Science Vol. 30 No. 4, pp. 333-347.

Webster, F. E., Jr. (1992) "The Changing Role of Marketing in the Corporation" Journal of Marketing Vol. 56 No. 4, pp. 1-17.

Wells, W., Burnett, J. and Moriarty, S. (1992) "Advertising Principles and Practice," 2nd ed., Prentice-Hall, New York, NY.

Zablah, A. R., Bellenger, D. N. and Johnston, W. J. (2004) "An Evaluation of Divergent Perspectives on Customer Relationship Management: Towards a Common Understanding of an emerging Phenomenon," Industrial Marketing Management Vol. 33 No. 6, pp. 475– 489.