

## How Technology and mobile devices are changing the way we shop

### Como la tecnología y los dispositivos móviles están cambiando la forma en que compramos

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### Abstract

Mobile devices are a reality in the relationships between consumers and companies. The article goes deep into the uses of mobile devices and what do they mean in the way of understanding the product marketing and interaction between clients and organizations. These devices of last generation change consumer buying behaviors and the companies can take advantage of this new channel, or at least to understand its functioning, to not stay behind in its relations with its current or potential customers. Geolocation, a new extended concept of socialization, new opportunities for customization, QR codes, payments via mobile, m-commerce, among others, represent a bridge between reality online and offline purchase and relationship behaviours that modify radically and that must be taken into account.

### Keywords

Mobile Marketing, Retailing, Geolocation, social media, customization, QR codes, m-payments, m-commerce

Technology is being introduced into our lives by changing our habits, our ways of relating to and modifying our commercial and leisure behaviours. This is a reality and anyone can put a question on it. Companies have to adapt and take advantage of the benefits that their use offers.

Apple quickly understood that the technology must be to helping people in the simplest way possible and their values have taken to be understood by others who wanted to reach a mass market with high costs of learning to operate your products. Usability and the "plug&play" are the basis of the application of technology and Steve Jobs understood it before anyone else.

Amazon.com also realized quickly as their business an emerging internet-based model could give him ample competitive advantages over its competitors, the traditional libraries. In addition to reach a large target audience worldwide, not local as its predecessors, the management of its internal processes already part of data warehouse with an intelligent warehouse and the automation of the relationships with its suppliers. But its great commercial novelty is its control system enabling to generate cross-selling sake with a high degree of customer satisfaction. Aware that other people who have bought the book in which I am interested have also acquired another or see the books that reference someone has bought, allows you to capture the interest of the client in a secure manner, hitting the recommendation and close personalization. It is as if in the bookstore in my neighbourhood they were to buy all the people that I admire, my reference group, and the bookseller told me that books are read, it is obvious that they would significantly increase sales opportunities.

Technology is a key factor in the success of contemporary organizations, without in-depth in other important aspects of intelligent, also called organizations 3.0.

The concept 3.0 starts in 2006, the year in which Jeffrey Zeldman to describe the evolution that internet was following, beyond Web 2.0 or social web. From that moment began to use this concept with different applications as the internet of things or the semantic web, result of the communication between machines and the intelligent exploitation of databases. A world that would take advantage of systems of Data Mining and Artificial Intelligence in which our refrigerator can connect with supermarket and ordering us whenever our stocks are falling. These systems work from a long time ago in the business world, in which EDI (Electronic Data Interchange) manages a mall orders when breaking the safety stock, sending a message to the intelligent warehouse of

the supplier issuing an order without any no human intervention in the process.

In the same way we can't understand today's society without technology and we must not understand technology without its application in society. The report of Fortune magazine from 2012 on the best companies in the world, the top five (in this order: Apple, Google, Amazon.com, Coca-Cola and IBM) four are technological and which it is not, Coca-cola, increasingly enter more technology in its processes and its day to day with clients as their interactive automatic distribution machines.

The innovation process should be something systematic, continuous, and with a clear orientation to the company's results. According to the consulting firm Deloitte, 68 percent of the companies considered important to innovate, but the budget that they dedicated to not responding to this consciousness.

The reality is that companies can take advantage of the technology at its maximum extent to analyze their customers and suppliers, to improve their internal processes and to better meet the needs of current and potential customers, increasing value in the process.

A smart company learns everything that happens, listens and acts according to what your customers want and, under the filter of its strategy, acts quickly modifying its tactics to adapt to an environment more and more changing.

More flexible companies are those that best adapt to changes. Seeing that there are opportunities for business but not being able to get benefit from this, is one of the biggest frustrations that an organization can experience. A phrase from Henry Ford, timeless, sums up this way of thinking: "if I had given to my customers what they wanted, I had given to them a faster horse!"

A company 3.0 takes advantage of technological innovations, both from the point of view of your customers and your staff and processes; it implements changes for improvement by taking advantage of all your experiences to achieve continuous upgrading as part of its corporate culture, focused to increase the value for all its stakeholders.

This incorporation of technology to the improvement of the competitiveness of enterprises can be done from the front-office (activities the Organization face the customer) as back-office (the company's internal processes).

The front-office refers to the development of new products unviable or incomprehensible without the application of new technologies, as well as other functions of business intelligence such as the selection of clients and loyalty policies, pricing policy design, and the quality of the products and services generated by the company, while from the back-office functions such as supply chain we can analyze human capital, financial performance, research and development and innovation.

In recent times have emerged many companies that based its offer on the development of the technology. Companies of promotions and daily deals, Privalia, based its business model on easy access to consumers that new technologies allow, reducing, simplifying and making renewal processes of supply and purchase, unthinkable without the internet, much faster. In this way, the relationship with customers improves considerably, as it is the case in other more traditional sectors such as banking and tourism, in which electronic transactions reduce and simplify the traditional procedures of marketing. ING Direct or e-Dreams would be one of many examples.

The technologies enhance the selection of clients to be able to identify easily greater potential and more profitability for the company. The analysis of data from the American insurance company Progressive Insurance discovered that they can do business in high-risk sectors, how well insurance motorcycles, segmenting the typologies of customers. For example, discovering that those customers who paid later were those who had more accidents, perhaps to be more "clueless" than the rest.

Another field of application are the policies of loyalty. The use of databases and their segmentation allows companies to control their registered active customers and allow them to make more tailored deals, as well as to detect possible decreases in consumption. The traditional direct marketing is taking advantage of this powerful tool

Quickly, segmentation and analysis of the different typologies of segmented customers also allow improving the design of the pricing policy of the organization. Boost early shopping at low cost airlines with cheapest prices or the performance of other databases in which data analysis combined with the ease of communication with their stakeholders is facilitated with the incorporation of the technology. One more example is last minute deals which appear automatically depending on the occupation of rooms as the hotel chain Marriott does.

A correct sales tracking allows companies to manage customers and quickly discover how to improve the quality of the products and services that are available from the company. Social networks are a perfect showcase where organizations see reflected how consumers view the company, which kind of critics they receive and learn from them to improve the offer that is marketed. Dell, company that is born with the chip technology from its processes to its commercialization, offers Web "I hate to Dell" (<http://www.ihatedell.net>) to receive comments and criticisms of its consumers or employees (although the web itself specified that it has nothing to do with Dell, let me to doubt about it), a large mailbox of suggestions and complains that let them to learn and improve.

In the technological world everything is easily measurable (the true paradise of Thomas H. Davenport and his book *Competing with Analytics*). For example, a study conducted by the mobile applications company Apigge dated in October 2012 explain that 44 percent of users removes an app (application) instantly if it does not work as expected. Learn from the demands of our consumers with the company products is basic in business, obtaining immediate results to incorporate innovation and the development of new products from these parameters.

The data analysis of the interactions that the customers have with the company allows to learn the organization in a different scenario for the market research, since it not based on opinions, but on realities. Any small change introduced, can be analyzed to find excellence. The possibility of doing surveys online, cheaper and faster, is speeding up the process of research. Marketing information system, can also be now based on instant real data of the results obtained by the products. Scan Track of AC Nielsen allows a product manager to see sales that has his product in a supermarket in one specific retailer at the same time it occurs. Imagine a promotion which is tested at the point of sale; its results are analyzed at the moment and the product manager could decide if it is extended to other points of sale in few minutes. A process that formerly took weeks now can be done in a day and way more objective, based on real market situations not in an area market test, or opinions of consumer-based research.

Technology is helping already within the internal processes of the Organization, the improvement of the supply chain. Inditex Group is a clear example of how you can change the life cycle of the product of textile fashion with a rapid and efficient logistic process that cannot be understood without technology at the

service of the thorough control of stocks that the company has. Systems of management of the stocks of the big chains of distribution, or some pharmacies suppliers, follow this process of stock control ordering when the security stock level breaks and reach a combine the best possible route for the carrier to optimize costs and expedite delivery, with the lowest human performance.

We can learn from the clients in the same way we can learn from the company's employees. Register their efforts, their processes and their times allow companies optimizing the staff in those tasks in which are more effective and can provide higher value to the organization. Statistics after the games of professional sports players allow analyzing his performance. In the same way organizations can put technology depending on the most important activities to the success of the company, such as a sales ratio of transformation of customer visits, which is part of the objective of the sales force and their bonus. While these factors always have been able to be considered, the technologies allow that information is immediate, permitting to act very quickly in the correction or implementation of policies.

The crowd of information that cause the incorporation of new technologies to the business can also see reflected on the economic information and improving financial performance. Control of the financial performance of the products allows companies to make objective decisions about the product that is sold. In this sense, the DPP (direct product profitability) which apply retail chains to every one of the references that sell afford them to control their profitability with full costing systems, impossible to manage without a solid control program and a categories management policy.

The future lies in the integration of all the technology in the service of the business model. Learning from the past and of the basics of the business is the starting point. Define the business in which competes the company, its competitive advantage, its contribution of value to the market, and its positioning, will be essential to use technologies that are create to the service of the organization. Consider technology as a tool which its use allows companies taking full advantage of them. Always first consider which aim is to reach and then investigate what the best possible way. Integrating technology into the business process will reduce costs and be faster, reach new markets and learn more data, but without the skills of the directors it can become an unnecessary investment. As well as the businessman cannot turn our backs on technology, either can be left be dazzled by it.

## 2. THE MARKETING CONCEPT

Marketing can be understood from different perspectives and in society it often takes on different connotations frequently related with the unethical behaviours of private companies or state organisations. The corporate marketing level however is far divorced from this manipulation factor. It is based on a different vision of the sales process and focuses on the consumer as the central figure for whom companies must develop their products and services.

Although the term marketing has been used colloquially and by companies since the end of the XIX century, the first academic reference to the term came much later. Hernández Espallardo and Rodríguez (2003) point out that it was first used by Edward D. Jones, who in 1901 taught a course entitled "The United States distribution and regulatory industry", which was summarised in the Michigan University course outline as "A description of "marketing goods", of their classification, grades, brands used and wholesaling and retailing. It also pays attention to private organisations unconnected with money and banking that guide and control the industrial process, such as trade organisations, committees and chambers of commerce" according to Jones' outline.

The definition of Marketing has evolved since then, reaching consensus in recent years, a period in which companies have focused more on customers and less on internal or manufacturing processes or external commercial pressure on their target publics. In the 60's the American Marketing Association (AMA), defined the concept as follows: "Marketing are business activities involved in the flow of goods and services from production to consumption (AMA, 1960)". In the 80's the Association subsequently changed its definition putting less weight on commercial aspects and more weight on operational considerations, in which it included other tactical Marketing variables: "Marketing is the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational objectives". (American Marketing Association Board, 1985)

This definition has evolved further over the years and today the marketing concept is much more focused on customers and on the concept of value for customers. "Marketing is the activity, set of institutions, and processes for

creating, communicating delivering, and exchanging offerings, that have value for customers, clients, partners, and society at large." (AMA, 2007) ". In line with this definition, the Chartered Institute of Marketing (2011) in Great Britain during its centenary defined marketing as "the management process responsible for identifying, anticipating and satisfying customer requirements profitably".

As we shall see further on in this article, this line of argument is based on value. Value is its main focus and it goes beyond value for customers to incorporate company stakeholders. In this context, marketing may be defined as "the management process that seeks to maximise the returns to shareholders by developing relationships with valued customers and creating competitive advantages" (Paliwoda & Ryans, 2009).

As a philosophy, marketing is based on viewing business in terms of customer needs and satisfying them. "Marketing differs from sales in that "Selling concerns itself with the talents and techniques of getting the consumer to exchange their cash for your product or services. Marketing concerns itself with the value of what that exchange is all about. Marketing is not like this but involves the entire business process of integrated efforts to discover and create products and services that prompt and satisfy customer needs (Levitt, 1984)".

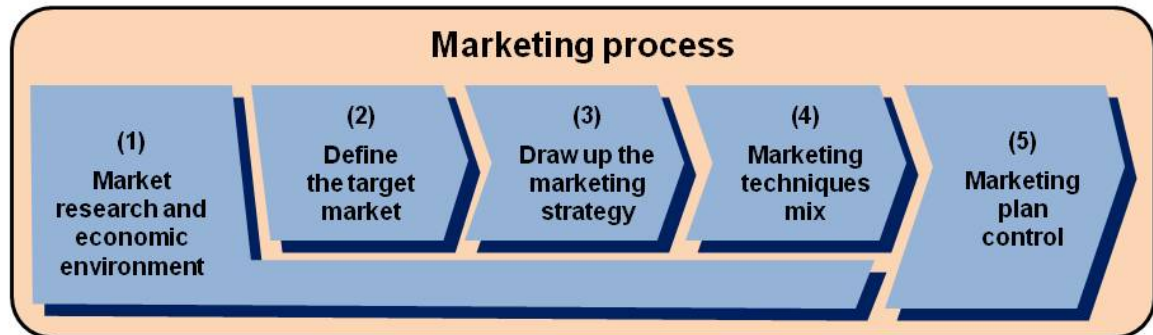
Other authors have also put forward a vision that is much more consumer oriented and geared to satisfying consumers' needs. Kotler (1999) defines marketing as a "social and administrative process by which groups and individuals meet their need and desires by creating, offering and exchanging goods and services". The manager of Southwest Airlines, Hell Kellner, clearly seems to share this point of view. "At Southwest we don't have a marketing department: we have a customer's department" (Kotler & Armstrong, 1996).

From a more transactional perspective involving the transaction between products and target customers, Kotler defines 5 essential conditions so that the exchange can be carried out: "there must be at least two parties, each party has something that represents value for the other, each party must be able to communicate and deliver, each party must be free to accept or reject the offer and each party must believe that it is appropriate or desirable to deal with the other party".

In keeping with this, Kotler (1999) defines and draws up a marketing process based on market research, identifying target markets, setting the market



strategy, the marketing mix (concept introduced by McCarthy (1960), which is made up of the famous 4 P's, Product, Place, Price & Promotion), and subsequent control of the marketing plan.

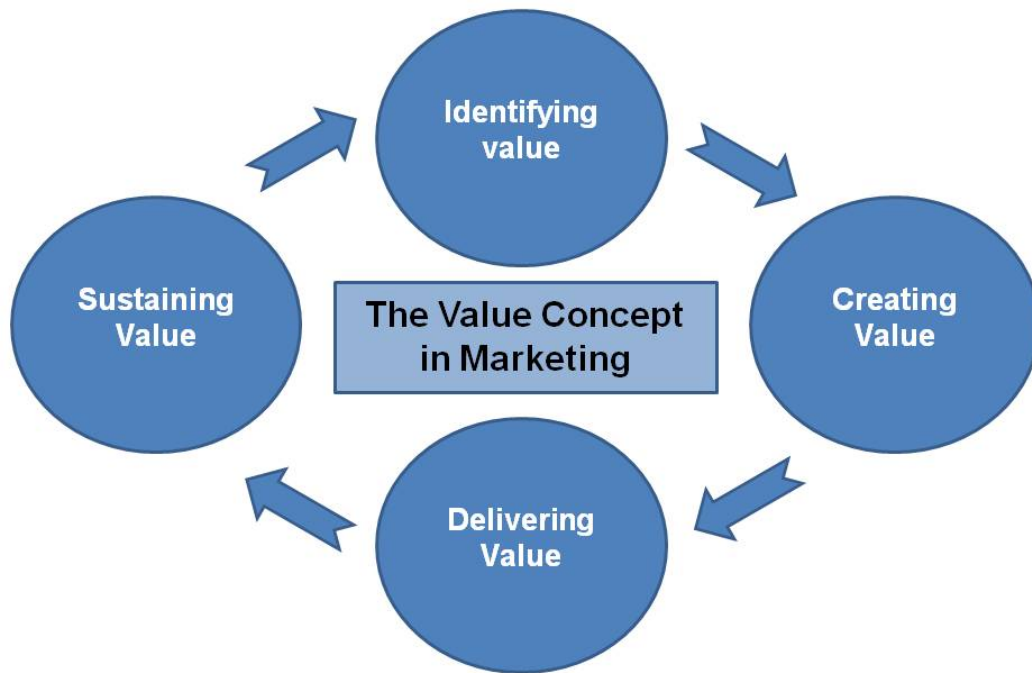


Graph 1. The Marketing Process Source: Kotler, P. (1999).

It is important at this point to clarify that the term "promotion" does refer literally to sales promotions but that it encompasses communication processes with consumers in the broader sense, which are outlined in chapter 7.3.1 as the communication mix.

This very simple and common sense vision of the marketing process links up with a more evolved concept that is currently gaining weight in marketing and which highlights the word "value" as the fundamental axis of marketing actions. According to Osterwalder (2009), a value proposition creates interest in consumer segments via a defined mix of elements, which combined together, satisfy the needs of consumers. This value may be quantitative, such as price or swift service, or qualitative such as design, the consumer experience, tangible or intangible, utilitarian or hedonistic, functional or emotional...

Based on this value proposition, Babin & Harris (2009) determine what "value the consumer receives minus what they give in exchange". What the consumer obtains are benefits such as quality, convenience, emotions, prestige, experience or other factors such as nostalgia or the scarcity of a product. What consumers give in exchange constitute costs for them such as sacrificing time, money, effort, opportunity, emotions, image...The reference value is what is paid in relation to the next best alternative. Thus, according to Silk (2006) we can arrive at the following definition of marketing as "a continuous process of identifying consumer value, creating this value, delivering and sustaining value to consumers".



Graph 2. The Value Concept in Marketing Source: Silk (2011).

In order to link this model, based on the value the company offers to consumers, with Kotler's traditional model we could make analogies between identifying value and analytical marketing, between value creation and strategic marketing and between delivering value and the marketing mix. Sustaining value, one of the great contributions of this model, allows us to better explain modern marketing and it mainly refers to customer loyalty policies, social networks and CRM2.

We can't complete our definition of the marketing concept without mentioning one of the key factors of business strategy in general and of marketing in particular, Competitive Advantage (Porter, 2002). As Porter defines it, "a competitive advantage must be unique, sustainable over time, better than what competitors are offering, difficult to replicate and applicable to different market situations".

In marketing, a company can create a competitive advantage through customer orientation, brand value as well as by means of other more tangible factors such as a better quality product, which would correspond to production and Research & Development, cost advantages, personnel qualifications...

In short and by way of summing up all the above, Marketing can be defined as: "the management of a process that identifies, defines, creates, communicates, delivers and sustains value to customers and stakeholders, meeting the

company's objectives". This definition was agreed upon by the Academic Marketing Department of EADA business school in December 2011 as a commonly shared definition in all the marketing modules taught in the school.

In that context, technological and managerial, mobile devices became a new bridge to connect both.

### **3. AND HOW MOBILE DEVICES ARE CHANGING THE WAY WE BUY?**

The advent of mobile devices and especially Smartphones is changing our daily lives. Mobile phones have constantly evolved and today's devices feature applications that Doctor Martin Cooper would never have dreamt of when he made the first call on a mobile phone in 1973. Ten years later Motorola marketed its first phone with a very large and heavy terminal with little autonomy and affordable only to a few. Over the years mobile phones have become smaller, lighter and more affordable and are now widely used by the general population and have become a highly valued consumer item.

Mobile phone market penetration in Spain currently stands at around 95%, according to ONTSI data (Observatorio Nacional de las Telecomunicaciones y de la Sociedad de la Información). Half of these phones are Smartphones (49% according to AC Nielsen in December 2011). Smartphones have several features. They can be used as small pocket computers, they have a camera, a radio, MP3, MP4, for geo-localisation and for many more applications which provide services targeted at manufacturing companies, shop owners and of course at consumers thus changing traditional shopping habits.

Local searches have increased exponentially over the last years and it is estimated that in 2012 they will reach 3.5 billion searches, according to a survey by Com Score in November 2011. Half of all internet connections are via mobile devices and account for 20.97 million monthly users searching for local information exclusively via their mobile server.

The demand is out there and it is evident why. We need quick access to information as we are walking down the street and come up with questions and needs we need to address. People can't retain all the available information so they need to know where to find a particular store. They want to know a store's opening hours before they turn up at the store or check to see what

time the play they are going to see that evening starts. People don't like to feel they have been taken for a ride so before buying a photographic camera for 99€ they want to know whether they can find a better deal close to where they are shopping for the camera.

We are obviously social beings who move around. We are keen to find out new things and like to share our experiences, and Smartphones provide the "wisdom" and web 2.0 socialisation instantly and at any given moment, while we are walking down the street or out shopping. This bridge between two worlds, the "real" and the "virtual", has been spanned by the use of these mobile devices in our daily lives.

Immediate access to information gives stores the opportunity to connect with consumers in an immediate and updated fashion and, what is even more novel, in an interactive way, being able to respond to potential consumers immediately or by customising an offering depending on the customer's behaviour profile history. And this is not solely the prerogative of large stores because local stores are now able to locate consumers in a specific area and now have access to tools which track the geographical location of nearby shoppers.

What's more, there are now specific technologies (or almost specific) for mobile devices, in which "physical navigation" incorporates new applications that expand the possibilities of traditional shopping by tapping all the resources available on the World Wide Web. These specific enlarged use technologies with mobile devices offer several commercial possibilities. To be more precise, they are comprised of QR codes, Augmented Reality, payments over the mobile phone and games.

We are now going to briefly take a closer look at each of these features and tools at the service of promotions via mobile devices.

Localisation services based on GPS technology constitute one of the most powerful tools for successfully directing consumers to the points of sale. Applications such as the well known AroundMe or Foursquare applications are platforms which provide consumers with swift and reliable information concerning stores in a specific area, near to the person's location, which may address their needs.

Not only are all the well known social networks now also players on the mobile internet, preferentially via Apps, but some services also offer the option of

instantly sharing information with the user's circles, not just sharing information concerning the store or product with the user's followers or friends but also with anyone who is near the store. You can consult the "tips" on Foursquare to find out whether a certain dish on the menu is delicious or to be told that it's best not to order coffee where you are having lunch because there is a nearby cafe which offers you a better experience.

Customisation is another of the keys to understanding how the use of these mobile devices can change the relationship with consumers. CRM policies are being extended to incorporate factors such as physical location or the time of day, when offering promotions to customers. Companies such as Groupon or Let's Bonus are offering special money-saving daily deals which combine products or times of the day when it's worth incentivising shopping, based on their prior knowledge of their users. In this way a customer of a specific product may receive a customised offer to try another competitor product, with the short term objective of landing a sale and the long term objective of recruiting a new customer, always on condition that the customer is more satisfied with the new service.

This possibility of contacting customers to advertise and offer instant special deals constitutes one of the great innovations of mobile marketing. It is very much related with money saving and is along similar lines with the beginnings of e-commerce in the mid 90's. Back then discount prices and special offers became the driver for extending visits and doing away with users' hesitations regarding online shopping due to a lack of habit and concern about the safety of online transactions.

Commercial geo-localisation constitutes a powerful weapon for attracting customers to businesses, a weapon that is both at the service of small businesses and large chains, due to its variable cost and the low fixed costs of launching a campaign via these mobile applications companies.

We should always remember that consumers have changed and that all communications with shoppers must be with their prior consent and respecting their preferences, in keeping with the strict guidelines of Permit Marketing: opt-in 2 and guaranteeing absolute transparency in database management.

By adhering to these tenets, CRM policies have been able to develop vigorously at the service of marketing. In the United States according to The Wall Street Journal, FourSquare has over 10 million users, and registers 1.5 million daily

check-ins. These technologies have caught on very quickly and the big technology companies have launched products along these lines, such as Facebook Places and Google Offers, taking advantage of their enormous database and the interest in geo-localisation to offer added value that satisfies users.

CRM combines two key demands on the part of mobile marketing users, the search for special offers on the one hand plus the customisation of these offers to each user. The amount of information that is administered by the heads of data mining companies is now increasing with the incorporation of information on localisation and the route that has been followed and with specific technologies at the point of sale such as NFC (Near Field Communication) that can track a consumer's movements inside the point of sale. One of the basic responsibilities of marketing analysis is to identify which data actually helps to improve the commercial policy, which data is irrelevant and how to cross this data with previous information about the user, with a view to increasing information efficiency and avoiding possible infoxication from having to handle such an "indigestible" amount of data.

Another important issue related to infoxication is the vast amount of information that a reasonably active user might receive on their terminal. Each service provider must take care not to flood users with offers and ensure that their offers are interesting because users carry out natural selection and opt for the platforms they consider to be the best. For purely practical reasons consumers cannot register with many platforms because they would be receiving so much information that they wouldn't be able to assimilate it and this would ultimately prevent them from focusing on the ones that are really worth their while. A very interesting initiative in this direction is Wynsh, an application that turns the direction of the promotions strategy around. With Wynsh the user chooses a product and says what price they are willing to pay for it. The company that commercialises the product then receives this purchase request and decides on whether to accept it or not. This is something resembling a minimum bid auction.

According to AC Nielsen, QR coding (Quick Response) has risen exponentially in the last months. Although their main function is to direct the device that scans them to a specific URL, QR codes can be used for an infinite number of uses. One of the most widely used is that of customising promotions, which facilitate the redemption of a promotion by presenting the code at the point of sale on a mobile screen or previously printing it out. In this way the redemption of the

promotion can be linked to a specific person (which facilitates more information about that person) thus avoiding “uncontrolled viralisations” of the commercial promotion.

You can create QR codes very cheaply or even for free and they are a very economical way of increasing services to consumers, expanding the information provided by the product by displaying its label, directing users to explanatory videos or product advertising, by offering useful data to people with specific allergies or health problems...

Another possible application for traditional barcode or Bidi code scanning is that of comparing purchases. By simply scanning a product, applications such as Supertruper or Bakodo provide you with more data on the product and even enable you to compare prices with other nearby stores. This could have substantial repercussions on the way customers shop, whereby price considerations override others such as proximity, channel reliability, channel service and others. This might also affect the policies of manufacturers concerning their commercial relationship with a particular channel vis-à-vis the rest or influence the actions of other manufacturers to promote sales in the face of competition. Retailers and manufacturers therefore need to pay attention to all these variables which could substantially alter their customers’ purchasing decision process.

Initiatives such as the controversial application Amazon Price Check, which enables users to take a photo of a product they find in a traditional store or scan its barcode and then compare the price with the price quoted on Amazon, facilitating the purchase with a single click, constitute a clear example of how the way we shop can change. Mango’s M-commerce application, in addition to traditional online shopping outside the point of sale, also enables users to scan the barcode of a product and place an order to have it sent through the mail. There’s nothing strange at all about this application if it weren’t for one particular piece of data: 15% of orders were placed from the point of sale by users who weren’t in a hurry to use the product immediately and didn’t want to stand in the queue to buy it in the store.

It won’t be long before we see counter-attack initiatives to these mobile applications, such as systems which enable the channel to make counter offers in order not to lose shoppers. Mobile technology offers many possibilities and traditional strategies need to reinvent themselves.

One of the most promising features of mobile technology is the option of paying through mobile devices instead of using wallets and credit cards. More and more mobile devices incorporate NFC technology, which seems to be the winning player, that among other applications enables users to make secure payments via their mobile phones. Square announced that its daily transactions in the USA amount to over one million dollars, with over one million adhered stores and PayPal follows close behind. The traditional credit card companies, Visa, Master Card and American Express are reacting by buying up companies, forging alliances and developing technologies so as not to be left out of this new emerging market. According to TechCrunch, over 15% of Smartphones feature NFC technology in the USA, whereas in countries such as South Korea or China this percentage is above 50% of all devices on the market.

One of the obstacles to their use are consumer habits. Only 26% of Americans are open to this idea although companies such as Starbucks have already successfully implemented prepay cards with NFC technology in the USA with transactions amounting to over 3 million dollars in 2011, according to company sources. Some banks such as CaixaBanc have tested out cash point deposits and withdrawals via mobile phones, and Telefónica has tried out using mobile phones for all the transactions on its Madrid campus precinct, from vending machines to food in the refectory, with very satisfactory results according to the pilot project heads.

Accepting and making payments via mobile devices will be the final test that needs to be passed for m-commerce to be fully introduced into our daily lives.

The foundation stones have already been laid in Spain and are very strong. According to the survey by ACNielsen, 49% of mobile phone users in Spain have a Smartphone and two out of every three people who don't have one would like to have one. This is clear evidence that the channel is already totally open. It is also worth mentioning that the penetration of Tablets in Spain towards the end of 2011 was around 10%.

The field has been sown and now all that's needed is for the heads of marketing of manufacturers and retailers alike to incorporate these new options into their strategies and tactics and in some cases they need to change their traditional way of thinking in order to take advantage of all the opportunities and adapt to the changes that the incorporation of mobile devices is bringing about in traditional shopping processes.



As Geoff Ralston, CEO of Imagine K12 pointed out in a congress held in Madrid in November 2011, "In the future we will never be offline". We have moved on from bricks & clicks to slick. The bridge between traditional commerce and electronic commerce has been built and it is much broader than some of us think.

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