Riding the Three Waves of Mobile: Self-Service, Payments and Opt-in Marketing

2009 Payments Conference Payments Pricing: Who Bears the Cost?

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Crone Consulting, LLC has unmatched expertise in mobile and alternative payments strategy, related customer self-service (CSS) and marketing opportunities, and all aspects of mobile commerce

- Consulting clients representing every major stakeholder in the mobile commerce ecosystem, providing a full 360° view of Mobile Customer Self-Service, Payments & Marketing

- Performed detailed due diligence reviews for many of the largest mergers, acquisitions (M&A) and investments in mobile commerce

- Developed the hands-on electronic payment strategy and implementation tactics for many of the country’s largest merchants/billers, banks, processors, integrators and networks

- Possess unique implementation experience and insight on how to leverage all five (5) mobile channels (voice, text, mobile browsers, downloadable applications and Near Field Communications- NFC) to create new lines of business and revenue opportunities

*In the past 24 months, Crone Consulting has led strategy engagements with clients from each of these categories.*
The changing landscape of the payments industry offers new business and revenue opportunities for transit authorities; Likewise, banks, issuers, carriers, merchants, billers, processors and start-ups are expanding their view of the role of mobile payments.

What are the goals of mobile self-service & payments in your business?

Reducing Cost of Doing Business

Customer Loyalty & Relationship Building Opportunities

Creating New Lines of Business With Revenue Contribution

Optimization Retention & Expansion Innovation
Stakeholders need to strategically position themselves to ride each of the three waves in mobile

1. **Mobile Self-Service** – Patron Self-Service (PSS) extensions that are typically available through the Internet, Voice Response Unit (VRU), & Fare Ticketing Machine (FTM) optimized through one of the various mobile sub-channels such as voice, simple message service text (SMS), mobile browsers using the Wireless Access Protocol (WAP2), downloadable proprietary applications loaded on the phone, Near Field Communications (NFC) and several other different options.

2. **Mobile Payments** - Enabling cell phones to initiate payments in the physical, point of sale and virtual worlds such as tap and go situations using Near Field Communications (NFC) technology, person to person via SMS and many other novel ways now being developed to facilitate mobile payments that are device, carrier and bank independent.

3. **Opt-In Mobile Marketing** - Utilizing two-way interactive functionality for “review and release” transactions, alerts, loyalty programs, instantaneous location specific offers, electronic coupons and the like.
Each wave represents increasing benefits to the largest U.S. retailers with a minimum of $7 - $53+ million for the largest entities.
There are five enabling channels available on the mobile phone; three (3) are open and two (2) are closed proprietary channels

<table>
<thead>
<tr>
<th>OPEN</th>
<th>Voice Extensions</th>
<th>- Provisioning Reach, total market, 280mm</th>
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<tr>
<td></td>
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<td>- Better use of voice, Natural Language Processing (NLP), text message and email follow up to voice activated data request</td>
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<tr>
<th>OPEN</th>
<th>Short Message Service (SMS)</th>
<th>- 196 mm active users, growing exponentially</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td>- Creating a new customer self-service (CSS) script using SMS as a communications channel; append alerts with opt-in marketing</td>
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<tr>
<th>OPEN</th>
<th>Mobile Browser</th>
<th>- 215 mm handsets enabled, 65 mm on some type of data plan, 29 mm active users, growing steadily in double digits</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td>- Mobile browser (WAP2) accessing a streamlined version of the Transit Authority’s (TA’s) existing customer self-service web site</td>
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<tr>
<th>CLOSED CLOSED</th>
<th>Proprietary Client-Side Software Applications</th>
<th>- Reach, near 0</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td>- Proprietary, downloaded client software loaded on the mobile device that is driven by TA, bank, carrier and/or 3rd party vendor(s)</td>
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<tr>
<th>CLOSED</th>
<th>Near Field Communications Chip (NFC)</th>
<th>- Reach, near 0</th>
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<tr>
<td></td>
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<td>- SIM vs. Secure Element vs. Memory Card vs. Stickers</td>
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</table>
Understanding which call types are initiated by which customer segments (demographic, psychographic, technographic) is key to prioritize your mobile CSS options

- **Voice Extensions** – Provisioning Reach, total market, 260 mm
  - Better use of voice, Natural Language Processing (NLP), text message and email follow up to voice activated data request

- Short Message Service (SMS) – 161 mm active users, growing exponentially
  - Creating a new customer self-service (CSS) script using SMS as a communications channel

- Mobile Browser – 215 mm handsets enabled, 65 mm on some type of data plan, 29 mm active users, growing steadily in double digits
  - Mobile browser (WAP2) accessing a streamlined version of the bank’s existing CSS web presence

- Proprietary Client-Side Software Applications – 0
  - Proprietary, downloaded client software loaded on the mobile device that is driven by the bank, carrier and/or 3rd party vendor(s)
Voice is the lowest common denominator and using Caller ID, ringback tones and voice mail now make it a viable channel for user defined alerts and notifications.

- Reactive
- Pull, on-demand, customer defines request
- Customer defines the call, customer initiates

- Proactive
- Push information, anticipate request
- Customer defines the call, service provider initiates

Most calls today to the contact center originate on a mobile device so...

Why wait for patrons to call you, allow them to opt-in to user defined voice notifications and reduce the attended calls to your contact center for big savings and increased patron satisfaction by empowering patrons.

Provide prepaid fare product purchases with mobile phones alerts (both voice and/or text) to build your enrolled base of patrons.
We now send and receive more text messages than voice calls

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Average US mobile subscriber sent and received more SMS text messages than mobile telephone calls during Q2 2008, according to Nielsen*

Average Monthly Calls Made/Received and Text Messages Sent/Received per US Mobile Phone Subscriber, by Age, Q2 2008

Surge in Texting
Average number of monthly cellphone calls vs. text messages sent and received among wireless subscribers in the USA**

*Source: Email from eMarketer citing Nielsen Mobile press release, September 22, 2008.
**Source: USA Today Snapshots® citing Nielsen Mobile, October 8, 2008.
Examples of how to create a new customer self-service script using Short Message Service (SMS) from ClairMail

**Account Access**
- Bank of Trust Mobile
- Account Balances
- Balances, transaction history and other account information

**Transactions**
- Bank of Trust Mobile Checking Activity
- Fund transfers, mobile payments, approvals and verifications

**No-Hold Customer Service**
- Bank of Trust Mobile
- A Bank of Trust representative will call you back in 12 minutes.
- Insert themselves into the call queue without waiting on hold

**Actionable Alerts**
- Bank of Trust Mobile
- ALERT! $2,456 charge pending against CRD1 by Island Resort. Should this charge be approved?
- Automatically send alerts for questionable account activities.

**Marketing Campaigns**
- Get a Bank of Trust Debit Card!
- Safer than cash, easier than checks.
- Earn reward points. Interested? Reply with "dc", your
- Launch 2-way customer acquisition and retention campaigns

**Transaction-Level Security**
- Bank of Trust Mobile
- To confirm your transfer of $22000 use PIN 745327 in online session within 3 minutes.
- Exceed FFIEC requirements for multi-factor authentication

*Source: ClairMail brochure titled “Messaging-Powered Mobile Customer Interaction, with permission”

ClairMail says the banks using its system are experiencing “...getting well over 90% of mobile banking consumers signing up for and receiving bank-defined and user-defined 2-way alerts.”
Every mobile phone for the last seven years has been equipped with a mobile browser if for no other reason to access the wireless carrier’s own customer self-service website and digital goods

- Voice Extensions – Provisioning Reach, total market, 240 mm
  - Better use of voice, Natural Language Processing (NLP), text message and email follow up to voice activated data request

- Short Message Service (SMS) – 161 mm active users, growing exponentially
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- Proprietary Client-Side Software Applications – 0
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Total U.S. mobile web browsing subscribers are projected to surpass 250mm by 2008; 300mm by 2012

Note: WAP = wireless application protocol

The Apple iPhone has redefined the potential for mobile phone based downloadable applications

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iPhone 3G
15,000 apps. And counting.

The fastest way to buy an iPhone 3G starts here.
Mobclix reports there are 31,000 apps listed in the Apple App Store (29% free), up from 25,000 officially reported by Apple and 800 million app downloads, up from 500 million reported earlier in year.

Apple iPod and iPhone Unit Sales Worldwide, 2001-2008 (thousands)

- iPhone
- iPod

Combined installed base of is now estimated to be over 30 million iPhones and iPod Touches.

There are more than 2,400 different phones in the US, more than 9,000 different models worldwide and multiple versions of 8 major mobile operating systems.
CTIA reports there are over 180 facilities-based wireless providers in the USA; six largest are AT&T (71 mm), Verizon Wireless (67 mm), Sprint Nextel (54 mm), T-Mobile USA (30 mm), Alltel (13 mm) and TracFone Wireless (10 million)

<table>
<thead>
<tr>
<th>List of United States Mobile Phone Companies</th>
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<tr>
<td>7-Eleven Speak Out Wireless</td>
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<tr>
<td>Airlink Mobile</td>
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<tr>
<td>Alaska Communications Systems</td>
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<td>Alaska Digital</td>
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<td>Alaska Telecom</td>
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<td>Alaska Wireless</td>
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<td>Alltel</td>
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<td>Amerilink Wireless</td>
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<td>Appalachian Wireless</td>
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<td>AT&amp;T Mobility</td>
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<td>BeyondMobile</td>
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<td>Beyond Wireless</td>
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<td>Blue Wireless</td>
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<td>Bluegrass Cellular</td>
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<td>Broadpoint</td>
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<td>Buzz Mobile</td>
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<td>Cal4care</td>
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<td>Caprock Cellular</td>
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<td>Cellular One of North Alaska</td>
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<td>Cellular One of Montana</td>
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<td>Cellular South</td>
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<td>Centennial Wireless</td>
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<td>Chariton Valley Wireless</td>
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<td>Cincinnati Bell Wireless</td>
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<td>Commnet Wireless</td>
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<td>Consumer Cellular</td>
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<td>Cricket Communications</td>
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<td>Farmers Wireless</td>
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<td>Hargray (currently being acquired by</td>
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<td>Cricket Communications)</td>
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<td>Locus Mobile</td>
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<td>Lucky Wireless</td>
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<td>MetroPCS</td>
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<td>Mid-Tex Cellular</td>
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<td>Movida Wireless</td>
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<td>NEP Wireless</td>
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<td>Omni Prepaid</td>
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<td>Page Plus Cellular</td>
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<td>Pine Cellular</td>
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<td>Pinpoint Wireless</td>
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<td>Plateau Wireless</td>
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<td>PlatinumTel Prepaid Wireless</td>
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<td>PowerNet Global</td>
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<td>SouthernLINC</td>
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<td>Sprint Nextel</td>
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<td>STI Mobile</td>
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<td>Telispire</td>
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<td>Thumb Cellular</td>
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<td>T-Mobile USA</td>
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<td>TracFone Wireless</td>
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Telstra, National Australia Bank and Visa state the three-month trial of mobile contactless payments at Melbourne’s Docklands “...exceeded expectations, with a clear consumer demand emerging for contactless mobile payments and services...”*

- % of participants said paying using a mobile phone was better than cash: 78%
- % of trial participants said they were likely or extremely likely to use this technology in the future: 95%
- % of participants saying they expect it will become a standard way to make a payment in the future: 90%
- % of trial participants were very or extremely satisfied with the contactless mobile phone payment system: 90%

Provisioning reach, activation effort, device/carrier dependence, software maintenance and overhead costs all play into the business case for prioritizing each mobile channel alternative.

- **Open**: Voice Extensions, Short Message Service (SMS), Mobile Browser (WAP2)
- **Closed**: Proprietary Client-Side Software Applications, Near Field Communications (NFC)

- Software maintenance and overhead **increases**
- Richness of data presentation **increases**
- Device and carrier dependence **increases**
- Activation effort and cost **increases**
- Provisioning reach **decreases**
- Barriers to entry for competitors **increases**
Mobile is a cross-channel enabler for customer self-service since it is present within every other channel experience.
By 2012 nearly 40% of retail sales will be cross-channel sales

In 2007 Cross-Channel Shopping Accounted for $510B or 20% of Total Retail Sales

USD $Trillions

$3.0

$2.5

$2.0

$1.5

$1.0

$0.5

$0.0

Offline Cross-Channel Online Total Retail Sales

$2.5

20%

73%

By 2012 Cross-Channel Shopping will Account for 40% of Total Retail Sales

USD $Trillions

$3.0

$2.5

$2.0

$1.5

$1.0

$0.5

$0.0

Offline Cross-Channel Online Total Retail Sales

$2.9

38%

11%

$2.5

73%

51%

Personalized mobile marketing and loyalty programs, with user defined, geo-, SIC-, MCC-, MID-, SKU- and UPC-based predictive modeling, sets the stage for product manufacturer sponsored payment network.

**Before the Transaction**
Push functionality can deliver timely, relevant and exclusive offers defined and selected by the consumer.

**During the Transaction**
Instantly trackable promotion tied to customer selected options and neural network profiling & mobile electronic transaction receipts with balances.

**After the Transaction**
Predictive analytics using SIC, MCC, MID, UPC and SKU data increases rendering of relevant offers based on user selected criteria.
Mobile marketing: Opt-In, user defined offer and/or marketing message tied to a user defined alert

Yin Yang of Mobile Self-Service, Marketing & Payments

User-defined Opt-In Alert or Reminder...
“Gift card balance: $28.50…”

...Use your gift card today & get 20% off

Text Message
Mobile Email
Outbound Call
Voice Mail to Voice Mail
Inside a Downloadable application
Consumers prefer to receive mobile marketing messages via simple message service (SMS text) and multimedia message service (MMS Text with picture) and other cross channel opportunities as well.

Media of Choice: Some Surprises!

Delivery Channel

- Text Message: 56%
- Picture message: 40%
- Video: 24%
- Ads transferred automatically to email: 23%
- Voice message: 22%
- Other: 7%

Deeper Dive into Demographics:
- Students prefer text message as the channel
- Multiple person HHs prefer picture messages
- Single person HHs would like ads to be transferred automatically to the email

Base: At least somewhat interested to receive ads (n = 344)
Q: In which of the following ways would you like to receive an ad on your cell phone? Please select all that apply.

Source: Harris Interactive Study as reported by Grant Lenahan, Executive Director and Strategist, Service Delivery Solutions, Telcordia Technologies, Inc. at Billing and OSS Conference, Chicago, IL, April 29, 2008
Mass marketing vs. user-defined mass customization

ANYTHING
Whatever

ANYTIME
Whenever

ANYWHERE
Wherever
According to du Pre Gauntt, senior analyst at eMarketer: "The current response rates for mobile messaging campaigns blow competing mediums such as direct mail out of the water"
Customers that opt-in to mobile marketing command highest rates

<table>
<thead>
<tr>
<th>Media Type</th>
<th>CPM</th>
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<tbody>
<tr>
<td>Mobile Registered</td>
<td>$30.00</td>
</tr>
<tr>
<td>Opt-in User Profile</td>
<td></td>
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<tr>
<td>Broadcast TV</td>
<td>$10.25</td>
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<tr>
<td>Syndication TV</td>
<td>$8.77</td>
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<tr>
<td>Magazines</td>
<td>$6.98</td>
</tr>
<tr>
<td>Cable TV</td>
<td>$5.99</td>
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<tr>
<td>Newspapers</td>
<td>$5.50</td>
</tr>
<tr>
<td>Radio</td>
<td>$4.45</td>
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<tr>
<td>Outdoor</td>
<td>$2.26</td>
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</tbody>
</table>


Source: Jefferies & Company, Media Dynamics, InterMedia Dimensions and company reports, “Snapshot of the Global Media Landscape,” provided to eMarketer, February 2009. Rates for registered mobile users that opt-in to user defined marketing messages are based on Crone Consulting, LLC research and estimates.
eMarketer projects that the global market for ad-supported mobile messaging will rise from $1.5 billion in 2006 to $12 billion by 2011*

Mobile Messaging Revenues Worldwide, 2006-2011 (Billions)

Get free minutes on your cell phone with Virgin Mobile Sugar Mama*

All Fees
The baseline – typical of most mobile pricing models today

Mixed Model
A lower, subsidized price, combined with a limited set of highly relevant ads yielded the highest revenue and value!

All Ads
Ad overload resulted in reduced revenue per ad and aggregate revenue per user. Difficult to target ads at high volumes.

SUGAR MAMA
EARN AIRTIME IN YOUR SPARE TIME
Need free minutes? Dial-up your Sugar Mama—the new way to earn airtime in your spare time.

Even though it is a multi-dependent market all new payment types start with “merchant acceptance” and Transit Agencies need to objectively evaluate their options from at least four dimensions.

**Customer Orientation:**
- Merchant-Centric vs. Carrier-Centric vs. Bank-Centric vs. Bank Processor Centric

**Funding and Settlement:**
- Pay Later (Credit) vs. Pay Now (Debit) vs. Pay Before (Prepaid)

**Mobile Payments Strategy**

**Mobile Payments Token:**
- Near Field Communications (NFC) vs. SMS Code-Based vs. Bar Code or Other

**Network Gateway Hub:**
- Processing Capabilities
- Issuing
- Acquiring
- User defined alerts & opt-in two-way messaging
Impartial evaluation of strategic alternatives is complex, with 100+ paths to consider across at least these four dimensions

Your Mobile Payments Strategy “Decision Tree”

Customer Orientation
- Merchant-Centric
- Carrier-Centric
- Bank-Centric

Funding & Settlement
- Credit
- Debit
- Prepaid

Payment Token
- NFC -or- Others

Role(s) to be played: Switch? TSM? Processing Capabilities? Issuing? Acquiring?

More than 100 strategic alternatives to consider...
Crone Consulting’s independent 10-step process for creating a leapfrog mobile commerce strategy and impartial ROI

Ten Steps to a Mobile Strategy:

1. Organize Cross-Discipline, Enterprise-Wide Team and Conduct Strategic Planning Session
2. Define Customer Self-Service (CSS) Scenarios, Potential Mobile Use Cases and Profile the Mobile Consumer (by merchant and consumer type)
3. Assess Competitive Environment and the Potential to Move or Lose Market Share with Mobile Functionality (customer self-service vs. payments vs. marketing)
4. Analyze and Assess the Viability of Each Emerging Mobile Channel for Each Major Wave: CSS, Payments and Opt-In two-way marketing
5. Define Mobile Functional Requirements, Evaluate and Score Mobile Channel Options
6. Objectively Evaluate Sourcing Options and Service Providers to Determine “Buy, Build or Buddy” Decision
7. Correlate Channel Options with Customer Profiles and Use Cases and Compare to Deployment Options and Suppliers
8. Prepare the Independent Business Case and Return on Investment (ROI) Analysis
9. Define and Gain Approval for Mobile Strategy
10. Mobilize to Implement
Not all mobile channels and payment types are created equal. Independently comparing the pros, cons, risks and costs will help you objectively prioritize the strategic options.