

For: Customer  
Experience  
Professionals

# The Best And Worst Of Mobile User Experience

by Deanna Laufer, April 4, 2014

## KEY TAKEAWAYS

### **Value, Efficiency, And Presentation Are Key Attributes Of Mobile User Experience**

App stores now offer close to a million smartphone apps. Leading mobile user experiences elevate themselves above the competition by delivering clear value, optimizing efficiency, and simplifying presentation.

### **Rethink Current Design Paradigms To Deliver Better Mobile Experiences**

Bring clarity and purpose to your mobile user experience by appointing a mobile champion, carving out time for experimentation beyond stated customer preferences, and iterating with frequent prototypes and updates.



# The Best And Worst Of Mobile User Experience

by Deanna Laufer  
with [John Dalton](#) and Curt Nichols

## WHY READ THIS REPORT

Mobile presents an enormous opportunity to transform the customer experiences for those able to cope with relentless device permutations, demanding human factors, and expectant customers. Those willing to make the investment are well-advised to understand what sets the best mobile user experiences apart. This report explores those attributes that are fundamental to the best smartphone app user experiences and elucidates where the worst go wrong. Further, this report reveals key tactics customer experience professionals can use to turn their web-focused businesses into mobile-excelling organizations.

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Forrester interviewed 20 user and vendor companies, including BillGuard, Citigroup, KPMG, Duolingo, EffectiveUI, Facebook, Fueled, Hey, Inc., Hollr, Human Factors International, Intuit, Mobients, Mobiquity, Pearson, SapientNitro, Southwest Airlines, T3, Tack Mobile, Walgreens, and Zite.

## Related Research Documents

[Mobile Moments Transform Customer Experience](#)

January 24, 2014

[Getting Mobile Right With Mobility POST](#)

May 24, 2013

[Mobile Feast Or Beggar's Banquet?](#)

January 24, 2013

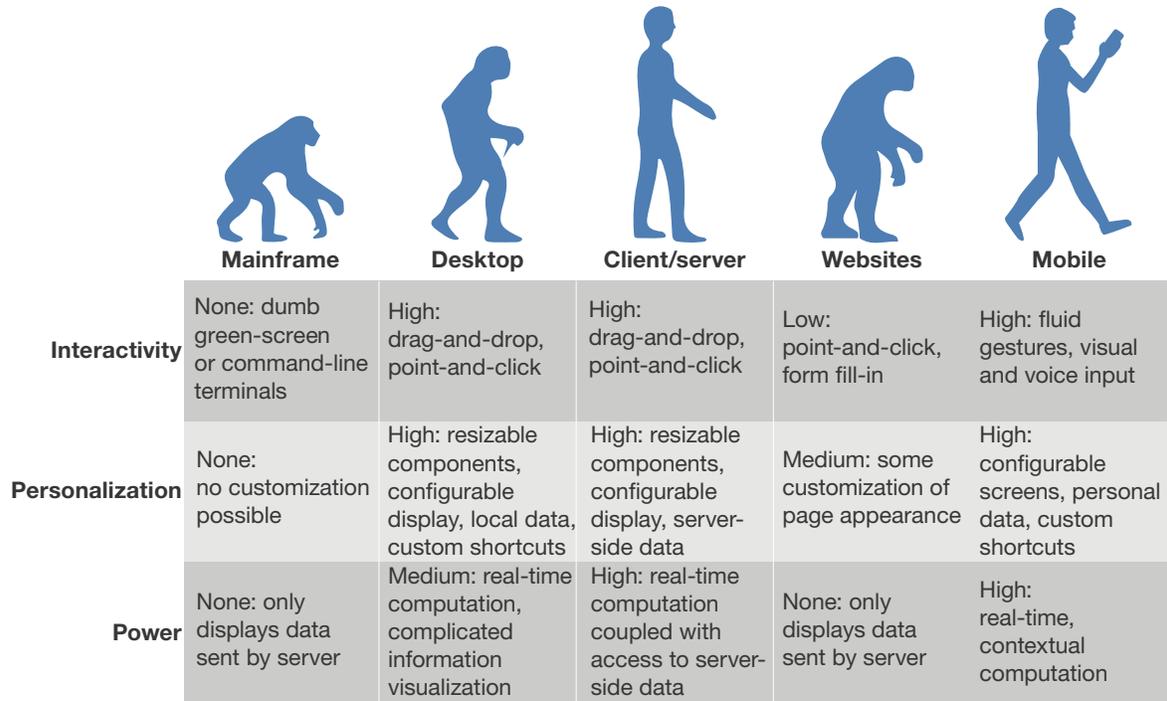


## MOBILE USER EXPERIENCE: IT'S COMPLICATED

Mobile may be a diminutive platform, but that doesn't mean it's a diminutive experience. Mobile is a huge step forward in human-centered design, providing a more natural user interface, the flexibility of customizable experiences, and the power of dynamic, real-time feedback (see Figure 1). However, it is precisely this individualized, always-on experience that breeds myriad complexities that in turn make achieving a great mobile user experience difficult (see Figure 2). Some of these complexities include:

- **Relentless device permutations.** Mobile engagement has to be able to handle spotty networks, dropped connections, and long pauses between service requests across the half dozen mobile networks in the US and many more worldwide.<sup>1</sup> In addition, moving from Web to mobile means growing the range of platforms to be supported from two or three browsers to a multitude of handset types running Android, iOS, or Windows on three- to six-inch screens, with retina, HD, and full HD displays, portrait and landscape modes, and optional keyboards.
- **Demanding human factors.** Mobile relies on powerful, yet immature interfaces including touch, gesture, motion, and voice. Designers and developers will need to make decisions about which of the 20+ speech recognition application programming interfaces to integrate and how gestures and motion translate differently to the varying operating systems. Physical limitations place constraints on the placement and size of touch targets: People should be able to navigate with one finger or thumb and access targets at least 1 cm square.<sup>2</sup>
- **Evolving customer needs.** Users engage their smartphones anywhere and everywhere: at home, at work, in stores, outside, and while traveling, commuting, and shopping (see Figure 3). People now count on their phones to provide unprecedented access to ordinary tasks, like paying bills, to on-the-go tasks, like checking flight schedules and researching restaurants, to relatively new functions, like controlling home appliances.<sup>3</sup> Even within a single app, customers expect to complete a specific journey, like purchasing a product, or use it as a conduit to influence consumer interactions with other touchpoints.<sup>4</sup>
- **Burdensome ecosystems.** Mobile apps don't exist in a vacuum; they will need to integrate with internal and third-party data, some of which may run on outdated systems that don't support the pace or volume of mobile interactions. For example, enabling Walgreens customers to order prescription refills by mobile device required integration with its internal prescription system, which wasn't even built for web capability. The same app also required integration with a third party that hosts its coupon experience and another third party that hosts its weekly advertisement. As traffic grows, servers and infrastructure will need to be upgraded to cope with the exploding activity volume mobile can deliver.<sup>5</sup>

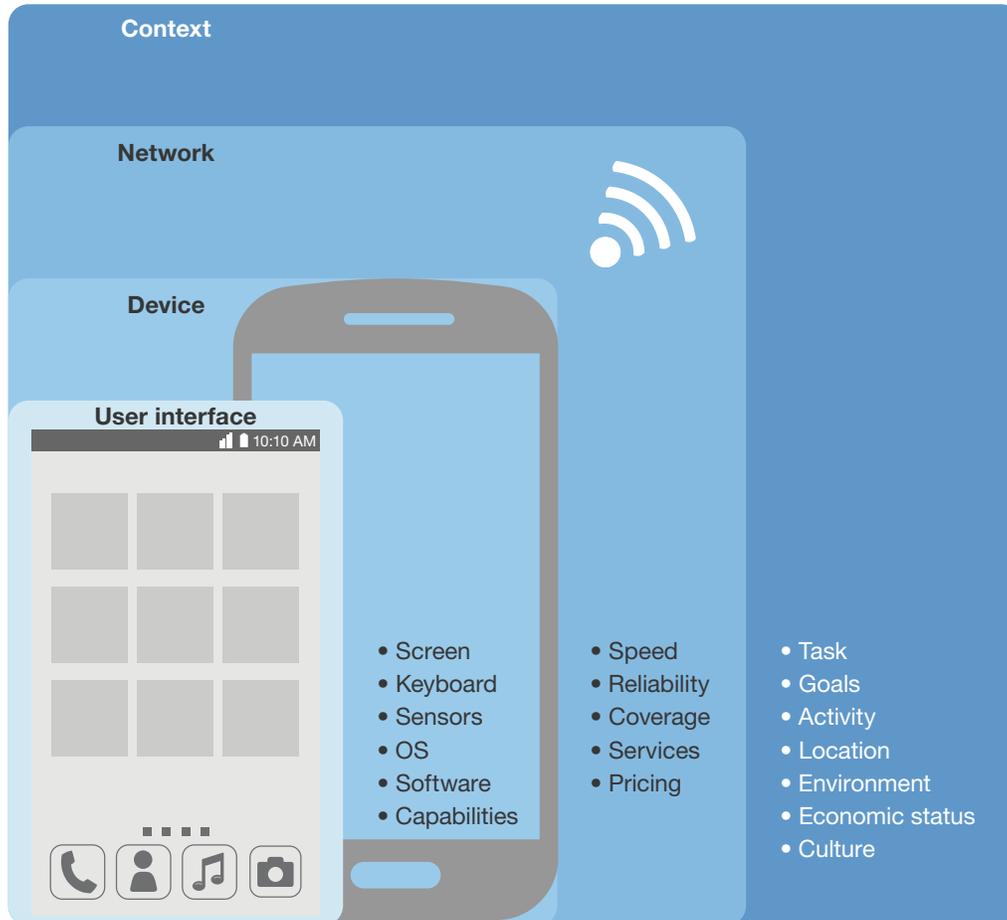
**Figure 1** Mobile Is A Step Forward In User Interface Evolution



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Source: Forrester Research, Inc.

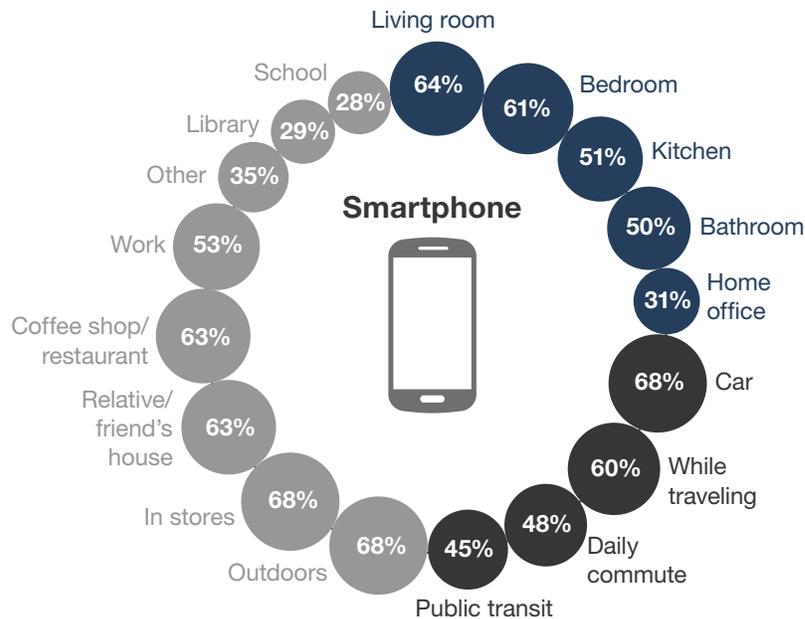
**Figure 2** Mobile Complexities



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Source: Forrester Research, Inc.

**Figure 3** Where Smartphone Users Access The Internet



Base: 28,686 US online adults (18+) who personally use a smartphone to go online weekly or more

Source: North American Technographics® Online Benchmark Survey (Part 1), 2013

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Source: Forrester Research, Inc.

### But The Opportunities Are Huge

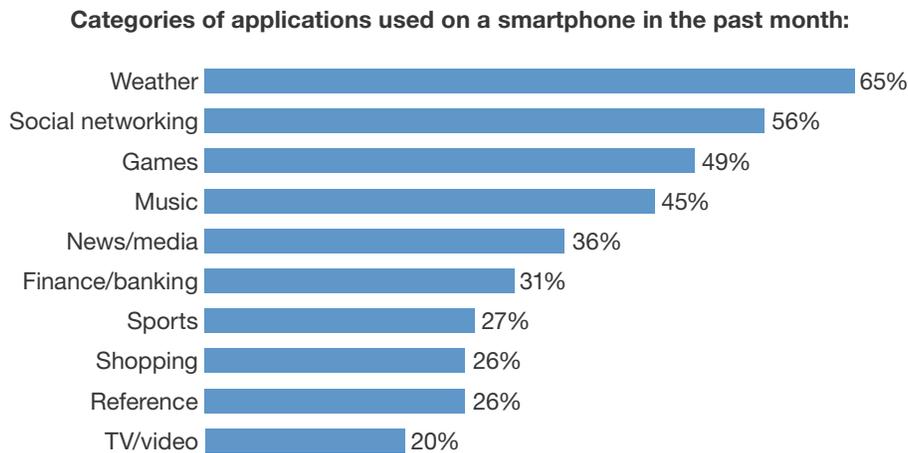
Despite these complexities, a well-designed mobile experience is well worth the effort because:

- **Mobile transforms customer experiences.** Want to read product reviews while in a store? Deposit a check-in under a minute while at home or on the go? Track in real time how far away a car is that is about to pick you up? Mobile redefines what it means to provide useful, easy, and enjoyable experiences by redefining what it means to meet people's needs, making it even easier and faster for customers to complete tasks and achieve their goals and delighting customers by replacing previously tedious or painful experiences with brand new experiences.<sup>6</sup>
- **The mobile market is still growing.** In 2014, global mobile phone accounts are expected to surpass the number of humans worldwide.<sup>7</sup> And for the majority in the US, mobile phone now means smartphone.<sup>8</sup> Smartphone adoption is still higher among younger generations, but Forrester predicts that the number of US smartphone users will continue to grow by about

7% a year over the next several years.<sup>9</sup> Even though mobile commerce still makes up a small percentage of total sales, mobile customers are valuable to your entire business.<sup>10</sup> For example, Walgreens found that customers who use both mobile devices and shop in store spend four times what store-only customers do.<sup>11</sup>

- **Mobile drives billion-dollar enterprises.** Mobile apps for checking the weather, social networking, playing games, and listening to music dominate mobile usage (see Figure 4). But don't fool yourself: Mobile is big business. Instagram, the hugely popular app for taking and sharing photos, launched in October 2010. Less than 2 years later, it was sold for \$1 billion.<sup>12</sup> Uber, an app for requesting private car service is now disrupting traditional taxi services in more than 26 countries and 60 cities worldwide.<sup>13</sup> It was recently valued by investors at around \$3.5 billion.<sup>14</sup> Airbnb, which has booked stays for over 11 million guests in hosts' private rooms, apartments, castles, igloos, and tree houses, sees over 37% of its traffic from mobile devices.<sup>15</sup>

**Figure 4** Top 10 Mobile App Categories



Base: 31,719 US online adults (18+) who personally use a smartphone

Source: North American Technographics® Online Benchmark Survey (Part 1), 2013

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Source: Forrester Research, Inc.

## EXAMINING THE CURRENT STATE OF MOBILE USER EXPERIENCE

The Apple iTunes and Google Play stores each offer close to a millions apps, but on average, smartphone users only actively use around 12.<sup>16</sup> What do successful companies with millions of engaged users like Instagram, Uber, and Airbnb have in common? To find out, we:

- **Focused on smartphone apps.** Not only do consumers spend more time on their mobile apps than on mobile Web, but apps provide richer, more engaging experiences.<sup>17</sup> We focused

specifically on smartphone apps, not tablet apps, because customers use tablets differently than phones and tablet use is still lagging behind that of smartphones.<sup>18</sup> We only included Android and iOS apps in our evaluation because they still dominate consumer usage.<sup>19</sup>

- **Tried to accomplish relevant customer goals.** We included apps that span the range of the most popular activities, including those for weather, social networking, music, news, shopping, and finance. We attempted to complete common customer journeys applicable to the app's type, such as checking the weather, reading the news/social updates, sharing a photo, browsing and checking out of a retail app, and signing in and checking an account balance.
- **Performed head to head comparisons.** Using established usability criteria for ease of use, reliability, functionality, and value, we looked for the most compelling examples of mobile user experience design.

## THE BEST ARE TRULY A BREED APART

We found that leading mobile user experiences:

- **Deliver clear value.** The best mobile experiences provide their users with immediate value, from the second they download and open the application. Throughout the experience they prioritize core functionality relevant to need and perform reliably. The worst experiences are bogged down with unnecessary content and fail to deliver experiences at moments of need.
- **Optimize efficiency.** Mobile use is characterized by short bursts of partial attention throughout the day. To meet mobile users' needs, the best experiences enable quick and easy navigation, even while distracted. The worst experiences leave users wondering what they were doing and how much longer or how many more steps is this going to take.
- **Simplify presentation.** Screen real estate is at a premium on mobile devices. The best experiences capitalize on this constraint by focusing the customer's attention on visual, engaging content rather than clunky, desktop-era controls. The worst experiences are cluttered with text, icons and labels.

### Deliver Clear Value

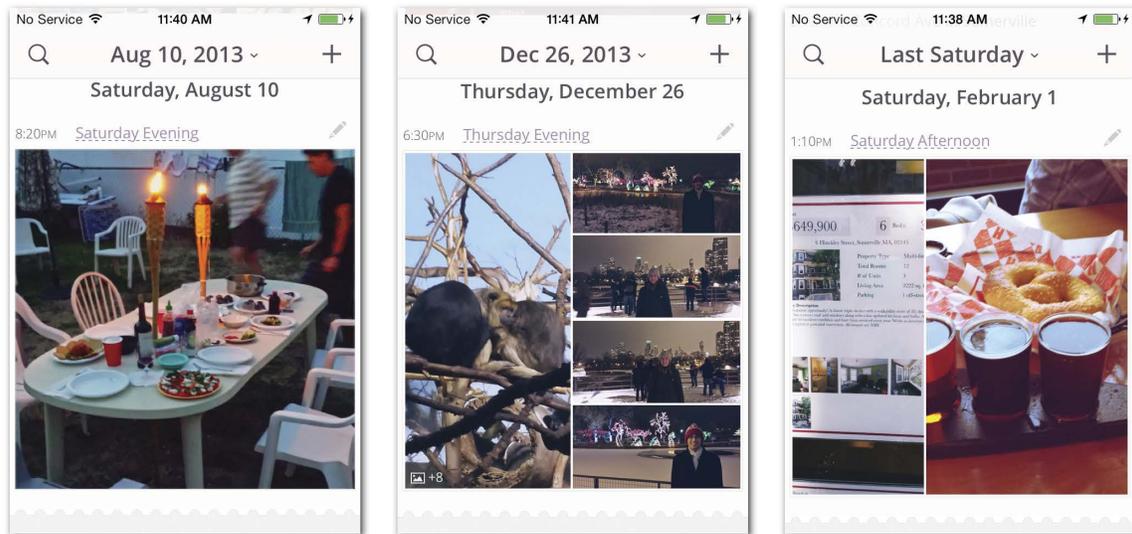
Customers aren't going to use an app that doesn't provide them value.<sup>20</sup> And because mobile customers expect to get what they want in the moment, the best mobile user experiences must:

- **Demonstrate immediate value for the customer.** In its first one and a half months, the iPhone app Heyday assembled half a million customers. Heyday knew that most people learn about apps from others, so it set out to engage customers from their first interaction. The app collects photos from a user's phone and assembles them into a timeline, chronicling where they've been and what they've seen and shows this history right from the first interaction (see Figure 5). In

contrast, Friday, another storyline app, shows an empty timeline when first downloaded, forcing users to work first before enjoying the experience. Similarly, Fancy, which prides itself on letting its users discover and buy crowd-curated goods, requires users to sign in before being able to browse and uncover the value of the app (see Figure 6).

- **Prioritize core functionality.** Shazam, the hugely popular music identification app with over 420 million global users includes features that allow users to explore what other users are listening to by geographic location; browse the top hits; discover what friends are listening to; share via Facebook, Twitter, Google+, WhatsApp, or Pinterest; download songs via iTunes, Google Play, or Amazon.com; stream on Rdio or Spotify; and look up song lyrics. But you wouldn't know if from the app's home screen, which enables users to identify songs with one easy tap (see Figure 7). Likewise, Fab, an eCommerce shopping site, sees over a third of its sales from mobile devices and at least partially credits its success on fewer things distracting users from buying.<sup>21</sup> Contrast this to Macy's mobile app, which doesn't feature an "add to bag" button prominently and instead requires users to scroll down to find it (see Figure 8).
- **Incorporate content relevant to user's context.** 7-Eleven's app offers users deals that are relevant to the current weather and time of day and are available at the nearest 7-Eleven store. On a cold winter night, 7-Eleven suggests that its customers warm up with some hot chocolate (see Figure 9). Not only is this more useful to the customer, but businesses benefit too. T3 found that for its clients, targeted offers like these perform 40% better than regular offers. Contrast this with Fandango's app which doesn't take into account time of day or movie genre preferences when displaying movie listings.
- **Perform reliably and smoothly.** Mobile users have little patience for slow loading or crashing apps and will only retry apps once or twice.<sup>22</sup> That's why mobile performance needs to be both snappy and stable. Good performance also means fast, fluid experiences instead of waiting for choppy website-like reloads. The team behind the 5-star rated Duolingo app spent about a quarter of its time to making sure its performance and animations are fast and smooth. Contrast this to Hilton Worldwide's HHonors app, which stalls when trying to access a user's location and otherwise inches along with the all-to-familiar "Loading . . . please wait" as it searches for hotels, displays the detail of a hotel, and loads the checkout process. Capital One's ShareBuilder app failed to even load each of the four times which we tried to download and launch it.

**Figure 5** Heyday Begins Chronicling Your Life, From The Moment Of Download

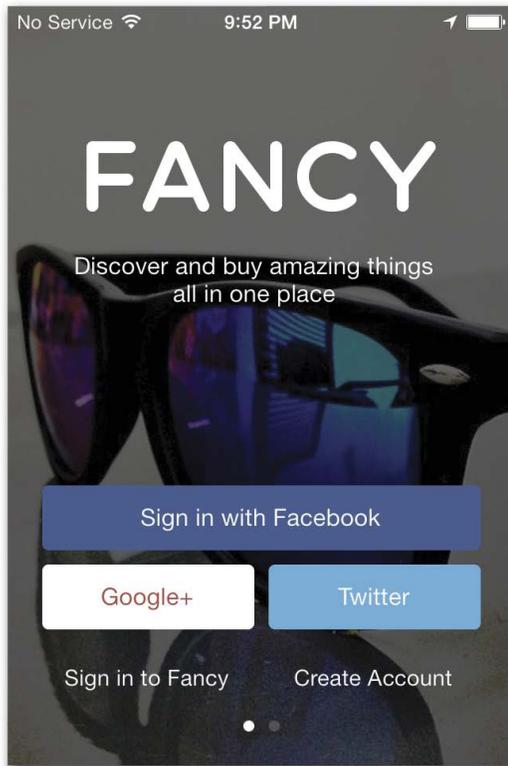


Source: Heyday mobile app

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Source: Forrester Research, Inc.

**Figure 6** Fancy And Friday Don't Provide Immediate Value To Users



Fancy sidelines users with required login.



Friday starts users with an empty timeline.

Source: Fancy mobile app and Friday mobile app

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Source: Forrester Research, Inc.

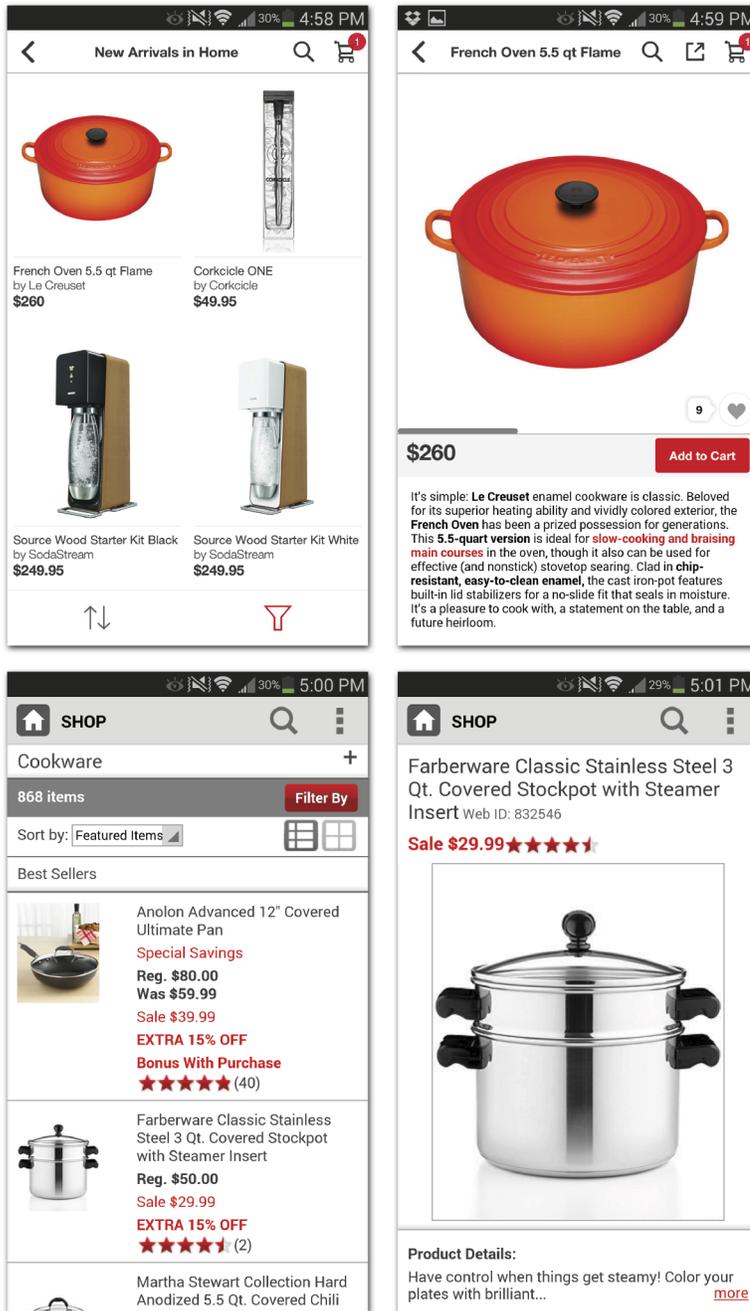
**Figure 7** Shazam Home Screen: Simply Touch To Shazam



Source: Shazam mobile app  
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Source: Forrester Research, Inc.

Figure 8 Product Pages From Fab And Macy's



Fab's streamlined product listing and product information pages guide customers to browse items and add to cart.

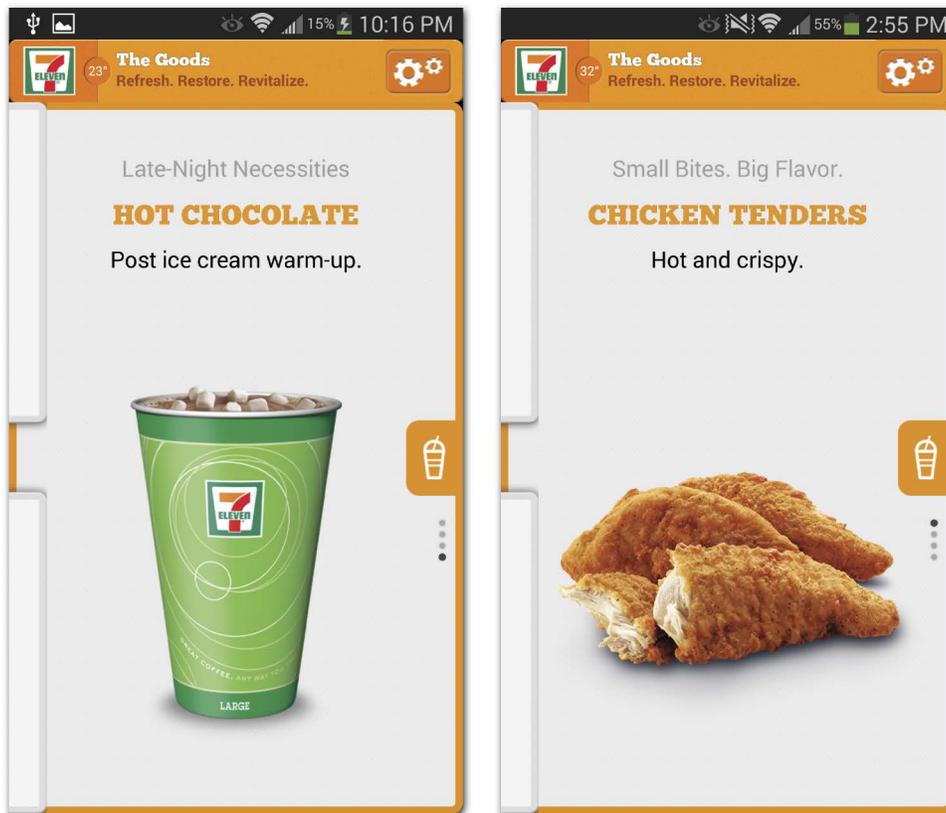
Macy's product page has four lines of text taking up real estate and doesn't feature the add to bag button prominently.

Source: Fab mobile app and Macy's mobile app

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Source: Forrester Research, Inc.

**Figure 9** 7-Eleven Suggests Offers Relevant To Location, Weather, And Time Of Day



Source: 7-Eleven mobile app  
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Source: Forrester Research, Inc.

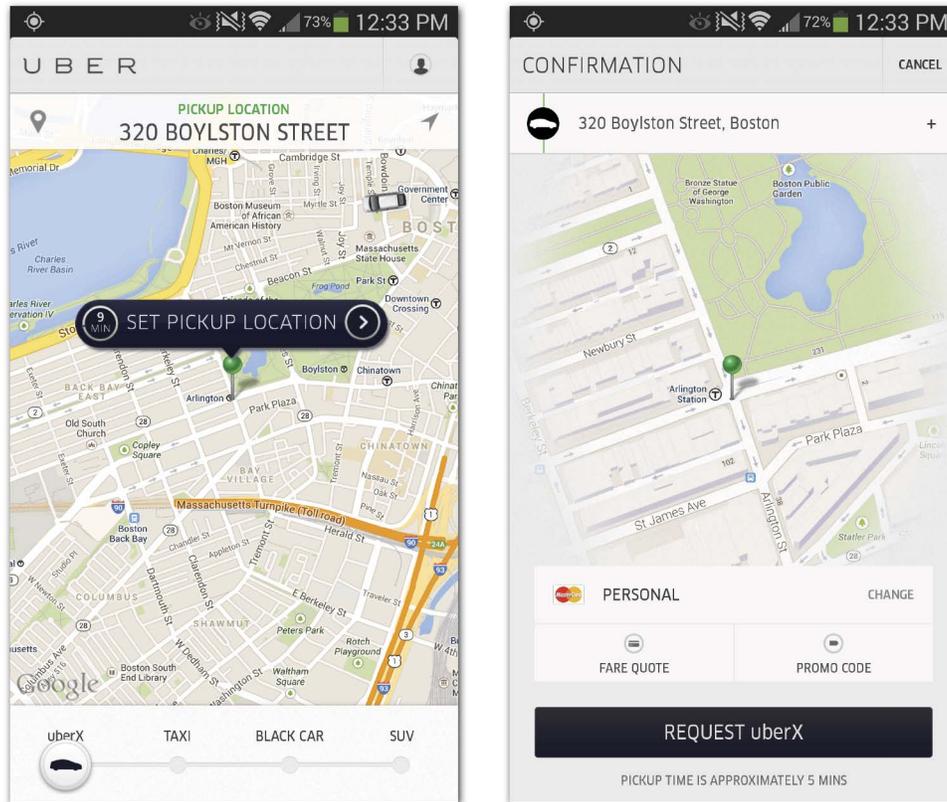
### Optimize Efficiency

People now spend equal amounts of time online on their phones as on their PCs, but in more frequent, shorter increments, and with only partial attention.<sup>23</sup> Successful mobile apps recognize these behaviors and seamlessly guide users in and out of interactions. The best experiences:

- **Go fast.** Uber's car service app lets customers request a car, at their location, in two taps (see Figure 10). Key to the immediacy of this service is that the app stores your payment information, so you don't need to enter it when you request a car or fumble with cash in a cab. Forrester has similarly found that successful mobile retail companies, like Amazon.com, eBay, and Groupon also preserve customers' payment and shipping information, allowing quick checkout.<sup>24</sup> Cumbersome processes and tasks, such as searching for products and checking out, are likely to derail users. Browsing for a tablet on Best Buy's mobile app requires navigating through five screens before a sortable list is presented (see Figure 11).

- **Support easy navigation.** Instagram supports over 150 million users sharing an average of 55 million photos daily.<sup>25</sup> One of its founders credit its success with one key characteristic: its simplicity.<sup>26</sup> The app effortlessly guides users through the process of taking a photo, filtering, tagging, and sharing (see Figure 12). Complex tasks risk frustrating users. First time customers buying an item on Staples' (home of the easy button) app will find themselves winding in and out of an anchor screen and at least five other screens before they can place an order (see Figure 13).
- **Minimize input.** Forcing customers to type on small screens is a losing proposition. Home Depot's app bypasses these obstacles by allowing customers to search for products one of three ways: by typing in keywords, using voice recognition, or scanning a barcode. Similarly, Grubhub allows users to take a picture of their credit card instead of typing the information. BillGuard, an iPhone finance app, has over half a million users and is adding 3,000 new users daily. It reports above average weekly customer engagement for its industry, thanks in part to its sign in process which requires a simple 4-digit pin instead of a user name and lengthy password (see Figure 14). What does bad mobile user input look like? Tiny fields, lengthy forms, and text-only input.
- **Enable persistence.** Zappos' mobile app supports customers that want to explore products and purchase them, but not necessarily in one interaction. Browsing for boots? If customers put away their phones and then return hours later, the app will remember where they were and let them continue their search right where they left off. Similarly, Netflix and Amazon Kindle support non-continuous viewing and reading, respectively, both on phones and other devices. Conversely, Target's app launches customers into their app's home screen, regardless of their prior activity, leaving them to retrace their steps or abandon their task completely.

Figure 10 Uber's Two-Step Process For Requesting A Car



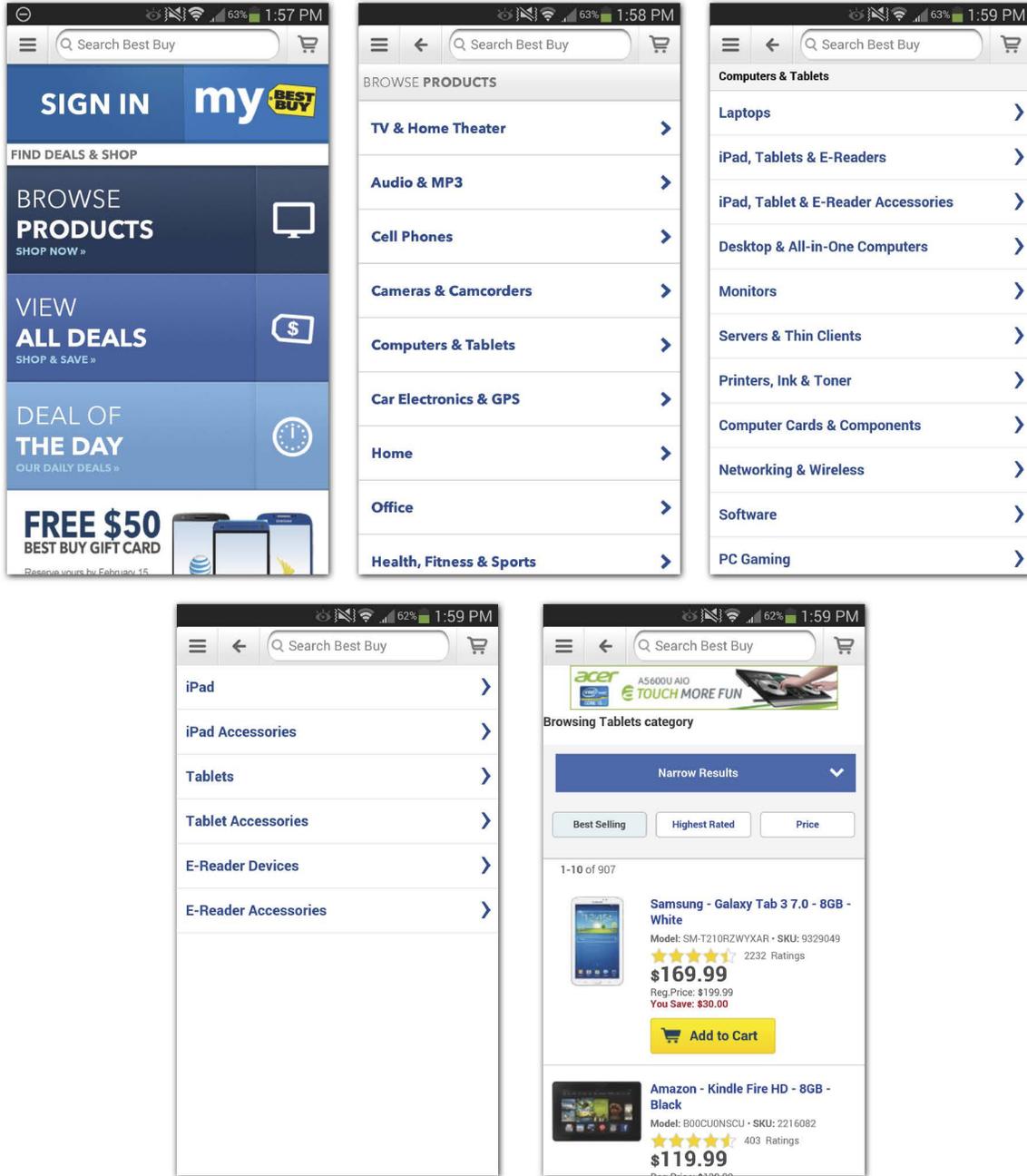
Step 1: Select pickup location.

Step 2: Request car.

Source: Uber mobile app  
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Source: Forrester Research, Inc.

Figure 11 Best Buy's App Requires Navigating Through Three Layers Of Categories Before Browsing

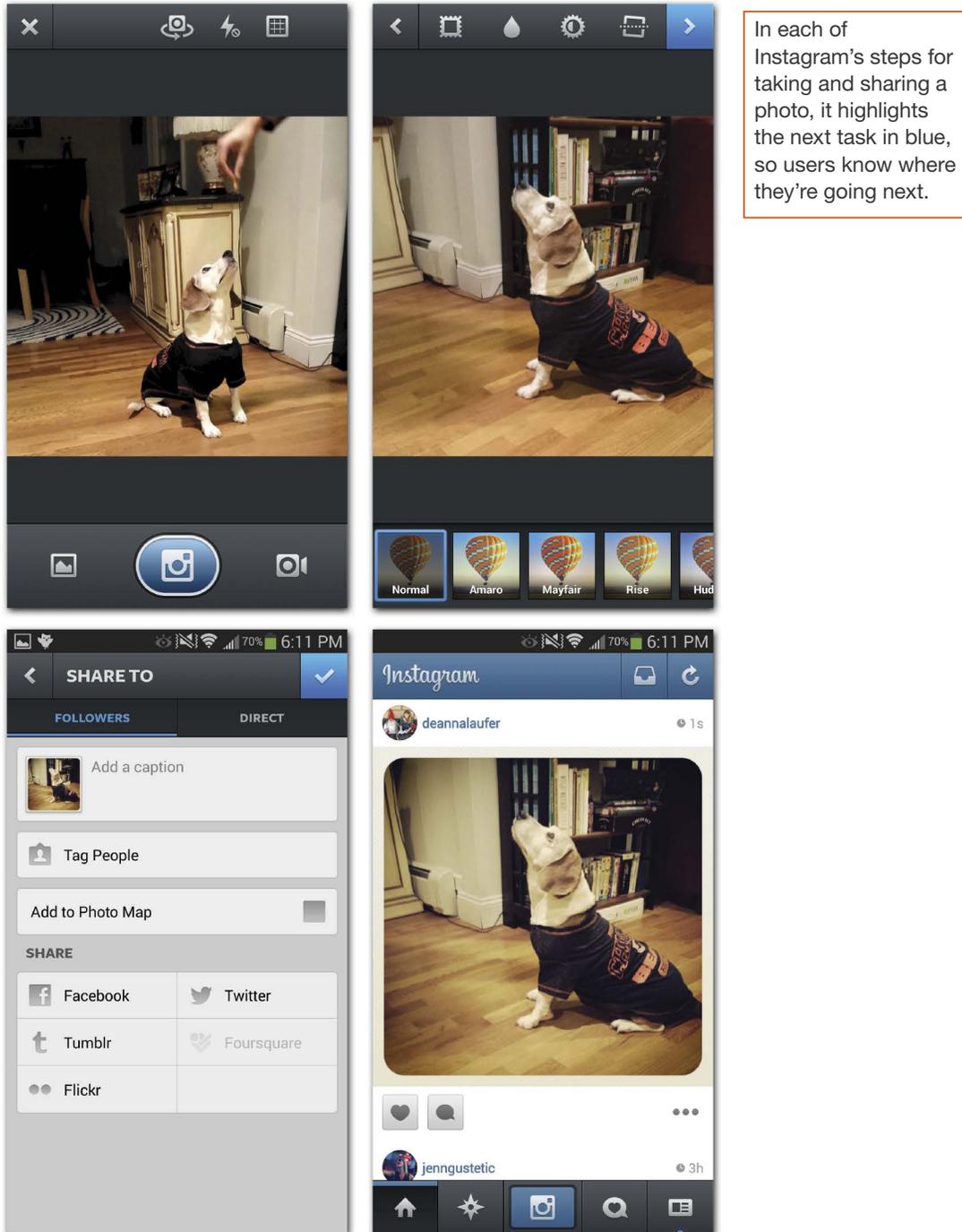


Source: Best Buy mobile app

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Source: Forrester Research, Inc.

**Figure 12** Instagram Guides Users Through The Process Of Sharing Photos

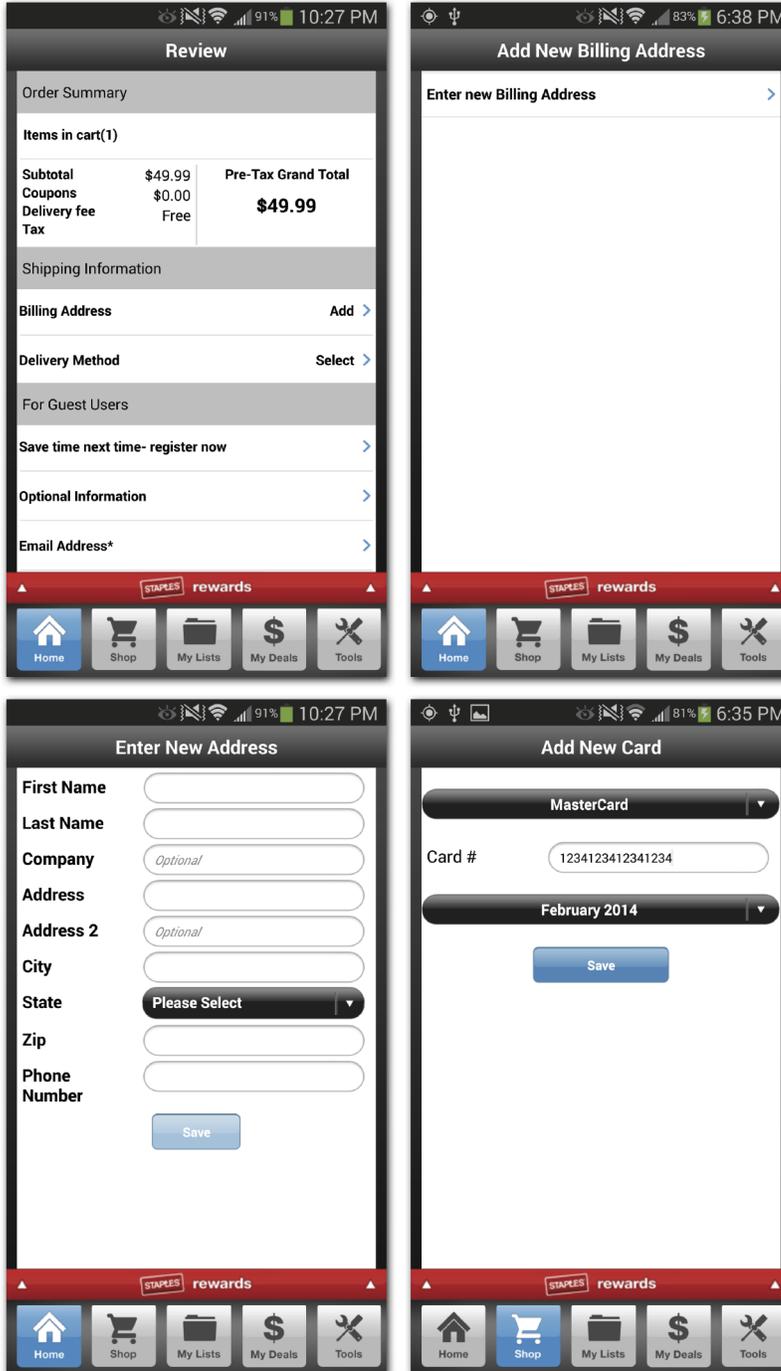


Source: Instagram mobile app

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Source: Forrester Research, Inc.

Figure 13 Checking Out With Staples' Mobile App Is An Exercise In Patience



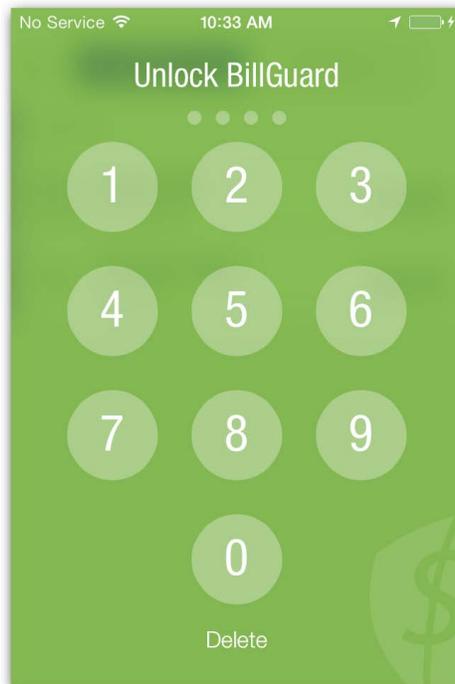
Just a handful of the many screens guests must navigate to check out on Staples' mobile app. Staples requires duplicate information (confirming an email address, not shown) and redundant information that the app could infer itself, such as the city and state from the zip code, and the credit card type from the number.

Source: Staples mobile app

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Source: Forrester Research, Inc.

**Figure 14** Signing Onto BillGuard Requires Only A 4-Digit Pin



Source: BillGuard mobile app  
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Source: Forrester Research, Inc.

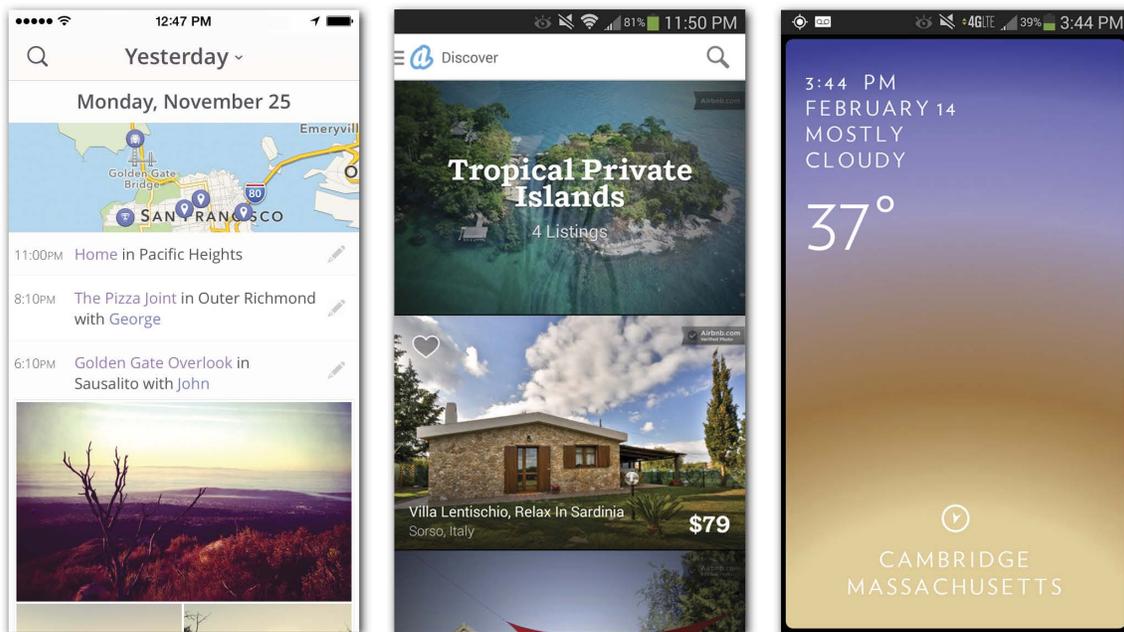
### Simplify Presentation

Web pages typically include numerous icons, labels, text, and scroll bars; but designers don't have the luxury of 15-inch screens on mobile devices. To simplify presentation, the best mobile experiences:

- **Focus on content, not chrome.** Whether its four inches or five, mobile screen real estate is at a premium. When Heyday designed its app, it didn't want to take up space or disrupt the aesthetics of the experience with cumbersome desktop controls, so it emphasized content. Save for the search bar on top, the entire rest of the screen is devoted to displaying the user's timeline. Similarly, the home screen on Airbnb's app includes only one menu bar at the top, devoting the remainder of the screen to users scrolling and swiping through gorgeous photos of potential rentals (see Figure 15). Contrast that with Macy's mobile app, which instead of featuring additional items or larger pictures for easy browsing, wastes five lines of space on controls, text, and icons.

- **Rely on intuitive touch gestures.** When BillGuard started as a web app, its customers were happy, but not engaging on a regular basis. So when it decided to launch a mobile app, it designed the functionality such that reviewing and approving a charge could be accomplished with just a swipe of the thumb (see Figure 16). This simple, intuitive design made the chore of reviewing bills fun, and helped increase BillGuard’s user base tenfold. Similarly, popular news reading app Flipboard uses simple gestures to refresh content, flip up and down between news stories, and swipe left to return to the home screen, leading users to proclaim they are “addicted to the flip.” Contrast this to Toys“R”Us’ app, which relies on gratuitous controls instead of simple swipe gestures (see Figure 17).
- **Minimize labels and icons.** Facebook’s new Paper app currently has an app store rating higher than Facebook’s itself. Its designers strove to enable users to experience its content, not the technology or software. To that end, it minimized many of the labels found on Facebook’s primary app, such as the like, comment, and share text, while maintaining the same functionality via familiar icons (see Figure 18).

**Figure 15** Heyday, Airbnb, And Solar Embed Controls Within Their Content

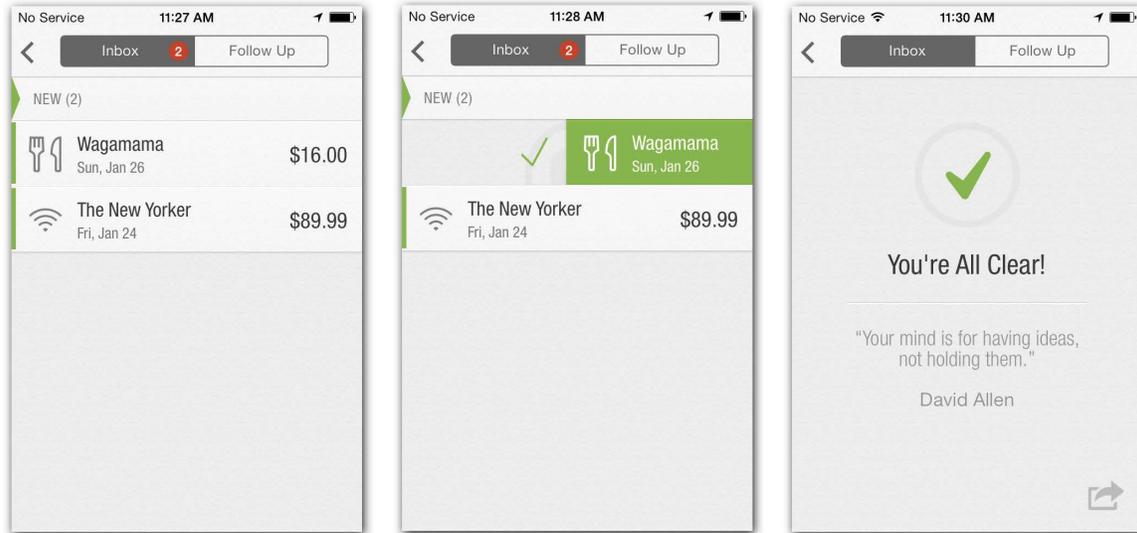


Source: Heyday mobile app, Airbnb mobile app, and Solar mobile app

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Source: Forrester Research, Inc.

**Figure 16** BillGuard Uses The Swipe Gesture To Make Reviewing Credit Card Bills Fun



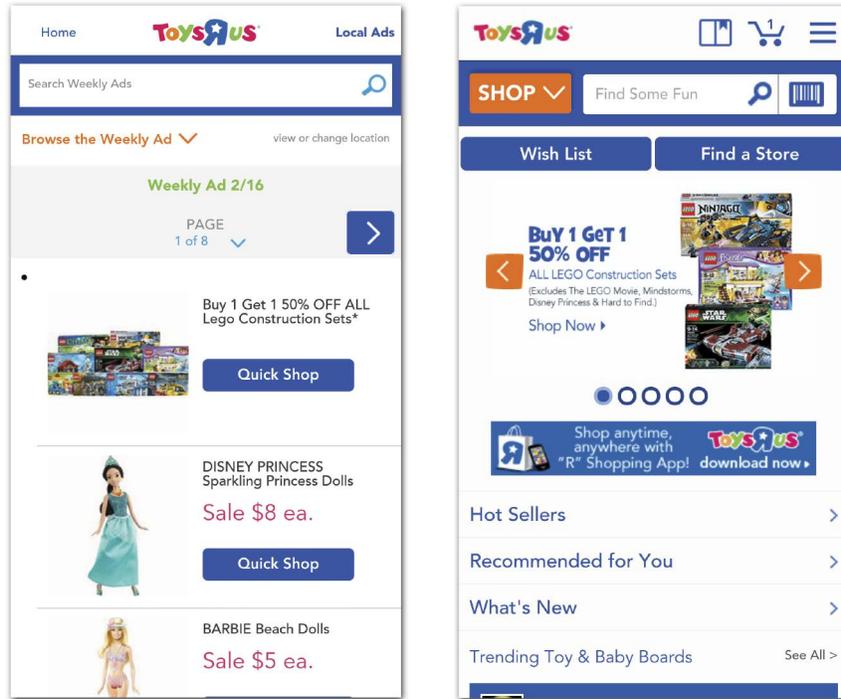
The BillGuard app lays out all of a user's new charges, has the user swipe the charge to the right to clear it, and then signals the user when done reviewing.

Source: BillGuard mobile app

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Source: Forrester Research, Inc.

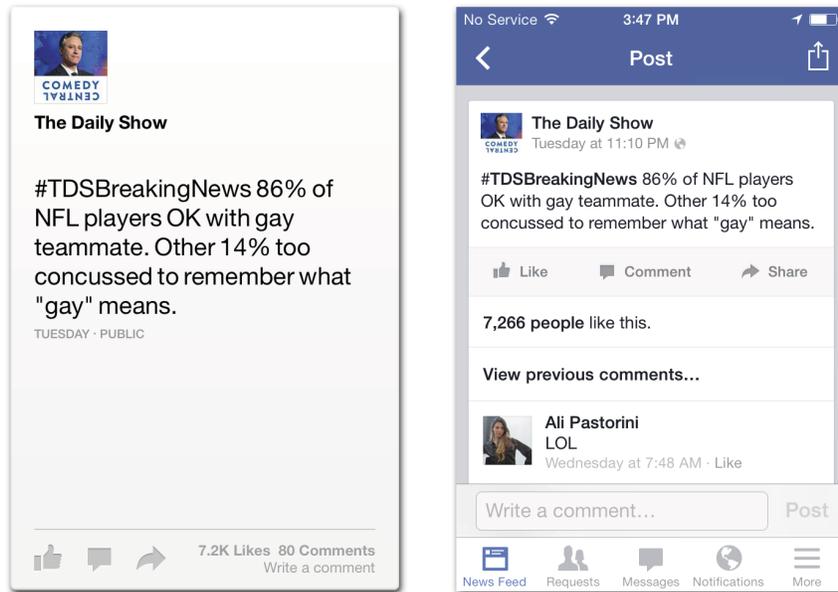
Figure 17 Toys“R”Us’ App Relies On Gratuitous Controls



Source: toysrus mobile app  
115703

Source: Forrester Research, Inc.

**Figure 18** Paper Represents A Clean, New Experience For Facebook Customers



Reading the same post on Facebook's Paper app (left) and original app (right)

Source: Facebook Paper mobile app  
115703

Source: Forrester Research, Inc.

## RECOMMENDATIONS

### BREAK FREE OF DATED PARADIGMS TO DELIVER BETTER MOBILE EXPERIENCES

Many of the best mobile experiences we highlight — Instagram, Uber, Heyday, and Shazam — started in mobile. This is no accident. Startups have the advantage of beginning with a clean slate and building distinctive mobile experiences. Customer experience professionals at companies augmenting their legacy businesses will need to rethink their old web-driven design paradigms and elevate their mobile experiences by employing these tactics:

- **Appoint a decision-maker.** An ecosystem with too many diffuse stakeholders slows down development, incurs redundant investments, and produces bloated or uncoordinated experiences.<sup>27</sup> One design and development agency told us that for some of their less successful projects, every time they want to change the color of a button they need approval from 30 people. A single decision-maker can be accountable for integrating functionality across organizational silos and keeping development moving forward.

- **Partition mobile teams at the outset.** It may seem counter-intuitive to silo mobile development from other digital channels, but just as bad as diffuse leadership is a web-focused organization intent on miniaturizing for mobile. When a division of Pearson, the world's largest education company, decided to wet its feet with mobile, it formed a new skunk works-like mobile team and paired with design and development agency Tack Mobile to create its OpenClass app. Breaking out mobile separately allowed Pearson to keep a fresh approach, complete major redesigns in under a year, and then gradually socialize mobile into the culture at Pearson. Intuit starts with a central mobile-focused group that bears the investment risk, and then hands off responsibility to business units once momentum and expertise for mobile has been institutionalized.
- **Make time for experimentation.** Mobile interfaces are still not well understood, which means customers, and even most companies, don't know what they need or want from a mobile experience. Instead, startups and mobile-focused design agencies advise taking risks by experimenting with what's possible with mobile before settling on a defined mobile strategy. Lead designer of the top-rated weather app Solar aimed to "flip weather on its head" and played around with various method of interaction before landing on its color-driven, chrome-free design. Lead designer of the Facebook app Paper said when they were trying to figure out how to allow users to view panoramic photos, his team went through multiple iterations of figuring out which gestures were both functional and natural before landing on the concept of titling the phone.
- **Elicit revealed, not stated preferences.** Duolingo, the language learning app and Apple's 2013 App of the Year, sees 80% of its users on mobile. Although its website has additional functionality that some users are clamoring for on mobile, it knows that its streamlined app experience is part of what keeps users engaged. Instead of simply listening to users' feedback, Duolingo tracks and makes decisions based on metrics such as amount of use, frequency of return use, pace of learning advancement, and which functionality is used on which channel.
- **Prototype early and often.** The first Heyday prototype was completed in only two months, but then the team spent another 16 or so months before launching the app. In that time period, they developed more prototypes and tested the app with friends and family, and then in a small market, soliciting customer feedback and iterating. Prototypes, whether wireframe sketches or on-device mockups provide an opportunity to inform design decisions with real feedback and usability concerns, and should be used repeatedly throughout the design process. Taking time to prototype early — the sooner the better — can actually save time in the design process because it rallies people around a common solution and moves the design process forward.
- **Realize that you're never done.** Frequent operating system updates coupled with the pace of mobile innovation and customer feedback requires consistent investment in people, money, and time to maintain and improve the mobile experience. Citi just launched a major redesign of its mobile banking app which includes thoughtful features such as letting users

check their balance without needing to log in. However, an undiscovered bug preventing users from pasting in their passwords is leveling customer satisfaction with the iPhone app. Because Citi is constantly scanning user reviews, it recognized the problem and plans to address the issue immediately. After launching, the news aggregation app Zite saw that its customers were only giving thumbs up/thumbs down for 1 out of every 9 news stories read, which is problematic because they rely on articulated customer preferences to personalize content. Zite was able to increase this ratio to 1 out of 3 by releasing another redesign for the iPhone which elevated the thumbs up/thumbs down icons from the individual news story to the higher-level section view.

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## SUPPLEMENTAL MATERIAL

### Methodology

For its North American Technographics® Online Benchmark Survey (Part 1), 2013, Forrester conducted an online survey fielded in April 2013 of 61,167 US individuals and 5,800 Canadian individuals ages 18 to 88. For results based on a randomly chosen sample of this size (N = 61,167 in the US and N = 5,800 in Canada), there is 95% confidence that the results have a statistical precision of plus or minus 0.4% of what they would be if the entire population of US online individuals ages 18 and older had been surveyed and plus or minus 1.3% of what they would be if the entire population of Canadian online individuals ages 18 and older had been surveyed.

Forrester weighted the data by age, gender, income, broadband adoption, and region to demographically represent the adult US and Canadian online populations (defined as those who go online weekly or more often). The survey sample size, when weighted, was 61,104 in the US and 5,778 in Canada. (Note: Weighted sample sizes can be different from the actual number of respondents to account for individuals generally underrepresented in online panels.)

Please note that respondents who participate in online surveys generally have more experience with the Internet and feel more comfortable transacting online.

### Companies Interviewed For This Report

BillGuard	Fueled
Citigroup	Hey, Inc.
Duolingo	Hollr
EffectiveUI	Human Factors International
Facebook	Intuit

KPMG	Southwest Airlines
Mobients	T3
Mobiquity	Tack Mobile
Pearson	Walgreens
SapientNitro	Zite

## ENDNOTES

- <sup>1</sup> Source: Dan Rowinski, “What is Slowing Down Your Mobile Apps?” ReadWrite, July 24, 2012 (<http://readwrite.com/2012/07/24/infographic-what-is-slowing-down-your-mobile-apps>).
- <sup>2</sup> Assuming a right-hand person is holding a device and navigating with the thumb, the center to left of the screen is the easiest area to touch, the right-most part of the screen is slightly more difficult, and the very top left is the hardest. Source: Luke Wroblewski, “Responsive Navigation: Optimizing for Touch Across Devices,” LukeW Ideation + Design, November 2, 2012 (<http://www.lukew.com/ff/entry.asp?1649>).
- <sup>3</sup> Source: North American Technographics® Online Benchmark Survey (Part 1), 2013.
- <sup>4</sup> Mobile is not only a standalone sales channel, it offers an opportunity to engage customers throughout their journey. This access is applicable across industries though priorities may vary. In financial services, the focus may be on customer account services while retailers or the travel industry may focus on influencing sales. See the May 10, 2012, “[Executing End-To-End Mobile Services](#)” report.
- <sup>5</sup> Apps that provide great mobile experiences can be wildly successful. For example, the financial services firm USAA saw its mobile banking deposits soar from a projected 20 million transactions per month to 120 million. See the November 16, 2012, “[Great Mobile Experiences Are Built On Systems Of Engagement](#)” report.
- <sup>6</sup> Mobile creates an opportunity to transform your customer’s perception of your company and brand by taking advantage of the brief but crucial instants in which that customer needs service, information, or just about anything, which Forrester refers to as mobile moments. See the January 24, 2014, “[Mobile Moments Transform Customer Experience](#)” report.
- <sup>7</sup> The International Telecommunication Union (ITU), the United Nations agency for information and communication technologies, reported in its “The World in 2013” report that global mobile phone subscriptions totaled 6.8 billion in 2013 and predicted they would exceed 7 billion in 2014.
- <sup>8</sup> Source: North American Technographics® Online Benchmark Survey (Part 1), 2013.
- <sup>9</sup> Source: Forrester Research Smartphone Adoption Forecast, 2012 To 2017 (US).
- <sup>10</sup> Forrester forecasts that US mobile retail revenues, excluding mobile travel sales, will make up 6% of total eCommerce revenues in 2014. Source: Forrester Research Mobile Commerce Forecast, 2012 To 2017 (US).
- <sup>11</sup> Source: Tim McCauley, “Increasing Customer Engagement with Mobile,” Mcommerce Summit: State of Mobile Commerce 2013, May 2, 2013 (<http://www.mobilemarketer.com/cms/lib/17139.pdf>).

<sup>12</sup> Source: Evelyn M. Rusli, “Facebook Buys Instagram for \$1 Billion,” The New York Times’ DealBook, April 9, 2012 (<http://dealbook.nytimes.com/2012/04/09/facebook-buys-instagram-for-1-billion/>).

<sup>13</sup> Source: Uber (<https://www.uber.com/cities>).

<sup>14</sup> Source: Mark Rogowsky, “Uber’s Breathtaking Valuation: Google Takes A Quarter-Billion-Dollar Cab Ride,” Forbes, August 23, 2013 (<http://www.forbes.com/sites/markrogowsky/2013/08/23/ubers-breathtaking-valuation-is-it-really-different-this-time/>).

<sup>15</sup> Source: Liz Gannes, “Airbnb Beefs Up Mobile Team With Hires From Apply and Voxer,” AllThingsD, March 20, 2013 (<http://allthingsd.com/20130320/airbnb-beefs-up-mobile-team-with-hires-from-apple-and-voxer/>).

<sup>16</sup> Source: “Our Mobile Planet,” Google Think Insights (<http://www.thinkwithgoogle.com/mobileplanet/en/>).

<sup>17</sup> App analytics company Flurry estimates that 80% of smartphone users’ time is spent on mobile apps while only 20% is spent on the mobile Web. Source: Simon Khalaf, “Flurry Five-Year Report: It’s an App World. The Web Just Lives in It,” Flurry Blog, April 3, 2013 (<http://blog.flurry.com/bid/95723/Flurry-Five-Year-Report-It-s-an-App-World-The-Web-Just-Lives-in-It>).

Mobile apps excel at interactive experiences on targeted devices, while the mobile Web provides less engaging, but more consistent experiences on a wide variety of devices. See the December, 17, 2013, “[Mobile App Or Mobile Web? It’s A Choice, Not A Battle](#)” report.

<sup>18</sup> While both smartphone and tablet owners use their devices at home, fewer tablet owners use their tablets outside of the home. See the January 29, 2014, “[The State Of Consumers And Technology: Benchmark 2013, US](#)” report.

Source: North American Technographics® Online Benchmark Survey (Part 1), 2013.

<sup>19</sup> Windows phone, BlackBerry, or other operating systems each make up 5% or less of the share of smartphone operating systems used by US online adults. Source: North American Technographics® Online Benchmark Survey (Part 1), 2013.

<sup>20</sup> Value is a key attribute of Forrester’s website user review methodology. Forrester has found that a higher website user experience review score means better business results. See the January 13, 2010, “[Executive Q&A: Website User Experience Reviews](#)” report.

<sup>21</sup> Source: Bruce Upbin, “Fab’s Five Rules For Killing It In E-Commerce,” Forbes, December 17, 2012 (<http://www.forbes.com/sites/bruceupbin/2012/12/17/fabs-five-rules-for-making-a-killing-in-e-commerce/>).

<sup>22</sup> A 2013 survey from Compuware found that 79% of consumers will retry a mobile app only once or twice if it fails. Source: “Mobile Apps: What Consumers Really Need and Want,” Compuware ([http://offers2.compuware.com/rs/compuware/images/Mobile\\_App\\_Survey\\_Report.pdf](http://offers2.compuware.com/rs/compuware/images/Mobile_App_Survey_Report.pdf)).

<sup>23</sup> Source: “The New Multi-Screen World Study,” Google Think Insights, August 2012 (<http://www.thinkwithgoogle.com/research-studies/the-new-multi-screen-world-study.html>) and “The US Digital Consumer Report,” The Nielsen, February 10, 2014 (<http://www.nielsen.com/us/en/reports/2014/the-us-digital-consumer-report.html>).

<sup>24</sup> Most retailers have cumbersome checkouts that often require hundreds of keystrokes. The average mobile site's conversion rate is 1% versus 2% to 3% for the same site on a PC. See the January 16, 2013, "[US Mobile Retail Forecast, 2012 To 2017](#)" report.

<sup>25</sup> Source: Instagram (<http://instagram.com/press/>).

<sup>26</sup> Source: The Next Web interview with Instagram founder Kevin Systrom (<http://vimeo.com/29184854>).

<sup>27</sup> Forrester advises having a mobile organization matched to your company structure, project requirements, and mobile maturity to marshal the efforts and needed resources. See the April 12, 2013, "[Your Company Needs A Mobile Organization](#)" report.

## About Forrester

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