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Mobile Communications: What makes it effective for the Small and Medium Size Businesses (SMB)?

FACOLTA DI SCIENZE DELLA COMUNICAZIONE
Dipartimento di Comunicazione e Ricerca Sociale
Dottorato in Comunicazione, Ricerca e
Innovazione –XXX Ciclo

Elvia Beatriz Briones Vèlez
1592898

Coordinatore.
Prof. Enzo Campelli

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ABSTRACT

La comunicazione *mobile* è oggetto di interesse per i ricercatori già dagli anni '90, in coincidenza con l'arrivo dei telefoni cellulari, facendo registrare oltre 240 progetti finanziati dall'UE nella successiva decade. (Karnowsky, Jones, Ling, & von Pape, 2013).

Nel 2002 Barry Brown, Nicola Green e Richard Harper iniziarono a studiare vantaggi e svantaggi del *mobile* per meglio comprendere i potenziali effetti culturali e sociali causati da questo nuovo *media* (Brown, Green, & Harper, 2002); nel 2006 James Katz ha analizzato le conseguenze sociali dell'uso giornaliero dei dispositivi *mobile* ed i suoi usi in campo psicologico e religioso (Katz, 2006).

Studi sociali sull'uso individuale del *mobile* sono stati condotti senza soluzione di continuità negli ultimi anni, anche comparando l'uso del *mobile* con altre tecnologie di uso comune quali

l'orologio o il dispositivo di chiusura delle automobili, alla ricerca di similarità e sinergie che ne potessero spiegare l'impatto sociale. (Ling, 2012).

Lo studio della comunicazione *mobile* come disciplina ci permette di evidenziare le innumerevoli teorie di comunicazione che aiutano a comprendere appieno la diffusione, adozione ed uso di questo canale¹. Tuttavia, la comunicazione mobile si differenzia non solo per le abilità e bisogni del singolo o dell'organizzazione, ma anche rispetto all'obiettivo finale. Un sondaggio condotto quest'anno da AT&T su 1.048 piccole e medie imprese negli Stati Uniti mostra come il 94 per cento di queste utilizzano il *mobile* per condurre i propri affari, con oltre il 50% utilizzando

¹ Smith, R. (2013). So what? Why study mobile media and communication? *Mobile Media & Communication*, 38-41.

applicazioni mobile con un risparmio mensile fino a \$500.

Secondo Karan Kerrigan, Amministratore Delegato di SBE, “Gli imprenditori guardano alle tecnologie di comunicazione per aumentare la produttività, tagliare i costi e migliorare gestione e coinvolgimento dei clienti”. (AT&T e Comitato Piccole e Medie imprese, 2014). Dall'altra parte, un recente rapporto della Società di ricerca BIA/Kelsey ha riscontrato che il 74.5% delle Piccole e Media imprese (PMI) utilizza i *social media* per fare pubblicità del proprio *business*, rendendoli così il canale più importante². Il *mobile* dà l'opportunità alle PMI di competere nello stesso acquario di “pesci” molto più grossi, dando inoltre visibilità' globale a piccole organizzazioni dotate di strategia e mentalità globale (Franklin, 2014)

² Book, Maddox, Small Businesses Spend More on Social Than Any Other Media, 2014.

Conoscere la ricetta per una comunicazione *mobile* di successo è quasi impossibile; ogni strategia di comunicazione contiene elementi, circostanze e peculiarità che richiedono un approccio specifico. Tuttavia, le caratteristiche dei dispositivi mobile e l'uso degli stessi in mobilità possono portare funzionalità che potrebbero naturalmente migliorare questo tipo di comunicazione.

In questo studio esploreremo le sfide che stanno affrontando le PMI nel tradurre la propria strategia di comunicazione sul mobile, e sulle possibili implicazioni che l'uso dello *Storytelling* e del *Visual Storytelling* possono avere sulla strategia stessa. Da un punto di vista di comunicazione e marketing per una piccola impresa, è interessante analizzare l'eventuale esistenza d'ingredienti chiave che ci possano aiutare a individuare una ricetta ideale per la comunicazione *mobile* delle PMI.

CAPITOLI

Il PRIMO CAPITOLO di questo studio rivede la letteratura, focalizzandosi sulla comprensione dell'attuale contesto della comunicazione *mobile*, incluso studi che evidenziano i vantaggi e svantaggi dell'uso giornaliero; include inoltre una revisione delle similarità e differenze nell'adozione della comunicazione mobile tra una piccola ed una grande impresa.

Il SECONDO CAPITOLO spiega uno a uno alcune delle più comuni funzionalità oggi possibili nell'uso della comunicazione *mobile*. Dagli SMS ai *Social Media* alla comunicazione *in-game*, questo capitolo si propone di mostrare al lettore le diverse scelte a disposizione di una PMI per entrare nel mondo della strategia di comunicazione *mobile*.

Il TERZO CAPITOLO analizza nel dettaglio gli argomenti chiavi dello studio, *Storytelling* e

Visual Storytelling. Il capitolo fornisce una panoramica del modo in cui lo *Storytelling* è utilizzato oggi dalle organizzazioni e di come questa tecnica può essere applicata come parte di una strategia di comunicazione mobile, anche attraverso l'illustrazione di esempi di *best practices* per le PMI.

Il capitolo fornisce inoltre al ricercatore le conoscenze necessarie per procedere con i successivi passi dello studio.

Il QUARTO CAPITOLO è costituito da una serie di interviste qualitative e focalizzate con due principali gruppi di interlocutori; il primo gruppo è costituito da esperti di comunicazione *mobile* o professionisti di *storytelling*; il secondo gruppo è costituito da Amministratori e Manager di comunicazione di piccole e medie organizzazioni. Queste interviste permetteranno al ricercatore di comparare *vision*, usi e consigli

per implementare con successo una strategia di adozione del *mobile* per le PMI.

I QUINTO CAPITOLO è un progetto Triennale, svolto attivamente sul campo insieme ad una PMI italiana che ha cambiato il suo stile di comunicazione tradizionale ad uno digitale, ed in particolare con una strategia *mobile* utilizzando le funzionalità studiate ed illustrate in precedenza. Il ricercatore presenta in questo capitolo i differenti risultati in termini di coinvolgimento dell'audience durante il periodo di studio.

RESEARCH PROPOSAL

Mobile communication is a subject that has been in the eye of researchers since 1990s with the introduction of the first mobile phones and closed the next decade with over 240 projects funded by the EU. (Karnowsky, Jones, Ling, & von Pape, 2013).

In 2002 Barry Brown, Nicola Green and Richard Harper started looking for the advantages and disadvantages of the mobile to understand the cultural and social effects of this “new media” (Brown, Green, & Harper, 2002); in 2006 James Katz analyzed the social consequences of the daily use of mobile and its uses in psychology and religion (Katz, 2006).

Social studies on the individual use of mobile have been researched continuously over the years even comparing the mobile with other technologies around us such as the clock or the

automobile looking for similarities and synergies to explain how they have shaped the social environment. (Ling, 2012).

The study of mobile communication as a discipline certainly allows us to bring to light the several communication theories that help us to understand the diffusion, adoption and use of this channel³. However, mobile communication differs depending not only on the user's skills and needs –individual or organization- but also on the final objectives. A poll conducted this year to 1,048 Small and medium size Organizations in 48 states in the US by the AT&T SBE shows that 94 percent of them are using mobile to conduct business, more than half using mobile applications saving up to \$500 a month.

³ Smith, R. (2013). So what? Why study mobile media and communication? *Mobile Media & Communication*, 38-41.

According to SBE CEO Karan Kerrigan
“Entrepreneurs are looking to communication technologies to improve productivity, cut costs and better manage and engage with customers”.
(AT&T and the Small Business & Entrepreneurship Council, 2014)

On the other hand, a recent report from a research firm BIA/Kelsey found that 74.5% of Small and medium size Organizations (SMEs) use social media to advertise or promote their business becoming the most important media.
⁴Mobile gives the SMEs the opportunity to compete with the big fishes in the same pot, it also gives a global visibility for small Organizations with a global mind and strategy.
(Franklin, 2014)

Knowing the recipe for a successful mobile communication is almost impossible; every

⁴ Book, Maddox, Small Businesses Spend More on Social Than Any Other Media, 2014.

communication strategy contains elements, circumstances and particular characteristics that require a specific approach. However, the characteristics of the mobile device and the use of a device in mobility can apply certain features that may naturally improve this communication.

In this study, we will explore the challenges that SMEs currently face to go mobile in their communication strategy and the possible implications of the use of Storytelling and Visual Storytelling in their mobile strategy.

From the perspective of marketing and communication for small business, it's interesting to analyze if there are any key ingredients that will allow us to create a successful mobile communication recipe for SMEs.

The FIRST CHAPTER of this study will review the literature focusing on understanding the actual situation of mobile communication

including some studies regarding the advantages and disadvantages of its daily use; it will also include a review of the similarities and differences of mobile adoption between a SME and a large organization.

The SECOND CHAPTER explains one by one some of the most common features that are possible in the use of mobile communication nowadays. From SMS to Social Media and In-game communication strategies, this chapter aims to show the reader the different options that a SME has available to enter the race of mobile communication adoption.

The THIRD CHAPTER analyzes in deep the topics that are at the core of this study, the Storytelling and the Visual Storytelling. This chapter gives an overview of the way that

Storytelling is being used by organizations nowadays and how this technique can be applied in a mobile communication strategy through best practices of successful SMEs.

This part will prepare the researcher with the knowledge required to proceed for the next steps of this study.

The FOURTH CHAPTER is constituted of a series of focalized qualitative interviews with two main groups, the first group are either experts in mobile communication or professionals of Storytelling and the second group are CEOs and communication managers of Small and Medium Size Organizations. These interviews will allow the researcher to compare the visions, uses and recommendations for a successful SME's mobile adoption.

THE FIFTH CHAPTER is a three-year hands-on project with one Italian SME that has changed its traditional communication into digital and particularly mobile strategy using the features previously studied. The researcher will present in this chapter the different results in terms of audience's engagement during this time.

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CHAPTER 1. Mobile Communication in Small and Medium Size Organization's (SMEs)

According to the 2018 Global Digital Suite from We are Social and Hootsuite, more than 200 million people got their first mobile device in 2017, and two thirds of the world's 7,6 billion inhabitants now have a mobile phone, nowadays is considered a commodity⁵. Users around the world are increasing the time spent on mobile devices; one example is Italy where 62% of total digital minutes is spent on mobile and 87% of this is spent on apps.⁶

Mobile communication is part of our daily experience, this interdependence will grow, as we tend to organize our activities and communicate with others through the mobile

⁵ Digital in 2018: World's internet users pass the 4 billion mark, Simon Kemp January 30th 2018 <https://wearesocial.com/blog/2018/01/global-digital-report-2018>

⁶ The Global mobile report comScore's cross- market comparison of mobile trends and behaviors, Ben Martin Director of Global Marketing insights, comScore mobile Metrix May, 2017

devices. In an anthropology study researchers from Google realize that the mobile gives the user a sense of belongingness and connectivity that allows the user to spot opportunities on real time and take them. (Posner & Haines, 2012) The opportunity to bring with us important data and “important people” gives us a sense of peacefulness in our lives.

“[...] Suddenly, our phones can lead us with pinpoint accuracy to the potential mate of our dreams or future business partner. We’ve replaced the open road with the digital superhighway.” (Posner & Haines, 2012)

The communications we handle in mobility are not only personal but also professional, we inform, communicate, express our opinions, share and make decisions on the way, this pushes the organizations to consider this channel to interact with their staff, supplier and clients.

Marketing and communication professionals are challenged to send their messages across this channel. For years we have been used to have “more time” to engage into a conversation or being listened by the other. Time has changed, everyone is receiving a huge mass of information of all kinds and the time of attention span is being reduced to minimum. (Walter & Giorgio, *The Power of Visual Storytelling*, 2014)

Today, we are able to know how different groups of people use their mobile device, what they searched, which keywords they use, how much time they spent on social networks on their device, how many apps they downloaded. However, we don't know what are the reasons people feel so connected with their mobile, why mobility enables a sense of meaningful life and what kind of communication triggers this feeling.

1.1 MOBILE IN OUR DAILY LIFE

Mobile is recognized as the fastest diffusing medium on the planet ever (Castells, Fernandez-Ardevol, Qiu, & Sey, 2006). As Richard Ling said in his book *Taken for Grantedness: The embedding of Mobile Communication into Society* says “Its by far the most pervasive of all information and communication technologies in the world”.

“[...] The mobile phone, like several other technologies such as mechanical clocks, the automobile and the Internet, is a technology that has become part of the social fabric. It is a part of what holds us together.” (Ling, 2012)

This social fabric is made of different weaves of connection, threads in the form of Facebook posting, emails, instant messages that strength weakens or breaks individual fibbers. We live in a

world full of information especially inside of the organizations, where employees are used to receive numerous emails and messages that restrain them to finish the tasks that require calm, reflection and silence. (Harper, 2010)

Each channel serve to communicate in different ways: asynchronous, synchronous and to one or more people. The traditional channels that were physically located either at home (radio and tv) or in our desktop computer (email, chat) can nowadays be taken “on the way” at all times. This gives the user as Rasmus Helles wrote “.... an unprecedented level of discretionary power to select and combine media in communication. (Helles, 2013)

Lets take a look at this graph created by Jensen and Helles that shows some of the communication channels available depending on time and interactivity needs:

	Asynchronous	Synchronous
One-to-one	Short Message Service (SMS), Multimedia Messaging Service (MMS), email	Voice calls/chat, video chat, instant messenger
One-to-many	'Web 1.0' web pages, download repositories, e-books	Broadcast radio and television
Many-to-many	'Web 2.0' sites, wiki, blog, social network services	Online chatrooms, multi-way chat (e.g. on Facebook).

Figure 1. Communicative affordances of mobile broadband devices *Source:* based on Jensen and Helles (2011: p. 519)

The use of one or the other depends not only on the logical use but also on the social factors and cultural behaviours in which the user is immerse.

1.2 MOBILE AS A SOCIAL COHESION

The cellphone has become part of our daily life and lifestyle; we are judged and classified by the people around us based on the device we own and the way we use it.

According to the President of Toyota in a speech in 2014, the young generations don't show the

same interest in cars as their parents or grandparents did for cars, they seem to be more worried to buy the latest smartphone or game console than getting their driver license. (Chris Woodyard, 2014) ⁷

This new generations have been pushed to adopt new technologies not only to fit in the society but also to keep engaged in their daily social activities. Those that are left behind represent a problem for the rest of the group, as they must look for other ways to keep in touch.

In big cities, friendship and relationships are interestingly built based on your home position, e.g. those from the south find almost impossible to interact outside from work to those from the north as it will represent an investment in time and effort. Something similar happens with technology; those that are using the same

⁷ As part of an interview where Toyota continues its kids contest about imaging a mobile future and the Dream Car of the day.

communication channels find themselves closer with those in the same virtual group than with those who reject the use of the latest technologies and find themselves isolated from the rest of the group.

Émile Durkheim, French Sociologist (1858-1917) describe the social cohesion with a simple example: "I am not forced to speak French with my compatriots, nor to use the legal currency, but it is impossible for me to do otherwise" this explains in a simple way how no matter our reluctance to adopt a new channel of communication is, the social factors that are around that behaviour will be present in this decision. (Ling, 2012)

Christian Licoppe analyzed the new skills and attitudes that we are developing over the use of the mobile device and how human interaction is changing for this reason. (Licoppe , 2004). This

“connected presence” is perceivable everywhere, people talking on the phone entering into a new emotion state (anger, sadness, happiness), reading a message or watching a video/picture while suddenly laugh or smiles at the screen.

Mobile technology certainly keeps us connected to others who aren't physically close to us in a particular moment; however, this connection isn't new, it has existed for decades since the invention of the written letter, the telegraphy, the cable phone but the combination of mobile phone and internet has given us a completely new way of communication: a faster, developed, easier to use and full of ways and content to share.⁸

In line with this *social perspective analysis* the opinions differ; a number of prominent theorists have argued that mobile communication technology can have a negative influence on

⁸ Ling, R. (2012). *Taken for granted: The embedding of mobile communication into society*. Cambridge, MA: MIT Press.

interpersonal relationships (Turkle, 2011) mostly due to the “user disconnection” leaving their immediate social context to enter a “wider” environment where a flow of people, topics and information are interacting. In 2012 Andrew K. Przybylski and Netta Weinstein made an experiment that indicated that the mere presence of mobile phones inhibits the development of interpersonal closeness and trust, and reduced the extent to which individuals felt empathy and understanding from their partner. These effects might happen outside of conscious awareness. (Przybylski & Weinstein, 2012). The positive consequences and bright promises that new technologies bring to global societies still remain discussable. (Luo, Fortunati, & Yang, 2006)⁹

1.3 MOBILE INNOVATION

⁹ Analysis of the China as the largest mobile market in the world Luo, P.-L., Fortunati, L. & Yang, S. (Eds.) (2006). *New technologies in global societies*. New Jersey, NJ: World Scientific.

According to the Innovation Decision Process Theory of Rogers “ The process through which an individual, a group or organization passes from first knowledge of innovation (*Knowledge stage*) to forming an attitude toward the innovation, (*Persuasion stage*), to a decision to adopt or reject (*Decision stage*), to implementation of the new idea (*Implementation Stage*), and to confirmation of this decision (*Confirmation stage*)”. (Rogers, 1971)

In the **Knowledge Stage** the individual informs himself about the innovation and how it works. The second stage is about **Persuasion** and it occurs when the person creates a personal opinion and attitude toward the innovation, in this phase another theory applies: The Five qualities that influence the adoption of innovation:

- a. Relative advantage. Over another ways or technologies.

- b. Compatibility. With the adopter's values, lifestyle and experience
- c. Complexity. The difficulty of understanding and using it.
- d. Trialability. Possibility of try it before adopt it.
- e. Observability. Perception of popularity or visibility of the results.

The third stage is the **decision** stage where the adopter measures the benefits versus the effort in term of costs and resources and decides whether to adopt it or reject it.

If the innovation is adopted, the process continues to the fourth Stage: the **implementation**, according to Rogers this is the stage where the frustrations and difficulties act, the adopter needs to understand how to adapt the innovation to his particular needs and if necessary reinvent the innovation to a most efficient use for his purposes.

The last stage is the **confirmation**, this is a key stage in the process and usually the change agents tend to forget its importance. In this stage the Dissonance appears either to support the innovation to whom has decided to reject it or through negative messages for those who have decided to adopt it. As humans we tend to reduce the dissonance, and even change our previous decision to make it, however if previous actions have been taken such as investments or agreements after the decision to adopt or reject the innovation we usually look for messages that will prevent dissonance from occurring.

Nevertheless discontinuance may happen, and a change in our decision may occur in two different ways:

a) Replacement discontinuance. Finding a better, more modern or innovative solution to solve our need.

b) Disenchantment. Dissatisfaction with its performance that conducts *to a perceived relative advantage over alternative practice.*¹⁰

In terms of innovation we must remember that; it's the receivers' perceptions of the innovation's attributes and not the attributes as classified by experts or change agents that affect their rate of adoption¹¹.

Evolution brings technology further that's true. But the new coming technology will apply to early adaptors and not to the middle aged user and beyond.¹²

Several studies are being done to understand how users interact with their mobile devices;

10 Summary taken from the third Edition of the book Diffusion of Innovations or Everett M. Rogers

11 Mobile internet and SMEs: a focus on the adoption, Raffaello Balocco, Riccardo Mogre, Giovanni Toletti, emerald Insights

<http://www.emeraldinsight.com/doi/abs/10.1108/02635570910930127>

12 5-10 years from now: Part 2 - The Future of Mobile Communications

<https://www.linkedin.com/pulse/5-10-years-from-now-part-2-future-mobile-christian-gomez>

experts are constantly coming out with ideas to create a more attractive experience for the users, involving disciplines like consumer behaviour, marketing, advertising, etc. ¹³

Mobile Consumer behaviour is changing rapidly not only due to the widely acquisition of smartphones into developing countries but also thanks to the features that the new models are presenting. Increasingly, people are adopting advanced mobile devices that give them relatively unhindered mobile Access to the Internet. The mobile phone is becoming more like a personal computer (Walter, Giorgio J, 2014). The user nowadays is able to administrate their personal and professional life “on the way”.

Mobile Marketing Communications will give us a wider picture of how the organizations are

13 Brown, B., Green, N., & Harper, R. (Eds.) (2002). *Wireless world: Social and interactional aspects of the mobile age*. London, UK: Springer
Ling, R. (2008). *New tech, new ties: How mobile communication is reshaping social cohesion*. The MIT Press.

currently using this channel to communicate with their audience. According to an article from a British Organization for marketing managers (E-consultancy) the new P's for Mobile Communications are the following¹⁴:

Penetration. As we have already stated, mobile keeps growing, providing the organizations with a wider and more global audience to talk to.

Performance. New model of devices and state of the art features are entering the market. The competition will be focus on the creativity and user experience.

Prosumer. A combination of the words professional and consumer, believes that the consumer is becoming more sophisticated, more knowledgeable and avid of more useful content.

¹⁴ Digital Marketing Blog of Business Consultants. Davis, B. (2014, June 17). The four Ps of mobile. Econsultancy. Understand and act in this 4 p's will help us to anticipate trends that will be crucial to mobile innovation

Polymorphous. Many forms. The mobile channel opens a new way to communicate not only in the transport and communication Organizations as cited on the article but also to new segments and markets that will be developed accordingly with the evolution of technology.

So what happens with Mobile innovation for SMEs?

Brands and organizations used emotions, storytelling¹⁵, safety¹⁶, data coverage¹⁷, children

¹⁵ Moon Spain. UNICEF and ING created a website with stories of children that can't go to school and could be turn around by moving the mobile device seeing a different and happier story. The app invites the user to make a donation at the end of the story

¹⁶ Nivea Sun Block print ad and mobile app": Mobile Grand Prix Cannes Lions, The Guardian Angel (Singapore) Aware/JWT and Samsung S/Drive a mobile app that blocks the user to touch it while driving and reads loud messages allowing the user to answer through a voice/ text message. This app reduced the number of drive accidents in a city in Australia. <http://goo.gl/yhsMI2>

¹⁷ Nivea S Babolat Play (France) a tennis racquet with data mobile technology.

learning¹⁸, sales¹⁹, join ventures²⁰ to create user engagement and participation; however most of this prizes go to Advertising agencies with large teams as well as big-budget clients.²¹

The innovation in mobile communications for SMEs can come either from those with a digital business model; example: mobile games, digital cartoon, e-commerce, etc. or on the content published in mobile Social Media platforms such as Instagram, Pinterest Facebook or Snapchat. The SMEs find the most common place for innovation on the content strategy rather than on the creation of a mobile environment.²²

18 Vivo Unlock Lessons (Brazil) an app that allows the kid to unlock a mobile device only after answering school questions depending on the year he or she is attending.

19 Movie Emoji. Movie on Demand Company launches an SMS campaign that allows the user to download the movie just after guessing the name of the pic from an emoticon design image.

20 Android Kit Kat as the new name for the operating system. The press and the community worldwide broadly covered the content.

21 Cannes Lions Archive is the digital home of the world-s greatest branded communications. <http://www.canneslionsarchive.com/>

22 The SMEs also use mobile also to facilitate certain business process inside the organization; they rely on larger companies to manage

Mobile communication also applies when an organization decides to transform one part of the business into mobile. Several companies have applied new technology to old industries and services creating new and successful business models.²³ One example is Cake, a mobile app that is being acquired by local restaurants that allow the clients to pay the bill from their mobile phone.²⁴

A small business may not be looking to create a new business model, however it will be wise to analyze if there is any mobile technology they can adopt to create a competitive advantage that grows their business.

customer service, retention, and sales to mention some, in renowned business and platforms.

23 10 trail blazing tech Startups that demand attention. Econsultancy Blog
https://en.m.wikibooks.org/wiki/Small_and_Medium_Enterprises_and_ICT/SME_Adoption_of_ICT and <https://econsultancy.com/blog/66967-10-trailblazing-tech-startups-that-demand-your-attention/>

24 Cake Mobile app <http://www.thecakeapp.com/>

To think about the future of mobile technology, you need to consider that the phone is just a medium of communication. At the core of the phone — email, WhatsApp, Viber, SnapChat, Twitter, etc — is simple human-to-human communication. And the evolution and revolution of mobile devices over the years always comes back to one question: How can we make this easier and more efficient?

1.4 MOBILE COMMUNICATION FOR SMEs

We can divide the organizational communication in two big and separate areas: Internal communication and External Communication. The internal communication has been a research study since the Industrial Revolution was born and new organizations and working structures emerged. The External Communications sometimes called marketing communications is in charge of handling the communications

between a client and its supplier. The communication is essential in both areas. The organizations can't work without communication. (Strati, 2013)

According to the European Union “Small and medium-sized enterprises (SMEs) are often referred to as the backbone of the [...] Economy, providing a potential source for jobs and economic growth”. (Commission, 2014)

The 23 million SMEs in Europe account the 98 percent of Organizations in the region providing two third of the total private employment and around 80% of new jobs created over the past five years. (Businesses, 2011)²⁵

But who are the Small and Medium Size Enterprises?

²⁵ The article comes from a brochure and can be found on http://ec.europa.eu/enterprise/policies/sme/files/thinking_big_en.pdf

Eurostat defines the European SMEs according to different variables such as the number of employees and a maximum annual income of EUR 50 million.

- Micro enterprises: with less than 10 persons employed;
- Small enterprises: with 10-49 persons employed;
- Medium-sized enterprises: with 50-249 persons employed;
- Small and Medium sized enterprises (SMEs): with 1-249 persons employed;
- Large enterprises: with 250 or more persons employed.²⁶

Current global situation of SMEs

²⁶ The complete information can be found at: http://epp.eurostat.ec.europa.eu/portal/page/portal/european_business/special_sbs_topics/small_medium_sized_enterprises_SMEs or to the User guide and model declaration http://ec.europa.eu/enterprise/policies/sme/files/sme_definition/sme_user_guide_en.pdf

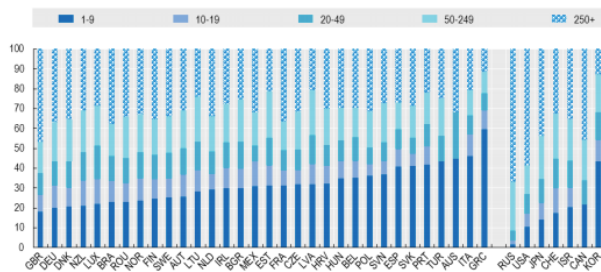
In the OECD area, SMEs represent almost the totality of the business population, account for about 70% of total employment and generate between 50% and 60% of value added.²⁷

According to the OECD 2018 document, the “Lean start-ups are emerging that leverage the Internet to lower fixed costs and outsources many aspects of the business to stay agile and responsive to the market”

OECD in the report Entrepreneurship at Glance 2015 states that in all countries 70 to 95% of all firms are micro- enterprises, i.e. firm with less than ten persons employed. In Europe, Italy and Spain have disproportionately more business per unit of GDP than other large European economies or resource rich countries such as Canada and the Russian Federation. In Spain,

27 Strengthening SMEs and entrepreneurship for productivity and inclusive growth, Key Issues Paper, SME Ministerial Conference OECD 22/23 February 2018 Mexico City
<https://www.oecd.org/cfe/smes/ministerial/documents/2018-SME-Ministerial-Conference-Key-Issues.pdf>

Portugal and Italy more than 40% of employment is in micro-enterprises. The following graph shows the percentage of the total business economy in a country represented by the enterprises by size,²⁸



Note: For Canada, Switzerland, Israel, Japan, Korea, the United States and the Russian Federation, data do not include non-employers. Data for Korea and Mexico are based on establishments. Data for the United Kingdom exclude an estimate of 2.6 million small unregistered businesses. For Australia, Canada and Turkey the size class 1-9 refers to 1-19.
Source: OECD (2017b).

Figure 2. SMEs provide the main source of business employment. Percentage of all persons employed, total business economy 2014 or latest available year

According to Rome-based credit information provider Cerved Group on their annual report, the Rapporto Cerved PMI 2014, there are 5.3 million SMB's in Italy (as of December 31, 2013), 3.3

²⁸ Data taken from the Entrepreneurship at a Glance 2015 by the OECD http://www.keepeek.com/Digital-Asset-Management/oecd/industry-and-services/entrepreneurship-at-a-glance-2015_entrepreneur_aag-2015-en#page27

million are small, often family-owned outfits, another 900,000 are sole proprietorships and just above one million the capital society²⁹.

The Report 2015 of the Osservatorio School of Management ³⁰ – Politecnico di Milano, analyzes the industrial sectors with best performance and most efficient mobile strategies in Italy. This report states that Mobile Marketing grew 50% from 2013 to 2014 in Italy, reaching 300 million euro triplicating its market share inside the Internet advertising segment (from 5% 2012 to 15% in 2014). The daily mobile users in Italy reach 15 million plus 1.4 million of tablet users. The Italians under 24 navigate a minimum of 2 hours daily from their mobile, and use the media for product and service acquisition. According to

²⁹https://area.cervedgroup.com/news/approfondimento/Rapporto_Cerved_PMI_2014_ExecutiveSummary.pdf

³⁰ <http://www.pmi.it/impresa/pubblicita-e-marketing/approfondimenti/101574/mobile-marketing-2015-lapproccio-strategico.html>

the report 58% of mobile users, navigate and compare before purchase outside the business, versus 41% who do it inside the business. The products that are purchased through a mobile device are: Technology, electronics, clothes and accessories and grocery.

Small and Medium Size Organizations or SMBs whether they are B2C or B2B are using their mobile devices for business. Google has understood this and has opened in June 2014 a Platform called Google my Business that allows SMBs to manage all their tools online, Google Search, Google Calendar, Email, Google Maps and Google plus with the objective that SMBs collect enough data to make smart advertising decisions (Google ads) managing all this information on the go with a Mobile application. David Roe from CMS Wire wrote “ This is particularly important for mobile search where

only the first few entries are visible” talking about Google mobile ads. (Roe, 2014)

Statistics don't lie. Mobile services sold to Organizations got \$11.4 billions as revenues in 2013 and is expected to reach \$32.4 billion by 2018, this shift is pushing joint ventures, example: IBM and Apple to develop 100 mobile apps and to companies like SAP to restructure all their services for mobile. (Maddox, How Mobile Is Mobilizing B-to-B Marketers, 2014)

1.5 ADOPTION OF MOBILE COMMUNICATION BY SMBs

SMBs have specific conditions that create advantages and disadvantages for the mobile communication adoption in comparison with the larger organizations. To mention some:

- Security concerns. Most of the SMBs lack of an IT department and investment that will make business and client's data safe. Large organizations can protect themselves from the risk that "mobility" represents by constantly establishing secure protocols. (Harris, Patten, Regan, & Fjermestad, 2012)
- Perceived usefulness (PU) and perceived ease of use (PEOU). Dlodlo and Dhurup (2013) in their study regarding the adoption of e-commerce for SMBs emphasized these two characteristics as significant in the technology adoption. An SMB need to find mobile a better alternative for their Organization, one that improves their performance, reduce costs, increase sales and an investment that doesn't only bring results but that is also requires a minimum effort. (Dlodlo &

Dhurup, 2013)³¹ Unfortunately, mobile adoption requires curiosity, new learning culture, time and effort.

- Lack of awareness, this characteristic includes uncertainty of technology benefits, lack of guidance and unfamiliarity of technologies (Premkumar & Roberts, 2010)³²
- Cost. Not only regarding the human resources investment but also (and mainly) to the technological factors such as, training, maintenance costs, information systems and software. (Fulantelli & Allegra, 2003)³³

³¹ Dlodlo, N., & Dhurup, M. (2013). Drivers of E-Marketing Adoption among Small and Medium Enterprises (SMEs) and Variations with Age of Business Owners. *MEDITERRANEAN JOURNAL OF SOCIAL SCIENCES*. Retrieved October 16, 2014, from

<http://mcser.org/journal/index.php/mjss/article/view/1576/1586>

³² 78 SMEs from rural US were interviewed for this study. Retrieved October 18, 2014 from

http://econpapers.repec.org/article/eeejomega/v_3a27_3ay_3a1999_3ai_3a4_3ap_3a467-484.htm

³³ This research conducted more than 10 years ago and published in Palermo, Italy was mainly done for Distance Communication, Training and Consultancy but for study purposes we will consider it as part of the reasons for mobile adoption.

- Technology environment, depending on the business and the characteristics of their clients, SMBs may perceive a lack of critical mass use, unavailability of ideal technology and lack of e-business infrastructure. (Ardjouman, 2014)³⁴

Advantages:

- Flexibility and competition. The SMB sector tends to continuously diversify its products and services; their internal and external services are flexible and their “hands-on managerial style facilitates faster decision-making”.³⁵

1.6 COMMUNICATIONS ON MOVILITY

As suggested by Jensen³⁶, the terminology of mobile media and communication may imply that

³⁴ Barua, A. (2011). Information Technologies and business value: An analytic and empirical investigation.

Information Systems Research, 6(1), 3–23

³⁵ Kendall, J. D., Tung, L. L., Chua, K. H., Dennis, N. G, C. H. & Tan, S. M. (2001). Receptivity of Singapore’s SMEs to electronic commerce adoption. Journal of Strategic Information Systems, 10(1), 223-242

³⁶ Jensen, K. (2013). What's mobile in mobile communication? Mobile Media & Communication, 26-31.

previously communications weren't mobile. However we can argue that the media has been *mobile* for ages as the humans were moving to several places with manuscripts, stories and fiction and later through music, cinema and broadcasting. Humans are themselves a communication body as they are able to communicate in their mobility through actions, clothing and general conduct.³⁷

Another interesting perspective is the concept of mobility; mobile communications doesn't only refer to Mobiles as devices but also as "[...] services that supports mediated social connectivity while the user is in physical motion. This interaction may take place through voice, text, picture, video, or otherwise. [...] Such devices aren't necessarily used while on the go, but rather that they afford – i.e., make possible –

³⁷ "The body as a general medium for having a world" Merleau-Ponty, M. (1962). *Phenomenology of perception*. London: Routledge Kegan Paul. (Original work published 1945).

mobility during mediated communication³⁸.”

This definition opens the door to a new range of devices and services that can include the Internet of things (IOT) that allows every device to communicate to each other and back to us, this topic will be discussed in the following chapter.

Richard Smith (R., 2014) argues about the importance of mobile study above the terminology, the device or the mobility.

Smith states that the concept of mobile media as study doesn't only refer to the device or the modern concept of this, mobile as well as other technologies that were once released such as the electricity, the radio or the television will eventually become part of the normality and taken for granted.

³⁸ Campbell, S. (2013). Mobile media and communication: A new field, or just a new journal? *Mobile Media & Communication*, 8-13.

The electricity as well as the radio and the television didn't disappear; they evolved and still transform the lives of those who have access to them.

Organizations as individuals have adopted new technologies, some have grown in business model based on this new media and others have adapted themselves to compete and grow. Mobile communication isn't a study based only on the new technology "[...] nor to the mobility capacity [...] but rather to the context of the user, and especially their creative uses of the technology and the implications of that".³⁹

³⁹ Smith, R. (2013). So what? Why study mobile media and communication? *Mobile Media & Communication*, 38-41. Retrieved October 13, 2014, from (Davis, E consultancy, 2014)(So what? Why study mobile media and communication?, 2014)

CHAPTER 2

SMEs' mobile communication: Specific Features

According to a 2013 study by The Boston Consulting Group (BCG) called Ahead of the Curve⁴⁰: lessons on Technology and Growth from Small Business Leaders revealed that tech-savvy SMBs increase their annual revenues 15 percentage points faster and create jobs two times faster than SMBs using little technology. This growth can be even higher in developing markets according to the study that surveyed five largest world economies (US, India, Brazil, China and Germany). BCG considers that technology such as cloud based software and solutions could bring the small business to a level of competition that was only reserved to large business.

⁴⁰ Ahead of the Curve publication by Boston Consulting Group
http://www.bcg.com.cn/en/files/publications/reports_pdf/BCG_Ahead_of_the_Curve_Oct_2013.pdf

Regarding the mobile technology, Thomas Neergaard Hansen⁴¹, Worldwide Vice President, SMB (Small & Medium Business) at Microsoft, states that small businesses will take even more advantage of mobile technology, and we expect to see industry-specific mobile applications and mobile payments gaining more ground.

According to SMB Group's statistics of 2014⁴² say that SMB median spending on mobile technology and solutions as a percentage of total technology spending rose from roughly 12% in 2013 to 16% in 2014. SMBs spent 11% of their mobile dollars on apps, 9% on security, 11% on mobile management and 8% on consulting.

⁴¹ Publication made on his linked in Feed:
https://www.linkedin.com/pulse/microsoft-small-business-2015-thomas?trkInfo=VSRPsearchId%3A690118661422392306832%2CVSRPtargetId%3A5951399209876873216%2CVSRPcmpt%3Aprimary&trk=vsrp_influencer_content_res_name

⁴² This report could be found on:

http://www.smb-gr.com/wp-content/uploads/2014/12/SMB_Group_TOP_TEN_SMB_TRENDS.pdf

SMBs are the key to many countries' economies, therefore its important to look at how their technology needs are changing, understand how they are adopting technology and the impact on their productivity, competitiveness, and efficiency.⁴³

Mobile technologies can help business to achieve their goals communicating and interacting with their audience, however according to Daniel Rowles, when a user is on a mobile device the business has less time, the user is focused on a specific goal and as a company you are 'in the moment'; for this reason is important for the SMB to have clearly what their clients want to achieve regarding their business, understand their path to doing this, see how mobile fits in, and then provide the right

⁴³ For more info

<http://mobilemarketingmagazine.com/study-looks-smbs-attitude-mobile-tech/#UHdRCeT1U36MIGH6.99>

experiences and content to achieve these objectives. (Rowles, 2013)

Mobile can act as the “bridge between offline and online communication”, when a person is looking for a solution, the decision will be based on risk mitigation, he will gather as much information as possible about the problem online and offline before making any decision. For this reason as Daniel Rowles mentions *“our value proposition needs to align closely with the ideas of risk mitigation, trust and education”*. (Rowles, 2013)

Let’s create an example based on our company analyzed in Chapter V, an event venue in Catania, Sicily that organizes weddings.

The moment: A woman is looking for a venue to celebrate her wedding; obviously she wants to reduce the risks of it to fail so she will probably do the following:

STEP 1 Make a list of possible venues in the area based on her experience and friends and family's recommendations.

STEP 2 Increase this list looking for other options online probably using the following keywords: Event venue in Sicily, Garden for wedding, wedding venue, location Catania, Castello Catania, Villa di matrimonio, etc and review the results. She can also go through an aggregator website such as matrimonio.com and matrimonio.it, reviewing other bride's recommendations on the different wedding venues.

STEP 3 Choose a number of top venues on the list, call them, visit them and make the decision.

For the event venue is important to be present in "the moment", list themselves in the wedding sites, create a search campaign with Google

AdWords and start “educating their potential customers” through blog posts related to weddings, showing their experience in the field and finally get online recommendations from previous happy clients. Goal: **help the client to mitigate the perceived risk.**

Some years ago in 2011 Google introduced the concept of Zero Moment of Truth (ZMOT) that represents the online search moment where the consumer typed the question that needed an answer: what is the best coffee shop in Sicily? Where can I buy flowers online? at this point Google was inviting the brands to join these discussions by answering those questions, leaving perhaps a positive brand image in the mind of their potential client. However as Jim Lecinski Vice President, Americas Customer Solutions, Google says in a publication on 2014: “The ubiquity of smartphones means that ZMOT is no longer defined by a single discrete moment

...Search is always accessible—from anywhere, on any device and at any given time”. Mobile has made this moment not only more important than ever before but also shorter in terms of time; nowadays the consumer is used to answer his doubts and make a decision in minutes. SMBs have the possibility to be present in this journey; a SMB can review the trend topic in their location, analyze where he can add value and join the conversation, all of it through his mobile device.

Its true that it's difficult for a SMB to be present 24/7 for a client, it certainly doesn't have the human resources needed to be able to answer immediately, but they can give a prompt answer according to their business hours and be “constantly present” using content marketing

through permanent channels such as: blog, mobile site and social media. ⁴⁴

Nowadays there are many types of Mobile marketing communication options in continuous development, let's review some of them:

2.1 LOCATION BASED SERVICES

Location data both bridges the gap between the physical and digital world and enables a deeper understanding of user preferences and behavior.

⁴⁵

Personal information about different users, their locations and behaviors in that location allow the companies to make correlations between users, locations and user with locations.

⁴⁴ More moments are mobile

<https://www.thinkwithgoogle.com/articles/zmot-why-it-matters-now-more-than-ever.html>

⁴⁵ Taken from the survey in

<http://cs.uef.fi/pages/franti/lami/papers/A%20Survey%20on%20Recommendations%20in%20Location-based%20Social%20Networks.pdf>

“A location-based social network (LBSN) does not only mean adding a location to an existing social network..[..], but consists of the new social structure made up of individuals connected by the interdependency. [...] This interdependency includes not only that two persons co-occur in the same physical location or share similar location histories but also the knowledge, e.g., common interests, behaviors, and activities, inferred from an individual’s location (history) and location-tagged data.” (Y & Zhou, 2011)

According to the professors Bao, Zheng, Wilkie and Mokbel the existing location- based social network services can be divided in to three categories depending on the information and use of the location feature:

Geo-Tagged- media- based. Users add the location on published content such as text, pictures, video, etc, and this information is only used to help the user organize their media. Media is the main element.

Point- location- based. This includes mobile applications such as *Foursquare* or *Swarm* that allow the user to “checked in” at a physical location, share their location to their friends or people around and leave information about the place (tips, recommendations, photos) in this category all the data and correlations between them are based on Location.

Trajectory-based. Allow users to not only share their whereabouts but also what they are doing there and how they are doing it, example of this category are *Nike+* that measure the distance walked, speed, hearth rate to keep statistics of improvement for the users.

Depending on the information given by the user, the Location Based Service system can make different recommendations, for example restaurants, event venues and hotels close by (Foursquare) or users, experts or influencers in the topic of interest (LinkedIn). SMBs that have

online presence can be tagged voted and reviewed by users based on location and recommended to others based on those categories. Small and Medium Size business can get advantage of many free services that companies like Google and Apple are offering. Apple Maps, similar to Google Maps, offer SMBs the opportunity to locate their business on their map add the service offered, some pictures, the website URL, and social media links; this allows Apple to have a more accurate map service and give the SMB the possibility to be found by prospective clients. Apple Maps Connect, initially (2015) available only in USA, Australia, Ireland, New Zealand, Singapore and the United Kingdom its now available in almost every country in the world except from a small list⁴⁶. Another options are the Free Point location

⁴⁶ No business listings in Apple Maps in British Virgin Islands, Dominican Republic, Honduras, Paraguay, Romania, Uruguay and Venezuela. <http://applemapsmarketing.com/countries-where-apple-maps-is-closed-for-business/>

based applications such as Swarm and Foursquare where some SMBs have used creatively their free business account.⁴⁷

2.2 BLUETOOTH COMMUNICATION

In 1960 E. Jerome McCarthy created the concept of the “Four P’s of Marketing: Product, Price, Promotion and Placement as the primary pillars of marketing strategy however another “P” has arrived to the business and it is becoming the most important one: “Proximity”.

Android gives the following definition for Bluetooth network stack, a technology that allows a device to wirelessly exchange data with other Bluetooth device.⁴⁸

⁴⁷ Article taken from the Mexican magazine Unocero
<http://www.unocero.com/2014/10/22/apple-maps-pide-ayuda-a-las-pymes-para-mejorar/>

⁴⁸
<http://developer.android.com/guide/topics/connectivity/bluetooth.html>

Bluetooth is a wireless technology available in some mobile devices that allows the business to interact with the users in a proximate distance. This technology developed by Ericsson has been with us since 1994, the Bluetooth allows a transmission of a maximum of 800 kilobit of data per second via radio waves across ranges of roughly 10mts. Nowadays, Bluetooth wireless technology is built into billions of products, from cars and mobile phones to medical devices and computers and even forks and toothbrushes, it consists of a small computer chip containing the Bluetooth radio and a software that allows the device to connect to others.

Bluetooth allows you to share voice, data, music, photos, videos and other information wirelessly between paired devices,⁴⁹ however, even if the capability is available in almost all types of smartphones, this technology requires two

⁴⁹ <http://www.bluetooth.com/Pages/Fast-Facts.aspx>

important things: the first one is a certain amount of battery -even if the new version Bluetooth 4.0 with its ultra power-efficient technology- and the second one is that It must be switched on in order to function and that is only the owner's decision.

Let's take a look at some advantages and

Disadvantages:

Advantages

- Location specific
- Moderate transfer speeds
- Handy for connecting hardware
- Allows for multiple connections
- Allows for enhanced experiences that are contextual based on location
- Unlock additional customer insight and targeting capabilities that drive both revenue and improved service

Disadvantages ⁵⁰

- Short range
- Bluetooth function not always activated
- Unexpected and possibly obtrusive

According to Greg Petro, a contributor writer for Forbes⁵¹, thanks to the Bluetooth the marketers can send content similar to a mobile application program (app) that appears automatically on the mobile devices of consumers Via a Wi-Fi or Bluetooth signal, this messages are very user-friendly, if doing well they encourage loyalty and improve customer experience on the site. This communication can be easily translated into revenue for the business and benefits for the customer.

⁵⁰ http://www.quirk.biz/resources/mobile101/285/1/Mobile-Technologies-SMS-MMS-USSD-and-Bluetooth-Wireless-Infrared;jsessionid=DE607836EB5975144B12DDCD56B9966B.sybaris_jboss

⁵¹ Taken from the article Proximity marketing is driving retail sales: <http://www.forbes.com/sites/gregpetro/2014/10/08/how-proximity-marketing-is-driving-retail-sales/>

The era of Bluetooth is changing dramatically; nowadays the brands are using Bluetooth in combination to other technologies to offer the user a faster and easier way to engage with the brand. Bluetooth Beacons or iBeacons (Retail, 2014)—a technology based on Bluetooth low energy (BLE) allows smartphones to interact with sensors embedded within physical locations making the promise of a mobile wallet, mobile couponing, and location-based services possible. (Silvermann, Wigder, Sheldon, Costa, & Katz , 2014)

The Bluetooth Beacons are expected to be a major change in geo localization, most of the IOS and Android devices are already equipped with this technology and allow the user to decide to connect with an already placed Beacon around you. “Beacons aren't about sending location coordinates but about self-identifying” (Gruman, 2014). Nevertheless, the user should have

downloaded the specific app and decide whether or not to communicate the device with the beacon installed in the place; the user have the whole control over the comm. he receives.

One example of the use of this technology is the Dutch beer brand Grolsch that has added Bluetooth beacons into the bottle caps to allow the consumers to watch a free movie by taping the beer bottle against a bluetooth enabled mobile device (Maytom, 2014); another example is the Danish beer Carlsberg that has added QR codes and NFI Chips to the beermats at the bars, these beermats work with the Crowdit mobile app allowing consumers to claim a free beer, Carlsberg has also added some Bluetooth beacons inside the bars to push promotions onsite to customers. (Spencer, 2014)

“Bluetooth is a ubiquitous technology now for mobile users. If you're going to develop a peripheral that interacts with a mobile phone, Bluetooth technology is the only choice...All the phone manufacturers are going to Bluetooth 4.0.”

Peter Hauser, Co-founder, COOKOO watch

But is not all about brands and products, the Bluetooth technology is also widely use in other fields, developing solutions for the community. Anyone with passion in engineering and knowledge in computer science is able to work with this technology; several SMBs have developed useful inventions, this is the case of Smart Wander⁵² a wearable sensor system created by a 16 years old American boy, that protects the safety of elder patients who suffer from Alzheimer or dementia and wander out of bed at night sending an alert to the caregiver's smartphone when this happens.

⁵² Company's website that explains the different Bluetooth products <http://www.safewander.com/>

2.3 QR CODES

QR codes, or Quick-Response codes, are easily readable barcodes that when scanned with a QR decoder (usually available on smartphones) can translate the code into a URL, a telephone number, a bit of text, an image, an audio or video, etc⁵³.

There are different companies that allow you to create the QR Code for free; some of them are Kaywa, GoQR.me (<http://goqr.me/>), and ZXing Project. These Codes can be used on websites, posters, tourist information, packaging to give the user more information about a certain topic. ⁵⁴

⁵³ Information taken from from a document sent to NYU Students http://www.nyu.edu/content/dam/nyu/studentAffairs/images/Explained/qr_code.pdf

⁵⁴ Taken from the site uqr.me that allows the user to get live stats based in the demographic and devices selection. <http://uqr.me/mobile-marketing-qr-codes-live-stats-and-trends>

As we know QR Codes have been in the market for a few years now, however the brands and business are matching this technology with others to create a more interesting experience. Sprint, a US telephone company, realized that their visitors knew more about ratings and prices of the phone models than their sales representatives so they added a QR code for each product in store so customers could review the ratings from trustable websites adding a service to the customer in store, a best practice that is easily replicable for an SMB.

Let's take our event venue in Chapter V as an example, Petralonga this historic venue could offer Free Wifi to its visitors adding some QR codes in specific historic appliances or spots around the venue, creating an interactive storytelling experience to them.

According to statistics, the QR codes aren't expecting to grow in 2015 due mainly to the user's difficulties to scan them -downloading a specific app on their mobiles-. The Trends and Statistics of QR Adoption 2013 states that only 19.1 percent of consumers had ever scanned a QR code and unfortunately these numbers have not increased significantly since then. (Comscore, 2014)

Ran Avrahamy, a contributor of Entrepreneur magazine and head of marketing of appsflyer.com believes that the only viable solution would be preloading QR code-reading technology on smartphones, however until the big players, Apple and Google's Android,⁵⁵ don't make that decision, QR codes will not boomed. (Avraham, 2014)

⁵⁵ Alone makes up 93% of the smartphone Platform market.

2.4 SMS

The Definition of SMS is Stands for Short Messaging Service. SMS's are text messages that can be sent to mobile phones from the Internet or from other mobile device.⁵⁶

The SMS Service has been used not only for person-to-person communication but also as a tool to communicate with the clients through an opt-in list.

The use of SMS, as well as Email, is strongly regulated allowing the business to send information only to those that have requested it, giving always the user the possibility to opt-out from the list (unsubscribe). A number of business have been using SMS in 2 different modes:

- **“Push”** as reminder of current promotions, communication about new products or for public

⁵⁶ From the online resource Mobile Technologies from Quirk brave curious minds
<http://www.quirk.biz/resources/mobile101/285/Mobile-Technologies-SMS-MMS-USSD-and-Bluetooth-Wireless-Infrared>

relations (birthday greeting or request to complete a survey), reminder of an appointment or payment, political campaign, etc.

- **“Pull”** where the consumer should send a SMS to a short number to interact with the business. Being the size of the message a maximum of 160 characters it becomes hard for the business to engage in a conversation with the customer, it's mainly a one-way communication where the users use common abbreviations to increase the efficacy of the space.

Text messaging may not be the most multimedia technology but it is definitely an established and powerful tool that can run independently or as a part of an integral mobile communication campaign that aims to reach the masses.

Advantages

- Immediate
- Private and direct

- Cheap for both parties with Payment alternatives
- Customizable
- Persuasion at the height of interest
- Push mobile users to your web or mobile site

Disadvantages

- Intrusive
- Spam
- Limited number of characters
- Low effectiveness

Uses

- Customer Relationship Management
- Competitions
- Promotions and discount vouchers
- News updates
- Sports scores
- Tickets and reference numbers
- Party invitations and promotions

There is still a big discussion in whether the SMS is an effective channel for Small businesses, some may argue that the SMS communication in

the SMB segment will have to take into account non-existent marketing budgets, stringent legal rules depending on the country, possible lack of marketing knowledge, strategic plan from the business owner and the availability to track and measure the results.

(Johnson, 2013)

2.5 MOBILE APPS VS. MOBILE SITE

According to ComScore May 2017, apps dominate the mobile time in almost all markets, for example in Mexico 92% of the mobile time is on apps while the rest 8% is on mobile web, in Italy is 87% vs 13% of the time, same numbers go for the US, Indonesia and France.⁵⁷

Apart from the positive fact that the app will permanently use some pixels in the client's screen device that allow the brand to be seen frequently, it will also use memory space and risk

⁵⁷ The Global Mobile Report. comScore's cross-market comparison of mobile trends and behaviors. Ben Martin, May, 2017

to be removed if not perceived as useful for the user.

The SMBs should do a strong analysis of whether a mobile app or a mobile site fits its needs.

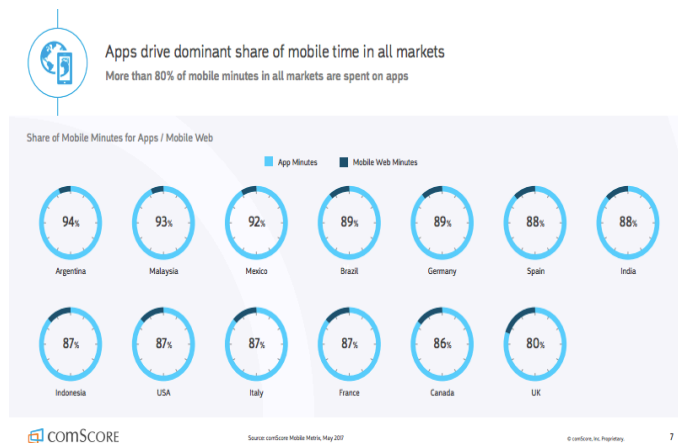


Fig 3. The graph shows the difference between the usages of mobile apps versus mobile web

2.5.1 Mobile Apps

Mobile apps are growing in number; many companies and institutions are fighting to get that millimeter of space on the customer devices. Nowadays the competition of attention and

purchase happens even inside a two-person conversation or during a purchase moment on the counter of the store where the person can compare competitor's prices on their mobile device or get into a virtual conversation with someone else.

Mobile apps are mainly used for three purposes:

- a) Brand awareness
- b) Engagement. Not in terms of likes, shares and downloads but in the means of building an emotional attachment to the company.
- c) Transactions. Depending on the objective of the app this can be data, services and monetary transactions (mobile commerce).

Some examples of a marketing and communication strategy focused on mobile is Starbucks, the Coffee company has won the Mobile marketer of the year twice and in 2017 won the mobile Campaign of the Year with its

Starbucks uniformed Frappuccino, showing how the company has changed all his strategy to mobile in a slow but decisive way. They started years ago by offering the drink of the day and relevant offers, following by adding a geo-location feature to the application and now including a payment and a rewards program to it, becoming the most successful mobile payment app in the world.⁵⁸ In their last mobile campaign they even created a limited edition colorful drink (unicorn Frappuccino) to explode the social media buzz, growing the sense of FOMO (fear of missing out).⁵⁹

The quantity of the apps offer in the three main mobile stores: App Store, Google Play and Windows Phone Marketplace is huge and the

⁵⁸ Starbucks won two times in the last 3 years, the complete text could be read at <http://www.mobilemarketer.com/cms/resources/mobilelegends-awards/14499.html>

⁵⁹ Mobile Marketer Awards, Mobile Campaign of the Year: Starbucks Unicorn Frappuccino, Natalie Koltun, December 2017

position is given according to the number of downloads and user ratings. Marketers find many ways to advertise their apps such as: space on national newspaper's site, portals, SMS campaign from mobile operators using the statistics that they control, Facebook's mobile ads for apps, Discovery apps like daily app or game finder, incentive apps like Tap Joy (gives you points or a special feature inside a game if you agree to download the advertised app), Specialized blogs, online billboards from different sites and recently through the RTB (real time bidding) and DSP (Demand side platform) that allows advertisers to buy impressions to different Ad-Exchanges (Double Click, Right Media, ADSDAQ) in real time.⁶⁰

⁶⁰ Information taken from the chapter Sitios móviles y aplicaciones, UX User Experience, from the professor Horacio Acerbo as part of the Executive Program in Mobile Marketing of OM LATAM <http://campus.omlatamacademy.com/>

Some apps like Foursquare and Instagram through its geo-location feature are reaching what anthropologists call “place making” that represents the emotional meaning/feeling we give to things and places around us. For example, a certain restaurant reminds us of a romantic dinner we celebrated with someone or a specific stadium the relationship with our father and his love for football. (Posner & Haines, 2012)

According to Dr. Simon Hampton, psychologist at the Institute of Advertising Bureau (IAB) the deep connection we have with our mobile device means it’s likely to be around for a long time, weathering upcoming trends in wearable and other technology.

2.5.2 Mobile Site

Responsive Design consists of using a number of different technologies to achieve an optimal mobile experience, referring to RESS techniques or other hybrid solutions.

Ethan Marcotte, independent designer and author of Responsive web design (2011) recommends that

“[...] Rather than tailoring disconnected designs to each of an ever-increasing number of web devices, we can treat them as facets of the same experience. We can design for an optimal viewing experience, but embed standards-based technologies into our designs to make them not only more flexible, but more adaptive to the media that renders them. In short, we need to practice responsive web design”.
(Marcotte, 2010)

According to Google designing for mobile isn't only about adapting the design to the new screen size, but also about the user journey and a content tailored for a multi- device experience.⁶¹

What are our business objectives and how does our mobile approach tie in with this? What are the users' requirements? And how can we help

⁶¹ Taken from the Responsive Web Design basics Document at the Google developers' site
<https://developers.google.com/web/fundamentals/layouts/rwd-fundamentals/>

them to achieve these requirements using a mobile site?

Nowadays, the user doesn't only expect to see a site on mobile, they expect to have an online experience based in events happening in real time (location, time of a day, sites visited, etc). (Garner & Treff, 2014)

One example is the responsive philosophy website of Los Angeles Times, latimes.com⁶² this newspaper wanted to create a personalized offer to the reader depending on the news (several digital templates that adapt themselves depending on the length of the article, the importance of the news almost like a daily printed newspaper changes everyday), the section (the social section required a site more similar to a

⁶² The agency CodeandTheory awarded by their contribution to the renovation of the newspaper digital sites in the US and the UK explains in details the project done with LATimes.com <http://www.codeandtheory.com/things-we-make/the-los-angeles-times-reimagined>

gallery than the financial section), the content related (depending on the interest of the reader under each article they can find articles related to it or to the general category or visual browsing to the whole section). Mario Garcia, owner of Garciamedia⁶³ advertising agency recommends to add a uniqueness touch by adding sections that could be useful for the reader, an example is Stories you may have missed: In case you missed it and Sharelines. (Edge, 2014)

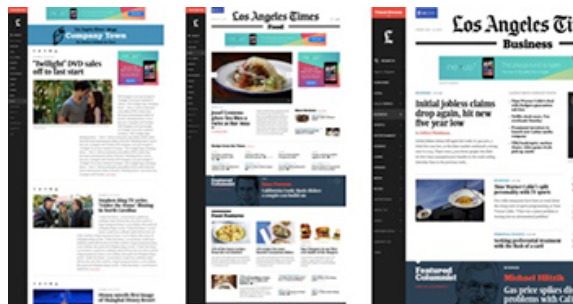


Fig.4 Several sections from the new re design LA Times Site for mobile devices.

⁶³ A post from Mario García written during a flight where he analyzes the new site of LaTimes
http://www.garciamedia.com/blog/new_los_angeles_times_website_innovative_inspiring

Unfortunately, the budget, the expertise and the knowledge in digital are common barriers to develop a mobile communication for any SMB even if the basics are available for everyone and several free tools can help the business analyze and create a mobile communication strategy. Having a mobile friendly site is key for every business, to do so here are some tips:

1. Analyze in which level is your site mobile friendly is a matter of one click. Take Google test to find out if your site is mobile friendly

<https://www.google.com/webmasters/tools/mobile-friendly/>

2. If the SMB's site is built in a Content Management System CMS, the owner can select it and find out a way to make it mobile-friendly

<https://developers.google.com/webmasters/mobile-sites/website-software/>

3. The SMB should answer this question to address each content 'What is the best experience for this content to live on? What is the

format? What is the frequency of publishing?" If our site has a blog on it, it will be a good start point to create a site based on responsive design.

Let's take our SMB in chapter V, the event venue Petralonga. The SMB has been trying to change their website in a mobile friendly environment. The first website was built on a platform that required the programmer to keep updating the software and finding ways to make it faster and more responsive.

Many technologies have appeared since and the website has moved to a Word press template that has some of the features embedded but it is struggling the website upload times is still over the 15 seconds which is really high, however as Think with Google says speed and loading website time must be an obsession for the SMB to measure as one second delay in mobile load times can impact mobile conversions by up to

20%, these numbers are particularly important when it comes to E-commerce.⁶⁴

2.6 Mobile E-Commerce

According to the report "Latin America B2C E-Commerce Market 2014" from B2C E-Commerce intelligence company y Stats, Latin America is the fourth largest region worldwide in terms of B2C E-Commerce sales. Two of the emerging B2C E-Commerce markets in the region, Brazil and Mexico, rank among the top twenty countries worldwide by the size of the online retail market. Together with Argentina, these countries account for almost two-thirds of all B2C E-Commerce sales generated in the region. While Brazil is an unquestioned leader in terms of sales, Mexico is ahead of it by annual

⁶⁴ When it comes to mobile, it is time to stop making excuses. Matt Brush, Agency Director, Google UK, <https://www.thinkwithgoogle.com/marketing-resources/experience-design/mobile-shopping-ecosystem/>

growth and Argentina tops both in terms of online shopper penetration. (Clare, 2015)

Mobile commerce is an important trend in the region, as the majority of Internet subscriptions in many countries are now mobile, growing along with smartphone penetration. Mexico is the regional leader in this trend, with mobile shopper penetration being the highest. Furthermore, cross-border online shopping is a significant characteristic of B2C E-Commerce in Latin America. Mobile commerce offers SMBs with limited budget the opportunity to compete in creativity and talent.

The digital transformation is reducing trade costs, increasing SMB involvement in trade and spawning a new breed of born-global enterprises. Nevertheless, trade costs and restrictions remain which impact SMEs disproportionately. Moreover, the increased number and complexity of digital “border control” may condition the benefits that SMBs gain from digital trade”.

However, there are many barriers to this growth, according to the SME Ministerial Conference of the OECD organizations on May 2018:

There is a lot that the governments still need to do to ease the internationalization of the SMBs. There are other barriers related to the society's digital culture, according to the Online Marketing Latin-American Association, Mobile Payments 'growth in Latin America is affected by the following reasons:

- a) The habit of paying with cash as part of the society culture
- b) The informal business or economy so common in our countries that makes it impossible to make mobile transactions and required the payment only in cash
- c) The society's lack of trust to a new form of payment based on the several economical crises in the region.

Only 40% of Latin Americans have access to bank service while 90 to 100% of them have access to a mobile device, with this numbers the prediction for 2015 is to reach 140 millions of people with access to mobile payments. The ecosystem will develop only when users, buyers, sellers and financial institutions must be organized and will offer the customers the transparency and availability of products and services to acquire via mobile.

Online Retailers such as Privalia have grown from being a small startup to the multinational leading fashion outlet in Europe with thousand employees in five different countries, including Italy and Mexico.⁶⁵ From the beginning, they were able to communicate and engage viewers on desktop but the main challenge came when

⁶⁵ <http://it.workwithus.privalia.com/index>.

they decided to go mobile. On an interview at ESADE in November 2013⁶⁶, José Manuel Villanueva co-founder of the company said that most of the traffic to the website was made through mobile devices, mobile was becoming a vital part of the business *"Most of our income now comes through mobile devices, and we need to think even more about this channel."* According to Mr. Villanueva, the company had more than €422 million in revenue in 2012 and 40% of its global sales are now made via mobile devices.

Privalia developed a mobile application where the users can see a minimum of 3 pictures of each product: on a model front and back, to show the size of the product or placed on the location used (ex. Table for a table cover) and a

⁶⁶ Taken from the transcript of an interview at the ESADE school of Business [http://www.esade.edu/web/eng/about-esade/today/news/viewelement/294021/1/jose-manuel-villanueva-\(privalia\)-at-esade:-40-of-our-sales-are-now-made-via-mobile-devices](http://www.esade.edu/web/eng/about-esade/today/news/viewelement/294021/1/jose-manuel-villanueva-(privalia)-at-esade:-40-of-our-sales-are-now-made-via-mobile-devices)

detailed picture of the textile, a complete description regarding material, size, washing instructions, shipping costs and social media icons and a good usability to purchase any item. Small products, such as accessories required 180 grade pictures that allow the user to feel the “rotation of the article” from the front, side and above.

Privalia also use a multi devices experience which allows the user to add an article to the shopping cart through the website, keep shopping from the app on mobile and finish the acquisition on the tablet! This multi-device strategy answer to two of the main problems of mobile devices, signal lost and the battery life so the user can continue their journey later at home. However, the consumer may not buy online, mobile marketing can also help the consumer to decide either to continue the research in other

channels, to call for more information or visit the offline store.

2.7 MOBILE SOCIAL MEDIA

We have seen in previous chapters the current numbers of unique mobile users of over five billion in the beginning of 2018. Hootsuite in this yearly statistics guide, showed an amazing 2.9 billion active mobile users, which represents a 39% penetration of social media active users, a number that represents an increase of 5% from the previous year 2017 in respect of the mobile users at a Global level.⁶⁷

According to Ryan Holmes, CEO at Hootsuite, the social commerce revolution is beginning this 2015 “In November, Snapchat announced the launch of Snapcash one the first major social

⁶⁷ Digital in 2018. Essential insights into internet, social media, mobile and ecommerce use around the world. We are social. Hootsuite <https://www.thinkwithgoogle.com/marketing-resources/experience-design/mobile-shopping-ecosystem/>

networks in North America to allow users to transfer money to one another in messages”⁶⁸

The expectation is that Social Networks such as Facebook or Twitter will develop the necessary technology to allow business to send an offer to their customers via post and message and the receiver will be able to make the purchase in one click, avoiding the high credit card commissions and increasing the speed of purchase.

The mobile social media is also improving the customer service, an example of this is KLM, this December I took a transatlantic flight but at the counter I only received a ticket to my first destination, the officers told me that while I was on the air they will try to find out why my ticket couldn't be printed. On the way to my plane I

68 LinkedIn publication. https://www.linkedin.com/pulse/5-social-media-businesses-trends-you-need-know-2015-ryan-holmes?trkInfo=VSRPsearchId%3A690118661422388762691%2CVSRPt argetId%3A5959019256132677632%2CVSRPcmpt%3Aprimary&trk=vsrp_influencer_content_res_name

sent a tweet to the airline explaining them my problem and then a private message with all the information, by the time I landed I found an answer to my request and instructions to print the rest of my ticket, amazing! This kind of service is also possible for a SMB, if you have someone that will answer them on time and you aren't afraid of your mistakes and success being publicly discussed.

2.7.1 Instagram for Small Business

Instagram with over 300 million accounts worldwide in 2015, represents a large, dynamic and diverse audience and an opportunity for SMBs to create ways to engage in conversation with their potential clients.⁶⁹

⁶⁹ More information on Instagram Blog for business
<http://blog.business.instagram.com/>

Instagram has over 30 Billions photos shared, an average of 2.5 Billion likes and 70 million photos per day so stand out from the crowd requires not only to be creative and innovative but also to use specific hashtags that inspire the connectivity between users: *#bluronpurpose #notfakesymmetry #makeportraits #thingsorganizedneatly #chasinglight #onthetable* are some examples that shows how the same community has created categories to feature and share their common interests.

Instagram is shifting from a place where a customer may find a SMB to a place where actual business transactions can be done. According to Instagram data of November 2017, more than 200 million daily active Instagrammers visit a business profile each day.

The Stories feature allows SMBs to be free and creative in the 24 hr. public stories, several businesses are already doing a great inspiring

job using this feature. Instagram has allowed SMBs to keep in touch with news and best practices that unleash their creativity through forums like Instagram for business Facebook's page and [business.instagram.com](https://www.instagram.com/business).⁷⁰

In the article, "making it easier to do business on Instagram", published on May 2018 by the Instagram Business Team, they stated that one third of the messages sent to a business through Instagram Direct⁷¹ each month began with an Instagram Story.⁷² Instagram has realized the potentiality of this engagements and wants to be simplify the purchasing process and relationship of users and their favorite SMBs; new action buttons are appearing on the platform like Reserve, Get Tickets, Start Order or Book, using third party partners, such as Eventbrite,

⁷⁰ <https://www.facebook.com/instagramforbusiness/>

⁷¹ More than 150 million have a conversation with business through Instagram Direct each month

⁷² Data Instagram April 2018

OpenTable, Yelp, etc.⁷³, these new buttons allow potential customers to do everything they need without leaving the app.

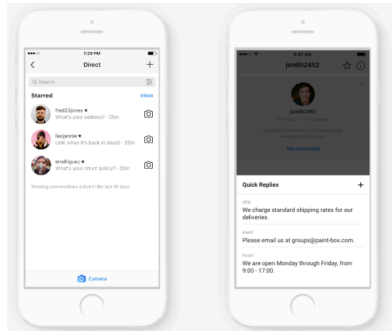


Fig 5. Quick replies software for Instagram Direct, to be launched 2018

Instagram is all about attention in details: a) the *profile picture* should represent who your company is in a clean way, choosing a background color that impacts or attracts attention, the pose and expression of the person send a message and a emotion to the viewer, b) the *bio* tells in three sentences who you are,

73 Making it easy to do business on Instagram, May 8th 2018, Instagram Business Team, San Francisco CA.

what do you do and how to contact you, c) *curate your gallery* with consistency in the style, colors and presentation of the photographs, always looking for a unique and differentiated touch using apps to edit the pictures (Snapseed or the Instagram filters), and d) co- Share the content to others Social Networks (Twitter, Facebook, etc.) spread the visibility of your post, but a pre-view is essential, for example adding the picture on twitter, edit the description and adding a link to Instagram is more attractive and efficient than the normal share option from Instagram.

Marte Marie Forsberg, a Norwegian photographer of Food and Wine Magazines around the world, affirms “Light and composition are the key elements in our visual storytelling”. For SMBs a way to create visual content for products and services answer the following questions: When you enter a place, what is that attracts you the most? Is it the music, the people,

the food?. The Owner can put himself in the place of the client and then think in how he will describe all those things in the picture.⁷⁴

A picture can portrait several elements but in the case of Instagram, the mobile screen size is ideal for a few focused elements, Marte Marie recommends SMBs to create a picture based in 3 main elements and find the best position for them to take light and express a moment.

2.7.2 FACEBOOK for Small Business

Facebook is a must player for a SMB that aims to use social media as a mobile communication strategy. Facebook with over 2 billion active users⁷⁵ in 2018 holds a predominant place that despite the decline in new user's growth for

⁷⁴ Marte Marie has a public Instagram class on the educational platform SkillShare; access through it requires a monthly fee payment.

<http://www.skillshare.com/classes/photography/Lifestyle-Photography-Capturing-Food-Flavors-Conversation/1975157899?via=search>

⁷⁵ The statistics Portal, statista 2018. Most popular social networks worldwide, April 2018 <https://www.statista.com/statistics/272014/global-social-networks-ranked-by-number-of-users/>

some demographics, it is still the fastest growing social network.

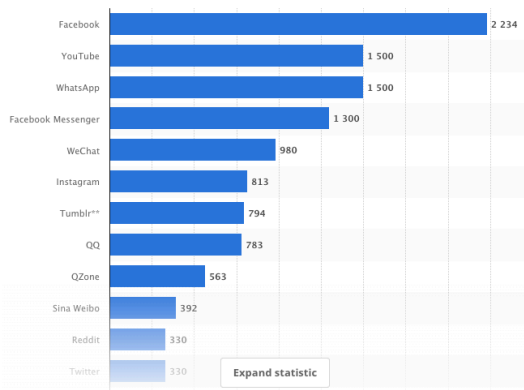


Fig 6. Most Popular Social Networks worldwide as of April 2018, ranked by number of active users (million)

Facebook is now being used not only as a place to show the brand’s personality creating reach and engagement with the followers, but nowadays it is becoming a customer service platform⁷⁶ as users expect to get answers from the direct messages they send on their favorite businesses.

⁷⁶ Q3. How do social users interact with brands on social? Global social media research summary 2018. <https://www.statista.com/statistics/272014/global-social-networks-ranked-by-number-of-users/>

Facebook knows its relevance for SMBs and has created several forums to interact with them, an example is the business Facebook page, a site⁷⁷ to evangelize business owners to use it to reach their business goal, (Drive In-Store Sales, Increase online Sales, Launch a New Product, Build Awareness, promote an App), giving tips and advices and inspire small business showing a whole inventory of SMB's success stories.⁷⁸ A best practice in the use Facebook for SMBs is a small company called The Irish Fairy Door Company,⁷⁹ which creates handmade "fairy" wood door houses and accessories, The Irish Fairy sell mainly through their website and on their Facebook Fan Page where they have created a strong community of almost 300,000 fans until May, 2018. They use Facebook to

⁷⁷ <https://www.facebook.com/business/>

⁷⁸ <https://www.facebook.com/business/success/?category=small-business>

⁷⁹ The company site to review products and stories
<http://theirishfairydoorcompany.com/>

share content related to activities for children (fairytales, party promotions), interesting information about nature and media share to them by their young clients. They are truly storytellers in all of their posts.

Unfortunately, even if the SMBs are being creative on Facebook, the company continues to change its policy forcing the Small Business to boost their content without regarding the number of followers their fan page has; however, not all of it is bad news, Facebook has made available some useful tools such as the Graph Search,⁸⁰ which allows users to find old posts based on keyword search, so if the SMB decides which keyword he wants to position himself, it could be a new way to create related content that could be relevant for long time. After keywords are decided, attention to the title, a URL link that

⁸⁰ Hubspot post on Facebook Graph Search
<http://blog.hubspot.com/marketing/facebook-graph-search-update-find-old-posts>

allows to unite website and social networks is useful. Advertising on Facebook allows the SMB to reach an audience that otherwise will be unknown for them.

2.7.3 Social instant messenger

Facebook messenger is the most popular instant messaging app based on the number of downloads with over one billion users, followed by WhatsApp with a similar number, Viber and Line in the third place with over 500 million users and the Chinese WeChat that has already reached 100 million users with very interesting features such as “Shake the Bottle and “View nearby” that allows you to get a new contact around you based on a GPS functionality.⁸¹

⁸¹ Pingle me most popular messaging apps of 2017
<https://pinngle.me/blog/5-most-popular-messaging-apps-of-2017/>

From Mexico to Argentina and a large part of Asia and Africa, WhatsApp has become the most popular instant messaging service in 2017.⁸² Considering the country of our SMB example in Chapter V, in Italy, 60% of Italians regularly navigate on Internet and from those 28 million are active in social media, from which 22 million use it only through a mobile device.

In Italy, the mobile has become the media to access online platforms, develop online conversation, watch videos and communicate and according to similar web statistics, an instant messaging app is installed in over 90% of the mobile devices.⁸³

Lets take a look at this interesting map:

82 <http://www.slideshare.net/wearesocialsg/digital-social-mobile-in-2015?ref=http://wearesocial.it/>

83 Mobile Messaging App Map- February 2018, similarweb, Liron Hakim Bobrov. <https://www.similarweb.com/blog/mobile-messaging-app-map-2018>



Figure 7. The Most Popular Messaging Apps in every Country. 84

WhatsApp wasn't created for business use and a couple of years ago before being sold to Facebook, it legally stated that direct advertising and soliciting business is a violation of their policy, however, even in that time some high end and luxury business were using it to communicate with their very busy customers; business like Rare Pink diamonds and Roberto

84 Android App Data: December 2017. Similar Web.
<https://www.similarweb.com/blog/mobile-messaging-app-map-2018>

Villa fashion designer used the platform to answer their customer requests, send images and videos of their products and kept in touch with them, without directly advertising to potential customers through the platform.⁸⁵ Another creative way business used WhatsApp was as a booking platform for small business with home delivery, courier service, etc.⁸⁶

WeChat is for many the Chinese main competitor of WhatsApp in some of the Western countries. Some experts say that WeChat is totally different from WhatsApp, WeChat with its 468 million monthly active users⁸⁷ reaches 73% of the Chinese population thanks to the numerous services inside the application. WeChat is a

⁸⁵ Taken from the Post: WhatsApp: the secret weapon for small business <http://www.telegraph.co.uk/finance/businessclub/technology/11377447/WhatsApp-the-secret-weapon-for-small-businesses.html>

⁸⁶ 5 tips to use WhatsApp for business <http://www.profitbooks.net/how-to-use-whatsapp-for-business/>

⁸⁷ Information taken from Tencent <http://www.statista.com/statistics/255778/number-of-active-wechat-messenger-accounts/>

complete social media platform, it enables video calling, works as a news hub that allows the user to find interesting content and became a publishing platform that gives the user the possibility to create and manage their own blog inside his WeChat profile.

The most interesting innovations of this platform are those created for enterprises, We Chat allows the organizations to change their profile into an e-commerce site linked to a TenPay online payment or to a WeChat direct payment through the user's credit card information, engage their customers with mini-games, contests and coupons and allows them to leave feedback for products and services acquired.⁸⁸ It also acts as a CRM thanks to the instant messaging service where the SMBs can create private conversations, a QR Code reader software gives

⁸⁸ <http://marketingtochina.com/tips-successful-using-wechat-business-china/>

the user the possibility discover new products. WeChat it's a mobile app with about 10 million third-party apps inside⁸⁹, allowing the users to do almost anything inside WeChat, nowadays some SMBs test their app on WeChat before launching it alone.

The biggest challenge for WeChat outside the mainland is credibility due to the country of origin (China), a country full of censorship that has raised some privacy concerns in the western users, despite this WeChat is part of the ten biggest messaging apps alongside Kakao Talk, Viber, WhatsApp etc. that have now reached the 3 billion users all together⁹⁰.

Different versions of messaging apps are widely use in the market, some allow users to exchange

89 Information taken from the post: This Chinese messaging app is taking the country by storm and Facebook should pay attention.
<http://uk.businessinsider.com/wechat-why-it-dominates-china-2015-8?r=US&IR=T>

90 <http://www.economist.com/news/business/21647317-messaging-services-are-rapidly-growing-beyond-online-chat-message-medium>

pictures that disappear in seconds (Snapchat), send anonymous messages (Secret, Whisper, YikYak), send messages strongly encrypted (Telegram) or even send messages with no cellular data needed (Fire Chat), those apps will eventually think in some way to get revenues and get stronger in the very competitive instant messaging current market.

Corporate messaging services are also getting popularity many organizations are using it to replace the enormous quantity of emails inside the business in order to create a truly Corporate social network, some examples of those are Slack, Quick, HipChat, Spark (Cisco), Verse (IBM) that may charge recurrent fees to companies to use their platforms. Definitely messaging apps are one of the most profitable and innovative way of mobile communication that with creativity and a multichannel strategy can become a very efficient tool for small and medium size business.

2.7.4 Twitter

There are 4,7 million Twitter Users in Italy⁹¹, from which 2.89 millions are smartphone users and one million tablet users.⁹²

Blogmeter Italy analyzed 600 million tweets from 2013 to 2015 with the following findings:

- a) The use of Hashtags # and mentions @ has grown arriving to 48% and 66% respectively.
- b) The use of the link and re tweet has remained stable on 35% and 31%.
- c) The day that the Italians tweet the most is Wednesday and the least is Saturday.
- d) The daily hours with more participation are 21:00 to 23:00 at night and 14:00 to 16:00 in the afternoon.

91 <http://www.juliusdesign.net/28700/lo-stato-degli-utenti-attivi-e-registrati-sui-social-media-in-italia-e-mondo-2015/>

92 Statistics taken from 2013 TechEconomy

<http://news.pmiservizi.it/news/internet-news/statistiche-social-network-mondo-italia.html>

e) The topics more discussed on Twitter are 33% TV, 30% Actual news and 19% politics.⁹³

However, Twitter has lost 11% of its audience in Italy from May 2014 to May 2015 while other social networks, for example Instagram has won 14% of the audience in the same period. In May 2015 Twitter users have spent 54 minutes in the platform while Instagram users have spent 2 hours and 22 minutes, those statistics may change in the short term however the numbers make SMB's think twice before engaging their already few resources in one platforms.

2.8 IN-GAME MOBILE

Games have been an engaging activity since the beginning of communities; they have represented part of the society's activities and entertainment

⁹³ <http://wearesocial.it/blog/2015/01/digital-social-mobile-2015-tutti-numeri-globali-italiani/>

since 300B.C and have changed over the years making it more interactive and engaging. This industry has evolved enormously over the last decade; the new technology has showed the importance of the games and the wealthy business that it represents for companies around the globe opening a new and successful tool to engage with customers specially with those segments that are hard to reach.

Online games are creating different ways to engage a participant, through gifts, goods, recognition, points, vouchers, next level entrance, etc, this “Social games rely on our competitive nature, our response to rewards for positive behavior and our need to share what we’re up to” Eliza Dashwood, Senior Digital Planner at Dog Digital.

There are several advantages in the use of games as part of our mobile communication:

- Fun environment.

- Viral power.
- Interactivity with the customer.
- Advertising perceived as non-intrusive, etc.

According to Kent Wertime author of Digimarketing there are two different types of games:

Casual games. Most game- like of digital games often based on traditional board games and card games. Casual games are the most frequent entry point to the world of digital games, leading the charge in opening up the demographics of gamers

Advergaming: a halfway house between entertainment and marketing. Typically played on a PC, downloadable advergaming offer Digimarketers the possibility of creating a custom game built around their products or brands. (Wertime & Fenwick, 2008)

A company can decide on three main game strategies.

- Create their game strategy.
- Partner with a game developer to promote its business on it.
- Join other company to create a new game.

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On another hand there are some companies that are born mobile and lead with it disrupting entire industries. The Mexican video game industry keeps growing, however the real opportunity for startups and SMBs lays on mobile. Mobile and smartphone adoption is growing in high rates in the world and Latin America isn't an exception, the difference in cost and time between a console and a mobile game allows Small Companies to create their products and sell them worldwide. (PulsoSocial, 2015)

⁹⁴ From an Interview to Charles Hudson by Aliya Zaidy for Econsultancy <https://econsultancy.com/blog/6757-charles-hudson-on-social-gaming>

According to the Competitive Intelligence Unit (CIU), Mexico has 57 million of “gamers” from whom the 37 % plays using a smartphone and a 25% through a console. The online sales of a game SMB in Mexico range from US\$68K to US\$1,3 millions, the country has become number 14 in the world for the amount of revenues. Considering that your business is not in the game industry, questions about how to monetize your strategy inside a game can be very confusing. There are two basic different ways of doing it:

In-game Advertising. This is probably considered the least intrusive way of advertising as sometimes the player doesn't even noticed the presence of several brands inside the game. Advertising in games is successful according to JJ Richards is that video games are an active, engaged, 'lean-forward' entertainment experience, Games in Massive's network contain

four to five minutes of advertising or less per hour. Contrast that with an hour of television where consumers are likely to be exposed to at least 12 minutes of interruptive advertising. (Richards, 2009)

Virtual goods. A virtual good is a perceived benefit in a virtual environment such as games or virtual worlds that a participant can purchase with either performance on the game or real money. Social Networks have opened a new world of opportunities for several industries around the globe and for social games a new way of reaching massive audiences, however this is changing constantly and new policies and regulations are making the companies take different decisions and platforms accordingly.

CHAPTER 3. Storytelling, an important feature in the Mobile Communication Strategy

Many of the mobile features reviewed in Chapter 2 monetize their business by offering ads on their platform. This gives the SMBs the opportunity to reach a large audience with a relative affordable expense. However, as well as on the content in the business account, these ads must differentiate from others in order for the company to reach its objectives.

Many Mobile apps have opened the opportunities to SMBs to locate their adds on them, one example is Waze, the navigation app, with 1 million monthly users expect a big response from SMBs that want to attract customers on-the-go inviting them to visit their store while on the way.

The App will allow SMBs such a gas stations and little local stores to purchase branded pins to push customers to pay a visit, Waze has opened campaigns as low as 2 usd a day. With all the opportunities for SMBs to engage with potential and current customers, they need to look for a way to differentiate from others, one way for the SMBs to be unique and create engagement is through **creativity and an interesting narrative**. At the end what makes everyone different is the uniqueness of our own story.

3.1 THE MESSAGE INSIDE THE NARRATIVE

Our everyday life is full of narratives, stories we hear, news we watch, stories we read, as reported by Fisher, humans choose among those narratives to recreate their own reality, their own story.

However we, as humans are able to differ between a real, rational narrative and a fiction.

Fisher 1984-1987 in its theory, the narrative paradigm, stresses the importance of storytelling as the most effective way to persuade and affirms that one narrative with “good reasons” is able to engage the listener to a particular behavior.

Fisher uses the term *narrative rationality* as a tool that people use to determine the veracity and “good reason” of another’s narrative, this rationality grades two main characteristics: **fidelity** (congruent with people’s own experiences), and **coherence** (the narrative flows smoothly, make sense and is believable) however, “the good reason” of every one will be mainly based on individual’s culture, character, history, values, experience and like and it will differ from one individual to the other. (Fisher, 1987)

A good story persuades. Martin Fishbein and Icek Ajzen, in their theory of reasoned actions,

tell us that every person have their reasons to behave in a certain way, every behavior has its intention based on: (Fishbein & Ajzen, 1975)

1. Attitude = Evaluation of the object + Belief Strength
2. Normative Belief = Perceptions about what my valued others expect from me + Motivation to comply
3. Perceived Behavioral Control = Self-efficacy (I am sure I can do it, should I do it?) + Controllability.

I considered this very useful in our aim to understand how the organization can create value to the person that is reading the message or listening to our content, Depending on which of the three is the strongest one, the SMB should decide the kind of message to use, let's take our event venue in Chapter V, Petralonga: an organized and very sociable person will choose

an event venue for a special day. The event venue manager can decide between these messages depending on his perception:

- **Attitude.** “It’s important to choose a place where support will be given in case of need. Most of the venues just give you the place and leave, we will be there for you from the beginning to the end of your event”

- **Normative:** “Usually this types of events aren’t celebrated at home, guests are expected to have a personalized service to enjoy the moment, don’t worry we will make you look fantastic”

- **Perceived Control:** “This data is very requested but if you reserve it now we will block it for your event and will give you a 10% discount on the price given”

However it isn’t only about the message is mainly about the message inside the story the

organization tells, the storytelling the SMB creates of itself and shares to the public. I was amused to read the Martin Weigel's perspective on storytelling:

“The hubris, the delusion, the philistine rhetoric masquerading as depth, the pomposity paradigms as wisdom and the narrowing of our industry's ambitions is too much to bear. For if advertising's stories are among the best our civilization has to offer then please, shoot me”.

According to Martin Weigel, there are some issues with the nature of storytelling that simply make it too commercial:⁹⁵

- **There is limited appetite for conflict:** ‘Stories that succeed in shining a light into the crevices of the human soul. Stories that illuminate our place in the state things.’

⁹⁵ October 12th, 2017, Nick Hammond The myth of storytelling in marketing and why brands should encourage 'story sharing'

- **There is no interest in deep**

exploration: ‘When did an insight unearthed and authored by a planner ever hold a candle to the examination of the human condition offered up say, by Chaucer or Dickens?’

- **There is little appetite for genuine**

human truth: ‘One struggles to think of any advertising that has expanded and educated our capacity for moral judgment. But then why should it? It has another agenda. For in the final analysis, and however it achieves it, advertising is always about the brand.’

Most of what is made just isn’t a

story: reducing story to “somebody wants something and something gets in the way” is merely the stuff of plotting and structure.

- Stories – good, lasting ones – are so more than just structure, plot and momentum. Pattern does not a story make.’

He is right, Storytelling has become such a widely use term that everyone consider himself a storyteller and every creative assures is creating an engaging story. SMBs have the opportunity to speak up, create their stories and organizations’ beliefs and find a place to tell them, stay truthful to them and look for deeper contents in a fun and engaged way.

This isn’t an easy task; it requires knowledge and a good understanding of the Storytelling technique. Stories are flexible, they can be use for Social Media and marketing but their use extends to many areas like education, HR management, trend analysis, medicine, entertainment, corporate communication etc., many areas can benefit by the use of an interesting story. For example, in corporate

communications, Storytelling is particularly useful during times of organizational change as stated by Dr. Rob Gill for the International Journal of Business and Social Science 96 “Storytelling has potential for a deeper engagement with employees, which is crucial to maintaining employee loyalty during times of uncertainty and change”. (Gill, 2011)

I loved one of Martin Weigel articles about *Why success Stories are just propaganda*⁹⁷ he makes an analysis about our human need of good successful stories but also our sometimes unbelievable innocent belief in those who based in their own successful story, are ready to share with the world (that includes us) the secret recipe

⁹⁶ Using Storytelling to Maintain Employee Loyalty during Change Dr. Rob Gill International journal of Business and Social Science, Vol 2 No15 August 2011 ,
http://ijbssnet.com/journals/Vol_2_No_15_August_2011/4.pdf

⁹⁷ November 13, 2017, Martin Weigel
<https://martinweigel.org/2017/11/13/why-success-stories-are-just-propaganda/>

of their success so we all can follow it and succeed. He states that these stories are absurd, as there are so many variables in one's specific success that will be impossible to follow steps and get to the same result.

In the same way those stories are absurd, telling how good any product or service is or promoting the organization as the best solution for everyone's need may not only be mere propaganda but also may led to false declarations and expectations from the organization's audience.

Robert McKee⁹⁸ quotes this in a more straightforward way:

⁹⁸ Robert McKee, 'Nothing Moves Forward Except Through Conflict', 10.03.15

“Flawed and false storytelling is forced to substitute spectacle for substance, trickery for truth... A culture cannot evolve without honest, powerful storytelling. When society repeatedly experiences glossy, hollowed-out, pseudo-stories, it degenerates. We need true satires and tragedies, dramas and comedies that shine a clean light into the dingy corners of the human psyche and society.”

In order to avoid being sunk in stories that are mere propaganda, I decided to focus this chapter on the features that make a story, one worth of using in Storytelling. Let's review them.

3.2 THE STORY MUST BE AUTHENTIC

The stories don't love to be invented, according to Andrea Fontana in his book *Storytelling d'impresa*⁹⁹ tells that stories desire to be authentic and true even if they are absolutely in

⁹⁹ Andrea Fontana, *Storytelling d'impresa la guida definitiva*, Ulrico Hoepli Editore, 2016

the imagination of the storyteller. When I read this, I recalled a documentary about a film called *Hobbit* by John Ronald Reuel Tolkien, in which it shows that many parts of the story were inspired by real Icelandic linguistic traditions, authentic legends of different populations, archaeological sites and actual European and New Zealand's landscapes. The Story was in the mind of the writer but it was true at its core, based in real places and traditions of the world.¹⁰⁰

Andrea Fontana also states that we should follow the stories because otherwise they can scape from us. I remembered having read this before from Elizabeth Gilbert, a best seller American writer that in her book *Big Magic* talks about the fact that ideas that will eventually become a story are alive, they seek the most available human

¹⁰⁰ Read also: *The Hobbit at 80: What were JRR Tolkien's inspirations behind his first fantasy tale of Middle Earth?*, Jose Sommerland. Independent, 20 September 2017 <https://www.independent.co.uk/arts-entertainment/books/news/the-hobbit-80-jrr-tolkien-anniversary-published-lord-of-the-rings-middle-earth-fantasy-inspiration-a7957321.html>

collaborator, she assures that ideas have a conscious will and do move from soul to soul seeking the swiftest and most efficient conduit to the earth. To prove this she talks about a time when a friend a writer colleague shares with her a secret idea for her next novel, that idea has been in Elizabeth's mind for so long that it was no longer hers and it has become her friends. ¹⁰¹

Giampaolo Fabris in his book, *Il nuovo consumatore, verso il postmoderno*, stipulates that the consumer doesn't purchase only to solve a need, he also does it to communicate something, to express with the purchase his own identity (Fabris, 2003), for this reason if the story of the company feels authentic, it resonates to the audience's personality and beliefs and in consequence a higher probability that a purchase and engagement with the organization will occur.

¹⁰¹ Big Magic, Elizabeth Gilbert Bloomsbury 2015.page 57

According to Giampaolo Fabris, the organization must understand what is the “real personality” of the brand and its purpose of existence. Once this is clear, the organization will select the messages and images that convey the most with this authentic personality.

Walter and Gioglio in their book, *The Power of Visual Storytelling*, recommend reviewing what is important and authentic for your reader, this information can be found by looking at the audience’s public information (publications, likes, comments, people they follow, etc.).

Learning what works better and aligning the strategy with the results, learning which posts get the most shares and clicks from your target audience, which subject matters and the style of photos that “speak” with the audience.

A real storyteller is in constant search of the right story, he finds stories wherever he goes, and keeps with him pieces of stories that he finds

promising. A storyteller is, as Andrea Fontana describes it “a script collector”.

3.3 THE STORY MUST BE RELEVANT.

Marco Bettiol, author of the book “Raccontare il Made in Italy” states that the globalization of things, behaviors and styles paradoxically makes the local diversity, linked to a unique cultural and context and people, more interesting and valuable. (Bettiol, 2015)

“Viewers need to feel a connection with the brand through some regional or cultural relevance, while the brand maintains a global appeal”. Marco Bettiol

Traditions are created on specific situations that become culture and the best way to keep them alive and valuable is to constantly re-elaborate them and adapt them to current times.

The content must be always true and written in a personal way involving your company, if possible with user generated content, thinking outside the box (present your staff, behind the scenes, holiday and seasonal ideas, how to use it or product demonstrations, historical events, future events, etc) and mixing different styles and creativity that match the company's values. (Walter & Giorgio, 2014). The decision on when to use an specific media should come down to how the story is best told, what is the most valuable way to build your relationship with your readers by providing them with a quality experience; If the audience feel invested in, they are more likely to invest in the organization with their time and loyalty.¹⁰²

¹⁰² Idea taken from <https://shorthand.com/the-craft/empowering-local-news-with-visual-storytelling/>

3.4 THE STORY MUST BE EMOTIONAL

Debbie Millman, in her book gives some valuable recommendations in how to excel in the storytelling

- a) Start with a nearly finish piece of story. Edit in the process of creating taking out the first paragraph of the story if it tends to tell the most juicy part of the story.
- b) Don't apologize or be too hard on yourself, even if the story is personal and you feel guilty about the actions taken, let the reader get their own opinion and judge, remember that by apologizing you may hurt or insult those readers that relate to the story.
- c) Always tell the truth, don't pretend. The story isn't there to make you look good (or bad).
- d) Find humor in the absurd

3.4.1 Archetype

“Seeing a part of yourself or something familiar in

a visual is the first step toward evoking emotion, which is the first driver of behavioral change”.

An archetype is a prototype, a perfect example a natural association. Every organization aims to be associated with an image, a persona or a meaning; for example, Nike uses the archetype hero in its communication, Volvo uses safety and several car brands use the adventurer archetype so the audience could relate the brand and the adjectives related to the archetype to them such as brave, unique, strong, etc; however each archetype has a negative connotation that can affect the brand if the communication is not well managed; for example the hero can be associated with egocentrism or greed.

There are also negative archetypes in nature such as devil, witch(not magician) that are very close related to its positive archetypes and that brands must take into consideration.

Each family of archetype has many other archetypes associated with it, let's mention some of them:¹⁰³

- *Rebel*: activist, gambler, maverick, reformer.
- *Jester*: Clown, entertainer, provocateur, shape shifter
- *Explorer*: adventurer, generalist, pioneer, seeker
- *Creator*: artist, entrepreneur, storyteller, visionary

There are thousands of archetypes created by humans in history but M. P. Hartwell and J.C. Chen in their book Archetypes in Branding

¹⁰³ <http://www.formalifesciencemarketing.com/white-papers/families-archetypes-use-life-science-marketing/>

establish twelve main archetypes that an organization can work with¹⁰⁴:

1. The ***innocent***: wants to be free and happy. Brands promise simplicity. The worst thing is to be perceived as corrupted or indecent.
2. The ***Hero***: wants to prove herself. Brands promise triumph. The worst thing is that the competitor ranks higher or with better value.
3. The ***regular guy***: wants to feel part of something. Brands promise belonging. The worst thing is to be perceived as greedy.
4. The ***Nurturer***: wants to take care for others. Brands promise recognition, protection, safety and support. The worst thing is to be perceived as harmful or exploitative.
5. The ***Creator***: wants to produce enduring art. Brands promise authenticity. The worst thing that could happen is to be inauthentic or to sell out.

¹⁰⁴ Twelve families outlined in *Archetypes in Branding* by M.P. Hartwell and J.C. Chen, published by How Books, 2012.
<http://www.sparkol.com/engage/the>

6. The **Explorer**: wants to discover the world. Brands promise freedom. The worst thing for a brand is to be perceived as too rigid or corporate.
7. The **rebel**: wants to start a revolution, unconventional. Brands promise revolution, alternative. They avoid being accepted by the mainstream.
8. The **Lover**: wants to experience pleasure and luxury. Brands promise passion and glamour. The worst thing is to be perceived as cheap or business like.
9. The **Magician**: wants to understand the world. Brands promise knowledge, inspiration, a transformative experience. The worst thing for brands is to be too structured, regulated or hollow.
10. The **Ruler**: wants to be powerful and influential. Brands promise power, stability. The worst thing is to be perceived as weak or publicly defeated by other brand.

11. The **Jester**: wants to live the moment.

Brands promise entertainment. The worst thing is to get embroiled in a bitter lawsuit or be seen to be strict with their customers.

12. The **Sage**: wants to find wisdom in every situation. Brands promise wisdom. They avoid to get too dumbed down or patronizing.

3.5 THE STORY MUST BE VISUAL

According to Rudolf Arnheim the perception is more than a simple reception of the senses when there is an external stimulation. The perception includes some knowledge of what is perceived.

The vision and the audit are the best medium for the intelligence; thanks to those we can perceive forms, colors, movements and sounds. The vision complements with the touch sense but the touch can't compete with the vision specially because it doesn't have the possibility to

perceive on a distance. The vision is the principal medium of the thought. (Arnheim, 1969)

As humans we are able to build a mental image to every thought we have, for example when an artist paints an image from his memory he captures the interior design that is printed on his mind. Through the observation we are able to understand and structure the world, perceive the things similar to other people in order to create communication. This perception however is not only based on the “[...] creation of structured images that naturally depend on the personal experience of the observer. (Arnheim, 2001)

Language comes after sensory experience, becomes an instrument we use after we created a perception. We perceive the world through our senses, when we see things we create mental images adding them the knowledge based on the

experience we have on that particular thing.
(Arhneim, 2001)

History has showed us that although human communication has existed for about 30,000 years, it has been only in the last 7,000 years that human developed a written language. ¹⁰⁵ An image will stay in our brains for longer time as the brain memorizes an image much easier than process a text. According to the statistics, 90 per cent of information transmitted to the brain is visual, and visuals are processed 60,000 times faster in the brain than text. (Sibley, 2012)

In terms of the emotions that pictures can trigger, these authors argue that “peaceful images may get liked, funny images may get shared, and scary, disturbing images may get viewed but not publicly broadcaster. (Khosla, Das Sarma, &

¹⁰⁵ Walter & Gioglio, *The Power of Visual Storytelling: How to Use Visuals, Videos, and Social Media to Market Your Brand*, 2014

Hamid , 2014)¹⁰⁶ .

If what we want to communicate is data, sometimes a chart is enough, but often there is a bigger story to tell around that data, and bringing together text, visuals and charts will provide the most comprehensive narrative for the public. However, less is always more; rather than compiling a gallery of dozens of images an organization should consider **which images tell a key part of the narrative and let them stand alone**, full-screen (or with text that offers essential context).

Visual Storytelling is about expressing a story through several types of visual aids knowing the emotional feeling you want to give to the people at the end of the piece. Debbie Millman affirms that **people are looking to experience human**

¹⁰⁶ Khosla created a site with a software called Popularity Demo that allows users to upload their photos and predict the popularity they will have online <http://popularity.csail.mit.edu/>

emotions in a visual narrative.

"In this day and age, a picture is worth more than just a thousand words. When it's genuine, when it's relevant yet eternal, when it's so powerful that it goes beyond sight and delves into your senses — that's the kind of image that's worth a million. And it only takes an instant to read." The power of visual Storytelling Getty images +

According to Debbie Millman there are some recommendations to excel in the visual storytelling:¹⁰⁷

- a) Think about the relation between images and words: embedded in each other, created as one piece or captions, image and type separated or together.
- b) Remember that even if there are two art forms (image and text) the message is only one so this relation should be perfectly balanced.

¹⁰⁷ From an online Skillshare Class The Art of the Story: Creating Visual Narratives, Debbie Millman
<http://www.skillshare.com/classes/design/The-Art-of-the-Story-Creating-Visual-Narratives/1893972902?via=browse-popular-all>

Let's remember that the only pieces of communication that are able to grab the audience's attention and maybe go viral are the ones with high reach and the ability to touch some emotion in the audience.

From an investigation called What makes an image popular, Khosla, Das Sarma and Hamid, three researchers from the MIT, EBay labs and Digital Globe respectively, studied about how the image content and the social context can affect an image's popularity and they have found that:

- a) Bluish colors tend to have lower importance as compared to more reddish color,
- b) The more striking colors tend to catch the eye,
- c) The picture performs better if it has a mix of texture and gradient features.

According to Getty images, we **shouldn't be**

afraid of the tactile, by choosing images that people can almost touch, images that are zoomed to show details, are possible to crop in a way that can still stand alone but is interesting and intriguing for the audience.

- d) A person with a larger number of contacts would naturally be expected to have higher average number of views,
- e) Images with more tags shows up in search results more often,
- f) Pictures containing interesting features, more “busy” tend to be more popular.

This information will help us choose the characteristics that makes an image attractive, however this is only one of the features of the Story, Sunny Bonnell, co founder of advertising agency Motto, emphasizes that the earlier on in the company’s journey that it can uncover its brand’s true identity – the character its brand is

meant to live out – the sooner the communication team can begin living it and leaving a lasting impression in its audience’s minds.

One exercise to uncover the brand’s identity is the **creation of a persona** for the brand, imagine your target market as one person not only at a demographic level, but also at the emotional level to discover the archetype that drives your persona, his motivations and drives and how your brand can help him meet his goals. Now that we have covered visual storytelling, how about applying all this to a mobile device, manage what is called Mobile visual storytelling.

3.6 VISUAL STORYTELLING AND BEST PRACTICES

Some mobiles devices are increasing their size (e.g. new android and iPhone 10) and others on the contrary are offering smaller options (e.g. iPad mini) however the size of the screen is still

too small to spend long time reading on the screen. Despite the size of this device, anthropologists from Google (2012) affirm that miniatures possess the power to unlock the imagination and the cellphone being a pocket size gives us the feeling to enter a gigantic undiscovered world through a small door. (Posner & Haines, 2012)

Attention is the new commodity and as we mentioned visual storytelling can be the new currency. Let's take a look at the following facts:

- Human brain processes visuals 60,000 times faster than text.¹⁰⁸
- Web posts with visuals drive up to 180 per cent more engagement than those without.

¹⁰⁸ Articles and Advice, polishing your presentation http://www.3rd-force.org/meetingnetwork/readingroom/meetingguide_pres.html

- Viewers spend 100 per cent more time on web pages with videos.¹⁰⁹

The main social networks are transforming mobile communication with their business model and apps: Snapchat, Facebook, Twitter, Instagram, Pinterest, Vine, You tube, Tumblr, etc. offer the opportunity for individuals and organizations to tell a story and communicate with their audience in a different level.

Most of the platforms that once were born as mobile have been acquired by social media giants like Facebook and Twitter, the reasons of this acquisition are many: 1. Huge amount of user's mobile data (searches, preferences, likes, posts, etc.) that are useful for the improvement of the efficiency of paid mobile ads, 2. Acquire a platform with a wide participation of very hard to

109 <http://www.invodo.com/resources/statistics/>

get audience (VIPs, young or hipsters audience).¹¹⁰ (Hill, 2012)

Mobile Visual content can be present in many ways, some businesses are even using mobile communication apps inside their physical stores; Audi for example is reducing its business space to allocate screens that show the different car models; Burberry on the other hand is using RFID tags in clothing that activate mirrors when customers try a garment. The mirrors show a video about the making of the piece and its time on the catwalk. (Davis, 2014).

Many applications have emerged during the last years that allow a SMB to create their own story with small budgets:

BuzzTale

<http://bit.ly/1rJ3fwi>

¹¹⁰ From Forbes 10 reasons from different experts of Why Facebook bought Instagram.

Parade

<http://bit.ly/1to9i9s>

Wikihow

<http://bit.ly/1rJ3jMM>

Storyboard That

<http://bit.ly/1q2WT8B>

Digital Storytelling Resource Kit

<http://bit.ly/Y5S3gy>

Storybird

<http://bit.ly/1oy4l6f>

Picmonkey

<http://www.picmonkey.com/>

Cityteller

<http://www.cityteller.it/>

Storytelling for kids

<http://www.mystoryapp.org/index.html>

Storyjumper

<http://www.storyjumper.com/>

Fotobabble

<http://www.fotobabble.com/>

Seejay

<http://www.seejay.co/>

Tell great story

<https://contently.com/>

Maptia

<https://maptia.com/>

Edgar

<http://edgartells.me/stories>

Storybyte

<http://storybyte.com/>

New mobile applications are continuously appearing on the market, they have seen an opportunity in Storytelling that the leaders in the social media apps aren't covering. Instagram and Facebook are starting to allow the audience to

tell stories with unlimited photos and videos just like some apps like (Storehouse)¹¹¹ was doing for some time, Snapchat is constantly reinventing or The box Company was doing using the story to take the readers to a landing page where they can share a longer story ¹¹².

However, some SMBs are still afraid or unsure to enter the world of Storytelling for the fear of being recognized and judged about, but they must take into consideration that the competitor or someone else will tell their story if they don't.

There are several examples of SMBs that have been able to create a wide audience and

¹¹¹ Steller e Storehouse, app per le nostre Storie, Lorenzo Bonechi, 1 Agosto 2015 <http://overpress.it/2015/06/01/steller-e-storehouse-app-per-lo-storytelling/>

The New Age of Visual Storytelling, Frederic Filloux, 5th July, 2015 <http://www.mondaynote.com/2015/07/05/the-new-age-of-visual-storytelling/>

¹¹² Il Mobile trasforma il Marketing: nasce il Visual Storytelling http://www.digital4.biz/executive/interviste/il-mobile-trasforma-il-marketing-nasce-il-visual-storytelling_43672154218.htm

customer based on a storytelling campaign with few resources.

The first one is the US based company called **Victory Love + Cookies**, they have created a video that tells the story and values of the company from the owner's voice and dreams in a way that engages the audience and give a sense of belonging to the story, this story makes the SMB feel real and authentic.¹¹³

The stories are more memorable when they are coming from a Small Businesses, maybe because they seem closer to our own stories or because the people living the stories can be any of us, which makes the organization and the story relevant and authentic to the audience.

Another example is the SMB called **Tree Change Dolls**,¹¹⁴ a Tasmanian tiny business

113 The Video is available at <https://www.facebook.com/Victorylovecookies> and the company's facebook is <https://www.facebook.com/Victorylovecookies>
114 <https://www.facebook.com/video.php?v=759402657487700&pnref=story>

owned by an artist, illustrator and science communicator woman, she loved dolls as a girl and wanted to give a new lease on life for old discarded toys; the story says that she went to old markets and bought the old dolls with missing parts, she repaired the parts of the body, cleaned their faces of make up and draw a more natural face to them, asked her mother to knit small clothes for them and voilà, a new doll was created, her story went viral in social media and the inquiries started to arrive.

Another example is **The artful parent**, a passionate mother of two from North Carolina that has achieved to build her business through sponsors of material and tools for the interesting content on her blog, social media presence and the publication of two books with ideas of art to

do with children, this creative mom has over 700,000 likes on her Facebook fan page, 170,000 followers on Pinterest and more than 14,800 followers on Instagram, very good numbers for a SMB.¹¹⁵

Many micro size business based started with one person's image from fashion bloggers to entertaining video presenters, the individual brand has grown exponentially making those business not only successful for their brands names but also making the owner an influencer, one example of this is **MarisolPink** a Mexican woman that enjoys giving food recipes in a funny way, with a simple camera and clean simple kitchen tools have managed to win more than 470,000 subscribers in her You tube channel and more than 32 million views. In her Facebook fan page she has over 50,000 likes with a really high

¹¹⁵ Artful Parent Website <http://artfulparent.com/jean-vant-hul-writer-childrens-art-enabler> , Facebook <https://www.facebook.com/artfulparent/>

engagement rate in each video post, a real example of a continuous visual storytelling content.

3.7 THE STORY MUST BE CREATED

The truth is that writing the story is probably the most important and difficult part, that's why "before you start creating a visual story you have to know who you are and what you want to tell therefore you have to have a communication strategy" (Bo Bergstrom, Essentials of visual communication).

Whenever the communication strategy is in place, its time to tell the story.

Nowadays communication professionals have enough data about their audience, data extracted from the clients online and offline activity: from the navigation behavior (searches, pages visited, text on emails, etc.), public information from their social media platforms (gender, age, photos,

likes and interest), reactions from the organization's communication (opinions and actions taken) and the vast knowledge from the rest of the departments (customer service, sales, legal) inside our organization. This information will be key to the preparation and creation of a Real-Time Content Strategy.

On an article on the magazine Ad Age 2013, Ian Schafer CEO of Deep Focus states, "Real Time is Mobile First... It may very well be that many brands find that the best mobile advertising strategy is a good real-time content strategy." (Schafer, 2013).

To do Corporate Storytelling, the organization must know its audience, not only in terms of marketing, demographic, sociological, interests and so on, but also in more deep terms such as the **audience's current life journey**, his actual

existential moment and understand **how the organization's story can fit in that moment.**

The organization's story must be based on the audience's story, the audience is the protagonist of the story, the main actor, the storyteller, the organization can only be present as part of his story.

The construction of a Story Map will help the organization on the creation of content and serve as a base for the core story. "The Story map is the mapping of the life moment of our audience (reader, client, user, stakeholder, etc.), a document that usually comes in a visual format showing the life-streaming of our audience."¹¹⁶

In order to build a meaningful Storytelling, one that is strong enough to move the audience's

¹¹⁶ Storytelling d'impresa la guida definitiva. Hoepli Andrea Fontana 2016

emotions requires a strong understanding of the audience, as deep as being able to create a Story Map.

Christian Riedel CEO of Growth by Story, a Storytelling consulting company in Germany, affirms that going deep to the core of the organizations and try to reframe everything the SMB does and say into a consistent story takes time and a lot of effort. Christian says that thinking about the core Story is like thinking about a TV Series, you search for something that creates an emotional impact, a story that can last for time and from which another stories can grow into different platforms and media.¹¹⁷

According to Andrea Fontana in his book Storytelling the definite Guide, every

¹¹⁷ Storytelling Startup- From Core Story to Content Strategy. https://www.slideshare.net/mindcaffeine/storytelling-startup-from-corestory-to-content-strategy/65-Christian_RiedelStoryArchitectmindcafeinechristiangrowthbystoryde

organization’s Core-Story has a destiny, a reason to fight for, and a goal to achieve. Every story has what Andrea calls a Bio Myth message, the fundamental reason, a clear simple but also deep and intimate message that resonates with the audience’s existence. The next step to create a core story is the personalization of the story but in order to be able to do it we must read the organization’s audience first, their bio myth, their existential topics, fears and wounds and their most valuable treasures so the organization’s story is as similar to their audience current life journey as possible. Below there is a table that can help the organization to build a story-map of his audience.

Our audience	Bio myth	<i>Salvation</i> - saving itself from any drama or persecution, misfortunes from which we must scape and redeem ourselves
		<i>Care</i> – create a friendship circle, collaboration and mutual help

		<u>Evasion</u> - Scape from the norms, transgression and disobedience, fight, being violent
		<u>Strength</u> – Power and supremacy compared to the rest of the world
Existential Topic		<u>Love</u> – Passion, friendship, parenthood, marriage, professional.
		<u>Game</u> – any form of pleasure that takes you out of the routine and takes you to the entertainment and fun.
		<u>Work</u> – commitment, duty and responsibility, task to be performed and bring to terms.
		<u>Pain</u> - Suffering and difficulties to have, do, being or become.
		<u>Death</u> - Any form of end, term and limit reach (love, work, project, etc.)
Fears/ Wounds		<u>Abandonment</u> –fear to be left alone at the game, love, pain or death. It translates to non-existence and lack of someone.
		<u>Betrayal</u> –A relationship that turned over, twist. A pact that is denied.
		<u>Deprivation</u> - There Is something missing, in satisfaction, never satisfied.
		<u>Invasion</u> – Someone enters into our physical or

		psychological space. We let someone enter our space.
		<i>Shame</i> –Never at other's gaze level, a typical cultural wound.
Treasures		<i>Solicitude</i> – Someone or something that considers us, pay attention and care to us. An object or a person that acts as Care- giver.
		<i>Power</i> –Something or someone that gives power, capacity to reach the mission.
		<i>Commitment</i> –Immerse in our goal, a struggle that is accomplished and achieves results.
		<i>Exploration</i> –Adventure, throw your heart over the obstacle.
		Planning – Without a dream and a project we are nothing more than a doer without a destiny and meaning.

Solicitude is the treasure for abandonment
Power is the treasure for betrayal
Commitment is the treasure for deprivation
Exploration is the treasure for invasion
Planning is the treasure for Shame

Figure 8. Reader's life from the Book Storytelling La guida definitiva, Andrea Fontana, 2016

Andrea Fontana explains that when an organization has different audiences then the story map should be done for each one of them.

3.8 THE STORY MUST BE PREPARED WITH A COUNTER- NARRATIVE

This very useful part of corporate storytelling is called counter-narrative, this is a narrative that goes against another narrative, this happens specially when a new story came out hurting the brand's name and in consequence the organization; when this happens, the organization needs to decide whether to **answer, ignore it or incorporate to it.**

Let's review the three actions that we have talked above one by one; Daniel Orzati from the consulting agency Storyfactory gives this recommendation on when to take a specific action:¹¹⁸

118 <http://www.comunicat-ivo.it/storytelling-e-contronarrazioni-seconda-parte-dellintervista-daniele-orzati/>

- a) **Ignore it**, when the damage is minimum and the risk of the response is higher or the organization is not prepared to manage it.

- b) **Overwrite**, which doesn't mean to react but create a stronger story without an apparent relation to the counter-narrative, if this is done correctly, the organization's story will have the supremacy and interest of the audience.

- c) **Incorporate it**, this is the case where the organization decides to sponsor the counter-narrator because the audience is so engaged in the story and the narrator seems harmless and a possible future partner in which the idea is to make him a friend and fix the problem.

An example of this counter-narrative communication is the United break guitars' case where a musician composed a song for United Airlines claiming back the expenses for having broken his guitar on a flight

inside the US. This video became viral affecting United Airlines brand and customer service perception, in this case the organization initially ignored the problem causing a lost of 180 million dollars in shares as people's anger increased and sales of flight tickets reduced, then they decided to answer, United Airlines apologized to the customer, bought a new guitar for him and offered to give some money in vouchers that eventually went to a jazz organization for charity, finally they also decided to incorporate it, asking the musician if they could use the video as training tool for its staff. ¹¹⁹

Even if most of the examples for this counter narrative are usually focused on large organizations, we must remember that the small organizations are as vulnerable to this as big ones, a competitor or an angry customer could create some negative content that can heavily affect the business. A SMB should be prepared to decide which action to take if a counter-narrative arises.

¹¹⁹ United break guitar – A Case Study in online reputation management. <https://www.slideshare.net/RonakMehta5/online-reputation-management-case-study/>

CHAPTER 4 Research: Special Witnesses

4.1 RESEARCH DESIGN: METODOLOGY

General Objective.

This research aims to understand the **challenges** that SMBs face in the adoption of mobile communication, the **communication techniques and styles** that they develop in order to succeed this implementation.

Our hypothesis is that there are two ways of implementing mobile communication: one is towards the adoption of **new technology** (apps, mobile solutions, etc.) and the other is towards the **content** (visual and storytelling adapted to a mobile device). We believe that SMBs and micro enterprises could succeed in the adoption of mobile communication developing efficient visual storytelling using the free available technology.

As review in chapter I, the micro-enterprises constitute a large percentage of the GDP in the majority of the countries, for example it counts for the 90 % of all firms in Italy, representing more than 40% of employment; however, finding micro enterprises that have implemented mobile communications successfully is very complicated, for this reason the instrument will be **applied not only to Small and Medium size organizations' managers but also to researchers** in the field.

In Italy for example, "...more than 31 million Italians over 18 years old access the Internet on a monthly basis from Mobile and, of these, more than a third, use only mobile devices. 42% of Mobile Surfers also make purchases from the Smartphone. In 2017 the size of Mobile Commerce on the total increased to 25% (up 65% over the previous year). Even the investments in Advertising on Smartphones continue to grow at double figures [...] numbers

that testify the changes taking place in the relationship between consumers and companies". 120

Methodology.

A series of qualitative video and phone semi-structured interviews lead by a series of questions is used in this research interviews with the purpose of seeking new insights and explore the hypotheses.

This type of interview allows the researcher to have the opportunity to add any question or focus on a question she feels interesting and in order to avoid misunderstanding or time lost to write notes the interviews were fully recorded for future analysis. The participants are worldwide mobile communication and storytelling experts as well as general or marketing managers of

120 CUSTOMER JOURNEY SEMPRE PIÙ MOBILE: READY FOR THE NEXT LEVEL? https://www.osservatori.net/it_it/convegni/convegno-di-presentazione-dei-risultati-della-ricerca-dell-osservatorio-mobile-b2c-strategy-1

international SMBs who have already adopted mobile communications or are conceived as mobile first enterprises.

In the **first stage** interviews with mobile and storytelling specialists will allow us to understand key elements to facilitate the adoption of mobile communication for SMBs. These interviews will be mainly conducted in English, which will facilitate the communication, clarify any question, create new questions and hypothesis and get as much information as possible. This phase will give us ideas that will support or deny our initial hypothesis.

The **second stage** include a series of qualitative interviews with communication managers and owners of worldwide Enterprises that have successfully adopted mobile communication in their organization or are in the challenging stage of adopting it. This stage will allow us to

understand the challenges they faced, how they managed them, the current communication strategies and future plans.

Based on the answers, we will divide the Organizations using the categories established by the Observatory of Mobile Marketing and Service of the School of Management of Politecnico di Milano given to the organizations that have implemented mobile into their communications:¹²¹

- **None:** Limited to the "trial tactics", they use the channel without any multi-channel strategy.
- **Looking for vision:** the company is dedicated to the critical review of past activities, new research strategies, digitization of some business processes and has a management team

¹²¹ The observatory information can be found in http://www.osservatori.net/mobile_marketing_service

interested in digital, but there are organizational difficulties.

- **Experimentation aware:** the company is defining a Mobile strategy, experiencing new services, improving user experience, monitoring the results, digitizing some processes, awaiting activation.
- **Strategic vision defined:** the company has a customer base and multi-channel vision, with three levels that denote different stages of the strategic approach (Eureka: without implementation of the strategy; Maturing: partial implementation of the operational plan, progressive improvement of the user experience, collaboration between different business functions, digitization of business processes completed; Mobile first: continuous improvement of customer experience, enhancing the peculiarities of Mobile, constant monitoring and aware of the results "learning by doing").

We will also review if their mobile communication is focused on **content or technology** and analyze the strategies they have used in both cases.

4.2 RESEARCH INSTRUMENT

The interview questionnaire is available at the Appendix 1 of the thesis. The ten-question interview aims to bring the experience of the participants on the table and discuss together the possible communication techniques that a SMB can use to succeed on its mobile communication adoption.

The questionnaire is divided in two main sections:

- Analysis of mobile communications for SMBs, their challenges, advantages, disadvantages and the necessary communication skills for its adoption.

- The main features of a successful mobile communication strategy and the role of visual communication and storytelling.

Although the questions are the same for every participant, the data obtained and analyzed from each one may differ as the researcher might further develop the discussion on a specific topic with each expert. The questionnaire was sent to the participants in advance, however some of them may have not read it before the interview. The whole interviews were recorded and then transcribed (Appendix 2) for further analysis. The Content analysis method was used for the analysis and comparison of each participant's answers and the highlight of useful and interesting ideas.

4.3 PARTICIPANTS

4.3.1 Selection of participants

The initial proposal is a semi-structured interview to five worldwide experts chosen on two premises: previous personal relationship with the researcher and experienced in topics like mobile communication and storytelling or visual storytelling.

4.3.2 Summary of Specialist interviews

Four international specialists in the different topics that have been presented in the research are interviewed. This specialist will be presenting their views and expertise in the following topics:

- Mobile Communications
- Storytelling
- Visual Storytelling
- SMB's consultant in digital

Daniel Rowles.

London, UK

Daniel Rowles is the author of the books *Mobile Marketing: How Mobile Technology is revolutionizing marketing, communications and advertising*, *Building Digital Culture: A practical Guide to Successful Digital Transformation and Digital Branding: A Complete Step-by-step Guide to Strategy, Tactics and Measurement*, professor of digital marketing at Imperial College and Cranfield School of Management, Daniel has over 20 years of experience working in digital communication.¹²²

He was interviewed not only because of his knowledge as an expert but also for his experience as an entrepreneur. Founder of a small business called Target Marketing, a consultancy digital training agency for SMBs,

¹²² Find entire interview on Appendix A

Daniel experiments everyday its theories and best practices on mobile communications.

On the interview he said that mobile communications for him is all about understanding the context, define the communication tone and really comprehend the user journey. The SMB according to Daniel must before choosing a specific channel to communicate, take a step back and analyze the user journey, why is someone doing something.

Daniel explains that because social media has become so saturated it is so difficult to cut through the noise; the small business need to wok at how they provide value to people, being innovative doing more interesting things.

According to Daniel the agility and the ability to change quickly allows SMBs to be a lot more innovative than large businesses; however the limited skill sets can represent a disadvantage for

them, the reason why SMBs need to upscale and learn all the time, if they are able to develop a learning curve and learning even in a small team, they can have a big impact on their market.

Daniel states that the communication managers of SMBs must clearly understand who are the stakeholders that they want to speak to, what do they want to achieve, know their strategic position as a brand, what do they stand for, know the right message and tone of voice, select the appropriate channels and be able to measure the results.

In terms of visual communication and storytelling Daniel believes that being Facebook and other social channels mainly visual channels, it's the visual elements what grabs people's attention in the first place. Daniel says that there is a lot of time when he is just looking to be entertained and this time is a big opportunity to use story to

engage in the company's narrative; having these device that is very closely connected to us give the SMB a good opportunity to do storytelling specially using personal human stories.

He talks about his SMB Target Marketing in which they were innovative and came out with a podcast that has worked phenomenally in building the brand and engage with the audience just by giving people the right content at the right time, driving a lot of business for them. Daniel told that the podcast gives a two-way communication platform and as people are listening the podcast while traveling they get more intensive and longer media time with the audience.

Andrea Fontana

Milan, Italy

Andrea Fontana is the author of *Manuale di Storytelling, Story-selling, Siamo tutti Storyteller*

e Dalla Fiction Americana alla politica. Andrea is also the CEO of the Storyfactory Group, the first consultancy agency for Storyelling in Italy. Andrea is also professor of Storytelling and Corporate Storytelling at the University of Pavia.¹²³

Andrea was interviewed for his expertise in storytelling and his job as a business consultant in this topic, he was a key person that allowed the researcher to understand the real possibilities for a SMB to explore storytelling for its mobile communication strategy.

Andrea states that the SMBS aren't really doing storytelling for different reasons, either they don't know it deeply, they haven't understood the value of it or strategically competences to create storytelling aren't available for them. He states

¹²³ Find entire interview on Appendix B

that these competences are costly for a small company that may have different priorities. According to Andrea, Storytelling is important because it helps the organization to take an existential position in the world, to focus in one topic that is essential for the organization and that reflects its values and beliefs.

He says that when an organization takes this position, they automatically establish an audience, some people will follow you and others won't, this is what he calls "Existential Marketing" which allows you to create a meaningful communication that differs from a classic propaganda that "works well for everyone and for this reason for no-one".

Andrea reflects on the fact that not all of the big companies are doing storytelling, perhaps because of fear, as a great amount of courage is needed from the marketing and communication

managers to choose an existential position and create storytelling. He comments that of course if the organization decides to change the communication and it doesn't bring results its obvious that the the organization takes a big risk and for many of them with a defensive personality is better not to do anything rather than risk it.

Creating a Storytelling for an organization that sells products rather than services doesn't represent any change, Andrea believes that the Storytelling aims to build a meaningful world in where the organization, the brand and their audience can live together, giving a place where the audience could recognize himself in the brand, whether this one is a product or a service.

The SMBs find it difficult to use storytelling as a way of communication because it usually requires a team of specialists that help them

understand and guide them to the creation of their narrative, Andrea's consulting firm Storyfactory usually works with teams of 4-5 specialists on a SMBs project that last in average 3 to 4 months; looking at those number we could understand the complex and costly investment that can represent for an SMB to engage with Storytelling in a professional way; However Andrea doesn't exclude the possibility of an entrepreneur to be able to communicate with beautiful visuals and write engaging posts on the organization's channels, however he believes that for this to have a corporate impact working with a professional storytelling team must be on your communication strategy and budget expense.

Becoming a Storyteller isn't something you improvise, for Andrea this is a career that requires study, practice and comparison with other people's work, it is a constant learning

process. However, if an organization aims to evaluate whether or not this communication technique may be helpful for their communication strategy first of all the organization needs to know who will be their target market, what is the destination they want to get, the life mission, the business vision, the unique value the organization gives to the market.

The organization should ask itself why storytelling is useful for them and if storytelling is something that can help them to differentiate and to share new values to their audience.

The storytelling strategy, the content development, the visual storytelling and the narrative design, according to Andrea, are macro areas that require specific competences and professionals to build as the biggest challenge is to translate all the organization mission into an strategic reflection and in content, images,

relational experience, exhibitions, booklets, billboards, social media etc.

Gustavo Pernas

Dublin, Ireland.

Gustavo is responsible for the relationship with SMBs for Spain on a well-known Social Media Platform. His experience with the second most popular mobile visual platform and the SMBs is very interesting for this research.¹²⁴

Gustavo states that one of the biggest challenge nowadays is to convince the SMBs to invest in their digital presence, according to him, the small business are used to handle most of their digital communication on organic basis, which meant few or none investment from their budget, however a small investment can represent a big

¹²⁴ Find entire interview on Appendix C

change for them. Gustavo states that 50% of the users in social platforms are in contact with SMBs so a good communication and investment can help them to “democratize” the advertising channels by allowing small companies to reach a larger and global audience.

The current challenge for an SMB is to understand what information is relevant for his audience, how to efficiently use the advertising products, and how to send the message in the most visual and creative way.

This global platform is working hard to show the SMBs how to use their advertising tools and according to Gustavo, the new mobile devices with their good photo and video capabilities and new affordable mobile editing apps are allowing SMBs to create very visually engaging advertising campaigns.

Images and videos are universal, in some of the campaigns Gustavo has shared that there is no text needed, the only image and music can communicate to a global audience without the language barrier. Videos, Stories and ephemeral content that disappear in 24 hours but creates a lot of interaction with the audience, are the main trends of this year, however this content must be consistent. The SMB should think about creating a consistent and variety of content and publish them on a periodically basis.

Alberto Lo Bue

**Director Business Development Deliveroo
London, UK**

Alberto has worked as data scientist at Rocket Internet, he has also been an entrepreneur with a mobile app business called Papem. Alberto is currently working at Deliveroo UK as Director of Business Development. His expertise in mobile

communications and SMBs is of great value for this research.¹²⁵

As an entrepreneur he went through challenges that start-ups face but he also dealt with the fears and mindset of small businesses' owners have when deciding to integrate mobile communications to their strategies. He stated that unless the mobile market place or the mobile app is recognized by the SMB, the possibilities for them to do the effort, invest the time and money to integrate mobile in their communication strategy is very low.

Alberto faced the reality that many SMBs use little to non platforms or software to complete their daily tasks so the integration with mobile platforms require working from scratch with them, in some cases even educating them on the

¹²⁵ Find entire interview on Appendix D

benefits and advantages of mobile communication.

He has a broad experience working with market places such as Deliveroo, which work with a sorting algorithm that position, the restaurants according to different factors like number of sales or customer reviews. The better a restaurant performs the higher on the list it appears, according to Alberto, Deliveroo boost the performance of the restaurants with an exclusive agreement with the market place by investing part of its marketing budget in co-branding campaigns. Deliveroo has also a program called Deliveroo editions in which based on a supply-demand gaps of specific restaurants in an area, Deliveroo selects a high ranking restaurant from another area and opens in partnership a temporary branch of it for delivery meals on the market place.

In Alberto's opinion, the lack of awareness, skills and expertise are the biggest challenge for the SMB's mobile adoption.

When a SMB joins a market place they are part of a mobile presence without the real investment in time and effort, the market place is the expert in the mobile environment and the SMBs let them do it their way. Alberto believes that Storytelling plays a key part of the mobile communication; in his experience in marketplaces he has seen how Deliveroo has published a series of stories regarding the people behind the restaurant, featuring chefs, producers, farmers etc. in his opinion millenials and young generations are very sensitive about stories specially if they are presented in a 15-30 seconds video.

Alberto made a strong opinion about mobile apps and its efficacy for SMBs he states that a mobile strategy for a small organization should be based in creating a strong presence by joining and

participating in already established platforms and focus their effort in the improvement of their website and their online presence before using time and effort in the creation of a mobile app.

4.3.3 Summary of SME Entrepreneurs' Interviews

Four interviews to international entrepreneurs will be held in English language to keep a similar train of thought. The selection of the participants will be focused on having a representative of different categories inside the Small and Medium Business universe:

- Startup
- SMB's mobile marketing and communication consultant
- B2C / C2C Entrepreneurs
- B2B Entrepreneurs

Our main objective with these interviews is to understand the communication channels they use, their current relationship and use of mobile technology, their challenges and concerns, and finally their future plans in the mobile communication field.

B2C / C2C Entrepreneur

Ihmad Hammad,

CEO of carswitch.com a C2C Platform of selling and buying cars in Dubai, United Arab Emirates was our choice for this category. Carswitch is a strategic vision defined organization with a mobile-first strategy focused on content creation.¹²⁶

Ihmad has been a consultant for large businesses at McKinsey Company for many

¹²⁶ Find entire interview on Appendix E

years and started this SMB one year ago so his experience in both large and small organizations will be very useful for our research.

Ihmad explained that 80% of their traffic is mobile and that the biggest challenge for them has been to get people to visit their website or app... “[..]As an SMB the brand is unknown to everyone and the only way customer can find you is either through direct advertising, which means a big investment, or through Google which is free but extremely difficult to get on the organic search..”

Ihmad told us that the largest challenges for an SMB according to him is first to manage the costs according to the business revenues and second to get the website and the brand in place so Google can start putting the business in their rankings but he personally don't see any difference between mobile communication for a small versus a large business because in general

unless the large brand is widely known, the customers cant even tell if your business is large or small online.

However, small business are much more agile in comparison with large organization who still have pretty strict controls around communications, what, how and who is allowed to say what needs several approvals while the small businesses act much faster, he explained that their call center staff respond to messages immediately and he never sees those responses which may seem risky but as small business there is no other way to do it.

Start-up

For a start-up approach we decided to interview

Bernard Baumann

CEO of Austrian Start-up company called

Shpock, one of the most downloaded boot sale,

flea market mobile platform with over 10 million users.¹²⁷

Bernard, as Ihmad, has previously worked for Boston Consulting Group (BCG) a global management-consulting firm, which has given him the experience in large organization versus Start-up companies.

Shpock is a purely mobile business and for Bernard one of his main challenges was to find people with specifically mobile background but as long as the SME is able to create a valuable team the organization being small is probably faster on the adoption of new technology than a large organization. Usually, he explains, the large businesses prefer to outsource their mobile strategies giving the work to agencies; for a small business this is not an option as the team must

¹²⁷ Find entire interview on Appendix F

learn and experiment with mobile until get the knowledge in-house.

Bernard believes that mobile adoption has the highest rate among young users, therefore the Shpock team are very often communicating to a younger audience than them so the abilities to be spontaneous and to react fast as well as the will to take risks are crucial for its success on mobile communication.

Visual communication plays a very important role for Shpock, which based the platform in images and videos rather than text. Bernard told us that storytelling proves to be a very engaging technique, allowing users to come back and create a dialogue versus the usual monologue chat of organizations.

Shpock was born mobile and has dedicated people who are just responsible for mobile

communications. The success of the mobile strategy is in the core of Shpock business and for Bernard mobile needs to be a mix of entertainment and information, should be agile and fun and coherent across the multiple channels and messages.

SMB's mobile marketing and communication consultant

For this category we have chosen to interview

Tarek Reda,

Head of Digital at bfound.io a state of the art technology platform that gives small and medium size business (SME) a digital presence.

Bfound represented a very interesting SME for this research not only for its geographical position but also for the consulting services that it offers. ¹²⁸

¹²⁸ Find entire interview on Appendix G

Bfound is based in Dubai, the United Arab Emirates one of the fastest growing region full of digitally savvy consumers. “[..]The United Arab Emirates, Qatar, and Bahrain are among the top countries in the world with more than 100 percent smartphone penetration and more than 70 percent social media adoption –even higher than in the United States”.¹²⁹ Numbers are very interesting in the region for example the Middle East and North Africa (MENA) region is ranked second in the world by number of daily YouTube videos view at more than 300 million¹³⁰ and the fastest growing consumer of videos on Facebook. However, only 18 percent of SMEs in the UAE have online presence.

¹²⁹ Digital Middle East: Transforming the region into a leading digital economy Digital/ McKinsey October 2016

¹³⁰ Alvin R. Cabral, “YouTube: A decade of viewing pleasure”, Khaleej Times, 12 June 2015, www.khaleejtimes.com/article/20150611/ARTICLE/306119962/1041.

Tarek states that most of SMB's owners in the region don't know or understand the importance of being mobile so the main challenge for them is the SMB's lack of knowledge. In his opinion there are no difference between large and small businesses in terms of platforms used, but he believes the difference lays on the way they communicate as for example a large business may develop an app when a SMB doesn't even require one and for this their marketing may vary considerably as marketing for a mobile app is very different than on mobile web; however he considers that they are both (large and small businesses) in the same kind of game.

One crucial skill to succeed in mobile according to Tarek is the clear understanding of consumer behavior, knowing the trends, platforms and technologies top in its region is of high importance not only for mobile but in general for the SMB's communication; for example in the

MENA region, Instagram and Snapchat are continuously growing in the whole region, Twitter remains stable with a high penetration rate in Saudi Arabia while Facebook is rapidly declining with numbers that goes as high as 22% percentage points in Qatar and 55% in Saudi.¹³¹

In Tarek's opinion understanding how mobile fits into the full kind of picture is important because as he said the SMB “[..] should want to target a user and not a device” and must understand the consumer behavior before jumping into the new available technology (referring to the quick adoption of QR codes and Augmented Reality of SMBs and in some cases the disappointment of it).

According to Tarek, video and images are more interactive and will recommend the use of

131 Social Media: Media use in the Middle East 2017
<http://www.mideastmedia.org/survey/2017/chapter/social-media/#s224>

storytelling particularly for anything that has to do with location, however the digital presence of the SMB needs to be accurate so a mobile friendly presence, a mobile accelerated page and the certain decision to either stay on web or create an app are of high importance as the whole analytics, tracking and marketing actions depend on it.

Tarek states that for apps the SMB will deal with device id versus cookies for web and this difference will push the SMB to look for a technology and data platforms which enables the organization to centralize the data across devices and channels, bringing data from first parties as well as third parties and platforms like Google and Facebook, in order to be able to measure the performance of the business online.

B2B Entrepreneurs

The interview was done to

Santiago Jansa,

Corporate Strategy and Marketing Director of Delta Partners, a B2B boutique consultant with seven offices around the world specialized in Telecommunications. We decided to choose Santiago because of the story of the organization that started with 4 people and grew rapidly and also because of the nature of the business Delta Partners is in.¹³²

Delta is a consulting business specialized in TMD (Telecom, media and digital) as well as a team that handles corporate finance and investment banking. Santiago told us that the company approach to its clients is very ad-hoc as they must pitch and present specific proposals for each of its clients, therefore the use of mobile or digital communications to advertise or promote their services is very limited and the nature of it

¹³² Find entire interview on Appendix H

creates a barrier of mobile communication and marketing adoption. However, the company uses mobile for its internal communication using intensively social networks such as Workplace by Facebook to interact between team and individual employees.

Santiago believes that the main differences between large and small companies in mobile communication do not come from the size but rather from the type of industry and product or service they want to promote, however he is aware that smaller companies may struggle to find budgets to accommodate mobile communication positions specifically while larger companies can dedicate a team for this but when the smaller companies decide to go mobile they can do it in a more agile, faster and more provocative way than the larger companies that may have to follow long processes and bureaucracy to react.

The use of visual communication in a company like Delta Partners is an everyday challenge, Santiago explained: “[..] When we present findings to our clients, we need to emphasize the results by using visual elements such as fancy graphs, info graphs, etc.; all of them have proven to be successful generating more engagement and discussion”.

Delta Partners is in the stage of Looking for vision according to the Observatory of Mobile Marketing we mentioned earlier in the chapter, the company is trying to find out how they can adapt their business more to mobile, so far they have made the mobile friendly and are planning to start an email marketing campaign for its shareholders sharing the news on the company and the latest white papers they write and for the future they are still researching the best way to create a podcast.

4.4 ANALYSIS OF RESPONSES

In order to analyze the data collected on the interviews, I used a data software called Nvivo 12 for Mac. The data was then organized in nodes that represented the main topics discussed in the different interviews.

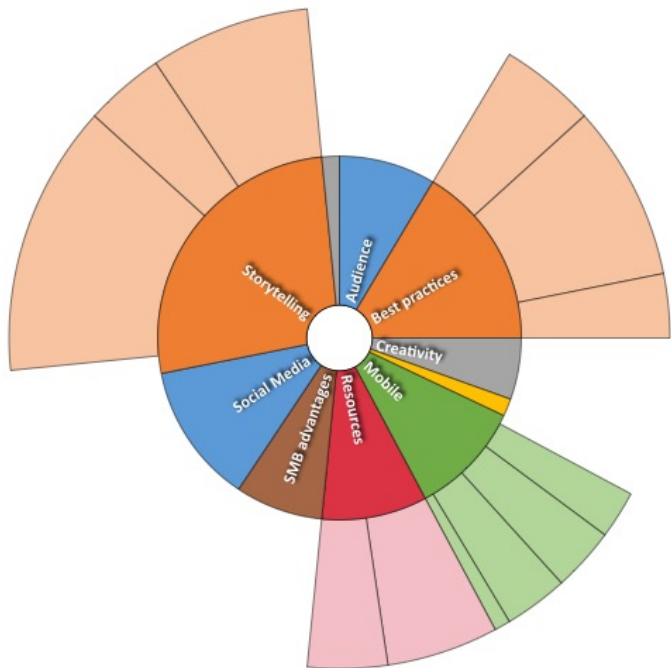


Figure 9. This NVIVO graphic shows the hierarchy of nodes taken from the data available where key topics have emerged.

We will analyze each of these topics and its most relevant information to then arrive to a conclusion of this chapter.

4.4.1 Audiences

Understanding the audience is key, this involves knowing who the external stakeholders are and ensure that every member of the SMB put himself in the shoes of their target group, only then the SMB will be able to understand their audience's journey, the right tone of voice and the message needed to create a communication that matches that specific audience. The challenge for the small organization is to get the audience to come to them. Mobile adoption is the highest among young users so the SMB will perhaps need to communicate to an audience younger than themselves with an insightful message, for example knowing that millennials are very

sensitive to a nice story, the SMB can use the Storytelling technique to connect with them

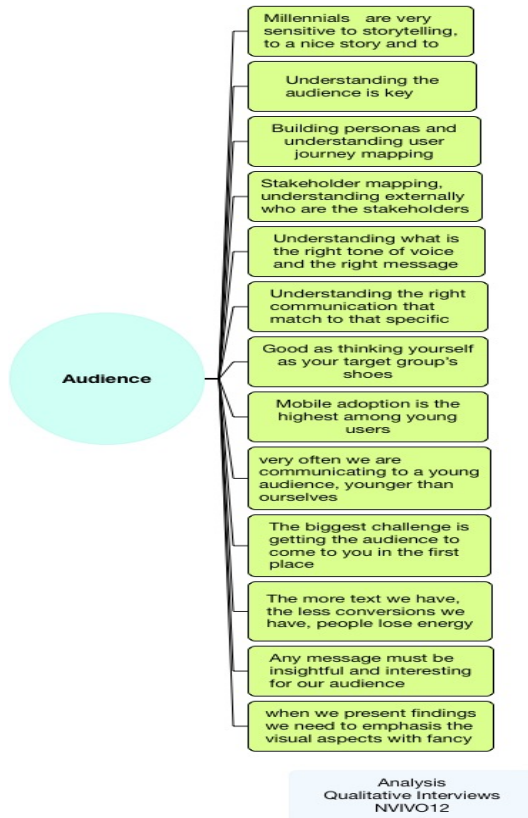


Figure 10. This NVIVO graphic shows the key insights for this particular category.

4.4.2 Data & Technology

Nowadays there are many technologies available to SMBs, however the selection of the right one should be based on the user journey and the targets they need to achieve through their mobile communications. After the SMB has decided which technology to use, measurement of results play a key role in understanding what works well for their specific audience and how they can eventually improve their communication.

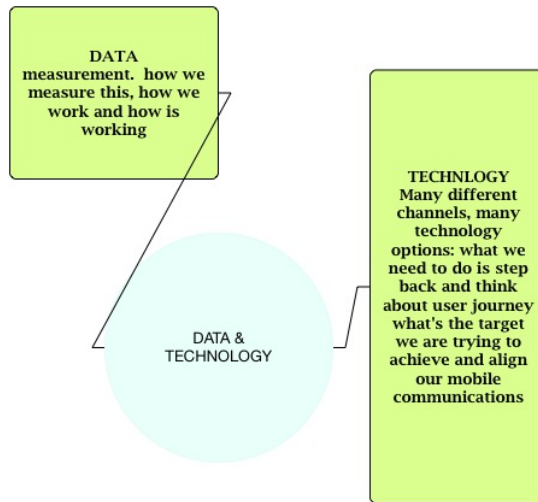


Figure 11. This NVIVO graphic shows the key insights for this particular category.

4.4.3 Resources

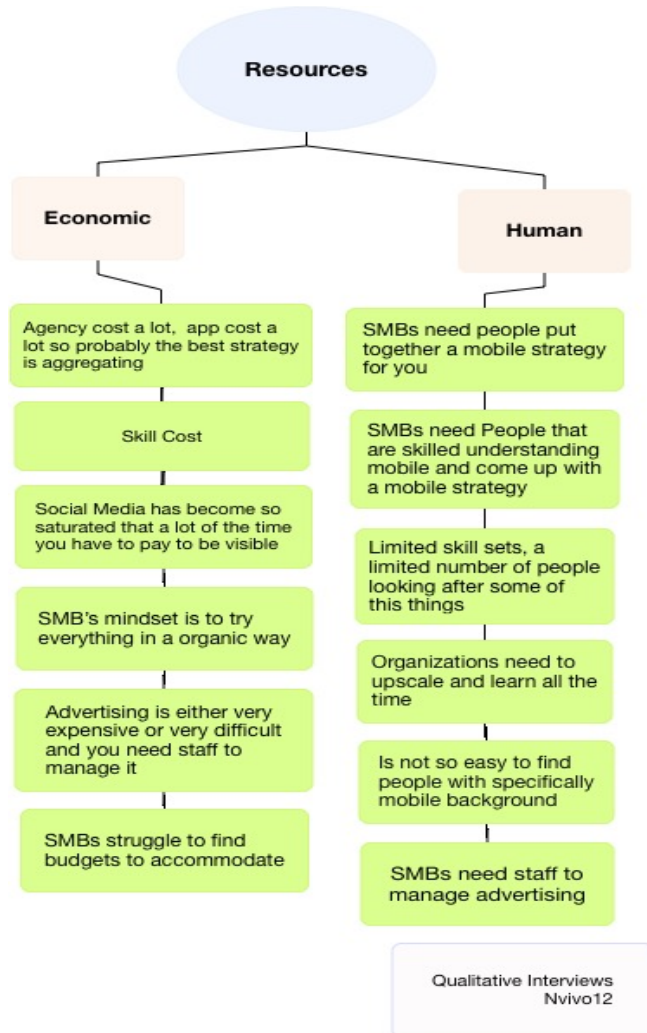


Figure 12. This NVIVO graphic shows the key insights for this particular category.

SMBs struggle to accommodate budgets for communications and marketing, the decision to add mobile to their strategy is very difficult for them; most of the time the employees lack of skills in digital and mobile, which push the SMB's owners to look for people outside their company to create a mobile strategy for them. Hiring skillful people is expensive, working with agencies cost a lot and most of the time even if the SMB creates a mobile presence, lets say in Social Media, this platforms have become so saturated that the small business has to pay to be visible and require staff to manage this paid advertising for them. For this reason, SMBs try to grow organically but without the in-house skills and learning mindset their growth is very slow and painful.

4.4.4 Advantages of SMB

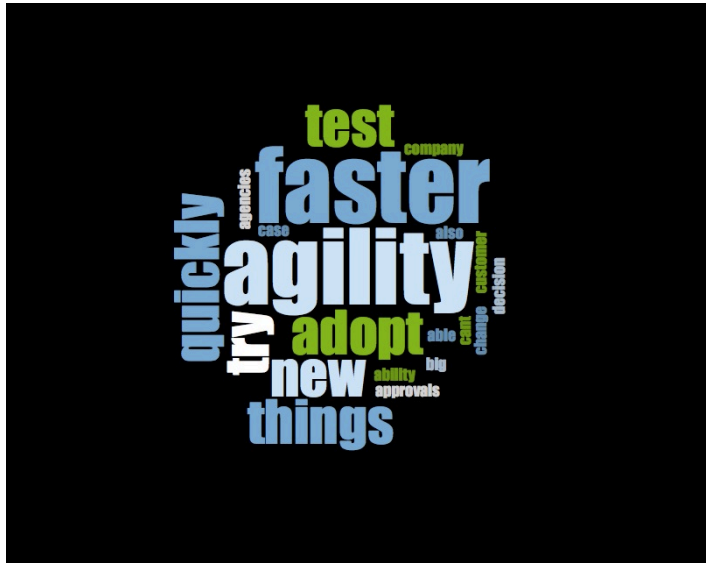


Figure 13. This NVIVO word cloud shows the word frequency for this particular category.

According to the results the advantages that SMBs have in compared with the large organizations is to be agile, willing to try new things and adopt new technology and trends in a faster way, answer to the customer needs without the need of going to a established

bureaucracy system that usually slow changes in large organizations.

4.4.5 Creativity

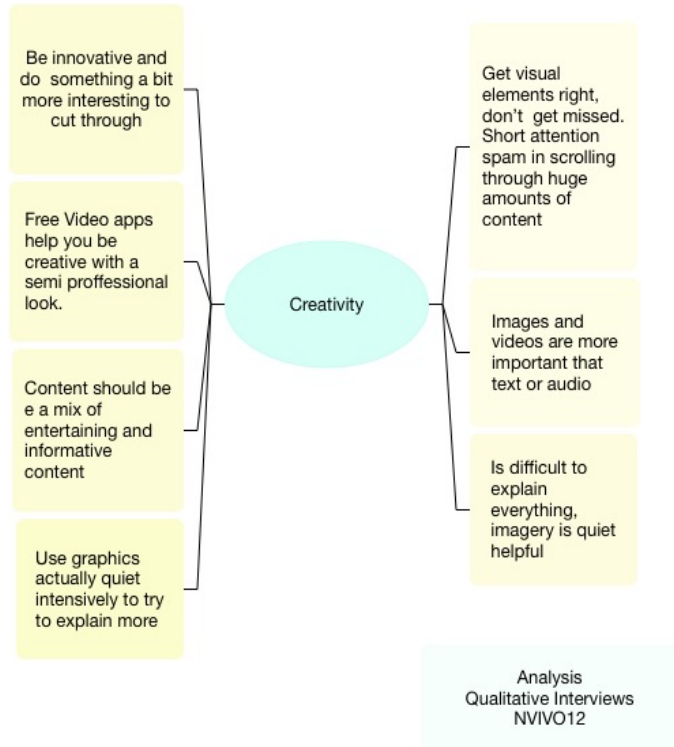


Figure 14. This NVIVO graphic shows the key insights for this particular category.

According to our analysis, SMBs should practice innovative thinking from the content of the message they want to deliver, which should aim to be interesting, entertaining and informative for the target audience, to the way this message will be delivered, using the free available technology to create attractive visual elements such as images, videos, graphics, to ensure not to get missed around large amount of information out there.

4.4.6 Mobile

Lack of awareness about the benefits that mobile communications can provide, the nature of the industry and the traditional ways of doing business are all natural barriers for mobile adoption by SMBs.

Mobile communications requires people with the ability to communicate clearly in concise messages, even though people concentrate on the screen when they are on mobile, they spend

most of the time browsing through tons of content, which makes it hard to get their attention in the little space that mobile allows. For SMBs thinking about developing an app, they must think twice as the difficulties to convince people to install an app that can't prove a real value to them must be taken into big consideration before embarking themselves into something as costly and time consuming as developing their own mobile app.

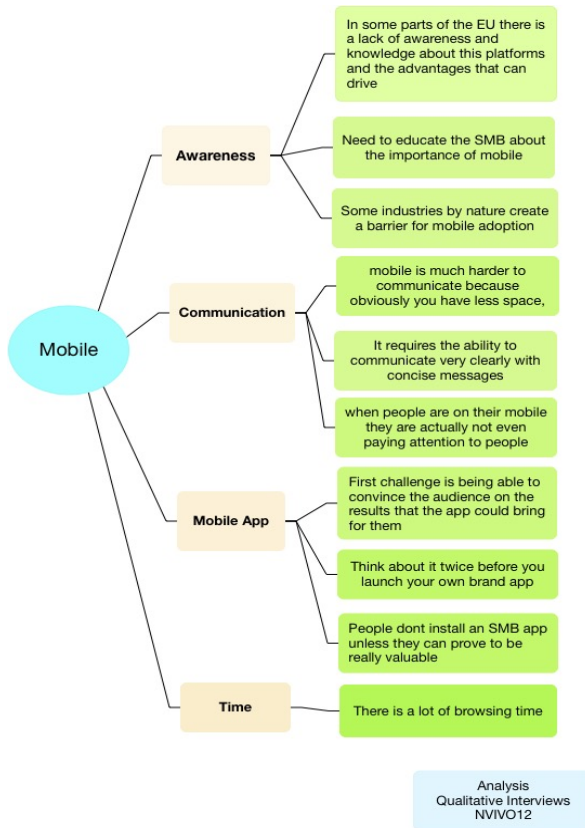


Figure 15. This NVIVO graphic shows the key insights for this particular category.

4.4.7 Social Media

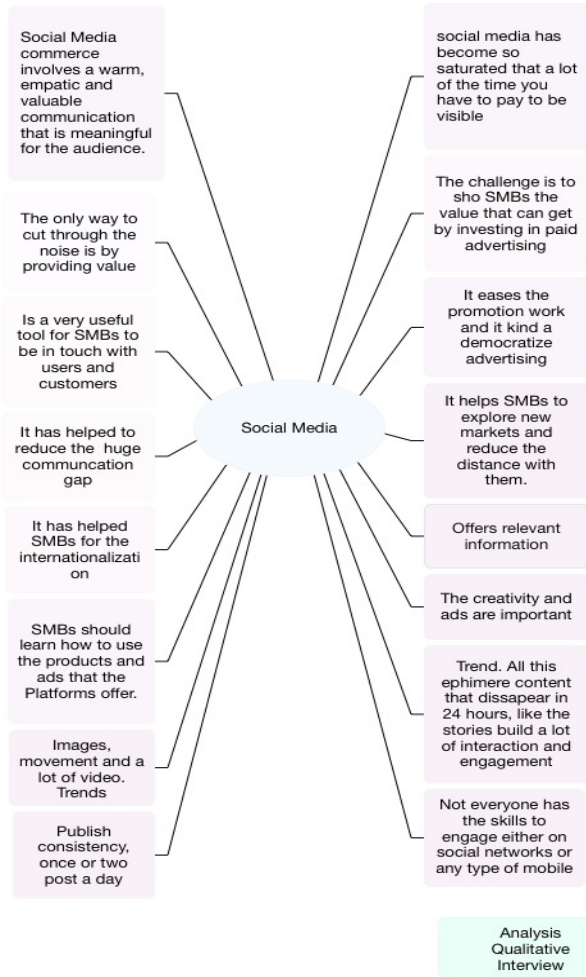


Figure 16. This NVIVO graphic shows the key insights for this particular category.

Social Media is a very useful tool for SMBs to communicate with their potential customers and explore new markets even outside their physical borders.

Social Media has democratized the communication channels and advertising platforms, offering benefits in exchange of reasonable investments for those SMBs that have understood how to get the best of the products and advertising services provided by those platforms.

However, these platforms have rapidly become saturated and the only way to get visibility and attention is by providing relevant information and valuable experiences through images, videos, consistent posts and stories in the form of ephemeral content, building interaction and engagement with the public.

4.4.8 Storytelling

Reasons.

Mobile devices are a very personal object, people look for the device to be entertained and informed; mobile represents a big opportunity to use story to catch people's attention, personal stories to engage with the audience.

Stories can be very powerful if the SMB succeeds to build a brand in which the audience can recognize themselves, to build a world for the brand to exist. Storytelling is part of the mobile story; it is a trans media way of communicating that can be very engaging and interactive; storytelling can create a dialogue versus the usual brand monologue.

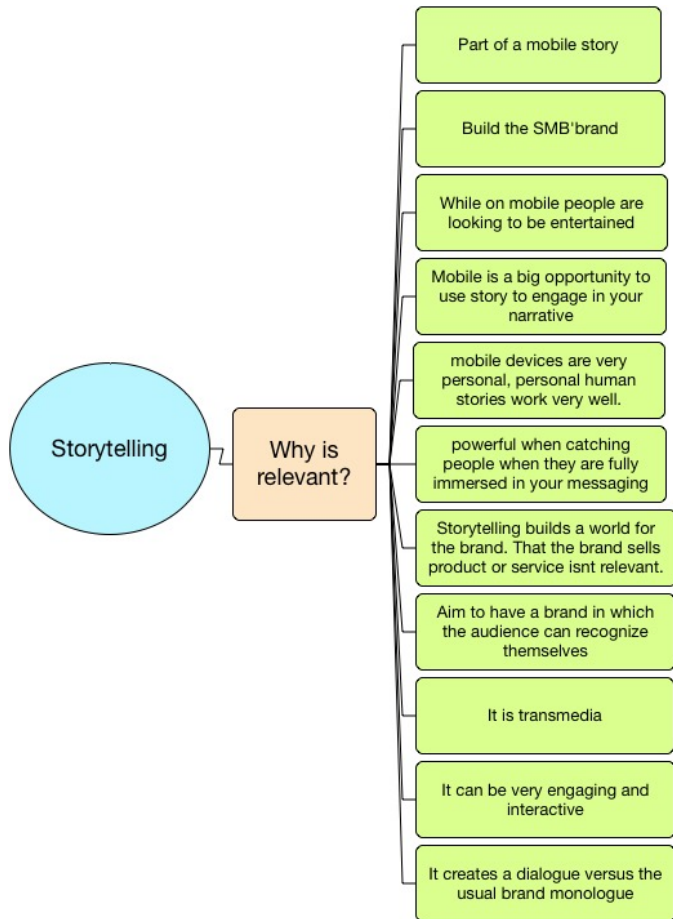
Challenges

The challenges of storytelling are related to the organization and to the nature of mobile as well.

Some SMBs haven't understood storytelling's real value, some still struggle on basic things like have a clear understanding of their audience, of the organization's destiny and its value proposition and of the vision behind the product or service they offer. Without this basics and fundamental understanding, the lack of skills and competences inside the SMBs only makes it worst.

Storytelling is only powerful when wrapped into a larger marketing strategy; choosing the right channels and the best way to tell a story for the brand.

However, storytelling isn't a straightforward task, the limited real state to tell your story requires specific skills and competencies and build a meaningful brand world requires to take a real existential position in the world and expect that some will follow you and some others wont.



Analysis
Qualitative Interviews
NVIVO 12



Analysis
NVivo 12

Figure 17. This NVIVO graphic shows the key insights for this particular category.

4.4.9 Best Practices

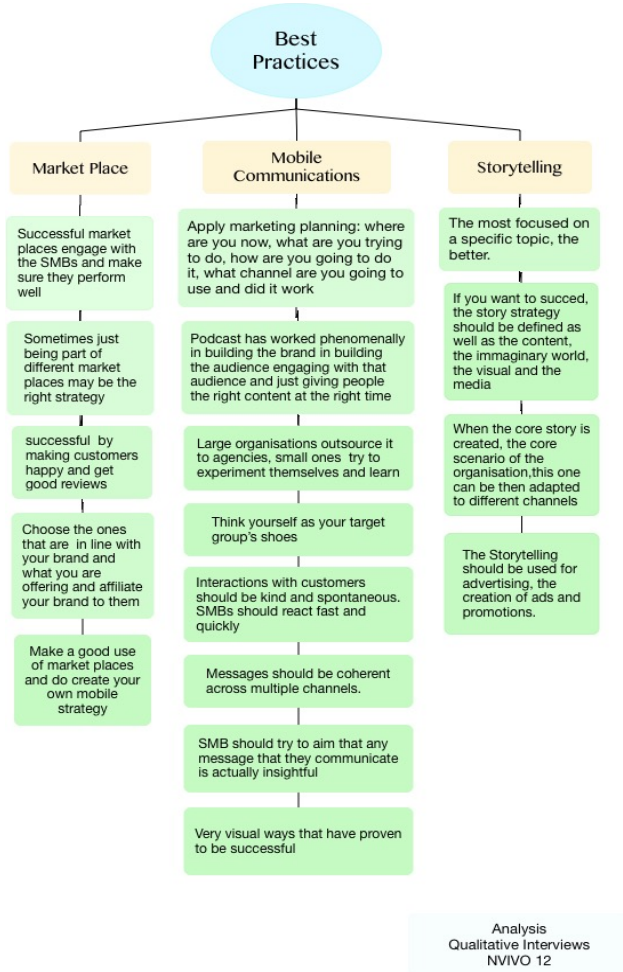


Figure 18. This NVIVO graphic shows the key insights for this particular category

Mobile communications

Marketing strategy applies to all mobile communications, this means the need for clarity on the current situation, in terms of reach, engagement and results based on measurements and current data, clear future objectives and knowledge of the right channels to use is key on the implementation of mobile communications for SMBs.

SMB ability to put themselves on the target group's shoes and experiment with new technologies and platforms in-house creates a learning curve which will allow them to learn how to interact with customers in a kind and spontaneous way on mobile, and develop the ability to react fast with coherent and visually attractive messages across multiple channels.

Storytelling

No one can be expert in everything, the more focused on a particular topic the story is, the better outcome will be achieved.

The core story of the organization is the key element from which the scenario, the imaginary world, the visual and the media will unfold. The core story can be adapted to different channels and moments; the core story can also be used for advertising in the creation of ads and promotions.

Marketplaces

As part of the mobile strategy, the SMB can choose to join a market place that is in line with its brand and its offer. Being part of a marketplace can reinforce the mobile strategy by engaging with it and being successful in making customers happy that leave good reviews to them.

CHAPTER 5 Case Study: Analysis Of an Italian SMB.

This part of the research will report an empirical study with an SMB in a regional setting. The adoption of mobile communication by a young Italian SMB will be analyzed to identify the challenges, the advantages and disadvantages of the adoption, the effectiveness in terms of the initial organization's objectives and the future strategies to use. The results will be analyzed using the information discussed in previous chapters.

PETRALONGA- Historic Event Venue

The SMB of our research is called Petralonga, a historical Sicilian winery ("palmento") located in San Gregorio di Catania, originally built 1700, it was one of the main wine producers of the

region, using the traditional and historical processes of that time.

Petralonga was, as many traditional “palmentos” and manor farms (“masserie”) of the Sicilian countryside, an abandoned place. 15 years ago in the 1990s the refurbishment started with the main guideline to respect the historical heritage and original architecture of that time.

The last grape harvest took place in the 1970s, opening an almost 30 years period of disuse and abandonment. In 2012, Petralonga found a second life as an event venue, the communication in the first years was very traditional, printed pieces like posters, brochures and spaces in local magazines were the main channels, the numbers of events grew slowly. In July 2014 and as a business case for this research project, I joined the company with the challenge to transform their traditional

communication to a digital and mobile communications strategy.

5.1. MOBILE WEBSITE.

In the first 6 months we designed a simple website that could be attractive but coherent with the vintage feeling of the venue, the site was based on a Content Management System (CMS) WordPress, and the content allowed the owner to easily update the content. The responsive mobile site that WordPress offered for free was useful in the beginning; this design had the advantages to adapt the images and text depending on the screen size of the device used.

The traffic to the site came mainly from desktop computers, with a 24% of the traffic coming from a mobile device. However, according to Google Analytics average session duration varied from 3 minutes on desktop to 1:32 on mobile, the pages

visited from 4.69 on desktop to 2.82 on mobile and the bounce rate increased to 53% on mobile versus 22.35% on desktop.

Pivot Rows		Secondary dimension: Country ISO Code	Sort Type: Default	Advanced Filter ON					
Device Category	Country ISO Code	Acquisition		Behavior			Conversions		
		Sessions	% New Sessions	New Users	Bounce Rate	Pages / Session	Avg. Session Duration	Goal Conversion Rate	
		886 % of Total: 77.78% (1,128)	79.35% Avg for View: 81.81% (28.37%)	703 % of Total: 99.80% (704)	34.54% Avg for View: 49.33% (-23.70%)	3.65 Avg for View: 3.54 (18.13%)	00:02:17 Avg for View: 00:02:49 (-18.96%)	0.00% Avg for View: 0.00% (0.00%)	
<input type="checkbox"/> 1. desktop	IT	340 (38.37%)	73.82%	251 (85.70%)	22.35%	4.69	00:03:04	0.00%	
<input type="checkbox"/> 2. mobile	IT	221 (24.94%)	82.81%	183 (82.81%)	53.85%	2.82	00:01:32	0.00%	
<input type="checkbox"/> 3. desktop	BR	94 (10.61%)	100.00%	94 (13.37%)	43.62%	1.58	00:00:01	0.00%	
<input type="checkbox"/> 4. tablet	IT	73 (8.24%)	80.82%	59 (8.99%)	35.62%	4.01	00:02:07	0.00%	

Figure 19. Statistics of visitors and devices used.

After a closer look and analysis of the data we had, we realized that there were two main problems:

- 1) The loading time influenced considerably the session duration on mobile. The page load went up from an average site page load in Italy of 6.49 seconds to 21.86 seconds on our site, being two of our internal pages the Corte Celeste and the Home the ones that took longer to download.

Secondary dimension		Sort Type	Default	Page	Pageviews	Avg. Page Load Time (sec)	(compared to site average)
Mobile Traffic					864	21.86	
					% of Total: 24.14% (3,579)	Avg for View: 5.17 (322.63%)	
Tablet Traffic					326	0.00	
					% of Total: 9.11% (3,579)	Avg for View: 5.17 (100.00%)	
All Sessions					3,579	5.17	
					% of Total: 100.00% (3,579)	Avg for View: 5.17 (3.00%)	
Italy- Location					2,511	6.49	
					% of Total: 70.16% (3,579)	Avg for View: 5.17 (25.47%)	
1.	/r/home						
	Mobile Traffic				293	0.00%	
	Tablet Traffic				92	0.00%	
	All Sessions				1,010	57.97%	
	Italy- Location				751	36.73%	

Figure 20. Data of Page load Time versus country average.

2) Usability was also one of the main issues in the WordPress responsive site, the menu button wasn't visible enough and if the user turned the device horizontally the readability decreased.





Figure 21. From left to Right. Mobile design for home page, vertical size. Blank space under the main picture. Loading time that raise the percentage of bounce rate. Poor image visibility and small space for touch screen.

Petralonga needed a mobile site that offered:

- a) All screen visibility especially on gallery and events.
- b) High-speed loading.
- c) User experience especially for old generations.

In 2016, we launched another website that was more visually attractive and mobile friendly using a predesigned template also using a CMS. This time the website was planned to have a section for a blog and a wedding blogger was added to the team producing some digital content on a monthly basis. The articles were then shared in all Petralonga's channels.

On Google Analytics we saw an increase of number of visitors but the bounce rate remain the same, then using some of the Google's free tools for mobile websites Test my site with Google.com <https://testmysite.withgoogle.com> The site had many improvements to make, the loading speed was way slower than the average of the websites from event industry and we were losing many visitors before the homepage downloaded.

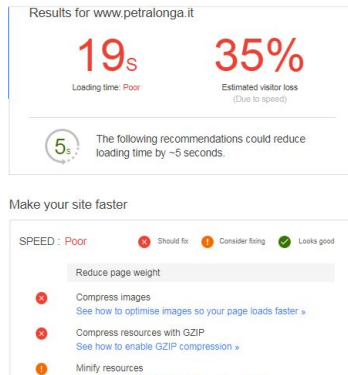


Figure 22. Google Test my site 2017

An investment had to be made in order to improve the page speed, using a performance agency; they updated the PHP version, the WordPress version adding some automatic plugins, the images sizes were optimized as well as the database and the CSS files. We achieved to reduce the website loading time by half and the overall page size by about 25%. We realized that the server we were using had a slow response time and many things we needed to improve.

Having a mobile friendly website requires a constant effort, measurements and tests had to be done periodically in order to maintain the numbers and speed results especially if like Petralonga, the SMB has a website that changes, that evolves with new content published on a weekly basis.

5.2 SOCIAL MEDIA

Since 2014, Petralonga had a Facebook page that the staff barely used, however, this platform represented a great channel to get more visibility so the first thing I did was an put in place an editorial calendar posting consistently 3 times a week and paying 1 Euro a day for advertising to, creating ads that were designed mainly for mobile to grow the number of followers.

Publications and posts were made following the visual storytelling technique, however as we have mentioned in Chapter II, Facebook has been reducing the organic reach on the fan pages'posts making it difficult for SMBs to gain new followers and spread their news without investing on it, so our decision was to take the most successful posts and invest 1 euro to boost them carefully selecting the audience.

Suggested Page

 **Petralonga - Location per Feste ed Eventi Catania**
Sponsored

Il tuo diciottesimo glamour ed elegante a Petralonga. Vieni a conoscerci!



Petralonga - Location per Feste ed Eventi Catania
Event Venue
3,416 people like this.

[Like Page](#)

Suggested Page

 **Petralonga - Location per Feste ed Eventi Catania**
Sponsored

Festeggia I tuoi eventi indimenticabili nella nostra Cantina. L'eleganza dell'autentico



Petralonga - Location per Feste ed Eventi Catania
Event Venue
3,545 people like this.

[Like Page](#)

Figure 23. Examples of facebook ads used to promote 18th birthday and 50th and 60th birthday: Text, related picture and call to action based on the audience

For the following months we monitored the numbers and the CTR increased considerably giving the highest percentage of social click (an ad that had social information, example. You friend likes this) in July ranking it as the most successful month in terms of page likes. However, due to the changes in the Facebook policy in 2016, the social impressions¹³³ reduced considerably and the CPC increased 37% from 0.08 to 0.11 euro.

Date	Impr	Social Impr	Social %	Clicks	CTR	Action	Page Likes
Feb-14	2111894	1446376	68.49%	647	0.03%	1554	74
Mar-14	1889907	1296493	68.60%	512	0.03%	1115	50
Apr-14	921933	723412	78.47%	989	0.11%	1615	64
May14	1703049	1396685	82.01%	1279	0.08%	3464	108
Jun-14	1343580	1109730	82.60%	891	0.07%	2160	78
Jul-14	275035	173742	63.17%	1081	0.39%	4856	379
Aug-14	118478	65427	55.22%	1270	1.07%	2094	364

¹³³ Glosary of Ad terms Facebook . Social impression. The time the ad with social information was viewed. it counts number of times seen even if it is by the same user
<https://www.facebook.com/help/447834205249495/>

Sep-14	56376	42354	75.13%	1049	1.86%	3080	140
Oct-14	57000	49307	86.50%	742	1.30%	2454	113
Nov-14	69340	62396	89.99%	813	1.17%	848	130
Dec-14	55516	50900	91.69%	621	1.12%	440	137
Jan-15	74582	68330	91.62%	956	1.28%	1076	186
Feb-15	20494	18376	89.67%	231	1.13%	126	29

Fig. 24 This figure show the results of Facebook mobile ads for 2014-2015

5.3 INSTAGRAM.

The Instagram profile for Petralonga was launched in 2014, in the beginning we posted pictures we loved of the venue, adding some #hashtags related to our services; after a while we realized the images didn't have a strong reach nor create conversation with the audience so the strategy changed and the owners agreed on posting pictures from "behind the scenes" moments, photos of the activities the Petralonga's staff do to prepare for every event but the consistency of the photo style and the colors weren't attractive enough so at the end the

strategy was changed again posting the things they love to do: decorating the venue in different styles according to the event.



 **petralonga** Following
11 months ago
Adoriamo lo stile tradizionale! Uno membro del nostro Staff ci ha mandato la foto ed un messaggio "Quando guido e intravedo da lontano la nostra bella location avvicinarsi, sento già il piacere di essere arrivato nella mia seconda casa". Non possiamo non essere d'accordo! ... #buongiorno #cataniainsicily #igersicilia #ig_sicily #catania #matrimonio #compleanno #100happydays #weddingplanner #wedding #laurea

♥ qnchristinepham angypugly manueledinatale and 21 others like this.

 **elizaparadize**
Splendida foto!!



 **petralonga** Following
5 months ago
Nuove storie da raccontare! Questa settimana il nostro staff ha visitato un antico palmento dove si utilizza ancora il processo di torchiatura originale. Venite a conoscerci per sentire di questa storia straordinaria. ✨
#petralonga #catania #storia #vita #instadaily #instapic #photooftheday #venue #location #wedding #vino #grape #festeedeventi #amazing #film #storytelling

♥ moroboshi_sushi airyis lou.smith2014 and 3 others like this.

Figure 25 Pictures of the moments, decoration and stories lived in Petralonga

In 2017, we decided to be more consistent in the quality and style of the photos so we hired a

professional photographer that should be present in some of the events and select the best photos to publish online.

The photos were much more attractive and the hashtags around the city events were growing fast #eventicataonia #cataniainsicily and hundreds of hashtags were appearing and we were measuring the popularity of each one and select the most popular ones for our posts.

We saw a growth in engagement and since then we have experimented with different stories and photo styles and color, now we only think in square pictures with two or three key elements and hopefully good bright colors, unfortunately sometimes we need to post night pictures which are by nature a bit darker than the rest but we hope to keep growing.

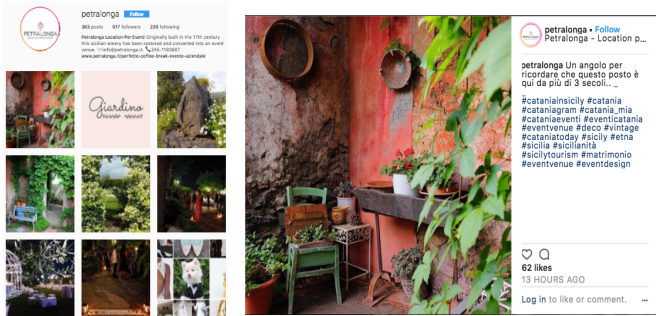


Figure 26 Screenshot of Part of the Instagram account and one of the daily posts in 2018



Figure 27. Weekly Instagram Business account analytics results. It shows the number of accounts reached on a particular week.

A combination of organic growth and the boost of some of the most popular post the reach that Petralonga Instagram account is having these days have improved considerably in one year. In one week the account is able to reach more than two thousand new accounts.

5.4 MOBILE SEARCH

According to Google Statistics of 2013 the audience looks for information using different platforms, Search Engines, Branded Websites and Branded Apps with not such a big difference in terms of percentage.

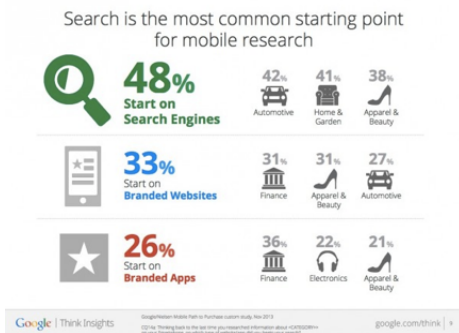


Figure 28 Google Think Insights statistics for Mobile Search

Obviously these numbers are globally but if we take it as reference for Petralonga we could conclude that:

- 48% of the users looking for an event venue will probably do it on search engines (Google, yahoo, etc) if the brand doesn't appear in the first page searches in Google, the SMB should consider to invest on a paid advertising campaign.
- 33% of users look on branded websites and marketplaces such as matrimonio.it, matrimonio.com, which shows the importance of having a presence on those sites even if it's only with a basic and free profile.
- 26% will have downloaded the app of the business, considering that Petralonga's competitors in the region haven't developed an app yet we can exclude this possibility.

On another hand a Google My business profile might increase the visibility of the SMB on the crawl searchers; the SMB should opt for a Google map location and a Google business page; for Petralonga the Google my business profile was launched in 2016, since then we have published new posts and pictures every other day, to engage our visitors with it and push them to visit our other channels. In 2018, Petralonga's Business Page getting gets around 3,000 search appearances every month.

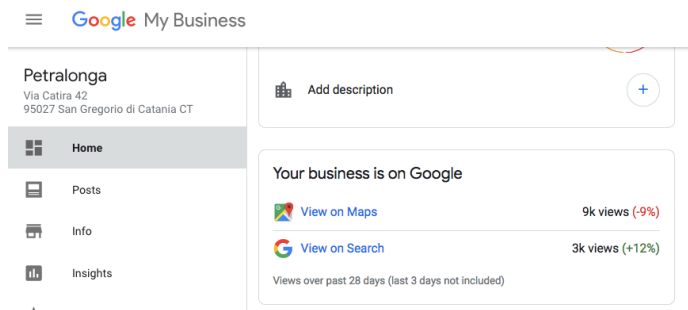


Figure 29 Statistics of the last 28 days for Petralonga's Google my Business.

Google my business also allows the SMBs to increase the search ranking on Google and gives

the SMB a platform to engage with a different target group, e.g. people who aren't registered in any social media site.

Device	Ad	Description line 1	Impr.	CTR	Avg. Pos
Tablets	Location per feste	Cerchi un posto unico ed	426	0.70 %	2.2
Tablets	Petralonga	La tua Location per feste a Catania	570	0.18 %	1.1
Tablets	Petralonga	Location per feste ed eventi	1925	0.78 %	1.5
Mobile devices	Petralonga	Location per feste ed eventi	3880	0.21 %	1.2
Computers	Villa per matrimonio	Stile unico ed indimenticabile	4078	0.74 %	2.2
Computers	Petralonga	La tua Location per feste a Catania	4233	0.24 %	1.5
Computers	Petralonga	Location per feste ed eventi	6859	0.34 %	2
Computers	Location per feste	Cerchi un posto unico ed	3287	0.37 %	2
Tablets with full browsers	Villa per matrimonio	Stile unico ed indimenticabile	533	0.19 %	2.2
Total - filtered	--	--	25791	0.40 %	1.8
Total - search	--	--	13737	0.97 %	3.6
Total	--	--	57231	0.43 %	1.9

Figure 30 Statistics Google AdWords Campaign 2016

On November 28th 2016, Petralonga started a Google AdWords campaign, the results for this

campaign were positive and after a conscious search for the useful keywords, excluded locations and negative keywords and constant update of Text ads.

The CTR in some of the ads was acceptable 0.74 while in others was as low as 0.19, the average position was good, Petralonga ads were appearing the first page of the search for specific Long Tail keywords. Keywords like matrimonio Catania, Eventi Catania and others were very expensive so we had to come out with other keywords that weren't as popular but that will still drive traffic to the website. The results weren't bad, we were able to get a total of 57,231 impressions with an average of 0.43 of Click through rate, however the price for Google AdWords isn't sustainable for Petralonga so we decided to run two campaigns a year.

5.5 SMS

In 2016, Petralonga organized a wine tasting short course and used for the first time a SMS campaign to promote it. The challenge was to send a SMS that explained the event in less than 160 characters:

Introduce yourself+ Offer something valuable + keep it short, tweet + include a call to action¹³⁴
Immerse yourself in Petralonga's 5 lessons wine taste course, Enjoy 10% off if you come in +3!
Start February 9th, Call to reserve your place 340 5423681

Wine lover? Petralonga offers you 10% off our complete wine tasting course if you come in 3+. We start on February 9th Call us to reserve your place 340 5423681

¹³⁴ Tips and formula taken from the blog dos and donts sms marketing
<http://www.intouchcrm.com/text-message-marketing-tips-dos-donts-sms-marketing/#.VMInKWTF86k>

5.6 MARKET PLACE

Being part of a marketplace is crucial for any SMB, it gives the possibility to be part of a larger and way stronger network that spend large amounts of money in advertising to bring visitors to the site.

Petralonga decided to be part of a marketplace related to events and weddings, the most popular in the local market was matrimonio.com.

In 2015 Petralonga created a free business account and try to engage as much as possible with the visitors; the results and engagement were very successful and in 2016 the SMB decided to shift the investment they had done in the last two years to participate in local wedding fairs that didn't bring good results, into matrimonio.com creating a premium account that put the venue higher in the ranking and give them more features to show the different spaces in the venue and the services provided.

Statistiche

Anno 2017 ▾



Statistiche

Anno 2017 ▾



Statistiche

Anno 2017 ▾



Figure 31 Statistics in matrimonio.com with a premium profile in 2017

Petralonga realized the great visibility that this marketplace was giving to the venue, people that weren't even thinking on marriage were looking at the place for another type of events like birthdays or graduation parties, matrimonio.com became a key partner in the mobile adoption in 2018.



Figure 32. Statistics for the first semester of 2018

There is still a lot to work on this marketplace for Petralonga; as we discussed in Chapter IV with one of our experts, customer reviews and visuals play a key role in the success of an SMB in a market place. Petralonga is working in increasing the number of reviews in their profile and the visual stories of real weddings published by wedding photographers registered in the marketplace, who have worked at the venue.

The mobile adoption will continue and more market places with very strong mobile apps will be part of the mobile strategy for Petralonga in the following months.

Conclusions

This research has focused on SMEs, small and medium size enterprises with 1- 249 employees that are crucial for any country's economy; we reviewed how according to the OECD in all countries 70 to 95% of all firms are micro-enterprises (1-10 employees) and recognized the SMEs as the biggest employment source in the world.

During the last years, I have tried to look at how the SME's technology needs are changing, understand how they are adopting new technology, the challenges they face and the impact on their competitiveness when they adopt mobile as part of their communication and marketing strategy. As Diodo and Dhurup state in Chapter 1, the perceived usefulness and ease of use are two elements that are crucial for the adoption of any new technology for the SMEs,

according to their research SME's need to find mobile a better alternative for their organization, one that doesn't only bring results but that also requires a minimum effort to adopt; a very big challenge if we consider that mobile adoption requires great amount of time and effort.

Mobile on the other side is recognized as the fastest diffusing medium on the planet ever, as Richard Ling called it, mobile is the most pervasive of all information and communication technologies in the world. Mobile has become part of our daily life, its size, consider a miniature in comparison with previous technologies like radio and television, possess as Posner and Haines well defined the power to unlock the imagination and the feeling to enter a gigantic undiscovered world through a small door.

Mobile technology keeps us connected to others that aren't physically close to us; this gives the

unprecedented opportunity for SMEs to connect with potential customers on a global level. However, consumers are becoming more sophisticated, more knowledgeable and avid of more useful content and the SMEs cannot ignore this. The current situation doesn't look good for SMEs whose lacks of budget, expertise and in-house knowledge in digital are common barriers to develop a mobile communication strategy.

Having a presence online and mobile is crucial for the SMEs to remain competitive, but before moving into the adoption of a mobile strategy, the SME should have a clear understanding of who the target audience is, getting as much data as possible from the customer's interaction with the different departments inside the company (customer service, sales, legal, etc.) or if the SMEs has an online presence, data like navigation behavior, public information from their social media platforms, reactions from the

organization's communication online will play a key role for the preparation of a successful mobile strategy.

As we reviewed in Chapter 3 we reviewed the opinion of Giampaolo Fabris who states that the consumer doesn't purchase only to solve a need, he also does it to communicate something, to express with the purchase his own identity. The way an organization can have this connection with the consumer is by building a brand where they audience can recognize themselves and create environments where this interaction can happen.

The hard truth is that the SMEs will probably be just one small fish in the ocean of many different size organizations, trying to build a similar connection. Consumers are bombarded with tons of information every day and cutting through the noise isn't a simple task. In the moment the

consumer looks at his mobile, the amount of data he gets access to is overwhelming. For this reason SMEs need to look for ways to differentiate, get the consumer attention through **creativity and an interesting narrative.**

As Andrea Fontana stated in his interview, the story of the organization, the vision behind the product or service and the destiny where the organization wants to get is already a very interesting and unique story. Unfortunately many SMEs are still afraid to enter the world of Storytelling, without taking into consideration that eventually someone else will tell their story if they don't.

Even if our whole life is full of stories since the moment we wake up and talk to our family members regarding past situations or future activities or at the job place we continuously tell stories about other colleagues or upcoming

events, corporate Storytelling isn't an easy task, it requires clarity on the customer's life journey, his or her actual existential moment, his fears and wounds and his most valuable treasures as well as a good understanding of **how the organization's story can fit in that moment.**

Hiring skillful people who can create storytelling as a core of the mobile's communication strategy is expensive, working with agencies cost, and staff to manage the content is required; without the in-house skills and learning mindset the SME's mobile's growth is very slow and painful. However, as Bernard Baumann in his interview told us, the SMEs who are willing to try new things and adopt new technology and trends in-house can succeed. Mobile is still a very young media, understanding the audience's journey, the right channels to use, the right tone of voice and the attractive visual way to tell a story to a particular audience requires a lot of

experimentation, measurement, action and experimentation again.

A real storyteller is in constant search for the right story, he finds stories wherever he goes, and keeps with him pieces of stories that he finds promising. A SME should always aim to create stories that are authentic, stories that tell the truth without pretension remembering that the story isn't there to make the SME look good (or bad), the story exists to take an existential position for the company. Each piece of content published should express the organization's core story; questions like "What is the best experience for this content to live on? What is the format? And what is the frequency of publishing?", should be in the mind of the SME before selecting the channels to put his content.

Creating environments where the SMEs stories can live and the conversation with the audience

can occur is a hard work that comes with great rewards. Designing a mobile site for example isn't about adapting the design to the new screen size, the SME should know his business objectives and the consumers' requirements and understand how the mobile site can help to solve this requirements.

In chapter 3, Arnheim stated that the vision is the principal medium of the thought. "Seeing a part of yourself or something familiar in a visual is the first step toward evoking emotion, when you enter a place, what is that attracts you the most? Is it the music, the people, the food; the SME should be able to put himself in the place of the consumer and think in how he will describe all those things in a picture.

Social Media platforms are a very powerful visual communication tool, unfortunately they have rapidly become saturated and the only way to get

visibility and attention is by providing relevant information and valuable mobile experiences through images, videos, consistent posts and attractive stories in the form of ephemeral content, that build interaction and engagement with the consumer.

Creating visual content for mobile communication is a hard job, for example if the SME needs to communicate data, perhaps a chart or an infographic is enough or perhaps there is a bigger story to tell so bringing together text, visuals and charts may work better. As Debbie Millman ensures, the relation between images and words (two art forms) to communicate one message should be perfectly balanced.

There are several studies regarding the effectiveness of an image, some studies affirm that striking colors tend to catch the eye, some states that is better if it has a mix of texture and gradient features and others recommend not to

be afraid of the tactile, allowing the viewer to feel like jumping on the picture or help them to easily recognize the elements on it. However, the kind of images that works best for the SME will depend on his particular target audience, constant experimentation and AB testing is needed to get the right recipe for the each particular SME.

Social Networks will soon develop the necessary technology to allow business to send an offer to their customers via post that allows them to make the purchase in one click, we are already seeing moves toward this, Facebook for example is becoming a customer service platform, users expects to get answers from the direct messages and engage with the SME via social. Many SMEs are already doing a big percentage of their business through their social accounts on Facebook and Instagram.

In terms of search, the consumer is used to answer this doubts and make decisions in minutes, Search behavior continues to change, as Think with Google states in his report in June 2018, the “near me” search is growing at a fast speed next to products and services that weren’t expected before such as get a facial near me, get boots near me, as well as words connected to purchase like “near me I can buy” near to buy” which shows the intention of purchase with search. This shows again the importance of having a mobile presence that allows SMEs to give answers to the consumer needs. A verified place in Google Maps, a Google my business account and being part of a strong market place are musts for SMEs who want to be in the moment, in Chapter V I have explained in detailed how all this contact points were built for a Italian SME located in Sicily.

The technology will continue to evolve and the consumers will change their behavior accordingly, the SMEs must be prepared to change and keep learning and experimenting with communication techniques and technologies that are of easy access to them, the competition is fierce but the creativity and continuing measurements are key for their success.

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APPENDIX A

Interview Daniel Rowles

Daniel Rowles has worked on both the client and agency sides of digital marketing for almost 20 years. He is a Course Director for the CIM, lecturer at Imperial College London, and lead judge for the CIM Marketing Excellence Awards since 2010. He is also the host of the Digital Marketing Podcast, an iTunes top 10 business global. As CEO of his company TargetInternet.com, he helps clients of all types to use digital marketing more effectively, including the BBC, Vodafone, Mastercard, Aviva and Warner Brothers.

Author of:

- **Mobile Marketing** *Optimise a multi-screen generation of mobile technology and integrate the latest developments into the heart of your digital strategy. Published: February 2017, Paperback, EAN: 9780749479794*
- **Building Digital Culture** *Access insider stories from leading companies on how digital culture has improved their business practices, leading to increased adaptability and productivity. Published: January 2017, Paperback, EAN: 9780749479657*
- **Digital Branding** *Explore how digital building can be harnessed and measured with this robust guide to brand planning, channel selection and measuring the effectiveness of your brand campaigns. Published: April 2014, Paperback, EAN: 9780749469955*

This research is focus on the understanding of the mobile communications for small businesses, their challenges and successful strategies.

- **How would you define mobile communications?**

So I would say that the way that we are using mobile should really define what the communications are, so we've got lots of different channels and we've got lots of different technology but really we need to think about the practicality of how people using mobile and that helps to shape up what the communications should actually be and how that works so what I mean is we need to think about and Google took a lot of that macro moments so the idea is that you are cooking in your kitchen and you need to look a recipe up or you're traveling and you need to find the location of where you need to get or you are relaxing in the evening in a hotel and you're just going to browse anything and I think understanding the context becomes really important to therefore define what the communication is and the tone of the communication and really understanding user journey, and that we were talking and about they said at the charter digital marketing, digital summit 2 days ago and everyone was basically saying that there are

so many different channels there are so many technology options what we need to do is step back and actually say what is the user journey what's the target we are trying to achieve therefore we can align our mobile communications with that so giving people what they need at the right time in the right context and I think that's what it comes down to me to the right message at the right time in the right context.

B. okay , I think it's pretty much what you also mention as the conclusions in the book right?

D. Yes because we can get very lost in the technologies in the opportunities but really think why is someone doing something, motivation user motivation, motivation comes really key

- **In your experience, what are the main challenges for mobile adoption for a small business?**

So I think that it used to be that everybody taught that they needed an app in order to communicate with people and if I can get someone to install my app or

if I can get the right message at the right time, the reality is that people aren't going to install that app most of the time for small businesses unless they can prove to be really valuable so I guess that's if you get that if you get pass that zone were you realize that is not the right approach is that then say what channels are we going to communicate to and actually getting those people and I think the big challenge at the moment is that two, one is that social media has become so saturated that a lot of the time you have to pay to be visible so because I think is for Facebook algorithm filters people's content so that actually having to paid just become more expensive but also because there is so much content and so many people doing content marketing is just become difficult to cut through the noise so I think is really about providing value and I think for the small businesses that can be quite challenging because they wanted to buy the products or services that I need to work at how they provide value to people in order to get the engagement so I think is noise basically is the big problem.

- **In your opinion, are there any significant differences in mobile communication between large and small business?**

I think that large businesses quite often have established brands and therefore that can help them with trust immediately so if I see that there is you know a Podcast or some communication associated with a big brand they already spent time and money building a brand so there is already trust hopefully they may not beat them hopefully should be trust versus a smaller brand they don't have small businesses they don't have those brands yet and I also think budget as well because social media has become expensive there is some challenges with financially as well, so I think you have to be innovative and you have to do something a bit more interesting to cut through so Innovation is the solution.

- **Do you consider that the SMBs have any advantage on the successful implementation of a mobile communication strategy?**

I think they do the agility, the ability to change quickly and try things and to test, the problem with big brands more often is that decision-making takes a long time, there is lots of stakeholders so actually you can be a lot more Innovative if you can move more quickly so I think actually being small can have a great advantage but it also has disadvantages so I think the be the advantages to be able to move quickly and the whole test and learn is really important.

- **What are the necessary communication skills that a small and medium size business owner or a communication manager when present, need to develop in order to engage into a mobile communication strategy?**

Yea I think there is that understanding the audience is key first of all so is building personas is understanding user journey mapping and I think we talk often in communications about stakeholder

mapping so understanding externally who are the stakeholders that we want to speak to because I think there is a whole thing of understanding the audience is really important then is understanding tone of voice what is the right tone of voice what is the right message what is the right communications to match to that target audience and then is the whole piece about content production which is in what content do we need to deliver via mobile that is important as well and I guess is measurement as well which is saying actually how we measure this, how we work and how is working and that is missing a lot.

B. I just realized that you were talking about as the advantage of the small business as the agility and under test opportunity but you also said that there is some disadvantages, I know that this isn't in the questions but I was just wondering which of course the budget and other things that I would like to know for you which ones are the disadvantages?

D. I think is budget is brand awareness people being aware of this brands or not and I think is also

limited skill sets, because, because small businesses have only a limited number of people that probably isn't a dedicated person that is looking after some of these things so organizations need to upscale and learn all the time as well and if they develop a curve or learning even in a small team this can have a big impact.

B. Yes, they were actually mentioning that specially because for them as a small business is really hard to hire someone that understands this with the budget that they have and the amount of money they have to invest in education is huge but they need to do it because they cannot afford to outsource these things as the big companies will do.

- **What is the role of visual communication in a mobile strategy?**

I think that is, depends on the channel, but it's hugely important because if you only have to look up Instagram and Facebook and other social channels they are very very visual channels and it basically

means that if you haven't got to visual elements right you get missed because very often we are talking about short attention spans in scrolling through huge amounts of content, so I think you got this element of content is really important but the visual aspect is what grabs people's attention in the first place so I think it becomes really important just because the way we used to consume it from Instagram or places like that.

- **In your opinion, is mobile communication an efficient media for storytelling? Why?**

Massively because I think that if we got back to the user journey, very often time with mobile there is a lot of browsing time, there is a lot of time when I'm just kind of sitting back and not necessarily mobile as it moving but I'm on my mobile device, I am on the sofa, I am in the office, I'm looking to be entertained so actually there is a big opportunity to use story to engage in your narrative but actually from the business point of view in a really busy environment, narrative becomes really important, humans are, what

we've grown over millions of years to rely on stories, our brains work in narrative so therefore I think having these device that we are closely connected to actually gives us a good opportunity for doing storytelling and there are lots of channels obviously that allows us to do that but I think that is pretty much about human nature and actually all mobile devices are very personal to us and therefore personal human stories work very well.

B. Yes actually one of the of the features that I'm putting on the Theseus is a visual storytelling, so combining some of the visual features with the possibility to do storytelling, which is not an easy task, even though we've been telling stories for generations and generation doing that in in a really small space that is mobile is a very hard thing to do but I think as you is a very good opportunity to use it on mobile.

- **In your experience, what are the main features of a successful mobile communication strategy?**

So I think this is very similar to what you do in any traditional planning so if you take something like SOSTAC so which is a snack line so sostac the first phase is the situation analysis so where are we now as an organization, where is our audience, who is our audience, and then you say objectives, what we actually want to achieve, why are we going to do that, then you ask what is your strategic positioning which is as a brand what do you really stand for, so what is it going to be our tone of voice then you've got your tactical action which is selecting the right channels looking at the difference of use and then the control as the measurement use at the end. I think that back very traditional marketing planning will all applies to pretty much everything because you need to know where are you now, what are you trying to do, how are you going to do it, what channel is you going to use and did it work it basically so I think I don't think is differs that much from any other I think you need to

go through those stages and I think that is very important to make it thorough approach.

- **Could you think of any example of an SMBs that have applied mobile communication successfully?**

I mean what I would've say about this is we were talking about podcast a moment ago target internet is an SMB, you know we are seven people we are relatively a small business but actually for us the podcast has worked phenomenally well in building the brand in building the audience engaging with that audience and just giving people the right content at the right time and that drives lots and lots of business for us so I don't know I can give you some number I can email some details that are useful but I think from our point of view that worked a lot what I try to do is I'll try to think of an organizations and I'll ping you an email this week with some other examples of SMBs that are doing pretty well.

- B. Yes I actually want to tell you that those things that you are doing like creating content in this way that is so engage where you give the possibility to the audience to ask questions or to comment about the podcast or I don't know maybe they send you some topics that they would like you guys to talk about is something that almost no one is doing that.
- D. It gives us a two way communication, we actually build communication the thing with podcast is that people are listening while they travel as well so content is consumed when they are actually moving and that works.
- B. And you have them focus on that is not like in mobile that you are swaping to see the stories then you swap to see the next one you need to listen to you for at least all the time that the podcast will last so otherwise you don't get the idea of it.
- D. That's exactly it, and you get more intensive media time and you get longer time so it works well.
- B. Thanks Daniel that is very interesting because you aren't only an academic, a researcher, a writer but

you are writing that because you are also a SMB owner.

- D. That's right yea, we are lucky that one thing fits into the other so all of the work that we did for the book, all of the work that we did for the business we then case study as example and we can put that into the academic we can put that into book and it's a good side because it fits itself.
- B. Exactly well Daniel those were my only 9 questions that I hope , I didn't take a lot of your time today.
- D. Not at all its fantastic.

APPENDIX B

Interview to Andrea Fontana

Storyfactory

Cos'è per te lo Storytelling? Qual è la differenza tra Storytelling e Visual Storytelling?

Perdonami prima di rispondere a questa domanda, tu hai letto qualcosa dei miei libri dei miei testi e che lo scritto tantissimo. Faccio questa domanda perché quello che tu mi stai chiedendo e ampiamente scritto in uno dei miei libri cartacei. Lo Storytelling di impresa la guida definitiva edito da Oepi nel 2016 per cui se vuoi lo ripeto cose che però già ho scritto mille volte per cui il tema diventa interessante per te che lo ripeta cose che sono scritte in 250 pagine di un libro cartaceo oppure visto che sono qua a tua disposizione vuoi chiedere cose nuove, diverse.

Ci tengo a rispondere questa domanda è importante. Lo Storytelling è un approccio scientifico è un approccio che può aiutare a fare diverse cose, che te

può aiutare a fare comunicazione piuttosto che marketing, piuttosto che comunicazione politica piuttosto che relazione medico paziente perché se opera anche nella medicina. Diciamo questo innanzitutto poi lo Storytelling come sai lo traduco in italiano con una locuzione specifica che non è raccontare storie comunicare attraverso i racconti. Fare Storytelling per me è costruire racconti cioè contenuti significativi che possono essere testuale, visivi o esperienziali per il pubblico a chi mi rivolgo e quindi non fare la foto e metterla online, fare il post e metterlo online o raccogliere la biografia aziendale dei fatti aziendali etc. ma appunto fare tutto quel lavoro dei quali abbiamo parlato.

Il Visual Storytelling è una parte specifica del processo di costruzione narrativa di un marchio o di un prodotto o di una azienda. C'è Storytelling strategico, Storytelling contenutistico, Storytelling visuale o visual Storytelling, Storytelling mediatico queste sono le quattro macro categorie. Visual

Storytelling è una macro area di competenza del mondo dello Storytelling .

Qual'è la tua opinione riguardo l'uso attuale dello Storytelling sui social?

Da quale punto di vista, aziendale o personale?

Aziendale, in generale per le piccole aziende piccole e medie.

Allora per le piccole e medie non lo stanno facendo, non lo stanno facendo perché credo che non lo conoscano abbastanza, non ne abbiano capito il valore e soprattutto non le comprendano l'efficacia, quindi che lo stanno facendo le grande, e le piccole e medie aziende lo fanno molto poco se no addirittura per nulla e questo credo che sia dovuto anche al fatto che mancano competenze si come fare Storytelling implica tante competenze la piccola e media impresa di solito è focalizzata a gestire cose più urgente ecco, il fatturato, il budget, la necessità di rispondere alla competizione specifica di prima mano e quindi credo

ritenga lo Storytelling o comunque in genere la comunicazione di qualità un problema secondario.

Sono tante le piccole aziende che stanno provando a comunicare i suoi prodotti, i suoi servizi tramite social media o tramite mobile, pensano che lo stiano facendo di una forma che si potrebbe fare meglio con lo Storytelling.

Ti ripeto quello che ti ho detto prima, si certamente solo che le piccole e medie aziende ha un problema che è il fatturato, un'urgenza immediata di sostenere nel mercato. La comunicazione nelle piccole e medie aziende è percepita come una necessità di secondo livello, non è immediato, il problema principale è vendere, mi segui? Perciò tende a non fare né Storytelling, né comunicazione di un certo tipo, chiaramente potrebbero farlo però traduciamo il tutto cosa intende per piccole azienda? Un'azienda di quante persone?

12 a 50 diciamo

Bravissima, pensi che un'azienda di 12 persone che deve portare a casa un milione di euro all'anno per sopravvivere perché mediamente il fatturato è questo sia preoccupata di fare Storytelling sui social media?

B. Credo che sia preoccupata in fare comunicazione perché hanno capito che è un mezzo molto importante per arrivare ai suoi clienti potenziali.

A. Esatto non hanno le competenze per farlo perché le competenze costano e quindi si arrangiano come possono, attenzione lo capisco questa cosa non la sto criticando, capisco che una azienda che ha 12 persone abbia priorità diverse, sa che la comunicazione puoi la narrazione possono diventare delle priorità ma ne ha altre 10 prima ecco

Qual'e' la tua opinione sul commercial Storytelling?

Secondo la tua esperienza ci sono, e quali sono, le differenze nel successo nell'uso dello Storytelling tra piccole e grandi aziende?

Di solito se lo Storytelling lo conosce nelle grandi aziende lavorando anche con agenzie con team hanno un po di paura di lanciare storie che possono essere controversale, che possono creare debate, che può essere non tanto positive per loro. Tu pensi che lo Storytelling abbia un po' la tarea di lanciarti pensieri, di muoverti? Perché hanno le grande aziende hanno questa paura, forse le piccole aziende potrebbero farlo meglio perchè hanno meno da perdere?

Lo Storytelling serve proprio per prendere una posizione esistenziale nel mondo, nel business anche posizione diversa, coinvolgimento diverso dei pubblici per cui se vuoi fare Storytelling tu ti focalizzi su certi temi meglio è, e questo vuol dire che alcuni pubblici ti seguiranno, altri no, questo molte aziende lo stanno facendo grandi che lo hanno capito, fa parte del così detto Marketing Esistenziale, ne parla molto bene Paolo Labichino nel suo libro Existential Marketing, c'è che neanche grandi che la aziende grande o piccole devono prendere una posizione esistenziale del mondo, questa posizione andrà bene

per qualcuno e non viene per altri inevitabilmente. Ma inevitabile perché se vuoi fare comunicazione significativa e anche narrativa non puoi non farlo altrimenti rimani la solita comunicazione omologata di propaganda che va bene per tutti e quindi non va bene per nessuno. Quindi direi questo, ecco.

L'azienda grande che ancora hanno la paura che non fanno perché hanno paura è comprensibile perché in effetti [nessuno vuole perdere il lavoro] ciò ci vuole coraggio di comunicazione sia di parte di chi ricopre la funzione marketing sia la parte di chi ricopre la funzione comunicazione. Se puoi una volta che tu hai scelto di fare certe cose e queste cose non portano subito dei risultati, chiaramente rischi e allora è meglio per certe aziende che hanno una mentalità molto difensiva, è meglio non fare che non fare.

Consideri che vi siano differenze rilevanti nell'uso dello Storytelling per aziende che offrono prodotti vs. quelle che vendono servizi?

Nella mia esperienza no, anche perché di solito il grande Storytelling è quello che dicevamo poco fa cioè uno Storytelling che posiziona il mondo di marca quindi che la marca venda prodotti o servizi è totalmente secondario se è fatto veramente bene. Puoi, è chiaro che ci sono delle diversità perché un conto è se mi vendi una merendina al cioccolato e un altro paio di maniche se mi vende una polizza assicurativa sono due cose diverse però il problema dal punto di vista dello Storytelling non è raccontare il cioccolato della merendina o raccontare la polizza assicurativa, è costruire un mondo di significato che mette insieme la azienda, la marca e il pubblico di riferimento a fine che il pubblico si possono riconoscere nel mondo di marca a quel punto lì, che la marca venda cioccolato o assicurazione e la stessa cosa.

B. Di solito, voi che lavorate come team per un'azienda grande, piccole, o della misura che sia quanti siete a lavorare per una azienda e quanto tempo c'è bisogno per presentare una proposta.

Tiene conto che noi innanzitutto non siamo un'agenzia, questo è molto importante siamo una società di consulenza quindi ce una differenza e tendenzialmente noi lavoriamo con le grande aziende, quindi faccio 100 il numero dei nostri clienti 70 sono grande aziende, 30 sono piccole e medie. Questo è importante dircelo dopo di che un progetto che sia grande azienda o di una piccola azienda, il tempo medio, e ti sto parlando di tempo medi perché ci sono progetti che durano tre giorni e progetti che durano un anno e mezzo pero il tempo medio è di 3 o 4 mesi.

B. Certo è impegnativo anche con un team di diverse persone.

Il team di solito va delle 4 o 5 alle 10-12 dipende sempre della complessità del progetto perché anche puoi il problema è quello che dicevamo prima, cioè tu ti vuoi raccontare bene devi definire la strategia del racconto, i contenuti, il mondo immaginario cioè il visual, il racconto e puoi il media. Allora se tu dicevi tre canali, facebook, la radio e la cartellonistica, chi è

chi lavora su questi canale, ci sono ulteriore professionisti, etc. etc.

B.Si perché sono tre medie totalmente diversi che c'è bisogno di un professionista per ognuno

E qui diciamo mediamente il valore medio sono tre o quattro mesi di tempo e almeno mediamente quattro o cinque persone come team di professionisti.

B. Tu consideri che in una piccola azienda anche se sono due persone a fare la comunicazione forse non saranno tre o quattro mesi forse sarà un anno che riescono a fare qualcosa sullo Storytelling?

No devono comprarlo fuori e devono mettere sulla logica, il vero imprenditore che sia uno startup che ha un mese o che sia un imprenditore di una piccola azienda, il vero imprenditore adesso ti parlo da imprenditore sa che su impresa è fatta di una serie di processi, strumenti e iniziative o competenze, per esempio lo so che ho bisogno di un commercialista, ho bisogno di un team di lavoro su certe cose ho bisogno di n posizione che supportano la mia azienda e che devo pagare. La stessa cosa è qua, tu

imprenditore hai bisogno del commercialista, del avvocato, del fornitore X,Y,Z tra i vari fornitori ci deve mettere chi fa Storytelling per te, perché da solo non puoi farlo a meno che, quello non esclude che il singolo imprenditore non sia un appassionato, che possa essere bravo a scrivere e a fare belle foto e che possa fare dei bei post visivi e contenutistici in Facebook o in Twitter e non sto dicendo che non si possa fare come attività singola ma a livello professionale in termini di impatto corporate che tu sia una azienda di 100 persone o di 1000 devi prendere professionalità fuori come tutte le cose, insomma, quindi lo startup deve trovare il modo di finanziare questa cosa, fa parte degli elementi di finanziamento per la sua impresa.

B. Non è che voglio sapere quanto costa ma in un rango per delle piccole aziende quanto devono pagare per uno studio di Storytelling
Ci sono costi variabilissimi, dipende dell'obiettivo strategico aziendale va di 5000 a 500,000 Diciamo posso darti un valore medio che non è indicativo

perché ribadisco uno può essere contento con 5000 euro un altro può essere contento con 500,000 ok per cui la cifra che sto per darti non ha nessun valore pero 30,40,50 mille euro fai una prima partenza, diciamo hai l'aspetto strategico, contenutistico e visuale dopo di che dei costi sono variabilissimi si decide fare una campagna in facebook piuttosto che uno spot televisivo, sono due cose diversi, impatti diversi etc.

Come si diventa uno specialista dello Storytelling?

Studiando e formandosi e accreditandosi cioè oggi ci sono diversi percorsi che permettono di farlo ed lo ho tentato nel mio piccolo di costruirli c'è uno nello IUM che rilascia un certificato di studio in questo senso dedicato ai professionisti che vogliono fare corporate Storytelling e questo all'università IUM di Milano e un percorso pensato in 5 moduli dove si vano ad approfondire le singole competenze narrative e dura

5 mesi cerca oppure cosa ancora più rilevante a Pavia da due anni esiste un master di primo livello universitario italiano il master di primo livello sono quelli effettivi che lasciano un titolo di studio in corporate Storytelling specialist che ha 1500 ore di insegnamento e dentro ci sono tantissime discipline attinenti al mondo delle scienze della narrazione applicata al marketing alla comunicazione di impresa per cui bisogna trovare quei luoghi dove poter studiare confrontarsi, imparare un mestieri e essere accreditarsi .

Puoi stanno nascendo in Italia diverse occasioni di questo tipo pero un conto e il percorso formativo che tu segui dal signor X e un conto se vai in un percorso universitario.

Quali sono le abilità che un manager di comunicazione o proprietario di piccola impresa deve sviluppare, per essere capace di costruire e raccontare una storia intorno alla propria azienda?

Innanzitutto a capire a che cosa li serve, cioè perché dovrebbe fare Storytelling, nel senso che lo Storytelling può essere fatto uno per posizionarsi meglio quindi il fatto che lo comunico e mi racconto mi serve come piccola e media azienda a posizionarmi meglio in un mercato? Questo è un tema no? Piuttosto che per differenziarsi, piuttosto che per condividere nuovi valori, etc. etc. quindi la prima cosa da capire è perché dovrei farlo. Questo non è vanale perché tutta l'attività operativa seguente segue questo perché sostanzialmente cioè quello che si fa dopo dipende dagli obiettivi di business

Di solito le piccole e medie aziende con chi ha lavorato avevano l'obiettivo di dare una migliore percezione di se verso certi tipi di pubblici cioè il tipo di pubblici che si trovano sulla social media quindi sostanzialmente le aziende anche piccole no? Possono comunicarsi sui diversi canali. Ci sono alcune aziende piccole che hanno deciso di comunicarsi soprattutto sulla social media e di vendere sui social media. Oggi la vendita sulla social

media passa attraverso una comunicazione calda, empatica e soprattutto valoriale cioè molto significativa per i pubblici. Lo Storytelling consente di costruire un tipo di comunicazione così. Quindi l'obiettivo di queste aziende era potersi raccontare di un modo molto emozionale e molto significativo

Como possono le piccole/medie imprese utilizzare tecniche di Storytelling per creare engagement tramite la comunicazione mobile?

Il materiale che fate sono pensate per essere visti in un dispositivo Mobil.

Per noi è trans mediale, i nostri clienti ci chiedono cose che possono stare sul mobile, essere cartacee, web, che possono essere eventi anche, noi lavoriamo molto sugli eventi e sulle exhibition, che può essere banalmente anche la preparazione di uno speech che un amministratore delegato deve fare di fronte ai suoi 500 venditori top, cioè di tutti tipi, noi non siamo vincolati, per noi gli strumenti sono semplicemente oggetti da riempire e quindi non ci condizionano, il

problema vero è con cosa li riempi, il contenuto e la esperienza.

B. Questa comunicazione trasmediale della quale parli, come funziona?

Cioè una volta che tu hai costruito la storia madre, la sceneggiatura madre della azienda, la si adatta ai diversi device o canali soprattutto nella esperienza di uso del canale. 140 pagine di un libro hanno una esperienza di lettura diversa dai 140 carattere di un twit.

B. Pero continuate questa storia, è la storia che continua e quindi le persone devono spostarsi di un mezzo all'altro o raccontate la stessa storia ma solo di forma diversa?

Può essere tutti i due dipende dal pubblico da una parte e dall'altra della strategia della azienda aggiungiamo anche il budget, chiaramente fare questa cosa qui questa tanto.

Perché è difficile fare Storytelling?

Dove non si parla solo della parte commerciale o storia di successo che sarebbe solamente propaganda per una azienda pero di un vero Storytelling che riesce a connettere con l'audience. Perché ci vogliono competenze raffinatissime che di solito le piccole aziende non hanno. Che in realtà non hanno neanche quelle grandi e quindi devono essere fate sul mercato e Costano. Le competenze quando si parla di un progetto di Storytelling non parliamo di una persona eh possiamo parlare di cinque, sei a volte 10 persone che seguono una azienda anche piccola per permetterli sui social media o meno di sviluppare la propria narrative. La chiave è team, cioè lo Storytelling non si fa da soli, ci vuole un team di competenze e li quattro macro categorie di competenze che tra l'altro trovi nel libro che ti citavo prima e quindi daci un'occhiata a quel libro che ti sarà molto utile per il tuo dottorato. L'ho scritto apposta per studenti, studiosi e esperti che potessero approfondire tutte le cose di cui noi stiamo discutendo adesso. Sono quattro aree di competenze

da possedere che sono: La strategia di un racconto aziendale, lo sviluppo dei contenuti, il visual Storytelling, il media design narrativo cioè la esperienza che si fa sui media con il racconto. Queste macro aree di competenze non si trovano tutte in un professionista ci vogliono più professionisti.

Cosa consiglieresti ad una piccola/media impresa che volesse iniziare a fare Storytelling?

Pero che non si potrebbe permettere di pagare a una agenzia so che sicuramente non arriverà fare una comunicazione molto professionale pero che pero puoi migliorare la comunicazione che fa in questo momento o che fa in one way comunicazione.

Una bella domanda, direi uno cercare di capire a chi si vogliono rivolgere proprio perché facendo one way communication di solito si parlano addosso mentre riuscire a avere chiaro chi sono i miei pubblici diventa molto importante quindi questa e la prima cosa che e sensolato come una regola dello Storytelling cosi come in tante altre discipline. L'altra cosa è aver

chiaro qual è il destino che si ha come azienda e che si propone i propri pubblici. Per destino intendo la missione di vita, la missione di business, la propria unicità e allora se lo comunico, se ho capito la mia unicità e si cerco di raccontare agli altri rispetto ai propri bisogni allora già faccio un ottimo lavoro ecco. Puoi il problema diventa come traduco come questo che è una riflessione strategica in contenuti, immagini, esperienze relazionali, exhibition, booklet leaflet cartellonistica, social media etc.

Tu mi stai vendendo un prodotto o un servizio, ma quale la grande visione dietro quel prodotto o quel servizio, ecco già ci riesci a raccontarmi questo già inizi a una buona strada perché se mi racconto soltanto che il prodotto o buono o che il servizio è di qualità come fanno il 90% delle aziende non mi coinvolgi e non mi dai significato ecco.

APPENDIX C

Gustavo Pernas

Responsable de la relación de PYMES en España

¿Cuál ha sido el principal reto en tu trabajo?

El principal escollo, a lo mejor es entender por parte de las SMBs el valor que les puede aportar tener una presencia digital sobretodo el valor que les puede aportar invirtiendo dinero en publicidad que la mentalidad es hacer todo de manera gratuita, de manera orgánica es a lo que me refiero, en la parte de SMBs, de todas formas los clientes que yo llevo son bastante grandes son clientes medios pero por lo que veo yo con pequeños anunciantes es eso el principal reto.

Creo que la respuesta que diste va justamente a abrir la siguiente pregunta que es

¿Consideras que una plataforma móvil como en tu opinión personal como Instagram, Snapchat u otras puede agregar valor a las SMBs y porqué?

Pues por supuesto que si, los estudios mas recientes muestran que más del 50% de las personas están conectados a través de las redes sociales con una SMB y para las SMB es una herramienta muy necesaria para estar primero en contacto con sus usuarios y con sus clientes y segundo por que esto lo que hace es facilitarles la labor muchas veces de promoción y digamos de democratizar un poco el tema de advertising de las SMBS.

ueden llegar a mucha gente a una audiencia enorme mientras tradicionalmente había que utilizar los medios de comunicación sumamente caros como la Tv, la radio y la prensa escrita y solo accesible para grandes multinacionales. La aparición de este tipo de redes sociales ha ayudado a reducir ese gap que había, ese gap enorme que había de comunicación y de promoción que tenían las SMBs sobretodo para explorar nuevos mercados y reducir sobretodo estas distancias. Mientras hace años sin esto para una gran empresa el intentar llegar a otros mercados que

no fuera el tuyo podría verse muy complicado tanto como si fuera local como regional esto ha ayudado mucho en estos días a muchas empresas a internacionalizarse.

¿Cuál crees que sea el mayor reto para el buen uso de plataformas como Instagram?

A ver desde el punto de vista de organico pues el reto es estar en comunicación con el usuario, ofrecer información relevante , en cuanto a publicidad es utilizar los productos y ads que tenemos que sean más relevantes para ellos y de la misma manera ahora que lo pienso para Instagram el tema de las creatividades, las creatividades son muy importantes porque Instagram es una plataforma visual.

Como decías hablando de la importancia que tiene la parte creativa, la parte visual, las imágenes que los SMBS pueden publicar en un medio como Instagram, que tan importante crees que sea la parte del Storytelling? Crees que sea una cosa que pueda

ayudar a los SMBs a diferenciarse y en el caso de la parte creativa, cuáles crees que sean las best practices de una SMB en el uso de una plataforma como Instagram.

Pues lo que recomendaría a una SMB sería para desarrollar esa parte creativa utilizar los medios que hoy en día plataformas como IOS o Android ponen a disposición de los usuarios donde con un teléfono medio pueden grabar una gran calidad y aplicaciones gratuitas de video se pueden hacer creaciones con aspectos semi profesional que a medio plazo funcionan muy bien a la hora de hacer campañas en Facebook e Instagram.

Una plataforma visual y las imágenes son un lenguaje universal y gracias a eso se puede llegar a gente diferentes idiomas solamente con imágenes y gracias a estas aplicaciones y los teléfonos que hay hoy en día esos pasos se pueden llegar a ellos muy fácilmente.

La otra pregunta es, en el caso de las cosas visuales que los SMBs pueden publicar en plataformas como Instagram u otras, tu crees que el tema de Storytelling es un tema que podrían desarrollar los SMBs para poder crear más engagement con su público. O crees que sea un tema demasiado difícil para los SMBs? Que opinas sobre esto?

Para nada lo veo difícil, de hecho es una práctica comúnmente recomendada que se trabaja el Storytelling no implica realmente ningún esfuerzo técnico, lo único sería algo a trabajar en la creatividad, por lo tanto claro que sería fácilmente accesible para un SMB teniendo en cuenta el Storytelling cuando hacen sus anuncios.

Si tuvieras que hablar con un SMB o cuando vas a hacer los cursos o pláticas, ¿Qué es lo que les dices? Prepárense porque viene ahora en el uso de estas plataformas?

Pues yo viene ahora es mucha imagen y movimiento, mucho video y lo que viene es todo lo relacionado con Instagram Stories todo ese contenido efímero que dura 24 horas pero que provoca mucha interacción con los usuarios , Storytelling obviamente y también hacer todas esas cosas periódicamente es decir, o todos los días o dos piezas por día, algo que tenga una periodicidad

APPENDIX D

Interview to Alberto Lo Bue

Director Business Development Deliveroo

On Papem Moda were you working directly with the brands or with the local stores?

What was the biggest challenge of convincing the stores to go Mobile?

I was doing a little bit of both AI right so yea there were a variety of different challenges to be honest with you and the first one is the fact that as small startup is not easy to convince store owners to come on board your personal platform because your brand is not really recognized at the internet so they don't want to put a lot of time and effort in something that they aren't 100% sure of what are going to be the results for them. We were really experimenting with the brand on the new concept which was based on the assumption that making like store in stock the users and the stock was available online and offline for those stores and it was a new brand, a new

startup and there was sometimes on the side of the brand, the small store or small boutique in order to be a platform that unless they have a certain specific CMS which we could integrate they would have to manually manage their inventory on behalf so that requires time, that requires effort and that may requires an additional person if you are using cyber market place at the same time so it means that it requires ultimately money, its probably a small investment but it is still something that a small and medium enterprise need to think about before you could link time an effort into something completely new without knowing whether it would necessarily drives results or not so the first challenge was convincing them that being on the platform will bring results for their businesses and even if they couldn't have a complete pack integration from the day 1 it was worth managing their inventory on the app because ultimately more users would have entered the store because of this, so that was the first challenge being able to convince them on the results that the app could bring for them and the second

challenge was probably so for us specifically for Papem it was on the tech side because we found that a lot of SMBs really didn't have a proper CMS, really didn't have an updated information on products and stocks offline or online or both stored properly, we found it really really hard to integrate all of this information to automate stock information updates on behalf ourselves so an that is kind of connected to the first reason, the first obstacle we found with tiny boutiques because they require basically time if they cant be integrated they need to basically do it themselves so eventually for many boutiques we ended up taking under our responsibility to manage the stock for them and then we decided that it was more strategic to develop our own CMS so they could eventually just use that as a standard and integrate the products . So those two were the main reasons, the main obstacles we found.

Did that answer the questions?

Yes.

At Papem and Deliveroo the platforms are probably designed on a template view which

means that the information for every SMB with presence on them have almost the same content, what is the role of the SMB on this platforms? Is there anything they can do to increase the sales on the platform?

So there are different ways within a market place so this concept of unifying less than one platform several SMBs is the concept of the market place and there are different ways in which you as SMB that works with that market place can increase your sales. So typically a sorting algorithm behind every market place that shows the restaurants or the stores or the products in specific order that basically takes into account different factors, now I am not a product expert and I don't work on the product side but typically it starts taking into account on this sorting algorithm things like number of sales or the reviews so are you basically one of the most appreciated restaurant or store or products by our customers, yes or not if yes you would appear higher up in the sort of algorithm and chances are that you are going to

increase your sales. So if you have a nice product, if you have a nice restaurant or store, customers have tried it and they loved it chances are that you are going to perform better and grow within that market place and so that is one thing, another thing that we do for instance at deliveroo is that we with some specific restaurants we have exclusivity agreement so in that case we tried to boost their performance by doing co-branded marketing with them so for instance we invest part of our marketing budget for restaurant specific campaigns because they come on board on a exclusivity agreement and they work with us and they don't work with others market places like Uber eats or other competitors and therefore we try to boost their performance by helping them out with marketing.

Other things that at Papem was basically about it we would have co branded marketing campaigns with stores and we would have like a sorting algorithm for both stores and products based on different values that Deliveroo does a variety of different things, its obviously a much larger company is one of the

Unicorns in Europe so for instance we have a program called a Deliveroo editions, I don't know if you have heard about it its basically Deliveroo owned kitchens that they owned in specific neighborhoods in different cities in the UK, lets say for instance in London they identify supply and demand gap so for example there is a lot of demand for Thai food in specific neighborhood in London but there is not enough supply of Thai Food so they have a little site called Deliveroo editions which are basically kitchens and they rent half the space to the best performing Thai restaurant in another neighborhood and they put a chef for a delivery only kitchen restaurant so basically that restaurant can expand to opening another restaurant a Deliveroo only restaurant but still another restaurant without having to bare all the costs that are traditionally associated with opening up a new restaurant in London. So its just basically another thing we do to boost performance with our restaurant partners using our pool of data to identify supply and demand, gaps and then using our own infrastructure to cut to almost zero the costs to

opening up a restaurant. So things like this are examples of how companies like successful market places like Deliveroo engage with the SMBs and make sure they perform well; Other things I don't know for instance they offer perks to all exclusive restaurants so the partnerships that allow the restaurants to cut the electricity costs for instance or helping them hiring personal or stuff like that or they even have a small consulting group to helping them at when it comes to decisions about expanding their own businesses or stuff like that so I think this is really really attend that market places do in terms of supporting enterprises and restaurants that come on board because obviously because of the resources it has and the competition involves in the market, there is a lot to be done in order to secure those partners. In Papem we were doing more basics like sorting algorithm and co branding.

In your opinion and experience what is the biggest challenge of an SMB to go mobile?

I think probably definitely at least in some parts of the EU still a lack of awareness and knowledge about this platforms and the advantages that can drive so the lack of awareness is the largest obstacle, I think, and the second one is probably skills and expertise because going mobile is not something that you do from one day to another, you need people put together a mobile strategy for you, sometimes having your own app may not be the right strategy, sometimes just being part of different market places may be the right strategy sometimes just having and adapted mobile website may be the right strategy so a variety of different ways that you can go mobile and a variety of different technologies that can allow you to do so, you need people that are skilled at understanding mobile and come up with a mobile strategy in order to do that so the second one I would say skills and a lack of skills in most SMBs that I worked with to understand this world and the third one will be probably budget so if you want to work with an agency it cost a lot, if you want to do your own app it cost a lot so probably the best strategy is

aggregating is just you know, making your brand available in one or more market places and making sure you are successful in those market places by making customers happy through your products which is what you can do best. There are some cases that SMB that could launch their own app and it has been really successful but is really really rare.

Do you use social media channels to promote your services to SMBS or only as a channel for the final consumer?

I am not sure about that to be honest I am not on the marketing side of the business. For the market place bit I am not 100% sure if we do that I must talk to the marketing team but I believe so. I am not sure if we have paid campaigns but we definitely have social media and stuff like that.

Does Deliveroo engage SMB to go mobile?

Well I mean they basically with it comes to the market place when there is a branding that they trust like

Deliveroo they just leave it up to the marketplace to decide how to market the restaurants or the products so they don't really, I am not sure how much they are aware of where the restaurants are promoted and how is being promoted but is just web or mobile or both and what kind a like of things they do to promote their business but a Papem for instance was a mobile only product and in Italy is also much different from the UK so at Papem there was definitely an educational factor at stake when trying to reach a store trying to explain why going mobile was important for them and that going mobile with a market place was much less of a commitment that involved much less budget than doing it on your own they were like, there was a lot of education going on there that we had like really explain what are the benefits of mobile, why should you go mobile, what are the advantages of being in that channel and all those kind of things so yea definitely I think at Papem I personally experienced the need to educate the SMB about the importance of mobile yea.

Do you think that Storytelling is a technique that can work for SMBS on mobile?

Yea well definitely Storytelling is part of the mobile story so I do think is really important, I think there are examples of companies or like you know has done this before, I am not 100% sure but I think they did a series some time ago, a video series from partner restaurants in featuring the chef and like how they cook the food and where they source the food and telling a story behind our top performing restaurants, publish it on you tube and like social media and sort of help and boosting their sales on the market place just promoting their brand in general so yea definitely Storytelling is key specially if you are a SMB and you need to build your branding and you need people to be aware of your brand so yea and then you know the audience in the social media in this platforms you know like millennials right, and they are very or tend to be very sensitive to storytelling and to a nice story and to 15-30 sec videos that explain the story behind the brand, they could be really effective so yea I

believe that , I am true believer in storytelling its just obviously it needs to be wrapped into a larger marketing strategy because you know Storytelling is like you need to create the content but then you need to promote it through the right channels and targeting the right audience, spending the right budgets, optimizing campaigns and all this kind of things. So Storytelling if is you know funnel towards the right channels and for a very specific brand can be very powerful is just not always effective because you need a lot of expertise to funnel it to the right channels and to make sure it reaches the right audience.

If you could give any advice to the SMBs regarding mobile communications what will this be?

Mmm I would say if you could give any advice I would say that certainly if there are successful mobile market places that you can affiliate your brand to, there are in line with your brand and what you are offering and that you can affiliate your brand to, you

should definitely do so because that is an easy way to increase sales without bearing any cost basically and just pay on a performance basis, just commission so yea any market place from amazon to Deliveroo to any kind of market place that suits yourself as an SMB you should definitely do so and another thing is that think about it twice or even three times before you launch your own brand app because that could not be the right way to go about an effective mobile strategy and rather think about an Omni channel strategy that ties in together with your web strategy as well like and adaptive website basically native like experiences on a mobile website and things like these that are very active and they don't necessarily entail all the investments and the maintenance costs that are linked to a mobile app so yea make a good use of market places and do create your own mobile strategy of your own brand but doesn't necessarily needs to be a mobile app, it can be many other different things it could be as effective and costs least.

APPENDIX E

Interview to Mr. Ihmad Hammad

Position: CEO

Company name: Carswitch.com

Carswitch is a Dubai startup that is redefining the way you sell and buy cars through a C2C Platform.

This research is focus on the understanding of the mobile communications for small businesses, their challenges and successful strategies.

Which industry is your business in?

We are an online market place for inspected and guaranteed used cars so we help sellers sell their cars and we help buyers buy cars but they buy it from each other and that's how is a market place.

In your experience, what are the main challenges for mobile adoption for a small business?

So our business is mainly a website, we also have apps so mobile by the way is like 80% of our traffic so that's most of our traffic is mobile and nowadays even

when we look at our sister companies they are also most of their traffic is mobile so we haven't is not like we have customers that come to desktop and we need to move them to mobile that is not a problem people will actually come to mobile I think the biggest challenge is getting people to come to you in the first place, then even know who you are so as a small business the only way customers can find you is either they have seen a direct advertising for you specifically which means you spent money or they are googling for something related to your business and they find you on Google and that's free but is extremely difficult to show up on Google search results so to be Google search engine optimized so I think the two largest challenges for small business for us has been how to manage the costs of how to bring business to us because advertising is either very expensive or very difficult and you need staff to manage it and do or get our website and our brand and all of our content in place so Google can start putting us in their rankings, now we fortunately do very well on the rankings we are already in the top

three players after about twelve months which is great but that was a lot of cost, effort and work to get there so I think that was the two probably most challenging things how to make this cost effective.

In your opinion, are there any significant differences in mobile communication between the large and small business?

So you mean in terms of messages that they actually put?.

B. The way they use mobile can be also.

I can't really think of any to be honest because I think that nowadays online you cant tell if someone is big or small from a customer perspective there is no difference everybody is, which is kind of good for small businesses because they have the opportunity but its very difficult for small businesses because they don't have the resources but I don't see a major difference in terms of communication. I think mobile is much harder to communicate because obviously you have less space, you have less number of words that you can put, you need to be kind a more graphic

more images but you also don't have any space so is much harder but I think the challenge is for both large and small personally.

Do you consider that a small business have any advantage on the successful implementation of a mobile communication strategy?

So I think just thinking out loud, from the customer perspective I don't think there is a major difference because customers can't even tell if you are large or small. I think the big advantage for small businesses that I can think of is that they are much more agile and this isn't just mobile communication this is kind of everything is with the world moving to mobile communication with social media platforms where you need to respond quickly on twitter, on facebook, wherever and you need to respond messages, for large organizations I imagine they still have pretty strict controls around communications what you can say, how you can say it, who is allowed to say it, the number of people that need to approve something before you can respond you complained of how you

respond etc. where for small businesses they don't have that overhead there is no ten approvals to respond so I think in the world of mobile things need to be very fast and I think small businesses can be much faster than large businesses because they don't have ten people that have to approve something before you do it so right now our call-centre staff respond to messages immediately I don't even see it, its risky but as small business you can afford doing it differently anyways so you just do it quickly at least.

B. You're right, you're right.

What are the necessary communication skills that a small business owner or a communication manager when present, need to develop in order to engage into a mobile communication strategy?

I think this is a fairly broad kind of thing right? Depending on the market so if you look at the UAE is a multi-lingual market which makes it extremely difficult because that means that you also need to be so I think mobile communication is though because it

has to be very concise so it needs to be clear, concise and rapid, that is not an easy equation to pull off, if you aren't strong in the language that makes it even harder and given is a multi lingual market so Arabic, English and hindi/ordu and philippino are all actually pretty (or tagalo) are all very prominent languages here I think that is a tricky part so I think you need to have a generic skill set you need to have the ability to communicate very clearly with concise messages because is mobile but on top of that you need to be familiar with languages that will probably need its staff that can speak this different languages and can do that so is not easy task by any stretch.

B.Ok, that's interesting maybe because you are dealing with a market that is so complicated, so international.

I. Yea is all expats.

What is the role of visual communication in a mobile strategy?

It's very critical because we see this, so obviously a lot of our advertising is online and we measure the

difference in conversion rate for different creative, different messages, how long so visual is super important. First of all facebook for example penalizes your advertising if it has so much text on it so anywhere you aren't allowed to have a lot of text on it right but we also see in our own website for mobile, the more text we have, the less conversions we have, people lose energy so what ends of happening is you need to reduce the text quite substantially but then the problem is its difficult to explain what we do, what the fees are, is difficult to explain everything so we find imagery is quiet helpful either video but also videos requires people to commit watching a full video which not everybody does so we use graphics actually quiet intensively to try to explain more right so like having a picture of a car automatically tells people that this is about cars now I no longer need to write that this is about cars I can just say you know, just jump into the service that we do so I think it is very important imagery.

In your opinion, is mobile communication an efficient media for storytelling? Why?

So I think mm I think it can be so I think depending on how they created the set up storytelling on mobile can be powerful I think is difficult but it is possible and I think the reason why it can be powerful is you are catching people when they are fully immersed in your messaging right, so when you are on TV you are often distracted by other things you get an advertising that comes by you may tune out where is on your mobile you are actively using your mobile to do something quiet specifically and therefore you are immersed and I think often times you see when people are on their mobile they are actually not even paying attention to people speaking to them to people talking to them so mobile seems to take more of our mental awareness than other activities so I think is a fantastic platform for people to take advantage of when they are storytelling but you also have really limited real state to tell your story so doing it effectively is not a straight forward task, but I think it can be quite powerful.

What changes have your organization done in order to move your traditional communication towards mobile?

So we are a startup, we kind a started with mobile in mind so to be honest it wasn't a shift, 80% of our traffic is mobile so for us everything we do is mobile, we don't do anything else.

1. Select the type of mobile communication your company use:

- Mobile website. Your site is mobile friendly
- Mobile App for your business
- Social Media presence on apps (Instagram, Snapchat, twitter, LinkedIn Facebook)
- SEO for local mobile search
- Mobile friendly email marketing
- Free Wi-Fi for customers on site
- SMS (mobile coupons, loyalty programs, alerts, donations)
- Use of messaging Applications for customer service (WhatsApp, WeChat, SnapChat...)

- Mobile games
- QR Codes, NFC
- Bluetooth messages on site
- Mobile payments (Google Wallet, Apple pay, Venmo...etc) *future*
- ⊞ Online Radio/Podcast **invitations to radio stations*
- Other: _____

In your experience, what are the main features of a successful mobile communication strategy?

So I think that actually, one thing that occurred to me that maybe we didn't touch on directly and is important on this so for us what is super important in our mobile communications is number one we identify mobile as a priority for our business is 80% of our traffic therefore it comes first when we first built the website a year and a half ago we didn't know and we built it for desktop and very quickly saw that actually the traffic isn't on desktop so that changed our mental model of how we design things and the major change is you have much less real state on mobile so is very important that you are super concise with your

messages the call to actions must be extremely clear that everything shows up above the fold which means in the first screen on your mobile that the important things are on that screen. If you build it for desktop and let mobile automatically configures it, it often push things like three screens down so reconfiguring everything for being above the fold on the first screen needs to be concise, the call of action needs to be at the front you end up needing to use images to pull that of so we use imagery and very concise language which positioning design around mobile and the last thing that is interesting and is something we didn't talk about which is new advertising channels that are popping of for mobile only so we use Facebook a lot, Instagram all the social media platforms, Google Adwords, Google display networks, we do all of that, one of the new stuff is there is company called airpush by rocketfield and this are actually new platforms that are beginning to provide advertising and real state on mobile apps so they have inventory in the apps you pay them money and they will serve your ads to people on their mobile apps what is

interesting about it is because is mobile they do it based on the GPS location so you can become Geo targeted and geo fenced on where you serve ads to people and snap chat is doing that so one of the campaigns that we have run is when people go to the RTA which is the regulatory authority for transferring their car that we served them ads when they are at the RTA because then we know that this people have something to do with cars and that is a very kind of interesting innovation right because now you are actually reaching people not only because their behaviour or their profile or their demographics is relevant to you ut they are at the location that you want them to be at when you reach them so that is another very effective aspect of our mobile communication strategy right geo-location.

APPENDIX F

Interview to Mr. Bernhard Baumann

Position: CEO

Company name: Shpock

Shpock is a Austrian startup and one of the most downloaded boot sale, flea market and classifieds apps with over 10 million users.

Which industry is your business in?

Shpock is a mobile platform for classifieds, mobile app and software business.

In your experience, what are the main challenges for mobile adoption for a small business?

Mmm do you mean mobile adoption about customers or mobile adoption for ourselves? For yourselves, I mean we are a purely mobile business so for us there are not many challenges, the challenges that might see but are you looking for marketing challenges or generally? I. In this one it can be also marketing because is the mobile adoption so it could be both. R. Ok So I would because mobile is still young is not so easy to find people with specifically mobile

background so that is all a bit of a challenge in recruiting otherwise I don't see specific challenges.

In your opinion, are there any significant differences in mobile communication between the large and small business?

Difficult for me to say because I am only on small business so I haven't seen it in the large ones but I would say that the small business is probably faster to adopt a new technology and in this case to adopt mobile and also tried out new things faster than large ones, so the other ones start doing snapchat after snapchat has been around for two or three years and for us as small business we tried to experiment with it after few months only.

And also in this regard by the way the difference is also that the large one they do agencies, they kind of outsource it while the small ones we try to experiment ourselves and do it ourselves and therefore we get the knowledge in house where as the large ones takes a very long time until they really get the

knowledge because the first thing they do is they give it to an agency and ask them to take care of it.

Do you consider that a small business have any advantage on the successful implementation of a mobile communication strategy?

Yes it will be the ones that I mentioned before that there is more experimentation and whenever is about adopting a new technology you need to experiment, you need to do things, you need to make mistakes and I think that is easier for a small business to do than for a large one so there is more agility in the small one and more experimentation and that is an advantage.

What are the necessary communication skills that a small business owner or a communication manager when present, need to develop in order to engage into a mobile communication strategy?

I would say you need to be, so you need to be good as thinking yourself as your target group's shoes and because specifically for mobile for us as so many, the

mobile adoption is the highest among young users, they are therefore very often in our case we are communicating to a young audience, younger than we are ourselves so is very important that you are able to put yourself into your target group and second one is that you also need to be more kind of spontaneous and able to react fast and quickly because a lot of things are in our communication is about being interacting and reacting if someone says something on twitter then we need to push back with something funny as well, so you need to be faster and kind a more spontaneous and also willing to take a little more risk because if you do things fast there is no time to align with it with your managers but actually you need to go out and just give it a try.

What is the role of visual communication in a mobile strategy?

I think is a very important role because the images or the videos is more important that the text or the audio therefore is the more dominant and more important than non visual communication.

In your opinion, is mobile communication an efficient media for storytelling? Why?

I think it is efficient because is a we have many different channels that we have it can be very engaging and interactive and it also allows you to interact, it allows for users to come back and then create a dialogue versus chat the monologue and that makes storytelling a very effective media.

What changes have your organization done in order to move your traditional communication towards mobile?

It was mobile from the start but I would say that it is having dedicated people who are just responsible for mobile communication and is about because is new ground is about adopting this mind set of just try things out and testing things and also being prepared that not every test is going to be successful and that this is about testing and learning so is very much you need to start learning and not just rely and what we know already from the beginning.

Select the type of mobile communication your company use:

- ⊖ Mobile website. Your site is mobile friendly
- ⊖ Mobile App for your business
- ⊖ Social Media presence on apps (Instagram, Snapchat, twitter, LinkedIn Facebook)
- ⊖ SEO for local mobile search
- ⊖ Mobile friendly email marketing
- Free Wi-Fi for customers on site
- SMS (mobile coupons, loyalty programs, alerts, donations)
- ⊖ Use of messaging Applications for customer service (WhatsApp, WeChat, SnapChat...) internal application
- Mobile games
- QR Codes, NFC
- Bluetooth messages on site
- ⊖ Mobile payments (Google Wallet, Apple pay, Venmo...etc) *in the introduction*
- Online Radio/Podcast

⊖ Other: in the social media videos and collaboration with influencers and celebrities.

In your experience, what are the main features of a successful mobile communication strategy?

I think is you need to be entertaining and not just its needs to be a mix out of entertaining and information content, is important to be agile and fun what I told you before is important to be interactive so when you know that some of your users think or say something you need to react and what else?.. and it needs to be across multiple channels and coherence in the messages.

APPENDIX G

Interview to Mr. Tarek Reda

Position: Head of Digital

Company name: bfound.io

The newly launched, state-of-the-art technology platform, developed along with Europe's leading digital and data search companies, works two ways: one, it gives small- and medium-sized businesses a digital presence that allows them to potentially engage customers in the UAE who are doing over 120 million searches on Google for information on local products and services on a daily basis

This research is focus on the understanding of the mobile communications for small businesses, their challenges and successful strategies.

Which industry is your business in?

Internet, is an internet local business, an internet platform so I will say internet

In your experience, what are the main challenges for mobile adoption for a small business?

Ok so the know how just knowing what goes into being mobile, other than the skill set and the know-how I think there is really not much to it because

being mobile or going mobile is relatively like easy and for example for a developer stand point any developer they can easily build a mobile- friendly website, there is a lot of platforms most of the CMS platforms they have like, most of them are responsive designed so they can easily have their website built mobile friendly so from a cost wise the developing and yea the actually costly isn't very costly is just the know-how and also most of business owners, even if they bring developers who do know it they themselves don't know the importance of being mobile so then its an issue from top to bottom so from the business owners and from the developer also so yea is lack of knowledge I would say.

In your opinion, are there any significant differences in mobile communication between the large and small business?

Ah, I wouldn't say so, the only, so the thing is because, so the reason why mobile is important is simply because consumer are all on mobile right so, when you look at how user are using their Facebook

or Google or all different channels that they use and just generally smartphone users is so high, so the consumers they all use mobile so from a platform stand point, are the same platforms that the small business and large business are basically try to reach or try to communicate so is just that the way that the communicate is different so for example a large business in some cases would make sense for example to have a mobile app, a small business doesn't necessarily always need a mobile app and so marketing from mobile app is also very different from marketing on mobile web, the platforms are different, the technologies they use are different so between small and big I would say the app thing is one obviously major difference so not all small business needs an app and I would say also budget plays a role so when you have a small budget you are really trying, the things you do are very different from the things you do if you have small budget and yea I would say to sum it up two things, one thing is the like the needs if they need an app or what kind of platform

they need and the second is a budget yea I think, the budget and the platform.

Do you consider that a small business have any advantage on the successful implementation of a mobile communication strategy?

Advantage of a small business versus a large business, I wouldn't say there is an advantage of such, I don't think there is an advantage of a small versus a large business necessarily, its just about how they utilize it, because you can have a large business that it isn't doing a great job while a small business that knows how to use it or vice versa so I think that there is a fair, its like a same kind of game for both.

What are the necessary communication skills that a small business owner or a communication manager when present, need to develop in order to engage into a mobile communication strategy?

Definitely they need to be on top of consumer behaviour so they need to be aware of what

consumers really do, like so what kind of consumer trends come to the behaviour so if there is certain platforms or certain kind of technologies that users are using more in certain markets, then the communication person needs to know basically that, I think this touches on both so because there is a little of overlap between the building of the mobile presence and the communications, for example lets say someone with a small business has a website that produce content or whatever lets say is a publisher produces content so the communication person is basically focused on building a content and writing the, basically putting together content plan and producing the content but then overlap with the developer I think or the building of the platform is having for example this content easily accessible to users so lets say so for example is a technology called XMP Accelerating Mobile Pages so for a content producer for example making sure that the content is like super easily kind of accessible is something that is beneficial for the communication person but is done by the person who builds the

website or the developer so for example that is one thing that the communication person must be aware of, how can he make this content as easily accessible as possible so being aware that there is a technology called MAP that will make his website super fast to load this content is something that obviously impacts his kind of field which is content creation and content production, so yeas knowing consumer behaviour knowing the technology that is out there that would influence their content one way or the other but also knowing where to promote it I think right so yea, I would say it makes it both.

What is the role of visual communication in a mobile strategy?

All right so, when you say visual communication you mean communication in form of videos and images or ok. So I think its in a way independent of the device so regardless whether is mobile or desktop or tablet I think kind of the format of content is driven again y consumer behaviour so for example video obviously as everyone knows has been dramatically increasing

for the past years but has been increasing across both platforms really I mean across just anything device or mobile, is the fact that people use mobile more in general that is why the consumption in mobile is growing but it doesn't mean that visual or video is important more on mobile or desktop is equally important is just that people are using mobile more so that is why it makes mobile but yea visual for sure I mean video and images is more interactive than I mean video on social or Facebook and all is increasingly growing so I think it has to do with the consumer behaviour really as opposed to like the device or the technology.

In your opinion, is mobile communication an efficient media for storytelling? Why?

Yea so I think is an efficient so why is efficient... All right so let me think about this, so why is more efficient on storytelling so I think with mobile you have like there is more stuff that you can do with, so for example everything that has to do with location or kind of geographical or proximity kind of targeting of

any sort is obviously done better with mobile so if any storytelling there is any there or like location or anything like that definitely then you get that with mobile. Also if there is anything that has to do with.. ah, so if your storytelling for example is in a way, so we are talking storytelling whatever they experienced like can be an experience like it can be anything right so storytelling ok so for example being able to kind a goes back to location. I think locations plays a big part probably also, the biggest one that I can see is location, there is probably a couple of other things but I think the biggest one that probably has to do with like storytelling is probably anything that has to do with location I think. Yea I would probably throw location in there.

What changes have your organization done in order to move your traditional communication towards mobile?

I got you, so the thing with my company is so I am probably wont be able to answer you question because my company so we do, there is two sides of

the business, one side is working with SMBs and doing digital marketing for SMBs and the other side is promoting the actual platform, because essentially we are a local search platform kind a like yellow pages and yelp, kind a have a bit of both so we haven't done anything that comes to the promotion of the platform to consumers so like we haven't gone outside and say "hey there is a platform where you can find local business and stuff".. we haven't done that at all so because we are more kind a building the content in the website and adding more and more businesses so the entire operation of the business so far has been almost purely like a digital marketing kind of provider for SMBs so in a way I cant really answer the question on what have you done for the platform itself and the SMBs that we work with the kind of job that we do for them.

Select the type of mobile communication your company use:

- Mobile website. Your site is mobile friendly
 - Mobile App for your business

- ⊖ Social Media presence on apps (Instagram, Snapchat, twitter, LinkedIn Facebook)
- ⊖ SEO for local mobile search
- ⊖ Mobile friendly email marketing
- Free Wi-Fi for customers on site
- SMS (mobile coupons, loyalty programs, alerts, donations)
- ⊖ Use of messaging Applications for customer service (WhatsApp, WeChat, SnapChat...)
- Mobile games
- QR Codes, NFC
- Bluetooth messages on site
- Mobile payments (Google Wallet, Apple pay, Venmo...etc)
- Online Radio/Podcast
- ⊖ Other: Paid media + UX

In your experience, what are the main features of a successful mobile communication strategy?

Ok so when we say communication we are talking about anything from CRM to paid media to SEO, Social Media to PR or so or is it limited to something?

Yes you can also add those ones yes. Ok all right so the features of a successful mobile communications strategy, all right. So first we need to have a product, like before we go to communication lets talk about the product so a lets assume that is not a service so its an actual product so someone has like a website or a product whatever this is so lets say so just making sure that the product is a mobile first product, so mobile first in the sense of like the platform itself, the usability of the platform itself so yea being mobile friendly or responsive or whether they want to do IMP or they want to do progressive web apps, whatever the decision is from the building some point so yea, that needs to be sorted out so having a mobile product and then looking at communication right, so lets start with a, lets look at paid media so I am going to cluster into paid media, CRM , SEO and lets stay content marketing which basically will be social media than mobile , so paid media depending on whether, the decision on whether the product is going to be an app or will have an app or not the reason why there is a discussion of app versus web is because from an

analytics and tracking stand point things change a lot when it comes to app versus web on mobile so the app world has a completely different kind of tracking system than the web world. So apps you are dealing with device ID and on web you are dealing with cookies so the reason why is important because in paid media all the platforms where you are going to be targeting users as is different on app versus web but also from an analytics stand point, from an analytics really will actually be covering not only paid media because is analytics for anything right so analytics for the entire traffic of the app or the website is basically making sure than from analytics and tracking stand point there is some consistency because most of the websites, most of issues that websites face, websites that have a websites and an app is that they aren't able to centralize this data in a way so usually they will have a tracking system or a tracking tool for app versus tracking tool for web completely separate and the problem with that is that you don't have a centralize view of the user of each user. So a user on web you wouldn't know what they

are doing on an app and viceversa so obviously this affects the understanding of the user really on your website and on a lifecycle and their lifetime value and all of that so yea so knowing the platforms sorting out the whole data side of it so making sure they are able to have one centralized understanding of the user. Now that is from analytics, I jump from analytics actually but going back to paid media so with I was saying with app marketing or app promotion app is going to be very different from web promotion so the technology that is used needs to be a technology that is able to kind of do cross device and obviously cross channel but also cross device marketing so one of the things that a lot of companies have been doing recently, not very recently but probably during the past 2, 3 , 4 years or so is using data management platforms that are able to basically bring data from first party data, third party data from platforms like google or facebook whatever and bring that all together in one place and having one centralized view of the user wherever they go so then you will be able to target on a paid media sample you will be able to

target the same user across channels but also across devices obviously is not 100% accurate yet but still is definitely much better than having or running things in silos so having the right technology so the first thing is having the right kind of built so building in knowing how are you going to build your product whether is going to be using the different web technologies like AMPs or progressive web apps or you are going to be having an actual app and the websites so getting the built right and secondly getting the technology right in terms of paid media right so having a platform that is able to bypass all this problems so built, the building and the technology this is the two things that needs to be looked at and then I think the technology part it covers not only the paid media but also the CRM because that data management platform that I was talking about it can actually be used for both CRM and for media buying platforms is kind a the centralized place for really any kind of understanding the users in general so that is that. So we talked about the building and technology and the last thing or the third thing is just understand the consumer

behaviour I think so again markets users in different markets they have different behaviours so there is a say for example in Mina so Saudi for example Twitter is huge there for example and you have a lot of , Twitter and YouTube there are quiet big in Saudi not as big as facebook like from a user consumption stand point while in UAE is different or in Egypt might be different so the point is that each market will have each own kind a user behaviour so I think understanding user behaviour and what kind of platforms they use is super important so I think that will be probably a third feature which is knowing your user behaviour now the thing that I am saying now are the things that in a way they touch on mobile but also some of it for example the user behaviour I something I think it just apply as really not only for mobile but just in general but I think to know whether a mobile strategy, what shapes a mobile strategy is whether is consumer behaviour, is one of the things that will shape it so that is why I included it there, so we talked about the product, we talked about the technology in terms of data and the things that will

drive your CRM and media buying and stuff and the third thing was the consumer behaviour so what platforms users are using and all of that. I think the fourth thing was probably yeah as the fourth thing has to be with the second point it has to be with the analytics actually I will put that in a separate category, analytics so the thing with mobile is that a lot of people look at mobile as a separate kind of world so having a mobile strategy in a way is not really the most accurate kind of way of looking at things because in the end of the day the user I mean we live in a world that the user are multi screen users and the strategy should be users centric so the fact that the users use mobile more doesn't mean that we should ignore you know the other kind of devices so I would say from analytics stand point so just understanding how mobile fits into the full kind of picture from the users stand point and this actually is not only from a tracking and measurement stand point but also from a targeting standpoint so for example whether is content marketing or media buying or CRM or whether the communication method is I think it needs

to be it needs to basically cover intergrated together so the messaging on mobile, on desktop and tablet all needs to be somehow yea integrated because you really want to target a user you don't want to target a device right so the user is really the end goal not the device they are using so I would say the analytics part so understanding how mobile fits in kind a the whole picture from my user stand point because one thing, the one example that can come across before was how targeting people on desktop impacts their behaviour on mobile and viceversa so for example some websites or some companies what they do is they completely shout out their websites like they go completely mobile for example without understading what is the impact of having desktop in the mix for example or having tablets in the mix so I think that is also important and it goes back to the fact that business should follow user or user behaviour as opposed to following technologies one small example is QR Codes for example one technology that came out, a lot of business kind a jump on the wagon but in a lot of cases it didn't mean a lot to a lot of

businesses like it was simply just following and the same thing for example with augmented reality for example a lot of again is following technology as opposed of following like the actual user behaviour in a way so yea so just to wrapped it up we had the product we had the kind of data management we had consumer behaviour and we had the analytics bit so kind of understanding how mobile fits in the whole mix. I think that is pretty much kind of it, obviously on a very top level I mean there is a lot of stuff that you can go in drill down but I think that from a top level probably that is pretty much it. If I remember something I will email you later.

APPENDIX H

Interview to Santiago Jansa

Position: Corporate Strategy and Marketing Director

Company name: **Delta Partners**

Delta Partners is a B2B Consulting service organization with seven offices around the world.

This research is focus on the understanding of the mobile communications for small businesses, their challenges and successful strategies.

Which industry is your business in?

B2B Consulting services. Delta is a consulting business exclusively for the TMD Telecom, media and digital sectors and corporate finance investment banking and private equity funds management company. We are a professional service which includes consulting and corporate finance and investment company.

B. Is very normal, I mean I interview several of them and I know by experience that it is very hard for a B2B organization to focus on this mobile marketing

but what do you think that are the main challenges of mobile adoption for small business?

In your experience, what are the main challenges for mobile adoption for a small business?

I think it doesn't have to be only with mobile the main challenges on doing more direct or marketing automation is on the fact that our selling closes is very much ad hoc, is not something that is very much massive, so we go to the clients and try to pitch to them is not something we sell on our website and they can go there and buys it, is not an standard product what we sell so is very difficult to pitch those on either mobile or other channels so for us is more the industry where we operate that by nature it creates a barrier for us to adopt a mobile marketing.

In your opinion, are there any significant differences in mobile communication between the large and small business? Or as you mentioned before the difference is bigger

depending on the sector or the industry you are in.

Yea I would tend to say as you say is more on the type of the industry and product you try to sell but I also think that besides of the company and the resources and means that a large company can have and they can dedicate you know dedicated means to handle this things maybe smaller or medium size companies they struggle to find budgets to accommodate this positions.

Do you consider that a small business have any advantage on the successful implementation of a mobile communication strategy?

I think they, yes there are also some advantages, yes I would say the fact that the smaller business by the default smaller, they provide more agility on the decision making process they can have a faster time to market and they don't have to follow very, a lot of bureaucracy or processes that they need to be followed in larger organizations so yea, in that regard faster to market and at the same time even more

provocative since a smaller company has more flexibility and less to lose.

B. Those are two of the advantages that most of the SME agree with, specially the agility.

What are the necessary communication skills that a small business owner or a communication manager when present, need to develop in order to engage into a mobile communication strategy?

The skills that our teams should have to address this function you mean?

B. Yes to engage into a mobile communication it will be in the case that Delta Partners decides tomorrow to engage into a mobile communication what do you think that will be the communication skills that the team will need?

Yea so I think there is a two fold answer for me, the first one is that we need since we are a industry focus and industry specialist is one of the differentiated factors this is, that the industry expertise and that we provide much more in-dept content versus a more

generalist consulting where they need to cover all industries so since the industry is a differentiated factor for us is important that the teams that do this communications being more or not have all this industry knowledge so any message that they communicate is actually insightful and interesting for our audience and the second of course is the way that we present this insights and this findings and this merges to the market so what we find is that not everyone has the skills to engage either on social networks or any type of mobile activities so any type of , I am not sure if is journalist type of market or at least they are tech savvy in the social media with the call to action, very engaging and ensure that this is what we need.

What is the role of visual communication in a mobile strategy?

I think is key and also for us, we are in an industry where maybe you would think that visual is not the main differentiating factor since we, our outcome is

not a product but instead is an analysis so to present this you would think that is not important but I think on the contrary, when we present findings we need to emphasize the visual aspects with fancy graphs and either with infographs so when presenting the information in a very visual ways and they have proven to be successful that those are the ones that generate more engagement versus if you just put you know a long or short post.

In your opinion, is mobile communication an efficient media for storytelling? Why?

Yea I think it is, I think you need to just cut the story in the format of more communication and you have a certain restriction or you need to know that you can communicate up to that level but I think there is different ways to be able to explain or to tell a story even if is in a mobile environment where you have the main limitation of the size of the message that you can pass.

What changes have your organization done in order to move your traditional communication towards mobile?

Not done yet.

Select the type of mobile communication your company use:

- ☒ Mobile website. Your site is mobile friendly
- ☒ Mobile App for your business. The only app that we have in the pipeline is not done but we are considering is one where we package our findings and people can read it in a more friendly way. It is not an app to present what we do but instead a content oriented application.
- ☒ Social Media presence on apps (Instagram, Snapchat, twitter, LinkedIn Facebook). We have an internal social network is called workplace it belongs to Facebook is the internal corporate Facebook and it has an app so all the messages that we pass we use this platform to communicate internally and it can be accessed either through desktop but it also has an

app where it shows the same content as in Facebook. We have LinkedIn, Facebook, Twitter and Instagram.

⊖ SEO for local mobile search. We don't focus so much as we do direct marketing for business and recruiting.

□ Mobile friendly email marketing. In the future we want email marketing and any stake holders that we have either companies that collaborate with us and all the contact data base that we have so we can share news on the company, the latest products that we launch or the latest white papers that we wrote.

⊖ Free Wi-Fi for customers on site. In our offices we do have free wifi for visitors but we go to the client and no viceversa all our work is delivered in our clients premises so our offices is more for a institutional perspective and for a positioning point of view but is not a place where we on a recurrent basis go and hold our clients meetings, its true that we have meetings in our office where clients and so on so yes we have free wifi for them but is a secondary thing

- SMS (mobile coupons, loyalty programs, alerts, donations)
- ☒ Use of messaging Applications for customer service (WhatsApp, WeChat, SnapChat...) Workplace app of Facebook and is true that the different consulting teams and teams inside the company is more informally they also set whatsapp groups to communicate among themselves but is more an internal thing than a structural way of communicating from the company.
- Mobile games
- QR Codes, NFC
- Bluetooth messages on site
- Mobile payments (Google Wallet, Apple pay, Venmo...etc)
- Online Radio/Podcast. Not at the moment part of the potential plan for the future to create podcast but for now we don't have.
- Other: _____

In your experience, what are the main features of a successful mobile communication strategy?

I think that depending on and I talk generally but for a company to consider a mobile communication strategy where they need to pitch the product to be found online I think is critical every company small or large that they take into account since mobile adoption is now almost at a 100% on the penetration rates not only on a developed markets but also in the developing ones so also through research that our company does we see that way of accessing all information is shifting from fixed desktop type of platforms for a mobile one so you need to also be in the platform as well so I think the key is getting to the customers and getting to the actual channel that is getting more attention from your potential customers so if you aren't there they will not see you as much as you would.