Micro-Moments: Your Guide to Winning the Shift to Mobile

Thanks to mobile, micro-moments can happen anytime, anywhere.
In those moments, consumers expect brands to address their needs with real-time relevance.
Here's a complete guide with strategies, insights and customer examples for mastering micro-moments.

Google

About Micro-Moments

Micro-moments are critical touch points within today's consumer journey, and when added together, they ultimately determine how that journey ends.

1. Introduction

Micro-Moments as the New Battleground for Brands

2. Be There

Being There in Micro-Moments, Especially on Mobile

3. Be Useful

How to Beat Consumer Tune-Out with Useful Content

4. Be Quick

Speed is Key: Optimize Your Mobile Experience

5. Connect the Dots

Measuring Your Micro-Moment Strategy

1 Introduction

Micro-Moments as the New Battleground for Brands

Our Life with Mobile

That device in your pocket or sitting next to you on the desk: how would you describe its role in your life?

"I pretty much call my phone my lifeline. I use it all day, every day. If I ever leave home without it, I feel naked."

—Mary Kathryn L., 47

When we asked people this question recently, they used phrases like "attached to my hip," "butler," and "lifeline." Let's face it: those are not things we say about our toasters.

Over two-thirds of smartphone users

68% say they check their phone within 15 minutes of waking up in the morning.[1]

are willing to admit that they actually get "anxious" when they don't have their phone on them.[2]

Millennials? They're really attached.

87% always have their smartphone at their side, day, and night.[3]

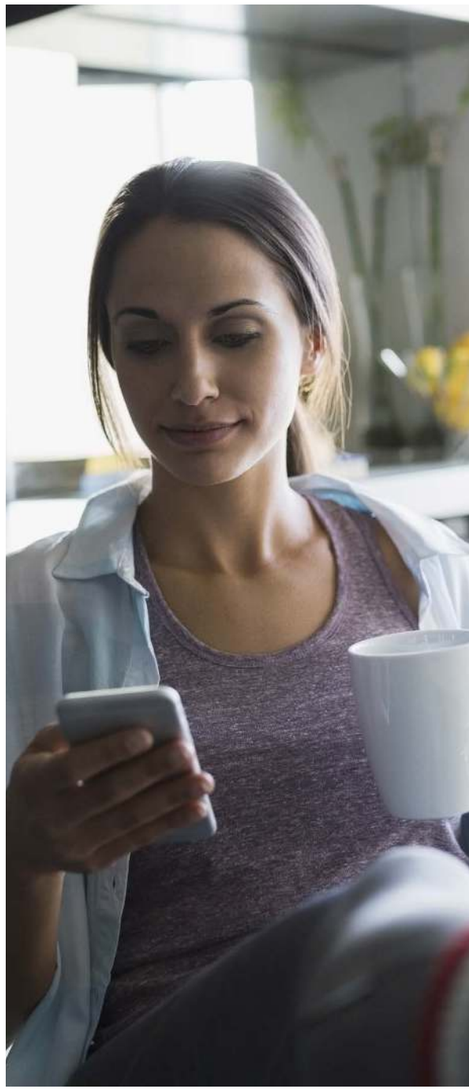
That little device by our sides is transforming our lives, whether we actively notice it or not. It's enabling new ways of doing and learning things. It's helping us discover new ideas and new businesses. It's helping us manage our to-dos, tackle our problems, and inspire our plans.

Mobile search behavior is a good reflection of our growing reliance: in many countries, including the U.S., more searches take place on mobile devices than on computers.[4] Mobile is quickly becoming our go-to.

When we want or need something, we tune in via convenient, self-initiated bursts of digital activity. Take the oft-quoted stat that

we check our phones 150 times a day.[5]

Pair it with another that says we spend 177 minutes on our phones per day,[6] and you get a pretty fascinating reality: mobile sessions that average a mere 1 minute and 10 seconds long, dozens and dozens of times per day. It's like we're speed dating with our phones.

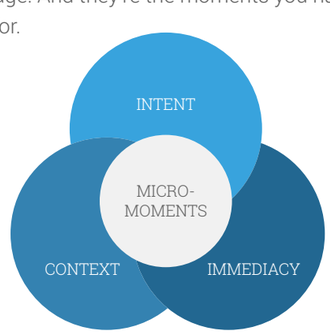


1. Google Consumer Surveys, August 2015, Smartphone Users, n=729.
2. Google Consumer Surveys, August 2015, Smartphone Users, n=1,666.
3. Mitek and Zogby Analytics, September 2014.
4. Google internal data for 10 countries, including the U.S. and Japan, April 2015.
5. Kleiner Perkins Caufield & Byers, 2013 Internet Trends Report.
6. Flurry Analytics, Comscore, Q4 2014.

The Moments That Really Matter: Micro-Moments

Behind these mobile bursts are countless interactions, like texting a spouse with a carpool update, dropping a quick work email while waiting in the ATM line, or posting a Bermuda vacation photo to make friends jealous. These types of moments are a common part of life, but they're not moments when we're necessarily looking to engage with brands. And if a brand tries to butt in with a distracting or irrelevant message? Swipe.

But in other moments, we're very open to the influence of brands. These are the moments when we want help informing our choices or making decisions. For marketers, these moments are an open invitation to engage. And they're the moments you have to be ready for.



At Google, we call these micro-moments. They're the moments when we turn to a device—often a smartphone—to take action on whatever we need or want right now. These I-want-to-know, I-want-to-go, I-want-to-buy, and I-want-to-do moments are loaded with intent, context, and immediacy. Consider that,

82% of smartphone users say they consult their phones on purchases they're about to make in a store.[7]

91% of them turn to their phones for ideas in the middle of a task.[8]

These micro-moments are critical touchpoints within today's consumer journey, and when added together, they ultimately determine how that journey ends.

The New Consumer Decision Journey: From Sessions to Spurts

That consumer journey looks a lot different than it did when your predecessor sat at your desk. And it's not just a story of more mobile usage. Since we can take action on any need or curiosity at any time, the consumer decision journey has been fractured into hundreds of tiny decision-making moments at every stage of the "funnel"—from inspiring vacation plans to buying a new blender to learning how to install that new shelf.

In the past year alone, websites in the United States have seen:

20% increase in mobile's share of online sessions.

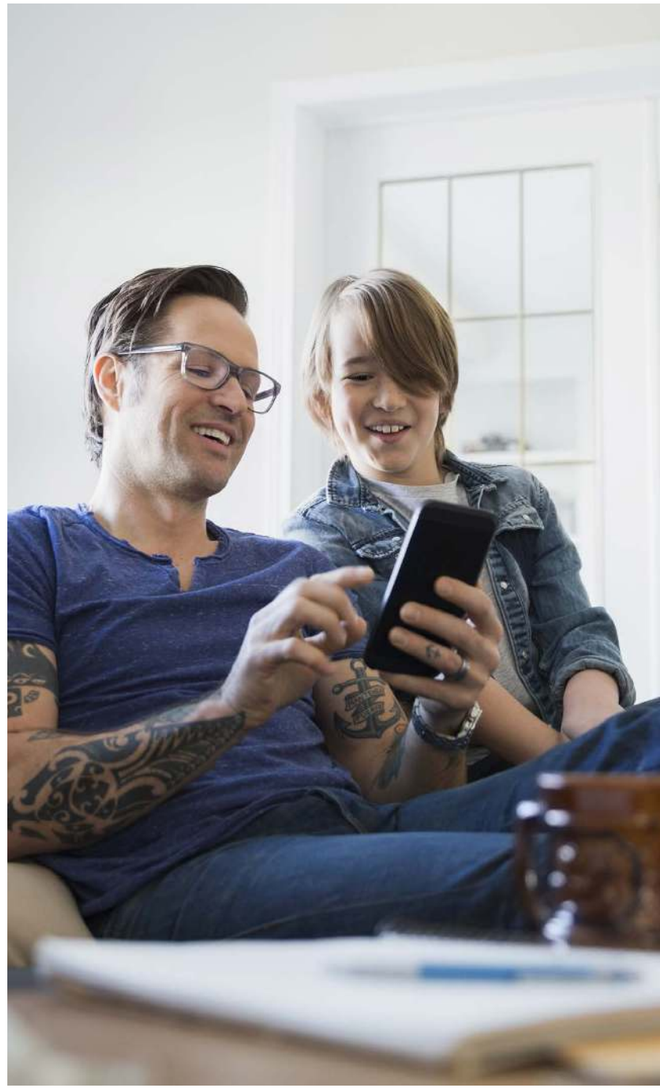
18% decrease in time spent per visit.

An increase in mobile sessions and a decrease in time spent might lead you to conclude that consumers aren't finding what they want on mobile. But actually, mobile conversion rates have shot up by 29% in the last year alone.[9]

Think about it. We don't just rely on long sit-down sessions at our keyboards to make purchases anymore. We reach for our devices and make informed decisions faster than ever before. And though mobile is driving this change, this phenomenon has implications far beyond mobile. It affects the entire consumer journey across screens, devices, and channels.

Consider what's going on with retail stores today. Foot traffic has declined, yet consumers are spending more when they do visit—because they've done their research and made decisions before ever walking in. A similar thing is happening when consumers visit websites using a desktop or laptop. They typically spend less time per visit but convert more often. In many ways, micro-moments have become the footsteps that lead people to your store or desktop site.

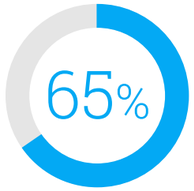
So how do you win micro-moments?



7, 8. Consumers in the Micro-Moment, Google/Ipsos, U.S., March 2015, n=5,398, based on internet users.
9. Google Analytics aggregated data, 2014–2015 for April 1–14, U.S.

Succeeding in a Micro-Moment World

Today, you have to earn the customer's consideration and action, moment after moment. Why? Because people are more loyal to their need in the moment than to *any particular brand*. Case in point:



of smartphone users agree that when conducting a search on their smartphones, they look for the most relevant information *regardless of the company providing the information*.[10]

That makes micro-moments the new battleground for brands.

Here are three essential strategies that can help you win micro-moments:

Be There. You've got to anticipate the micro-moments for users in your industry, and then commit to being there to help when those moments occur.

Be Useful. You've got to be relevant to consumers' needs in the moment and connect people to the answers they're looking for.

Be Quick. They're called micro-moments for a reason. Mobile users want to know, go, and buy swiftly. Your mobile experience has to be fast and frictionless.

Red Roof Inn mastered all three strategies in one simple campaign. When the company realized that flight cancellations were leaving 90,000 passengers stranded every day, its marketing team developed a way to track flight delays in real time and trigger targeted search ads for the Red Roof Inns near airports.

Ads that said, in essence, "Stranded at the airport? Come stay with us!" They committed to those "I-need-a-hotel-ASAP" moments and delivered with relevance on what people needed. The result: a remarkable

60% increase in bookings across non-branded search campaigns.

The stakes have never been higher. Recent research that Google commissioned with Forrester Consulting found that companies that take steps toward becoming moments-ready reap higher ROIs in both mobile and overall marketing investment. The promise of that upside is driving change: they found that mobile has urged 70% of companies to begin transforming their businesses and experiences.[11]

To get started building your own micro-moment strategy, this executive guide offers what you need to know to be there, be useful, and be quick—and then to rethink your measurement and organizational strategies to know how to connect the dots.

10. Consumers in the Micro-Moment, Wave 3, Google/Ipsos, U.S., August 2015, n=1,291 online smartphone users 18+.
11. Moments That Matter: Intent-Rich Moments Are Critical to Winning Today's Consumer Journey, Google/Forrester, U.S., July 2015, n=234 e-business and/or marketing professionals in organizations of 1,000 or more employees in the U.S.

Be There

You've got to anticipate the micro-moments for users in your industry and then commit to being there to help when those moments occur.

Be Useful

You've got to be relevant to consumers' needs in the moment and connect people to the answers they're looking for.

Be Quick

They're called micro-moments for a reason. Mobile users want to know, go, and buy swiftly. Your mobile experience has to be fast and frictionless.

2
Be There

Being There in Micro-Moments, Especially on Mobile

Marketers obsess over "being there" for their consumers. Whether it's share at the store shelf or share of voice on TV, these are metrics used to judge how present a brand actually is. But what about on mobile, where there are billions of micro-moments happening every day? Are you devoting the same amount of thought to your mobile marketing strategy and being there whenever consumer needs arise?

When someone picks up their mobile device, chances are they want to learn, do, find, or buy something right now. Whether in the form of searches, app interactions, mobile site visits, or even YouTube video views, these micro-moments happen constantly. You need to be there for them.

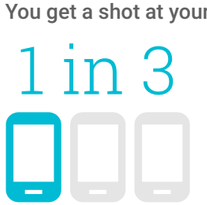
Why it Matters

Being there on mobile can drive big results and build a competitive edge for your brand. Here's why:

Many consumers aren't brand committed

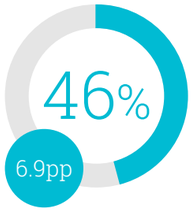
of smartphone users are not absolutely certain of the specific brand they want to buy when they begin looking for information online.[12]

You get a shot at your competitor's customers



smartphone users has purchased from a company or brand other than the one they intended to because of information provided in the moment they needed it.[13]

Your presence can drive brand awareness goals



Studies have shown that you can increase unaided brand awareness by 6.9 percentage points—or by 46%—simply by showing up in mobile search ad results.[14]

More than half of smartphone users have discovered a new company or product when conducting a search on their smartphones.[15]

Ultimately, showing up gets your brand in the game to be chosen, not just seen.

By being there, your brand has the chance to address consumer needs in the moment, help move someone along their decision journey and deepen their loyalty.

That's how brands earn their stripes with mobile.

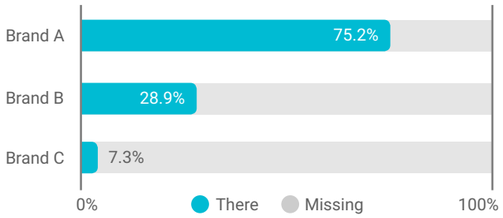
12, 13, 15. Consumers in the Micro-Moment, Wave 3, Google/Ipsos, U.S., August 2015, n=1,291 online smartphone users 18+.
14. Google/Ipsos MediaCT, Search for Brands Industry Research Meta-analysis, 2013–2015.

Know and Grow Your Share of Intent

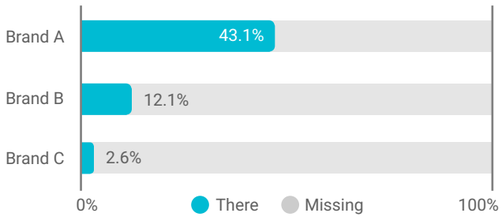
Unfortunately, many brands are still falling short when it comes to being there for consumers. Take the examples below from two categories (education and auto insurance), which illustrate a broader, cross-industry pattern. In each case, there are lots of category-relevant micro-moments happening in search at any given time, but brands are missing opportunities to engage because they're not showing up.

The charts illustrate what we might call **"share of intent"**—or how many times a brand was there as a fraction of all category-relevant searches.

Share of Intent in the Auto Insurance Industry



Share of Intent in the Education Industry



Source: Google Search Data, all devices [January 2015–June 2015]; Google AdWords Data, all devices [January 2015–June 2015].

It's worth noting that this missed opportunity—this low share of intent—is happening across devices, but it's especially true on mobile. And as consumers continue to lean on mobile, it's even more imperative to close the presence gap.

What happens when you hold the mirror up to your own brand? First, grab your mobile device and perform some of the top searches relevant to your business category. Are you there? Do you like what you see? What about when you do the same for YouTube?

Next, work with your agency or account team to obtain your brand's own "share of intent" metric. Evaluate that metric for category-relevant searches on both mobile and desktop, and see how you stack up against your key competitors. Chances are you'll discover some gaps. Create a plan to close those gaps over time by boosting your ad coverage across a greater number of micro-moments and growing your share of intent.

When you fail to be there, you are simply handing opportunities over to your competitors. Nobody wants that (except your competitors). So find those moments when you should be present, and dig in your heels.

FIAT drives brand goals by being there for small car searchers

After a 28-year hiatus, automaker FIAT returned to the American market, bringing with it the FIAT 500, a small city car. But after such a long absence, FIAT found it needed to build awareness with a new generation of American consumers. The time was a good one: gas prices were spiraling upwards and Americans' interest in small, efficient city cars was at an all-time high. FIAT saw that its old perceived disadvantages could quickly become strengths.

The company deployed online and mobile search ads on category terms like "small car" and "city car" to reach people in those micro-moments of research and interest.

In addition, each ad made the most of its context. On desktop, FIAT's ads took people to the company's online car configurator. (The FIAT 500 was available in a half-million color combinations, and customizing it was part of the fun.) On mobile, the ads pointed people to the nearest dealership, where they could see and buy the car in person.

The results were tremendous. FIAT saw a

127%↑

increase in unaided recall. The FIAT 500 became a huge success in America, and even more importantly, the brand was back.

Learn more

Four Key Moments to be There

OK. You're ready to be there in the micro-moments that matter to your brand and you're committed to growing your share of intent, especially on mobile. But how do you get started, since there are millions of potential moments?

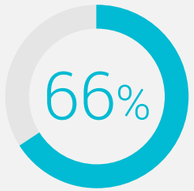
A good guiding principle is this:

be there across all stages of the consumer journey, not just when someone is ready to buy. To accomplish this, consider four key moment types that represent the full range of user needs.

I-Want-to-Know Moments

Someone is exploring or researching, but not yet in purchase mode. They want useful information and maybe even inspiration, not the hard sell.

Curiosity can be triggered by anything and satisfied at any time.



of smartphone users turn to their smartphones to learn more about something they saw in a TV commercial.[16]

I-Want-to-Go Moments

People are looking for a local business or are considering buying a product at a local store. Being there means getting your physical business in their consideration set in that moment.

Our digital lives connect us to our physical world.

2X

"Near me" searches have grown 2X in the past year.[17]

I-Want-to-Do Moments

These may come before or after the purchase. Either way, these are "how to" moments when people want help with getting things done or trying something new. Being there with the right content is key.

We seek instruction for just about everything.

70%↑

Searches related to "how to" on YouTube are growing 70% year-over-year.[18]

I-Want-to-Buy Moments

These are huge, of course. Someone is ready to make a purchase and may need help deciding what or how to buy. You can't assume they'll seek you out; you have to be there with the right information to seal the deal.

Mobile assists in purchases across channels.

of smartphone users consult their phone while in a store.[19]

16. Google Consumer Surveys, U.S., May 2015, n=1,243.
17. Google Trends, U.S., March 2015 vs March 2014.
18. Google Data, U.S., Q1 2015, Q1 2014.
19. Consumers in the Micro-Moment, Google/Ipsos, U.S., March 2015, n=5,398, based on internet users.

Consider Both the Consumer's Intent and Context

To build a strong "be there" strategy across all moment types, you need to think about both user intent and context.

Investigating intent will focus you in on more specific consumer needs that you could address within each moment type. For example, what are the top things people want to *know* about gluten allergies or the college application process? What do they want *to do* as it relates to hairstyling or digital photography? Here you want to look into things like top searches, trending searches, and top question-phrased searches relevant to your category. Ask yourself again: are you there? Prioritize some micro-moments your brand can't afford to lose.

Next, layer *context* on top of that intent. In other words, think about how the consumer's needs might change based on their situation.

Does the device, time of day or location call for a more tailored approach to being there?

For example, should you be there differently for I-want-to-go moments during store hours vs. after store hours? Should you have a different presence strategy for I-want-to-know moments when someone is inside your bank vs. far away? When they're looking for instructions on-the-go on a smartphone vs. at home on a desktop?

Thinking about these intent/context combinations will not only help you identify more specific micro-moments to go after, but it will also encourage ideas for how to be most *useful* with your content, ad messages, and app functionality when you *are* there.

For Sephora, finding out more about its consumers' intent within the in-store context allowed it to be there more meaningfully on mobile.

Sephora learns how to be there in-store

The executive team at beauty retailer Sephora noticed how often its customers searched on their phones while standing in the store aisles. While many retailers fear that customers are using mobile to shop competitors, the Sephora team understood the power of mobile and was eager to see how the brand could tap into mobile behavior in a helpful and meaningful way.

The company learned that most of their clients were looking for reviews of the products they had in their hands, or trying to remember which shade of makeup they'd bought last time. With these needs-based insights in hand, Sephora developed mobile website and app functionality specifically to serve shoppers in those moments.

Key Questions

To win in mobile, you have to commit to being there in the micro-moments that truly matter to your business. Here are a few questions to ask yourself and your team:

1. Consider the most-searched topics for your brand or category. Grab your mobile device and try those searches. Are you there and do you like what you see?

2. Much like share of the store shelf or share of voice on TV, what is the share of *consumer intent* you're capturing with your mobile marketing strategy? How big is the gap vs. desktop? How big is the gap vs. your peer set?

3. Are you only there at the bottom of the funnel, when people are in buying mode? Or are you there across the full range of consumer needs, wants, and curiosities? Are you also considering the various contexts of those needs and adjusting your strategy accordingly?

3
Be Useful

How to Beat Consumer Tune-Out with Useful Content

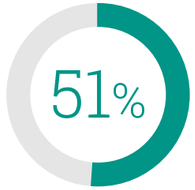
If you want to win the hearts and minds (and dollars) of consumers in their I-want-to-know, I-want-to-go, I-want-to-do, and I-want-to-buy moments, you'll need to do more than just show up.

You need to be useful and meet their needs in *those moments*. That means connecting people to what they're looking for in real time and providing relevant information when they need it.

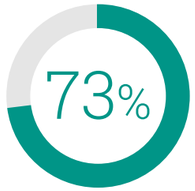
And with mobile, doing so is both more critical and more achievable than ever. Why? With mobile we're able to add a rich understanding of **context** to consumers' underlying intent. That context provides critical insights into consumer behavior—and therefore powerful clues for how you can be most relevant and useful for people in their moments of need.

Why it Matters

Being useful in those moments matters. Consider this:



of smartphone users have purchased from a company or brand other than the one they intended to because the information provided was useful.[20]



of consumers say that regularly getting useful information from an advertiser is the most important attribute when selecting a brand.[21]

And the consequences of not being useful are serious too. Without utility, consumers will not only move on in the moment, they actually might not ever come back.

Only 9% of users will stay on a mobile site or app if it doesn't satisfy their needs (for example, to find information or navigate quickly).[23]

In fact, 66% of consumers will take actions that have some negative impact on the brand,[24] including:

40% will be less likely to come back to the mobile site or app.[25]

28% will be less likely to purchase products from the company in the future.[26]

29% of smartphone users will immediately go to another company's mobile site or app for what they need.[27]

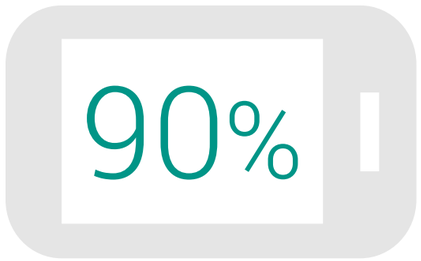
Let's explore how marketers are using contextual signals like device, time of day, and location to meet consumers with useful content that matches their moment.

of online consumers agree that the quality, timing, or relevance of a company's message influences their perception of a brand.[22]

20, 23-27. Consumers in the Micro-Moment, Wave 3, Google/Ipsos, U.S., August 2015, n=1,291 online smartphone users 18+.
21. When Path to Purchase becomes Path to Purpose, Google/TNS/Ogilvy, U.S., June 2014.
22. Consumers in the Micro-Moment, Google/Ipsos, U.S., March 2015, n=5,398, based on internet usersGoogle/TNS/Ogilvy, U.S., June 2014.

How to Be Useful: I-Want-to-Know Moments

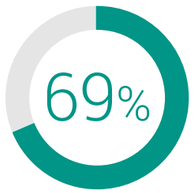
From “How can I eat healthier?” to “What is my credit score?” or “What’s the best SUV for toddlers in tow?”, consumers are turning to their phones to learn in the moment, even when it’s for larger purchases with higher stakes. Why? Because mobile helps them chip away at a long purchase journey whenever they’re motivated to do so.



of smartphone users say they’ve used their phone to make progress toward a long-term goal or multi-step process while “out and about.”[28]

Consumers gravitate toward brands with snackable, educational content—not brands giving the hard sell.

And when a brand’s mobile site or app makes it easy for a smartphone user to find answers, 69% of those users are more likely to actually buy from them.[29]



of smartphone users are more likely to buy from companies whose mobile sites or apps help them easily find answers to their questions.[30]

Helping consumers find answers to their questions can make or break a sale and influence their perception of your brand in the future. Realtor.com recently introduced a helpful video series for new homebuyers to drive that preference.

28. Consumers in the Micro-Moment, Wave 2, Google/Ipsos, U.S., March 2015, n=5,398, based on internet users.
29, 30. Consumers in the Micro-Moment, Wave 3, Google/Ipsos, U.S., August 2015, n=1,291 online smartphone users 18+.

I-Want-To-Know Moment

Realtor.com helps homebuyers take their first steps

Realtor.com’s marketing team realized that searching for home listings is only one step in a long (and often confusing) homebuying journey. To be helpful to first-time homebuyers, they enlisted the help of actress Elizabeth Banks to create step-by-step videos to walk consumers through the homebuying process. (Check them out at youtube.com/realtordotcom)

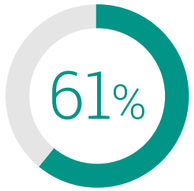
400K

The two-minute videos resonated with consumers, driving 400K YouTube views in the first three weeks.

“Based on our experience that many new homebuyers turn to the web for help navigating one of life’s biggest decisions, we wanted to produce content that would be consumable digitally, on-demand, and in bite-sized, entertaining chunks. Elizabeth Banks delivered great content, and the digital platform drove amazing success for us.” *—Andrew Strickman, Head of Brand and Chief Creative, Realtor.com*

How to Be Useful: I-Want-to-Go Moments

In the case of I-want-to-go moments, consumers are looking for a connection to the physical world.



of smartphone users say they're more likely to buy from companies whose mobile sites or apps customize information to their location.

That could mean, for example, showing a nearby store where a particular searched-for product is in stock.[31]

71%

of smartphone users say they've used a store locator to find a store location.[32]

Give them what they want by using location signals to highlight relevant locations, store inventory and driving directions in your ads and mobile site, and also within your app content.

Proximity matters to these mobile consumers, and winning the I-want-to-go moments drives real results for both your brand and bottom line.

31. Google / Ipsos MediaCT, August 2015, n=1,291 Online smartphone users 18+.
32. Google/Nielsen Mobile Path to Purchase, November 2013.

I-Want-To-Go Moment

Argos helps customers pick it out and pick it up

Since 1972, Argos and its shops have been a favorite in the U.K. Customers walk in, order from the catalog, and then wait for their item to be brought out from the store room. Three years ago, Argos realized it needed to modernize its marketing strategy to include digital and mobile.

After putting their inventory online, Argos implemented **local inventory ads** on mobile to connect with consumers near their store locations and drive them in store by highlighting in-stock inventory. If a busy mom sees a toy in an Argos ad, she can find it on her smartphone, reserve it online, and pick it up at the store on her way home from work. As a result of its digital-focused strategy, Argos saw:

38% growth in mobile commerce last year

46% of the company's total sales come from online shoppers

I-Want-To-Go Moment

Sprint drives people in-store

90% of wireless shoppers research online or on mobile. But for Sprint, a majority of them still buy in retail stores. In fact, paid search ads drive five in-store sales for each online sale.

To better understand how mobile was driving consumers in stores, the company used AdWords Store Visits reporting. Armed with new insights, they achieved a 31% higher visit rate from mobile search ad clicks vs. desktop search ad clicks, and created a more seamless online to in-store experience.

"Over the last several years, we've really thought about how the experience when a consumer gets into the store can continue to build on that bridge we've made in digital. We've looked at the transactions and conversations that our sales associates were already having with the consumer, and then we tried to build the tools, technology, and content to make the in-store experience better."
—Evan Conway, VP, Digital, Sprint

31% higher visit rate from mobile search ad clicks vs. desktop search ad clicks.

How to Be Useful: I-Want-to-Do Moments

This type of micro-moment is all about the "how-to." It's the "I-need-to-fix-a-leaky-pipe" moment or the "I-want-to-try-a-new-hairstyle" moment. Consumers are looking for immediate help with getting something done or trying something new in these I-want-to-do moments.

This is where video content can play a huge role, since it allows consumers to learn at their own pace, often with step-by-step instructions.

100 million hours

More than 100 million hours of "how-to" content have been watched in North America already this year.[33]

of smartphone users are more likely to buy from companies whose mobile sites or apps provide instructional video content.[34]

And while the mobile screen for video viewing may be small, the connection brands can create is significant: smartphone video viewers are nearly 2X as likely as TV viewers to feel a sense of personal connection to brands that show video content or ads on their devices.[35]

53%

of smartphone users feel more favorable towards companies whose mobile sites or apps provide instructional video content.[36]

Take Home Depot, which recently launched a video series to help consumers get things done around the house and Unilever who tapped into another kind of 'do:

33. Google Data, 2015, North America. Classification as a "how to" video was based on public data, such as headlines, tags, etc., and may not account for every "how to" instructional video available on YouTube.
34, 36. Consumers in the Micro-Moment, Wave 3, Google/Ipsos, U.S., August 2015, n=1,291 online smartphone users 18+.
35. Google/Ipsos Brand Building on Mobile Survey, February 2015.

I-Want-To-Do Moment

Home Depot builds a helpful how-to collection

Home Depot marketers figured out years ago that do-it-yourselfers were turning to their phones to learn everything from "how to tile a bathroom floor" to "how to build an outdoor fire pit." Many consumers ended up searching for answers on YouTube.

So to be more useful in these I-want-to-do moments, Home Depot began to build out a better content marketing strategy by creating a "how-to" collection on YouTube.

Today, the collection has hundreds of videos, with the top 10 videos each reaching a million views or more. **The full Home Depot "how-to" collection** has received more than 43 million views.

43 million views

I-Want-To-Do Moment

Unilever supports good hair days

Unilever realized that online demand for hair information wasn't being met by beauty brands. So they partnered with Google to use search term data to predict hair trends and consumer behaviors before they hit the market.

Based on these insights, bloggers for Unilever's "All Things Hair" YouTube channel created new content with consumer intent and context in mind. They provided simple, credible answers to consumers in their I-want-to-do hair care moments and drove phenomenal brand engagement.

The result: Unilever's channel became the #1 hair brand channel on YouTube in just 10 weeks. Within a year, the channel had amassed over 50 million YouTube views! Fifty million times when people wanted help with their hair, Unilever was there.

#1 hair brand channel on YouTube

50 million YouTube views

How to Be Useful: I-Want-to-Buy Moments

"I need to buy cough syrup for my 5-year-old." "I want the same shade of lipstick I got last time." Thanks to mobile, I-want-to-buy moments can happen anytime and anywhere: in the makeup aisle, in the kitchen, and on the street. That means how a consumer wants to buy from you will vary depending on their context and intent.

Clues like location, time, and device will help you be useful in the moment and give consumers the information they need to make the purchase. Then it's about making it seamless and easy to complete the sale.

Your customer should be empowered to purchase in whatever way suits their needs, whether in-store, on mobile, via call center or across devices.

And in I-want-to-buy moments, speed counts.

of smartphone users are more likely to buy from companies whose mobile sites or apps allow them to make purchases quickly.[37]

of smartphone users feel more favorable toward companies whose mobile sites or apps allow them to make purchases quickly.[38]

37, 38. Consumers in the Micro-Moment, Wave 3, Google/Ipsos, U.S., August 2015, n=1,291 online smartphone users 18+.

I-Want-To-Buy Moment

Esurance opens the phone lines

Esurance realized that while consumers like the convenience of the mobile web, there are times when they'd just rather talk to a person. To meet this need, they added click-to-call ads to help consumers engage in whatever ways suited their needs in the moment.

The result: Esurance saw a

200%↑

increase in traffic coming to their mobile site, and in just a year, they tripled their customer acquisition from mobile.

Key Questions

Today's consumers move faster than ever on mobile.
Can your brand keep up? Start by asking these questions:

1. What do consumers want to learn about your category, products, or services? Do you have snackable content on mobile that answers their questions?

2. Do consumers want to visit your business? Are you helping them find nearby locations and highlighting in-stock inventory on your mobile site/app and in mobile search results?

3. What are consumers doing with your product or service (for example, baking cookies, buying a home, recovering from an injury)? Do you have how-to video content to support their efforts?

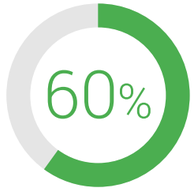
4. Where are consumers buying your product? How can you support consumers who are buying from you in-store or while on the go? Are you empowering consumers to check out in whatever way suits their need?

4
Be Quick

Speed is Key: Optimize Your Mobile Experience

"I want it NOW."

That sounds like something a toddler in the terrible twos would say, but it's also what today's consumers are saying. They want immediate gratification, and they're making decisions faster than ever before. In fact,



of online users say that thanks to online research, they make purchase decisions more quickly now than they did a few years ago.[39]

Mobile created and enables this behavior change. Whether smartphone users are looking for local businesses, researching a product or service, or looking for instructions, not only do they have heightened expectations for speed in general, they also are often *in a hurry* to accomplish their tasks.

more than 1/3 are always or usually in a hurry searching for a local business on their smartphone.[40]

40% are always or usually in a hurry while looking for instructions on their smartphone.[41]

28% are always or usually in a hurry while buying something on their smartphone.[42]

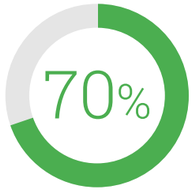
That's why consumers expect your mobile site and app to indulge their need for speed by being quick and easy.

Why it Matters

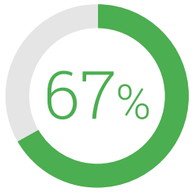
If speed thrills, friction kills.

29% of smartphone users will immediately switch to another site or app if it doesn't satisfy their needs (for example, they can't find information or it's too slow).[43]

In fact, of those who switch,



do so because it takes too long to load.[44]



will switch if it takes too many steps to purchase or get desired information.[45]

39. Consumers in the Micro-Moment, Wave 2, Google/Ipsos, U.S., May 2015, n=1,005, based on internet users.
40-45. Consumers in the Micro-Moment, Wave 3, Google/Ipsos, U.S., August 2015, n=1,291 online smartphone users 18+.

Three Ways to be Quick:
1. Eliminate Steps

1. Eliminate Steps | 2. Anticipate Needs | 3. Load like Lightning

Think about the goal of your mobile site or app: are you trying to drive engagement, mobile commerce, registrations, calls, or visits? Start with that goal and think about how you can cut the number of steps a user must take to reach it.

Progressive Insurance anticipated that filing a claim on mobile was a need for their consumers, but realized people were dropping out early in their 24-step claim filing process. With creativity and teamwork, Progressive reduced the mobile claim process down to just five screens.

7X The result was a remarkable seven-fold increase in claim submissions and a 35% rise in the start-to-finish rate for claim submissions in the app.

Here are some ways to eliminate steps:

Implement One-Click Functionality

One-click functionality is the fastest way to streamline mobile sales or registration.

Rue La La recently realized that 40% of its revenue was coming from mobile (and Android users made up a growing portion of this base), the company added Google Wallet Instant Buy to their app to create a two-click checkout experience.

4X Today, Rue La La app users are 4X more likely to convert than other Android shoppers.

Help the User Fill in Forms

Take a page out of the digital marketing history books and use analytics data to optimize form fills.

1800-CONTACTS wanted customers to easily and quickly order contacts on the go. In just four months, they built a mobile site with useful drop-down menus that limit the need for extensive typing on smaller screens, convenient options, like click-to-call for one-click ordering, and touchable content for selecting products simply by tapping them.

3X The percentage of sales from smartphone users has tripled since the mobile site launched.

and conversions on the mobile site—defined as orders—has increased 24%, making the investment in a fast and functional mobile site well worthwhile.

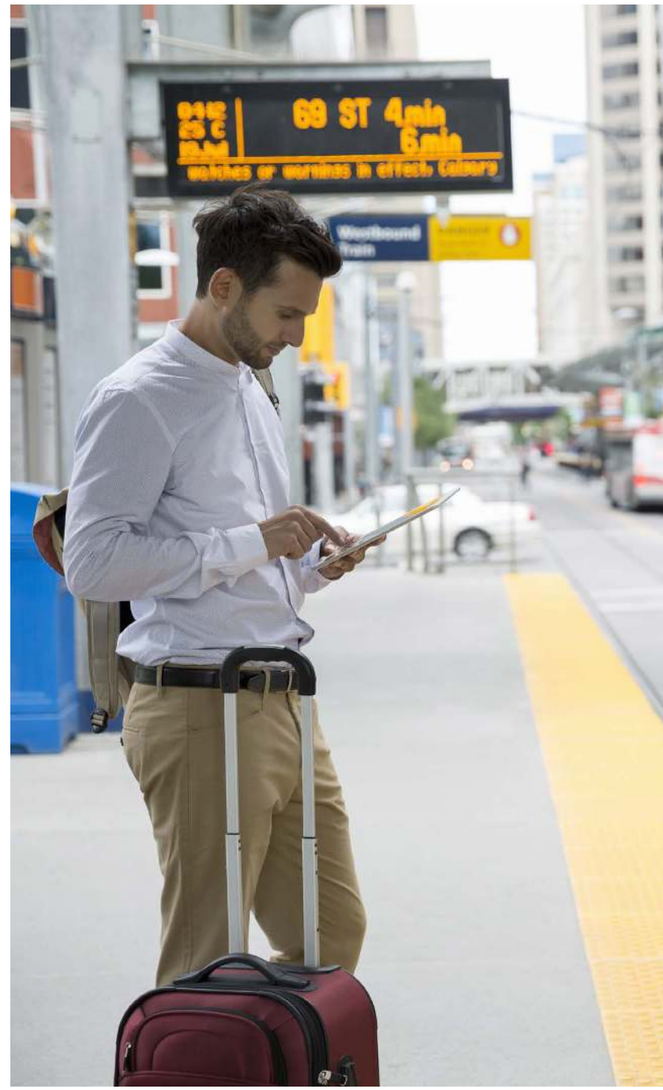
Learn more.

Provide Alternatives to Finish the Transaction

Cut steps using the native functionality of the phone: make product pages or videos easy to share across devices, offer GPS-powered driving directions, and display click-to-call buttons.

Fashion discounter Beyond the Rack was faced with low mobile conversion rates for its online store. But instead of accepting the lesser results, the brand switched the primary goal of its mobile site from a full transaction to a simpler aim: an email capture. Now customers who register on mobile, but buy on desktop after receiving an email, are credited as mobile buyers.

50% By facilitating this kind of organic cross-device shopping behavior, Beyond the Rack grew its mobile-driven revenues to 50% of total revenues.



Three Ways to be Quick: 2. Anticipate Needs

1. Eliminate Steps | 2. Anticipate Needs | 3. Load like Lightning

Being quick also means knowing what your customer wants *before* they want it.

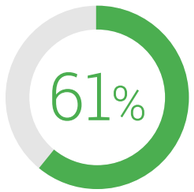
First, check out your top mobile content and searches in analytics. What are your customers doing on your mobile site? Then try the following tips.

Put the Big Stuff First

The calls-to-action for the primary activities on your site or app should be in a prominent spot on your homepage, with secondary actions hidden behind menus.

Virgin America recently focused their mobile experience on one simple call to action: "book a flight." They made room for a single call to action by steering away from offers or distractions that clutter the booking process. Today, their mobile customers can book a flight twice as fast.

Be Location-Aware



of smartphone users say they're more likely to buy from mobile sites and apps that customize information to their location.[46]

Take advantage of the built-in GPS capabilities of smartphones by providing driving directions and showing customers stores near them where a product is in stock.

Zillow implemented a GPS-based search feature on their mobile site and app to allow house hunters to find listings nearby in just a few taps. The result was more homes being viewed per session.

Look at Past Behavior

If a consumer has already been to your company's website, made a purchase or left items in their shopping cart, you know a lot about their needs. Segment your customers by their past behavior, and you can present them with right messaging, direct them to your call center or store, and make their experience frictionless.

46. Consumers in the Micro-Moment, Wave 3, Google/Ipsos, U.S., August 2015, n=1,291 online smartphone users 18+.

Extra Space Storage fuels mobile site performance by knowing its customers

Extra Space Storage built a better mobile experience by speaking to the personas of different customer segments. Their personas were created through in-depth segmentation analysis combined with a simplified Myers-Briggs personality model.

A user who makes quick on-site decisions and knows her storage needs would be labeled as "fast and logical," and one who needs more affirmation during the buying process would be deemed "slow and emotional."

Based on these insights, the Extra Space Storage team tailored messages dynamically to give each type of user the very best customer experience. Thanks to a new iteration with this flexible and customer-centered approach, the company's mobile site saw a

24%↑

increase in conversions. **Learn more**

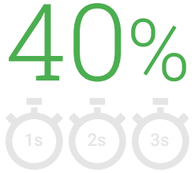
Three Ways to be Quick: 3. Load like Lightning

1. Eliminate Steps | 2. Anticipate Needs | 3. Load like Lightning

The most thoughtful mobile UI in the world will still fall short if your mobile site takes too long to load.

How long is *too long?* Suffice it to say that

40% of shoppers will wait no more than three seconds before abandoning a retail or travel site.[47]

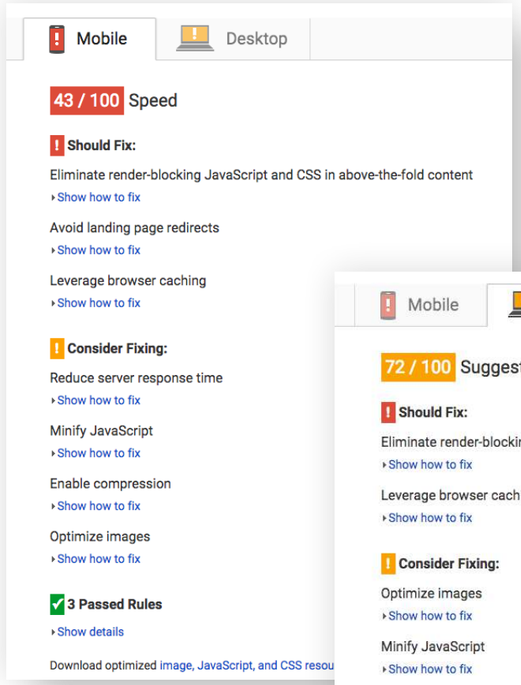


Meet these high expectations by keeping your technical backend up to snuff. Not a coder? No problem. Check out the PageSpeed Insights tool to rate your site's load time and generate custom recommendations to increase your site's speed.

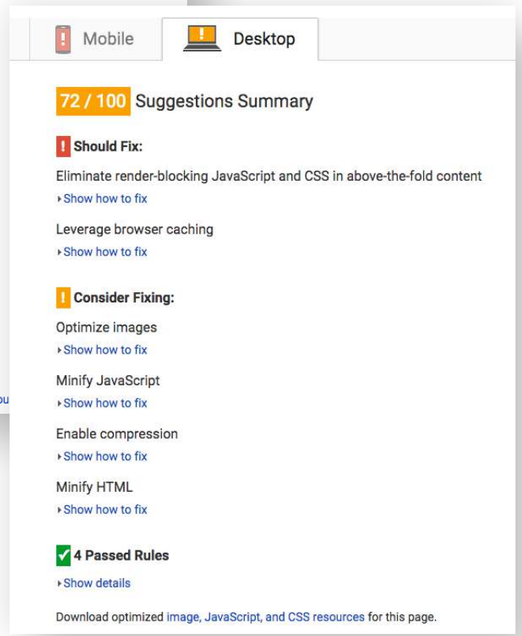
Analyze the mobile performance of your site compared to your desktop site too. Share this report with your technical team to help them with ideas and concrete steps on what to improve.

Example report for a brand's mobile site vs. desktop site:

Mobile Report



Desktop Report



47. Forrester Consulting on behalf of Akamai Technologies; n=1,048 U.S. online consumers, September 2009.

Walmart improves mobile performance with faster load times

In fall of 2014, visitors to Walmart's mobile site were confronted with a blank screen for 7.2 seconds before content was loaded. A year later, the company had reduced page load time to 2.9 seconds.

7.2 seconds in 2014

2.9 seconds in 2015

Walmart.com shaved more than four seconds from its load time by removing several barriers that had been impeding the page from rendering: JavaScript blocking, slow custom fonts, and unoptimized image files that had to be downloaded. In the end, for every one second of improvement, Walmart.com saw conversions increase by up to 2%.[48]

48. State of the Union Page Speed & Performance," Radware, Spring 2015.

Key Questions

Today's consumers move faster than ever on mobile.
Can your brand keep up? Start by asking these questions:

1 What is the key action you want users to take on your mobile site or app? How long does it take to perform it? If more than a few minutes, it's time to streamline.

2 Which functions on your mobile site are absolutely, positively, undeniably essential for your customer? What do you already know about your customer that can help you anticipate their needs?

3 How long does it take for your site to load? The PageSpeed Insights tool can help you engage your technical team on improvements.

5
Connect the Dots

Measuring Your Micro-Moment Strategy

While all channels matter, mobile drives the digital bus today. It has become the connective tissue across the online and offline world, driving valuable actions like store visits and phone calls that directly impact your bottom line. Consider this:

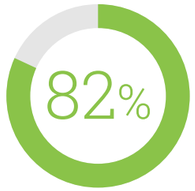
When people use mobile search to help make a decision, they are:

57% more likely to visit a store.

40% more likely to make a phone call.

51% more likely to make a purchase.[49]

And it doesn't stop there. When in stores,



of smartphone users turn to their devices to help them make a product decision.[50]

As micro-moments (especially on mobile) fragment the consumer journey and create new forms of engagement, they also challenge our assumptions about the value of "touchpoints" across media.

For instance, it may no longer make sense to plan your media strategy channel-by-channel for TV, radio, and digital. Are desktop and mobile separate digital channels that compete against each other? Not any more.

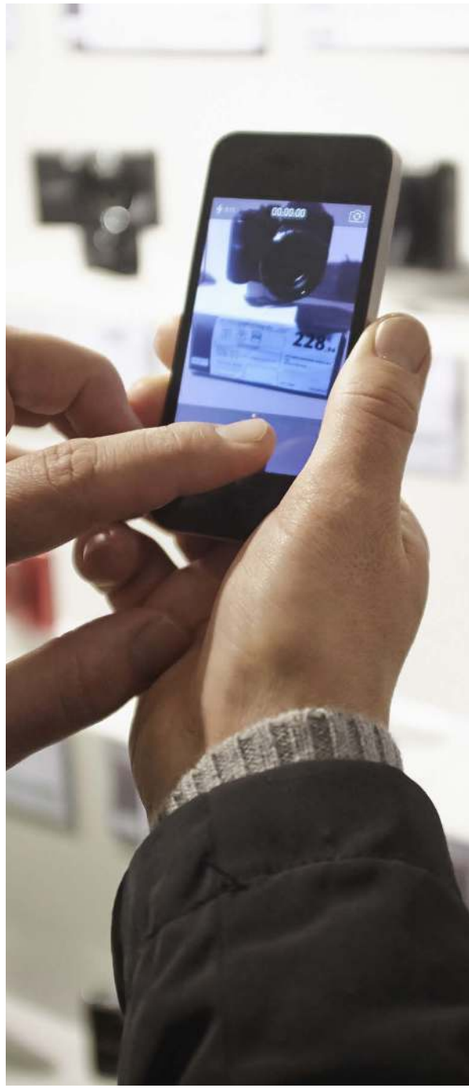
Consumers move seamlessly across many devices en route to conversion, so credit can't just be given to the device in use when the "buy" button was clicked. That undervalues mobile's role in the big picture.

Mobile calls for a more ambitious goal: to actually connect the dots between all screens, channels, and media types. That also means organizing your teams around this new way of thinking.

To rebuild your strategy, reframe your measurements. Connect the dots of micro-moments in three ways:

1. Across screens
2. Across channels
3. Across your teams

49. Google/Nielsen Life360 Mobile Search Moments Q4 2012.
50. Google/Ipsos, "Consumers in the Micro-Moment" study, March 2015, U. S.



Connect the Dots Across Screens

Most businesses still measure conversions and cost per acquisition separately for mobile devices and desktop.

40% of enterprises still go by first-touch/last-touch attribution when measuring marketing and media performance.[51]

When viewed in isolation, these metrics won't show you the larger role mobile plays in your business.

Don't let these traditional metrics distract you from what's really important: sales, revenues, and the bottom line. Your KPIs should measure the sum of all of your digital marketing inputs against profit contribution. Don't just measure the immediate response to the last campaign seen before making a purchase.

For example, if you test an increase in your mobile bids, look at how your account performs *overall* as a result of this change. The key point is to stop viewing your mobile and desktop conversions separately.

> You don't have mobile customers and desktop customers. You just have customers.

Here are four ways to start connecting the dots across screens.

1. Look Beyond Mobile Sales

Even if the sale itself doesn't happen on a mobile device, that doesn't mean mobile didn't play a role. Think about all the ways consumers use mobile to connect with your brand. They tend to look for prices, sizes, or reviews. Or they look to get store directions, download an app, or call a business directly.

These are critical micro-moments to measure—and win—because they can ultimately contribute to a consumer's decision to buy.

Almost one trillion dollars in U.S. retail sales were influenced by mobile last year alone.[52]

To begin measuring more types of mobile conversions, start with your Estimated Total Conversions report in AdWords. It helps you measure the full impact of your digital spend across mobile and desktop, on sites and in apps, and even in stores.

2. Account for Multi-Device Behavior

Today,

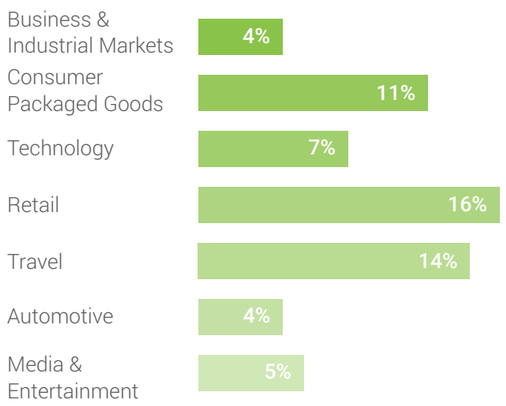
90% of people say they use multiple screens for everyday activities such as booking a hotel or shopping for electronics.[53]

40% of smartphone users who research on their mobile device go on to purchase on a desktop.[54]

It's critical to include this multi-device behavior in your attribution strategy. If you don't, you risk overinvesting in the device where the final conversion occurred or missing out on opportunities to win the sale.

Advertisers around the world have seen conversions rise when they pay attention to cross-device results. For example, U.S. retailers see 16% more search ad conversions when cross-device data is included.[55]

Rise in search ad conversions when cross-device data is included (by industry)



51. Forrester, "Cross Channel Attribution is Needed to Drive Marketing Effectiveness", May 2014, U. S.
52. Deloitte, "Navigating the New Digital Divide: Capitalizing on Digital Influence in Retail", May 2015.
53. Google/Ipsos, "The New Multi-Screen World", August 2012.
54. Google/IAB "Our Mobile Planet", May 2013.
55. Google AdWords Internal Data 2015.

Shutterfly

Shutterfly boosts conversions by 15% using cross-device insights

By measuring cross-device conversions in AdWords, Shutterfly learned how often mobile played a part in its customers' buying behaviors. That led the company to enable 100% of its keywords for mobile.

15%↑

This first round of optimization boosted overall digital conversions by 15% in under a year.

Learn more

Connect the Dots Across Screens

3. Answer the Call

Mobile search will generate

73 billion calls

to businesses in 2018, up from 30 billion in 2013, according to estimates from BIA/Kelsey. Mobile phone calls typically convert at higher rates than website visits, especially for businesses with complex products, like insurance or credit cards. Make sure that mobile gets full or partial credit for those call conversions. (That includes those from clicks that led the customer to your website and then on to a call from a mobile phone.) Simply put, a mobile call is a mobile conversion.

Sophisticated advertisers like Progrexion have learned to connect customers to the right people based on their location in the purchase cycle. It sounds simple—connect a new customer with your sales department and an *existing* customer with your account team—but you'd be surprised how many businesses still send callers straight into a general pool.

4. Measure More Than Just App Installs

Even if their purchases don't happen on your app, your brand's app users are high-value customers, so treat them that way. Don't just count installs and pat yourself on the back. Ask yourself how you can provide useful content and functionality to engage this user base to drive incremental transactions and sales.

A mobile metrics mindset helps Progrexion grow mobile sales 221%

Progrexion

Progrexion, the consumer credit repair experts, found that mobile callers were 30%–40% less likely to convert than people who visited its websites. They're heavily driven by the success of the call center, and initially it looked like mobile wasn't working from a CPA standpoint.

Research showed the problem: many mobile callers were still early in the sales funnel and needed more information before they'd be ready to buy. Progrexion began routing mobile calls straight to salespeople who were experts at educating potential customers on the complexities of credit repair. The result:

221% growth in mobile sales in one year.

and today, mobile's average value per order is equal to that from desktop leads.

"If we hadn't changed our mindset and metrics, we would have missed out on a good chunk of the mobile pie." —*Josh Aston, Director of Online Marketing, Progrexion.*

Learn more

Walgreens understands a useful app creates more valuable customers

Walgreens

When Walgreens saw that almost 50% of people with the Walgreens app used it while shopping in-store, they jumped on the opportunity to elevate the experience.

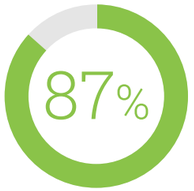
They enhanced the Walgreens app to let customers refill prescriptions via SMS or a barcode scan and launched a "web pick-up" feature that let people order on their phones and pick up in-store.

Between 2011 and 2012, Walgreens doubled mobile app downloads and saw 52% of digital refills come from mobile phones (a rate of one mobile refill per second).

6X Walgreens discovered that shoppers who use the app spend *6X more* than shoppers who don't.

Connect the Dots Across Channels

Foot traffic in retail stores continues to decline. This past year alone it's decreased by over 7%. Yet during that same period, retailers have seen in-store purchases rise.[56] Why? Consumers visited less, but they knew more about what they wanted when entering the store, because



of consumers do research before entering a store.[57]

Measuring how digital influences offline behaviors can reveal insights about your valuable customers and how they purchase. AdWords Store Visits Reporting offers insights to help you measure and optimize how online channels draw shoppers into your store.

For instance, Sprint has discovered that for every online sale generated by paid search ads, they drive five in-store sales.

10%-18%

PetSmart has found that 10%-18% of all clicks on its search ads result in an in-store visit within 30 days.

56. Euclid Analytics, "U.S. Retail Benchmarks Mid-Year Report", 2015.
57. Google/Ipsos, "Digital Impact on in-store shopping", U.S., October 2014.

Sears Gets Mobile Users In-Store

Sears Hometown and Outlet Stores have more than 1,200 physical locations as well as an online store. "Not everything sold in a store is available for purchase online," explains CMO David Buckley, which is why their digital strategy aims to drive in-store sales.

When mobile users search for a product, Sears uses local inventory ads to show exactly how far they are from the nearest store that carries it.

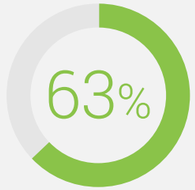
Store visit data shows that, dollar for dollar, local inventory ads create five times more in-store sales than TV advertising.

"Consumers looking for products on mobile are more likely to be looking locally than when doing basic product research on a desktop," Buckley said. "Local inventory ads get mobile users that information faster." Learn more

Bealls Tracks Offline Sales with Surprising Results

Bealls Florida department stores faced a classic challenge in 2013: understanding its growing ranks of mobile customers. How much of the company's $650 million in annual sales was influenced by mobile?

Working with agency Merkle RKG, Bealls used Google Store Sales and consumer data to learn how often mobile customers arrived in one of Bealls' 70 locations.



Bealls discovered that a full 63% of its mobile-driven orders take place offline.

As a result, Bealls has realized an additional

$11.4 million in sales

attributed to paid search, with a 76% overall increase in its mobile ROI.

Valuable Actions

Measure the influence of valuable actions that go beyond the traditional online conversion—things like phone calls, cross-device conversions, and even store visits—and you can answer important questions about your ideal customers. Do they shop across online and offline channels? Do they buy more often after a specific campaign? What marketing channel does the best job of drawing them to nearby stores?

Once you understand how your most valuable customers convert, you can create an organizational structure and put incentives in place to better acquire and nurture them.

Connect the Dots Across Teams

Does your company have a digital team, a call center team, a brand team, and local and store merchandising teams? Do they all have different incentives? For many companies, the awkward answer is, "Yes."

Awkward because micro-moments aren't a "performance thing," and they're not a brand thing. They're not even just a digital thing. They're a consumer thing, and that makes them *everyone's* job.

To create closer collaboration, you may need to rethink how your teams are organized, where they sit, and how they interact.

To improve marketing in today's mobile world, you have to nix the silos and unite incentives.

This will make measuring the whole consumer journey much easier.

Macy's comes together for its customers

What would you do if you learned that your multi-channel customers were worth

8X more than those who shop in just one channel?

That's what Macy's learned recently, and its leadership decided to bring online and in-store marketing together.

Macy's began with a pilot test in its social dresses category, combining the online and offline silos into a unified team with one goal: to win sales. "We put their stock ledgers together; we put their on-order files together, so they had complete clarity of vision and a single view of the inventory. And then told them, 'Go forth and run your business,'" said R.B. Harrison, Chief Omnichannel Officer for Macy's. "And we got incredible results."

The results were so good that in 2015, Macy's announced a formal reorganization of all its categories and of its marketing and merchandising teams. "With the digital and offline teams united behind one goal, they could stop fighting over the customer and start fighting for the customer's needs," said Harrison.

Target builds a seamless new experience

Today,

of Target's customers shop digitally, and three-quarters of them start their experience on a mobile device.

As a result, Target has made significant changes to the way they work to reach consumers in micro-moments.

In its patio furniture category, for instance, the company brought together its separate in-store and online teams and said, "This is now the patio organization." The new digital-first group curates its online and in-store assortments for maximum shopper ease and impact. In-store signs direct shoppers to Target.com for other furniture models. In-store employees get credit for online sales in their area, so they're happy to drive sales through mobile. Even the group's data assets were revamped to create a common view of each customer across devices and channels.

The test was a success, and Target has expanded it across the company. Multichannel guests are now Target's most valuable customers, making

2.9X more visits to Target properties

3.2X more sales than store-only shoppers

"There's no longer a delineation between how our guests live life and how they shop," says Casey Carl, Target's Chief Strategy and Innovation Officer. "They want to flow seamlessly across all of our channels, from desktop to mobile to our stores and everything in between, and so we've got to make that happen by having the right underlying architecture."

Key Questions

Are you ready to connect the dots?
Ask your team these questions:

1 Are you measuring your success in digital by clicks and sessions or for the real real bottom line: profits?

2 Are you accounting for all types of mobile-driven conversions, including those that happen in your store, app, and call center?

3 Do your teams talk to each other? About both goals and results? What can your organization do to break down silos and keep them talking?

Contributors to this Guide

Lead Authors: Laura Adams, Elizabeth Burkholder, Katie Hamilton
Exec sponsors: Nicolas Darveau-Garneau, Lisa Gevelber, Matt Lawson
Research: Yili Chang, Yijia Feng, Sara Kleinberg
Case Studies: Tran Ngo
Editorial: Brianne Janacek Reeber
Production & Design: Leslee D'Antonio, Dain Van Schoyck

Google