



February 2015

MOBILE COMMERCE ROUNDUP

Consumers don't think about online or offline—they're just shopping. And as they become more reliant on their mobile devices, mcommerce comprises an even larger part of the ecommerce pie. To help marketers looking to target mobile shoppers, eMarketer has curated a roundup of our latest coverage on the subject, including key trends, statistics and interviews.

presented by



Overview

Consumers don't think about online or offline—they're shopping. Most retailers, on the other hand, are still having trouble providing a unified shopping experience. Omnichannel marketing as a term may be trendy, but there's nothing ephemeral about the idea that customers prefer a seamless, cross-channel shopping experience.

While the vast majority of retail purchases still take place in stores, the purchase decision process increasingly flows through smartphones. There are a few exceptions: Most groceries and packaged goods aren't reconsidered each time. But for considered purchases, people are researching online before and during their time in a store.

Mobile is the catalyst for sales captured elsewhere. eMarketer estimates that there were 145.9 million mobile shoppers in the US this year, up 23 million from 2013. Only about half of smartphone shoppers, however, will buy anything on their phones. In 2015, we expect mobile to account for only 1.6% of total US retail sales.

A Placecast survey conducted by Harris Poll in October 2014 confirmed the multifaceted role of smartphones in shopping. Only 14% of US smartphone owners said they planned to make a purchase on such devices this holiday season. Far more consumers intended to use their phones to find a local retailer (39%), get social feedback on a potential gift (38%) or find a coupon in-store (33%).

Even so, most mobile research leads to a purchase, just not on the smartphone. In a March 2014 survey conducted by Nielsen for xAd and Telmetrics, between 70% and 80% of US smartphone or tablet users said they had completed or would soon complete a purchase related to their smartphone search. The study also found that more than 40% of consumers considered a smartphone or tablet their most important media resource for a purchase decision.

In-store mobile use is prevalent across age groups. comScore reported that in April 2014, 35% of US internet users showroomed, including nearly half of millennials and

even 28% of seniors 65 and older. In a more recent Q3 2014 comScore survey, 44% of smartphone owners said they participated in showrooming.

US Mobile Buyers as a Percent of Mobile Shoppers, by Device, 2013-2018

	2013	2014	2015	2016	2017	2018
Mobile buyers % of mobile shoppers	66.2%	69.7%	71.2%	73.9%	75.7%	76.0%
—Buyers on smartphone % of shoppers on smartphone	51.3%	51.9%	52.4%	53.0%	53.5%	53.7%
—Buyers on tablet % of shoppers on tablet	75.0%	79.1%	80.9%	85.1%	86.8%	88.1%

Note: ages 14+; mobile buyers are mobile device users who have used their mobile device to make at least one purchase via web browser or mobile app during the calendar year; mobile shoppers are mobile device users who have used their mobile device to browse, research or compare products via web browser or mobile app during the calendar year, but have not necessarily made a purchase via mobile device

Source: eMarketer, Sep 2014

178728

www.eMarketer.com

Ways in Which US Smartphone Owners Plan to Use Their Smartphone While Holiday Shopping, Oct 2014

% of respondents

To look for an item in a search engine (e.g., Bing, Google, Yahoo) to find a local retailer

39%

To take a picture of a potential gift to text to friend or family member for their opinion

38%

To search for a coupon for a store I am in

33%

To search for a coupon for an item/brand I plan to purchase

32%

To check availability of items at specific local retailers

28%

To scan an item's QR code using an app to compare prices at other stores/online

24%

To use my phone to make a purchase

14%

For something else

11%

Note: n=1,181 ages 18+

Source: Placecast, "Trends on Mobile Use This Holiday Season" conducted by Harris Poll, Nov 26, 2014

182424

www.eMarketer.com

Not All Mcommerce Is Created Equal

Average basket size varies with mobile OS

Mobile phones are changing the way consumers shop. With a device always at hand, researching and price comparing is a possibility anywhere at any time. Though most shoppers still purchase in-store, ecommerce sales continue to consume larger and larger chunks of retailers' totals. And as consumers become more reliant on their devices, especially their go-everywhere-do-everything smartphones, mcommerce comprises an even larger part of the ecommerce pie.

Smartphones and tablets accounted for 43% of all site visits in Q3 2014, according to MarketLive's "Q3 2014 Performance Index." The study also found that they made up one-fourth of all ecommerce revenue in the quarter as well. But it's smartphone traffic and revenue that climbs ever higher: Smartphone traffic grew by 62% year-over-year, the study showed, and revenues shot up 141%. The biggest smartphone revenue gains were in the beauty and health sector (191%), housewares and furniture (184%) and brick and mortar stores (174%).

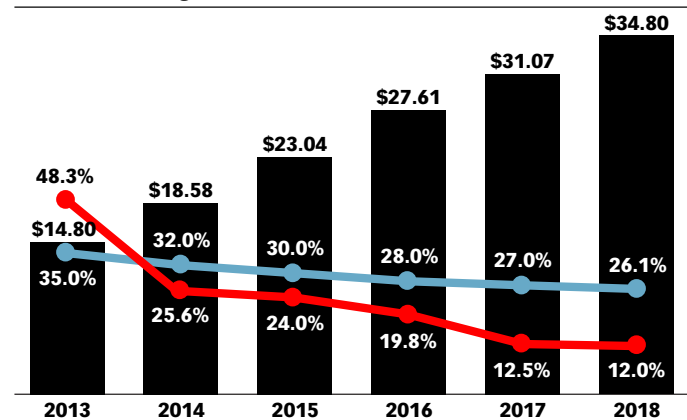
Despite widespread adoption of the tablet—and consumers' tendency to treat it more like a desktop than like a phone—the far more versatile smartphone continues to be the device to watch. The study estimated that smartphone revenue share would surpass tablet share by mid-2015.

eMarketer projects that smartphone retail mcommerce sales will continue to grow, reaching \$34.80 billion by 2018, 26.1% of the total retail mcommerce sales.

Still, not all smartphones were created equal for mcommerce sales. Studies also indicate that order value varies among iPhones, Android devices and Windows devices. Monetate's "Ecommerce Quarterly EQ1 2014: Browsing by Another Name" found that Windows users' purchased averaged \$100.91 per order. Android users spent more—\$111.70—but average order value climbed even higher when the shopper bought on an iPhone (\$117.76).

Shoppers are influenced by what happens on their mobile devices, and retailers' success in mcommerce depends on how well they can cater to this new environment. This means understanding every step of the path to purchase, from social recommendations to transactions online and offline, aside from the requisite mobile site design—and using that information in digital advertising campaigns, design and more.

US Smartphone Retail Mcommerce Sales, 2013-2018
billions, % change and % of retail mcommerce sales



■ Smartphone retail mcommerce sales
■ % change ■ % of retail mcommerce sales

Note: includes products or services ordered using the internet via smartphones, regardless of the method of payment or fulfillment; excludes travel and event ticket sales
Source: eMarketer, Sep 2014

178714

www.eMarketer.com

US Average Ecommerce Order Value, by Device, Q1 2013-Q1 2014

	Q1 2013	Q2 2013	Q3 2013	Q4 2013	Q1 2014
Tablet					
iPad	\$131.35	\$131.06	\$131.90	\$146.23	\$160.00
Kindle Fire	\$104.83	\$100.45	\$108.72	\$123.74	\$122.12
Android	\$91.79	\$92.67	\$92.74	\$109.95	\$106.82
Smartphone					
iPhone	\$115.01	\$108.79	\$106.06	\$124.55	\$117.76
Android	\$106.97	\$117.22	\$102.98	\$121.09	\$111.70
Windows	\$96.59	\$90.01	\$89.29	\$106.43	\$100.91
Total					
Desktop/laptop	\$143.66	\$143.54	\$146.07	\$148.81	\$197.21
Tablet	\$129.16	\$128.81	\$129.90	\$144.31	\$156.28
Smartphone	\$111.87	\$111.50	\$104.82	\$123.18	\$115.23

Note: represents activity on Monetate's network, broader industry metrics may vary

Source: Monetate, "Ecommerce Quarterly EQ1 2014: Browsing by Another Name?" June 10, 2014

175594

www.eMarketer.com

Majority of Digital Travel Researchers Will Be Mobile by Next Year

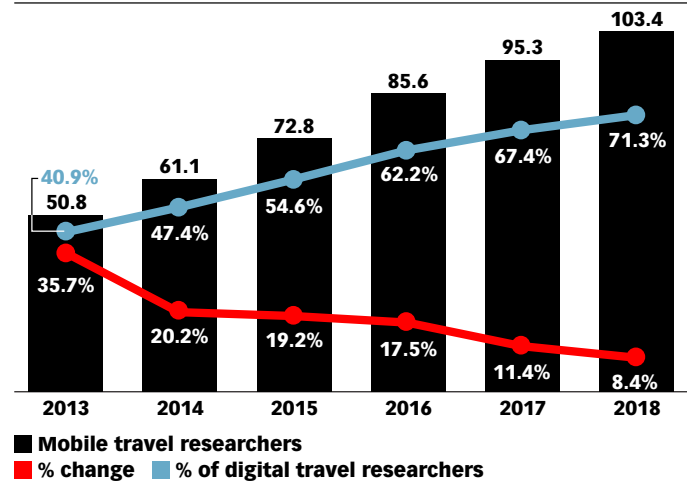
Most mobile travel research and booking occurs on smartphones rather than tablets

2015 will be the tipping point: Half of digital travel researchers will check out flights, hotels and more not only on a desktop or laptop PC but also (or only) via mobile, eMarketer predicts.

Based on eMarketer's latest forecast of digital and mobile travel researching and booking, 128.8 million people in the US will research travel on the internet this year, or 63.0% of internet users. Of that group, 47.4% will do so via mobile. Meanwhile, 106.3 million people (52.0% of internet users) will actually book travel online, including 31.6% of the total who will book travel on their mobile devices.

Most mobile travel research—and booking—will occur on smartphones rather than tablets. More than nine in 10 mobile travel researchers will use smartphones to look up info this year, vs. 81.5% who will use tablets. The gap is much smaller when it comes to booking behaviors.

US Mobile Travel Researchers, 2013-2018
millions, % change and % of digital travel researchers

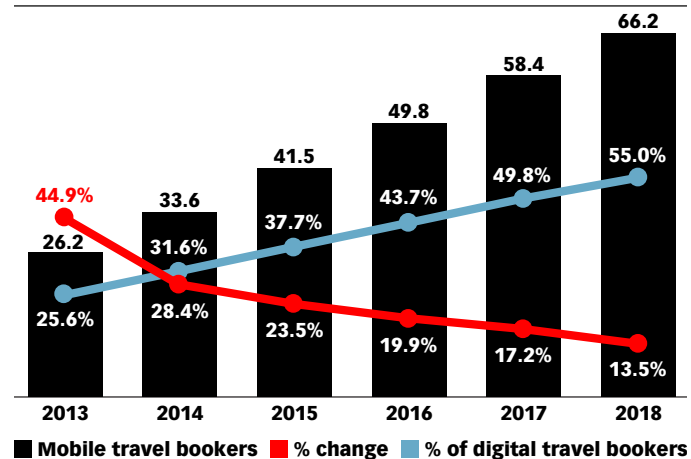


Note: ages 18+; mobile device users who researched travel information prior to a trip via mobile device at least once during the calendar year but did not necessarily book
Source: eMarketer, Oct 2014

180131

www.eMarketer.com

US Mobile Travel Bookers, 2013-2018
millions, % change and % of digital travel bookers



Note: ages 18+; mobile device users who booked travel via mobile device at least once during the calendar year
Source: eMarketer, Oct 2014

180133

www.eMarketer.com

Shoppers Turn to Smartphones and Tablets to Cash In Coupons

Tablet users are more likely to redeem coupons than smartphone users

Consumers continue to use digital coupons to stretch their dollars. eMarketer forecasts that digital coupon users, which include internet users ages 18 and older who redeem a digital coupon or code via any device for online or offline shopping at least once per year, will account for 55.0% all US internet users in 2014. The digital coupon audience is a relatively mature group, but there's still room for modest growth over the next few years.

Mobile coupon users are making up a growing portion of the larger digital coupon audience as more consumers make in-home purchases via smartphone and tablet and as more shoppers use a mobile device to enhance their in-store experiences. eMarketer expects the number of adults who redeem coupons via mobile device for either online or offline shopping to rise from 78.69 million to 104.11 million between 2014 and 2016, or from 70.0% to 82.0% of all digital couponers.

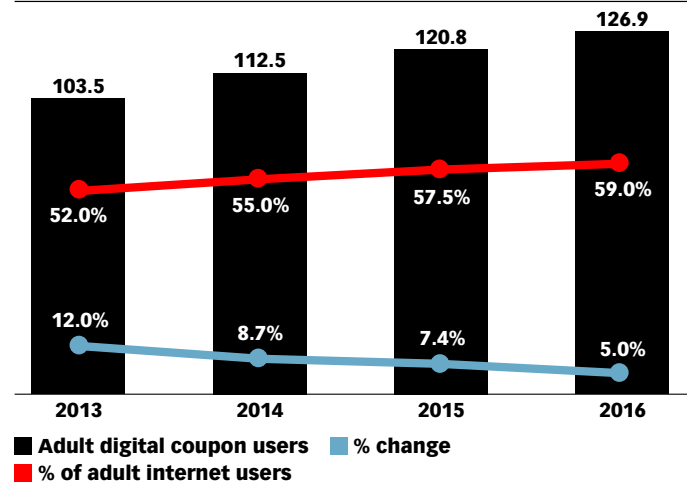
Younger deal-savvy shoppers who are heavy smartphone users have especially embraced mobile couponing in recent years.

eMarketer estimates that only 36.5% of marketers will offer mobile coupons in 2014. By 2016, 44.5% of marketers will do so. The increasing usage of mobile coupons by brands, continued smartphone and tablet adoption (especially among the less-penetrated older audiences) and the rising number of mobile channels offering easily accessible coupons—such as mobile apps, daily deal and group buying sites, email, and social networks—will help fuel double-digit growth in marketer uptake, which will persist through 2016.

Tablet users are much likelier to make online purchases compared with smartphone users. Similarly, adult tablet users are more likely than adult smartphone users to redeem mobile coupons. This year, 53.0% of the tablet consumer base will use a tablet for coupon redemption,

US Adult Digital Coupon Users and Penetration, 2013-2016

millions, % of adult internet users and % change



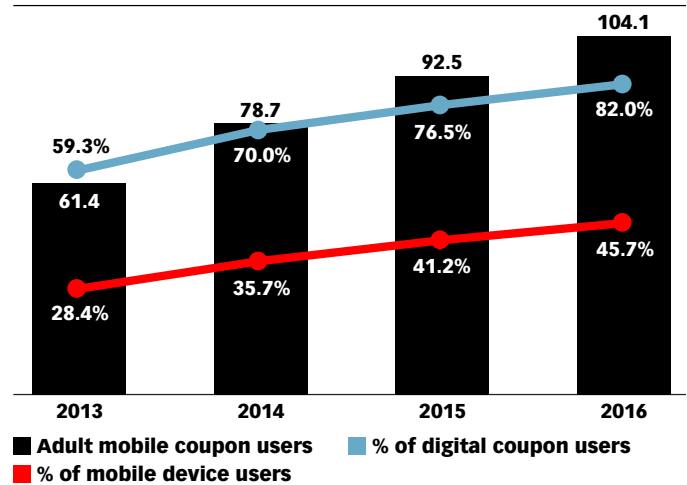
Note: ages 18+; internet users who redeemed a digital coupon/code via any device for online or offline shopping at least once during the calendar year; includes group buying coupons
Source: eMarketer, Nov 2014

181600

www.eMarketer.com

US Adult Mobile Coupon Users and Penetration, 2013-2016

millions, % of mobile device users and % of digital coupon users



Note: ages 18+; individuals who used a mobile device to redeem a coupon/code obtained from app, mobile internet, QR code/other mobile barcode or SMS for online or offline shopping at least once during the calendar year; includes group buying coupons purchased via mobile device
Source: eMarketer, Nov 2014

181603

www.eMarketer.com

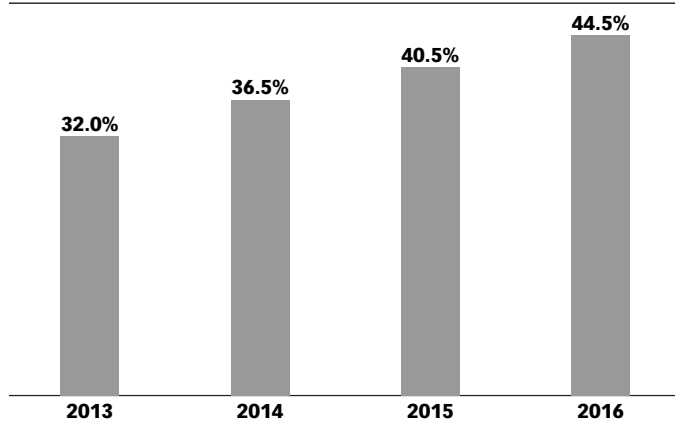
Shoppers Turn to Smartphones and Tablets to Cash In Coupons (continued)

compared to 40.0% of the US smartphone audience who will do so via smartphone.

Tablets are commonly used for digital purchases at home, while many shoppers use their smartphones to redeem coupons while making purchases in brick-and-mortar stores. As smartphone users become more at ease with mobile buying, consumers will increasingly redeem coupons via smartphones. eMarketer forecasts that the number of smartphone coupon users will surpass that of tablet coupon users in 2015, though tablet users will continue to lead in mobile coupon user penetration.

Share of US Companies Using Mobile Coupons for Marketing Purposes, 2013-2016

% of total



Note: companies with 100+ employees; includes use of any coupons/codes that are accessed via a mobile device through mobile-optimized websites, mobile apps or SMS for marketing purposes
Source: eMarketer, Nov 2014

181604

www.eMarketer.com

Hispanics More Likely to Use Mobile for Purchase-Related Activities

Comfort level with mobile transactions is an extension of Hispanics' consumer behavior

Paying via a credit card stored on a phone, purchasing tickets or transferring money via mobile apps—these are activities that just a fraction of the US population is doing by mobile phone. Yet there is a higher comfort level with using mobile devices for these types of transactions among Hispanic consumers than their non-Hispanic counterparts.

A March 2014 survey of 500 Hispanics and 500 non-Hispanics by PricewaterhouseCoopers asked respondents what types of purchase-related activities they used mobile phones for at least once per week. While a little more than half of non-Hispanics said they had checked a bank balance, paid a bill or made a transaction with their mobile phone, closer to two-thirds of Hispanics said they performed these activities at least once per week. Hispanics were also more likely to use their mobile phones more often to make reservations, purchase tickets for travel and entertainment, and transfer money to someone else.

A higher number of transactions doesn't necessarily mean a higher amount of money is being spent via mobile devices among Hispanics. Research from Hispanic market research firm ThinkNow Research, which examined spending in the electronics, airline, clothing and music categories, revealed that non-Hispanics outspent Hispanics on mobile purchases. Yet when looked at by spending per person, Hispanics were edging out non-Hispanics in the amount of money spent annually on mobile devices.

With US smartphone user penetration at nearly equal rates among Hispanics and the total US population the higher rates of purchasing and spending per capita can't be significantly attributed to device ownership. Hispanics' comfort level with mobile transactions may have more to do with their mobile mindset.

PwC discovered in its research that Hispanic consumers, who already consider themselves more mobile than the general population, say mobile technology is important to

their lifestyle. It is already second nature to use mobile as a way to stay in touch with far-flung family or to access information and entertainment on the fly, according to PwC's report. Mobile transactions are just another example of their comfort level with mobile technology.

Purchase-Related Mobile Activities of US Hispanic vs. Non-Hispanic Mobile Phone Users, March 2014 % of respondents in each group

	Hispanics	Non-Hispanics
Check bank balance, make a transaction, pay a bill	65%	53%
Download electronic coupons	25%	17%
Pay for goods/services with a credit card stored on phone	24%	13%
Get loyalty/discount points using phone at checkout	19%	13%
Make travel reservations or purchases	15%	9%
Purchase movie/show tickets	13%	7%
Transfer money to another individual	10%	7%
Purchase tickets to live show, concert or sporting event	10%	6%

Note: conduct activity at least once per week

Source: PricewaterhouseCoopers (PwC), "Consumer Intelligence Series: Mi Móvil: Hispanic consumers embrace mobile technology," May 21, 2014

173985

www.eMarketer.com

Annual Spending and per Capita Spending via Mobile by US Hispanic vs. Non-Hispanic Mobile Device Users, by Category, Aug 2014

	Annual (billions)		Per capita	
	Hispanic	Non-Hispanic	Hispanic	Non-Hispanic
Electronics	\$2.7	\$11.1	\$84.00	\$67.00
Airline tickets	\$2.0	\$8.8	\$62.00	\$53.00
Clothes	\$1.1	\$4.0	\$34.00	\$24.00
Music	\$1.2	\$0.3	\$8.00	\$7.00

Note: via smartphone and/or tablet

Source: ThinkNow Research and Zpryme Research & Consulting, "US Annual Mobile Spending," Nov 12, 2014

182173

www.eMarketer.com

Apparently Shopaholics Have Discovered Apps

Retail app usage rose 174% last year

Consumers were hungry for mobile apps last year. According to Flurry data released earlier this month, overall app usage—which involves a user launching and actually using an app—grew by 76% year over year in 2014.

Retail was the star of the show last year. Lifestyle and shopping mobile app usage soared 174% on iOS (where the “lifestyle” category includes more than shopping) and Android. On Android alone, sessions in shopping apps more than tripled, with a 220% gain.

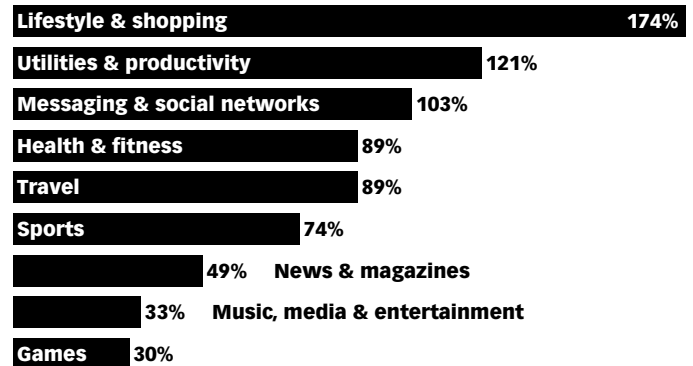
Flurry found that mobile app shopping (tracked on Android devices in the US only) was highest around 9am and noon, mostly done outside of the household. Activity during the afternoon was slower, but usage spiked again to its highest level at 8pm, with most of this taking place at home.

Despite the increase in time spent, though, there’s a bigger likelihood that those shoppers were browsing—not buying. According to October 2014 research by Visual Website Optimizer (VWO), among the 40% of US internet users who had a shopping app on their mobile phone or tablet, fewer than 40% used such apps to make purchases. But this doesn’t mean the remaining 61% weren’t buying—chances are, if they found something they liked, they headed to the store to finalize the purchase.

The global mobile app audience is expected to pass 2 billion this year, according to September 2014 estimates from 451 Research. The research firm predicted that the number of active mobile app users worldwide would rise from 1.81 billion to 2.17 billion between 2014 and 2015. By 2018, it expected this total to pass 3 billion.

Usage Growth Rate for Select Mobile App Categories Worldwide, 2014

% change vs. prior year



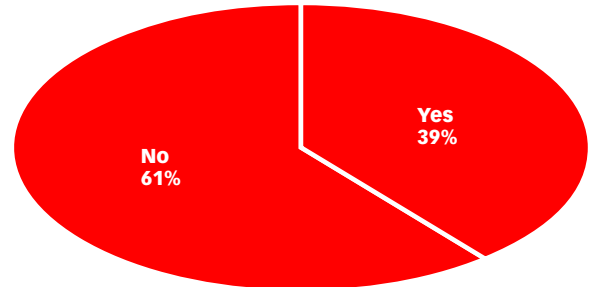
Note: represents activity on Flurry’s platform, broader industry metrics may vary; based on growth of usage sessions, defined as a user launching and using an app
Source: Flurry Analytics as cited in company blog, Jan 6, 2015

183871

www.eMarketer.com

US Mobile Shopping App Users Who Use Mobile Shopping Apps to Make Purchases, Oct 2014

% of respondents



Note: ages 18-65; among the 40% of respondents who have a shopping app on their mobile phone/tablet
Source: Visual Website Optimizer (VWO), “eCommerce Survey 2014,” Oct 10, 2014

183747

www.eMarketer.com

Thanks to the iPad, iOS Dominated Holiday Mcommerce

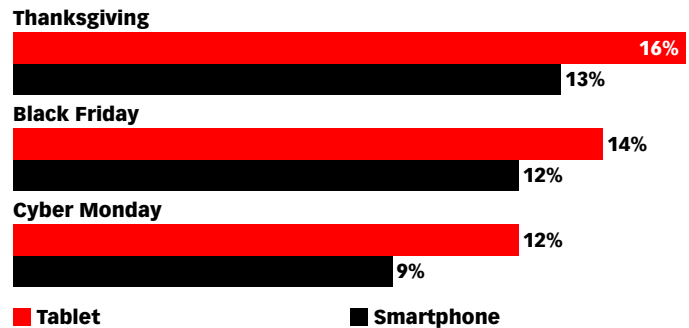
iPads accounted for nearly half of holiday mcommerce sales

Apple accounted for 51.3% of device activations during the week leading up to Christmas, and recent research suggests the brand's devices weren't just popular presents—they were popular shopping tools throughout the holidays as well. According to Adobe Digital Index, iOS devices accounted for three-quarters of US mcommerce sales this past season. This was due largely to the iPad, which was the mobile device of choice for holiday shoppers, with 48% of sales.

Though Android tablets drove just 6% of mcommerce holiday sales, tablets still accounted for the majority of mobile sales on Thanksgiving, Black Friday and Cyber Monday, thanks to the iPad. Adobe noted, though, that smartphones had gained share in holiday mcommerce sales, rising from one-third to nearly half of sales this year. A key reason for this growth? Larger screen sizes.

IBM data released earlier this month also showed tablets beating smartphones for holiday sales share—at 13.4% vs. 9.1%—as well as conversion rate, average page views and average order value. However, there was one place where smartphones won: traffic. The smaller mobile devices drove nearly one-third of US holiday retail ecommerce traffic. Still, mobile has yet to overtake the traditional desktop for holiday online shopping. PCs accounted for 54.8% of traffic and generated 77.3% of sales.

US Holiday Season Mcommerce Sales as a Percent of Total Ecommerce Sales, by Device and Day, 2014 % of total digital sales



Note: in 2014, Thanksgiving was Nov 27, Black Friday was Nov 28 and Cyber Monday was Dec 1
Source: Adobe Digital Index, "2014 Holiday Shopping Recap," Jan 9, 2015
184489 www.eMarketer.com

US Holiday* Retail Ecommerce Metrics, by Device, 2014

	Desktop	Smartphone	Tablet
% of traffic	54.8%	31.2%	13.4%
% of sales	77.3%	9.1%	13.4%
Conversion rate	4.5%	1.2%	3.5%
Bounce rate**	32.0%	40.6%	33.6%
Average page views	7.7	5.9	7.5
Average order value	\$125.1	\$99.3	\$112.7

Note: numbers may not add up to 100% due to rounding; *Nov and Dec 2014; **the percent of sessions via desktop or mobile devices in which visitors only viewed one page before leaving the site
Source: IBM, "Online Holiday Shopping Recap Report 2014," Jan 8, 2015
184426 www.eMarketer.com

CMO One-to-One: Neiman Marcus Readies Visual Search for Shoes and Handbags



Wanda Gierhart

CMO

Neiman Marcus

eMarketer: How is Neiman Marcus using visual search?

Wanda Gierhart: Today, most online shopping experiences begin with words—either a keyword search or navigating in a hierarchy on a website or in Google. We were thinking a picture is worth a thousand words. Visual search removes all of that context about what the word actually means. So from the moment of your inspiration—from seeing something that you like on someone walking down the street with a great bag, or in a magazine or wherever—you can take a picture of it on our app and get immediate gratification.

The app searches within a few seconds, and comes up with something comparable, if not that same item, on our website that we sell. And then you just click to buy through our mobile app. It is as simple as that.

eMarketer: Does it cover your whole product catalog?

Gierhart: The initial launch will be shoes and handbags only. We just want it to get out there and [have people] start using it. And then, hopefully, we'll roll out to other categories. Shoes and handbags are some of those instant gratification things that people are buying, so we thought it was a great first product category for our mobile app.

“The initial launch will be shoes and handbags only. We just want it to get out there and [have people] start using it.”

eMarketer: In your testing, how accurate do you find it?

Gierhart: I would say it's probably close to 95%, if not better. We have been working on this for the last several months, obviously. We wouldn't launch it if we didn't think we had it pretty refined. It works extremely well. I think visual search will revolutionize the industry and how search in general works for lots of different businesses.

eMarketer: What do you hope to achieve by adding visual search to your app?

Gierhart: Neiman's has always been about providing great service to our customers at any time, any place, on any device. So that's how we originally thought of this. We were all sitting around and we [asked each other], how do we make shopping easier? And especially mobile shopping, when you're on the go, on the street, and you see someone out in a restaurant and think, “Oh my god, I love that handbag. That's a great pair of shoes.”

Now you can just snap it. You don't have to go up to them and ask, “Where did you get it?” You can just take a picture of it and visual search and have it. It's that instant gratification of shopping.

“You can just take a picture of it and visual search and have it. It's that instant gratification of shopping.”

eMarketer: Do you think it will replace some types of searches, or do you think it will augment existing searches?

Gierhart: It will probably augment. It's adding a new utility to what was there before. There are probably several situations where you still are not going to be able to find that thing you're thinking of, so you're going to want to search. There will still be contexts for both.

eMarketer: What prompted you to decide to pull the trigger on visual search now?

Gierhart: We wanted to be first to market. I think visual search is the next thing that everyone's going to start rolling out in the next year. So we just wanted to get out there and start trying it with our customers so we could figure out how to improve it.

eMarketer: Have you done any tests yet, nonpublic tests?

Gierhart: We've rolled it out on our mobile app to all of our employees.

eMarketer: What has been their feedback so far?

CMO One-to-One: Neiman Marcus Readies Visual Search for Shoes and Handbags (continued)

Gierhart: Amazed. They're saying, "This is the coolest thing."

eMarketer: What do you see as visual search's impact on retail?

Gierhart: I think Google is going to have to rethink what they do. For a lot of people in the industry, this will really change things.

eMarketer: Do you have an opinion on what (if anything) needs to happen before visual search is broadly used in retail?

Gierhart: We are at a major technological breakthrough, but for widespread adoption, people will expect results to be even faster, even more accurate, and [they'll expect] the ability to quickly "find more" by whatever attribute they are looking for.

So, while someone may take a photo of a leopard-print high-heel shoe with a bow, they'll want immediately to have the choice to not only find shoes that look like that, but find more shoes in either leopard print or bows, to dig even deeper.

StubHub Prides Itself on End-to-End Mobile Experience



Michael Lattig

CMO

StubHub

eMarketer: Mobile has played a huge role for StubHub over the years. Do you continue to use the medium for your marketing efforts?

Michael Lattig: Mobile is an essential part of our strategy, both from a product and marketing standpoint. It's convenient for people to research and access an event from their smartphone. Our focus on mobile is really strong right now. We launched mobile-optimized tickets for our Major League Baseball partners and some concert venues. Creating that end-to-end experience through a single device like mobile is what customers are looking for.

We've used location technology in past campaigns that were based on previous customer visits. If someone had been to a bar near a certain stadium, we [sent] retargeted [ads] for tickets to see a team based on their previous visit to that location.

Location shows good promise in terms of relevance. However, the question and the challenge is scaling that approach.

eMarketer: How has mobile ticketing evolved over the years?

Lattig: Mobile is now an end-to-end experience for consumers. Our mobile-optimized tickets feature lets someone walk down the street to the stadium, stand outside the venue, open up the StubHub app, find the seats they would like at the price they want, buy them and walk right in. All of that happens in the ecosystem on their device.

"We've launched a programmatic campaign that's been successful in bringing people back to the site and driving them through to transactions."

eMarketer: In addition to mobile, what other channels does StubHub use? What's been your most effective one?

Lattig: It's important to apply the right channel, approach and discipline to what you're trying to accomplish. Over the last couple of years we've been successful in driving awareness and consideration through offline marketing, including TV, print and out-of-home. It has driven mass reach for awareness and consideration among the concert audience.

At the same time, we've launched a programmatic campaign that's been successful in bringing people back to the site and driving them through to transactions.

eMarketer: Tell me more about the programmatic campaign.

Lattig: We built a small team with the right partners, in this case BlueKai and Turn. They helped us drive retargeting and prospecting programs that are proving to be highly efficient in bringing people back to the site who have visited before—whether they've purchased in the past or not—and getting them through that next level of transaction. We've built it up over the past year and it's starting to scale for us and pay great dividends.

eMarketer: Retargeting is becoming quite the buzzword. What are your thoughts on it?

Lattig: It's a valuable part of the mix. You have to find the right balance between demand-capture channels, retention channels and prospecting or acquisition channels.

You have to work hard to squeeze out the value and make sure you're not just spending money to be in front of people who would have transacted anyway.

eMarketer: StubHub has several storefronts. How important is it for marketers to have a physical presence, in addition to a digital one?

Lattig: We have a few last-minute service offices strategically sprinkled throughout the country. We have stores in Los Angeles, New York, Boston and other major markets where there are constantly events going on and

StubHub Prides Itself on End-to-End Mobile Experience (continued)

there is a need for people to pick up tickets last-minute.

We've been able to use them as a great customer service center as well. It's a great thing for an ecommerce company like us to be able to have that direct interaction with fans and have an opportunity for them to come in, meet us and know that we're not just a website or an app.



Satisfy users' demand for instant gratification

Situational optimizations applied intelligently based on device, network, location and browser

Delivering a consistent online experience — whether they're viewing your site from a desktop or mobile device — is no longer a luxury, it's a requirement that today's on-the-go consumers demand. Optimizing for multiple geographies, browsers, devices, and connectivity is hard. *Akamai can help.*

To learn more about how Akamai can help you create a seamless experience for your customers visit **visit akamai.com/mobile**



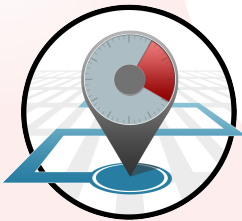
eMarketer

The leading research firm for marketing in a digital world.



Coverage of a Digital World

eMarketer data and insights address how consumers spend time and money, and what marketers are doing to reach them in today's digital world. [Get a deeper look at eMarketer coverage](#), including our reports, benchmarks and forecasts, and charts.



eMarketer Corporate Subscriptions: The Fastest Path to Insight

All eMarketer research is available to our clients via an annual corporate subscription. The subscription provides clients with access to all eMarketer analyst reports, signature charts, interviews, case studies, webinars and more. See for yourself how easy it is to find the intelligence you need. [Learn more about subscription options](#).



Confidence in the Numbers

Our unique approach of analyzing data from multiple research sources provides our customers with the most definitive answers available about the marketplace. [Learn why](#).

Schedule a personalized demonstration or request a quote today.

Go to eMarketer.com, call 212-763-6010, or email sales@emarketer.com.