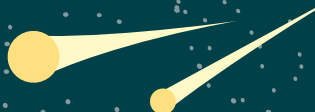
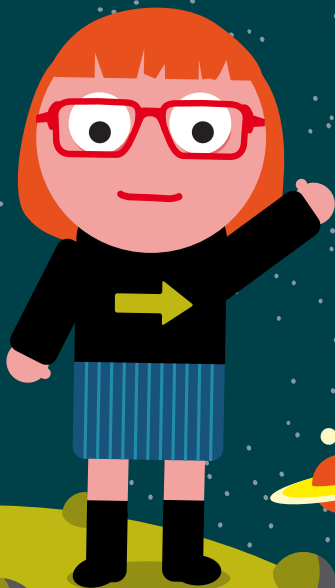


MOBILE DEVELOPER'S GUIDE TO THE PARALLEL UNIVERSE



The **Companion Guide** of the
MOBILE DEVELOPER'S GUIDE TO THE GALAXY

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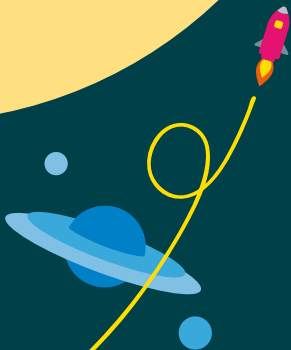
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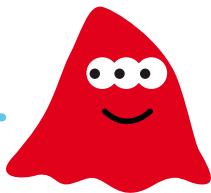
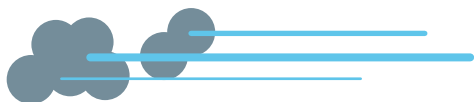
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INTRODUCTION

Welcome to the 1st Edition of the Mobile Developers Guide to the Parallel Universe. **Warning: This Guide is about marketing stuff!** Applications don't sell themselves. In order to be successful, developers also need to be fluent in the language of marketing. This guide aims to simplify the process and steps of marketing; and provide a few tips and tricks. It is a Companion Guide to the ever popular Mobile Developers Guide to the Galaxy, now in it's 10th Edition which focuses more on the technical issues of mobile application development.

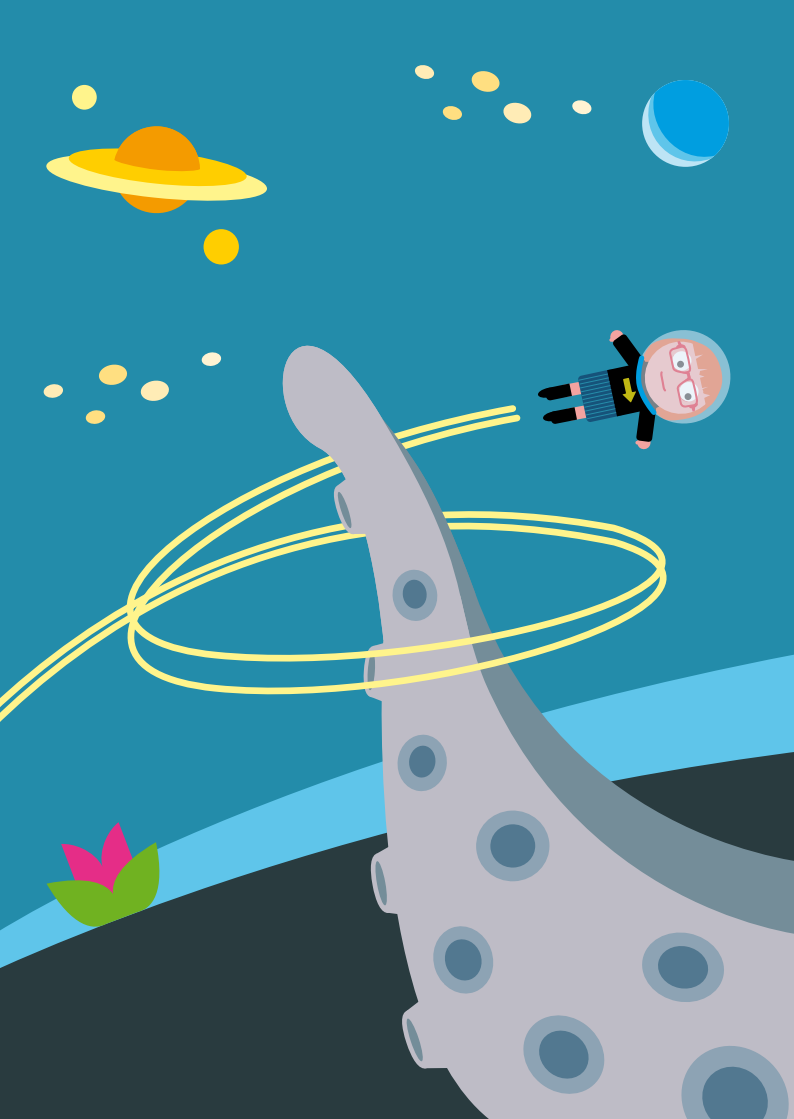
Moving at the Speed of Mobile

Mobile is like no other industry in terms of its global reach, impact and the speed of change. Mobile development is not for the faint of heart due to the:

- Shortened product cycles
- **Big** demand
- Amount of developers
- Small companies & **big companies**
- **Huge** growth
- **Immense** fragmentation
- New Entrants, especially those unfamiliar with the nuances of wireless networks and fragmentation.
- Big **fun!**

All this means more competition, but more innovation and more opportunities too. There's never a dull moment!





START WITH A PLAN

You have a plan, right? Even with the good building blocks of your chosen platform, great coders and a good idea, if you don't have a plan, you may end up with an app that only lasts 30 days on the market, or worse, doesn't make it to market at all. According to a survey by WIP (August 2011), only 63% of developers had a business plan, whereas 37% "just got down to coding". So, if you have a plan—you are already a step ahead of a lot of your competitors.

Parts of the Plan

A good business and marketing plan should include these components:

1. Market research
2. Product development & lifecycle management
3. Revenue and business models
4. Promotion, marketing tactics, distribution and merchandising
5. Measuring Customer Engagement
6. Raising Money

This guide will review all of these parts. As you read, take note of how you can use the strategies and tactics to push your app to success. Remember—a good idea is just the beginning!

**Repeat:
Early & Often**



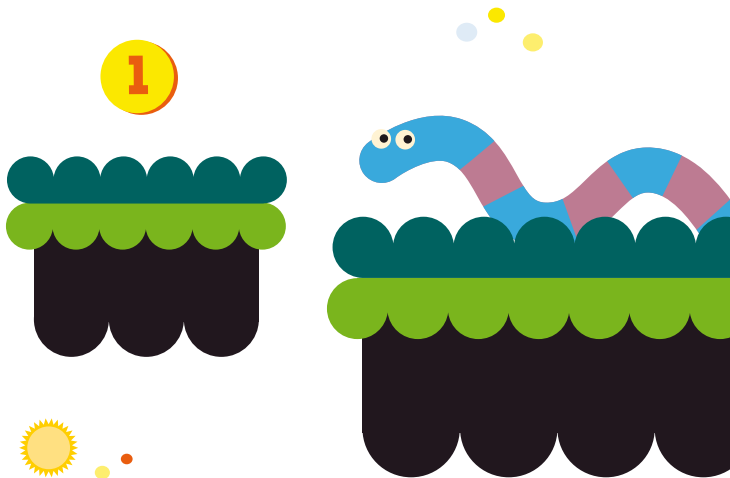


PRODUCT DEVELOPMENT & LIFE CYCLE MANAGEMENT

Before we dive into the guts of the marketing and business components, we wanted to mention product development so it is clear where it fits with marketing.

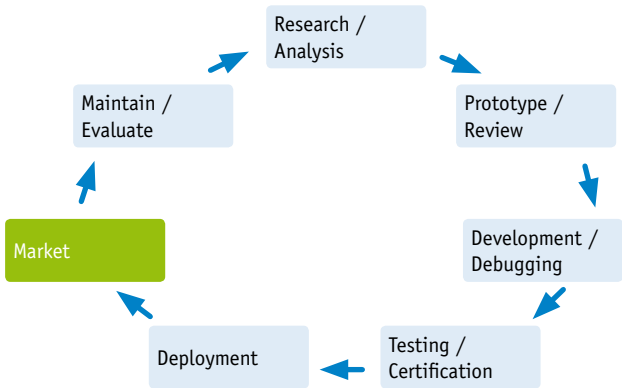
There is no shortage of software development methodologies to choose from—the construction cycle, the V-model, test driven model, agile development etc. Choose which one works best for you, but realize that most of these methodologies miss two important components:

1. The Customer needs to be at the center of everything.
2. Marketing should work in parallel every step of the way.



Agile Marketing & Development Lifecycle

Take a typical web development cycle (first diagram below), which only gives partial consideration to marketing. In order to drive success, we have to change the model to the lower diagram, where marketing runs through all aspects of the product development cycle; we call this the Agile Marketing & Development Lifecycle.



Matching Cycles

There is no exact science with these models, and you may move through one cycle very quickly or miss a phase entirely, but it is important to match your development and marketing cycles.

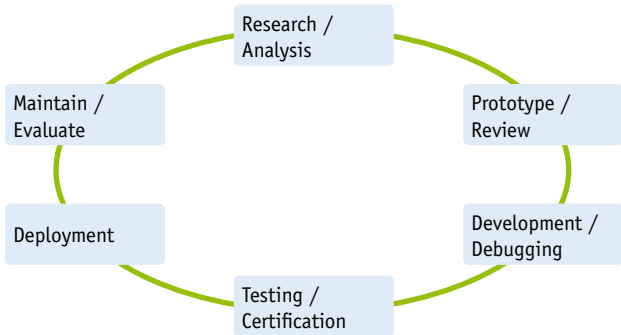
Marketing starts on Day 1!

Here are some examples:

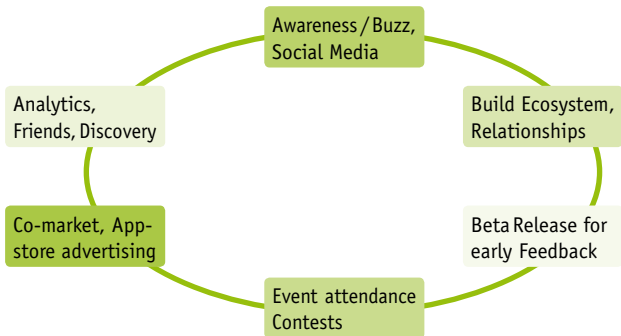
Development Cycle Phase	Marketing Activity
Research & Analysis	Research & Awareness Go to conferences and events to check out your competition, potential partners, and start taking about your ideas. Warm up to investors.
Prototype Review	Start a blog, talk to bloggers, warm up your social media tools, build relationships with all parts of the ecosystem, Speak at events to get known, tweeting.
Development/ Debugging	Start a beta group for testing along with key influencers.
Testing/Certification	Enter contests, test product and company names and marketing verbiage, test in localized markets like Canada.
Deployment	Appstore strategy, key words, co-marketing arrangements, launch events, Freemium models, advertising.
Maintain/Evaluate	Traditional advertising, analytics.

So your matching cycles start to look like:

Development cycle



Marketing Cycle



The Art of Pivoting

Q: How many Apps does it take to be successful?

A: In all likelihood, it is going to take more than one big idea.

According to the WIP survey, 30% of developers made at least two apps before success, 25% experimented with 5–10 apps and 16% created over 10 apps! Don't be afraid to take risks, try different concepts, and pivot to stay in the game.

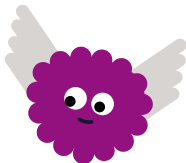
Consider Rovio, who struck gold with Angry Birds—their 51st app! Then, take Appalachian Apps, who started with a language translation app, but soon realized the competition was too fierce. They quickly pivoted and found their way to success with StraightSpittn, a HipHop song creation community app!

Changes don't always have to be big and can be small tweaks along the way. Just because your first idea fails doesn't mean your company has to fail.

Versioning

Write once, deploy and wait = #fastfail!

As you update your app or pivot for a new twist, ask yourself: “is this a new version or just feature creep?” Don't get caught up in “just one more feature”. Rather it is important to understand why you are sending out the next version. As well, it has been shown that regular updates rather than one big version push, keeps your customers much more interested in continuing to use your apps.



When you launch a new version—you must consider all of these three components to #win!

Version X.0

1. Features & Functions

2. Marketing & Promotion

3. Revenue Model

User Experience

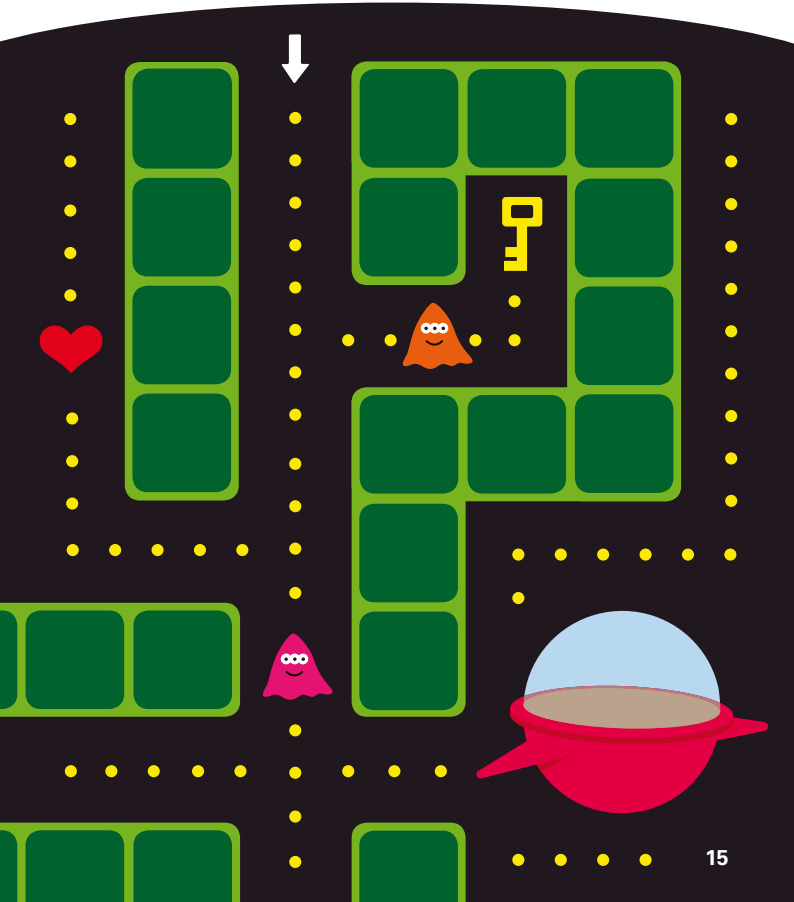
The Difference between Graphic and Interface Design

On the surface, these two design disciplines appear alike, if not identical. However, in practice, **interface design** accounts for psychological and user behaviors, usability, and most of all, making software simple, functional and easy to use.

Graphic design, meanwhile, is typically comprised of the artwork assets, UI (User Interface) visual controls & styling, logos as well as the overall visual aesthetic.

While the line between them can often blur, achieving a balance between the two is essential to the overall success of an application. Consider a designer with interest in the “user experience”—this person should likely focus on the interface design and perhaps collaborate with a business analyst who can carefully define the desired behaviors, error conditions and elements of user interaction. Meanwhile, a designer with more of an art and UI focus should likely concern themselves solely with the graphic design (e.g. the sprites, logos, headers, footers, etc.) that results in a piece of software.

Ultimately, well-designed software must account for logical user flow, navigation, error handling, functionality and providing a foundation for growth all while balancing its overall visual aesthetic and attractiveness.





MARKET RESEARCH

Who is my customer?

“Voice of the customer” is an oft-used, but not fully understood, phrase to express the valuable insights market research helps you uncover about your customer base. Market research is not simply asking customers what you should do; it is about understanding who your customers are, how they perceive the world, why they have such perceptions, and how those perceptions impact their response to—and engagement with—your products.

Market Research helps you understand your customer and answer these questions:

Who is my Customer and/or end user? (note: they may not be one and the same!)	Consumer or Enterprise Demographics/Segmentation —age, gender, education, profession, needs, subcultures, income
Where do I find them? And how do they find my app?	Geography, City/Country Which operator do they use? What type of device?
How do I get them to love and use my app?	What do they use an app for?

Here is a great resource for market research information
<http://www.cloudfour.com/a-comprehensive-guide-to-mobile-statistics/>

The strongest market research projects are custom investigations, tailor-made to fit your objectives—from large-scale national quantitative surveys, to dynamic qualitative focus groups, to immersive user-testing sessions, to real-world ethnographic observation and analysis. There are many ways to gain insight into the true “voice of the customer”.

In the course of ideating, developing, deploying, and improving mobile apps, targeted market research is a critical tool to ensure marketplace success.

Initial ideation

Research goals: Clarifying your customer to understand the business opportunity and identifying needs-based app opportunities. Where and how do customers live? What devices or platforms do they currently use, and why? What motivates their app usage, and in what context? What are their differentiated expectations and mindset? What are whitespaces open for innovation?

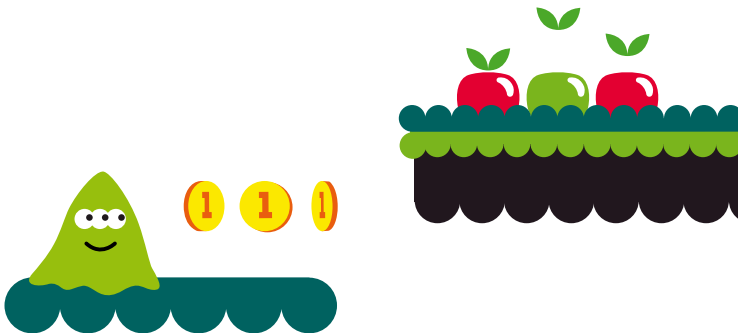
The simplest options here involve asking around—poll your users, your potential users, your friends, and family about their mobile app usage. You may even want to try posting a question on Facebook or Twitter. But once you get some initial validation you’re probably going to want to get some more sophisticated data that is more representative of the whole population. For some general background and a “state of the market”, syndicated research from market research firms can be very valuable to provide detailed demographic and behavioural information. For more targeted questions, (or prior to spending lots of money on development) a custom study that takes a deeper look into customer motivations is invaluable. You may even wish to consider ethnographic research where customers are interviewed and observed using their mobile devices and apps within their day-to-day lives.

Initial app development

Research goals: Providing a clear sense of the competitive landscape and your app's potential.

How do consumers understand and categorize apps within the current environment? Which areas represent unmet needs, and which are saturated with solutions? Does ad-supported, freemium, or paid content, or some combination thereof make the most sense for your product, and why?

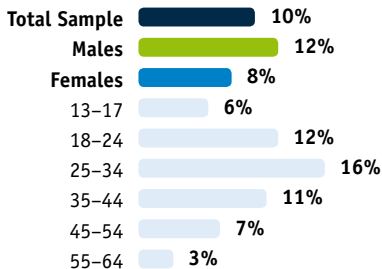
Secondary research is usually your first step here. Dig deep via Google searches, analyst reports, customer reviews and other sources to get a grasp of what's out there and customer sentiment. Then use quantitative (survey) and qualitative (focus group) research to help you fill in the gaps and provide a richer picture. Customers can be asked to provide, via interactive online surveys, their awareness, perception, and categorization of various mobile apps. They can describe their general needs, including those that are not yet met. Focus group discussions can then take these general findings into a dynamic conversation with a trained moderator in which the underlying motivations for these categorizations and perceptions can be explored with users.



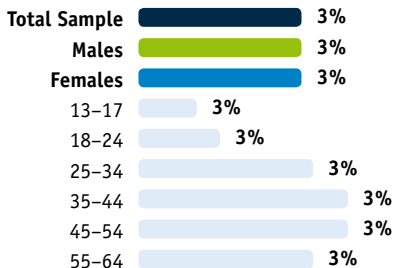
Research Key To Understanding Your Audience: Target Your Audience on Mobile but Don't Target the "Mobile Consumer"

Which of the following things do you do regularly on your mobile phone?

QR or Barcodes



Local News



Total Sample of **In-Store** = 7%, **Coupons** = 11%, **Movie Info** = 18%, **Daily Deals** = 13%.

Base: Total sample, N=4,000 / © 2011 Frank N. Magid Associates, Inc.

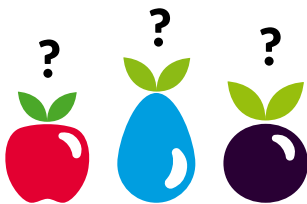
Deployment

Research goals: Understanding consumer needs and how to communicate the benefits and features of your product. What will customers expect from your app, and how does your messaging impact these expectations? How do they find out about your apps and what are the key purchase, download, and usage drivers? Are there any cross-platform opportunities that can be leveraged?

This more complex customer behavior is often explored through focus groups. Participants come together in a research facility and discuss general expectations, as well as potentially react to and provide feedback for a number of test descriptions of your mobile app that might be used in marketing and communication efforts. Through in-depth discussion with a trained moderator, these groups can uncover customer expectations and investigate how messaging impacts their ultimate perception of your offerings—and how likely they are to download, use, and promote.

Iterative improvement

Research goals: Reveals how customers actually use your app (when, where, for how long, what do they use the app for are doing the most?) so that you can better facilitate and exploit their behavior with targeted monetization and content opportunities. Are users distracted by unforeseen usability or technical considerations, and how can these be mitigated? How might a consumer loyalty or cross-app promotional program be implemented?

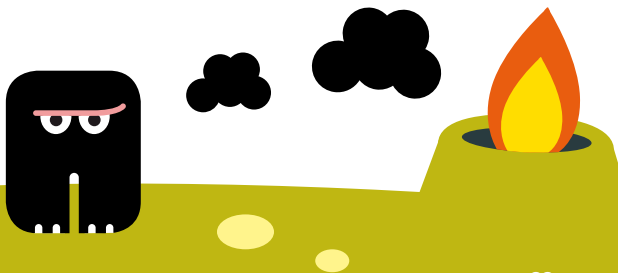


User testing, in which one-on-one sessions with actual and prospective customers interact with your app in a guided experience with a trained moderator, allow you to see what users actually do—as opposed to what you intended them to do. By asking participants to use the app in real-time to achieve particular tasks or seek out specific information, user-testing research often uncovers a disconnect between the perspective of the expert app developers and the more naïve app users. Users don't always communicate exactly what they see, so you can even combine this with neuromarketing techniques such as galvanic skin response and eye tracking to provide physical correlates to communicated responses for an even more comprehensive understanding.

Information that can't be found

Information from carriers/operators is still a black hole for most developers today. There are some legitimate privacy and security issues so operators use extreme caution on letting their data out of their hands. The fact is however, that most operators just haven't figured out how to do it yet.

Some services are starting to use traditional market data (postal codes, census data, etc.) in combination with location and cell triangulation to attempt to identify income levels and buying behaviour, but mobile is providing more often than not, that it can't be relied on to follow traditional models.



Who is my competition?

According to the latest WIP Survey, 60% of developers were creating Consumer Apps; 20% were creating for a number of segments, only 4% were creating Enterprise Apps, and a negligible number of developers were creating apps for brands. As you do your market research, it is important to know who your competition is as well as who your customers are so that you can spot the best opportunity for your business.

Device and Technology Choices

We suggest you get a copy of the [Developer's Guide to the Galaxy](#) and review your options for device and technology choices. However, be mindful of the changes in the marketplace. Did you know that...

- Over 40% of iPads are going into the Enterprise, and according to some reports, 80% of the Fortune 100 are using tablets?
- The Barnes and Noble Nook, an Android Platform, claims that developers are realizing 10x or more revenue per apps than in other stores.
- Car manufacturers are coming out with their own in car platforms, many based on Android?
- As of March 2011, over half of U.S. consumers carry a Smartphone, and 90% of them say they use their device every single day. (As a point of comparison, it's often difficult to get 90% of respondents to admit to eating food every day!)



The point is that as a developer, in addition to looking at the major platforms, you should also consider the less obvious choices because they could be a strong business opportunity for you.

Developer quote: “Don’t start looking at yacht catalogues too soon! I love the fact that there’s probably been about 15B spent on making apps, if your average app costs 30k USD, BUT only 2.8B paid out by app to developers... Mind the gap!”

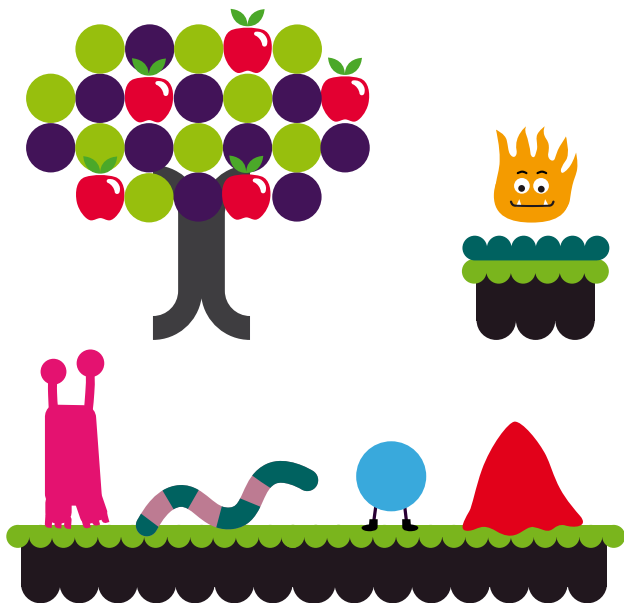
How to Find Beta Testers

Do it on the cheap (but unfortunately not for free). You can try to use friends and family, but unfortunately with testing, you get what you pay for. However, with a modest payment per tester, you can accomplish much. Using low cost advertising for talent (Craigslist in the US), you can recruit a panel quickly. Determine the demographics you want, such as: Age range, gender, experience, type of device, rate plan, etc. Don’t make it too exclusionary, but definitely spell out the users that you can’t accept. Then you can cull the respondents by the criteria to test: users with diverse or specific carriers, different OS’s (iPhones, Android, Symbian, Blackberry), specific models, etc. Lastly offer the remuneration and requirement.

For example: Testers needed for 1 hour during the week of Mar 1–5, to try our New Smartphone App. We are located on Market St. in downtown SF. Will pay \$15 and provide snacks. Must have an Android smartphone with an active data plan, be 20–25 years old and have experience playing word games on your mobile device. Email us now at: *testers@abc.com* with your contact info (mobile number, e-mail and best times to reach you), your type of phone and the mobile carrier you use. Thanks!

Screen them over the phone and schedule or reject. Realize that 25% of those scheduled will flake out and not show, so overbook to reach your tester quantity goal. With this approach, you get to see the users using the App, their reactions, where they get stuck, can question them on their thoughts, and get feedback on proposed fixes/changes.

Another low cost approach is through crowd-sourced testing. With this method, you determine the same demographics and criteria needed for the test. But a company has a panel of qualified users who will take on your testing project. The benefit is that you can do testing over time. This allows for a feedback loop as you refine your App.





MERCHANDISING YOUR APP FOR DISCOVERABILITY

So, you've developed a great app, now what?! Just because you've developed an amazing product doesn't mean that it'll be easy to find a large and enthusiastic user base overnight. The next critical steps in the go-to-market process are all about positioning your app for a successful relationship with its users. That means "merchandising", which is the art of promoting and branding your app for a successful launch and ultimately user adoption and retention.

What's in a Name?

How you brand your app is one of the most crucial contributors to the success of how the Universe embraces your app. Why? Because this is your chance to capture the attention of your audience in one neo-second. Depending on who you are trying to reach, this is how you instantly express the tone and personality of your app. Here are some quick examples:

- **Does your app propose a new way to do business—if so, make the name super catchy?**
People don't "search" for something, they "Google it"...
- **Does your app solve a problem?**
Videosurf—this name does a good job of letting you know in one word what it does for you...or problem it solves
- **Is your app something fun that needs to be memorable?**
"Angry Birds" is entertaining and easy to refer colleagues and friends to check out



Coming up with a catchy name and tag line for your company or product may not be easy, but it's an important part of kick starting your go-to-market success.

Picking the wrong name or tag line can ruin an otherwise successful product launch. Take the classic marketing example of GM's launch of the Chevrolet Nova. GM was baffled by why the Nova wasn't selling in Spanish speaking countries until they realized that "No va" means "doesn't go" in Spanish. Then there was the 1970's American computer company Wang, which tried to implement the tag line "Wang Cares" to British consumers. Unsurprisingly, its similarity to the word "wankers" ensured its immediate failure. There are countless cautionary stories like these of cross-cultural marketing blunders. So, before you launch with a name or tag line, it's a good idea to first get feedback from at least a few people in each of your target markets.

Another mistake is giving your product or company a name that is difficult to say or spell. If you want people to learn more about your company or product, it's important to pick a name that sticks and can be easily repeated.

It's also advisable to pick a catchy name that corresponds to an available URL and that will be easy to find in an Internet search. If you name your product something common like "The", "It", "Happy", etc. finding an available domain and doing SEO will cause ongoing problems.

Whatever you decide to name your company or application, ensure that it allows you some flexibility if your product road map changes. For example, if your first app is a news app, you might not want to name your company "News Apps" in case your second or third app winds up being an app from a different genre.

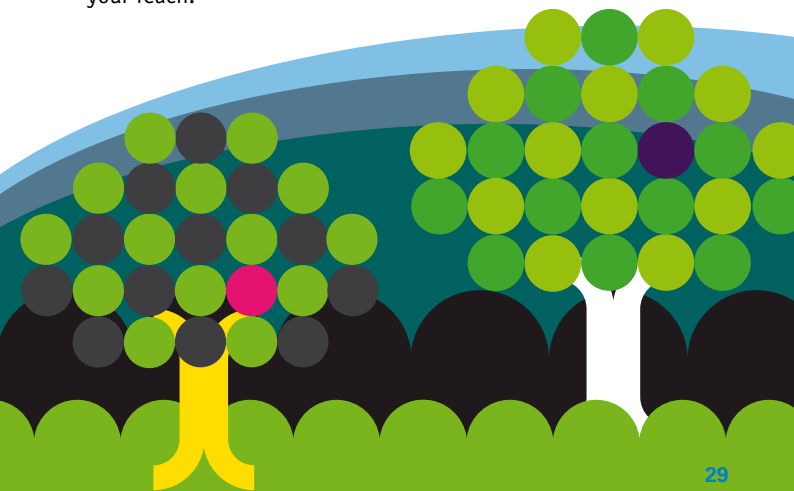
Do some research as to how people are already searching for content similar to yours and what they are searching for. This will give you some insight into words that are already identified with your idea.

Lastly, never use another company's name as part of your name. For example, if your company sells apps on Apples App Store, don't call it "Apple Apps". Not only will doing that likely put you in legal hot water, it will also make it hard for you to establish a stand-alone brand of your own.

Branding and Collateral

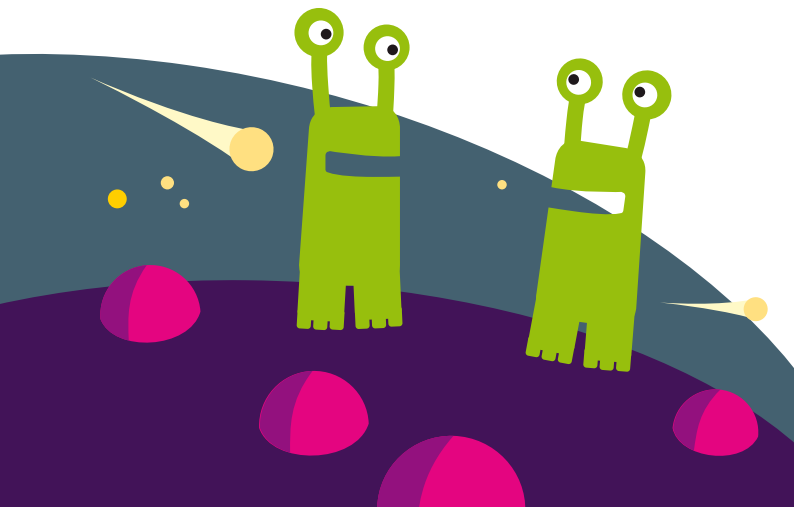
Creating a strong brand and supporting collateral is an important part of making a good impression on prospective users. First impressions matter, so, it's worth investing in a designer who can add polish not only to your product and website but also to your other marketing materials.

Do I really need collateral? Depending on how green and eco-friendly you strive to be, paper collateral may not be necessary. However, you definitely need a place to convey your message, a web page will do, preferably including a link to a .pdf that people can easily download or refer others to—to help boost your reach.



Aside from a website, you may want consider creating the following collateral to support your marketing efforts:

- Business Cards
- eStationary
- Logo
- Power Point template (to ensure consistency across your company presentations)
- Footer for your email
- Template word document with your logo
- Power Point introduction to your company and products (particularly for investors/partners and/or if you're a B2B developer)
- A one-sheet .pdf for each product (if you're a B2B developer)
- Swag/give aways
- Social media for promotion—a ppt for SlideShare, a hash tag for Twitter or a YouTube Video



Promotion

Making your app discoverable is key to distribution success. Getting the word out about your new app is critical to User acquisition.

Website

One way to ensure discoverability is to invest not only in your apps but also in your website. Here are our top 5 tips for marketing on your website:

You never get a second chance to make a first impression.

If your site isn't ready for prime time, don't rush it. Claim your domain, and park it—ideally with a brief description of your forthcoming product and your contact details.

Test, test, test! Ask your friends and family what they think about your website and other marketing assets, but remember, they may not always give you an honest opinion. You're more likely to get an honest opinion from an unbiased 3rd party. Buy a handful of \$25 gift cards to Starbucks, Amazon, or iTunes as "honorarium" incentives and put an ad out on Craigslist looking for people who are willing to give you their opinion. Conduct in-person interviews, or talk to people in your target markets over Skype video chats about your logo options, marketing copy options, and layout options for your site.

Don't assume that because someone lands on your site that they already know what your product does.

Plenty of mobile start-ups fail to effectively explain either what their product does or why anyone should use it.

- Make sure to include an "about us" page on your website.
- Create a marketing pitch (no longer than a few lines) that accurately and succinctly describes your product and

gets people excited about it. The initial pitch should be a teaser that simultaneously describes the value you bring and excites readers to learn more.

- Post the pitch on your home and “about us” pages, and use the pitch in your app descriptions on various app stores.

Encourage virality of your product on your website and in your app.

- Include a link on your website to your apps on the various app stores (this may not be possible for all app stores, so if your app is on a store that doesn’t enable web linking, you should still include a blurb about where your customer can get your apps).
- Post links to your company’s (and executive team’s) social profiles, and encourage potential customers to engage in conversations on your website and within your app (via forums and social networks).
- Suggest text for fans to share with their friends on social networks and give them a way to share it (i.e. via social plug-ins on your site and in your app).
- Make it easy for people to cut and paste text from your website—especially text that describes your product so that they can share it with their friends via email or social networks. Don’t use image files to display the text descriptions of your company as this will make it difficult to cut and paste.
- Make sure to optimize your standard and mobile websites for SEO. Buy keywords and drive users to discover your mobile app through the web.

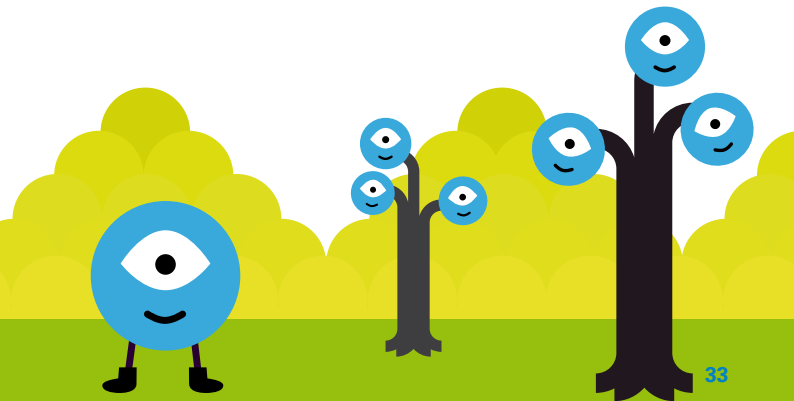
- Show users where they can download your app from your website (i.e. Link to the various app stores where it is available).
- Cultivate a social networking presence that encourages discoverability.

Triple check your spelling and grammar!

Always use spell checker! You wouldn't believe how many spelling and grammar mistakes we've seen in app and on developer websites. Everyone makes spelling and grammar errors now and then, but they shouldn't occur in marketing copy. Seeing spelling and grammar mistakes in marketing copy won't encourage potential customers to purchase your product. In fact, it'll do just the opposite.

Localization

Creating an app outside of your native language? Ask a native speaker to review your website and app for grammar and cultural appropriateness. No one expects someone's second language to be as good as their first, but customers expect that if they buy a product in their native language that it will be easy to use. It shouldn't cost you much, and it'll improve customer engagement.





Advertising

Paid advertising is one of the more effective ways to get the word out about your product. One of the best ways to advertise is through other mobile apps because it's easier to acquire mobile users that are already engaged in a mobile experience on a mobile platform that you support. See *Mobile Advertising* section

Co-Marketing

One of the least expensive ways of acquiring new users is to work with other start-ups. Co-marketing with another company is a great way of getting the word out to a new group of users that may want to download your product.

When seeking a co-marketing partner, look for one that has an established user base and a complimentary product to yours. For example, if you develop a utility app that lets a user know which apps are sucking battery life, you may want to partner with a developer that makes an app that has been optimized to conserve battery or another utility app that lets users know how much data they're using.

Co-marketing can be intense or light-weight, depending on what works for both companies. Examples include:

- Link exchanges (though these aren't typically effective in the mobile world)
- User swaps (i.e. I'll email 1,000 of my users about your product if you email 1,000 of your users and tell them about mine)
- Ad swaps (i.e. I'll give you 10,000 free impressions in exchange for getting a featured slot in your next newsletter)

- Co-sponsoring parties/events together
- Mentions on each other's blog
- Shouts to each other on social networks

Whatever you decide to do, it's advisable to document each party's commitments up-front in writing to ensure that there are no misunderstandings during the execution phase.

Social Media Marketing

Cultivating a sense of community and an affinity to your brand among your users is a key part of retention. Social media is a great way to engage users with your brand. Having a Facebook Page, a Twitter profile, or a LinkedIn group is great, but if you don't use it to engage your community of users, it's worthless.

Have someone from your marketing team act as your community manager to cultivate users around your social profiles is smart. If you're a small start-up and can't afford a dedicated resource for community management, it's still possible to acquire and retain users on social networks, just make an effort to put new, relevant, and fun content on your social profiles as much as possible. As well, be sure to support your partners and community with "sharing", "liking", "retweeting" and "commenting" on their posts.

The opportunities are booming and this area is relatively new, so don't be afraid to try new ways to connect with your community! Here are a few best practice tips:

- Hire a dedicated resource to handle your social networking strategy and tactics (e.g. freelance will work as long as the resource is dedicated) or allocate someone on your team to manage your brand and message—this needs to be considered part of your overall external communications strategy.

- It's crucial to remain fresh and current. The quickest way to lose credibility is to keep outdated posts live and viewable for the Universe to see.
- Be sure your dedicated person is prepared to respond on a daily basis, yes, including weekends as well as to probe your followers/members by asking thought-provoking questions, which generate interactive discussions and friendly disagreements.
- Always respond to both “positive” and “negative” comments and reviews with prompt and professional acknowledgement to your audience. How you respond to negative comments can go a long way by thanking them for their attention to detail, etc. and defending or correcting the comment if needed with grace and neutrality.
- Become the subject matter expert (SME) of your field by providing newsworthy information to your audience. Perhaps you post links to related technologies, tools, or workshops/conferences, which your audience wouldn't want to miss. Strive to become the central **pulse** of your industry.

Viral Optimization

Encourage users to share your app (from within the app experience) to their friends/family. Add some integrated options to tweet or share the app on Facebook. This will provide a very effective method of spreading the word about your app. Reward users for sharing your app with others. Test which product strategies work to increase virality and which don't, and regularly adjust your app to incorporate your findings.



Events and Tradeshows

Exhibiting independently at trade shows can be a huge time and budget suck for start-ups. Between the cost of investing in the construction of a booth, transporting that booth, travel costs, and staffing, exhibiting at a large trade show can easily cost \$30,000.

Here are a few best practice tips:

- Prior to investing your precious resources, time and budget, find out from the organizer what their plans are for pre-event, onsite, and post-event print and online communications strategies. How many eyeballs do they reach? In these materials, can you provide more information than a company logo—perhaps a catchy active tagline as part of the communications strategy?
- Ask the organizer for a list of participants, sponsors and profile of attendees who were involved the previous year or two.
 - Who participated/exhibited last year?
 - How many people attended, including a breakdown of the attendees by job role and demographic? This is to ensure you are going to be reaching the appropriate attendees.
 - If you exhibit, are you able to negotiate a speaking slot or opportunity to participate in a panel or un-panel so you generate maximum exposure at the conference?
 - In addition to the exhibit space, are you able to participate in a special programming segment? Perhaps there's a fast-pitch session or an app bar or a showcase lounge dedicated to up and coming apps?

For start-ups other cost effective ways of leveraging tradeshow and industry events include partnering, sponsoring, networking, speaking and guerrilla marketing.

Partnering

Large companies that can afford to exhibit at trade shows often offer pods to their developer partners—either on a free or subsidized basis. They need **you** to showcase their technology! Motorola Mobility, Google, Microsoft, HP, major wireless operators and others in the mobile industry frequently have partners in their booths at large trade shows. The person at your company that leads business development should actively look for opportunities to leverage the booth space of your partners, where possible.

Sponsorship

There are tons of opportunities to sponsor things at trade shows, but like exhibiting, sponsorship is often expensive, and the ROI is often not immediately clear. Sometimes, it's just as cost effective to sponsor an event (which typically gives you free event tickets) as it is to get a ton of your team into a show on full-priced tickets.

If you're considering sponsorship, look for actionable opportunities to get your company and product name in front of your target audience, and always try to get the organizers to throw in a few extras for free. For example, if you sponsor the lanyard at an event, make sure it's got your URL or something about your product written on it so that the people wearing it know where to go to learn more. If you're sponsoring a breakfast, make sure you get all of the email addresses of the attendees and email them after the show. Also try to get the organizers of the event to give you some extra tickets to the show's event for VIPs (where relevant), so that your execs can network with industry influencers.

Networking

The most cost effective way to make the most of an event or trade show is to spend time networking and planning meetings/parties in advance. Leverage your online social networking presence to let fans, colleagues know on Twitter, Facebook, and LinkedIn that you'll be at the show and direct folks back to a meeting scheduler on your website or email address to arrange meetings. Also find out which networking events, parties, etc. will be going on at the show and get your name (and colleagues' names) on the RSVP list so that you can split up and meet new people at the show.

Based on the number of opportunities you identify in advance of the show, you can determine how many people from your team should go to the event. Depending on the type and size of your business, it can often make sense to send more than one person to big shows like Mobile World Congress, SXSW, and CES; while at smaller shows, one person may be effective.

Guerrilla Marketing

With a little creativity, you can maximize your trade show/event presence through guerrilla marketing which tends to be low-cost and unconventional ideas. If you're considering launching a guerrilla marketing campaign:

Make sure it is relevant to your product or service, ties in well to your other marketing efforts, and has a clear call to action.

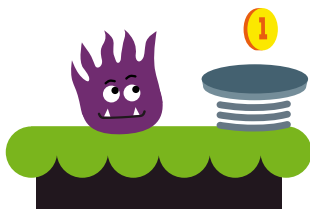


Consider the community, and the environment, and don't do anything that could harm either. A good example of guerrilla marketing gone wrong occurred at 2011's Game Developer Conference in San Francisco, California, when a large video game publisher, released hundreds of red balloons over San Francisco—each attached to a promotional flier for its new game. Tons of balloons wound up floating in the San Francisco bay, causing outrage among residents and the California Department for Fish and Game.

Many tradeshow/events prohibit guerrilla marketing from taking place on site, so you may need to take your campaign to the streets nearby during a lunch break or before/after the show starts—away from the show floor.

Get Featured!

Getting featured in app stores is one of the best ways to increase app discoverability, but it's not easy. All of the major application stores have featured sections, and the spots are highly coveted because they drive downloads. If you want to see your app in these sections, it's important to get the word out to the decision makers. Attend developer events and meet the developer advocates/developer relations/business development folks at the various OEMs, Operators, and OS providers. When you're getting ready to launch your app, ask these people for feedback and incorporate their ideas, where relevant. Let them know when you're getting ready to launch and ask them to consider your app for featured placement. There are no guarantees that you'll get featured by doing this, but if your app is great, and the right people know about it, the better your chance of getting featured.



Public Relations

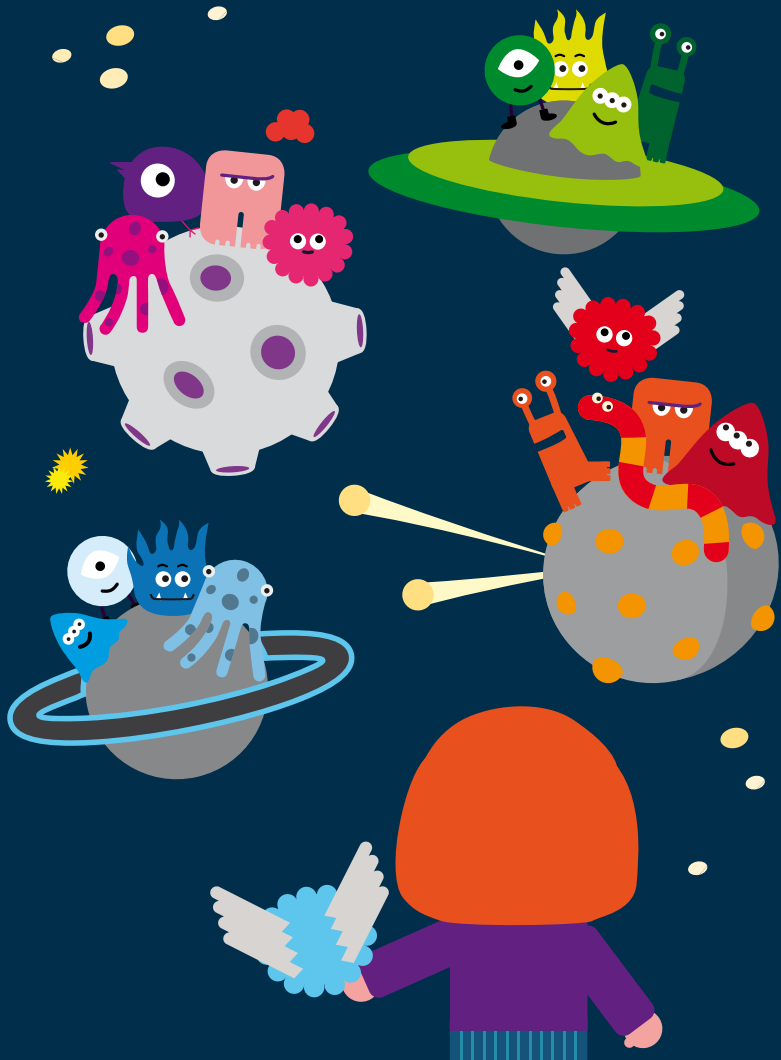
Getting the press to write about you is a great way of raising discoverability of your apps, but press attention is difficult to garner without help. Consider hiring a well-respected PR consultant. PR isn't cheap, and you get what you pay for. A PR consultant will usually be less expensive than a firm, but they may be more resource constrained. Make sure to define expectations and performance goals with your firm or consultant up front. Get a realistic idea of the type of coverage they expect to get for you and the time-line for success. Ask them for references from comparable companies, and call their references to find out about their experiences. When you hire a PR firm, make sure to manage them effectively. Know up front who will be doing the work for you, and have someone from your team manage that person as closely as though they were in an in-house employee. Lastly, keep in mind that even if you've got the best PR firm in the world, if your product isn't exciting, press won't bite. So, listen to the feedback from your PR firm. If the press isn't receptive, it's likely consumers won't be either, and it could be time to pivot.

Don't be afraid to hire a marketing consultant.

There are plenty of great social media marketing and copy writing consultants who can help you with your marketing strategy, hone your pitch or simply review and tighten up your marketing copy.

If you're worried about the costs of hiring a marketing consultant, step back and evaluate how much money you stand to lose by not investing in marketing.

Hire a consultant who knows what they're doing. Ask friends and your investors for recommendations, ask candidates for referrals and examples of past work, and carefully evaluate your prospective consultants through interviews.



BUSINESS DEVELOPMENT

Meeting the Right Contacts

It's all about who you know. Really! You can spend tons of time on building and tweaking your apps, but getting to know the right people will make the difference in how quickly you get to market and succeed.

Network with a Purpose

As mentioned earlier having a plan is vital to success, especially when investing time to meet people you need for your business to succeed. It is all too easy to aim at someone (or a company), then while getting ready to pull the trigger see someone else that could be even better, so you aim there instead. And right when you are about to move towards them, you think of someone else that is certainly better, so you re-aim at them. Before you know it, you haven't accomplished a thing and are spinning in circles. Everyone wants to help you. Some of these people can help, but only a few will follow through. Picking the "right targets" will get your App to the next level, and is critical to maximizing your time in working with partners.

Have a very clear objective in mind. What do you want to accomplish in an interaction with prospective partners, whether for: distribution, joint development, co-marketing, onboarding? Even if you don't entirely know in advance what the ultimate synergy may be, determine what you want to learn, propose, advance or establish when you get that meeting. Keep that objective very clear in your head, and consistent in your communications. Remember that your number one goal is to get an introduction/conversation.

Identify the group or company you need. Make a list of the targets that you believe are necessary to advance your App's agenda towards market success. If your list is more than 15 targets, narrow it down to the most vital 15.

Identify the Who. Who are the decision makers or key influencers? Find the people that matter, such as the ones issuing press releases, getting quotes in articles, the subject of blogs and stories, organizers of events or meetings, and known to "make things happen". If not, look up the title you need on their company website and call them (and/or punch an e-mail through if that fails).

The Art of Getting an Introduction

Find a way to meet them. Once you decided on your target, how do you meet them? It may feel awkward to get in people's faces, but it is much easier than you think, if you

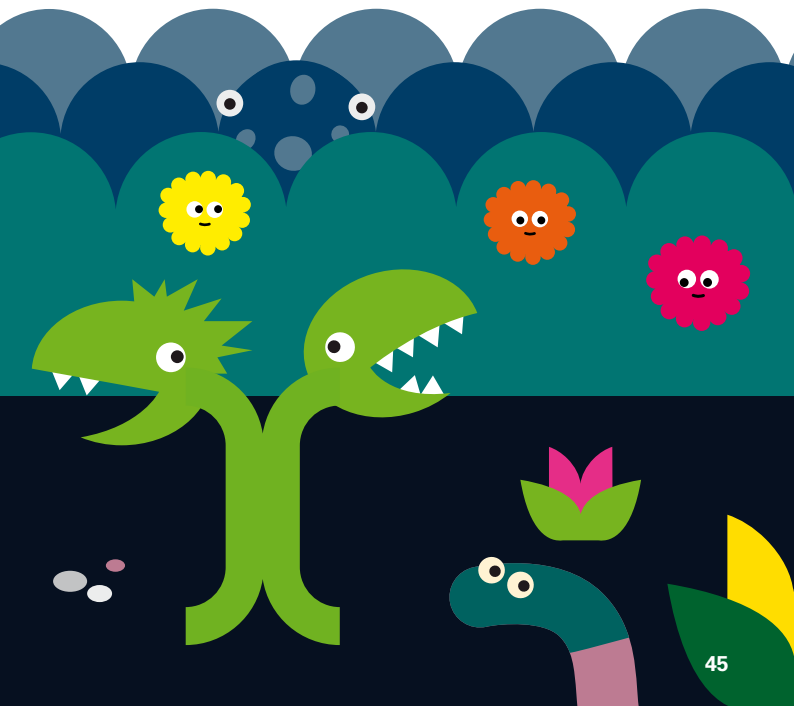
1. know what you want to accomplish,
2. do a little research,
3. reach out; and
4. connect on the synergistic benefit to you both.

Who do you know that knows them, the group or the company? LinkedIn is the greatest for this. Your network is also great, because now you can ask for the exact help you need of your friends, acquaintances and colleagues. A warm introduction from a friend is ideal if you can get it.

Go to where your targets are. Make your luck! Industry and developer conferences are rich with the targets you want, and now you are hunting specific groups and people with a clear purpose. The fact that you will meet some of your targets by design or accident isn't luck, if you weren't there, it could never have happened.

Be brave and interesting. Start with a goal of meeting just two people, and you'll be amazed at how the introductions grow from there. Get an introduction/conversation to start a relationship and or propose something of interest to someone who you just met at a conference. Whether meeting in person, on the phone or in writing, find a way to connect as the most important step in the business development process.

Manage your Pipeline. Lastly, as you make your way through the list of 15, add a new one to the list for each one you start a dialogue with. This is your pipeline.





DISTRIBUTION

Appstores

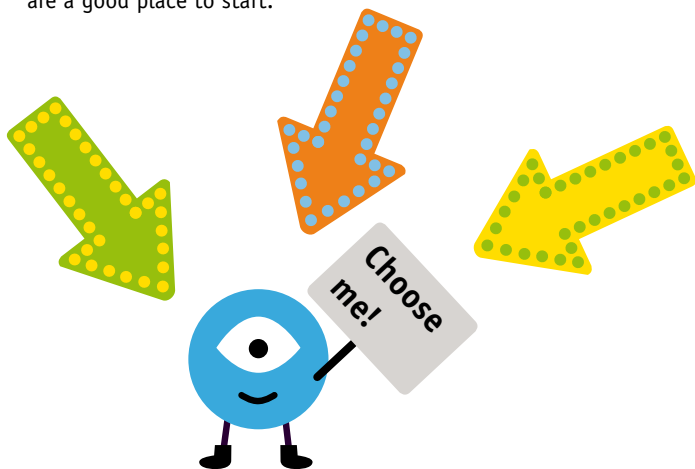
Appstores are a great way to reach potential customers and users of your apps: they offer relatively easy reach to a huge range of people, and handle the billing and delivery of your products. But while they may provide a nice storefront, they don't always do a lot to help market your apps, and competition in the biggest stores gets more and more difficult as the number of apps they hold continues to increase. Let's take a look at some of the top appstores:

Appstore	Platform	Daily Downloads	Alternatives
Android Market	Android	> 50 million	GetJar, Samsung, Motorola, Amazon and 50+ others
Apple iTunes Appstore	iOS	> 33 million	Cydia (Jailbroken iPhones)
Nokia Store	Symbian, Qt, Widget, Java	> 11 million	GetJar
Blackberry App World	BlackBerry	> 3 million	Crackberry
GetJar	Java, Symbian, Android, widget	> 2 million	Appia, Handster (Opera), Nexva

The huge number of downloads these stores drive make them very attractive; the flipside is the sheer number of apps they have, meaning the fight for user attention in them can be very difficult. When choosing which appstores (or even which platforms) to work on, consider this fight. For instance, a research4market study from Q2 2011 showed that the Nokia Ovi Store, Windows Marketplace and BlackBerry App World deliver a higher average number of downloads per app than the iTunes Appstore and Android Market; conversely, the iTunes App Store delivers far higher profits than other stores.

Choosing Your Appstores

Submitting an application to an appstore is often times more difficult and time-consuming than you'd expect, and this burden, added to the ongoing management of each submission, means it's likely that you will want to choose a small number of stores to work with, rather trying to hit most of the 120+ that exist. So how should you choose? The following three types of stores are a good place to start.



Major Platform Stores—These remain the most likely place users will go looking for apps, so even if your outside marketing may focus on other stores, it's worth putting your apps in these.

Niche Market Stores— Does your app have a strong draw to a particular market niche, based on geography, type of content, or even device type? For instance, if you have an app for Android tablets, there are stores that focus on them; local stores such as Androidpit in Germany have strong user bases; if your app appeals to bookworms, you might want to check out the Barnes and Noble Nook store; and so on. These smaller stores often attract more dedicated users—and offer up a smaller pool of applications and have stronger marketing outreach.

Operator Stores—Many mobile operators now support their own appstores, which can offer a few benefits. Many of them support carrier billing, which has been shown to have a dramatic increase on app sales. Others can offer marketing support, such as featured placement, advertising on operator web sites and other collateral, and more. However, working with these stores and operators can often be a time-consuming and slow-moving process, so it definitely is a risk-reward scenario. Another good angle here is to look outside your home market: many operators from smaller markets are now actively recruiting applications for their stores, and are willing to help with converting them to local languages and marketing them to their user base.

Multi-store vs. Single-Store Strategy

Many developers take only a single-store strategy, but many successful developers work with multiple stores to maximize their exposure and use different business models (such as ad-supported vs. paid download) to maximize their revenues. Here are some things to consider about a multi-store vs. single-store strategy:

Multi-store	Single-store
<p>The main platform appstores can have serious limitations, such as payment mechanisms, penetration in certain countries, content guidelines.</p>	<p>90%+ of smartphone users only use a single appstore, which tends to be the platform appstore shipping with the phone</p>
<p>Smaller stores give you more visibility options (featured app).</p>	<p>Your own website can bring you more traffic than appstores (especially if you have a well-known brand)</p>
<p>Smaller stores are more social media friendly than large ones.</p>	<p>Many smaller appstores scrape data from large stores, so your app may already be there.</p>
<p>Operators' stores have notoriously strict content guidelines and can be difficult to get in, particularly for some types of apps.</p>	<p>For non-niche content, operator or platform stores may offer enough exposure to not justify the extra effort of a multi-store strategy.</p>
<p>Smaller stores may offer a wider range of payment or business model options, or be available in many countries.</p>	<p>Some operators' stores have easier billing processes—such as direct billing to a user's mobile account—leading to higher conversion rates.</p>
<p>Some developers report that 50% of their Android revenues come from outside of Android Market.</p>	<p>iPhone developers only need 1 App Store.</p>

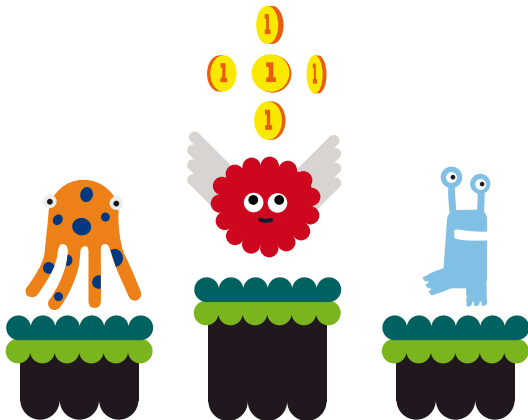
Which App Store?

“All of them” is the first answer that comes to mind. However, the theory of “Being everywhere where a user might find your App” is easier said than done. Considerations include:

- the application App submittal process
- App review process and criteria, ability to monetize
- category crowding
- revenue share and timing

Build a matrix of what you know to be your universe of App Stores by what you think are important criteria in prioritizing your App Submittals. A good way to understand the dynamics for each Store is to consult (directly, via blogs or forums) with developer peers about their experiences. This will help you gauge each of the mitigating factors in setting up your priorities.

A fictional example is given on the next page in which a simple scoring system is used. (You should probably weight each of the criteria based on your own situation.) The higher the score the better (1 = low or difficult, 2 = ok, 3 = high or favorable).



	Amazon	Apple	Android	AT&T	Blackberry	GetJar
Public Awareness of Storebada	1	3	3	2	2	1
Number of Users	1	3	3	2	1	1
Number of Competitors	3	1	1	2	2	1
Monetization Methods	2	3	2	3	2	1
Revenue Share	2	1	2	3	1	1
Store's UI and Functionality	3	3	3	1	1	3
Application Process	2	1	2	3	2	3
Time to Process (weeks?)	2	1	1	1	2	2
Stringent Content Review	2	1	2	3	3	3
Diligence in App Testing	3	1	3	2	2	3
Total-Score	21	18	22	22	18	19

The higher the score the better (1=low or difficult, 2=ok, 3=high or favorable).

Marketing Alongside Appstores

Appstores are starting to look a bit like the content decks of yesteryear, in that their top download charts play a huge role in determining the winners and losers. Many developers approach this like a lottery: they submit their app, then pray. Don't be one of them! You need a strategy to market your app and move up

the charts. We've collected a lot of tips from developers about how they had the most success in stores, and got a variety of answers, but the common theme was that there was no silver bullet, and you need to keep firing on all fronts.

Here were some of the best tips:

Make sure your app kicks ass. Get all the bugs out, since bad reviews will hurt your chances of success. Get the UI right, and make the app entertaining and a pleasure to use. Also, make sure you've gotten a lot of user feedback before releasing the app.

Hone your submissions. Get a nice icon for the store, and make sure your screenshots look great. Work on your app's description and carefully choose your keywords and categories. Experiment with this over time so you can continually refine it.

Reviews can help. Reach out to bloggers, your local press and other media to get attention and reviews for your app. Not every site will deliver the eyeballs of Techcrunch, but everything helps. Local press outlets often love to hear about apps from local companies and developers, so don't overlook them. Again, if your app has niche appeal, reach out to the key bloggers and media outlets in that niche.

Get good user reviews, and get them early. As noted above, user reviews remain hugely important. Reach out to your friends and family for reviews as soon as you upload, and regularly ask your users to submit ratings and reviews to the appstores.

Build in social media to your app. Give your users a way to help spread your app through posting to social networks and sharing content.

Don't rely on the appstore alone to bring you traffic. This is probably the single most important point here. You can't expect the appstore to market your app for you. Make sure you're driving traffic to your app through other means, including your own website and social media.

Understand momentum. Many of the top download charts are really based on momentum, rather than sheer number of downloads. The charts look at the past 24 hours, week, or another period of time in an attempt to remain fresh. This means that getting a head of momentum is key to penetrating them. See the “bursting technique” below for more details.

Marketing Within Appstores

If you rely on the appstore as a way to promote your app, you have 5 options:

- To be chosen for a discount
- To be a new app
- To be chosen as a staff favourite
- To be on a top download chart
- To be recommended by your friends (only available in social stores)

The problem is that most of these aren't sustainable—or even predictable:

You can't discount at all times! Even worse, if you do a free app you cannot discount.

You can't be new forever! Some developers have tried to upload a new version every 6 weeks to always be displayed in the “new” sections—but the loophole didn't last long.

Like any “crush”, the staff pick can't last forever! An appstore's staff can love you and feature you on the appstore, or in TV. This is powerful, but it's not sustainable. As soon as the ads stop, so do the downloads.

Unless you make it to the top 20 or 200. This lead in the charts can be sustainable, since the higher you are in the rankings, the more downloads you get, which makes you higher in

the charts, which gets you more downloads, and so on and so on, until people get bored of your app.

Just like Google has a secret algorithm for search, every single appstore out there has its own secret algorithm to determine your ranking. Lots of time has been spent trying to crack these algorithms, and you're welcome to try! Or you can make use of the biggest finding from all of this work: the main factor determining the rank across most app stores seems to be the number of downloads in the previous 3 or so days (or similarly short period of time).

This means one of the most common practices is to work towards a big burst or spike in downloads over a few days, with the aim of achieving extraordinary downloads for 3 days, then waking up with a much-improved rank on the 4th.

Which leads us to the **“bursting technique”**, a method that can involve several of the following points:

- **Discount your price (for paid apps) for a few days.** Note how big publishers such as EA and Gameloft do this before Christmas to endure they're at the top of the charts when people open that new iPad or phone that Santa brought.
- **Use Amazon's free app of the day (or any similar scheme).** The download results have been average for some developers, but it seems to be an effective way of advertising that can often reach across platforms. For instance, with the Amazon scheme, some developers say their iPhone downloads have received a boost, despite Amazon only serves up Android apps.
- **Advertise** like crazy for 3 days on the web or on mobile, rather than spreading advertising over a month.
- **Use your creativity to drive downloads en masse**, such as getting all your beta customers to download at once.

Alternative Methods

When seeking alternate routes for distribution of an app, consider the following:

Apple iOS Developer Enterprise Program

This program allows for distribution of proprietary, in-house iOS applications to employees or members of an organization. Example app categories ripe for distribution via Apple's IDEP include Business Intelligence, Lookup & Reference, Field Sales & Service, Business Process, Collaboration, Training & Communications.

Additionally, consider leveraging an enterprise mobility partner like AirWatch or MobileIron for simplifying distribution and management of apps intended for internal distribution to employees or members of an organization. MDM (Mobile Device Management) and MAM (Mobile Application Management) third-party services can help simplify, manage, secure and audit the distribution of native mobile applications and VPP redemption codes in the enterprise.

Apple App Store Volume Purchase Program for Education

For Program Managers at qualified educational institutions, the VPP (Volume Purchase Program) can simplify the acquisition; purchase and redemption of unique application download codes for end users such as students, teachers, administrators, etc. This program accommodates account-based Volume Vouchers as well as credit card/PCard use. <http://www.apple.com/itunes/education/>

Apple App Store Volume Purchasing Program for Business (U.S. only)

For Program Managers at enrolled and approved organizations, the VPP (Volume Purchase Program) can simplify the acquisi-

tion, purchase and redemption of unique application download codes for the workforce. It also allows for purchase of custom B2B apps built by third-party developers tailored to the specific needs of the organization. <http://www.apple.com/business/vpp/>

Android—Installing from Unknown Sources

Users can opt-in to allow installation of non-Market applications from within their device settings. If a user tries to install an application received via distribution outside of a Market (e.g. via SD card, QR code link, Dropbox link or direct URL), they will be prompted to adjust their settings.

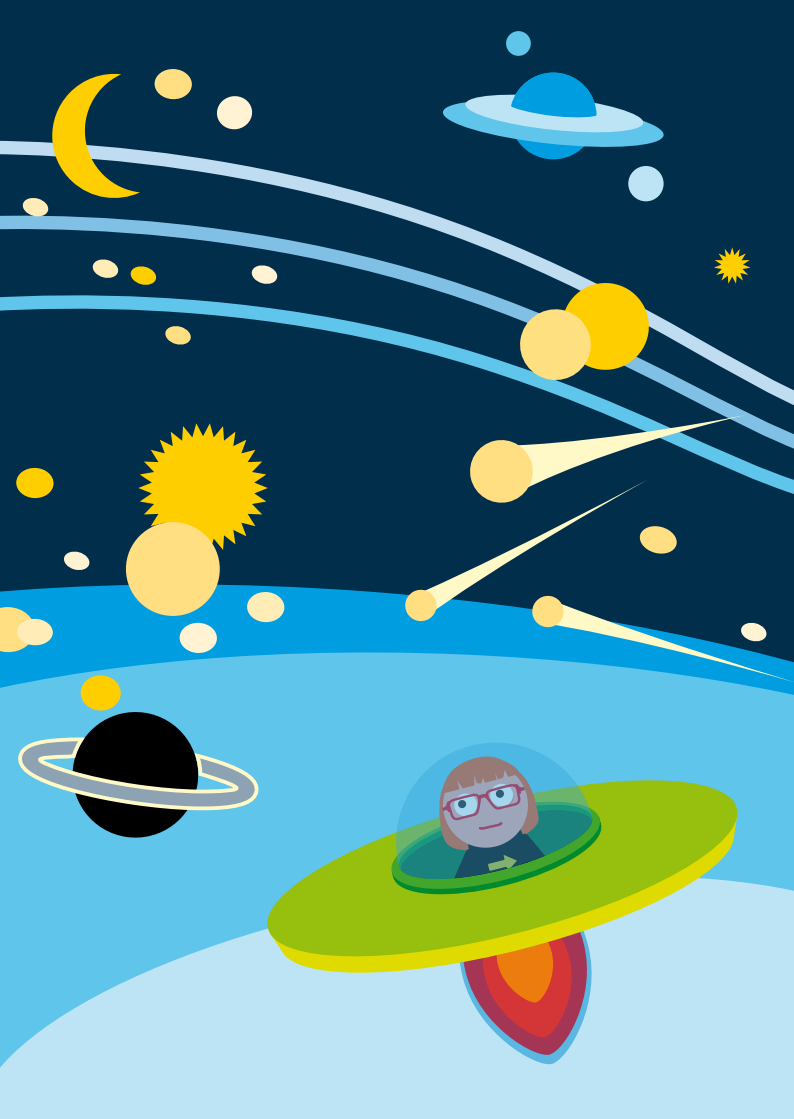
Your own Site

There are several white label options available now where you can have your own app store on your own site. The tools offer the functionality of a full store for a customer to download and pay for your app.

Pre-loaded Apps

Apps that come preloaded on devices is still the Holy Grail for getting discovered and gaining traction with your app. Unfortunately it is very hard to do, so you shouldn't put all of your energy hoping for this one! But the best way to make this happen is to join the Developer Programs of the device or operators and get to know the people, as they ultimately will make the decision. You will need to make sure your app has good traction in the market, or you are a proven team who knows how to make that happen. In the end, they will make the decision based on how well they think you will help sell their device or network time.





BUSINESS MODELS



The Many Purposes of Apps

Not all apps are apps! What? It's true, apps are built for many purposes besides selling the application itself. Note too that a business model is not a revenue model, rather the revenue model you choose is a subset of your business model—see more on revenue models next.

Other app business models include:

- A resume tool to help get a job
- A showcase for technology, that is then used to sell that technology or get other developers to use it
- A development service showcase, to showoff a mobile development platform or tool
- An app to deliver a real-world service (Take Nest's free application allows you to control your Nest thermostat from anywhere in the world and thus helps sell Nest thermostats)
- Branded app to sell a product or service to businesses or consumers
- A bundled app to sell a product or service for a partner
- An app built for someone else
- An app for customer care
- An app for lead generation

Many of these have an indirect or no revenue model associated with them.

Working With Telecom Carriers

For mobile software developers, working with carriers is like dancing with an 800 pound gorilla. The carriers move slower, can kill you with a single blow, can't change direction very quickly, and aren't exactly light on their feet. But they can also lift you to great heights if you choreograph the moves just right. Many developers can tell you war stories, and may scare you off working with the carriers; and to a large extent, the stories are probably true. Fewer can tell you success stories, but they're out there, too. And the successes are quite grand. There are reasons that developers are steadily drawn to the carriers over and over again: scale, distribution, and money. If you are to conduct your business rationally instead of emotionally, you'll need to weigh the pros and cons of engaging with Telecom Carriers.

Pros

- Massive distribution: Instead of picking up new users of one thousand a week, a carrier deal can bring in thousands per day.
- Being pre-installed means the kind of exposure you could never buy.
- Multi-national carriers can give you wide distribution.
- Once you get your first big carrier, the rest become more receptive.
- Carriers collect/have a lot of money. They are the place where the customer money gets collected.
- Carriers have billing systems that you can leverage.
- Carriers have access to more user info, data, statuses, etc. than is available to the developer just using standard app store/platform SDKs.
- Certain software just works better in partnership with a carrier, for example if you use network LBS, call history data, the SS7 network, or the voice channel.

Cons

- Carrier deals and biz dev will take a long, long time. Figure 9–12 months for the successful ones. Unsuccessful ones take either shorter or longer!
- Carriers don't want to talk to you if you have "just an app". They only want to talk to developers with "game changing" software...but then they are scared/relevant/slow to deploy "game changing" software.
- They just may not "get it".
- If you win over a carrier delegate who now loves your software, that person still needs to "sell" your solution internally.
- Being installed in "Bloatware" may tarnish your ratings and reputation.
- The faster path to market is usually the app stores, or it could be direct to consumer via your assets (if you are a recognized brand, ex: Nike). Beware this is "fast" to market, but leaves you undiscovered and obscure buried in the app store.

If you have a custom carrier deal, you will be sharing some portion of your revenues with the carrier.

In conclusion, make a cold-blooded, logical choice about whether to pursue carrier channels to market or not. Be aware of the risk involved in your decision, and be prepared to handle the challenges. Do not simply make a knee-jerk decision on your path to market, and don't just take advice. Frankly, we know that some people just plain dislike the carriers, but be sure not to let that emotion dominate your business decision. Yes there are two paths you can go by, but in the long run, there's still time to change the road you're on.





REVENUE MODELS

Now its time to talk about the best part—how to make money!

Pay to Play

This one is very easy to understand—charge the end-user for downloading and installing your app. Then pay Apple or Google their 30% cut and keep 70% of the gross revenue. A 30% cut sounds like a lot, but when you consider that there’s basically no upfront charge and that Apple and Google handle fulfillment onto the devices as well as billing, it’s a pretty sweet deal.

In practice, most of the leading developers have found that paid applications underperform other types of monetization. Why? Typically the consumer aversion to paid apps prevents them from trying the app. A notable exception to this is Angry Birds, which still sells its flagship game for 99 cents.

If you’re going to charge upfront for your app, 99 cents is a great price point. Sometimes, depending on the purpose of the app, developers may set a far higher price point to connote value, and then discount the app periodically or give it away for free to encourage adoption by citing a “temporary discount”.

Freemium

Freemium means that it is free to download and obtain the basic usage of the App, but if a user wants to have an even better experience, they can pay for more. The goal for the App Developer is to get as many users as possible to the pay threshold as quickly as possible, by enticing them to go further with the experience.

The keys to success with a Freemium model are:

- Provide enough in the Free Version of the Application to build interest and stickiness for a period of time. A measure of this to gauge user retention (whether they return again to the application). If new users download it and never use it again more than 60% of the time, you need to update the core delivery until you reach that stickiness. If upon a user's initial experience they hit a pay threshold (i.e.: pay to continue), they will most likely abandon and never return. Enough needs to be available in the experience to hold their interest.
- The incentive to monetize/pay must be very clear. The user must be able to state exactly what he will get for paying and why he would do it. (Test groups will quickly validate whether this proposition is clear.)
- "In-App Payments are essential". If the user has to leave the Application to acquire the currency/points/ammunition/etc. it will fail. There is a need to pause the action at the point the user wants to monetize, and return them exactly to the point when they decided to pay.
- Deliver on the promise. Users intrinsically evaluate the ROI. If they pay, they should have an edge over those who didn't. For their money, are they getting more? Keep tuning the offering(s) to reach higher levels of repeat purchases per monetizing user.
- Innovate and expand the experience. Don't stop adding layers/levels/rewards/etc. that can be had by continuing to pay, or to pay more. (The higher up in the Hierarchy of Needs your App can fulfill, the more people will pay.)



Early in the days of the Apple AppStore, when the only monetization option was the sale of an app, many developers distributed a “lite” version for free, and encouraged users to upgrade to the paid version with premium capabilities. This represents a proven model—one which has been around since the 1980’s, when developers used to give away floppy disks for free in order to promote.

Free to Play

F2P is the hottest new category of direct monetization today—play the game, or use the application for free, but advance more quickly through the game by buying virtual goods.

This monetization model can incorporate other forms of monetization for these virtual goods—in-app payment, offers, or in-app advertising. Some publishers allow players or users to purchase virtual goods in exchange for watching advertising, and then the publishers get paid directly by the advertisers.

In-app Payment

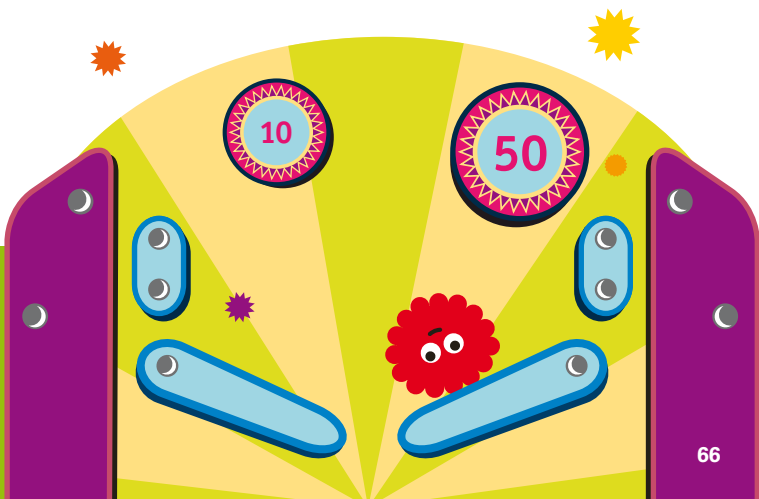
The addition of in-app payments by Apple and Google added an important monetization tool to the hands of developers. Fundamentally, it made Freemium a lot easier to implement. Rather than requiring a separate “lite” app, developers could charge inside the application itself to unlock more features and capabilities.

This is particularly relevant because it makes it a lot easier for consumers to upgrade and purchase these capabilities. Without the need to return to an app store to purchase a more highly-featured app, conversion rates go up dramatically (end-users are impatient and don’t like waiting). With in-app purchases, consumers can instantly buy new features, content, and capabilities. Instant gratification!

More interestingly, in-app payments allow for the delivery of real-world services. If you deliver a real-world service, you can take a credit card directly and avoid the 30% cut to Apple and Google. A good example of this is Cherry—an iPhone app that allows you to locate your car on a map, enter a credit card, and get it washed on location within an hour. Uber is another great example that allows consumers to enter their credit card and get a point-to-point ride in a Town Car within minutes.

Subscriptions

The subscription model is quickly becoming one of the more popular models for mobile applications, in the news/publishing genre. Most of us are most familiar with subscriptions through media like magazines and newspapers, and in the same way, content based applications and service tools can really shine through. Some of the most popular apps to use the subscription model are Netflix, Basecamp, and Rdio (I should note that all three examples are all successful web apps as well).



Here are a couple of tips if you're thinking of going with a subscription model:

1. **Keep the App Fresh**

As I mentioned before, for content based applications, this is fairly easy. Each month, there should be new videos, books, songs—whatever niche you're in. However, if you're doing a service, having a reason for the customer to justify them paying you every month is crucial. Statistics have shown that consumers are willing to pay on a recurring basis, but only if they see the value in it, whether that's on demand customer service, continual feature releases, or new content.

2. **Pay Close Attention the App Store Policies**

Perhaps one of the biggest hurdles in the subscription model is the complicated relationship between you and the app store(s) you choose to partner with. Each app store has their own unique policies when it comes to revenue sharing, and some stores have rather strict guidelines when it comes to subscriptions.

3. **Partner with the Operators**

What's neat about the subscription model is it has been proven as one of the wealthiest business models on the planet—every mobile operator is using the subscription model through cellular plans! What this also means for developers is that building relationships with carriers can lead to a lot of exposure for your app, and guaranteed subscriptions.



Mobile Advertising

Before you start—Mobile Advertising Cheatsheet:

CPA (Cost Per Action/Acquisition):

The price an advertiser pays for each desired action, such as sign up form submissions or purchase of their product. Also known as PPA, or Pay Per Action.

CPC (Cost Per Click):

The price an advertiser pays for each click of their ad.

CTR (Click-Through Rate):

The percentage of clicks that an advertisement got in comparison to its overall impressions.

eCPM (Effective Cost Per Mille):

It is the amount of money you get for every one thousand impressions of your ad and is the industry standard of measurement in mobile advertising.

Global Fill Rate:

The global fill rate is the percentage of ad impressions that are populated by an ad.

Location-Based Advertising:

Advertising that makes use of the location technology to provide more relevant ads for the user.

Rich Media Advertising:

Rich media ads are a growing option for creating more engagement with your users. This can include an animated GIF, HTML5, Flash, 3D media, and even full fledged videos.

There are several business models to consider for mobile advertising and over 200 companies:

Blind Networks

On one end of the spectrum is Blind Networks, which work on a CPC basis (cost per click). These networks serve a high volume of advertising largely from independent mobile app developers and offer self-service tools to help advertisers track and optimize campaigns. Blind networks include companies like AdMob, InMobi, Madvertise, Adfonic, and BuzzCity.

Premium Ad Networks

On the other end of the spectrum are Premium Ad Networks like Mobile Theory, YOC Group, Microsoft Mobile Advertising, Advertising.com, and others. These guys tend to focus mostly on brand advertising CPM campaigns and therefore use a smaller number of more premium publishers like big-ticket mobile sites, mobile operators, and top-tier publishers. Premium networks can also offer performance advertising (CPC), but the cost of running these campaigns is typically much more expensive than it would be on a blind ad network. Sometimes CPA (cost per action/acquisition) is also available through Premium networks.

Premium Blind Networks

Premium blind networks fall somewhere in the middle of Blind networks and Premium networks. They typically have a higher number of premium publishers than blind networks and attract a higher proportion of brand advertisers. Premium blind networks usually offer both CPC advertising as well as CPM. The cost of advertising on these networks varies significantly and is often negotiable. Premium blind networks include Millennial Media, Greystripe, Jumptap and others.

Ad Exchange

An Ad Exchange enables cross-platform mobile application developers to maximise revenues with one embedded SDK that serves ads from multiple ad providers. This category includes companies like inneractive, Tapjoy, Mobclix, Smaato and Nexage. An Ad Exchange partners with global ad networks and local premium agencies to provide developers a global coverage of local-targeted ads. The exchange provides high fill rates, CTR and eCPM. An exchange also offers developers and brands to directly buy inventory from publishers to run their own campaigns on.

An App Monetization Exchange is the next generation of Ad Exchanges offering multi-monetization streams on top of Display and Rich Media ads, including Search, Hyper-Local and virtual Currency, all integrated to a single robust SDK, which is offered by companies like inneractive.

If you plan to manage mobile advertising on your own, don't put all of your eggs in one basket. Test different advertising channels to see which work best before making too large of an investment in any one network. If you invest the time in getting to know folks at mobile ad networks, you should be able to get a few test campaigns for free or at a reduced rate to trial the network.

The costs of advertising can add up quickly, so it's important to time your investments carefully. Consider making a sizeable investment in advertising when you launch your product to coincide with other promotional initiatives like public relations and co-marketing, with the intention of getting a ton of users trying your product from the outset. If your product is virally optimized, you should be able to turn one user acquired through advertising (user A) into many new users, assuming that user A shares the app with his/her friends. When your growth trajectory slows, you can invest in another burst of advertising to keep

up the growth momentum. Advertising in well-timed targeted bursts is usually more effective than advertising a little bit each day over a long period of time.

Benefits of Mobile Advertising

Ongoing Revenue: Once your mobile advertising systems are set up, the basic formula is quite simple: more downloads equals more traffic, which equals more impressions and clicks, which means more revenue for you. Not one time revenue, but ongoing cash that your integrated ads are generating for you 24 hours a day, 7 days a week.

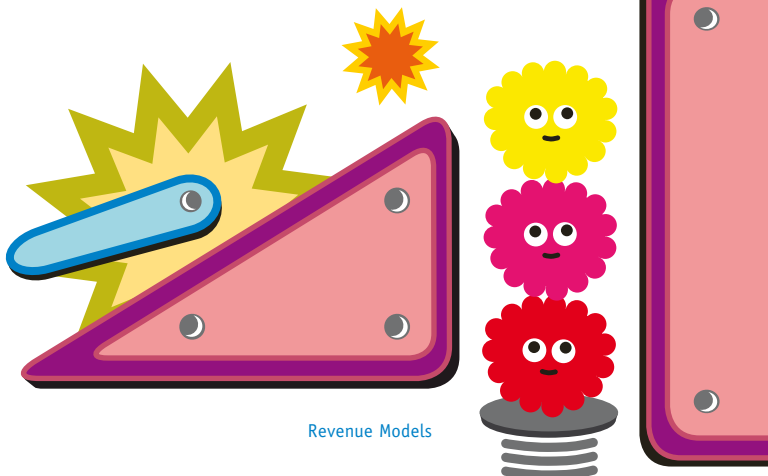
It's Where the Money is: Distimo reported in the Android Market, there have only been two paid apps to date with more than half a million purchases. On the Apple App Store, the numbers are a little more optimistic with six paid apps generating the same half a million downloads per a two month period in United States. Projections for mobile advertising revenues are growing at a faster rate than paid app revenues. Mobile is the only industry in the world that you can create a product, offer it for free and potentially make more money than if you charged for it in the first place.



Added Value: Suffice to popular belief, if implemented well, mobile advertising can actually provide an added value to users. Due to the nature of the mobile phone and its “Always On” capabilities, receiving relevant and targeted ads within a mobile app can actually contribute to the overall user experience. The problem is when ads appear that are completely irrelevant and or are displayed in a way that interferes with the core functionalities of the app.

This means that selecting the right company for your mobile advertising efforts is a crucial step. You must ensure that your ads can be targeted per location, per app category, and per content. In addition, the ads you integrate must be included in the app in a way that will not decrease the quality of the user experience, while maximizing clicks and increasing your revenue.

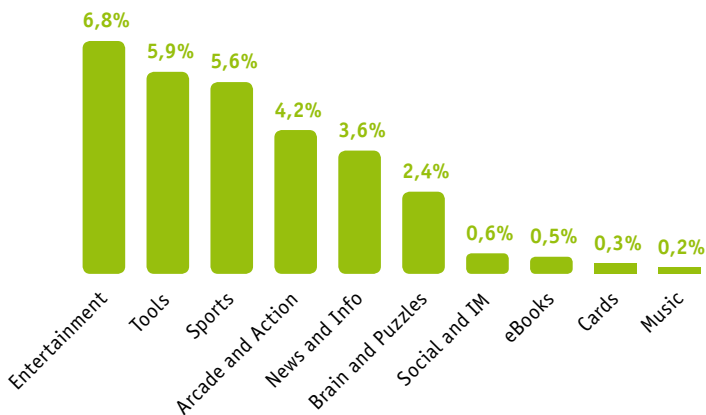
Look for companies that provide developers with an Ad Placement Strategy, which ensure that your ads are placed and integrated into your apps, so users can benefit from the extra content you are providing them, and not the opposite.



Revenue Models

Tips for Generating More Revenue From Mobile Advertising
Games Rule Mobile Advertising Statistics indicate that in terms of CTR, the following categories are the top ones for developers:

- Entertainment
- Tools
- Sports
- Arcade and Action
- News and Info
- Brain and Puzzles



Of the top 6, you can see that Entertainment, Arcade and Action, and Brain and Puzzles can all fall under the broad category of games. If your app is related to social networking or an eBook app, other revenue models such as in-app purchases or freemium may be more relevant.

High Global Fill Rate Doesn't Guarantee Payment. One thing to note is that high global fill rates may not always result in big profits. Because there are restrictions in certain ad networks

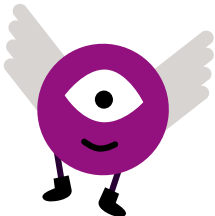
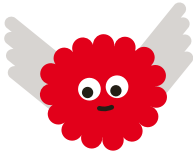
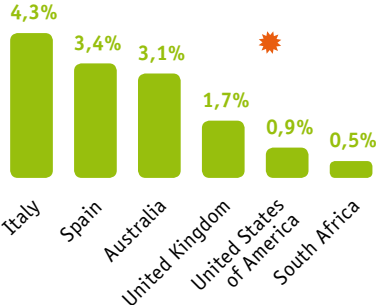
(the most common one being geography), networks may host “house ads” that simply promote the advertising company you are working with—and house-ads do not always generate revenue so you need to be attentive and make sure the ads showing up are ones that are generating revenue for you.

For example, if people who download your app are in the U.S, they may see ads and generate clicks, but if someone in Asia or Africa downloads the same app, they may either see an ad that is completely irrelevant such as a house ad or no ad at all. Your global fill rate won't reflect that.

Focus on the Primary Countries

In terms of geographies, the following locations consistently produce a relatively high CTR, and advertisers recognize the quality of the clicks from the following locations by paying more per click:

- U.S
- UK
- Italy
- Spain
- South Africa
- Australia



When designing and marketing your app, the above countries should be taken into account. That includes in-app translations for the relevant languages and targeted marketing campaigns in those specific countries.

Find the Sweet Spot Between Most Visible and Least Annoying. It goes without saying that you want to place your ads in the optimal locations to generate maximum clicks. But while you don't want your ads to be missed, you also don't want to damage the user experience by placing the ads in annoying and spammy locations.

If you can find a home for ads to be displayed in an unobtrusive way, users will understand your decision to include advertising. Not only that, but if they are targeted appropriately, users will actually click on them and think of the ads as added value.

PS—if you are developing a game application, short timed ads between levels is a great sweet spot, it is non-intrusive and you can even use the entire screen!

Keep Your Ads Relevant. One of the main conflicts in mobile advertising is, on the one hand, maximizing clicks and, on the other, retaining your users. The best way to kill both these birds is by using a stone otherwise known as **precise targeting**.

Relevance can be broken down into three main categories: location, content, and the user. Today's targeting capabilities are endless. A fashion company can advertise their brand to consumers who are using fashion apps. The same goes for games, sports, entertainment, etc. You can also target by location, which means a person in the vicinity of your location will see an ad promoting your brand. When analyzing which advertising networks you want to partner with, make sure to look carefully at how each company keeps its advertisements relevant.

Use Rich Media Ads to Excite Users. While static display ads are still very effective, rich media ads—HTML 5, 3D, and even video—can drastically multiply your CPM. Static display ads generate a maximum of \$3–4 eCPM, while it isn't unheard of for rich media ads to generate \$20 eCPM.

Make the User Your Partner. Apple has made it very clear that as a policy, incentivized downloads are a no-no. Still, the line between encouraging a user to click and incentivizing them is very fine. Given the fact that users get access to premium mobile apps for free as a result of incorporated ads, it is in the user's best interest to keep clicking on the ads to keep the app free. It is not uncommon for developers to remind users of this. You can include a sentence above your ad reminding the user that they are your partner in keeping the app free, and that they can help by clicking on relevant ads they find interesting. As long as you are honest about it, you will find that the responses are usually positive.

As an added bonus, it also gives users a sense of community in knowing that they are contributing to making the app better!

Delay the “Skip” button. This may appear counter-intuitive for some developers, but the suggestion here is that you add a countdown button to the bottom of your ad and delay the “Skip” button by a few seconds. When presented with the option of clicking a skip button, the majority of users will, due to the clear call to action.

Now, you should definitely provide the user with a way to bypass ads if they choose to, but there is no need to have the button show up immediately. Keep in mind that your users could actually benefit from an ad they see through your app, but they intuitively skip it due to the design of the skip button. Delaying an ad by a couple seconds won't hurt anybody, but it may be beneficial to both users and developers.





MEASURING CUSTOMER ENGAGEMENT



Why Bother?

Operating without analytics, could be compared to driving a car without a dashboard. Analytics give you the opportunity to steer your business. They help you understand what is working and what is not. Analytics are the facts you can bring with you to meetings with your stakeholders.

Caution: The amount of analytic data captured by a mobile app during peak periods can bring your servers down. Analytics capture from live production apps, should have the ability to be throttled or shut off—in real time by your operations staff—if your analytics are slowing app response time during a peak or holiday season.

How to Get It

How to insert analytics into your app will depend on the architecture of your app. Android and Web apps can use the free service of Google Analytics and get 90% of the data needed to make decisions. Installing Google Analytics is easy, free, and should be done at the onset of the project.

Visit <http://analytics.google.com> for more information.



Here is an example of the script Google will guide you to insert:

```
<script type="text/javascript">
  var _gaq = _gaq || [];
  _gaq.push(['_setAccount', 'UA-nnnnnnn-6']);
  _gaq.push(['_trackPageview']);
  (function() {
    var ga = document.createElement('script');
    ga.type = 'text/javascript';
    ga.async = true;
    ga.src = ('https:' ==
      document.location.protocol ?
      'https://ssl' : 'http://www') +
      '.google-analytics.com/ga.js';
    var s = document.getElementsByTagName
      ('script')[0];
    s.parentNode.insertBefore(ga, s);
  })();
</script>
```

Some native apps may want to drop in the libraries of an analytics or mobile advertising company, like these:

Analytic Toolkits

- Flurry
- TapJoy
- MobClicks
- Appclicks
- Pinch Media
- Google Analytics (Android and Web Apps)

App Analytics

Focus on collecting the analytics that will help in making decisions and improving your app. You may wish to know the languages of your users, the navigation flow through the app, the pages/tabs where users spend the most time.

These analytics can be used by user interface designers to streamline the app, or cause more exposure for revenue generators, or decide which languages to support.

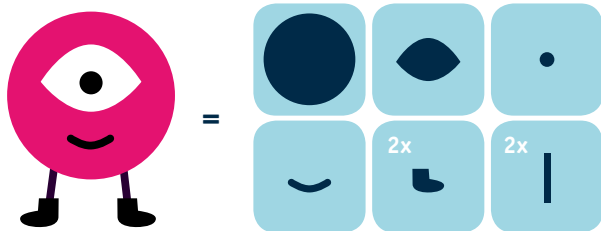
A/B Testing

A/B testing is a great way to tune your marketing campaign. Not sure if the button should be green or yellow? Briefly try it both ways and see which one works better. This is called A/B testing and can really lead to higher success rates in apps.

Marketing URL Analytics

Using analytics on short URLs to test marketing campaigns. Those short URLs like *bit.ly*—give you two benefits: 1) a shorter/tweetable link, and 2) analytics about click through. Try this cool experiment the next time you are running a tweet campaign:

1. Create two different short URLs.
2. Have you and an associate both tweet the URL.
3. The next day, see which of you had a better click through rate, by comparing the analytics.





RAISING MONEY

Finding money is a lot like dating—it takes numerous first dates to find a true match. To be successful you need to know exactly what you are looking for and what the investor is looking for in an investment. Don't waste your time going to a VC with what should be a "friends and family" round or an angel investment. Here are some guidelines that will save you time and hopefully get your venture funded.

It's important to consider the **Mobile fundraising environment:**

Value add investors—Mobile startups are unique in a number of ways. While the cost of capital to build a mobile software company is at an all time low, the ecosystem complexity and marketing dollars to build a long term scalable business should not be underestimated. Find an investor that truly knows mobile, understands your value proposition and the hurdles your business needs to overcome. This will pay more dividends in the long run than getting a slightly higher valuation today.

Funding environment maturing—2011 was a year of frothy valuations and 2012 will continue to be a good fundraising environment but investors will expect more. VC's have placed a number of bets in various mobile segments and are watching to make sure these companies are making progress. As you fundraise, expect to be asked tougher questions around traction, adoption, usage, and monetization plans.



Raise enough money—Keep in mind that one of the cardinal job requirements of a founding team is to not run out of cash. In today's uncertain economy, it's important to reflect on that. Giving up equity is sometimes painful but being caught in no man's land when your funding runs out is worse. Startups sometimes raise rounds that are too small to get to the next proof point in their business and then have to raise additional money without enough business or product traction to warrant the next step up in valuation. Understand what metrics your business is going to need to hit at the next funding milestone and make sure you raise enough today for tomorrow.

What Do You Need Before You Approach Your First Investor?

Regardless of which avenue you take for your funding you will need to develop three key documents to help you communicate your idea and also to clarify your thinking. The three documents needed are:

A Power Point Presentation: This will be the presentation you will give to your potential investors. This power point should be approximately 12 pages and should include the following: your company's vision, the pain or void in the market, description of your current product, brief product roadmap, timeline of key milestones, financials, a description of your competitors and the size and growth of the market. One of the key elements here is that your logic is tight, that all points reconcile and make sense—this is where investors will test you the most.



An Executive Summary: This is a word document 1–2 pages long that can be sent if a meeting cannot be obtained. It will have the same elements as your power point but can stand on its own without the verbal overlay. The key is to remember this is not meant to close the investor but to show them it is worth an hour of their time to see you in person and hear what you have to say.

The Financial Plan: The Financial Plan is a key component for your investors. It is not as much of a test of your accounting skills as it is of your overall plan. When you think about it, everything ends up in this document, such as: staffing plans, development costs, marketing plans, and sales goals. The assumptions made in this plan are crucial to its success. It's here that great presentations can fall apart. For example, we have seen a company present a \$100 CPM with a 100% Fill Rate for their advertising inventory which is basic, un-segmented and scattered across the world—perhaps a \$1–\$2 eCPM might have been more realistic. Lay out all your assumptions and find the real ranges in the market. Use this information to explain why you are high or low in that range. Remember, this is not just about accounting. Your financial plan demonstrates how you think about your business and whether or not your goals are realistic.

Who Do You Approach?

With these three documents under your belt, there are several different groups to approach. Who you approach is all about how much you need and what the model of your business is. Listed below are summaries of these groups and why you might approach them.

The Venture Capitalist:

Let's start with the VCs. Mainstream VCs usually look for at least 10X their series A, or first round capital investment. This means that if they invest \$3M in a series A, they want to make sure they have a clear path after dilution and set backs of at least getting back \$30M. Perhaps the most important item in considering whether a VC is right for your business is what VCs call "average check size". This is the average size that VCs write. Most mainstream VCs will probably say \$2–4M. While VCs always have exceptions, the best strategy would be to look for that fit rather than bet on the exception. For instance, if you are looking for \$200,000, your best odds are trying for an angel investor or with friends and family—this does not mean your business is inferior, it just means it is more capital efficient and has a different structure.

Now, let's say you are in the ball park and your first round of capital is about \$3M. What do VCs like to invest in and what do they not like to invest in?

What Do Venture Capitalists Look For?

In the mobile applications space VCs are typically funding one of three business models:

1. **Picks and Shovels:** A favorite VC expression dating back to the gold rush describing makers of picks and shovels making money selling their goods than the miners themselves who were panning for gold (a Hit Business if there ever was one). Examples here might be In App Ad Networks, Analytics, Discovery, etc.)



Three areas of caution when it comes to selling “Picks and Shovels”:

- Mobile Developers are not the wealthiest of customers. Don't expect that they will be paying you a lot of cash out of their pockets for your product. Instead be thinking about what they would give you in-kind, such as In-App ad inventory or payment clearing of premium transactions. These do not cost the developer money upfront, but helps them to monetize their Apps. In turn, they are willing to share their revenue.
- Don't say Tool. Tool is a four letter word for VCs. They always see the demand for things like authoring tools and actually believe they might succeed in the market, but very few VCs have had the huge exits they look for when it comes time to sell a tool business.
- Most importantly, make sure there is not a player in the ecosystem giving the Picks and Shovels away for free. If they are, make sure your “paid” service is vastly superior to the free model.

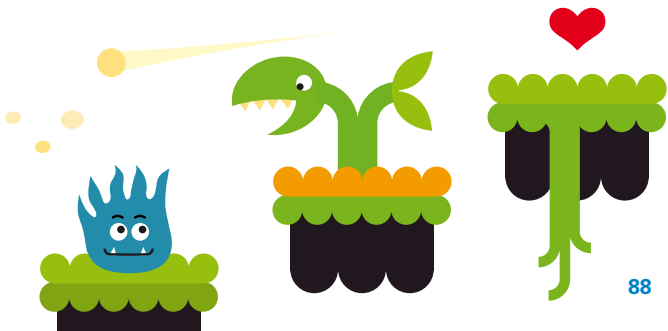
2. Studio Production: Think Zynga and EA. If you can select the right pieces of the value chain and create a portfolio of titles, scale production and distribution then you might be in business. This is better than a “Hits Business” (*see below*) in that it creates a portfolio effect for the business. Also, the investor is not banking on a single title to hit but a systematic process to bring many titles to the market. What will be important here is that your business has the secret sauce to be a big player in a fragmented market.



3. Disruptive Business: Perhaps the most popular model for VCs and the hardest to describe is the Disruptive Business Model based on a Mobile Phone Application. Examples here are ideas that will change our daily lives forever and it just happens that these ideas are best executed on the mobile phone. Ideas would include:

- This will change the way consumers shop inside brick and mortar stores
- This will change how Merchants will accept credit card payments
- This will change how patients will access their health care system
- This will change how brands will advertise to customers in their local area.

These are big bold ideas that will change the way we live and, if the founders and investors have it right, they will make a fortune. A word of advice, if you have one of these ideas then it is important to supplement your management team with a “gray hair” from the industry that you are about to change. You need an insider to collaborate with to ensure the incumbents can’t follow you too quickly and also that there is not something in the regulations that an outsider wouldn’t know about.



What Do VC's Hate?

Most Venture Capitalist hate the “Hits Business”. A “Hits Business” means that they need to judge if in fact your App will be a hit like Angry Birds. Unless they are one of a handful in the country who will back a hits business, they will tell you they don't like to and, in fact, cannot predict a Hit. They will go on to tell you that not only can they not predict Hits, but neither can the experts—Hollywood—anybody remember Waterworld?

Ironically, the one way to get a Hits business funded by a VC is to bring them a Hit Business. If you can show massive viral uptake and an enormous amount of eyeballs, they will fund you to build in better ad targeting or In App purchase depending on your model and back it with cost effective marketing.

Alternative Investment Sources for the Smaller Raise

If your App does not fit any of the above and you are looking for \$100,000 to build out the next Angry Birds, you need to consider other alternative sources. There are actually many available, but below are four good alternatives.

Bootstrap it: Yes, just make it work on your own. Find developers who will work for deferred payments, give small pieces of equity to the management team and have them keep their day jobs, and finally lower your costs so that you can live on ramen noodles for a year. You actually have the most control with this method. Also try to generate revenue before you launch: if you are going to be advertising supported pre-sell a sponsorship to a brand with matching demographics or message or if you sell to a businesses, find a user to pre-buy the first 10,000 downloads by putting half up now. Yes, it is painful but so is looking for money.

Uncle John: Remember your Mother's rich brother in New York—well it's time to call him. For Uncle John and for friends you will find it easier to put together a note, royalty stream, or both than pitching equity. With equity investments, the investor has to wait until the big exit, which for a small application may never come. Also Uncle John might not want to be looking over your shoulder all the time. Instead, promise Uncle John 5% of revenues for his investment.

Angel Groups. In my experience, Angel groups fall into two categories; the ones who like to lead with seed investments, big ideas that they hope will get VC funding down the road **or** the ones who like investing in capital efficient businesses (like yours) that only need \$100,000 to make or break it. You obviously want the latter. These groups are usually smaller and more regional than their bigger counter parts. Once again, keep your mind open to solve issues they may have as to lack of an exit or payback time. There are plenty of ways to structure an investment which may solve their concerns when it comes to Mobile Application Businesses.

Final Words of Advice

Hard problems are not always problems that matter—When you create your pitch to a VC, you should be thinking about why the problem you are solving should matter to your user. There are plenty of hard problems to solve that will require PhD's and algorithmic experts. This does not, however, mean that these are problems that people want solved or that there are enough people in the world that need this problem solved. VC's will look first and foremost at whether the opportunity you are addressing is big enough. Make sure your message is clear and crisp.

Team, team, team. VC's are investing in the team as much as they are in the idea. You must demonstrate that your team has the relevant experience to build your business. If there are gaps in your team, acknowledge them and work with investors during

the fundraising process to put a plan together to get right team in place. Having these conversations during fundraising can impact how much money you need to raise and what you need to set aside for recruiting.

Traction speaks louder than words. The costs of building and launching startups have dropped dramatically in the last several years. Savvy entrepreneurs are showcasing companies with concrete evidence of product-market fit before they seek to engage venture financing. This is raising expectations that venture investors have before committing their capital. If at all possible, establish traction before raising money.

Any way you cut it, raising money is hard work and can be frustrating at times. Just remember it is all about finding that perfect match and that takes time. You will hear conflicting things from different investors: one wants to see a bigger opportunity and another thinks you are unfocused and should be shooting smaller. You will hear it all. One time saving pitch, which I think is counterintuitive but is very helpful, is to ask for the **No**. The pitch goes like this: “Uncle John, as you know I am trying to run a business, build a product, and raise money and I can’t afford to waste your time or mine so, truly in your heart is this something you can see yourself putting money into in the next month or should I pursue another path?” Believe it or not, I have seen some poor founders chase the same angel investor for over a year and the angel still could not write that check. Remember, it is a numbers game at the end of the day and you need to be knocking on more doors with the right story every day. **Good Luck.**





CHECKLIST

A Quick Marketing List for Product Deployment



A Plan with at least 6 months of Versions
(Features, Revenue Model & Marketing)



A good Name and Tagline



Make a Good App **Great**—consider APIs, UX



A Merchandising plan (not just app store distribution)



A customer feedback loop



Moving at the Speed of Mobile and pivoting





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The WIPsters are based in Vancouver, London, and Austin and use their knowledge, charm and good looks to connect mobile developers to the people, information and resources to increase innovation and market success. We also build mobile developer communities for many of the leading developer programs. Find us at our events such as WIPJams, Muthers!, DroidconUK; and check out our on-line resources including the Developer Marketplace, AppStore and API Catalogs and Global Mobile Community Calendar.

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Hillel Fuld is Head of Marketing at inneractive and a well known personality in the worlds of mobile technology and social media. In addition to his marketing activities with inneractive, Hillel works with Appboy, a leading mobile discovery engine on their dynamic web content and brand awareness. Finally, Hillel is a guest author for various sites including Mashable, Business Insider, Gigaom, CNN Money, and others.

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Cheryl brings new products and brand marketing experience from Clorox and Sharper Image to help entrepreneurs develop their go to market strategy and plans. Cheryl has a B.A. from Stanford University and an MBA from Kellogg School of Management.

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