

ZMOT

HANDBOOK



WAYS TO WIN SHOPPERS AT THE
ZERO MOMENT OF TRUTH

Google™

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FOREWORD

JIM LECINSKI

CHIEF ZMOT EVANGELIST

Since we published *Winning the Zero Moment of Truth* last year, nearly 200,000 marketers around the world have read our ebook. It's been great to see businesses big and small embracing the new customer journey.

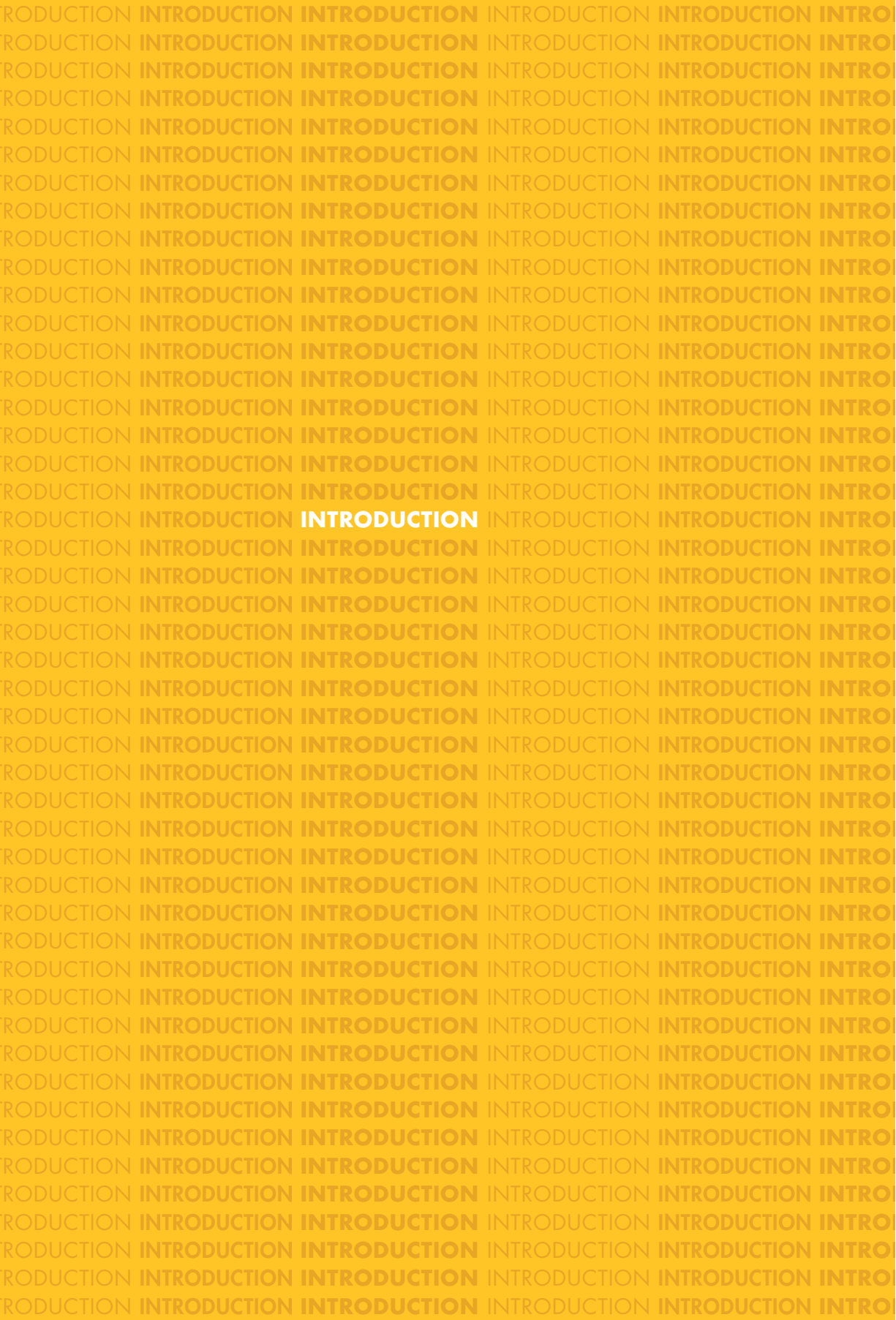
The unprecedented convergence of the global economic recession and the explosion in technology really has caused buyers to change how they interact with brands. No longer do they see your advertising and then show up at the store wanting to learn more. Now, after consumers hear about you, their next step is to learn more (and look for the best price) at the Zero Moment of Truth: that instant when they open their laptops, pick up their smartphones or grab their tablets, and search to see if you meet their needs. They may read a review, look for a coupon, watch a video, or read a blog or social network discussion of your brand. We are officially living in a post-Akerlof world — any trace of information asymmetry tipping the balance in favor of the seller is officially gone.

In my travels evangelizing ZMOT — meeting, talking and emailing with marketers from around the U.S. to Canada, Mexico, Argentina, Russia, France, the Netherlands, Australia, Poland, Turkey and Brazil — I've seen that ZMOT is being universally embraced as *the* new critical moment for brands. These marketers say, “OK, I believe in ZMOT. Now how do I get started?” In the ebook we offered seven initial suggestions to win ZMOT. But we've heard you'd like even more suggestions and more specific steps to win ZMOT.

That's why we recently revamped the ZeroMomentOfTruth.com site to provide more tools, assets, presentations, checklists, slides and images. And it's why we're launching this handbook. It's intended to give newcomers to ZMOT and digital marketing a set of practical ideas and recommendations to help them win.

I'd like to thank Todd and Brian for the handbook idea, and Jenny, Deb and Fritz for making this handbook a reality, as they did with the original ebook. Special thanks also to our Google experts, Nina, Jason, Johanna and Avinash, who once again shared their wisdom.

Enjoy the handbook and implement it for your brand! Don't wait. As we said in the first book, “Brands that win the Zero Moment of Truth stand to gain a competitive advantage over those that choose to ignore it.” Jump in, good luck, and keep the ZMOT feedback coming!



INTRODUCTION

In *Winning the Zero Moment of Truth*, Jim Lecinski talked about the importance of being there for customers at ZMOT. Thousands of readers took that advice to heart.

Here's a quick story of a modern ZMOT experience, from Google's own Todd Pollak:

A few weeks ago, my wife and I ordered a new home TV. I've been involved with buying a television four times in the last 35 years. But never quite like this.

Growing up we only had one TV in our house, and it stayed in place until it died. When it came time to replace the TV, we'd buy the same brand from the same family-owned store a few miles from our home on Long Island.

Fast-forward to 2012. I went online with my wife and we spent 30 minutes educating ourselves on all the options, features and specs, jumping back and forth between manufacturer websites and reviews, looking at the best-sellers and comparing prices. Once we made our choice, in less than five minutes we had logged into a retailer's site, added a TV to the cart, paid in a single click and had a date for a delivery direct to our home. I was beaming from ear to ear and explaining to my 4-year-old daughter that she should be AMAZED.

My kids didn't think it was such a big deal, but the purchase of that TV happened while we were all in mid-flight from San Francisco to New York, 35,000 feet above the Earth, somewhere over Utah!

So my family bought a luxury item — a complex product with what used to be a long sales cycle, one that would be a part of our lives for many years — without ever speaking to a salesperson, visiting a physical store, looking at or touching the product. We never contacted another person we knew or any expert for advice.

And you know what? That TV is everything the Web said it would be, right down to its imperfections.

Retailing has indeed changed, and even the smartest retailers are struggling to stay ahead of the pack. Many visitors to ZeroMomentOfTruth.com told us they'd like to hear more specific ideas about how to win at ZMOT: tips, large or small, that could help their business gain more traction at those vital moments.

So welcome to The ZMOT Handbook. Here you'll find deeper insights, tailored to help you reach shoppers more often at the **right time**, in the **right place**, and with the **right content**.

It's not a comprehensive list by any means — ZMOT is too big for that! — but these are some of the solutions we've found ourselves talking about and recommending to Google clients recently. We hope you find them useful, and we hope that Google makes the Web work for you.

— The Google ZMOT Team

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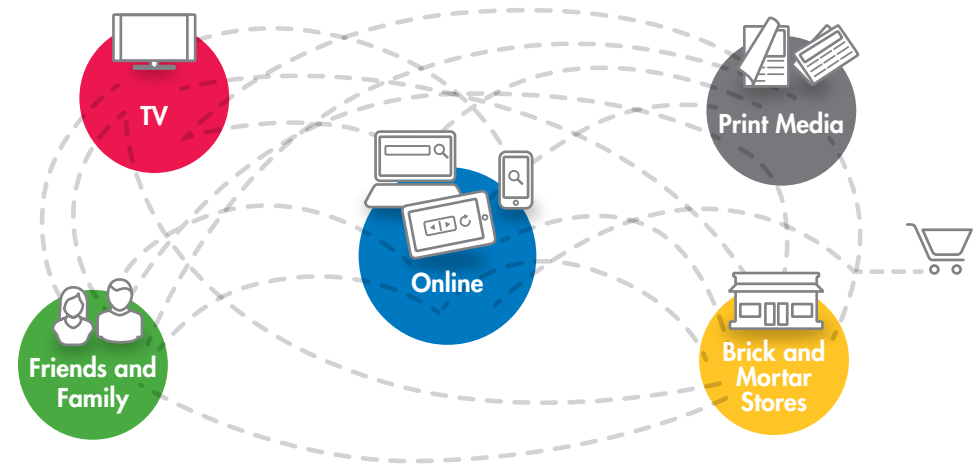
The Evolution of the Shopper

The sales funnel isn't really a funnel any more.

At the Zero Moment of Truth, today's shoppers bounce back and forth at their own speed in a multi-channel marketplace. They switch devices to suit their needs at any given moment. They search; go off to look at reviews, ratings, styles and prices; and then search again.

They see ads on TV and in newspapers and online. They walk into local stores to look at products. They talk to friends, over the back fence and on social media. Then it's back to ZMOT for more information.

Figure A: The shopper's multi-channel journey



In short, the shopper's journey looks less like a funnel and more like a flight map, as John Ross of Shopper Sciences has called it. Shoppers dart back and forth as they touch down — again and again — not at cities but at all the information hubs on their journey.

Google ran a study with Shopper Sciences early in 2012, looking at the purchase journey for 3,000 shoppers in tech, CPG, auto and finance. What we found were 3,000 completely different paths!¹ But when we drilled down, we found certain stops, or “hubs,” in common.

The largest hub for every category was online search. No matter where consumers entered their journey, they touched down on search at least once, and usually many times.

This was actually a surprise to Shopper Sciences, and here's why: For the first time ever, search exceeded family and friends as the most-used source of information.

Search ties the shopper's flight map together. It's the place where buying research starts and the place that keeps pushing customers toward conversion.

To win at ZMOT, you'll need to work with this new flight map. We've identified five key challenges that retailers and marketers face.

1. Every ZMOT shopper is unique.

Marketers have always wanted the purchase path to be tidy: TV plays a role early, search happens in the middle, coupons come in at the end. And every shopper visits each point once.

But that's not what we see today at ZMOT. Shoppers now are self-directed and unpredictable; each follows her own unique "flight plan" to purchase. Shoppers have more buying options now, too, from big-box giants to daily deal sites to innovative niche marketers like Rent the Runway and Gilt.com.

YOUR CHALLENGE: Be ready to meet shoppers in *their* way at *their* preferred time.

2. It's never been easier to walk out of the store.

ZMOT shopping is comparison-shopping on steroids. Shoppers use smartphones to check competitors' prices, look for coupons and deals, and measure shipping costs down to the penny. If they're standing in the aisle at your store and they see a better deal, they'll walk away.

Yet it's hard to compete on price alone with a world full of low-price sites. What's a retailer to do?

3. Shopping cart abandonment is at an all-time high.

70%: That was the abandonment rate for online checkout at the start of 2012.

Seven out of every 10 shoppers who added items to an online cart didn't actually make the purchase. A lot of those shoppers went off to search for a better price, or maybe a coupon or a savings code. How can you keep from losing those customers — or having to win them back all over again?

4. Push advertising alone isn't enough anymore.

Most retailers are used to decades of push advertising: telling shoppers what to look for, what's in season and where to buy it. But the ZMOT flight map is full of *pull* moments. The way you advertise at the Zero Moment of Truth must be completely different, because every lead is initiated by the consumer.

5. Cross-shopping behavior is snowballing.

In the new world of multi-channel shopping, some research will be done online, some in stores, some elsewhere. Purchases will be made online and in brick-and-mortar stores. Sales will start online and be completed offline — or vice-versa. Or start on a smartphone on one retailer's site, and be completed later on a tablet on a different site. Or purchased online but picked up at a store nearby.

So there is no civil war between online and offline shopping. But there is a challenge: to meet today's empowered customers where they want, with the information and products they need.

The flight map of today may not be the funnel of the past, but the retailer's challenge at the Zero Moment of Truth is the same: adjust, adapt and make the sale.

In *Winning the Zero Moment of Truth*, Jim Lecinski said that 80% of success was showing up. In this handbook we'll talk about *how* to show up at the right place and the right time.

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Let's get to work!

1.1 Go Multi-Screen

MULTIPLY YOUR ZMOT IMPACT

77% of viewers use another device while they are watching TV.¹

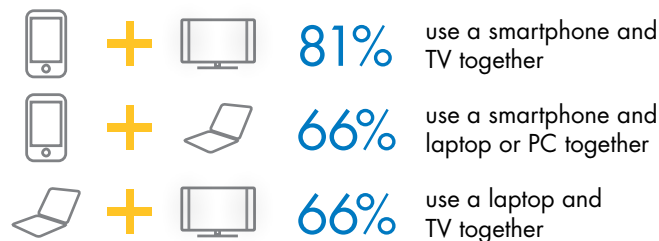
If you want to make a splash at ZMOT, go multi-screen.

That was the message from a recent Google study, where we looked at all the screens consumers use over the course of a week. We found that a full 90% of all media interactions are now screen-based: they take place on a smartphone, laptop, PC, tablet or TV. Radio and print now account for only 10%.

Consumers are now fluent at toggling their attention across screens. That means marketers have the opportunity to stimulate on one device and spark a visit to ZMOT on another.

There are two types of multi-screen behavior: **sequential** and **simultaneous**. Here's an example of sequential use: a user works with a laptop computer at home, puts it down, and later uses a smartphone on the bus. Simultaneous usage is when the user is looking at the laptop and the smartphone (or, say, a TV and a tablet) at the same time.

Our study showed that 90% of users turn to multiple screens sequentially to accomplish a task. Nearly all of those users (98%) move between devices in the same day. Simultaneous use is almost as popular¹:



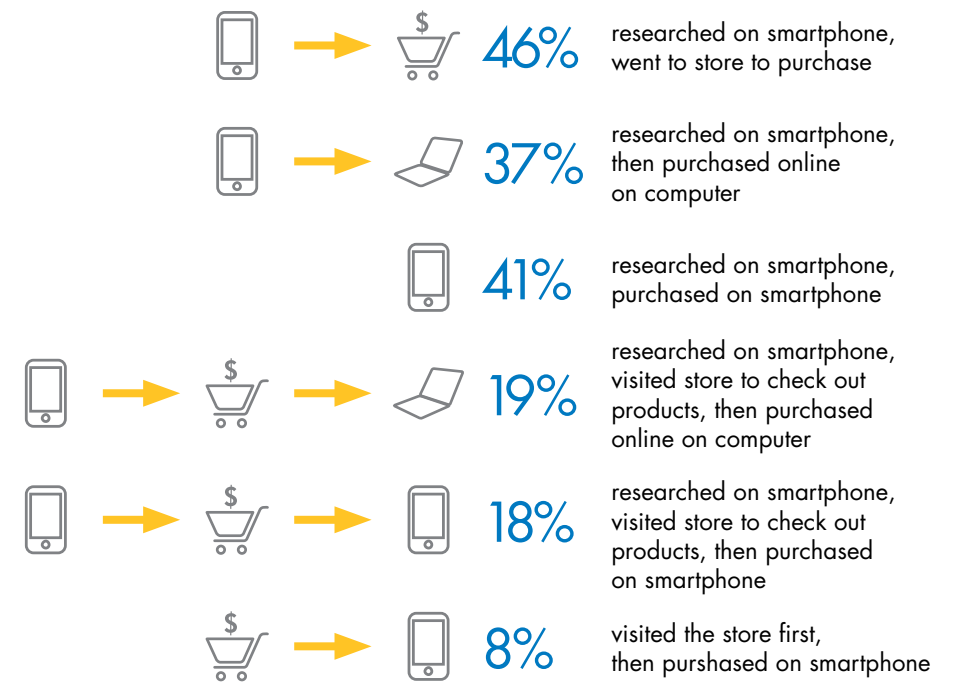
No wonder we're a bit obsessed with the multi-platform approach at Google. We've done a lot of studies to explore its value. Earlier this year, we partnered with Nielsen to measure the incremental impact of multi-screen advertising. Study participants at the CBS Television City media lab were asked to view related content across TV, PCs, smartphones and tablets.

A 15-second video ad promoting Volvo's S60 sedan was shown to different groups of participants. Some saw no ads, and others saw the ad on different combinations of screens, controlled for frequency.

The results clearly showed the brand impact of multi-screen advertising. In the group that saw only TV ads, 50% of people correctly attributed the ad to Volvo. For groups that saw the ad across all screens — TV, PC, smartphone and tablet — the brand recall jumped dramatically to 74%!²

Device toggling is magnified during the holiday shopping period. Last year, we studied both cross-device and multi-channel usage and found these shopper trends:

Figure 1-1³: Shopper trends — cross-device usage



Base: Used a Smartphone to do Holiday Shopping 2012, n=208 (Q23) In which of the following ways did you approach shopping with your smartphone this Holiday Season? Please select all that apply. Note: 2012 only
Source: Google and Ipsos OTX Post Holiday Shopping Intentions Study, U.S., Jan. 2012

Ask yourself: How are you changing your marketing plans to take advantage of this consumer behavior?

The brightest advertisers are already running integrated digital campaigns.



CASE STUDY

Reebok experienced **131% lift in brand response** conversions once it began promoting its RealFlex running shoes with video across all digital screens: PCs, mobile phones and tablets.⁴

[Learn more >>](#)

The **Adidas** “All-In” campaign generated more than **2 million views** by adapting the videos to engage viewers on PCs, smartphones and tablets.⁵

[Learn more >>](#)

If you’re ready to crack the nut of multi-screen campaigns, here are some ways to start:

- ✓ **Make sure your brand messaging is consistent across TV, tablets and mobile phones.** Think about the call to action in your TV ads: *Does it promote discovery at ZMOT?*
- ✓ **Make sure your site loads quickly and clearly on any mobile device.** 80% of customers will abandon a mobile site if they have a bad user experience,⁶ according to Google’s recent Mobile Playbook. Don’t have a mobile version of your website yet? That’s a great place to start. Creating one is one of the best steps you can take to win local users.



HELP

Google has a tool called **GoMo** that can help you build a mobile site in minutes. Start with your own site and then use templates to optimize it for mobile users. A GoMo Meter even shows how your current site looks and loads on mobile.

[Get more details >>](#)

Once your potential shoppers are at ZMOT, here are some ways to grab them and complete the sale:

- ✓ **Add click-to-call.** Many ad networks (Google AdWords included) offer this function, where your phone number appears as a clickable link right in the ad. That makes it simple for your shoppers to take action.
- ✓ **Look at mobile video ads.** Mobile and video are both exploding worldwide. Put them together for a double brand punch.
- ✓ **Advertise in mobile apps,** especially if you’re trying to get users to download an app. There are special networks that make this easy, including Google’s own AdMob.
- ✓ **Add reminders and alerts.** Find new ways to signal to shoppers — by email or by alerts after they sign in — that they may have left something in their cart or shopping bag from a previous visit.



CASE STUDY

“With mobile ads and click-to-call, our cost per acquisition is 20% to 30% less when compared with other channels.”

— Tolithia Kornweibel, Esurance⁷

* * *

Creating a good experience on all devices is a critical step to winning at ZMOT now.

1.2 Win Local ZMOT With Mobile

POINT THE WAY TO THE STORE

95% of smartphone users have searched for local information.¹

Google’s Jason Spero and Johanna Werther recently published a terrific [Mobile Playbook](#), in which they point out just how local mobile really is:

- 95% of smartphone users say they’ve searched for local information.
- 90% of those users take action within 24 hours.
- 61% of smartphone users called a business after searching, and 59% *visited* a local business after searching.

The mobile flight path tends to move faster and stop at different places. Remarkably, the average mobile customer uses a local store locator function *63 times* for every one mobile commerce order she makes.²

“Mobile users are 20 times more likely to click on a map than desktop users, and people who make a call are much more likely to convert.”

— Amos Ductan, Razorfish³

What can mobile marketers do to connect with local consumers and drive them straight to the store?

- ✓ **Try hyper-local ads.** Create separate campaigns targeted by city or ZIP code to reach your precise local customers.



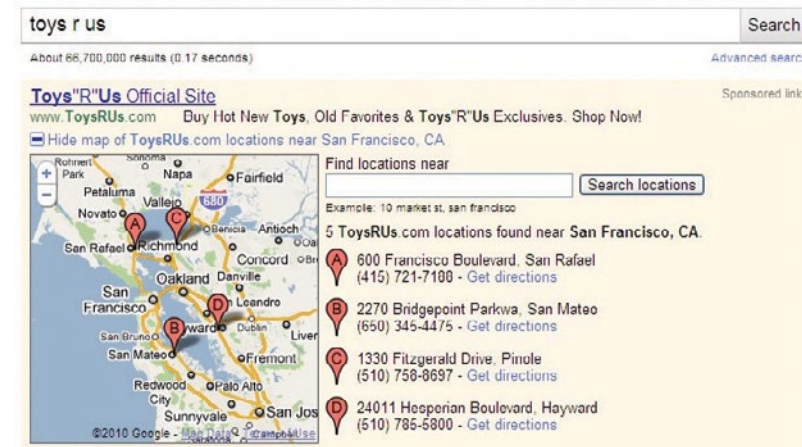
CASE STUDY

Starwood Hotels used a hyper-local mobile campaign to get a **20x increase** in mobile paid search ROI.⁴

[Learn more >>](#)

- ✓ **Turn on local ad extensions and features.** Ad extensions are added business information you can include with your ad — like your address, website page links or product data. 41% of shoppers look online for local information like store locations, parking, hours or a phone number,⁵ according to our 2011 Shopper Sciences ZMOT study. Why not put those items right in your ad?

Figure 1-2⁶: Location extensions with multiple addresses



HELP

Find out how to [turn on local ad extensions](#) in AdWords.

[Learn more >>](#)

- ✓ **Try local offers.** Local deal sites like Google Offers Near You, AmazonLocal, Groupon and foursquare specials can bring nearby shoppers into your store for the first time.

One-third of shoppers surveyed in a 2012 study said they shared their location with retailers via smartphone.”⁷

1.3 Be a Leader in T-Commerce

GET AHEAD OF THE TABLET EXPLOSION

72% of tablet owners make purchases from their tablets on a weekly basis.¹

Got a tablet yet?

If you said yes, you're not alone:

An incredible 208 million tablets will be sold by 2014.²

Which is an important point at ZMOT, because tablet users have different habits and their own flight paths. "Tablet time" begins when the workday ends. Tablets are humming from 8 p.m. to midnight, as users surf on the couch or in bed. In fact, 70% of tablet owners in a 2011 Nielsen survey said they use their tablets while watching TV.³

And tablet users like to shop so much there's a term for it: "T-commerce."

* * *



CASE STUDY

Citrix got a **50% greater CTR** from non-branded search terms on iPads than on desktops and other screens.⁴

[Learn more >>](#)

What can you do to appeal to this growing tablet audience at ZMOT?

- ✓ Create tablet-friendly ads and use them in tablet-targeted campaigns. As the Google Mobile Playbook notes, "Shop now from your tablet" is a stronger call to action than "Shop online."
- ✓ Don't forget that tablets aren't phones. Users don't make calls from most tablets, so what works with smartphones may not fit tablets.
- ✓ Remember that iPads don't support Flash. If your site is Flash-heavy, consider a tablet-friendly site with HTML5.

Take some time to look at your site on a tablet, if you haven't already, and see how it looks to the typical T-commerce user. And don't forget to analyze tablet traffic separately!

* * *

*"We have to be where consumers are searching and consuming content — and increasingly, that's on mobile devices like the iPad."
— Julia Ciebiera, iProspect⁵*

1.4 Use Affiliate Marketing to Win Wandering Shoppers

OPEN ANOTHER DOORWAY INTO YOUR STORE

70% of online shopping carts are abandoned by the shoppers before they get to a purchase.¹

Shopping cart abandonment is still a major issue for online retail. As 2012 began, shoppers were leaving their carts abandoned, without a sale, 7 out of every 10 times they filled one up.

Some of those shoppers just had a change of heart about their diamond bracelet or power drill. But a whole lot of them made a short hop somewhere else: back to search one more time to check for a better price, cheaper shipping, a coupon or a savings code. These are the people doing searches for “Acme tennis shoe coupons” or “Acme tennis shoes free shipping.”

It’s a critical moment, because once they’re back at search, you have to win those customers all over again.

**“A recent study by Listrak shows that only 14.6 percent of the top 1,000 retailers are doing anything about customer [shopping cart] flight.”
— Reuters, June 2012²**

You can’t stop people from looking. But there’s a group of businesses that are very good at sending customers back your way. They’re called...

Affiliate publishers.

“Affiliate what?”

Affiliate publishers are third-party groups that send potential customers to your website for a cut of the sale. You see them at ZMOT every day: Search for, say, “coffee makers” and a lot of the ads you see will be from affiliate sites.

Affiliate publishers come in four main types:

Coupons and Offers

These are sites like RetailMeNot and Coupon Cabin that aggregate coupons from all kinds of merchants. They give customers the latest coupons, then send them merrily off to Kohl’s or Home Depot or Victoria’s Secret to spend them.

Loyalty and Rewards

These are sites like Ebates or (in the U.K.) QuidCo that actually give a cash rebate, loyalty points or other gifts to members who find products through their site.

Social Shopping

These blogs and social shopping sites, such as Kaboodle and ShopStyle, have detailed posts about fashion or food that also include links to buy the products.

Comparison Shopping

These publishers, like PriceGrabber and ShopWiki, simply aggregate prices from all over the Web for easy, one-stop shopper comparison.

All these sites can help match you with shoppers who want what you have to offer — whether they’re searching for the first time or have just left some items in your cart and come back to ZMOT.

Google has a lot of experience working with affiliates, and (disclaimer!) they’re good for our business. But that said, here are some key thoughts about working with them.

You Don't Need to Fight 'em

Some merchants get the impression affiliates are trying to cut in on their business or be a middle man. And they are a middle man. But they're also another doorway into your store.

These are highly motivated commerce sites with a feel for what works. If your customers are looking for coupons and deals, they'll start at coupon and deal sites. Why not make that one more place where they can find you?

88% of brands that use affiliate marketing plan to maintain or increase their affiliate budget in 2012.³

Affiliates Are Search Specialists

Affiliates are very, very good at finding the best customers for various products. If you sell hardware and they discover that, say, wilderness camping sites attract people who also buy hardware, they'll run affiliate ads there — where you might not think of putting them yourself.

Alaska Airlines is an example of a company that uses affiliates very well. Instead of managing every keyword for every single route they fly, they leave many for affiliates. Those specialists take the time to build out huge keyword lists that really reach the long tail. That means Alaska can test different markets without spending a lot of money on click costs.

Affiliates Know Coupons

Coupons are still booming.

Google measured 69% growth⁴ in traffic from retail to coupon sites in the past three years.

That is, 69% more people are shopping online at Toys R Us or J. Crew, finding something they like, and then leaving with the question, "I wonder if there's a coupon for this?" (61% of visitors to affiliate deal sites say they're likely to switch brands if they find a better coupon.)

Of course, while they're looking for a coupon or a better deal, they might find another brand or another merchant. It's a lot like being back at ZMOT for the first time.

So if you're not offering coupons to affiliate sites, think twice.

78% of shoppers say that online coupons or promo codes will close a deal for them when they're undecided.⁵

The Risk Is Usually Low

The affiliate pricing model is usually cost per acquisition (CPA), which means you don't pay unless the visitor actually makes a purchase, signs up for emails or takes whatever action you've specified. So affiliates are motivated to get the right customers to you, and you're not exposed to much risk.

A Three-Step Plan for Working With Affiliates

The key steps: **plan, execute, get better.**

✓ **Plan:** Know your ZMOT goals and think about what types of affiliate publishers best fit your brand.

Fashion products do especially well on loyalty sites. Credit card companies have found that sites like CreditCards.com (or Google's own Advisor) actually help vet new customers — they won't send along people who aren't going to convert.

You may find that coupon sites work better than loyalty sites for your company, or vice-versa. You may want lots of affiliate sites or just a few handpicked ones.

✓ **Execute:** Once you know what you want, start recruiting your ideal affiliate publishers to work with you. Make a distribution plan and think about the best incentives to motivate those publishers.

Some top merchants pay their VIP affiliates more, for example. The breakdown might be 10% of sales for VIP sites, 6% for medium-volume affiliates, and then maybe 3% to 5% for the long tail. Adjust for product margins: A big-box merchant might pay 6% on big-budget appliances but 4% on low-margin consumer electronics gadgets. Know what you want to sell and what you can afford to pay.

✓ **Get better:** As always with ZMOT, the vital last step is to measure your results and use what you learn to get better. Analyze what you find: See who's driving sales for you, how fast they've grown, etc. Then make changes accordingly.

With affiliates, you'll have a better chance of being there when those 70% of shoppers make their final trip to the Zero Moment of Truth.

2.1 Mix Brand With Non-Brand at ZMOT

MAKE SURE YOU COVER ALL KINDS OF SEARCHES

On 53% of conversion paths, the last click is on a generic keyword.¹

Here's a tip from our friends at The Search Agency, an SEO and search marketing firm that has done a lot of online marketing over the years.

Alec Green, their VP of Marketing, says:

At their own peril, a lot of advertisers focus on brand only. But in order to do ZMOT successfully, you have to make a significant investment in non-brand. That's the biggest thing that marketers can't get their head around: To grow the size of the pie, you've got to go non-brand.

Non-brand (or “generic”) searchers are the ones who aren't thinking about you yet. They're the people searching for “facial tissue” instead of “Kleenex,” or “fast food” instead of “Burger King.”

They may not know you exist, or they may just be early in their shopping flight path and aren't yet looking your way. Either way, ads running only on your brand name won't reach them. And that's a lot of business to be missing out on.

Brand vs. Non-brand: An Analysis

Common wisdom used to be that shoppers start with fairly generic searches and then get more specific, finally ending in precise brand keyword searches that lead to conversion. Google's market research team tested this theory, studying the percentage of conversions where the last click came from a branded or generic keyword.

Here's what they discovered: 47% of conversions came from a last click on a brand keyword, while 53% of conversions had a last click on a generic keyword. And conversions that came from a brand click often got an “assist” from an earlier click or an impression on a generic keyword. 28% of the “brand conversions” were assisted by either a generic click or impression in the previous 30 days.²

In short, the ZMOT flight path doesn't always start with a generic search and end on a brand search. Generic keywords are as likely to close a sale as brand keywords.

Breaking the Glass Ceiling

What do you do when you've reached max results from your brand advertising at ZMOT? Generic keywords can be a way to break through that glass ceiling.

“To grow the size of the pie, you've got to go non-brand.”

Google data shows that running brand ads on generic keywords can increase later queries for your brand. That is: If people see your brand after a search for a generic keyword like “office supplies” — even if they don't click your ad — they begin to associate your brand with that term.

In a Google study of apparel shoppers, an average one in five new customers who searched on a generic keyword and saw (not even clicked!) a brand ad ended up visiting the advertiser's site at least once within 45 days, and searched for the brand name at least twice.³

That's good brand power.

Still skeptical? Open a browser right now and search on any generic terms you can think of. Bet you'll see a lot of brands advertising there.

How to Go Non-brand

In practice, going non-brand at ZMOT can be harder, because many small companies don't have the resources to break down all the possible non-brand keywords around their industry and their products.

But the simplest way to start is with the obvious generic keywords in your industry, and then expand out from there. And there are tools to help. Google has the Keyword Tool, which will help you find related terms. Enter a generic term like “breakfast,” and you'll find related terms like “easy breakfast casseroles” and “brunch recipes.”

Other search engines have their own versions of the Keyword Tool as well. That's a good place to start. Then keep measuring results and trying new terms to see what works best.

Affiliate publishers, as we mentioned earlier, can also be a big help in finding the lucrative keywords and concepts you're missing right now.

2.2 Manage With Bids, Not With Budget

FIGHT SMARTER FOR THE CLICKS YOU WANT

Major advertisers like Blue Nile and Williams-Sonoma, Inc. have a secret that helps them win big with their ads at the Zero Moment of Truth.

That secret, in big letters, is:

Focus on bids, not budget!

Any retailer can (and should) do the same thing.

A huge number of brick-and-mortar stores still apply a traditional media-buying mindset to search. That works poorly at ZMOT, because while traditional media is designed to generate demand, search advertising must be designed to *capture* it. Those companies miss sales opportunities daily, but they also overpay and fail to give consumers a cohesive brand message.

The problem lies in focusing on the ad budget (the old, traditional technique) instead of focusing on finding the bids you need to reach the customers who work best for you. Your goal is to capture demand at a price you're always willing to pay.

Here's how to **make it happen**.

✓ **Forget traditional media-type budgeting.** In the old newspaper-and-TV ad system, you typically have X thousand dollars budgeted for your ads and you spend no more, no less. You spend more at key moments, like right before the Christmas shopping season. You spend like crazy at the end of each quarter to make sure your full media budget is exhausted.

Your ZMOT goal should be to throw that kind of budgeting and timing out the window.

✓ **What to think instead: "How much is a click worth to me?"**

This is the key. If you know a click brings you an average of (say) 33 cents of income, then you naturally focus on making sure each click costs you less than 33 cents, right? It sounds basic, and yet many retailers don't make it their highest priority.

Maybe that's because it takes some analytics and testing to find that golden profit point for your product line. You have to figure out how often a click turns into a sale, what the typical click costs and how it averages out. And you need to keep an eye on changes in results: that positive ROI line of 33 cents might be 32 cents next week, or 40 cents next month.

But once you know your ROI — when you're confident that every click you earn will, on average, make you money — you're in a golden place. And then you can...

✓ **Open your budget.** Suppose you had a box where every time you dropped in a dime, a quarter dropped out. You'd never stop dropping dimes, right?

That's what you're aiming for here. "As long as I can get a click for under 33 cents, I'll take all the clicks I can get."

A budget limit is absolutely important while you're figuring out your profit point — but once you get there, once you know you're making money on average with each click, you should be able to uncap your budget. That's when you'll know you've arrived.



HELP

Intimidated by finding and setting the right bids? Or what if one type of buyer brings you profit at 33 cents, but another does at 25 cents? The [Google Conversion Optimizer](#) can help you "set it and forget it." You tell it what a click is worth, and it adjusts your bids to win clicks at an average of that rate or lower. Campaigns adopting the Conversion Optimizer achieve an average **21% increase in conversions while decreasing their CPA by 14%**.

[Learn more >>](#)

✓ **Take timing out of the equation.** Don't try to time seasonal sales cycles perfectly. That's like trying to time the stock market. You have no idea when somebody's going to be interested in a dress. When she is, she'll look for you.

For example, think about that gigantic shopping day after Thanksgiving, Black Friday.

Typical retailers still ramp up their online budget and spending in the days before Black Friday, as if they were advertising on TV or in a newspaper. They want to raise their share of voice, and they hope people come in the door to buy on that one day.

Everyone else is doing the same thing, of course. Result: These budget-focused marketers are spending the most online when the competition is highest and winning bids cost much more. It's a strategy that assures the worst possible ROI for their ad dollars.

75% of ads clicked from November 1 to December 31 go to big online-only advertisers.¹

If you focus on bids, you can protect yourself from all this. You'll get sales all month, whenever people are looking to buy. As Black Friday approaches, you'll see where clicks get to the point where they aren't worth it to you any more.

Let other people fight for ZMOT clicks at the highest prices: When the cost passes your threshold, you naturally drop out. If you can get clicks for your profitable price, of course, you take all you can get.

And when Black Friday ends, and everyone else cuts their budget, what happens then? Your bids are still good and they flow back into the auction at the lower prices, where you continue to get money-making clicks.

THE BOTTOM LINE ON ZMOT BIDDING: You need to reach shoppers when they're ready to touch down on *their* flight path, so focus on making the right bids and be always on. Find out how much a click is worth to you and run with that bid.

* * *

Tweaking your bids: What if you find that clicks are worth more on different days?

Suppose you sell bathing suits and you discover that people buy twice as many suits per click in May as they do in September.

✓ **Tip:** The solution is to use the bid lever. Raise your bids to fit the increased return on investment. Then lower them again later.



HELP

Google's [bid simulator tool](#) can help you make a sound guess about the changes you'll get when you raise your bid.

[Learn more ▶▶](#)

2.3 Activate Feeds

MAKE IT LIGHTNING FAST

Jim Lecinski said in Winning the Zero Moment of Truth that to win at ZMOT, you have to be fast.

Not everything can be planned months in advance or managed daily by hand.

Feeds are a good way to get updated prices, product features and inventory listings to shoppers automatically — and fast.

The Google Commerce blog recently made a similar point:

Truly great search is all about turning intentions into actions, lightning fast. In the early days of Google, users would type in a query, we'd return ten blue links, and they'd move on happy. Today people want more. When searching for great local restaurants, people want places to eat right there on the results page, not another click or two away. It's the same with hotels, flight options, directions and shopping.

Organizing these types of data can be very different from indexing the Web, because the information is often not publicly available. It requires deep partnerships with different industries — from financial services and travel to merchants who sell physical goods.

One way to get your shoppers to their decision point faster is to use a product feed.

A feed is a file that holds a list of products, with each product connected to a set of attributes that define it in a unique way. Those attributes are then used to generate ads automatically.

Here, for example, is how ZMOT might look to a laptop shopper today:

Figure 2-3A: Laptop search results

Ads related to laptops Why these ads?

[Dell.com - Official Site](#)
www.dell.com/Laptops - ★★★★★ 5,955 seller reviews
 Find Great Deals on High-End Laptops w/ Intel® Core™ at Dell!
 - [Hide products from Dell for laptops](#)

			
Dell Inspiron 15R Laptop Computer- ...	Dell Inspiron 14z Laptop Computer- ...	Dell Inspiron 17R Laptop Computer- ...	Dell Inspiron 14R Laptop Computer- ...
\$699.99	\$968.99	\$629.99	\$1,056.98

All these sample ads were created with the help of inventory feeds. If a user searches for “lightweight laptops,” the feed will automatically pull out those items specified as *lightweight* and as a *laptop*. The resulting ad can be text only, or text and images, and it can include prices and features (like 17.3" or refurbished) and other key information.

That means better search results for shoppers, which should create higher-quality traffic for merchants. It also makes ads easier for the merchant to create, with no need to create each ad manually.

Here’s a feed example from our own products. Google Shopping has been updated with the goal of improving the shopping experience over time — making it easier for shoppers to research, check features, compare prices and then connect directly with merchants to buy. For instance, stargazers who search for telescopes on Google.com find a result like this:

Figure 2-3B¹: Telescope search results

The screenshot shows a search for 'telescopes' on Google. At the top, there are two sponsored ads. The first ad is for 'Telescopes Super Sale - Top Rated Telescopes Site' from www.telescopes.com, offering a 50% discount and free shipping. The second ad is for 'All Telescopes Ship Free | ProTelescope.com' from www.protelescope.com, offering 40-50% off and free shipping on orders over \$100. Below the ads is a 'Sponsored' shopping carousel titled 'Shop for telescopes on Google' from shopping.google.com. The carousel displays five telescope products with their respective prices and retailers: a Celestron NexStar 4 S... for \$499 on Amazon.com, a Celestron 21035 70m... for \$54 on Buy.com, a Celestron NexStar SLT... for \$349 on Walmart, an Orion SkyQuest X... for \$346 on Homya, and a Meade 20218 NG70-SM Alt... for \$73 on Wayfair. At the bottom of the carousel, there are filters for 'Shop by type: Refractor Reflector Catadioptric'.

That result is powered by a feed. Higher-quality data from sponsored advertisers — like accurate prices, the latest offers and product availability — mean better shopping results for users, and that creates higher-quality traffic for merchants.

We know that when shoppers are inundated with choices, they automatically start narrowing their choices by the attributes (like “lightweight”) that matter most to them. So linking those same attributes with products via a feed is a smart way to get shoppers that much closer to their purchase.

3.1 Win With LCS: Loyalty, Convenience, Speed

MAKE THE MOST OF YOUR NATURAL ADVANTAGES

Here's an amazing ZMOT stat:

*The average number of information sources used by shoppers DOUBLED from 2010 to 2011.*¹

That's a lot more hops on the flight path.

Competition at ZMOT is greater than ever. Prices are totally transparent. Shoppers find unlimited inventories online, so they no longer worry about missing out if they don't buy an item in the store right now.

So how can average retailers fight back?

Here's the first tip: Low prices alone won't do it.

Whether you're selling grandfather clocks or Wiffle balls, you're not going to beat the prices of the big "pure play" online retailers in the long run. The biggest players have massive price advantages — huge volume, huge ad spend, lower inventory costs and (often) no sales tax. Your local camera store is not going to beat J&R, B&H, Crutchfield and all the other big national marketers on price every day.

And you won't beat them on inventory. You may have a big back room, but their virtual warehouses are a lot bigger.

So if you're not the biggest player in your space, what potential advantages *do* you have at ZMOT?

Three things: loyalty, convenience and speed.



LOYALTY is more important in retail than ever: Can you show your best customers that you care a little more about them, so they'll seek *you* out over all other choices? Can you emphasize the human element with amazing, personalized interactions? In short, can you treat your best customers like valued high rollers?

Since they'll have their smartphones with them, can you integrate your CRM and use mobile devices to bring them personal recommendations or discounts based on their

past purchases? How about letting them check in with services like ShopKick, foursquare or Google Latitude?



CONVENIENCE is about removing friction and managing time. Can you help a busy two-parent family avoid a drive to a hectic big-box store? If you're an online seller, there's a lot to learn from the big retailers like Zappos. "Don't like it? Send it back. We'll pay." Can you come up with your own twist on convenience, like Warby Parker's home try-on program for glasses: five pairs for five days, with free shipping both ways? How's your checkout flow? Is it 1-click or 11-click?



SPEED is still a big advantage for brick and mortar stores. Overnight shipping is wonderful, but if a shopper needs a birthday party gift in three hours, he can't order it online. You're in the neighborhood right now and that's huge. Look for ads and keywords that play up that advantage (like, in this example, "last-minute birthday gifts"). That's a battle you can win at ZMOT.

Professor David Bell of the Wharton School suggests another way to succeed at ZMOT: **SPECIALIZE**. "The extremes are more profitable," he says, pointing out DollarShaveClub.com as an online site that has taken extreme specialization to a new level. Note that they're also focused on convenience and loyalty, with razors delivered each month direct to subscribers.

As Prof. Bell puts it, "You always get penalized if you're a generalist."

John Ross of Shopper Sciences points out that despite all the new options in retail shopping, **customer satisfaction ratings have been going down**, not up. He thinks this is the result of higher expectations, not worse retail experiences.

Shoppers who are used to the wide range of information available at ZMOT are missing the same thing in stores.

John's suggestion for brick-and-mortar retailers:

FIND WAYS TO GIVE SHOPPERS THE INFORMATION THEY WANT JUST AS THEY GET IT ONLINE. Do they want reviews and ratings? Are they hunting for coupons? Give them that information or help them get it in the store. (A simple example: How about a shelf tag on the product that says, "Five stars on Epinions"?)

Todd Pollak points out that many brick-and-mortar stores are now using ship-to-store as a way to fight back. Order online, pick it right up at your nearby store. The sale gets made and everyone's happy.

As John Ross says, "If I know what shoppers are looking for as they go through their journey, my job is to figure out how to deliver it."

3.2 Focus on Customers Over Clicks

FIND THE LONG-TERM VALUE

Clicks are just one part of the ZMOT equation.

To win big at ZMOT today, you've got to focus on the customer as a whole.

Not so long ago, every retailer was focused on winning clicks, clicks and more clicks. But today, those crucial clicks are just one part of the equation.

One-to-one marketing is finally possible. So why focus on clicks when you can focus on users? And at scale?

Return on investment no longer means, "I got X clicks and sold Y dollars worth of products right then." It now means lifetime value and how you can get each customer to become a permanent part of your family.

After all, why pay to re-acquire your best customers over and over again as if they'd never visited your site?

It's better to make sure you can identify your best customers, and then **keep them coming back by treating them as your best customers.**

- ✓ **You (or your market researchers) should be asking:** What did each customer see at ZMOT, and what did they do when they came to the store? Did they come back? How often? In other words, what was their flight path and where did they land?

- ✓ **Then market to each person in the way they deserve:** free shipping year round, or 20% off all sales, or whatever it takes to keep them happy and coming back.

Tools like remarketing ads are a way to reach out to people who have been your best customers in the past. If someone has looked at high heels on your site, why not offer them your high heels again as they surf the Web? If they've been browsing cooking sites, give them Rachael Ray books in your ads. If they bought golf gear on your site, show them ads for golf clubs next June, just in time for Father's Day.

* * *

Professor David Bell of Wharton notes:

"There's evidence that customers acquired by word of mouth actually have higher lifetime value than others."¹

He suggests that retailers build into their models the fact that new customers can and will generate other new customers. Can you help them do so as part of their retail experience, with future discounts or benefits for spreading the love?

You don't have one day to win. You're in it for the long haul, or should be. And you can win big by aggregating sales over a period of time. Once you find a customer, keep the dialogue going with them. Use social media, customer service and ZMOT tools to bring them back.

UNDERSTANDING LIFETIME VALUE — that's the way online marketing is headed. Because the digital world makes it possible.

3.3 Help Consumers Buy With Their Eyes

PROVE THAT A PICTURE IS WORTH A THOUSAND WORDS

68% of consumers report using YouTube to browse and research retail companies.¹

Too much choice can be as bad as no choice, if the sheer number of options overwhelms the consumer.

SO THE QUESTION FOR MARKETERS IS: Are you helping customers focus on the product features most important to them — and make the connection between your brand and those attributes? There are two great ways to do that: videos and images.

Adding Videos

Videos are an essential part of the research flight path. We're well past video as a luxury: Today's shoppers expect the full-on clarity that video brings. And technology is at the point where perfect or near-perfect video is available on every kind of smartphone and tablet.

For a lot of ZMOT shoppers, video is their first stop. So make sure you've got the videos they want, and make sure your keyword lists have expanded to include not just video but terms like *demo* and *how-to*.

When shoppers watch technology-product videos...

64% get interested in specific models.

55% learn about brands they hadn't considered before.

35% hear about the product for the first time.²

Video is particularly popular with tech products. Around the annual Consumer Electronics Show, for instance, you'll see major brands release detailed how-to videos for their products. These videos receive tens of thousands of views leading up to launch week.

But it's more than tech: Today's big retailers have video demonstrations for nearly every single shoe, jacket, golf club and messenger bag they sell. If you want to compete with them, you'd better have video for your product lines as well.

Adding Images

Mediative ran an eye-tracking study in 2011 on the behavior of people using the free Google Places app on the iPhone.³ The study showed that:

- 1) Added website images build greater credibility for a product and brand; and
- 2) Users are more willing to click a review or a product link if it includes a high-quality image.

And this is even more true in mobile, where pictures take the place of thousands of words.

Among the Mediative findings:

- **USERS ARE HIGHLY ATTRACTED TO THE TOP THREE POSITIONS.** (No surprise.)
- **USERS PAY ATTENTION TO SOCIAL SIGNALS LIKE REVIEWS.** Listings that averaged three or more stars in reviews took 41 out of 47 clicks.
- **THE VOLUME OF REVIEWS MATTERS.** 29 of 47 clicks went to listings that had at least four reviews.
- **WHILE IMAGES ON IPHONE LISTINGS ARE VERY SMALL, THEY PLAY A BIG ROLE.** Through eye tracking, researchers could tell that users would pause on a listing with positive reviews, then look at the image before making their decision to click or not.

Photos and social just go together, says Bo Moody, vice president at the global digital agency Beyond.

“We consistently see social network posts with photos getting 60% more likes and comments on average than posts without photo content.”

BOTTOM LINE: To help shoppers decide in your favor, give special consideration to mobile imagery.

- ✓ **Tip:** Blend your own brand videos and images with those generated by users. User-generated content keeps you authentic and drives viral sharing, while your own curated content ensures accuracy and builds trust. Make sure that all your videos are search engine optimized, so they'll show up when users need them most.

3.4 Build Trust With Answers and Social Signals

GIVE SHOPPERS A BOOST OF CONFIDENCE

Once customers get to your site, how do you move them toward purchase — and keep them from hopping back to square one at ZMOT?

Try greeting them on arrival with customer service and information that builds trust and helps them conclude they've made the right choice.

Let's look at some ways to do that.

Provide Customers With Fast Answers

Great customer service starts with being available and open to the questions your customers are asking.

Online chat help is no longer a rarity on retail sites. It's common because it's a great way to engage with customers immediately after that first ZMOT moment.

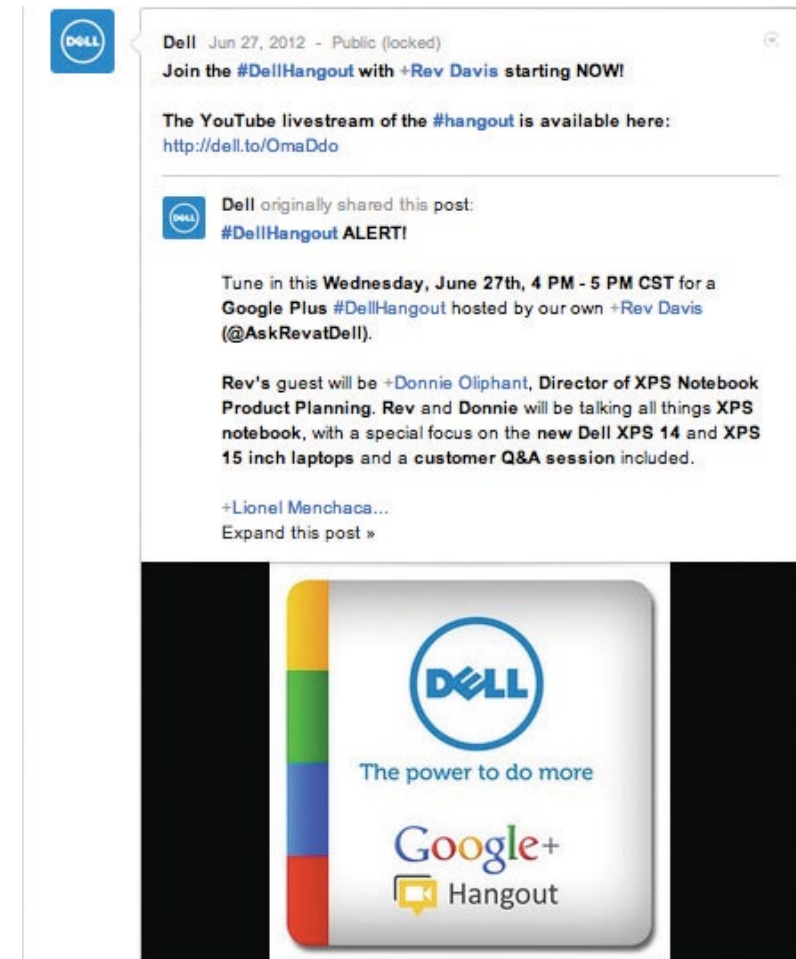
One in five consumers say they actually prefer online customer service (like chat, video chat and email) to phone calls or in-person consultations.¹

Some of the benefits of online chat:

- Every customer thinks their question is unique, and this gives them 1:1 attention to help answer it.
- Online text chats can be recorded, with a transcript sent to the customer. This gives them something to share with family and friends, and can also be useful to iron out he-said/she-said issues later.
- Chat transcripts are great for providing confirmation codes or very detailed instructions that couldn't be jotted down fast enough normally.

At Google, brands like Samsung and Dell have been experimenting with using Google+ hangouts to develop a similar relationship.

Figure 3-4A: Online chat using Google+ hangouts



- ✓ Can you add live chat to your site, or find other ways to put customer service front and center?

Add Social Signals

Social annotations drive a 5%–10% increase in click-through rate, on average, on desktop Google.com search ads.²

Figure 3-4B: Zappos ad with social signals



This Zappos ad has three key social signals.

THE FIVE-STAR RATINGS, AND THE 12,920 SELLER REVIEWS, are two big confidence-boosters. As the Mediative findings showed earlier, those two items will make plenty of shoppers click through to learn more.

SOMETHING ELSE THAT MAY CATCH A USER'S EYE: 902 people across the Web have +1'd either the landing page or the Zappos Google+ Business Page. Again, that's a social signal that other users have found this product and this site worthwhile.

* * *



CASE STUDY

H&M achieved a 22% CTR uplift on all their AdWords campaigns after adding social extensions.³

[Learn more ►►](#)

- ✓ **One more social signal you may not think of: your video view counter.**
When a video has thousands of views, don't you think that entices the consumer to click? They want to see what they're missing out on. Make sure you feature the counter prominently wherever you show your videos.
- ✓ **And when you have a popular video, why not put it online as an ad?**
We see marketers put their ads online during the Super Bowl, hoping for a viral hit, but it can work all year. Video ads don't have to be exactly 30 or 60 seconds; they can even be minutes long in some formats. Are you putting your most popular videos out where new viewers can find them?



HELP

If you're an AdWords user, you can learn how to add seller ratings.

[Check it out ►►](#)

And anyone can learn more about [Google +1](#).

[See details ►►](#)



CHAPTER

4.0

MEASURE
UP

4.1 Measure Macro AND Micro Conversions

GET THE FORMULA FOR ECONOMIC VALUE

Earlier this year the Google ZMOT team worked with analytics guru Avinash Kaushik to publish a worksheet called [Get ZMOT Ready in 8 Steps](#). One step we really emphasized there was this:

Keep an eye on micro conversions.

When retailers and brands think about conversions, they usually look at **macro conversions**. If you own a golf gear store with an online commerce site, the macro conversion for your site is pretty clear: getting people to buy golf clubs, shirts and gloves.

But as Avinash would say,

“We are not being the best we can be by focusing on just the overall website conversion rate. We are not getting a good understanding of the complete picture. We are being short-sighted. We are leaving money on the table.”

So start paying attention to micro conversions: all the other jobs your site does. Like signing up users to receive email marketing promotions. Or urging them to create an account and write product reviews. Or helping them download PDFs with putting advice, watch swing-coaching videos, print coupons, call the number listed on the website or enter a Dream Vacation sweepstakes. You get the idea.

Every micro conversion adds business value. It may drive future sales, create a stronger connection with your brand or boost customer satisfaction.

How Much Value Does Each Micro Conversion Have? Use a Proxy to Find Out.

For example, you could send an email blast to every golfer who signed up with you via your ZMOT campaigns. Wait 30 days. Do a match-back analysis of how many of those email subscribers bought golf gear on the website and how much total revenue they delivered. Say 1000 emails sent, 200 orders received, for a total revenue of \$10,000. The economic value of every email address delivered by the ZMOT campaign?

\$10,000/1000, or \$10 per address

With a little effort you can compute the value of every micro conversion: videos watched, reviews written, wishlists created, phone calls made and so forth.



HELP

Looking to incorporate social media as micro conversions? Start by adding these three terms to your vocabulary:

Conversation rate: # of audience comments (or replies) per post

Amplification rate: # of retweets per tweet, # of shares per post or # of share clicks per video

Applause rate: # of favorite clicks per post, likes per post or video +1s per post

Visit Avinash's blog to see complete examples ►►

Economic Value = Micro Conversions + Macro Conversions

Figuring out your economic value makes you look at the long haul — like the lifetime customer value that we talked about earlier. Learn more about micro and macro conversions, and you'll be, as Avinash says, on your way to “optimal awesomeness.”

4.2 Join the Attribution Revolution

GIVE CREDIT WHERE CREDIT IS DUE

TV, radio and print used to be enough for Coke, Motel 6 and every other brand. But today you can add search, display, mobile, video and social to that blend.

Shake well and strain into a single glass.

If you're looking to take the next big step at ZMOT, then look for new ways to measure the impact all these influences have on your customers today.

It's time for an attribution revolution.

What do people see that makes them want to buy?

Measuring Success

In the past, your brand might run a batch of newspaper and TV and radio ads, and then 30 days later somebody would tell you, "This was your share of voice in each area." You'd compare against a control market and tell your boss, "We put X% of impressions into a market, and this was how much lift we got." And indeed, a lot of retailers still run search ads and then simply check the lift in stores.

But today the true challenge looks more like this: "Jane saw a mobile ad, a banner ad on a news story, she searched, she watched a video, and then she clicked on an ad, came to my site and became one of my best customers. How did that happen?"

Here's a key point: If you're just relying on the last click, you're missing out on a whole lot of information. You have to see all media together in the flight path to discover what gets shoppers to buy.

The good news is this: With digital, you don't have to guess about attribution. You don't have to extrapolate. You can get a lot closer to knowing for sure by using advanced analytics. And then you can put more eggs in the right basket.

Unlike channel-specific measurements, multi-channel attribution doesn't spit out binary results — paid search *or* display. It jumps silos to analyze how channels work together. At last, you can tell the CMO how your email, SEO and social campaigns helped a sale that got "closed" by paid search.

As more attribution technology has rolled out, adoption has passed a tipping point. We predict that over the next few years, attribution will become standard procedure in digital marketing departments in the mid-market and above.

* * *

Google published an *Attribution Playbook*¹ earlier this year. Let's look at a few words of wisdom from those experts.

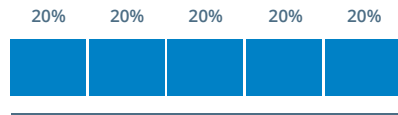
How to get started:

- ✓ **1. Identify your marketing goals.** Are you most interested in branding and awareness, lead generation, developing new business or earning repeat business?
- ✓ **2. Draw up a basic outline for your customer journey.** Include the path length, time to conversion and marketing channels where you expect customers to learn about you. Look for key details: Will the path differ based on the first place of contact? Does it differ by order size or product category?
- ✓ **3. Define the impact you expect from each campaign element.** When you start modeling, check whether the results match or contradict your expectations.
- ✓ **4. Decide which attribution models fit best with your marketing goals.** It's important to compare multiple models to experiment and learn. There are many ways to determine the value of each channel, like last click, absolute click, last paid click, etc. (Learn more about all the various kinds [here](#).) Marketers can use various levels of tools — some as easy as a desktop spreadsheet.

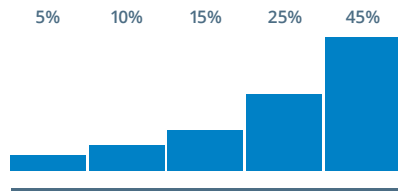
If you're a Google Analytics Premium user, you'll find Attribution Modeling already built in with the most commonly used baseline models, including:



LAST INTERACTION: Attributes 100% of the conversion value to the last channel the customer interacted with before buying.



LINEAR: Gives equal credit to each channel interaction on the way to conversion.



TIME DECAY: Assigns more credit to touchpoints that occurred near the time of conversion.

There are other basic models, and you can customize your own. Most companies find that no one size of attribution fits all. Lessons from one product or campaign don't necessarily port over to others. Factors change significantly over time, so monitoring is an ongoing process.

After you've taken the steps above, it's time for step 5.

✓ 5. Compare, contrast, rinse and repeat!



Once you have a good handle on what the models are telling you, you can start making smarter decisions. Your findings could lead you to reallocate budget, revise your CPAs, update landing pages, or make other key changes to your site or your campaigns.

Wouldn't it be a beautiful thing to know *exactly* what impact ALL your marketing efforts had on closing the sale?

You can — when you join the attribution revolution.



CASE STUDY

Esurance used click-to-call ads to track customers back to the first quote, rather than to the last click. They used what they learned to **save money and make smarter choices** with their ad budget.²

See how ▶▶

THE FINAL SCORECARD

So we've looked at a lot of ZMOT ideas. Where should a retailer start?

Let's go back to the five challenges of the new shopper flight path that we talked about at the start of this handbook. Here they are, with a checklist of actions you can take to win each challenge.

1. Every ZMOT shopper is unique.

- Try hyper-local ads and local offer sites** to reach nearby customers.
- Turn on ad extensions** to help shoppers see the most decisive data right away.
- Add photos and videos** to help shoppers get fast info and jump closer to their decision.
- Measure both macro conversions** (like sales) **and micro conversions** (like email signups and video views) to get your true value of winning at ZMOT.
- Focus on the lifetime value** of each customer, not just each click.

2. It's never been easier to walk out of the store.

- Pick the ZMOT battles you can win.** Set yourself apart with loyalty, convenience and speed.
- Make sure mobile is a full partner in your plans.** If you don't have a mobile site, create one.
- Consider mobile-friendly ads**, including click-to-call and mobile video ads.

3. Shopping cart abandonment is at an all-time high.

- Find affiliate advertisers that fit your goals**, then work with them to expand your reach and bring shoppers back to your cart.
- Use features like live chat** to grab potential customers as they arrive from ZMOT.
- Add images to your website** to build credibility and help shoppers make fast choices.
- Use videos** to give shoppers the clear visuals and product information they crave.

4. Push advertising alone isn't enough anymore.

- Run integrated campaigns across all screens.** For instance, make sure your search ads work well with your TV ads — and vice-versa.
- To break through the glass ceiling of sales, **go with non-brand advertising.** Find the generic keywords that work best for you.
- Think bids, not budgets.** Ask: "How much is a click worth to me?"
- Don't try to time your online ad spending.** Find the bids that bring you a good return and let those bids do the work.

5. Cross-shopping behavior is snowballing.

- Win the "T-commerce" battle by **running campaigns targeted to tablet shoppers.**
- Focus those campaigns on "tablet time"** — after dinner and while watching TV.
- Play up social signals** like video view counters and ratings stars.
- Join the attribution revolution:** Measure everything that brought the customer to you, not just the last click.

That makes 20 different ways to win at ZMOT. Tackle as many as you can — and if you like, use this quick guide to track your score:

5 or fewer: ZMOT novice

6 – 10: Getting warmer

11 – 15: Winning when it counts

16 – 20: ZMOT master!

A FINAL THOUGHT: Multi-Channel Is Here to Stay

So what will be the ZMOT flight maps of the future?

No one can say for sure. The changes will come from the sellers, buyers, shoppers, bloggers and surfers who make fresh choices day by day.

We do believe that multi-channel shopping is here to stay. For the next generation, the line between online and offline retail is already gone. These shoppers hop easily from phone to laptop to tablet, from local store to website, from TV screen to magazine and wherever their shopping path leads.

MOBILE COMMERCE, OR M-COMMERCE, IS EXPLODING. What was a \$3.5 billion business in 2010 surged 91% Y/Y to \$6.7 billion in 2012, and is on its way to becoming a \$31 billion business by 2015.¹ Tapping a phone to pay at checkout will be standard procedure. (No more digging for credit cards and scrambled signatures on touch pads!)

COUPONS WILL BE DEDUCTED AUTOMATICALLY IN AN INSTANT. (People will say, “Remember when we used to clip coupons?” the way they say, “Remember rotary phones?”) Loyalty and rewards bonuses will be added and tracked in one central location.

ON THE CONSUMER SIDE, by 2014, one in five mobile phones will use NFC (near-field communication)² technology, which can transmit coupons, offers, payments and content from smartphones based on proximity and preferences.

ON THE RETAILER SIDE, already nearly one in four retailers (23%) in the U.S. and EU has deployed mobile POS or point-of-payment technology. The same number plan to do so in the next 12 months.³

In short, consumers are about to enter a new world of fast, smooth, simplified shopping. And retailers are about to reach the dream of end-to-end, online-to-offline analytics. Those incredibly detailed numbers will help retailers drive loyalty programs, retain their best customers, increase the basket size and (most of all) remove friction for the shopper.

One thing won't change in our multi-channel future:

Success, as always, will go to retailers who look ahead and configure their stores and their businesses to focus on customers as individuals.

It's an exciting time to be a retailer.

More ZMOT

Feel free to quote from this ebook or re-use the material, as long as you acknowledge the source. And please join us at ZeroMomentOfTruth.com where you can find the tools and resources to stay up to date on all things ZMOT.

See you at ZMOT!

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Thanks to all!

END NOTES

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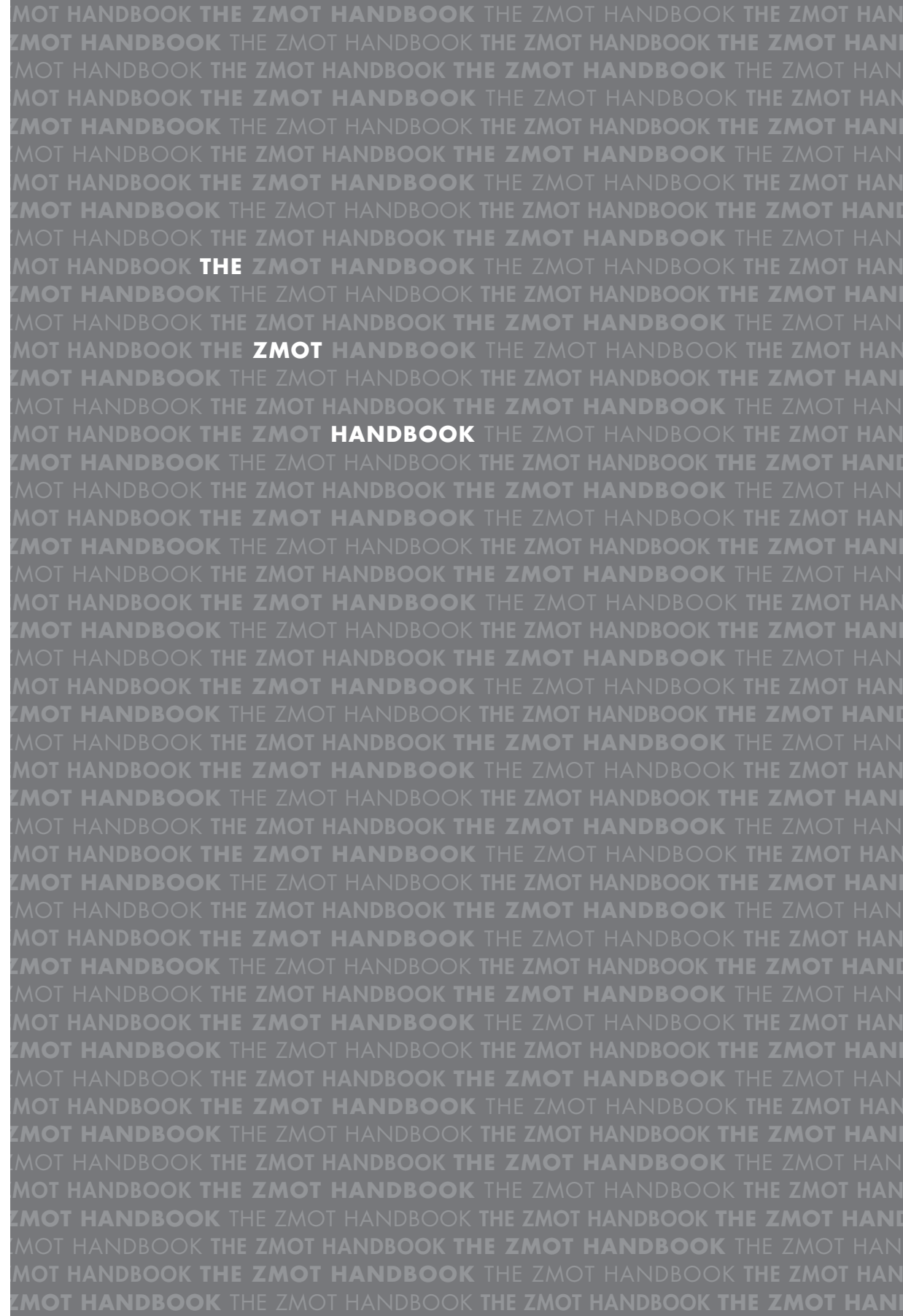
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