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## The Third Screen

### Marketing to Your Customers in a World Gone Mobile

#### THE SUMMARY IN BRIEF

With the “first screen” — television — companies sent ads directly into consumers’ living rooms. The “second screen” — the personal computer — increased interaction between companies and consumers and allowed for immediate customer feedback. The “third screen” — the mobile device — changes the game in an even more revolutionary way.

*The Third Screen* defines the strategies and tactics businesses will need in a world gone mobile. Marketers and businesspeople who don’t understand the untethered consumer — on the move, always on — risk becoming obsolete. This breakthrough book links the technological developments of m-commerce to the behavioral changes that accompany them, and reveals how key mobile innovators (representing large and small brands) are becoming the mobile platform providers of the future.

Best-selling author Chuck Martin guides readers through the uses of messaging, apps, location-based marketing and the components of social media that have “gone mobile.” The new laws of inbound mobile marketing are laid out in full, equipping brand managers, chief marketing executives and business owners looking to connect with their customers with the full range of mobile marketing options.

#### IN THIS SUMMARY, YOU WILL LEARN:

- How brands are partnering with mobile startups to change the face of marketing as we know it.
- How the age of the smartphone is redefining the role of the consumer.
- How marketers must do more than send out a mass ad and hope for the best.
- How to stay relevant to your customers as they go about their lives.



by Chuck Martin

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# THE COMPLETE SUMMARY: THE THIRD SCREEN

by Chuck Martin

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For additional information on the author, go to [www.summary.com](http://www.summary.com).

## Introduction: Mobile Is Game Changing

The first screen, television, revolutionized the way marketers reached consumers, allowing a company to touch millions with well-crafted and tested messages that the company controlled. The marketer was in the driver's seat.

The second screen, the personal computer, fostered interactivity; it allowed companies to communicate with and sell to their customers, easily gaining customer feedback and even permitting customers to provide input on the development of products or services. The model moved from mass marketing to participatory marketing, where consumers could tap into extensive online networks of information about a company's products and services.

The third screen — the smartphone — enables customers to communicate directly with each other more easily and to share information and opinions not only in real time but also as they move from location to location. The challenge and opportunity for businesses is to become part of those conversations and to add value to them.

### The Untethered Consumer

The move to a world gone mobile is not just about technology; it is about behavioral change.

If we told people a decade ago that they would be typing messages with their thumbs, they would not have believed it. Yet today, this is common not only with multitasking teens but also with busy businesspeople using BlackBerry smartphones, iPhones and Droids. People are reading books on iPhones and mobile mar-

keters will further change consumer behaviors by facilitating shopping and purchasing directly from mobile phones, often on location.

Technology without behavioral change would be relatively meaningless, and marketers and businesspeople who don't understand the implications of the untethered consumer risk obsolescence.

### The Mobile End Game

There are several fundamental characteristics of the mobile landscape that offer companies new opportunities to leverage. These characteristics provide marketers with different ways to interact with their customers.

**Brick-and-Mortar Advantage.** The third screen will forever transform the concept of one-to-one marketing, in terms of how a company talks to its customers. Mobile allows companies to communicate with the untethered consumer as he or she shops.

**Platforms Win.** Among the main drivers of a world gone mobile are the technology platforms on which businesses and untethered consumers ride. Platforms are widely accessible by mobile phones so that consumers can easily tap in and access any relevant or desired content or information at any time.

**Less Is More.** Businesses need to "Think Small." Thinking small is not about small ideas but about quick, focused delivery. On the phone, it's more practical to view a short video clip.

**The Mobile Chicken and Egg.** Mobile will drive mobile. As more consumers find new capabilities of their smartphones, they will show these features to others. As more features are discovered, more will be created. The creation of more features — ranging from dis-



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counts that can be scanned to applications that make daily life easier — will lead to more adoption by more people. As more people get smartphones, more features will be used, driving the creation of yet more features. ●

### The Rise of the Untethered Consumer

Mobile consumers are freed from a desktop computer for access to information or their networks. With total digital mobility, they are always connected and can do virtually anything with anyone, anytime, anywhere. Empowered by the third screen, these are the *untethered consumers*, and they have computing power in their hands wherever they go.

The untethered consumer constantly consumes content from his or her smartphone, no matter where he or she is. Untethered consumers rely on their peers for recommendations and they trust the recommendations of others more than the promotional messages from the companies that make or market the products. This system of user opinions goes beyond social networking as consumers reach out to networks of others who may have purchased a particular item, heard certain music or seen specific movies.

When an untethered consumer loves or hates something, he or she will let others know in real time. These consumers instantly determine from others the collective view of products and services. And after receiving these recommendations from others, purchasing via the third screen will become commonplace in the United States, as it already has in some countries.

#### Mobile Is Personal

One of the new dynamics presented by a world gone mobile is a change in perspective. Because the smartphone is so personal and individual, each user tends to view the market from his or her personal mobile perspective. Marketers seeking larger mobile budgets should be aware of this shift from mass-experienced to personally experienced marketing, because those controlling the budgets may view proposed mobile strategies through their own personal mobile lens, based on the way they use their own phones. Their perspective on what consumers may or may not do with their mobile phones in the future may be limited (or exaggerated) by what they do with their own phones.

#### The m-Powered Customer

In a world gone mobile, the individual customer has more control than ever before. The mobile customer

### Follow Your Customers

It is essential that businesses follow their customers' mobile use patterns and preferences. Otherwise, a business could end up creating a mobile product or service that doesn't match the behavioral characteristics of its own untethered customers.

can check prices on location, compare items against competitors' offerings and get on-the-spot recommendations from friends and peers. He or she can find anything directly from a mobile device and connect with others instantly by various means. We call this totally enabled, roving, mobile-empowered customer the *m-powered consumer*.

This m-powered customer can also be reached at certain times in specific locations. Never before could both of these pieces of information be factored into marketing, and it opens the door for marketers to customize their campaigns accordingly.

No matter the brand, every company in every category will have to find its own play in mobile, because their customers, no matter the demographic, are there.

Untethered consumers become totally empowered with features and functions that companies are making available to them via smart phones. ●

### Smartphones Rule

The growth of smartphones is well documented and is expected to continue. The key driver of this growth is the functionality provided by smartphones. Customers can find information faster, they can receive personalized services based on their current location and they can perform actions on their phones while on the go that they had previously done on their personal computers or other media devices.

#### Enter the iPhone Era

The turning point in mobile came with the launch of Apple's iPhone, with its following wave of hundreds of thousands of applications, which led to a dramatic increase in mobile Web browsing. The third-generation network (known as 3G) introduced higher-speed networking, which allowed Web surfing and audio/video transmission. As more fourth-generation networks (known as 4G) are deployed, with speeds five to 10 times faster than 3G, significantly more interactive data and video will move into the marketplace. This higher networking speed will combine with a new generation

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of computer processors that will speed smartphones even more. Smartphone sales will soon exceed sales of personal computers.

The impact of the iPhone in a world gone mobile cannot be overstated. Research revealed that many in the mobile industry — especially technology and platform providers — admit that the introduction of the iPhone totally changed their businesses. The same was heard from both small and large brands, especially those that decided to create new applications and started by using the capabilities first provided by the iPhone.

The iPhone showed not only what sophisticated phones could do, but how easy it is to download applications from a centralized location, the Apple App Store: funds could be automatically deducted from an iTunes account if the application required a fee, a setup already familiar to vast numbers of users who downloaded songs.

### The Smarts of the Smartphone

Much like a new high-definition TV, a new smartphone can be such an improvement over a previous regular phone that the new owners may not fully explore all of its features and capabilities. The good news for marketers is that this will change over time due to several drivers:

- Businesses will conduct research to determine what mobile customers want most.
- As network speed increases, features will be more easily accessed and used.
- App developers will continue to innovate.
- People will see others using functions they didn't have and inquire about them.
- Customers will see the added value of using apps and mobile Web features to make their lives easier.
- More businesses will enter the market to keep up with their competitors' offerings.

One of the key drivers of an increase in smartphone use is the availability of more and more apps that do an almost unlimited number of things. However, there are smartphone features that individuals use significantly more than they use apps. A study by Knowledge Networks shows that apps are a secondary consideration in general use of smartphones, following features such as messaging, Web use, search and photography. ●

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## Real Time Moves to All the Time

The mobile consumer never sleeps. Well, at least they don't all sleep at the same time. Consumers at televisions and computers take a break. They physically get up and

leave the device or they turn it off. Not so with mobile. In a world gone mobile, all information is available to all, all the time, creating new business challenges, including how to market in real time and how to market all the time.

The original concept of real time carried with it the implication that a transaction could be immediate, but that it was company-driven, so that the real time would be the actual time people were there at their computers. In the third screen revolution, real time becomes all the time, with untethered consumers expecting to be able to act and interact in a true 24/7 environment; the phone is always there. With all-the-time expectations, consumers are driving companies to modify cycles of development, creation, production and delivery of products and services so that they more closely reflect the needs of the always-on mobile consumer. And those needs are totally on the customer's timeframe.

### Information Resides in the Smartphone 'Cloud'

Just as printed newspapers became less relevant as a source of news and information because of the Internet, the third screen will transform the way that information is gathered and shared. In the third screen revolution, information becomes dynamic and resides in cyberspace. So-called *cloud computing*, where information resides on dynamic networks on the widely scattered servers of companies like Google, Microsoft and IBM, is quickly becoming the engine of mobile computing.

Untethered consumers store information, such as calendars and contacts, on these networks and expect to be able to access their information from any location. The challenge for businesses is to make information about their products and services available at all times in this mobile computing model, and to keep the information dynamic and constantly up to date. Untethered consumers who are shopping expect to access inventory databases directly to see who has what products at what price at any given moment. Some companies have figured this out and are starting to make this data available to mobile customers.

### The Mobile Time-Shifting Conundrum

People at work are glued to their mobile phones. On a typical day the majority of business leaders (54 percent) spend less than an hour a day without their phones, and more than one-third of them (36 percent) have their cell phones turned on and with them at all times during their waking hours. These figures are not driven by size of company, as those working in both small and large

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companies spend similar amounts of time without their cell phones.

“Relying on mobile technology has become a survival tool, like a Swiss Army Knife,” says one manager, “For e-mail, Web services, directions and advice on where to eat, I would have to relearn how to live without it.” ●

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### Customer Engagement in a World Gone Mobile

With the rise of the untethered consumer, the substantial growth and use of smartphones, and freedom from time and location limits being added to the mix, mobile marketing requires an approach different from that of earlier marketing methods. The concept is not about mobile marketing as much as it is about marketing in a world gone mobile.

Looking at the smartphone as just another sales or marketing channel misses the scope of the mobile revolution. Mobile is not incremental, it is transformational. It takes the concept of customer engagement to a new level, where the customer is totally in the driver's seat and each interaction is unique in the interplay between customer and business or brand.

The good news for marketers in a world gone mobile is that all businesses start at the same point. For a company to be effective and create customer engagement in a mobile environment, it must provide clear value. While that value in the short term may be a discount or coupon, mobile customers will ultimately expect more from the companies offering products and services to them.

#### Mobile Business Goal Alignment

The marketing strategy for interacting with the untethered consumer should align with the goals of the business and should take advantage of the new opportunities presented by mobile capabilities. The first step in this process is to evaluate the current and future mobile use of current and future customers.

Different demographic groups can be associated with specific mobile phones or platforms, so the first step is to determine what your customers use, that is, the phones they own and the mobile platforms they use, such as Apple, Android or BlackBerry. One way to determine customer use patterns is to conduct a survey that simply asks customers what kinds of phones they use and whether they have smartphones. Another approach is to launch a mobile website and track the difference in traffic compared with the regular website. It is likely that a

percentage of any given audience will have smartphones; the question is whether that percentage represents a small or large slice of your particular customer group. It is also possible that the best customers of your business use one dominant category of phone, such as a smartphone. You should then research what your customers are actually doing with their mobile phones. The types of actions they perform can provide an indication of the manner in which they might be most comfortable interacting.

Over time, the majority of the market will migrate to smartphones, depending on price consideration and various other factors. And it is the smartphone that is driving the mobile revolution. This is because of the value proposition of smartphones: The computing power and sophistication of smartphone technology can provide consumers with unique abilities to gather tailored information on location, helping make their lives better and easier. ●

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### There's an App for That: The New Broadcasting

Unlike the Web, mobile is not about visiting and interacting at websites, though that is one of the activities of untethered consumers. Mobile is about tapping into technology-based platforms while on the go; it's about downloading and using specific, customized features that enhance the mobile consumer's productivity, performance and even entertainment breaks while leveraging locations and time as never before.

#### Mobile Content and Context as King

The mass migration to the Web in the mid-'90s turned much of the passive recipient model on its head. Now consumers could find content from almost anywhere at any time. They found what they wanted and consumed it when they wanted. But like previous media, for the most part they had to consume content while tethered to a device, such as the computer where they conducted the search. Anything could be printed to be read later in a different location, but it was still a relatively stationary mode of content consumption. Even so, the amount of available content increased exponentially.

#### Watching TV and Reading on a Phone

Every new medium tends to initially replicate some features from past media, and mobile is no exception. When audio capabilities became widespread, books were converted so people could listen to *books on tape*. Same content, different delivery mechanism. A similar move is

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occurring with mobile, as both video and print media, including television shows, news, books, magazines and promotional materials, are being converted for consumption on phones. The migration of video and text to mobile is one of the changes least disruptive to people's behavior because they are already conditioned to look at their phone screens for various reasons, such as regularly checking for e-mail, text messages or the weather. ●

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### On Location, On Location, On Location: LBM

There are times when the m-powered consumer is at a location and a company can provide value in the form of helpful information, even if the customer is not in a position to make an immediate purchase. Location-based capabilities built into smartphones allow companies to provide relevant information to a potential customer immediately or even lets the customer store multiple locations that he or she can access later.

For example, a customer with a smartphone may “check in” to a location through an app that includes location-based tracking. If the customer agrees, his or her location can trigger marketing messages about relevant products or services based on that particular location, and which appear within a certain timeframe. Marketers can use this customer detail as background information, so that when a customer contacts a company, the company is already prepared to be of service. The company can automatically pull up stored information, such as the location of the customer in relation to a store or even in terms of proximity to real estate for sale.

#### Marketing in Place

We call this approach of using location information in advance of a customer contact *marketing in place*. The location information from the untethered consumer's phone is used to better equip a business with useful information even before the company is contacted by the customer, to make later company-customer interaction more efficient and effective.

As an example, ING Direct, the largest direct bank in the United States, looks to capture location information and use it to make interacting with customers easier for them, a good example of *marketing in place*. Location-based technology can identify the location of a potential customer in relation to a particular house for sale, since the location of the house for sale is already known. “For us, location is crucial,” says JJ Beh, Mortgage Strategy and Planning Lead, ING Direct. “With reach, you get recognition, but when it comes to consideration or

monetizing leads, targeting matters more. Getting in front of that consumer at the right time matters.”

With the ING smartphone app, a person standing in front of a house he or she is considering buying can automatically notify ING of the property location, since the smartphone would transmit that location and it would be paired with the location information of the property for sale. The customer could save that information to be used later. “This leads to all-around, advance conversations,” says Beh. “When users want more information on the property they're looking at, the mobile application would pull the MLS data on that particular property and display it, and should the user decide to contact the real estate broker/agent, he or she clicks *call* the agent and the app sends the property listing data to the agent, courtesy of ING Direct,” Beh says. “Here there is an opportunity for ING Direct to seed or improve lender-to-real estate broker relations.” ●

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### The Finding: Search on Steroids

Looking for information on a computer is often quite different from looking for information on mobile. When people search on a computer, they have an idea of what they're looking for. A student may be searching for information for a school paper. A business executive could be researching a competitor's products. Someone might be looking at a Staples catalog to view the weekly sales items. In essence, the searches are what I call *premeditated searches*. In a premeditated search, the person has some inkling of what he or she's looking for based on what his or her needs are. These searches involve more general characteristics than those that are typically needed on mobile.

As we've seen with other transitions to mobile as a medium, there are usually first and second generations. The first generation simply takes the way searches are being done on computers and transfers the method to mobile. This means using search engines, such as Google, Bing and Yahoo, to click through to various Web pages, which come up as results of the search. It is only natural for the first generation search tools to rely initially on existing technologies imported from the previous medium. However, the imported methods fail to take full advantage of all the aspects of mobile.

On mobile it is not so much about *searching* as it is about *finding*. People on the go don't need to know all the available options everywhere, they typically need to know what's near them now. The second generation of mobile search — the *finders* — takes advantage of the capabilities of mobile phones to help focus the results.

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Following are just a few examples of some of the finders:

**Yelp.** Founded in 2004, Yelp is one of the best-known finding apps due to its more than 11 million reviews from people who have patronized local businesses. Yelp sells ads to local businesses and provides information on restaurants, banks, grocery stores, gas stations and more, based on the locations of untethered consumers.

**Aloqa.** Aloqa is a mobile service that uses the consumer's current location to proactively and continually list on his or her phone places, events, movies and other activities that likely will be of interest based on his or her preset preferences. If requested by the consumer, Aloqa can send a range of notices, including when the customer is near a Starbucks, for example, or a coupon when he or she is near a certain store.

**Urbanspoon.** This service displays detailed listings of restaurants, many of them high-end, and shows where tables are available, letting the mobile user make a reservation, all in real time. ●

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### Social Goes Mobile

Untethered consumers have the ability to let friends and others know where they are, what they are doing and when they are doing it. They also want to be aware of where *their* friends are, what *they* are doing and when *they* are doing it. Mobile makes all this possible.

Internet use is not just about access to the almost infinite amount of information and knowledge available, it's about communication with new and old friends through digital interactions. It's about connecting to others. And for marketers, there is opportunity (and challenges) in knowing when and how to participate or add value to their customers within these connections.

Since friends decide how to communicate with friends, they ultimately select which mobile social media platform works best for them. Marketers then have to decide where their customers and potential customers digitally reside and determine how to reach them in those venues. One of the key reasons marketers need to participate in these mobile connections is because it is where their current and potentially future customers digitally congregate.

#### Mobile as Social Platform

There is no doubt that mobile will become a dominant vehicle for social networking. More than 200 million people already access Facebook through their mobile phones. Also, people who use Facebook on their mobile devices are twice as active on Facebook as non-

mobile users, and there are more than 200 mobile operators in 60 countries working to deploy and promote Facebook mobile products.

About one-fifth of mobile phone owners in the United States have used a social networking site on their phone in 2010, double the number from the previous year. And those with smartphones are significantly heavier users of social media on mobile, with more than half of smartphone owners using mobile social media compared to fewer than one in 10 of those with regular phones.

As is the case with social media in general, Facebook is the largest draw on mobile, attracting 89 percent of those using social media via mobile, with 39 percent using MySpace via mobile, 29 percent using Twitter and 12 percent using LinkedIn. Untethered consumers use their phones to post comments, visit friends' profiles, update their statuses, browse profiles, receive updates by text messages, post photos, search for friends and add events.

Traditional social networking platforms are moving to mobile, which will be larger than PC-based social networking, because of its ease of use and always-on nature. Mobile applications have been created for the social media platforms, such as Facebook and Twitter, facilitating more social networking on the fly and in real time. Social media is generating a great deal of buzz in business today, and the convergence of social networking and mobile devices is a natural progression that will likely lead to a sort of "social networking on steroids." ●

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### The Push-Pull of Mobile

Mobile is both a push and a pull medium. As a marketer, you can push information, such as advertising messages and offers. It's not quite broadcast, because the messages are more tailored to specific categories of untethered consumers rather than pushed out using the mass-market approach of television commercial broadcasts.

On the other side, m-powered consumers can pull information, such as product ratings or information updates, from almost anywhere at will. They can pull information from one another, from product reviews and from your company, assuming you have promotional material that provides the customer with value.

One of the most effective ways for marketers to interact with mobile customers is by exchanging messages with those willing to communicate with your company.

#### The Pull of SMS Marketing

While the exponential growth of smartphones contin-

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ues, there are times when it's appropriate to deploy traditional SMS (Short Message Service) or text messaging, even if the majority of your customers are using the most sophisticated of handheld devices. This is a great example of the Using Phone Technology (UPT) approach, which allows you to reach significantly more people because almost anyone can receive text messages, while not everyone can download a sophisticated location-based app.

Marketers know that to send SMS messages, they must get the potential customer to opt in, or agree to receive specific types of messages from them. This process prevents consumers from receiving unwanted messages or spam on their cell phones. Untethered consumers view their mobile phones as personal and they do not want uninvited people or businesses intruding in that space.

To opt in, customers text a word selected by the marketer to a code that is generally five or six numbers in length. For example, a marketer might ask a customer to text "Contest" to 642432. A marketer typically would include this code in traditional advertising, place it on the company's website and, depending on the company, include it on product packaging. This type of opt-in program is much easier for large brands with wide distribution because the invitation to opt in can be easily spread. A smaller business also can spread the word with in-store signage, e-mail messages or notes printed on receipts.

When customers opt in, it means they have found you and asked (or at least agreed) to hear about a specific topic, product, service, opportunity or event. They agree to interact with you, up close and personal. ●

### The New Laws of (Inbound) Mobile Marketing

Perhaps the most significant hurdle for mobile will be achieving the large-scale adoption of the new capabilities by those who have not yet moved to smartphones. These consumers may be technologically challenged, budget restrained or resistant to changes in the way they interact, shop or behave.

#### It's Not About the Phone, It's About the Value

However, as more people see the value of smartphone features demonstrated by other mobile users, they may want to achieve similar results. When they see other shoppers scanning items and getting on-the-spot discounts, they can become instant converts. It's not about

### Location-Based Marketing

Marketers will need to service mobile customers on the customers' timeframe and based on their location. But there are different types of locations — geographical and psychographical. While geographical location refers to where a person is located physically, psychographical location includes the likely mindset of the customer at the time. This knowledge can help marketers determine the most relevant messages to send, based on the likely intent of a customer at any moment and location.

the phone, it's about the value. Marketers cannot afford to wait until all of their customers adopt mobile or they will have a hard time catching up. Consumers are already moving ahead at great speed and driving the market. And mobile is the ultimate measurement vehicle because a message can be tied directly to customer action. If a customer clicked or tapped a commercial message, the marketer can determine at what location and what time that action occurred.

But it still comes down to the value the company is providing its customers through their phones. Knowing when those customers are active and where they are going gives businesses a totally new opportunity to match time, distance, supply and demand, since each of those is now measurable. Those who do this win.

Companies must recognize that the mobile revolution is more than just an additional sales channel or one more place to advertise. It involves fundamental changes in consumer behavior at all levels, and it changes and heightens expectations of customers.

The ultimate impact of this global phenomenon called mobile will be bigger than the impact of television or the personal computer. It is everywhere, it is personal and it is always on. Welcome to the world of the third screen. ●

#### RECOMMENDED READING LIST

If you liked *The Third Screen*, you'll also like:

1. ***Trust Agents* by Chris Brogan and Julien Smith.** This book will show you how to build profitable relationships with trust agents, or become one yourself, in the world of social technology.
2. ***Real-Time Marketing & PR* by David Meerman Scott.** The author reveals how to act and react flexibly as events occur, position your brand in the always-on world of the Web and avoid embarrassing mistakes.
3. ***The New Experts* by Robert H. Bloom.** Bloom identifies four decisive customer moments as part of a customer-centric solution in order to think like a buyer, deliver the benefits buyers want and achieve profitable growth.