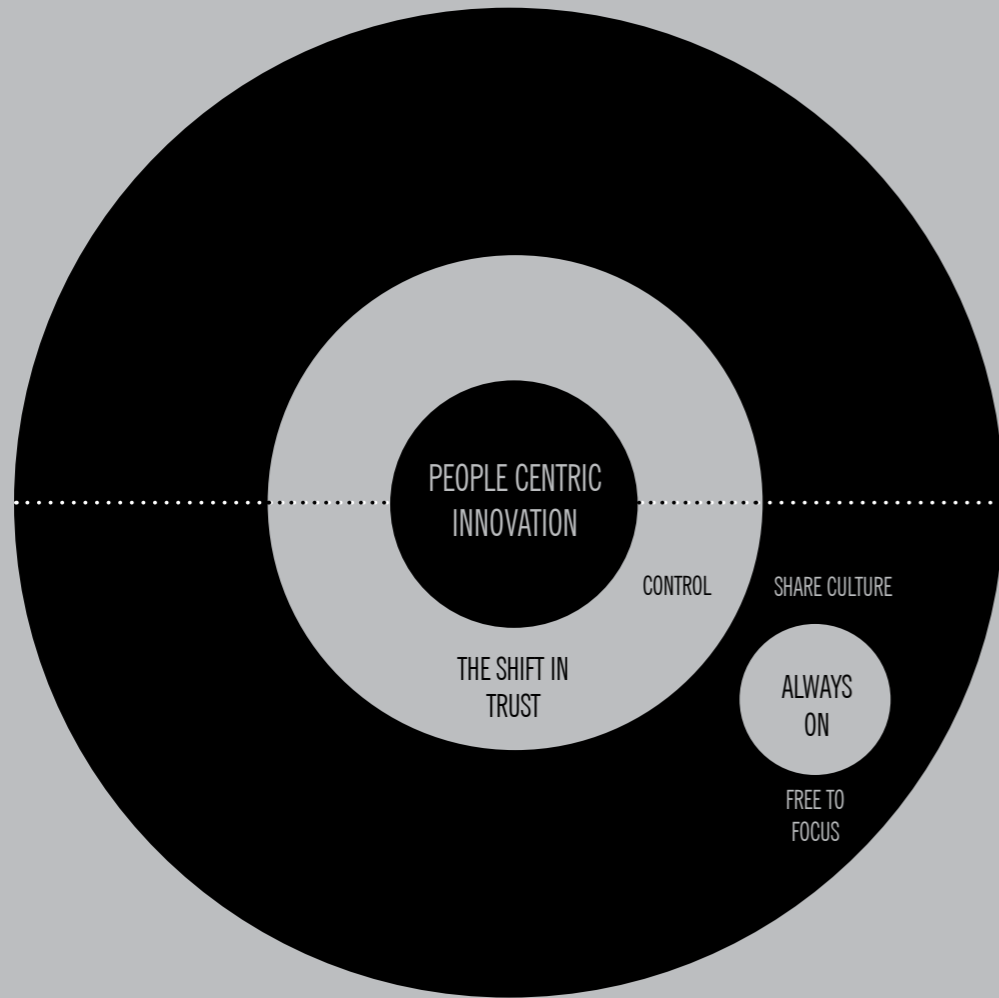


# ALWAYS ON



## NEED STATES

### CONTROL: ALWAYS ON

The need for control in all aspects of our lives is evolving towards a strong need for managing an increasingly **overwhelming flow of data**. We want to have control of our surroundings and personal life and to have more **freedom of movement** to engage in our **hyperconnected everyday life**. Being **FREE TO FOCUS** on what really matters is now our key priority.

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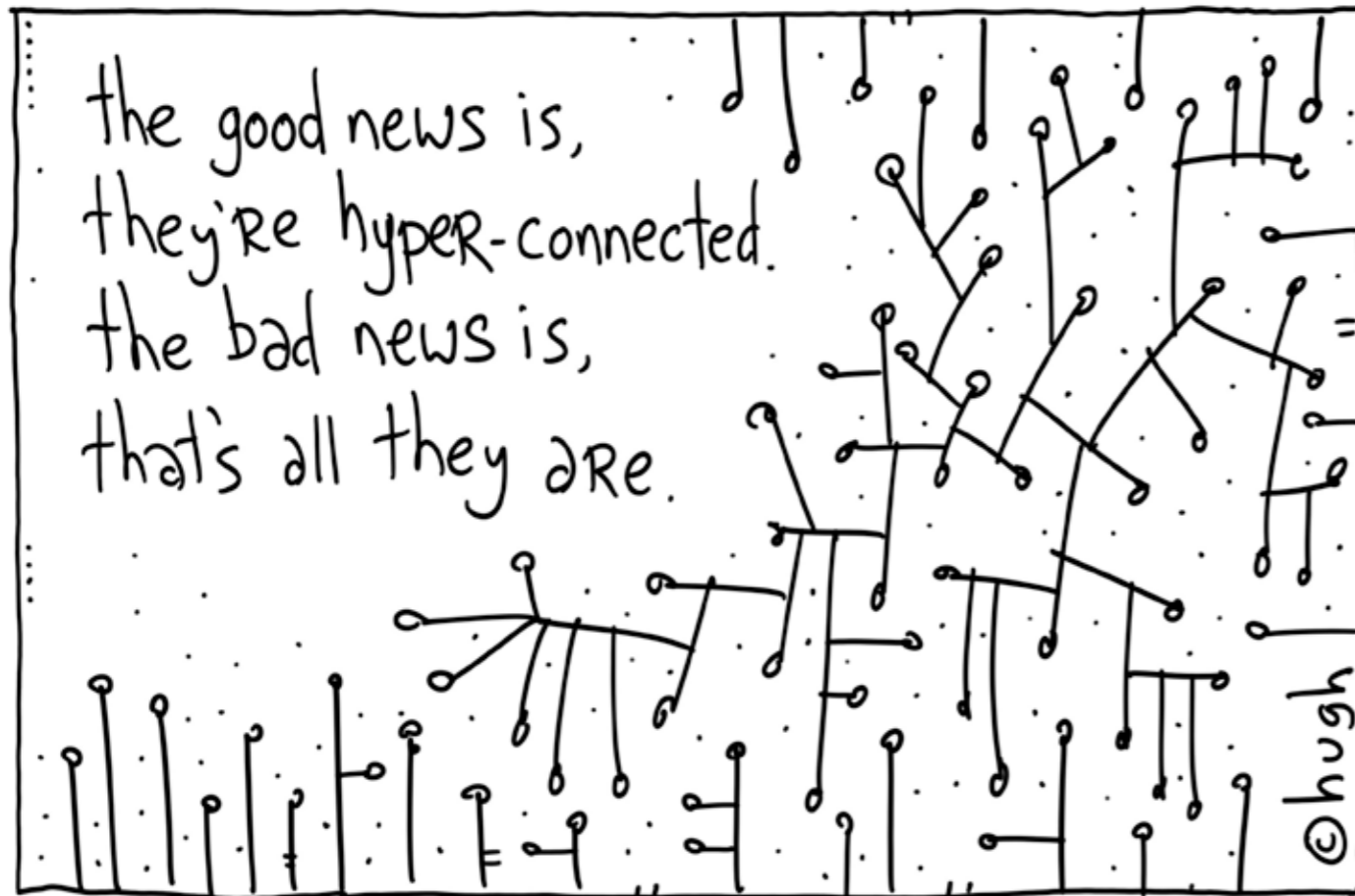


“THE MORE WE HAVE TRIED TO CONVINCING OURSELVES THAT CHOICE BRINGS GREATER SATISFACTION, THE LESS WE HAVE ACTUALLY SEEMED TO ENJOY HAVING IT.”

*Renata Salecl*







### NEW DEFINITION

**2010:** In a **hyperconnected** global world we are ALWAYS ON. We expect instant access to social networks, information, home and work place. As demand on devices and services grows, so does the need for intelligent reduction that will help us control the input we receive. Consumers want to extend their personal capabilities and be facilitated as they dip in and out of the constant running stream of information, entertainment and social encounters.

**2010+:** The data deluge is already **overwhelming** and brands need to facilitate control for consumers, enabling us to choose between the many bids for our attention. Managing the ALWAYS ON flow of information has taken multitasking to another level and people now look for offers that can leave them **FREE TO FOCUS**. Control of input means **time and freedom to engage** in what truly matters to us.

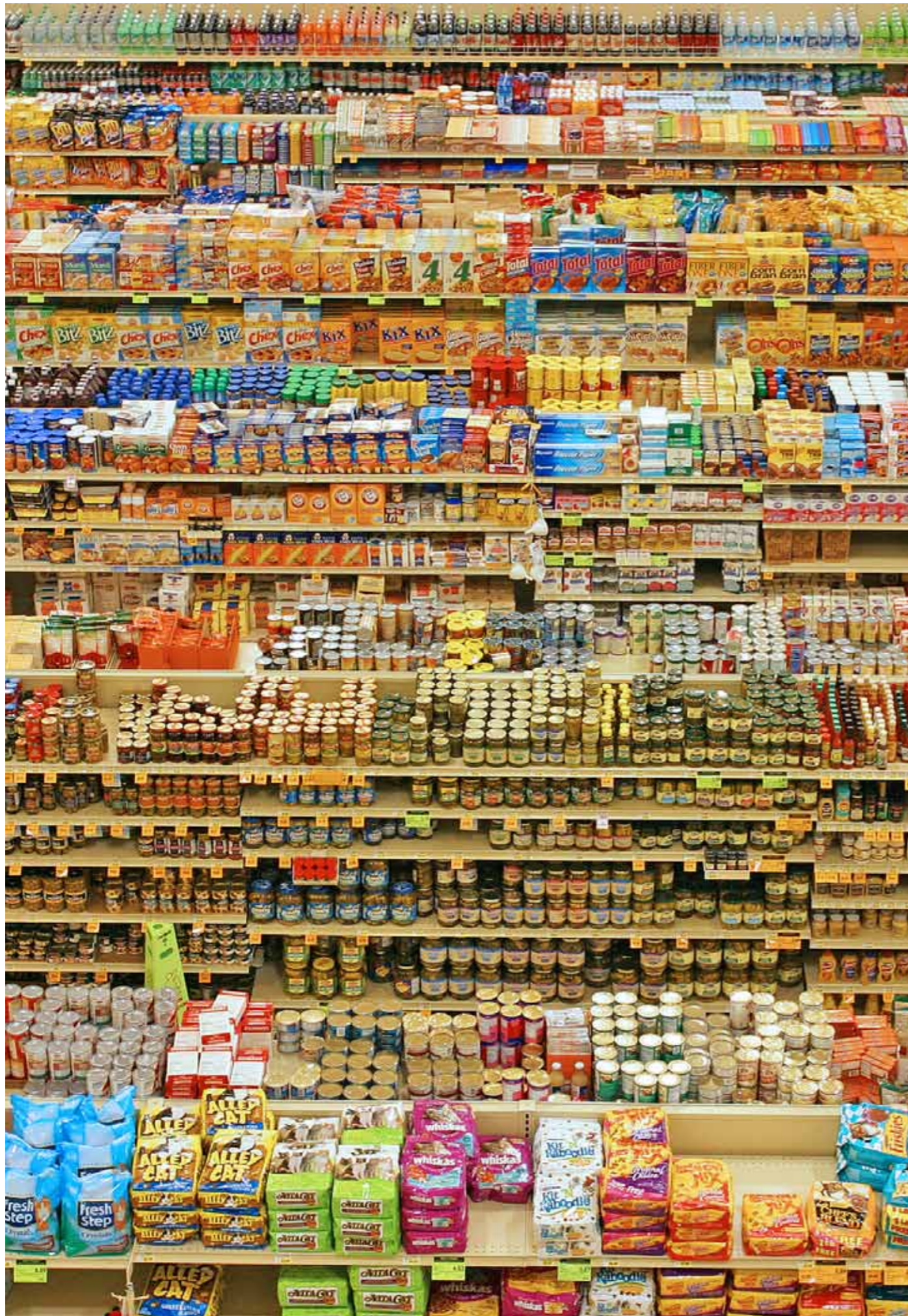
Consumer's attention is shifting from the **material world** to a **dematerialised world** – from **object to content**. It is not so much 'what is this product?' as 'what can it do for me?' So, in a world overflowing with ideas, product offers and choices, consumers are responding positively to social, cultural, aesthetic and graphic leanness. Psychologists refer to this intellectual editing process as **cognitive fluency**. Our affinity for fluency and simplicity is an adopted short cut. Brands need to **work with** this fluency rather than disrupt it with more **noise** – **simplicity** becomes a shortcut that enables freedom of movement and **flexibility of the mind**. Simplicity means we can truly **engage** in the hyperconnected lifestyle.

**As objects dematerialise, so does our notion of ownership.** The generous culture of idea sharing, pioneered by millions of individuals, and in particular youth culture, is now beginning to enter the corporate world. To engage with and thrive in an economy of free ideas, brands need to let go of their fear of losing control and focus on being truly creative and innovative.



*“Brands need to work with this fluency rather than disrupt it with more noise.”*





## INSPIRATIONAL SOURCES

**My Experimental Life by AJ Jacobs:** When AJ Jacobs learned multitasking was bad for you, he decided to kick his chronic addiction to mental juggling. Get ready for Operation Focus.

“This isn’t an inbox we have to empty, or a page we have to get to the bottom of — it’s a flow of data that we can dip into at will but we can’t attempt to gain an all encompassing view of it”. *John Borthwick, Betaworks*

“It’s not the words that make a difference; it’s the conversation”. *Rosabeth Moss Kanter, Ten Essentials for Getting Value from Values. blogs.hbr.org - <http://tinyurl.com/2bd2zk2>*

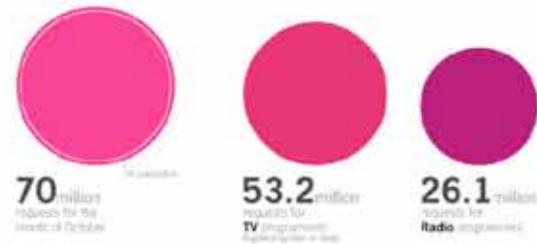
**Barry Schwartz, The Paradox of Choice: Why More is Less, 2005:** gives many examples from psychological research, which show that people exposed to less choice are more satisfied. In order to limit the dissatisfaction that overwhelming consumer choices bring, Schwartz proposes various forms of self-restraint. He argues that we should ‘choose when to choose’, be a chooser not a picker.

**Choice by Reneta Salecl:** “The very fact that we so often search for advice in our choices suggests how crucial it is that the individual find a safety net in a community - whether a virtual one or a real one. Making choices has become a very lonely act. In the past we could rely on families or other groups. Now we are on our own. Yet people find ever new ways to search for advice”. *Profile Books, 2010*

*“We should choose when to choose.”*



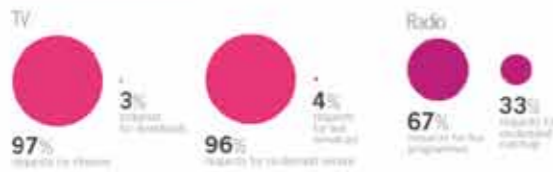
The amount of traffic to the player (Oct 2009)



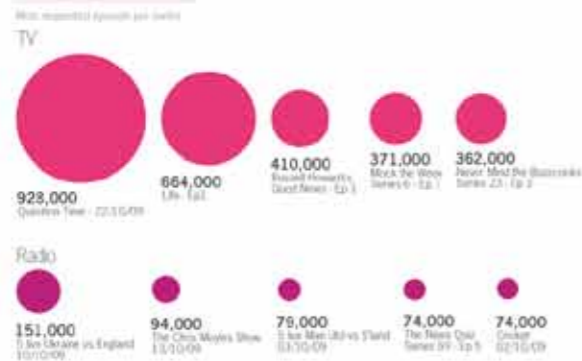
How the player is being used



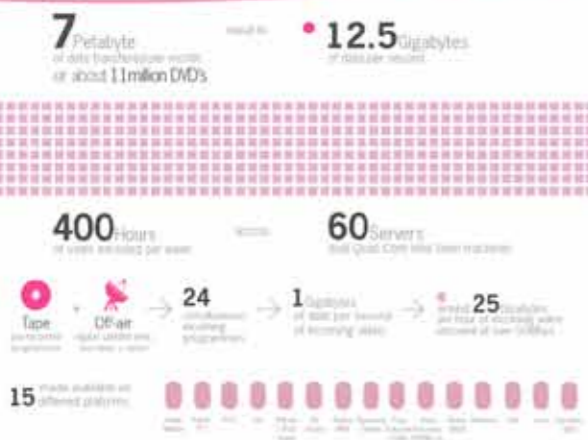
The makeup of the requests



The top 5 episodes for Oct



The amount of data processed by iPlayer



FACTS, FIGURES & INSIGHTS

- **More online Britons now consume online news on a daily basis (40%)** than visit the newsagent (27%). That said, they remain reluctant to pay – only 10% say they're interested in paying a one-off fee for 24-hour access. *Summer Business Review, Ipsos Mori July, 2010*
- **Computer users visit an average of 40 websites a day**, according to research by RescueTime. *Matt Richtel, New York Times, 6th June, 2010*
- **iPhone users are the most 'voracious consumers' of mobile internet**, according to internet marketing research firm comScore: 94% use mobile media, 87% use applications and 85% browse the mobile Internet. *Wall St Journal, 25th – 27th June, 2010*
- **Apple launched the iTunes Apps store in July 2008** and it triggered an avalanche of small, cheap, downloadable programs designed to run on its iPhone, iPod touch and iPad devices. **In June 2010 there were more than 220,000 apps** in the store and the total number of downloads since it opened had passed the \$5bn mark. *Google's latest invention may lead to a severe loss of appetite. The Observer, 18th July, 2010*
- **Mobile advertising spending** is forecast by PwC to more than triple from \$2.2bn in 2009 to \$7.7bn in 2014, or 7.4% of total online marketing. *Financial Times, 1st July, 2010*
- **The Google Economy:** The wider economic activity triggered by searches on Google – is now estimated to be worth more than \$100bn. All of this rests on a set of algorithms designed to support the **world's most frictionless market: a place where people express their intent and have their needs and desires matched instantaneously. *Financial Times, 12th July, 2010***
- **Information compression:** All the letters delivered by America's postal service contain around 5 Petabytes worth of information, Google processes about 1 Petabyte every HOUR. *The Data Deluge, The Economist, 27th February, 2010*
- **Data overload:** Walmart handles more than 1 million customer transactions every hour, feeding databases containing roughly 167 times more information than the books in America's Library of Congress. *The Data Deluge, The Economist, 27th February, 2010*
- **In 2012**, average time spent consuming media per day in the UK will be 3.8hrs. In US & France it will be 4.0hrs. It will remain highest in Japan at 4.2hrs. *Business Insights Limited, The Future of Digital Home Entertainment April, 2010*



### MICRO TREND: FREE TO FOCUS

In a hyperconnected world, where **change happens in the blink of an eye**, we make instant choices about who we are and what we want. The need and **desire to control our immediate world increases**, as we try to seize every moment, savour every bit of information and live every new experience to the full – and preferably in real time.

We are in control of how our experiences are lived and shared. It is established that today's digital youth can cram the equivalent of 44 hours into an old-fashioned analogue 24-hour day by multitasking. Nevertheless, there is ever more evidence suggesting we can do even better and enrich our interactions and experiences by being **FREE TO FOCUS** on what is at hand – 'being in the now'.

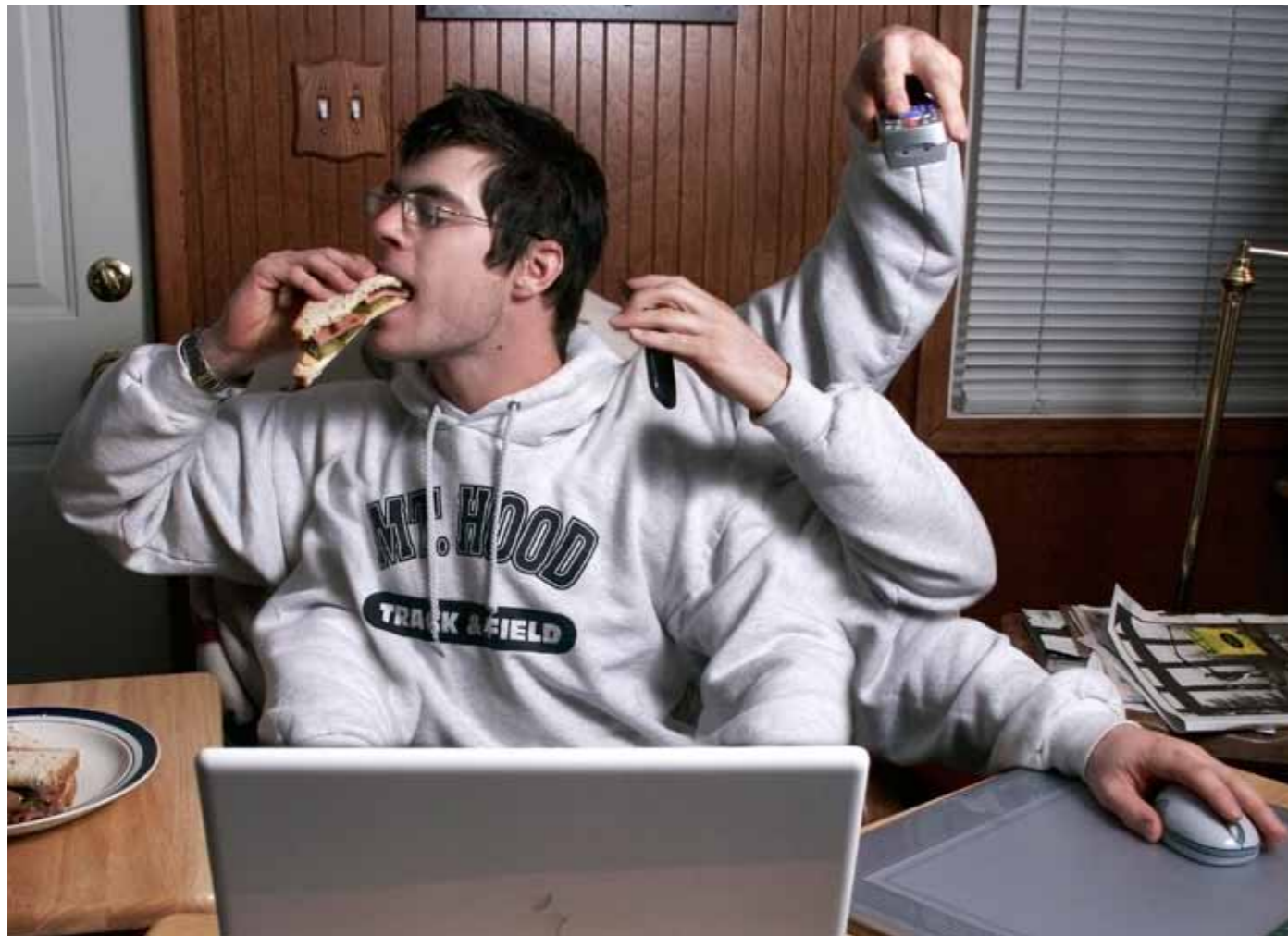
Multitasking can have many advantages in a fast-paced and hyperconnected world as it makes us agile and flexible individuals. However, in the ALWAYS ON world a real feeling of flow is derived from taking '**time out**' to be mindful of a task, a specific subject or an activity. That way it becomes a **treat and a fulfilling experience**.

By extracting what is relevant (such as curated experiences through intelligent reduction), brands can achieve the leanness that appeals to today's consumers. Content creation should allow for **positive interaction** with the brand in a way that facilitates more enjoyment of what you have to offer. **FREE TO FOCUS** is about enabling the consumer to fully live the hyperconnected lifestyle **without** the associated stress. Providing **lean solutions and experiences** that resonate with the consumer's reality will also allow them to make up their minds based on their experience, not your messages.



*“We are in control of how our experiences are lived and shared.”*





## MICRO TREND FREE TO FOCUS: FACTS, FIGURES & INSIGHTS

- The technology industry seems to be coming round to the idea that **less is more** thanks to feature fatigue among consumers who simply want things to work, and strong demand from less affluent consumers in the developing world. *The Economist, 10th June, 2010*
- **Cross-media usage creeps up** with 59% of Americans now using TV and Internet simultaneously at least one time per month, spending 3.5 simultaneous hours each month on both. *Nielsen's Anytime Anywhere Media Measurement™ 4QT 2009*
- **There was a 160% increase in mobile uploads** to YouTube in 2009. *Financial Times, 12th July, 2010*
- **Online video consumption is up 16%** year on year, with close to half (44%) of all online video being consumed at the workplace. *Jacqui Cheng, 60% of Americans engaging in couch potato multitasking, arstechnica.com - <http://tinyurl.com/y8c2785>*
- **'Extreme multitasking and information overload** costs the US economy \$650 billion a year in lost productivity.' *Business research firm Basex, 31st January, 2010 <http://tinyurl.com/334gbva>*
- **'Multitasking adversely affects how you learn**, we have to be aware that there is a cost to the way society is changing, that humans are not built to work this way. We're really built to focus.' *Russell Poldrack, Professor at the University of California*
- **'When we go online, we enter an environment that promotes cursory reading, hurried and distracted thinking, and superficial learning.** Even as the Internet grants us easy access to vast amounts of information, it is turning us into shallower thinkers, literally changing the structure of our brain.' *Nicholas Carr, Wired Magazine, 24th May, 2010*
- **'Office workers often glance at their inbox 30 to 40 times an hour.** Since each glance breaks our concentration and burdens our working memory, the cognitive penalty can be severe.' *Nicholas Carr, Wired Magazine, 24th May, 2010*





## MICRO TREND: SHARE CULTURE

We are entering the age of **dematerialisation**, where physical ownership, as well as the objects themselves, becomes less important. Focus shifts from **object to content**. This new concept of no-ownership is readily grasped by a younger generation who have grown up with access to an infinite number of free downloads, from music to peer-generated content, and a prolific culture of sharing.

The world of finance is an example of an arena that is **rapidly dematerialising**, as we are seeing a host of new virtual services. Imposing overstaffed buildings were once used to establish trust - this is no longer necessary. Control of transactions and management of personal finance is now right at our fingertips, with PayPal leading the way and smart banks following suit in this rapidly expanding arena. For brands there is an **opportunity to offer payment services** and charge commission through these transactions. Advertisers now offer virtual money as rewards.

As the concept of ownership changes and evolves, corporations are opening up to the idea that **collaboration will lead to new levels of innovation**. We are moving into an entirely new economic era – a post-industrial economy relying more on knowledge, service and information industries than on manufacturing. Businesses can best respond to this new economy with content and service based innovations, moving with the dynamics of the trend. The conceptual challenges are complex and include the **integration of the physical and the virtual worlds**, as well as a desire to live more sustainably.



*“Collaboration will lead to new levels of innovation.”*

1

*Daft Punk beat matching light sequence*

2

*Kraftwerk Man Machine*





## MICRO TREND SHARE CULTURE: FACTS, FIGURES & INSIGHTS

- **The virtual economy:** The global value of virtual money is in the region of \$6bn, and is expected to grow to \$13bn by 2013. *Ivan Ali-Khan from Jellyworm, Marketing Week, Trends 2010 conference*
- **About 20% of all online transactions** now take place over **so-called alternative payment systems**, according to consulting firm Javelin Strategy and Research. It expects that number to grow to nearly 30% in just three years. *Daniel Roth, Wired Magazine, The Future of Money, February, 2010*
- The average direct payment of virtual money is £7 per transaction. The highest single transaction was £1 million by a Saudi prince playing virtual poker. *Ivan Ali-Khan from Jellyworm, Marketing Week, Trends 2010 conference*
- InnoCentive is a so-called Ideagora, created with an eye to gather experts around unsolved problems in research and development. 90,000 researchers from 175 countries are registered here. *Copenhagen Institute for Future Studies, Anarconomy, September, 2009*
- **Facebook is home to 40 billion photos.** *The Economist, 27th February, 2010*
- **Facebook grew from 350 million monthly active users** at the beginning of December 2009 to 400 million by February 2010. *Eric Eldon, New Facebook Statistics Show Big Increase in Content Sharing, insidefacebook.com <http://tinyurl.com/y9jadkt>*
- Idea Shop is Ogilvy Group UK's pop-up ad agency. We give **free ideas to small and medium businesses**, community projects, arts groups, charities and individuals. *<http://ideashop.ogilvy.co.uk/>*
- Given the simultaneous growth of the sustainability and the Open Innovation movements, it's no surprise that companies are starting to combine the concepts and try to create open green innovation. *Andrew Winston, Nike's Open (Green) Innovation blogs.hbr.org - <http://tinyurl.com/3aem5hd>*



# CASE STUDY THE NEW BUSY

Hotmail's campaign

<http://www.windowlive.co.uk/thenewbusy/>



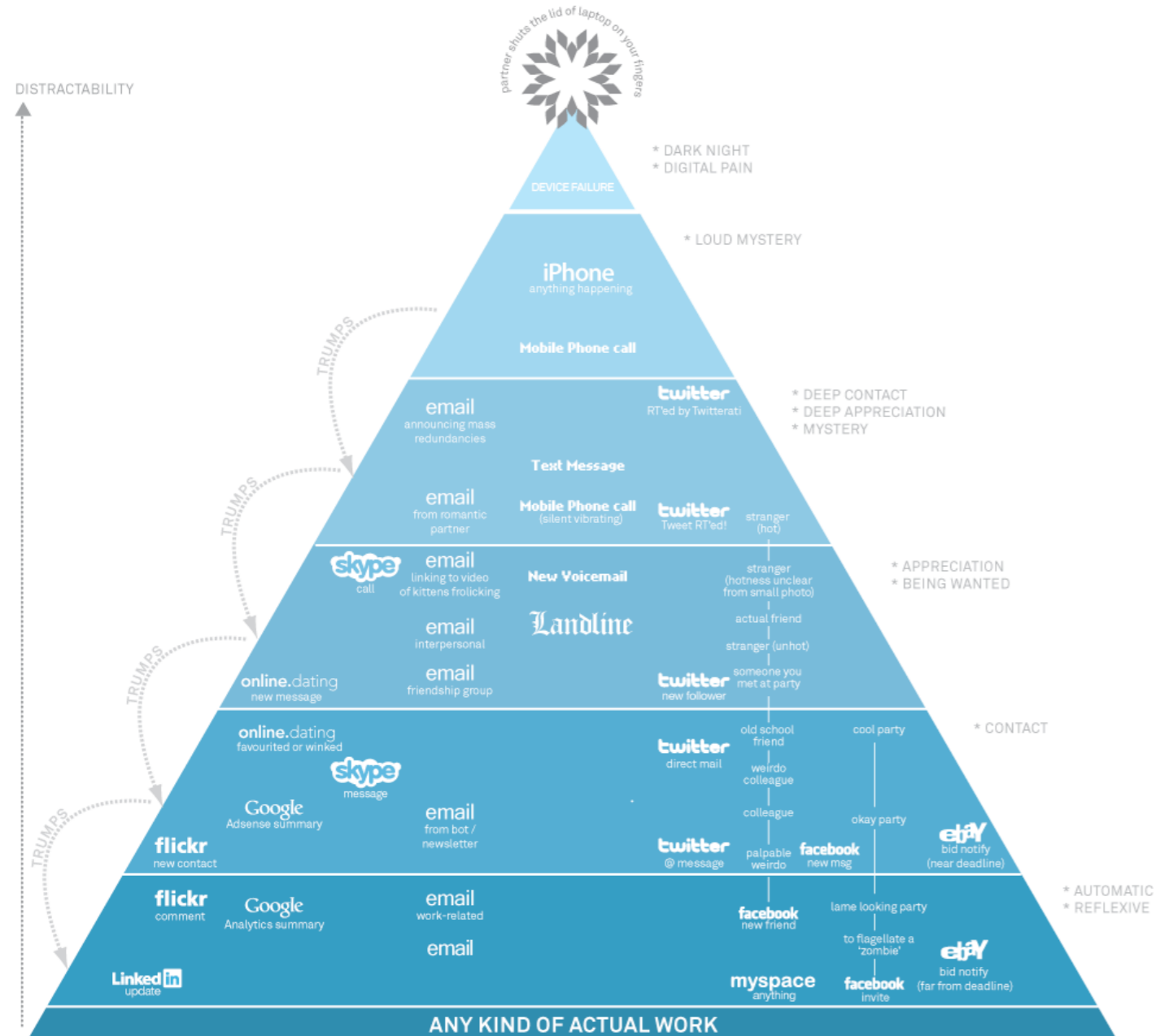


# CASE STUDY COMMUNITY IN, COMMODITY OUT

Businesses and public services alike face huge change in the new information era. They need to shift their emphasis back to what people really want.

*<http://www.guardian.co.uk/service-design/new-information-era>*

## The Hierarchy of Digital Distractions



David McCandless // v1.0 // Aug 09  
InformationIsBeautiful.net

source: my infoaddicted life  
example: if Landline rings when you're reading facebook Landline wins your attention - at least until a Text Message arrives.

## IMPLICATIONS

The ALWAYS ON lifestyle opens up opportunities for O2 to demonstrate CELEBRATING HELPING.

As multitasking is now part of the everyday, consumers are looking for shortcuts, simple and lean solutions to manage their hyperconnected lifestyle.

They want technology to enable them to get more 'out of life', to be FREE TO FOCUS on what matters to them.

As Brian Eno puts it "It's all alive, all 'now,' in an ever-expanding present, (...) people become increasingly comfortable with drawing their culture from a rich range of sources—cherry-picking whatever makes sense to them." (Brian Eno, The Death of Uncool, prospectmagazine.co.uk - <http://tinyurl.com/yh3cdlp>)

Understanding what matters to consumers in this multitasking mobile environment will be crucial bringing to life our CELEBRATING HELPING strategy.

Indeed, anticipating the needs and preferences of our consumers, in terms of content but also communications, will enable us to provide them with personal and edited solutions. The real-time web is starting to provide tactical opportunities that need to be grasped, fast. Without a flexible infrastructure companies and brands will miss out on many of these opportunities. Thanks to CRM, our real-time team, and Social Media Tracking, we will be able to understand consumer's behavioural patterns and curate personal connectivity experiences for them.

Understanding when consumers need to be switched on or switched off is crucial, if O2 wants to truly support the ALWAYS ON lifestyle.

Additionally, this hyperconnected lifestyle creates a shift of ownership from physical towards digital, with a stronger focus on experience rather than property. For O2, this is the opportunity to connect consumers to what matters to them in the most convenient way possible.

We can turn consumers into fans if O2 demonstrates that it is the trusted partner that supports their hyperconnected lifestyle.





## SUGGESTED ACTION POINTS

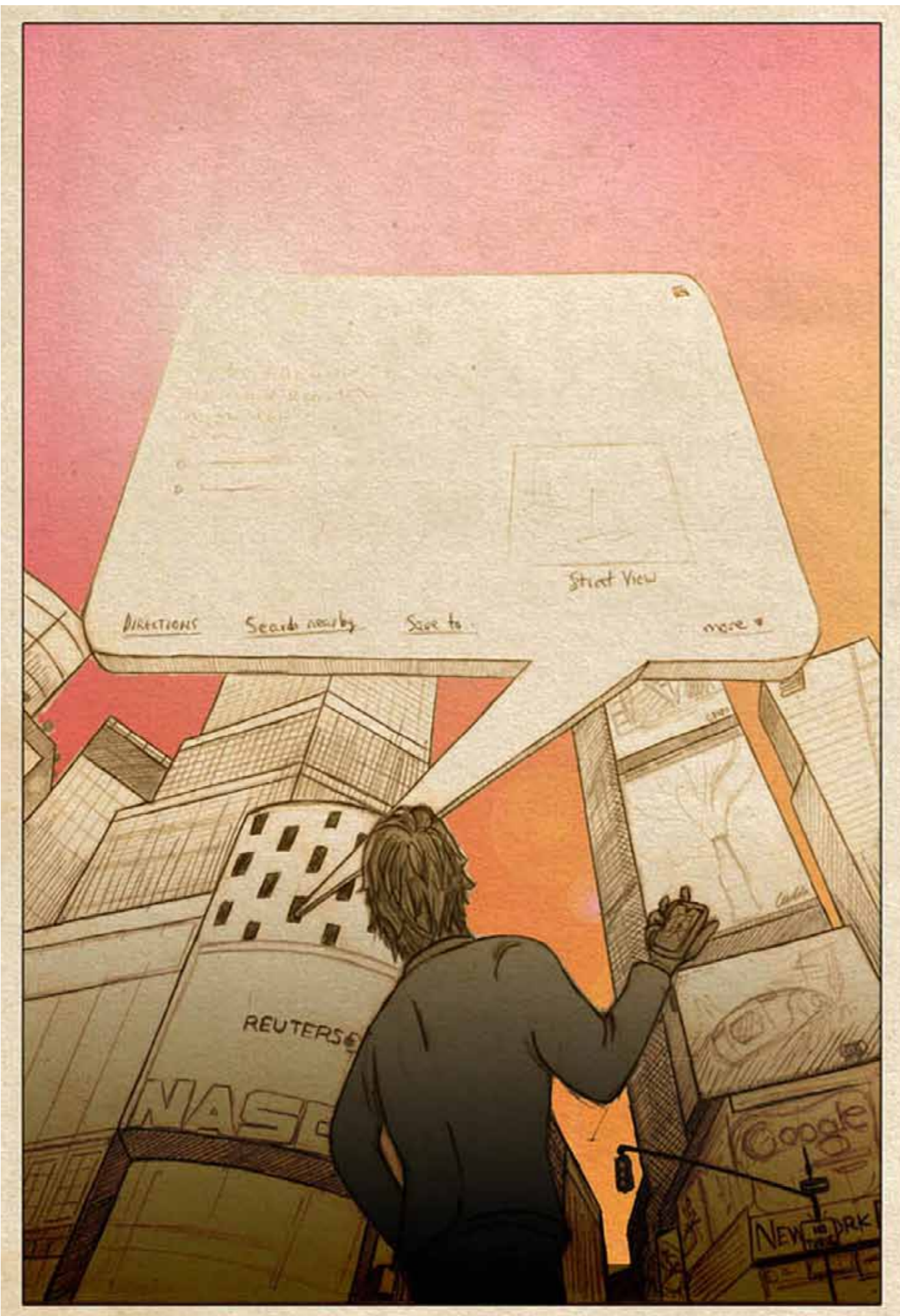
### CELEBRATING HELPING through Helpful Packages and services:

**Personalised packages:** As consumers are multitasking on their mobile device, they will increasingly expect their mobile to adapt to their different needs. 60% of European mobile phone owners send text messages on a weekly basis or more. However, other usages are rapidly increasing in terms of usage by mainstream consumers. 17% of all European mobile phone owners listen to music, 11% play games, and 9% access the Internet on mobile phones; it is these kind of activities that consumers have increasingly adopted over the past decade (Forrester Research, Profiling Your Best Mobile Consumers, July 2010). Those usages are likely to differ depending on the audience, so understanding our segmentation will be crucial. For instance, young people are more likely to use entertainment and communications services, with 52% of 16-24 year olds in Europe listening to music and 29% playing games on their mobile. This opens up opportunities for tailored packages based on consumers specific usage needs.

**Managing the need to switch on/off:** In the same way, some consumers multitask on the same device for work and play. We should provide mobile products and services that let consumers define the context in which they want to use their mobile device. We could introduce 'modular packages' whereby from the same device, two accounts (one for work, one for private use) can be switched on and off. Such services would be a great demonstration of CELEBRATING HELPING strategy - understanding the complexity of consumers' lives and trying to make technology and connectivity more flexible for them.

**Email management solutions:** RIM's Blackberry Push email synchronizes to the phone. RIM uses cloud-based approaches to create intelligence on what email to send to the phone and how to do it. All email is stored remotely from the phone so that if the phone is lost, a user can simply set up a new phone without losing emails, appointments and contacts. Synchronizing email messages onto the Blackberry means that messages are ready to read instantly-without a download delay - even on a plane where there's no mobile network. Microsoft's Exchange ActiveSync delivers a similar benefit on a range of phones including Android, iPhone, Palm, Symbian and Windows Phone. The Gmail app on Android is an example of a local app with data - both labels and messages - that is synchronized to the main Gmail service in the cloud. This delivers superior experience of Google's effort to enable offline support in the iPhone and Android Web browser using HTML5. Other solutions to manage access to content include Dropbox: laptop or smartphone users can open files even on slow connections, as Dropbox synchronises a local copy onto each PC, as well as storing a copy in the cloud. Also, as Dropbox uses a cloud service, it doesn't require users to leave a PC switched on 24/7 to access their files, it therefore doesn't cause consumers to waste electricity. These services are important for us to support our consumers' need to be ALWAYS ON.





## DEVICES

- Smartphones:** Smartphones are driving the adoption of the ALWAYS ON lifestyle. iPhone users are the heaviest mobile users with 85% of them accessing the Internet on a weekly basis. They have adopted the iPhone as a 24/7 digital companion, making the Apple device the remote control of their personal and professional lives. The phenomenon is visible among other smartphone owners as well. (Forrester Research, Profiling Your Best Mobile Consumers, July 2010).
- Battery Life:** When mobile devices download or upload data, they drain the battery. The faster the transfer of data, the greater the drain. The worse the network signal, the faster the battery drains. Smart mobile device makers, such as Apple, create designs that help consumers avoid inadvertently running down their battery. Owners of other devices must help consumers manage their usage to deliver the right balance between downloads and battery life. Nokia is developing a phone that harvests its own energy through a combination of kinetic and piezoelectric technologies. With a patent secured recently, Nokia envisions a phone that can either charge itself or at least temper the energy costs, particularly useful in less-developed countries, where access to energy for mobile devices is limited. As a mobile operator, O2 must consider Battery Life in devices' selection and also look into opportunities to help consumers recharge when they need to. We currently offer this service in our store but could explore other places where battery charging could be offered to O2 customers.
- Convergent Devices:** As consumers are increasingly multitasking, they need to be able to access content and be able to use their preferences and identity across devices. Built-in smart card readers in Sony computers bridge the gap between mobile devices and PCs in an instant. The Felica Launcher is touted as unique because of its convenience and the interaction it offers between site and user. For example, you store your membership details in your mobile phone, and by placing the phone over the reader you launch members-only videos and content. Unlike Bluetooth, wi-fi, or other powered technologies that require button/menu activation, smart cards can communicate data in an instant through RFID/NFC chips to create a seamless experience. And it's not just Sony's own computers. NEC and Toshiba are getting in on the act too and now offer Felica Ports internally on their machines. In terms of gaming, Microsoft will enable gamers to use their Xbox gamer tag on the gaming part of the Windows Phone 7 in autumn 2010. Other gaming providers, such as OpenFeint, claim 29m active users across more than 2,400 games. ScoreLoop (which offers a similar service to OpenFeint) claim to be adding more than 300,000 Android users per month. Apple is also getting involved in mobile social gaming, with the forthcoming launch of its Game Center social platform. (Forrester Research, The European Three-Screen Audience Is Growing, But TV Still Reigns, April 2010). Again the need for convergent devices will depend on segment. For the young audience, consuming video content across a number of different screens is becoming the new norm. This is what we call the era of OmniVideo, where consumers can watch the content they want, on the device they want, at the time they want. In this new context, Internet players like YouTube compete directly with traditional content companies. For O2, there is an opportunity to partner with content providers to provide hybrid platforms.





## FINANCIAL SERVICES

Interest and attitudes toward new services are evolving. 10% of 25-35 year olds are interested in using their mobile phones to pay for products and services (Forrester Research, Profiling Your Best Mobile Consumers, July 2010). Indeed, a cashless society could become a reality as the younger generation, accustomed to buying music on iTunes and virtual gifts on Facebook, grows up. In the US, the mobile money market is expected to grow to \$8.6bn by 2014 (ABI research).

- M- Payments:** We are currently developing our own m-wallet service but a number of big and small companies, including eBay's PayPal unit, Intuit, VeriFone and Square, are creating innovative ways for individuals to avoid cash and checks and settle all debts, public and private, using their cellphones. Several of the companies have developed small credit card scanners that plug into a cellphone and for a small fee enable any individual or small business to turn a phone into a credit card processing terminal. PayPal's cellphone app calls for only a simple bump of two cellphones to transfer money. Apple has submitted a patent application for a cellphone payment system. Currently Apple runs the TabbedOut application on its iPhone which enables users to order, review and pay for their tabs at bars. The way TabbedOut works, is you store your credit or debit card account on your phone, then file your order through the app. It pops up on the merchant's point-of-sale system for them to fulfill your order and accept your payment (currently TabbedOut is integrated with Future POS and Jumpware). Users pay a convenience fee of 99 cents. At the moment, this application is only available at a few venues in Austin, Texas but ATX Innovation, makers of TabbedOut, plan to make it available in New Jersey, LA, New York and the San Francisco Bay Area soon. The company is also getting the word out by handing out free tabs during SXSW in Austin. The new services could have the biggest impact on the smallest businesses that accept only cash and checks, because they do not have stores to house credit card terminals and do not want to enter into complicated, long-term relationships with credit card companies. Fraud protection offered by the credit card companies is the same as when the card is used at a cash register. Some of the new companies say security against fraud might even be improved because they provide e-mail receipts, and those from Square, include photos and a map of where the transactions were made.

- NFC payments:** Swiping a phone to pay for a coffee is going to be one of the biggest advances in technology in the near future. Networks AT&T, Verizon and T-Mobile have already announced a partnership working with Discover and Barclays in four US cities, but with Bank of America and Visa's testing in New York (due to cease by the end of the year) we could see a real step forward in the possibility of paying for smaller items with your phone this way. We are currently investigating integrating NFC in our m-wallet service.

- M-commerce:** As consumers embrace the ALWAYS ON lifestyle, m-commerce is taking off. Products sold via mobile handsets are expected to grow by 28% in 2010 to over £25bn (Mobile Entertainment Forum). Innovative shopping apps are helping drive m-commerce, making the purchasing experience more social and fun. This is only set to increase, with 11% of 16-24 year olds stating that their mobile is the first place they go to when they need to find information (Forrester Research, Profiling Your Best Mobile Consumers, July 2010). They are therefore more likely to make the purchase through their mobile if the experience is fun and convenient. O2 Germany's m-commerce app will be a good way to test how to harness this opportunity.

1

2

The Square card reader: <https://squareup.com/>

Available on the App Store

ATX Innovation | Contact Us

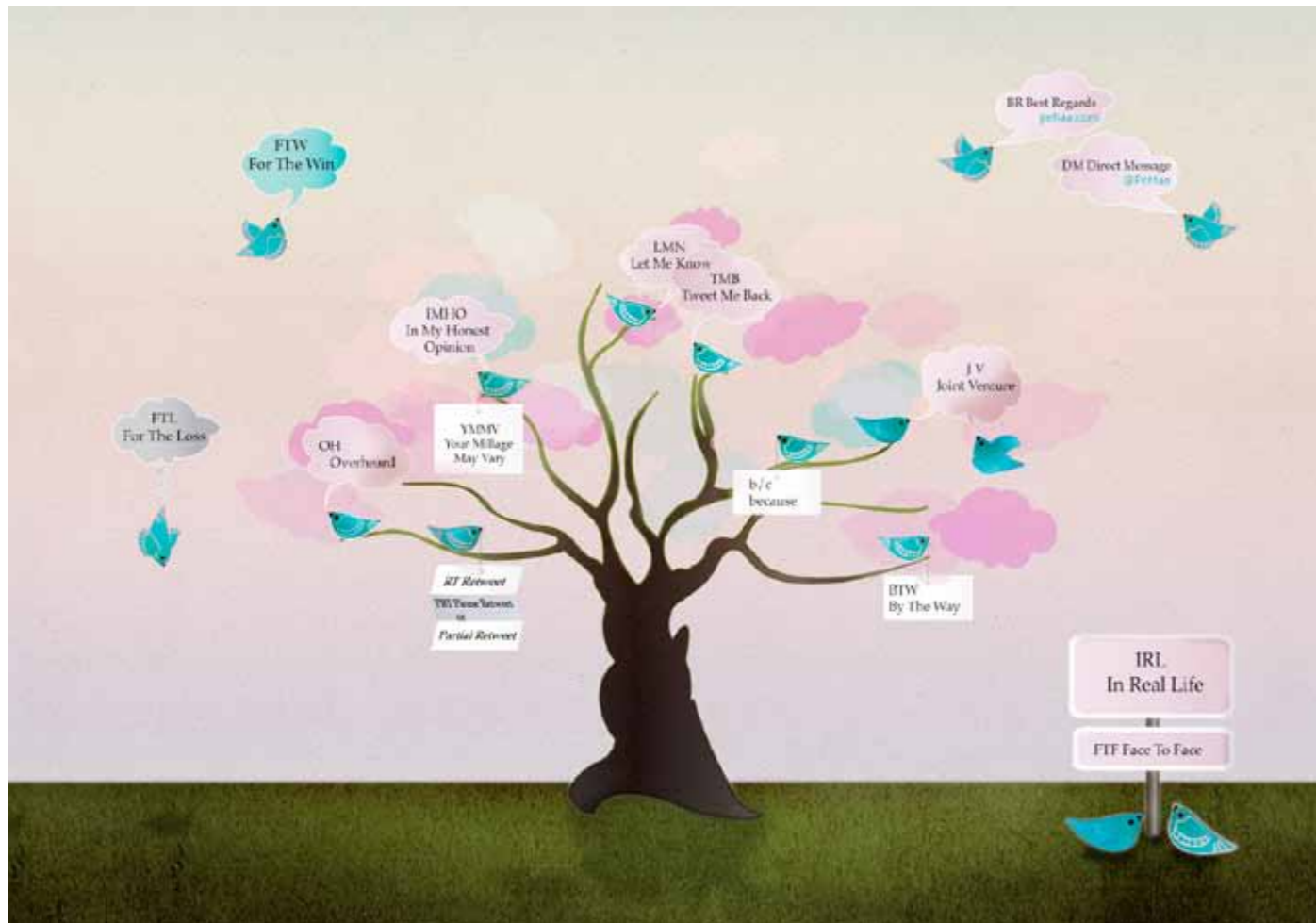
### How it Works

#### 1. Download & Setup TabbedOut

TabbedOut does not require that you create a new account. Instead, we securely store your valid credit or debit card safely on your phone so that you can conveniently use TabbedOut at your favorite bars and restaurants.

setup tabbedout





## O2 MORE

**Reward system for M-wallet:** Traditional physical point cards are finding digital replacements that, in addition to convenience for both sides, are useful CRM tools. In Japan, competing e-money cards align themselves with convenience stores to lure customers with money-saving campaigns. In addition to convenience, regular users of e-money schemes using IC cards like Edy and the Docomo OSAIFU KEITAI (mobile wallet) may also take advantage of special campaigns offering discounts or points. Family Mart now offers OSAIFU KEITAI users a KEITAI DISCOUNT PASSPORT, which allows users' mobile phones to function in a similar fashion to the Family Mart T Card, the in-house point system. This effectively eliminates the need for a wallet-cash and discount point card, as are both included inside your mobile phone. On card days, Tuesday and Saturday, both T Card and OSAIFU KEITAI users alike are eligible for special discounts on marked items. Such rewards systems could be integrated to O2 More offers to push our m-wallet service and create a seamless and convenient experience to consumers.

**Location-based services:** O2 More will move to the next level, as it enables brands to target consumers with offers, not only based on their preferences, but also on their location. Facebook is finally rolling out its own geo-location offering, a check-in service to integrate other third-party services and give developers on Facebook's platform geo-location capabilities. O2 More has the opportunity to offer the same types of services to clients.

Additionally, thanks to our CRM capabilities, we can predict consumers' future behaviour based on past behaviour. We could eventually anticipate the mood that consumers are in and push or pull content and offers depending on this. For example, entertainment apps could be pushed to the front of the device display when it's 18:00 and we know that the person is socialising. WW Entertainment offers such as restaurant discount, cinema vouchers, etc. could be proposed to the user. Done in a helpful, personal manner, such services would build our TRUST CAPITAL.

## SOCIAL MEDIA ENGAGEMENT

In a world where consumers are ALWAYS ON, it is crucial for O2 to become real-time relevant. Our Social Media tracker and Real-Time team will help us become smarter at monitoring the dynamics of the real-time conversation and making sure that we shape and mold our communication around the real-time conversation. This is different from throwing it in and seeing if it floats, this is more about adjusting our narrative to insert our ideas correctly into the conversation and finding a way to add elements that are relevant to the real-time agenda of the moment. Twitter is a powerful platform to harness. Twitter is loved by individuals who get the chance to be the broadcasters of their own personality, ideas, fears, loves, interests, etc. Institutions, companies and brands have a tough time, if they can't bring an individual personality to the table. Brands usually struggle with voice as they need many individuals to engage with the audience. In the end, brands might need several accounts to cover the various aspects of their activity and personality, they just need to make sure they know who is doing what. It provides the opportunity to bring three dimensions to consumers, experiences, companies and brands that were previously one dimensional. For example, MSNBC used Twitter to bring a conventional White House documentary to life, by Tweeting in real time, viewers got to see through Twitter what was really going on in the White House. Twitter followers have the power to make a difference, they give to causes when asked, they are a receptive audience and market for the products that individuals and brands create and they are a fantastic listening lab/research tool for anyone who wants an answer or is looking for direction. Using Twitter in this way will help ensure we create a participatory culture around our brand, showcasing our honesty and willingness to help. This should, in turn, help us convert consumers into fans.



