

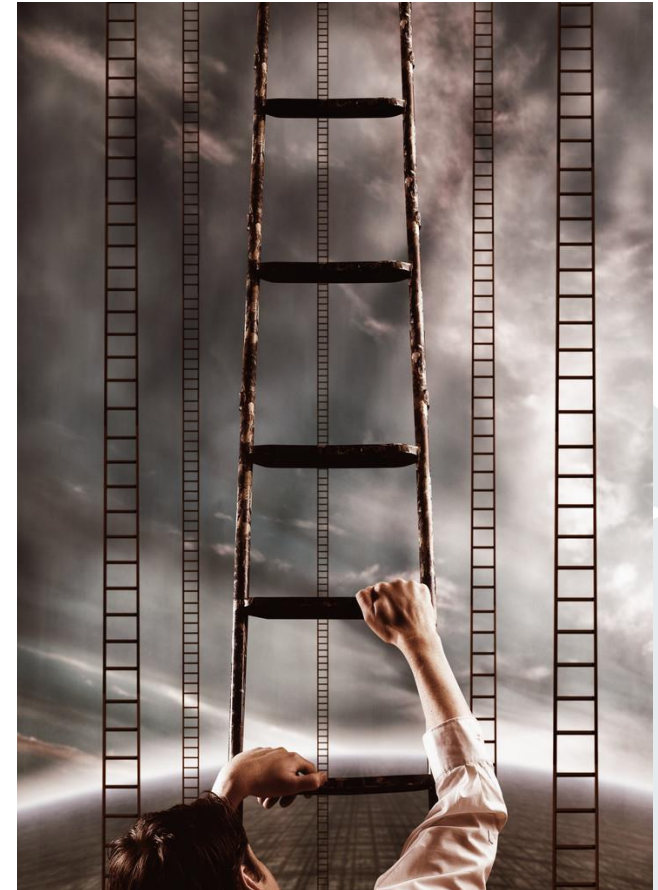
Lecture 13

Acceptance and Success Factors in Mobile Business

Mobile Business I (WS 2014/15)

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- ***Which factors are important for acceptance and success in M-Business?***
 - Building customer trust
 - Acceptance of technologies in a market
 - Diffusion of M-Business applications and services
- ***... and why it is important to understand these factors?***
 - Need for understanding the customers' choices for using/not using M-Business applications and services and
 - to tailor such services to their actual needs.

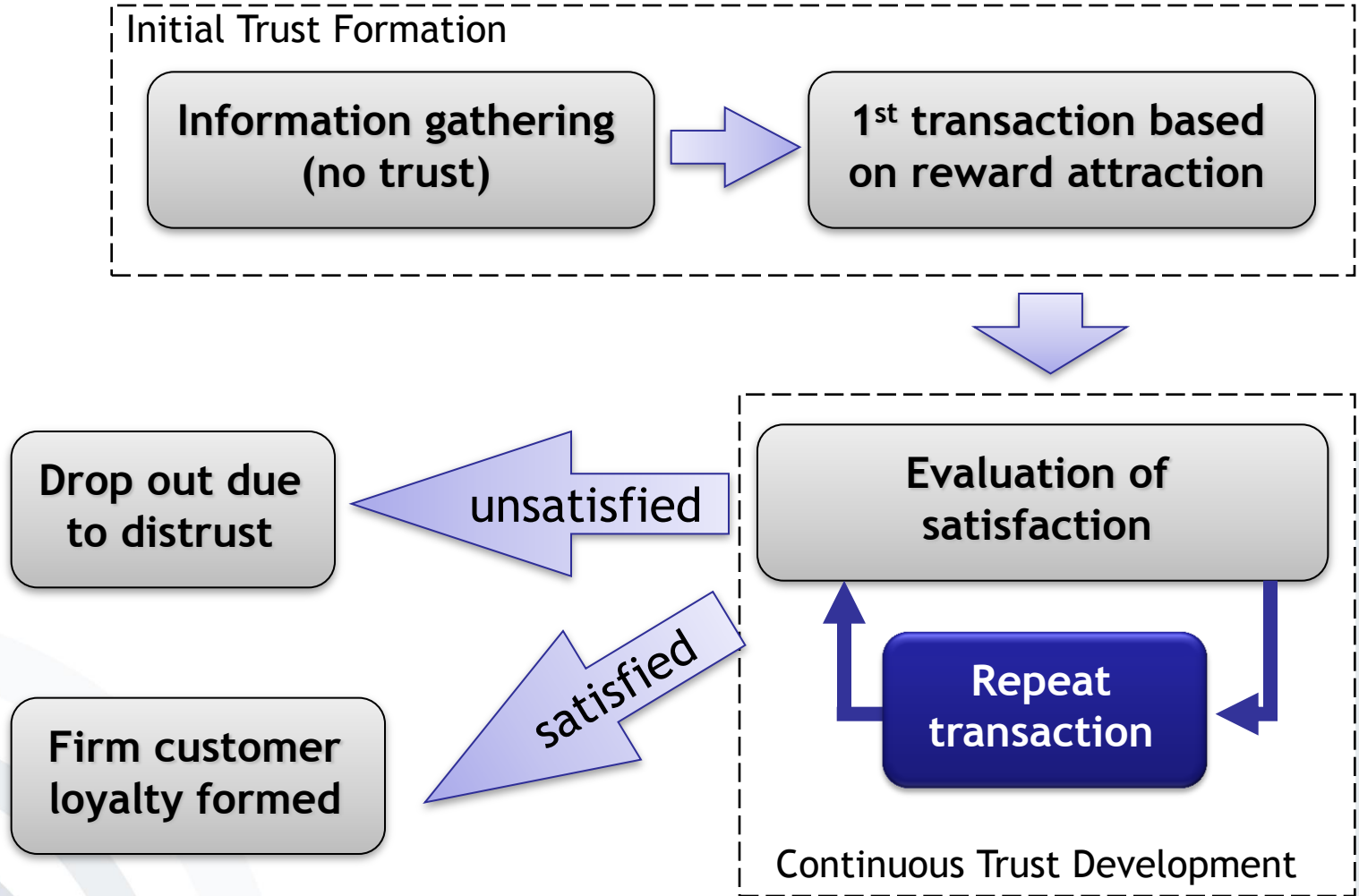


- Mobile applications and services in M-Business can increase the connectedness of their users.
- However, there are several issues related to consumers' acceptance for mobile services and applications, which need to be considered:
 - Willingness to pay for services
 - Network effects
 - Ease of Use
 - Quality of service
 - Product limitations
 - Trust in service provider
 - ...

- User Trust in M-Business
 - Trust Development Life Cycle
 - Framework for Building Trust in M-Business
- Diffusion of Technology
 - Theory of Reasoned Action (TRA)
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 - Diffusion of Innovations (DOI)
- Case Study: i-mode vs. WAP

- “A *state involving confident positive expectations about another’s motives with respect to oneself in situations entailing risk*” [BoHo91].
- The definition highlights three characteristics of trust:
 1. Trust relationships involves two parties: *trustor* & *trustee*.
 2. Trust involves uncertainty and risk.
 3. The trustor has faith in the trustee’s honesty and believes the trustee will not betray him.

Trust Development Life Cycle





- Reliability and security of mobile technology are equally important, since failures in the early stages of the usage of M-Business reduce the customers' trust significantly.
- As mobile technology evolves, the trust focus shifts from technology to the mobile service provider.

Initial Trust Formation

- In order to build an initial trust formation, service providers *must* disseminate information, cultivate interest, etc.
 - ***Enhance customer familiarity***, as people tend to trust the familiar, e.g. by general publicity or advertisements.
 - ***Build vendor reputation***, as a good reputation suggests certainty and less risk in conducting business.
 - ***Deliver high-quality information***, as the information posted on a company has a high impact on the customers' perception.
 - ***Elicit third-party recognition and certification***, as the independent nature of third-party certification helps customers to feel more secure in doing business with the M-Business provider.
 - ***Provide attractive rewards***, such as free trials or gift cards helping to attract new customers.

- It is important to maintain a trust relationship, as creating trust is time-consuming and trust can easily be destroyed.
- There are several successful methods derived from E-Business that can be adopted by M-Business companies to overcome trust barriers.

- ***Improve site quality:***
 - User-friendly design of web-sites accessed by mobile devices (e.g. giving customers sufficient information for purchases) helps to convey the vendor's competence.
- ***Sharpen business competence:***
 - Refers to the skills, technical knowledge, and expertise in operating M-Business applications.
- ***Maintain company integrity:***
 - Providers need to be congruent with regard to the actions and the promises given to their customers.
- ***Post privacy policy:***
 - Similar to E-Business providers, M-Business providers should post their privacy policy online, so customers are informed about the information being processed
 - ➔ Helps to build transparency.

- ***Strengthen security controls:***
 - In order to have secure M-Business transactions, technologies need to be in place that help to allow Multilateral Security for all involved parties.
- ***Foster a Virtual Community:***
 - By building virtual communities, mobile service providers can replicate the success of web-based online communities and create positive evaluations by their users.
- ***Encourage communication and increase accessibility:***
 - In order to build synergies, the users should be brought into close communication with the M-Business provider, reducing information asymmetries and fostering the provider's credibility and trustworthiness.
- ***Use external auditing to monitor operations:***
 - External auditing helps to maintain the customers' trust by keeping the provider to behave fair and legally.



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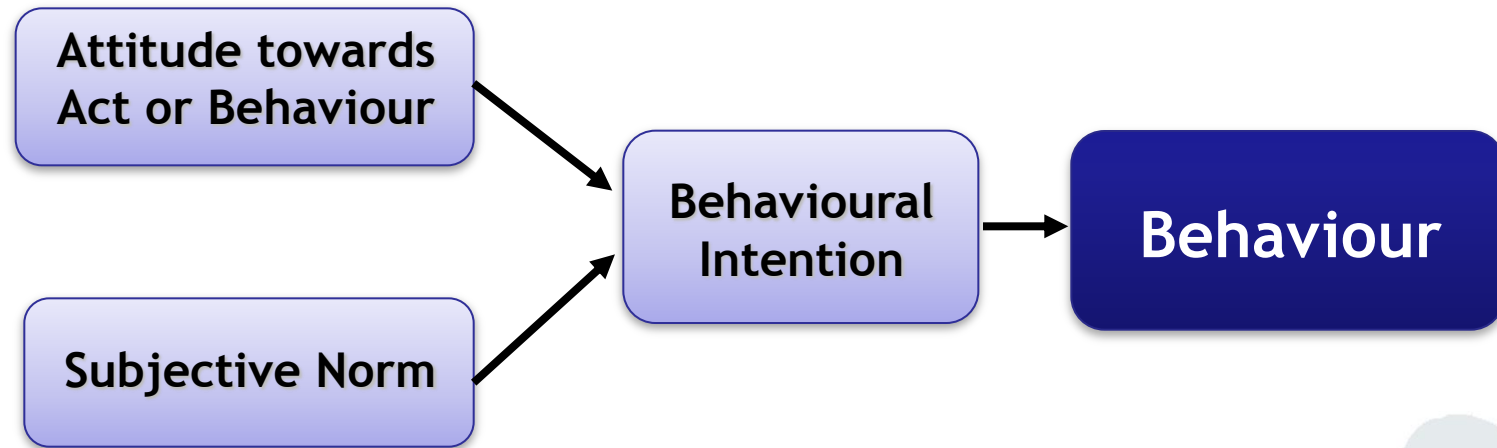
- What makes a product successful compared to another product?
- How does it get accepted in the market?
- There are different models to explain the diffusion of a technology into the market:
 - Theory of Reasoned Action (TRA) [Ajzen1980]
 - Technology Acceptance Model (TAM) [Davis1989]
 - Roger's Diffusion of Innovations (DOI) [Rogers2003]

- The **adoption (process)** is a sequence of stages a potential adopter goes through before accepting a new product or service.
- **Diffusion** is the process by which an innovation is communicated through certain channels over time among the members of a social system. In other words, diffusion refers to the accumulated level of users of an innovation in a market.
- **Innovation (process)** is the adoption of an idea or behaviour (whether a system, policy, program, device, process, product, or service), that is new to the adopting organisation.
- **Adoption** is interpreted as the decision to purchase while **acceptance** refers to the decision to use the product.

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- TRA posits that individual behaviour is driven by behavioural intentions.

⇒ *The actual use of an innovation is determined by the individual's behavioural intention to use it.*



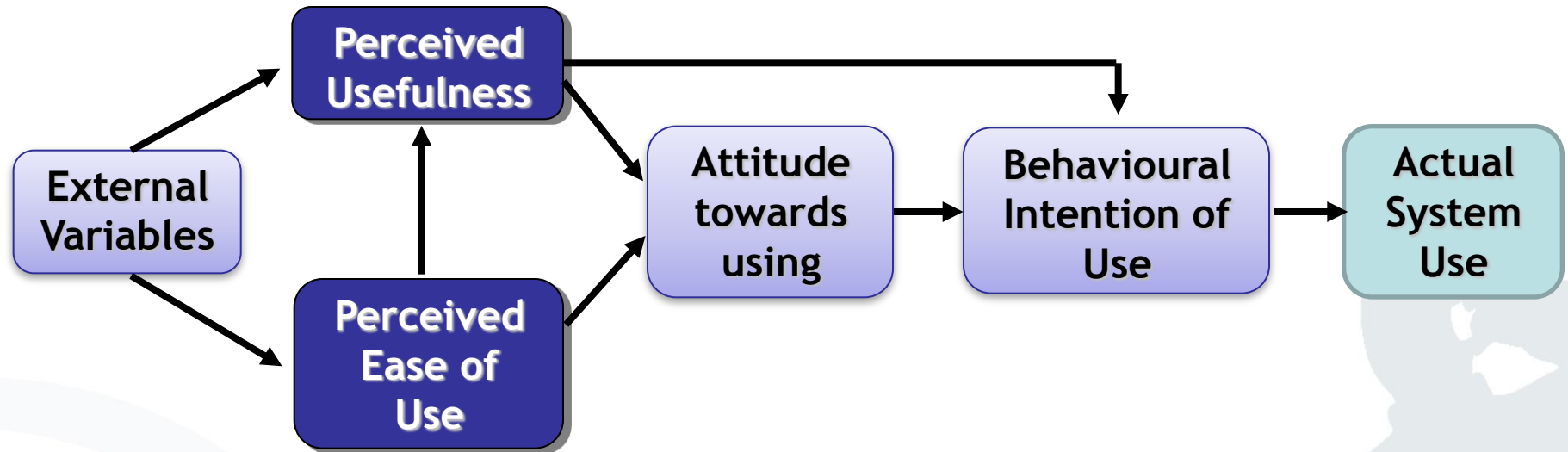
- ***Behavioural intentions*** are a function of an individual's attitude towards the behaviour and the subjective norm surrounding the performance of the behaviour.

- ***Attitude towards the behaviour*** are the individual's positive or negative feelings about performing a behaviour, determined through an assessment of one's beliefs.
- ***Subjective norm*** is defined as an individual's perception of whether people important to the individual think the behaviours should be performed.

- Significant risk of confounding between attitudes and norms since attitudes can often be reframed as norms and vice versa.
- Assumption that when someone forms an intention to act, they will be free to act without limitation, is often unfounded.
- In practice, constraints such as limited ability, time, environmental or organisational limits, and unconscious habits will limit the freedom to act.

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- The Technology Acceptance Model (TAM) by Davis [Davi89] is based on the Theory of Reasoned Action (TRA).
- Tailored towards the acceptance of information technology
- A key purpose of TAM is to provide a basis for tracing the impact of external variables on internal beliefs, attitudes and intentions.
- Two main factors are of prime relevance in explaining system use:
 - *“Perceived ease of use”*
 - *“Perceived usefulness”*



- ***Perceived usefulness:***
 - The degree to which a person believes that using a particular system would enhance his or her job performance
- ***Perceived ease-of-use:***
 - The degree to which a person believes that using a particular system would be free from effort

- Researchers have simplified TAM by removing the attitude construct found in TRA from the current specification (e.g. [VMDD03]).
- Attempts to extend TAM have generally taken one of three approaches:
 1. Introducing factors from related models
 2. Introducing additional or alternative belief factors (risk, emotion, etc.)
 3. Examining antecedents and moderators of perceived usefulness and perceived ease of use

- Both TRA and TAM have strong behavioural elements, assuming that when someone forms an intention to act, they will be free to act without limitation.
- In practice constraints such as limited ability, time, environmental or organisational limits, and unconscious habits will limit the freedom to act.

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- ***Diffusion*** is the process by which an innovation is ***accepted by a social system, e.g. the market.***
- The ***rate of diffusion*** is the speed of the new idea spreading from one consumer to the next.
- ***Adoption*** is similar to diffusion except that it deals with the ***psychological processes*** an individual goes through, rather than an aggregate market process.
- Diffusion of Innovations theory especially focuses on the following topics:
 - Adopters
 - Key innovation characteristics
 - Stages of adoption

Adopters can be categorised in 5
different groups:

1. Innovators
2. Early adopters
3. Early majority
4. Late majority
5. Laggards

- ***Innovators (2,5%):***
 - ***Characteristics:*** Venturesome, educated, multiple info sources, greater propensity to take risk
 - ➔ Has the ability to understand and apply complex technical knowledge and can cope with a high level of uncertainty of an innovation.
 - ➔ The innovator is a catalyst who brings about the use and adoption of new ideas.

- ***Early adopters (13,5%):***
 - ***Characteristics:*** Social leaders, popular, educated
 - ➔ Other members of the group look to these individuals for advice and knowledge about the innovation.

- **Early majority (34,0%):**
 - **Characteristics:** Deliberate, many informal social contacts
 - ➔ Tend to adopt the innovation just prior to time the average individual adopts it (link between early adopters and later majority).

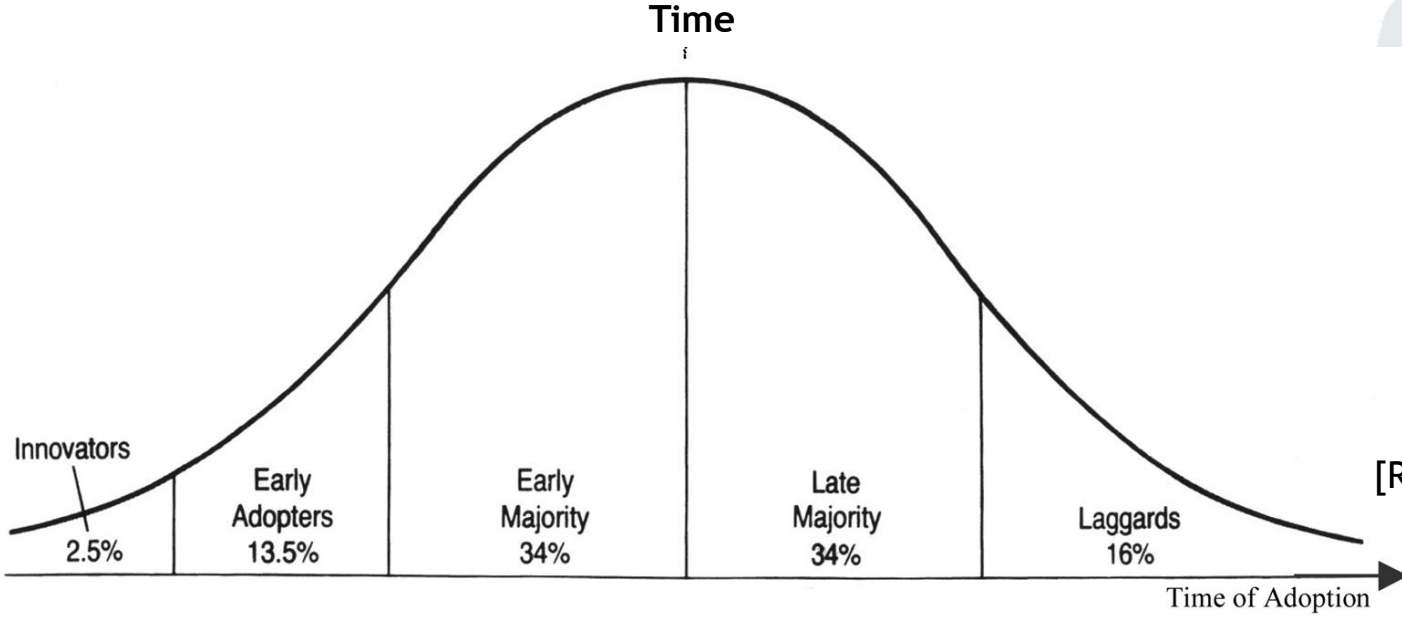
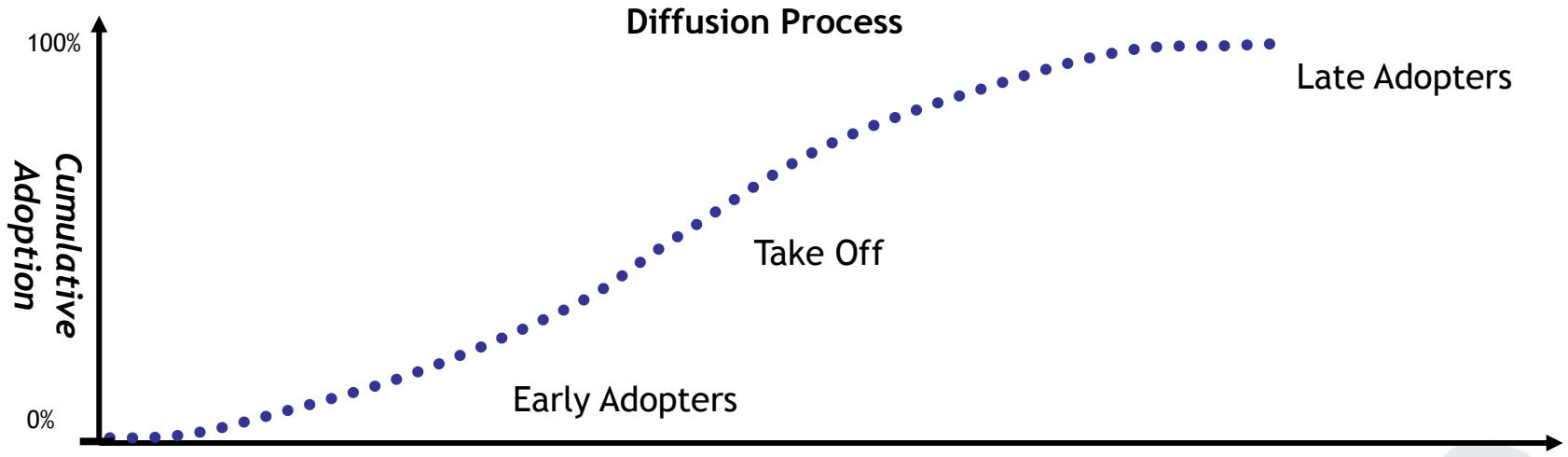
- **Late majority (34,0)%:**
 - **Characteristics:** Sceptical, traditional, lower socio-economic status
 - ➔ Acceptance comes after the average person accepts

- **Laggards (16,0%):**
 - **Characteristics:** Neighbours and friends are main info sources, fear of debt
 - ➔ Laggards are those who are consistent or even adamant in resistance to change.

- Does the categorisation of the adopters made by Rogers apply to the M-Business market?



Diffusion of Innovations Adopter Bell Curve



[Rogers2003]

- ***Relative Advantage:***
 - The degree to which the innovation is perceived as being better than the practice it supersedes
- ***Compatibility:***
 - The extent to which adopting the innovation is compatible with what people do
- ***Complexity:***
 - The degree to which an innovation is perceived as relatively difficult to understand and use
- ***Trialability:***
 - The degree to which an innovation may be experimented with on a limited basis before making an adoption (or rejection) decision
- ***Observability:***
 - The degree to which the results of an innovation are visible to others

Key Innovation Characteristics

Example Mobile Telephony

- ***Relative Advantage:***
 - Availability/reachability of the subscriber
 - Communicate (almost) anywhere / anytime
 - Personal device(s)
- ***Compatibility:***
 - High compatibility in society, as flexibility and reachability get more and more important.
- ***Complexity:***
 - Low to medium:
 - Basic functionality (e.g. telephony) can be used by everyone being capable of using a standard, fixed-line telephone.
 - Advanced features (e.g. SMS) need further training to use them.

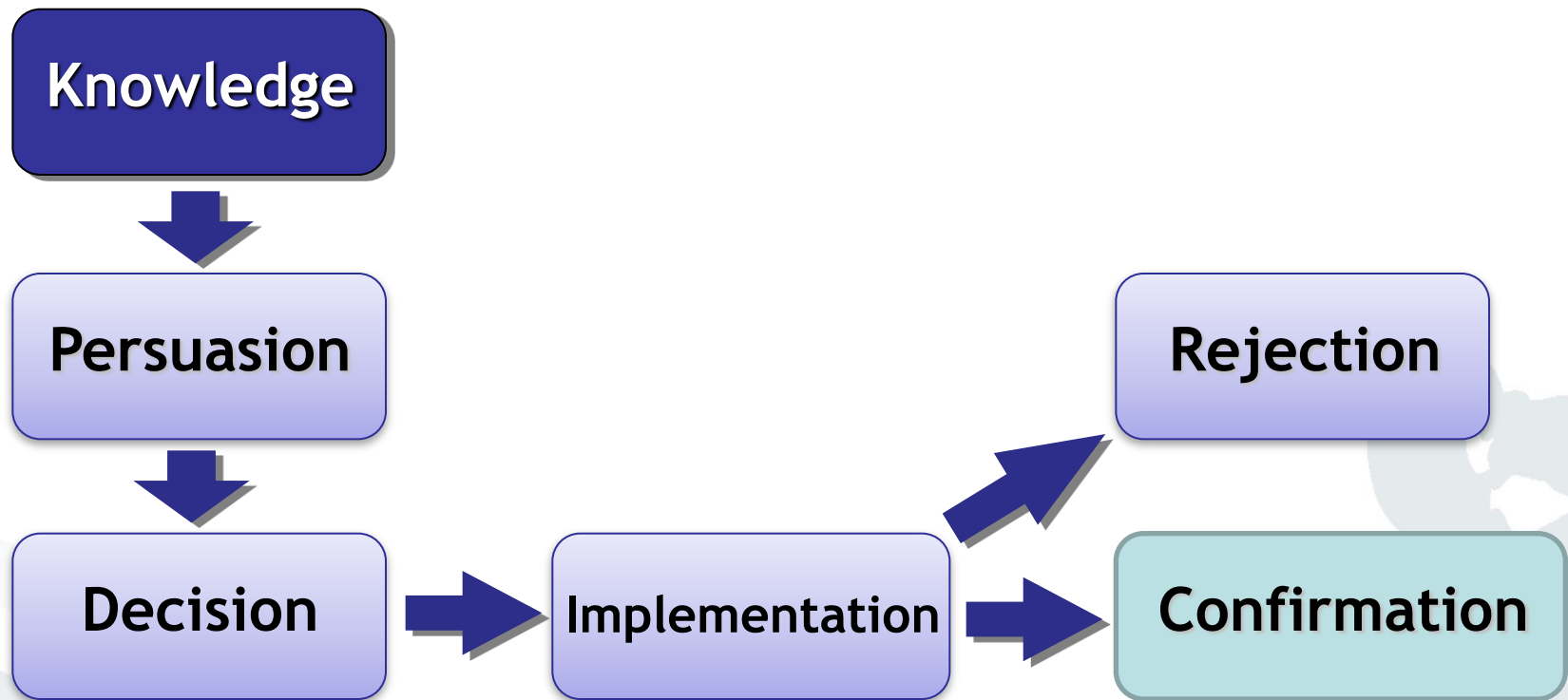
Key Innovation Characteristics

Example Mobile Telephony

- ***Trialability:***
 - High: A potential customer can subscribe to a prepaid contract for testing the technology and later on switch to a “normal” subscription based contract.
- ***Observability:***
 - Reachability of the customers anytime and anywhere.
 - More and more people are using mobile phones and services.
 - People using mobile phones can easily be observed by non-users.
 - The concept and benefit of mobile telephony is easily observable by non-users.

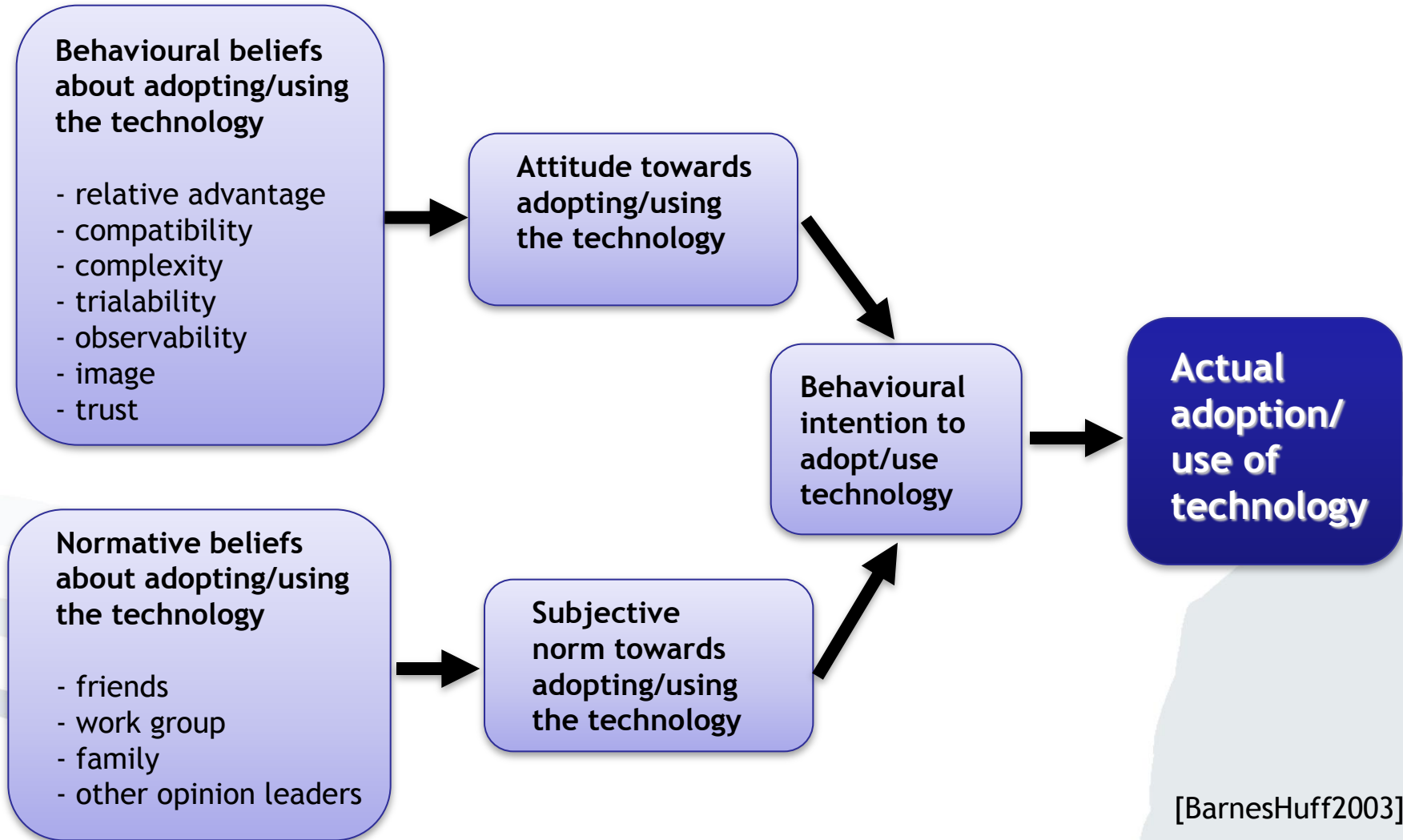
- The adoption of an innovation includes the following stages:
 1. **Knowledge:** Learning about the existence and function of the innovation
 2. **Persuasion:** Becoming convinced of the value of the innovation
 3. **Decision:** Committing to the adoption of the innovation
 4. **Implementation:** Putting it to use
 5. **Confirmation:** The ultimate acceptance (or rejection) of the innovation

Diffusion of Innovations Stages of Adoption



According to [Rogers2003]

General Model of Technology Acceptance based on TRA and DOI

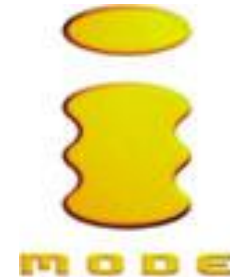


[BarnesHuff2003]

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- Currently, the separate technologies of (stationary) Internet and mobile telephony converge more and more, allowing new business models to emerge.
- However, by comparing the (more or less successful) adoption of (similar) technologies, one can observe major differences in the customers' adoption behaviour.
- Examples:
 - i-mode (in Japan and Germany)
 - WAP (in Germany)

- Established in February 1999 by NTT DoCoMo in Japan as a service for mobile Internet access.
- Proprietary standard, based on package-based data transmission.
- Requires special i-mode devices
- Advantage: “Always-online“-functionality without continuous charging.

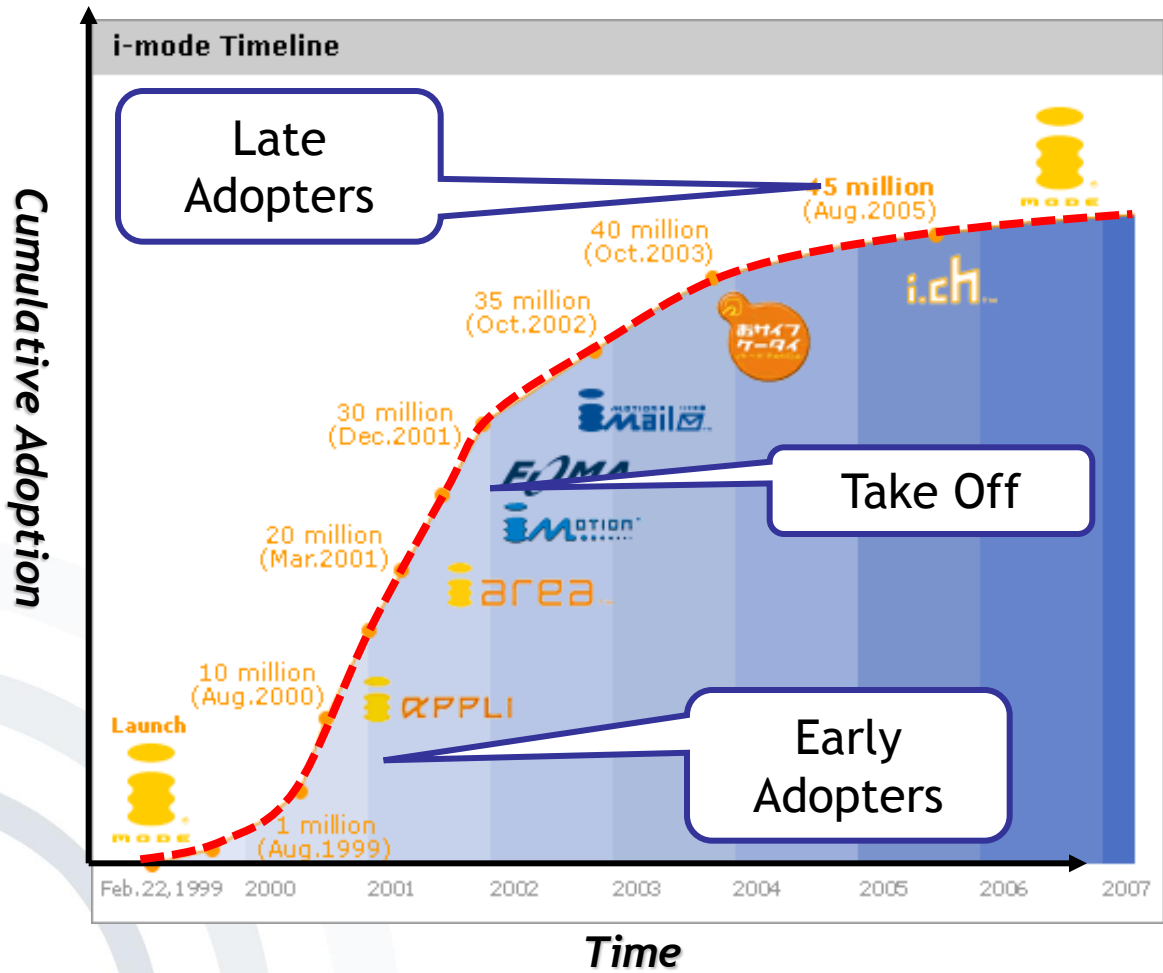


Wireless Application Protocol (WAP)



- In 1997, Ericsson, Motorola, Nokia and Unwired Planet founded the WAP-Forum.
- The WAP-Forum is a non-profit organization with the objective to build up an open standard (protocol) for wireless data-communication.
- More than 300 members worldwide (manufacturers, software industry, computer and telecommunication companies & network-operators)
- Protocol family, developed by the WAP-Forum to provide internet contents on mobile devices
- Universal use, independent from used network technology (GSM, UMTS, etc.)

i-mode User Base Development and Diffusion Process

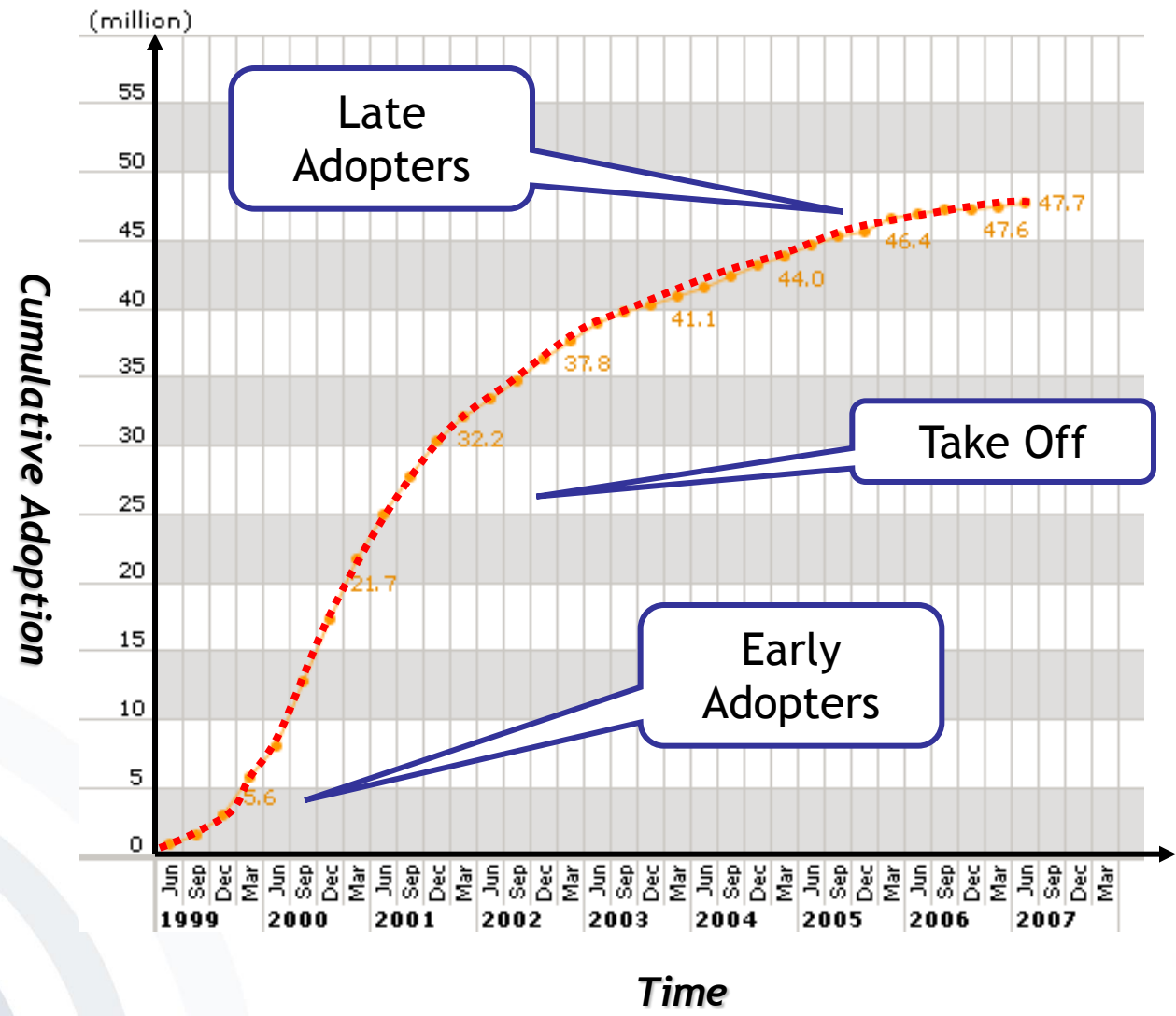


Worldwide about 45 million users (2/2006)

Adoption of i-mode is characterised by an S-shaped curve!

[Nttdocomo2007]

i-mode User Base Development



[Nttdocomo2007]

i-mode User Base Germany

- Number of users in Germany at the beginning of 2003, according to e-plus:
 - Planned: 750.000
 - Achieved: 125.000

[eplus03]

- Mobile Internet Services Penetration in Germany (number of users):

	500.000
	4.500.000
 <p>What will you start?</p>	5.500.000

[Handelsblatt 2/2004]

- E-plus shut down i-mode on 1st of April 2008

[Golem2008]

- ***Relative advantage:***
 - WAP provides an access channel to many special Internet pages
 - using the Wireless Markup Language (WML)
 - bringing information to mobile devices.
 - However, only a limited amount of content is available.

- ***Compatibility:***
 - High compatibility to previous user experiences, as WAP is based on mobile telephone handsets
 - ➔ familiarity
 - However, the displayed WAP pages are only of limited quality:
 - user interfaces lack quality,
 - connection-speeds are low

- ***Complexity:***
 - Medium complexity, as WAP is intuitive to use - depending on the browser software used.
- ***Trialability:***
 - Low initial costs, as WAP is based on a pay-per-use schema
 - Therefore it offers a high level of trialability.
- ***Observability:***
 - The observability can be enhanced through non-customers watching customers using WAP.
 - However, due to limited content and high prices, not many customers use WAP.

- ***Relative advantage:***
 - i-mode provides a direct Internet access channel to many individuals for whom the Internet was inaccessible previously, as
 - fixed-line Internet was not widely available
 - people were not much at home anyway.

- ***Compatibility:***
 - High compatibility to previous user experiences, as i-mode is based on mobile telephone handsets
 - ➔ familiarity
 - Also i-mode is highly compatible with the Japanese cultural values
 - ➔ Enthusiasm for electronic devices

- **Complexity:**
 - Low complexity, as i-mode has an intuitive and easy to use interface, command set, and navigation
 - i-mode uses an Internet browser, which is a scaled-back version of traditional desktop browsers, allowing its user to easily use this innovation.
- **Trialability:**
 - Low initial costs, as i-mode is based on a per-use tariff-scheme
 - Therefore it offers a high level of trialability.
 - Subscribers can easily share their devices for trials.
- **Observability:**
 - i-mode is highly interactive, and interactions can also be seen on the Internet.
 - Also the observability can be enhanced through others, witnessing people using i-mode.

- ***Market situation:***
 - NTT DoCoMo is the market leader with a 60% market share in mobile communications.
 - Furthermore, NTT DoCoMo stock majority is owned by the Japanese government.
 - Low penetration of stationary internet connections.
- ***Vertical integration:***
 - NTT DoCoMo has a strong position in the mobile value chain, being vertically integrated into chip, handset, and infrastructure research and development.
- ***Network investment:***
 - NTT DoCoMo has invested proactively into 3G infrastructure (especially packet radio overlay systems) one year ahead of their competitors.
- ***Self-reinforcing service:***
 - There is a “connection” between voice and data services, as customers tend to use more voice services when they use the i-mode data service (change in consumer behaviour).

Transferability of i-mode from Japan to Germany? A Summary

Japan (ca. 2000):

- Low penetration of stationary internet connections
- 77.000 content-providers
- Commuting
- Service-Level
- Low penetration of SMS - iMode offering cheap messaging
- “i“-button/
colour-displays
- Willingness to pay for services
- Private subscriber communities for special topics

Germany (ca. 2000):

- Primarily voice + SMS usage
- Only about 160 content providers
- Scepticism towards WAP/i-mode
- SMS is the “weapon of choice” for mobile messaging.

- Usage of the term “mobile Internet” for marketing WAP confused customers and nourished wrong expectations towards this technology. Compared with those expectations WAP had:
 - High costs for the content
 - Complex billing system
 - Low speed
 - Low usability
 - ...
- When WAP was rolled out, only a limited amount of devices with WAP-capabilities was available.
- Internet-based providers offering mobile content for free also lowered the demand for WAP services



- It is unlikely that i-mode's success in Japan can be transferred to other markets, due to the unique market situation in Japan.
- But key lessons learned from i-mode's success story in Japan include:
 - Importance of a **trusted**, branded, useful, easy-to-use, holistic package of services
 - The value of investment and leveraging of technological infrastructure such as networks and handsets

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