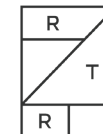


LEANPLUM

THE BIG BOOK OF MOBILE MOVERS

30 mobile apps effectively engaging customers



Introduction

Growth marketers are continuously increasing their customers' ARPU (Annual Revenue Per User) by focusing on effectively engaging them throughout the buyer's journey. Assessing more than 30 companies' customer engagement efforts, Leanplum has learned that every CMO and VP of Growth is asking the same question—no matter if they are selling sweaters or succulents... what can we

do to move the needle (and I mean really move the needle) to support our company's growth targets?

To get to the heart of the question, Leanplum has compiled The Big Book of Mobile Movers, representing 30 of the best performing mobile apps in the business, each extensively reviewed by our Mobile App Assessment Committee (MAAC).

Athena Koutsonikolas

Vice President of Marketing, Leanplum & Chair(woman) of Mobile App Assessment Committee (MAAC)



LEGACY INNOVATORS

Legacy Innovators are some of the biggest companies around, and their expansion onto mobile platforms has given them an unprecedented opportunity to experiment with new methods of engagement and monetization. Let's double-tap on Sephora. This beauty app is a gamechanger because Sephora has figured out how to keep their customers coming back for more and obsess about maintaining their VIB (Very important Beauty) status and the perks that come with it.

[Start Reading](#)

EMERGING LEADERS

Unlike Legacy Innovators, the Emerging Leaders are heavily integrated into the mobile world. Indeed, many of them almost completely rely on it. In this day and age, we are no strangers to technology overload; apps like Calm promote digital detox with both meditation and sleep tracks. If you haven't done so, check out 'Wonder', read by Matthew McConaughey—his mellifluous voice is guaranteed to move you into a deep slumber.

[Start Reading](#)

REVOLUTIONARIES

The Revolutionaries are changing our world with their apps. And that's not an overstatement. From Bird, transforming the way people commute to Rent the Runway, democratizing the world of high fashion, these companies are true revolutionaries, disrupting their industries. These Revolutionaries are integrating the power of mobile into their strategies, and through their tailor-made apps, orchestrating the type of large-scale change they seek to bring to the world.

Read on to learn how each of these companies has made mobile integral to its engagement strategy and turned it into a compelling growth tool.

[Start Reading](#)

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DUNKIN'



nickelodeon





DUNKIN'



MOBILE MOVERS LEGACY INNOVATORS

INTRODUCTION

Legacy Innovators are some of the biggest companies around, and their expansion onto mobile platforms has given them an unprecedented opportunity to experiment with new methods of engagement and monetization. Let's double-tap on Sephora. This beauty app is a gamechanger because Sephora has figured out how to keep their customers coming back for more, and obsess about maintaining their VIB (Very important Beauty) status and the perks that come with it.



Building loyalty by bringing customers back again and again

It's really just thinking about convenience and any way we can make mobile ordering, digital ordering, as convenient as possible to get our customers on their way, on their day, as quickly as possible. That's what we're all about.

Stephanie Meltzer-Paul, Dunkin' Vice President of Digital and Loyalty Marketing

Overview

Dunkin' is one of the largest coffee and baked goods chains around, with more than 11,000 stores around the world. Over 2,000 of those stores are in New York and Massachusetts alone — locals are well-known for sipping their iced lattes... even in the dead of winter.

For Dunkin', the expansion onto mobile has been just that — an expansion. Instead of adding new retail space, however, the app serves as an expansion in capability. It is a textbook example of how a mobile app can serve the interests of physical retailers, no matter the product they sell.

Distinguishing Trait

The Dunkin' app has a targeted focus — bring users on-site, and keep them coming back again and again. Like many loyalty programs, Dunkin' uses a points system, where users add to a bank of credit with purchases that they can eventually redeem for free drinks. Additionally, mobile users receive exclusive deals as well as alerts when specialty items become available.

Areas for Improvement

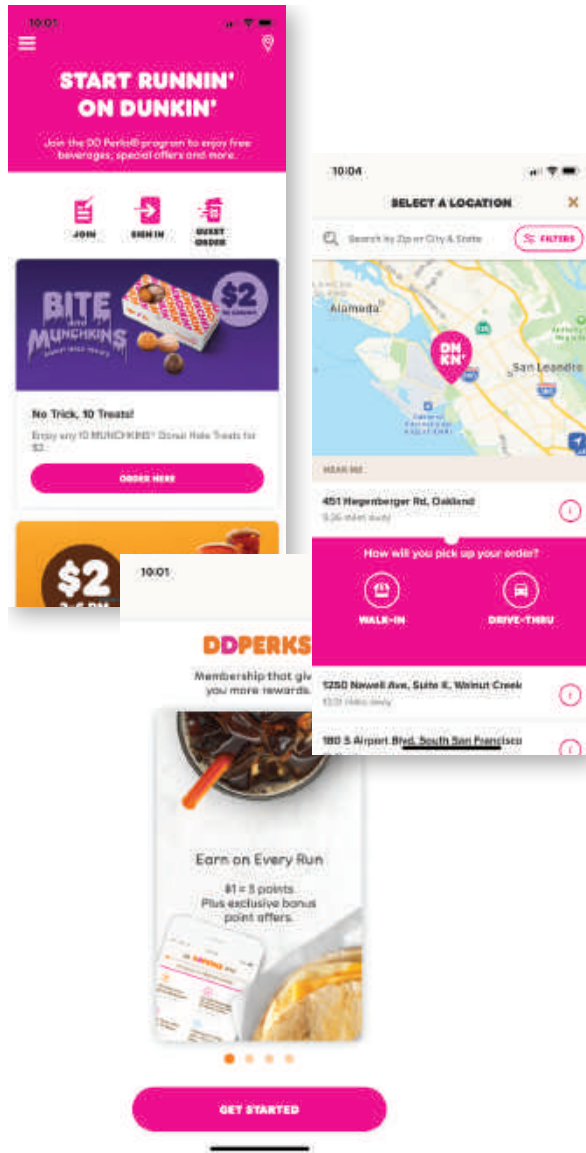
This kind of approach is especially well-suited to mobile. By combining a loyalty program with a mobile payments system and exclusive deals, the Dunkin' app augments the company's physical space, giving users a reason to return time after time.

One way that Dunkin' could capitalize on this approach is through a greater emphasis on push notifications. By enabling geo-targeting, Dunkin' could serve users deals at the best possible time, drawing them into nearby outlets and further strengthening customer loyalty.

Of course, this approach requires that users fully understand the benefits of handing over their location data. By serving an in-app prompt before the system-level request, Dunkin' could explain the value this access provides to users, softening the request, and giving users a compelling reason to opt-in.

★ Rating

Great





Putting customers in the driver's seat with a menu full of choices

Wendy's app does a great job of placing customers first. Their marketing team has done a lot to keep onboarding simple while still providing users access to everything the company has to offer.

Leanplum Mobile App Assessment Committee (MAAC)

Overview

Known for its square burgers and, more recently, for crushing the social media space with clever put-downs, memes, and posts, Wendy's has already demonstrated its ability to stay current in a changing world. Through its clever use of social, Wendy's brand has come to encompass far more than its restaurants alone, attracting fans and engaging with customers, competitors, and companies of all kinds on a daily basis.

Wendy's mobile app is another example of the company's ability to adapt to new channels and mediums for engagement, offering everything from delivery options to charity donation. What really sets the Wendy's app apart, however, is its focus on the user experience.

Distinguishing Trait

Wendy's mobile app is user-friendly in every way possible. From clear onboarding to menu navigation, every aspect of the app is optimized to deliver a smooth user experience. Much as with Dunkin's app, Wendy's uses mobile to bring users on-site. However, Wendy's goes a step further, using location services to provide users a list of nearby locations.

Wendy's menu and dining options are where the company's focus on its users truly shines through. Through a partnership with DoorDash, Wendy's offers a full spectrum of dining options, ranging from dine-in to delivery. And the plethora of nutrition information on the menu ensures users know exactly what they're ordering, providing support for dietary restrictions of all kinds.

Areas for Improvement

Similarly to Dunkin', explaining system-level prompts could be the key to greater engagement for Wendy's. Geolocation is critical to both the delivery feature, and to finding nearby restaurants — both fantastic opportunities for conversion. But if a user doesn't understand the value that providing their location can offer, they might opt-out by default. And that's a lose-lose for everyone involved.

Overall, Wendy's app is a strong expansion onto mobile platforms and a great example of the ways in which companies can leverage a focus on the user to increase overall engagement.

★ Rating

Excellent





A one-stop-mobile-shop for managing your financial life

Fidelity Investments is a great example of the engagement benefits that companies can see from a diversified mobile marketing strategy. By providing educational content, Fidelity gives customers even more reasons to come back to the app.

Leanplum Mobile App Assessment Committee (MAAC)

Overview

One of the largest asset managers in the world, Fidelity Investments has been in the business of making money since the end of the Second World War. In the decades since, times have changed, and Fidelity has changed right along with them, adapting to new technology, demographic shifts, and market movements.

The company's approach to mobile is emblematic of this ability to adapt. With a heavy focus on personalization and education, the Fidelity Investments app brings the weight of the company's experience to the fore, introducing new investors to the world of finance and giving them the information they need to get started.

Distinguishing Trait

Honestly, the [app's description](#) says it all: "Put 70 years of Fidelity's experience in the palm of your hand." Beyond its suite of investing features, the app features a customized news feed, where users can personalize the information they receive

based on their investing focus. Furthermore, the app's Learning Center is packed with a wealth of resources from webinars to podcasts, allowing users to quickly bring themselves up to speed on the financial world.

The Fidelity app does more than onboard mobile users. It onboards new investors, empowering them with the information they need to succeed in the world of finance.

Areas for Improvement

To keep this onboarding flow moving smoothly, Fidelity could delay serving its terms of service until later in the process, giving users a chance to familiarize themselves with the app's value first. Giving users the time to buy into the app and engage with its key differentiators first can smooth the often bumpy process of securing key approvals and agreements.

Rating

Excellent



Offering a full suite of options for managing insurance plans and claims on the go

As an insurance provider, State Farm is well-positioned to lead the way when it comes to customer loyalty and customer service. With their expansion to mobile, the company continues to emphasize and expand on these values.

Leanplum Mobile App Assessment Committee (MAAC)

Overview

After almost a century of operation, State Farm is no stranger to the insurance game. Since the company's start insuring some of the first automobiles on American roads, State Farm has become the largest casualty insurance company in the United States, giving customers the security they need.

The State Farm mobile app is a prime example of the support the company offers to customers. With the app in hand, users can manage every aspect of their insurance policy, from paying bills to filing claims. State Farm's app ensures customers have the tools they need to make the most out of their insurance policies.

Distinguishing Trait

Beyond policy management, State Farm's app also includes a stand-out feature: the ability to build an insurance claim directly from a mobile device. Using their phone's camera, a user can photograph and upload evidence, constructing a visual record

of any incident and giving State Farm the information necessary to process claims.

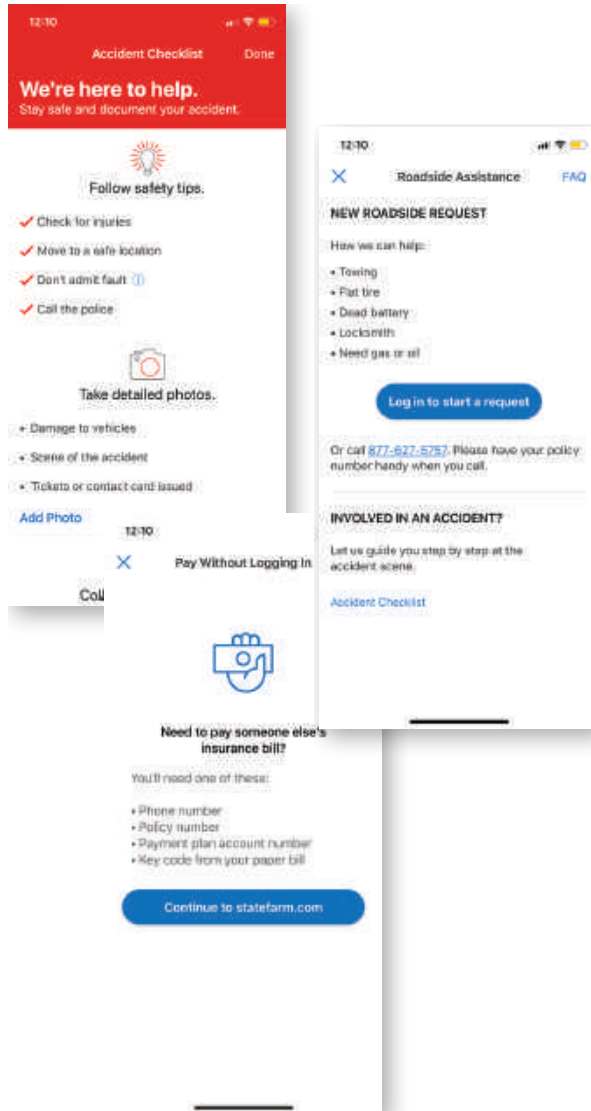
This app represents a true integration of mobile capabilities into an existing company's business. By taking advantage of features like built-in cameras, State Farm has vastly simplified the process of filing a claim and empowered their customers.

Areas for Improvement

Much like Fidelity, State Farm's app frontloads permission requests and the terms of service. By delaying these prompts until later in the user flow, they could improve the rate at which new users are onboarded into the app and reduce barriers to user engagement.

★ Rating

Excellent





The first TV channel created for children brings cable to mobile

Nickelodeon's app is a great example of the ways that media companies can integrate mobile into the lives of customers. With the addition of mobile, Nickelodeon's content is always on hand.

Leanplum Mobile App Assessment Committee (MAAC)

Overview

The first TV channel created specifically for children, Nickelodeon, has consistently delivered quality content to its viewers since it was founded in 1979. Nickelodeon's mobile app brings that same level of quality and the same amount of content directly to mobile. Accessible via a cable provider log-in, the app gives users access to shows and clips from both the current run of Nickelodeon shows and classic broadcasts.

Distinguishing Trait

Aside from this library of content, Nickelodeon's app employs a key engagement hook to net new engaged users: the free trial. Within the app, users can view one free episode of any show without purchasing a cable subscription. This allows them to explore the benefits of full conversion before taking that leap. By including this option, Nickelodeon demonstrates the value that a subscription provides, incentivizing users to convert at a higher rate.

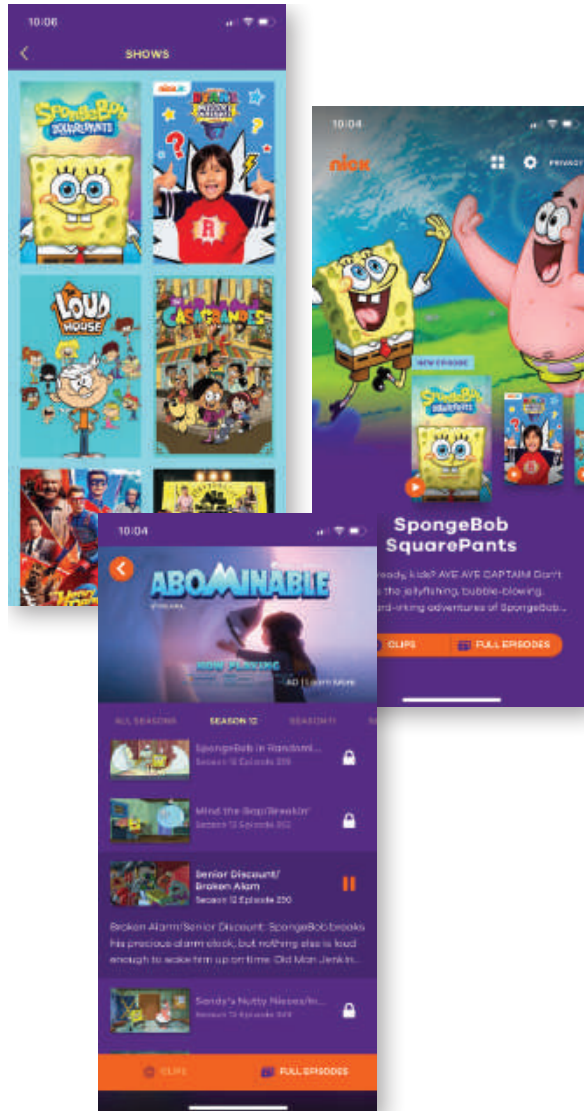
Areas for Improvement

From an engagement perspective, the Nickelodeon app is fairly sparse. At present, the app includes no push notification functionality, focusing solely on the in-app experience. Given the app's media focus and the company's business model, this mobile app is tailor-made for a push notification strategy around new releases, suggested shows, and other engagement hooks.

Adding this important marketing channel could be a tremendous asset for Nickelodeon, especially when it comes to keeping new users engaged and coming back to the app.

★ Rating

Good





Changing the game with mobile by putting a modern resort experience in your hands

I think the possibilities with mobile are nearly endless... In addition to the kiosk and the ability to check-in with the digital key, you can also book shows in the app and browse restaurants and nightlife options.

Kelly Smith, MGM Resorts Senior Vice President, and Chief Digital Officer

Overview

Started in 1987, MGM Resorts has become the gold standard for what a resort should be. With casinos, concert venues, and restaurants, these resorts are known for having everything customers need to relax and leave the 'real' world behind.

The MGM Resorts app represents the next step toward the total relaxation experience. Within the app, users can book a room, make dinner reservations, or reserve seats for performances—all with special discounts for app users and cardholders. With the MGM mobile app, users can manage every aspect of their stay, creating a seamless mobile experience within the MGM umbrella of services.

Distinguishing Trait

The most impressive thing about the MGM mobile app is the degree to which it bridges the gap between the physical and digital worlds. By serving as a one-stop-shop for every form of engagement

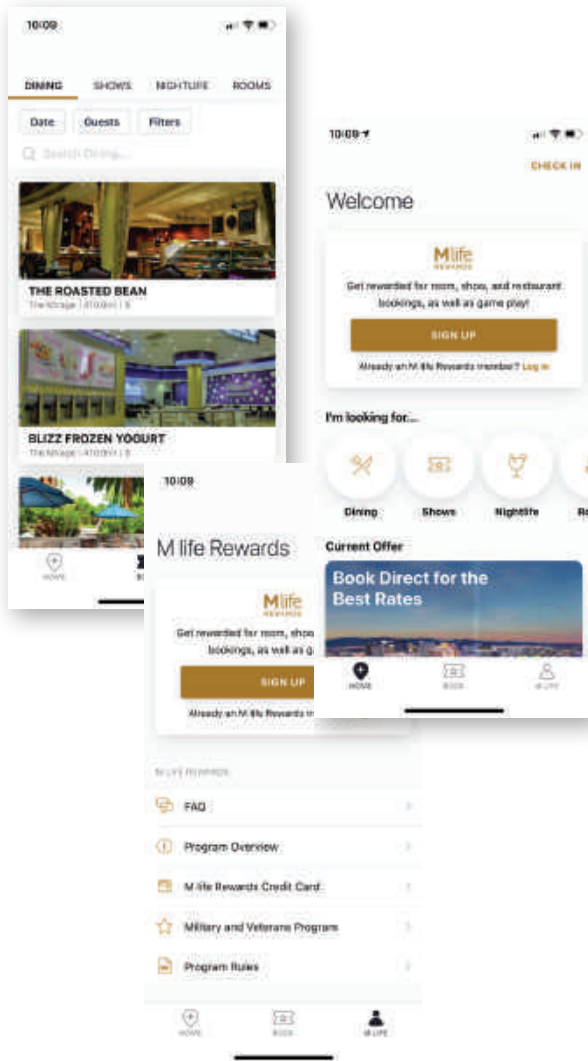
users might have with MGM's suite of services, conversion events that would otherwise be reliant on physical sign-posting are never more than a tap away. Across the board, the MGM app reduces barriers to conversion.

Areas for Improvement

By integrating even more deeply into the mobile ecosystem, MGM could further reduce barriers to conversion. Direct linkage with Apple Wallet and Google Pay would make it even easier for users to engage and receive maximum value during their stay.

Rating

Excellent





Bringing beauty to the community and making makeup social

Our aim is to continuously adapt and grow our Beauty Insider program as clients' needs and wants evolve. We are on a multi-year journey focused on raising the bar on client excitement and engagement in a prestige beauty loyalty program.

Allegra Stanley, Sephora Vice President of Loyalty

Overview

Sephora was founded in 1969 and now sells over 300 high-end brands of makeup in their stores and online all over the world. With their mobile offering, Sephora reduces the barrier to in-store conversion, allowing users to experiment with new brands using an alternate reality view.

Distinguishing Trait

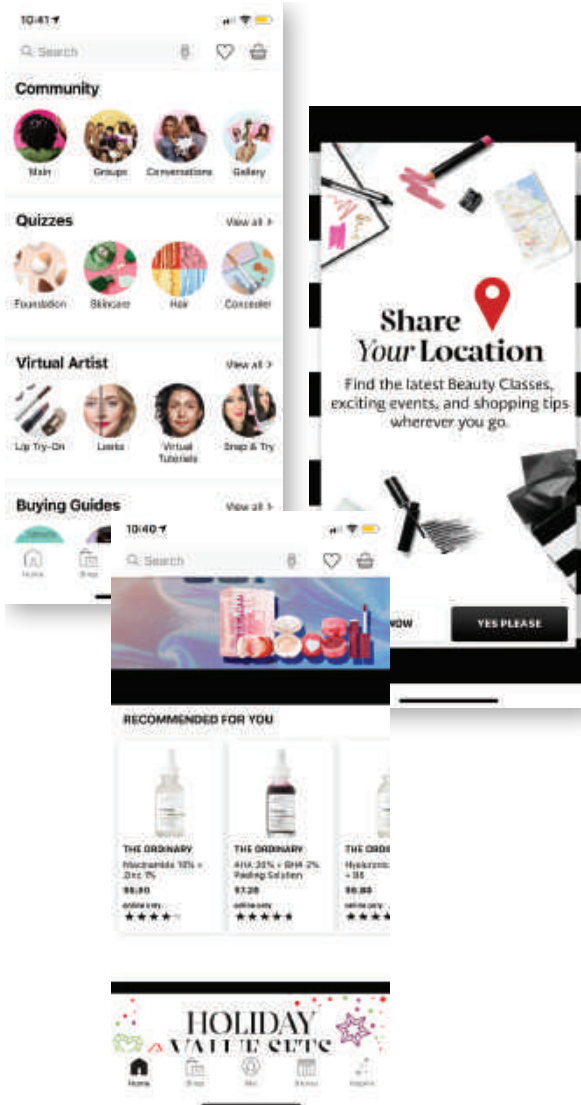
From an engagement perspective, Sephora's standout feature is definitely the Beauty Insider Community. On top of offering deals and early access to new products, the Beauty Insider program also acts as a social network for users to try out a product and share their impressions. By leveraging the power of social networking and tying it directly to product offerings, Sephora does a great job of keeping users engaged.

Areas for Improvement

The next big win for Sephora is around personalization. At this point, recommended products are based primarily around what's most popular, rather than around individual preferences. By presenting users with a brief survey around skin type, color preferences, and other factors, Sephora could easily populate their recommended section with offers tailored to each user's individual needs. Pair this data with a multi-channel marketing strategy, and Sephora has a potent cocktail to power both long-term engagement and increased conversions.

★ Rating

Excellent





Take to the skies with ease with an app that makes racking up travel rewards a breeze

United is really changing the travel space with its mobile app. Their real-time push notifications keep travelers moving safely and smoothly around the world.

Leanplum Mobile App Assessment Committee (MAAC)

Overview

One of the largest airlines in the world, United Airlines passenger planes have been soaring above the clouds for nearly a century. With 342 destinations and nearly 800 planes in active service, United has a truly global reach. And with the company's mobile app, so do its customers.

Focused on augmenting the core user experience, the United Airlines app allows users to check-in on the go, access boarding passes, and manage mileage rewards.

United Airlines makes it easy to check-in and access your boarding passes for your United Airlines flights. The app also makes it easy to see any gate changes/delays that might occur. You can attach your United Airlines frequent flyer card for points and in-flight perks.

Distinguishing Trait

Push notifications aren't unusual for apps these days, but in the world of air travel, they're especially critical. The United app keeps travelers informed,

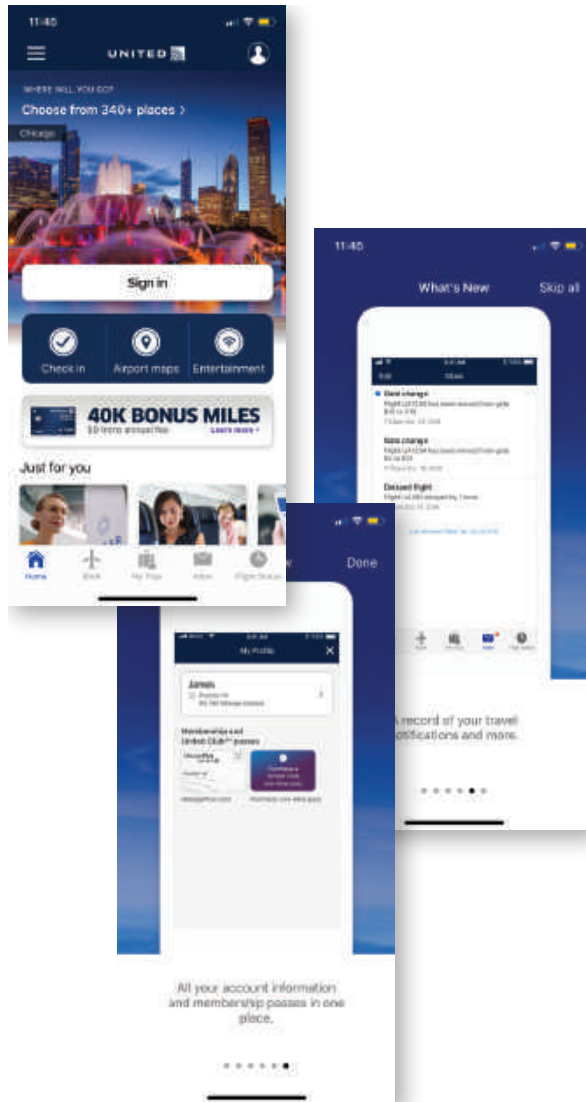
building brand loyalty, and giving users the options they need to manage their travel experience. The biggest impact of the United app is not on converting new users, but rather on elevating the experience of United customers.

Areas for Improvement

Given the importance of accurate and timely information during travel, it's a shame that users aren't given more information before the system-level push notification prompt. These notifications are a major aspect of the app and represent a huge boost to the average traveler's peace of mind. By explaining the value that push notifications offer, United could do more than just improve its opt-in rates — it could improve the travel experience for every customer.

Rating

Great





Keeping travelers informed and engaged, even at cruising altitude

Digital changes the game entirely.

Ed Bastian, Delta Airlines Chief Executive Officer

Overview

Delta Airlines planes have been flying the blue skies since before the Second World War. With more than 5,000 flights every day, Delta serves a massive customer base on a daily basis, keeping thousands of users moving smoothly, both in-country and around the world.

The Delta mobile app is a major addition to these efforts, giving customers the tools they need to track and manage their journey every step of the way. Like many other airlines, customers can even use the Delta mobile app in place of a boarding pass.

Distinguishing Trait

One of the unique features of the Delta app is the way in which it interacts with in-flight wifi. Users can actually continue to view flight progress, status updates, and connection information during a

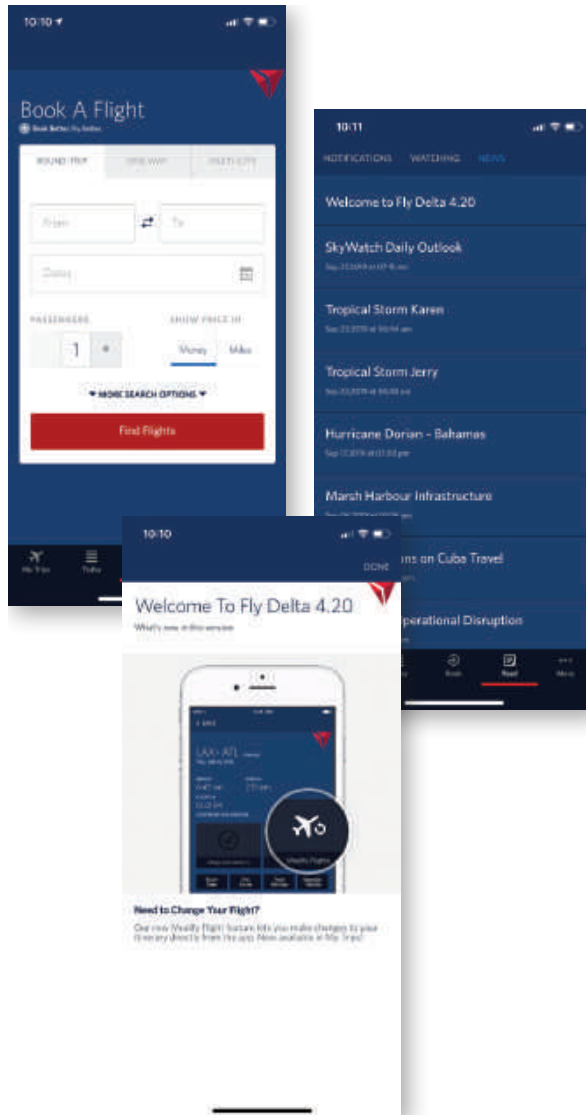
flight, all without paying for wifi. While this might not be the best feature when it comes to generating conversions, it's a strong example of the ways in which the app serves to generate and sustain customer loyalty through a focus on serving the needs of the user.

Areas for Improvement

The Delta app could improve its onboarding flow considerably by shifting the initial flow away from highlighting new features and toward onboarding new users. Or, better yet, segment the audience and only show new feature information to returning users. They'll appreciate the information, and new users can benefit from a more in-depth and tailored onboarding experience.

Rating

Great





With nothing but a phone and app, rent a car anywhere, any time

We know our customers expect a total transportation solution that includes efficiency, quality of service and effective communication, so we've been working hard to provide a seamless experience that is consistent with those values.

Don Moore, Enterprise Rent-A-Car Vice President of Business Rental Sales and Global Corporate Accounts

Overview

The largest rental car company in the United States, Enterprise Rent-A-Car offers rental vehicles at most major airports and throughout large cities, as well as a car share program available on many college campuses. Renowned for its approach to training up and elevating young employees, the company's mobile app is equally focused on bringing new users up to speed.

With a simple onboarding flow and a broad feature set, Enterprise avoids many of the pitfalls common among mobile apps. All permission requests are explained in-depth before system prompts are served, and onboarding is both smooth and painless.

Distinguishing Trait

Enterprise makes great use of geolocation messaging and features within the app.

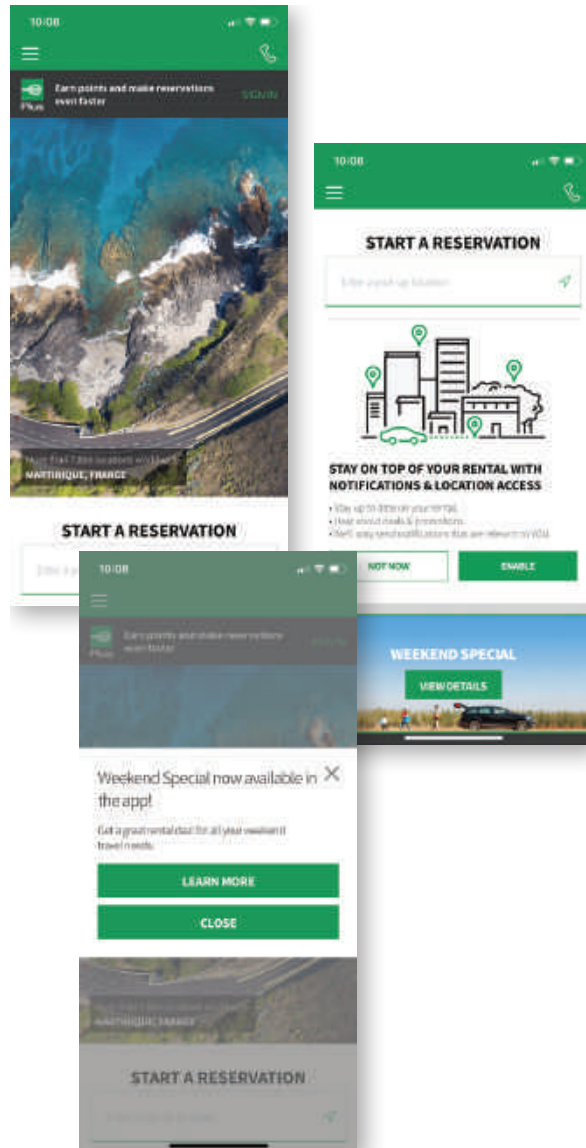
Taking advantage of the number of outlets the company has in service throughout the United States, the app offers quick and easy routing to short-term rentals nearby, affording users greater flexibility than the per diem options offered by many rental agencies.

Areas for Improvement

There's honestly not much to say here. Enterprise does a great job of optimizing for mobile, and their usage of geolocation keeps customers on the map. By deepening this emphasis on location data, Enterprise can continue to keep customers engaged with geo-specific content, surfacing deals based on location, and integrating at a deeper level into the lives of travelers.

★ Rating

Excellent







Course Hero



POSHMARK



MOBILE MOVERS EMERGING LEADERS

INTRODUCTION

Unlike Legacy Innovators, the Emerging Leaders are heavily integrated into the mobile world. Indeed, many of them almost completely rely on it. In this day and age, we are no strangers to technology overload; apps like Calm promote digital detox with both meditation and sleep tracks. If you haven't done so, check out 'Wonder', read by Matthew McConaughey—his mellifluous voice is guaranteed to move you into a deep slumber.



Calm helps users stay mindful with daily rituals focused on reflection and self-care

People will need ways to reduce stress, sleep better and handle anxiety. And given the always-on society we live in, we'll need companies that will help us deal with all that. Calm doesn't feel like a fad. This feels like a business that we can lean into.

Michael Acton Smith, Calm Co-founder, and Co-CEO

Overview

Founded in 2012, Calm aims to help people ease their anxieties through meditation and calming sleep stories, helping adults and children alike. Mobile has been key to Calm's mission, and the company's app was recognized by Apple in 2018 as the best app for sleep and meditation.

Distinguishing Trait

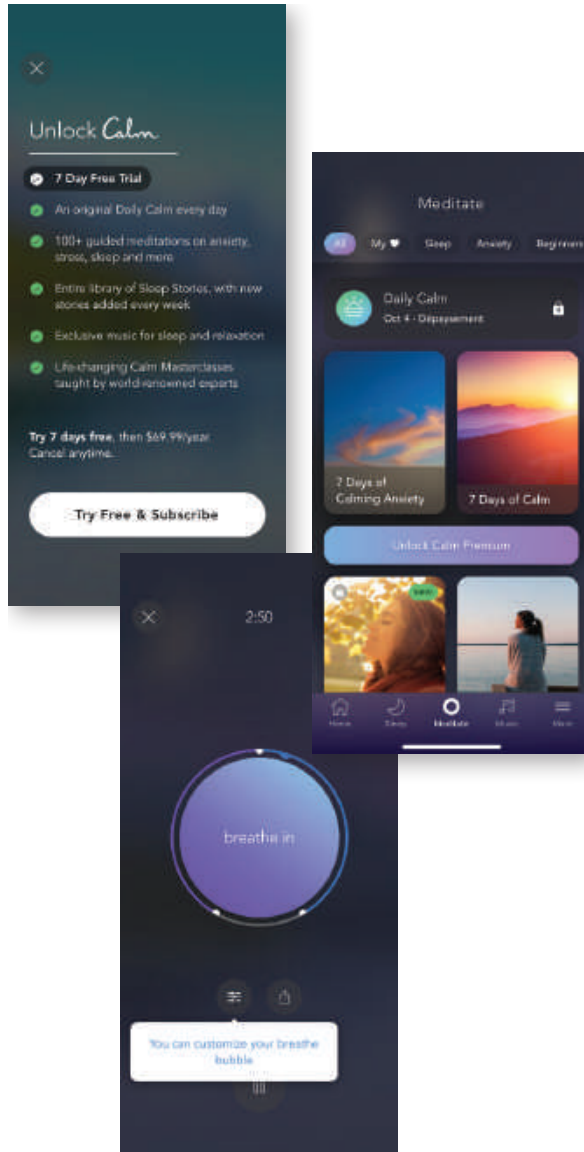
One of Calm's most well-known features is also one of the primary ways in which the company keeps people coming back to the app. The 10-minute "Daily Calm" meditation encourages daily reflection and usage of the app, providing users an opportunity to focus on self-care and mental health. It also helps users to engage with Calm on a daily basis, and, in concert with Calm's premium subscription, encourages users to develop a long-term relationship with both the app and with the company.

Areas for Improvement

While Calm's premium subscription offers great value to users, the company could do more to build relationships with its customers before pushing them toward premium. While giving too much away for free is always a serious risk for apps with a freemium business model, Calm could benefit from a deeper focus on its feature set for non-subscription users. By providing a deeper level of functionality, the app can more effectively build relationships with users before converting them to paying customers.

★ Rating

Great





With rentals managed entirely on mobile, car2go keeps users on the move

Car2go is a prime example of the way mobile is allowing businesses to innovate in ways never before possible. The company's mobile app is a core part of its business and a critical companion for its customers.

Leanplum Mobile App Assessment Committee (MAAC)

Overview

car2go is the largest car-sharing company in the world. Founded in 2008, they now have over 20,000 vehicles in Europe and the US. For their short-term rentals, they offer a select set of car brands, primarily smart cars, Mercedes, BMWs, and Mini Coopers. Many European cities only stock their electric cars, making them 100% electric, keeping the company in line with strict environmental regulations.

Distinguishing Trait

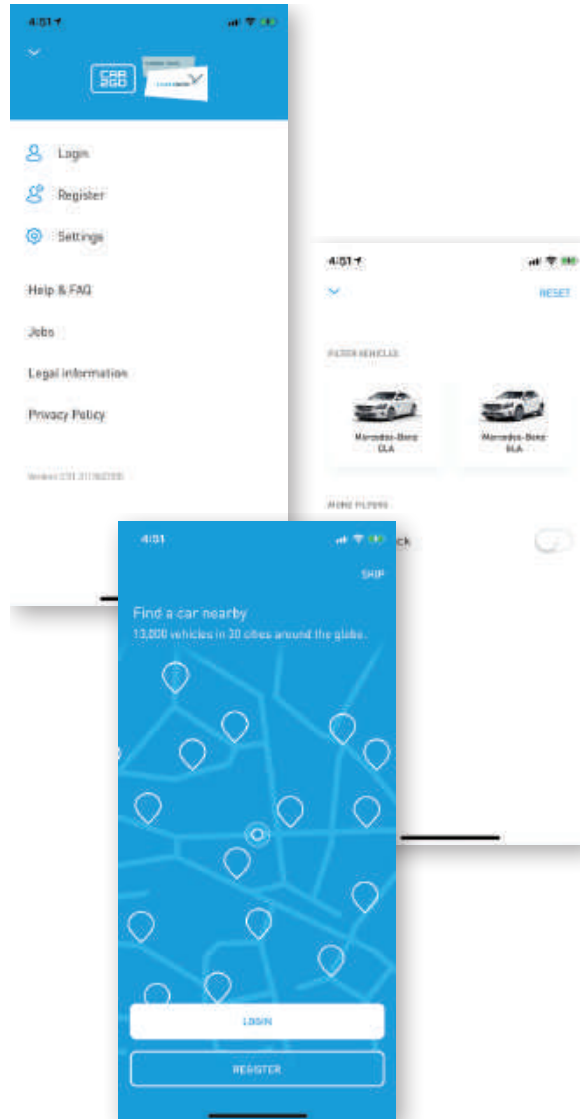
What stands out most about car2go is how key the company's mobile app is to the user experience. All aspects of a car2go rental are managed completely from the mobile app, from registration to rental, to returns. As part of this full-service package, car2go packs the app full of perks for users, like a handy meter tracking the gas tank for prospective rentals.

Areas for Improvement

Given how key the mobile app is to a user's experience with car2go, the company could do more to smooth the onboarding flow and engage users with the app. For instance, the company could use in-app messages to guide users through onboarding with an interactive tutorial, highlighting key features with the user interface. An explanation for the benefits offered by push notifications would also do much to improve user engagement.

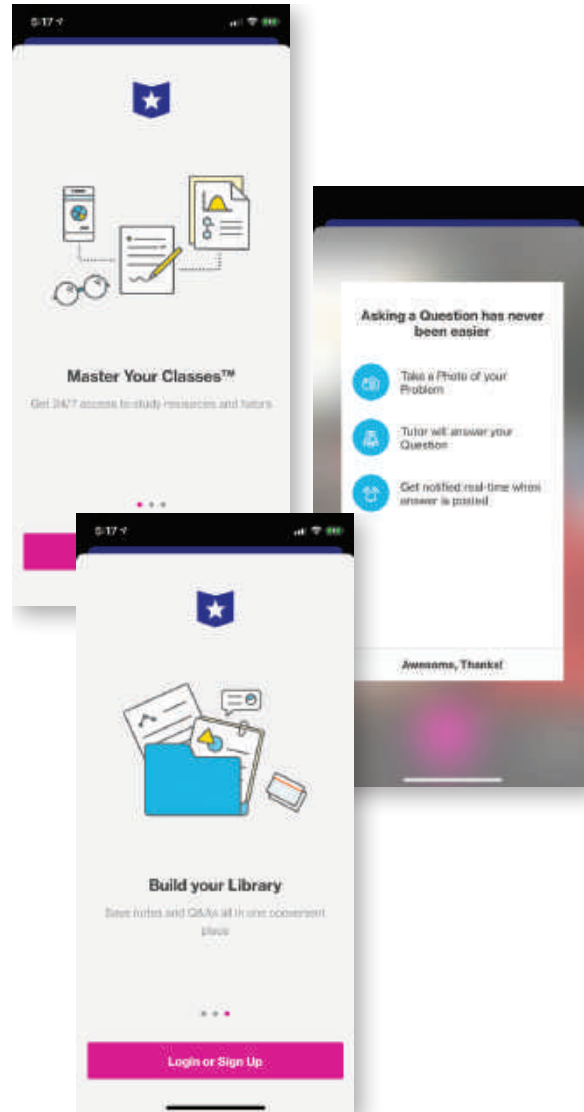
Rating

Good





Course Hero



Course Hero puts the power of study groups on mobile with a crowd-sourced library of resources

Course Hero clearly hit an inflection point of huge growth over the past year — we now have a community of more than 20 million students and educators with 18 million pieces of user-generated content from 11,000 different schools — and we're only getting started!

Andrew Grauer, Course Hero Cofounder, and CEO

Overview

Founded in 2006 and based out of Redwood City, Course Hero enables students to find study materials and tutors for their classes in both high school and higher education. With course-specific help, Course Hero crowdsources information to help students excel in their learning.

Distinguishing Trait

Course Hero's tutoring system and crowdsourced approach to learning is both key to the app's success and key to its engagement strategy. The app is composed almost exclusively of user-generated study materials, centered on a transactional approach to studying where users submit their own study materials in exchange for those of others on the platform. In addition to the benefits that come from this shared approach to learning, this set of interactions also builds a strong relationship

between users and the app. As users contribute content of their own to the library of community resources, they invest more fully in the app itself.

Areas for Improvement

While Course Hero does a good job of framing the value that different system-level permissions offer to users within system requests, the company could offer a more nuanced request. By offering a soft prompt using in-app messaging before serving the system-level request, Course Hero could help users avoid losing access to key functionality before they fully understand the benefits these features provide.

Rating

Excellent



Clarity, concision, and correctness — Grammarly has users covered wherever they write

Communication is a fundamental human need that helps us all connect and thrive. But effective communication requires talent and time, and it can be very challenging. Grammarly's AI fills this gap by empowering people worldwide — both native and non-native English writers, for personal, professional, and academic reasons — to communicate clearly and effectively.

Brad Hoover, Grammarly CEO

Overview

Grammarly is a software that is used to correct spelling and grammar mistakes as they happen. Through artificial intelligence and machine learning, Grammarly helps users take their writing from good to excellent. Grammarly isn't just a spell checker — the app also gives users advice on how to rephrase, punctuate, and make their writing more professional.

Distinguishing Trait

The Grammarly Keyboard mobile app integrates directly into users' devices at every level, replacing the default keyboard with Grammarly's grammar-checking technology. Critical to this kind of system-level integration is the app's onboarding flow. Without clear explanations and directions for users, it's easy for them to get lost and frustrated before they even start using the app. Grammarly does a fantastic job of guiding users through the process, getting them online, and typing in just moments.

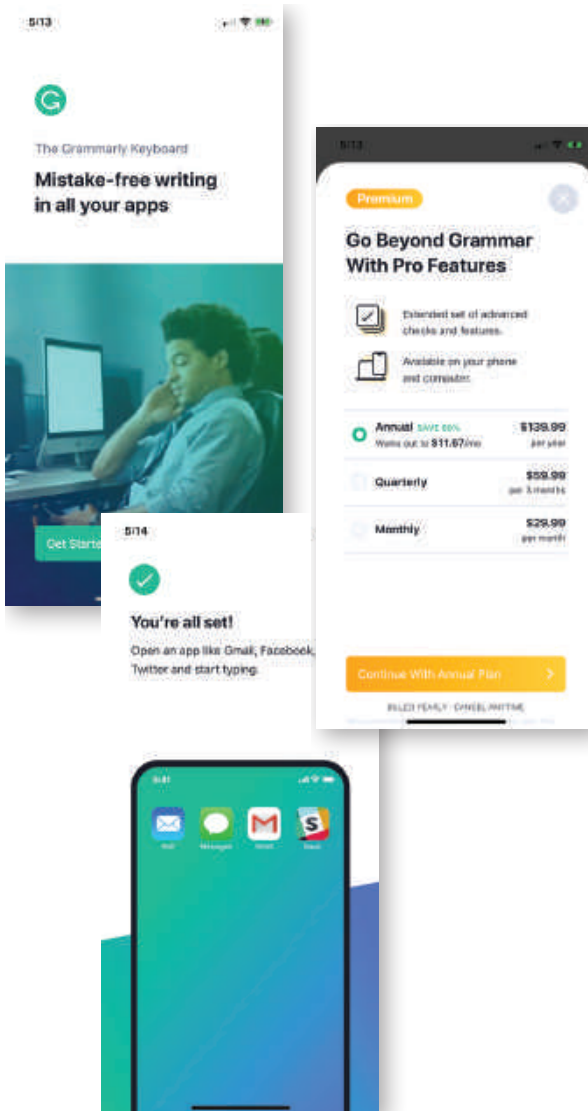
Areas for Improvement

Unfortunately, this onboarding flow is disrupted by an early push for a premium subscription. While the feature-set on offer is impressive, the positioning of this request so early in the onboarding flow runs the risk of scaring off users before they even install the keyboard. With price tags starting at \$30 a month, it's a big ask to spring on users so early in the experience.

While the Grammarly app is primarily oriented toward the keyboard, this request might be better served as a push notification after users have been enjoying the keyboard for a few days. That way, they're already engaged and aware of the benefits the keyboard provides before they're presented with pricing plans.

★ Rating

Great





With personalization recommendations on tap, iHerb offers supplements for all ills

iHerb brings a fully-featured storefront to mobile in a simple and clearly designed package. With its system of personalized recommendations, the company empowers users with relevant products, building a strong relationship with customers.

Leanplum Mobile App Assessment Committee (MAAC)

Overview

iHerb is an online store where users can buy all-natural health products as well as workout gear. The company focuses on the importance of health, making it easy for users to purchase a full range of nutritional supplements. iHerb has one of the largest stocks of health products in the world, and the company's mobile app places that store directly at the fingertips of users.

Distinguishing Trait

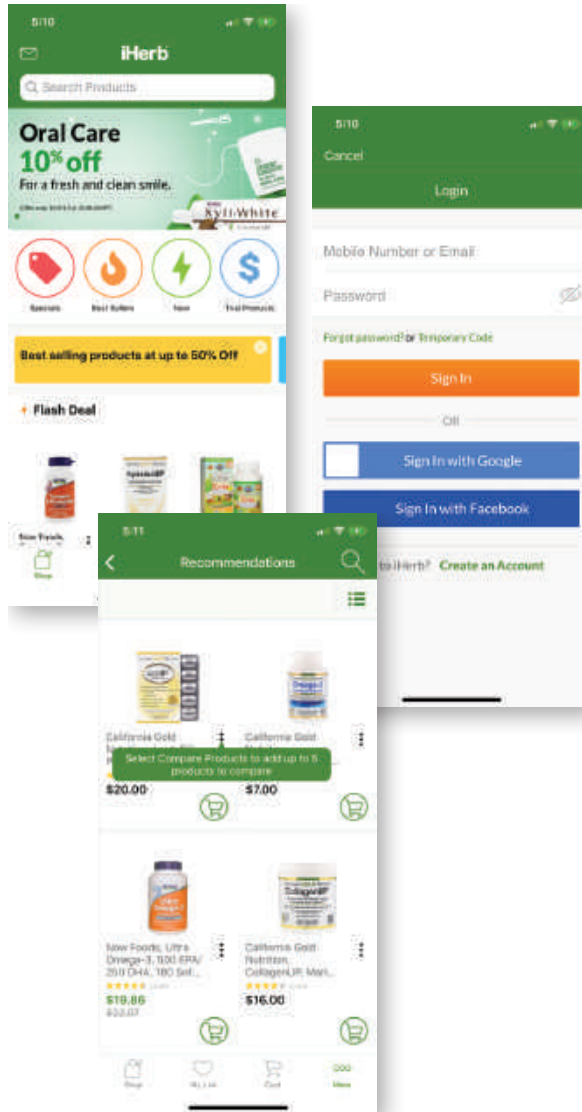
The iHerb app offers users personalized recommendations, surfacing relevant deals, and supplements to aid conversion. The app also includes a system where users can invite friends to use the app and earn rewards in the process.

Areas for Improvement

At present, iHerb's mobile engagement strategy could do significantly more to supplement its storefront. By enabling push notification, the company could alert users when relevant items are on sale, improving conversions, and drawing lapsed customers back to the app.

Rating

Great





Jamba keeps users coming back with a blend of tasty drinks and an engaging loyalty program

We've been offering balanced ingredients on the go for almost 30 years and must continue to evolve to meet our guests' ever-changing definition of wellness.

Geoff Henry, Jamba President

Overview

Jamba Juice is an international smoothie shop, specializing in unique fruit and vegetable blends since 1990. Jamba Juice has a constantly evolving menu, adding healthy options on a consistent basis, such as plant-based and low-sugar treats. The company's mobile app supports the core business, bringing users into the store and giving them the tools they need to personalize their experience.

Distinguishing Trait

For Jamba, the app's standout feature is definitely the loyalty program. Available exclusively through the app, the program serves to build relationships between customers and the brand and to encourage app usage. With enough purchases, users can build up points toward free drinks.

Areas for Improvement

Jamba could build on the strong foundation of its loyalty app through push notifications and personalized deals. Beyond the increase in conversions, this kind of engagement keeps the brand top-of-mind for users. Add geolocation functionality to message users with deals when they're near a Jamba location, and engagement has the potential to increase exponentially.

Rating

Great





Lime gets users off to a running start with a smooth onboarding flow and clear guides on riding safely

I absolutely believe that most of our users have multiple scooter apps on their phones. But what matters is: what is the first one you open?

Joe Kraus, Lime CEO

Overview

Lime, formed in 2017, allows users to rent and use small transportation vehicles, like scooters, from an app, making travel easier, cheaper, and more environmentally friendly. Lime supports sustainability and the company aims to reduce the need for cars and public transport, enabling users to burn electricity instead of gas.

Distinguishing Trait

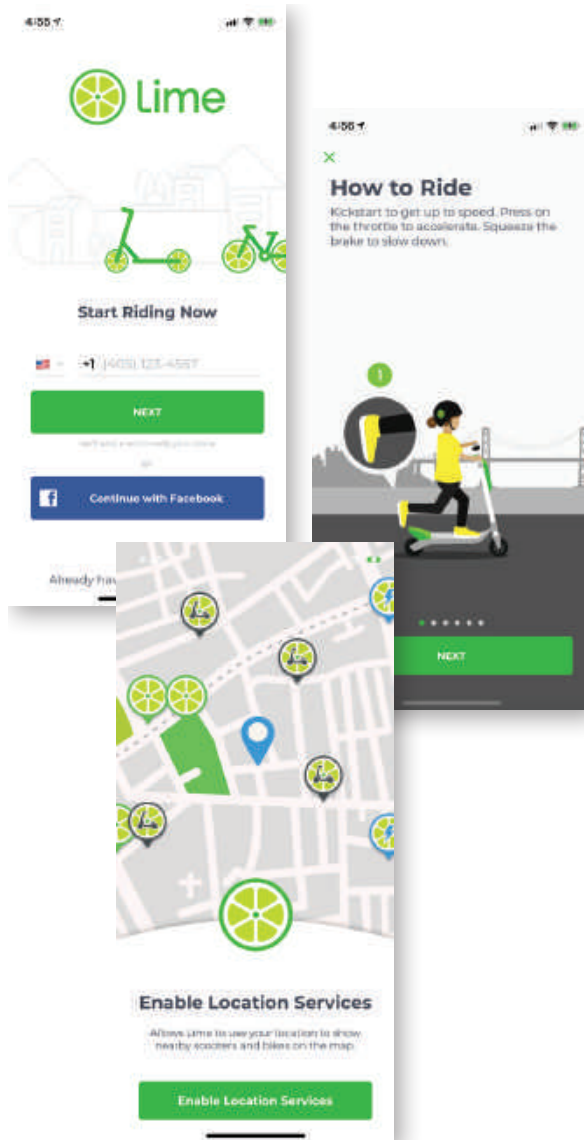
Given the centrality of Lime's app to the company's business, the company asks users for a large number of system permissions, from push notifications to location services, to the camera. And yet, these prompts never feel intrusive. Lime does a great job framing these requests, giving users concise yet detailed summaries of why these permissions are necessary before serving a system-level request.

Areas for Improvement

Lime's onboarding flow is clean, simple, and easy to understand. But the company could do more to encourage repeat use, especially early in the customer lifecycle. Push notifications leveraging geolocation functionality when users are near scooters could go a long way toward encouraging repeat ridership.

Rating

Excellent



NASTY GAL

With a style all its own, Nasty Gal's brand keeps the company's mobile app looking

Nasty Gal's brand is a core aspect of what the company stands for, and the app is an important part of that experience. By ensuring that the brand's identity is fully expressed on mobile, the company cements the strong relationship that customers have with it.

Leanplum Mobile App Assessment Committee (MAAC)

Overview

Founded in 2006 and once labeled the fastest-growing retailer, Nasty Gal is an American retail company specializing in apparel and accessories. Founded in a San Francisco apartment, the company has quickly become a major force in the fashion world, active on a global scale.

Distinguishing Trait

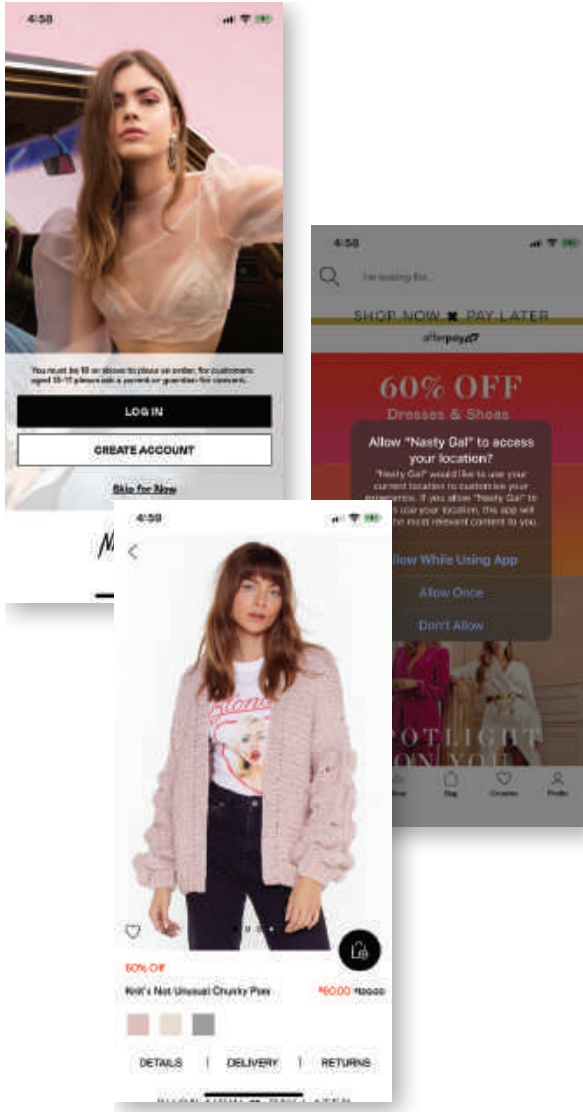
Nasty Gal's messaging and tone is visible throughout the app. Users can add items to a wishlist titled 'crushes', and the app's messages are always framed as a conversation with the user. The company's brand is obvious in every interaction, providing users with a cohesive and unified experience. It's the small things that make a difference when it comes to user engagement, and Nasty Gal has these details on lock.

Areas for Improvement

Nasty Gal's requests for access to notifications and location services are served entirely at the system level, with little in-app framing. Without context, users are more likely to reject these requests, limiting the ability of the company to re-engage them with push notification and to leverage geolocation data to serve relevant promotions. More framing around these requests reduces the impact on users, making them more likely to accept and giving them access to the full functionality of the app.

★ Rating

Good





Poshmark's social selling toolset gives influencers a platform to shine... and to sell

Consumers crave personalization and want to be seen and heard. They value transparent and open communications with retailers, so it's the human interactions and social connections between Poshmark community members that power more personal, immersive transactions and drive a shopping experience unlike any other.

Manish Chandra, Poshmark CEO

Overview

Founded in 2011, Poshmark enables users to sell used clothing and to buy clothing and accessories from others at a discount. With close ties to influencer communities on Instagram and an active focus on users' social networks, the app combines the reselling functionality of sites like Craigslist and eBay with the social networks of the modern internet for a killer combination.

Distinguishing Trait

It's no surprise that this blend of social networking and resales is Poshmark's stand-out trait. The company's mobile app doubles down on this fusion through a number of features, such as selling parties where interested users come together and watch someone put out the items they want to sell.

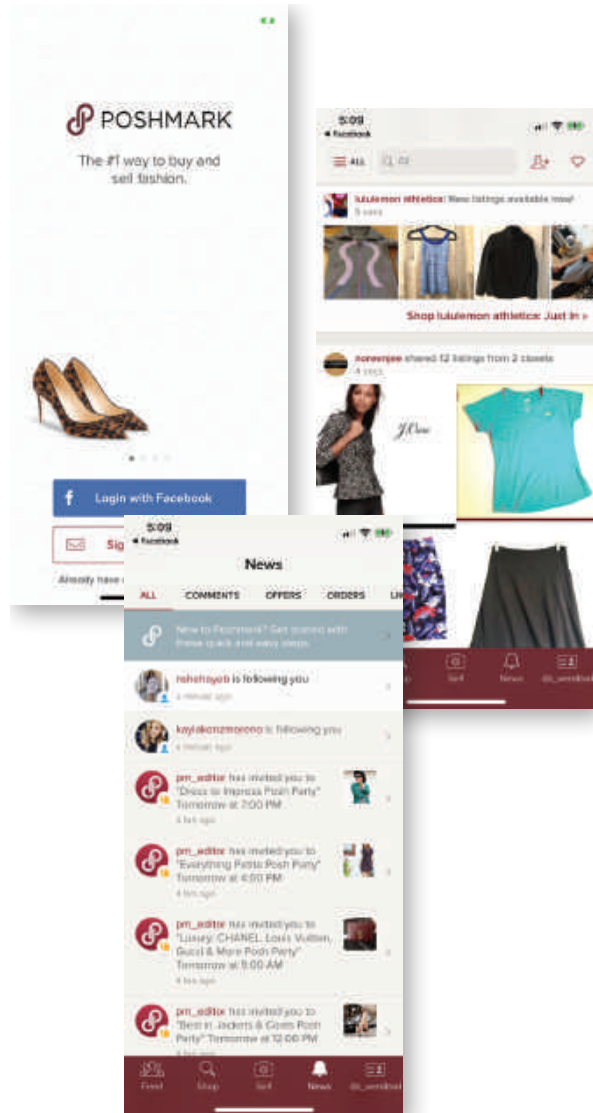
Drawing on the rise of influencers on platforms like Instagram, the app also allows users to follow members of their networks to see when they post items for sale. Taken as a whole, this emphasis on social selling makes Poshmark a true innovator in its field.

Areas for Improvement

One area where Poshmark could improve is in its onboarding. There's a lot of features packed into the app, many of them with their own branded names. At present, there isn't much in the way of onboarding to bring users up to speed on the value these features offer.

Rating

Excellent



WP

With virtual try-ons and easy ordering, Warby Parker makes buying eyeglasses as easy as taking a selfie

We've been patiently waiting for technology to catch up with our vision for what that experience could look like.

Dave Gilboa, Warby Parker Co-founder, and Co-CEO

Overview

Warby Parker started with a simple understanding that glasses are expensive — but they don't have to be. The company offers designer frames at reasonable prices, so customers don't have to suffer if they lose their glasses. Warby Parker believes everyone deserves to see, so for every frame sold, they donate one to someone in need.

Distinguishing Trait

Leveraging the rise of Augmented Reality (AR) technology, Warby Parker allows users to try on virtual versions of glasses through the app. Aside from the obvious benefits for users in terms of styling and sizing, this feature also reduces the barrier to conversion, giving users a deeper understanding of the value they can gain from a purchase.

Areas for Improvement

Warby Parker's app is clean, polished, and an engagement powerhouse. From novel features like AR try-ons to easy and omnipresent opportunities to convert, there's not a whole lot of room for improvement here. However, the app could use some fine-tuning when it comes to filters, as some of the frames on offer don't fit the store's pre-defined categories. By A/B testing their in-app messaging, Warby Parker could fix these small issues without affecting existing deployments of the app.

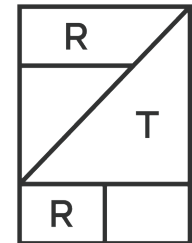
Rating

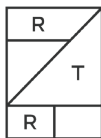
Excellent



MOBILE MOVERS
REVOLUTIONARIES

3





MOBILE MOVERS REVOLUTIONARIES

INTRODUCTION

The Revolutionaries are changing our world with their apps. And that's not an overstatement. From Bird, transforming the way people commute to Rent the Runway, democratizing the world of high fashion, these companies are true revolutionaries, disrupting their industries. These Revolutionaries are integrating the power of mobile into their strategies, and through their tailor-made apps, orchestrating the type of large-scale change they seek to bring to the world.

Read on to learn how each of these companies has made mobile integral to its engagement strategy and turned it into a compelling growth tool.



Bird is transforming the face of urban travel with a fleet of scooters and a killer mobile app

This mode preference further sparked my desire to bring adults a fun, emission-free mode of transportation that would get them out of cars and to provide the opportunity to reconnect with their communities.

Travis VanderZanden, Bird founder and CEO

Overview

Born in Los Angeles, Bird is trying to make the world a better place through fewer emissions and traffic reduction. Bird partners with cities to help make traffic less of a problem in a daily commute, filling an important niche between walking and driving.

Distinguishing Trait

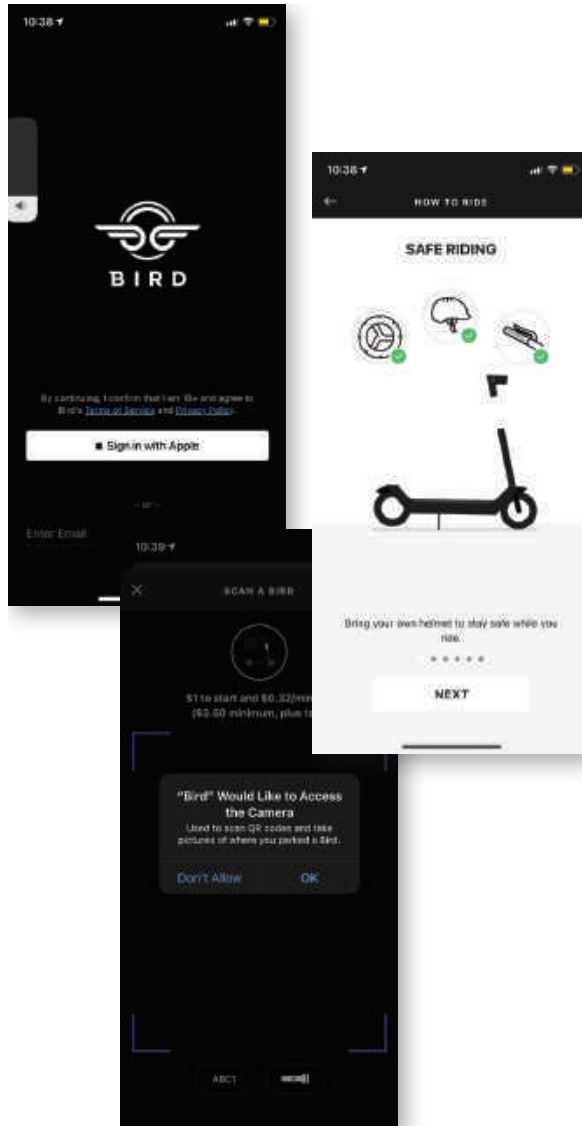
The Bird app stands out when it comes to onboarding. With pictures and text instructions, users don't have to worry about how and where to ride Bird's scooters. After users have read the detailed instructions, the app presents a comprehensive list, giving users a chance to refresh their memory. With a handy map and easy ways to get in touch with the company about misplaced or damaged equipment, the app is very user-friendly and makes people feel like they are making an impact on the world through using it.

Areas for Improvement

Location asks are immediate, which makes sense for a GPS-focused app like Bird. But having all notification/permission options thrown at you the second you open the app for the first time can be somewhat overwhelming. Waiting a moment for your customers to learn about the app and what it does could be helpful before bombarding people with asks.

Rating

Great





DOLLAR SHAVE CLUB

Dollar Shave Club makes looking good easy with its subscription offering and its in-app blog

Getting ready is a universal process. We all get ready for something, and at that moment, we are in our most vulnerable and hopeful state. We launched this campaign to tell our current and future members — no matter who they are — that we're your partner during this crucial time as you prepare to look, feel and smell your best.

Michael Dubin, Dollar Shave Club co-founder and CEO

Overview

Dollar Shave Club is a monthly subscription service offering razors, shaving cream, and other body maintenance products. With more than 3.2 million subscribers, Dollar Shave Club is moving up in the world and becoming a household name.

The company's app makes it easy to maintain your subscription and add extra products as needed. With a simple tutorial and a discount on the first month's box, Dollar Shave Club easily onboards new users.

Distinguishing Trait

Aside from allowing users to manage their subscription and purchase products, the Dollar Shave Club app also features a blog. With articles on self-care, grooming, health, and style, the blog gives users more reasons to come back and increase their engagement. Customers who regularly read

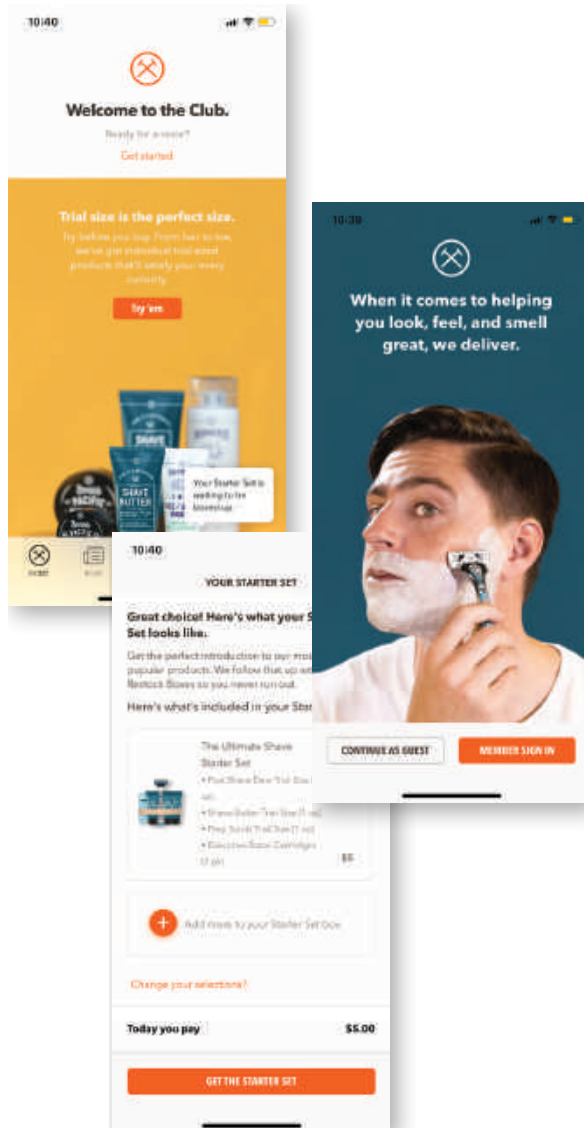
the blog are more likely to make purchases along the way, and this kind of additional value is a great way to build brand loyalty.

Areas for Improvement

While the Dollar Shave Club app does feature push notifications, location services are currently missing from the app's featureset. By adding geolocation to the app's marketing repertoire, the Dollar Shave Club team could surface region-specific offers, and highlight local businesses — empowering a whole new kind of engagement.

Rating

Great





Ellevest aims to empower women with investment tips and a toolset for financial education and success

There is also the gender investing gap. And women today invest less than men do. Women today leave the majority of their money in cash. Men today have the minority of their money in cash. This gender investing gap costs women hundreds of thousands, and some of your clients millions of dollars, over the course of their lifetimes — for some women more than the gender pay gap does.

Sallie Krawcheck, Ellevest Founder & CEO

Overview

Ellevest is specifically focused on helping women learn how to invest, giving them the tools and the education they need to be successful in the world of stocks, bonds, and ETFs.

Distinguishing Trait

Ellevest's onboarding flow is focused on more than just educating users on the app features — it's an in-depth education on investing and the logic behind it. Aside from the obvious ways in which this supports the app's core mission, this flow also gets users emotionally invested right from the start, asking users early in the onboarding flow how much they're able to invest on a monthly basis, then later prompting them to input a direct initial deposit.

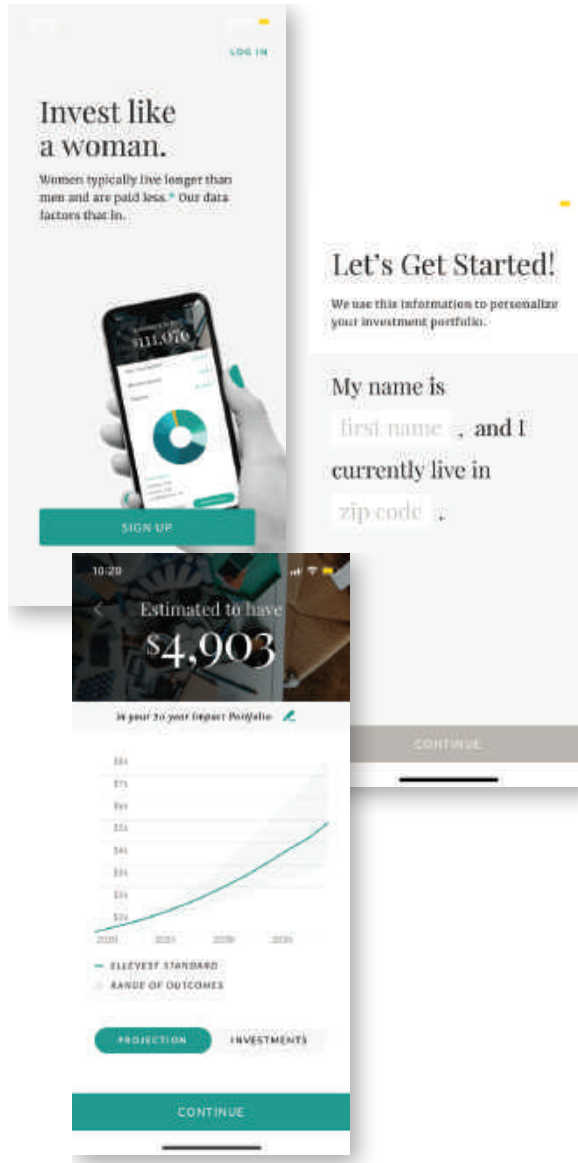
This guided approach to investing sets Ellevest apart from other apps in the investment space, and gives it a major advantage when it comes to attracting new users and strengthening relationships with its customers.

Areas for Improvement

The biggest area of improvement for Ellevest lies in the app's performance. There are a few features within the app affected by minor bugs that would benefit from an additional pass of QA. By A/B testing these features, Ellevest could gradually roll out new features without worrying about widespread bugs contributing to customer frustration.

Rating

Great



eventbrite

With a multitude of user-generated events, Eventbrite is a social hub packed with new experiences

Past generations built their identities around their material possessions, but our newsfeeds today are filled with experiences, not the things we own.

Pat Poels, Eventbrite SVP of Platform

Overview

Eventbrite focuses on crowdsourcing event information. Users can post nearby events and encourage others to attend. Many events are free and are specific to the user's area. You can easily search by when you want to go out, where you want to be and event category, such as comedy, concerts, or even conferences.

Distinguishing Trait

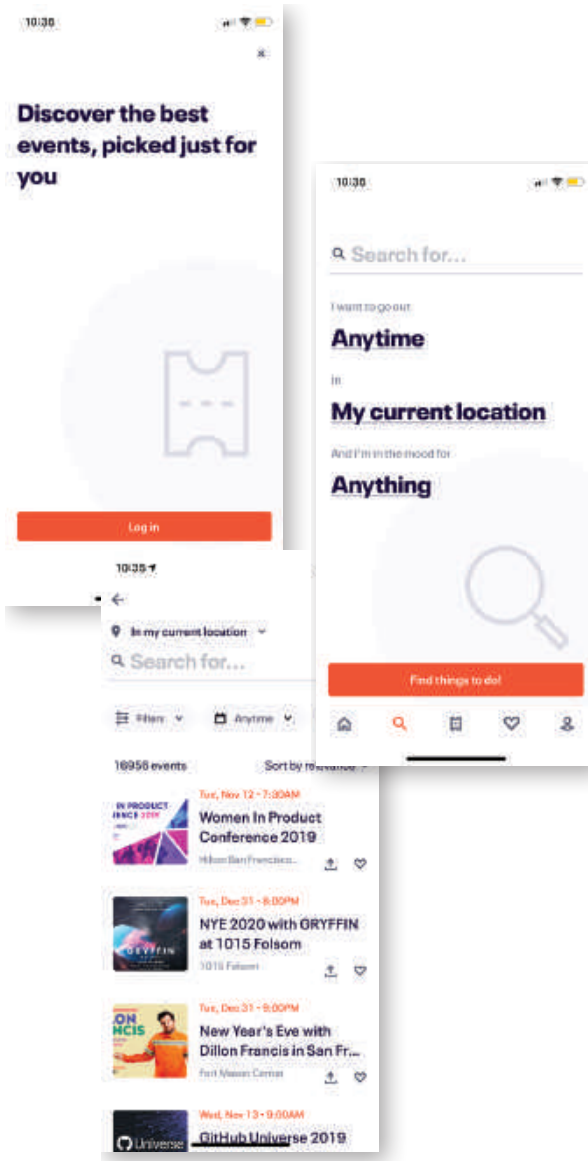
Eventbrite stands out with its approach to crowdsourcing information. By building user-generated content into the core of the app experience, Eventbrite has structured its foundation around peer engagement. Users who engage with the app in this way, adding their own events, are far more likely to return in the future and to integrate the app into their everyday lives.

Areas for Improvement

Given that Eventbrite's primary source of revenue stems from users organizing events, the app could do more to encourage this kind of conversion. While there's obviously a balance between usability for people simply trying to find events and the kinds of features that event organizers require, building the potential for paid conversion more deeply into the app could be a big win for Eventbrite.

Rating

Great





Expensify offers a smooth ramp from experimentation, through to conversion, with easy integrations

I know this sounds pretentious, but people used to make companies that lasted 100 years and I want to take a shot at that. We are making decisions based on a true belief we will be here a long time.

David Barrett, Expensify CEO

Overview

Expensify is an app that uses real-time data in order to track expenses and transactions through time tracking and receipts. Users can also set budgets so that they don't spend too much and to stay in line with team budgets.

Distinguishing Trait

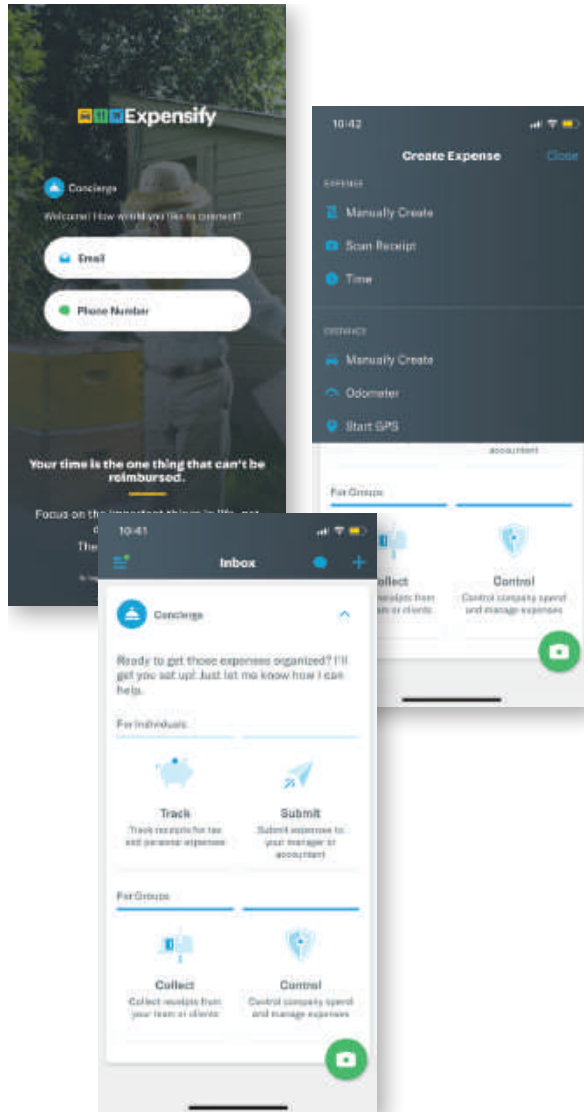
As part of the onboarding process, the Expensify app provides users with five free receipt scans using SmartScan technology. This set of scans gives users a chance to familiarize themselves with the app's value before moving conversion, proving the convenience that a paid subscription can provide.

Areas for Improvement

By integrating push notifications into its engagement strategy, the Expensify app could integrate itself more deeply into the lives of customers. Users could receive a notification when they begin to approach budgets set by managers, or even reminders to expense receipts when they approach their office (by use of geolocation and personalization features).

Rating

Great



GRUBHUB

Bringing food to the people, Grubhub drives viral adoption with a powerful referral program

Our initiatives are focused on creating the most compelling platform for diners so they don't need to look anywhere else for what they want.

Matt Maloney, Grubhub CEO

Overview

Grubhub is the world's most popular food order and delivery service. With half a million orders placed every day, Grubhub connects restaurants to customers with an easy-to-use interface that puts ordering at the fingertips of customers.

Distinguishing Trait

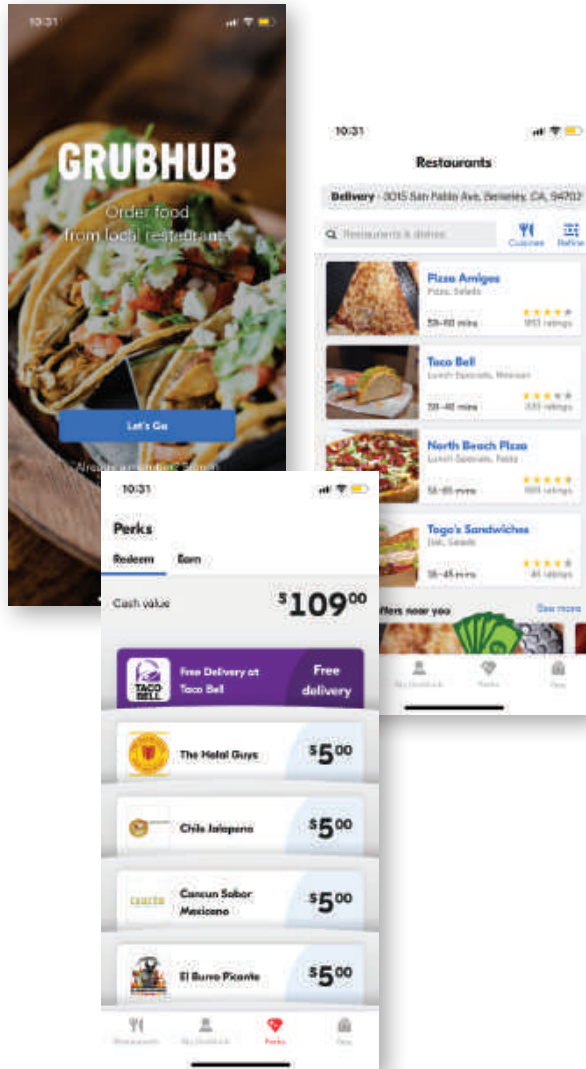
Aside from a system of perks where users can earn discounts by purchasing more frequently from certain restaurants, Grubhub's standout feature is its referral program. Built into the perks section of the app, the referral program offers discounts both to the existing customer and to the person receiving the invitation to join Grubhub. This system allows for and encourages a viral expansion of the app through social networks leading to increased conversions down the line.

Areas for Improvement

The GrubHub app could expand its push notification substantially by working in geolocation functionality. A campaign targeted at messaging users shortly after they return home to order from one of their favorite restaurants or eateries could do a lot to encourage conversion while simultaneously providing value to its customers.

Rating

Excellent





Hotels.com drives conversion with a full suite of deals and exclusive pricing on destinations around the world

Hotels.com is a great example of how companies can encourage adoption and conversion through mobile, especially through the way that promotions encourage in-app conversion.

Leanplum Mobile App Assessment Committee (MAAC)

Overview

Hotels.com works with hotels, apartments, and homes in order to give users unique and affordable housing on vacations and trips. The app makes it easy to reserve a room or home and even has secret prices for mobile app users.

Distinguishing Trait

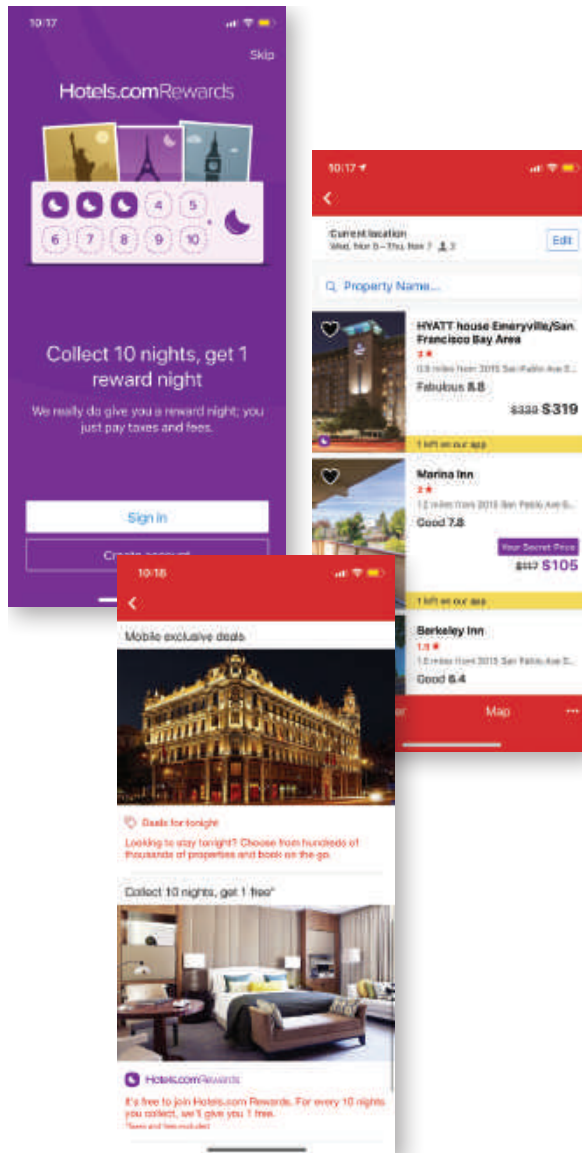
Hotels.com has a multitude of deals for users within the app, including a rewards program based on the number of nights users spend at certain properties, as well as so-called secret prices — special deals exclusive to the app's customers. To encourage adoption of this program, Hotels.com charges customers who redeem rewards online, while redeeming rewards through the app is free.

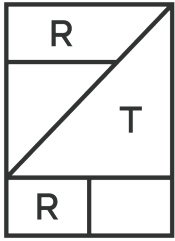
Areas for Improvement

While Hotels.com does a great job framing system-level requests for location permission and push notifications, these requests are presented early in the onboarding flow. Indeed, these are the first two messages that users see when first entering the app. By delaying these requests until users have begun to engage with the app's core functionality, Hotels.com could net these important permissions with less friction.

★ Rating

Excellent





Rent the Runway uses mobile as a gateway into the world of fashion, empowering users to look their best for less

We have seen a massive consumer behavior shift unfold over the past several years, with our community now relying on Rent the Runway as a near-daily utility.

Jennifer Hyman, Rent the Runway Co-founder and CEO

Overview

Founded in 2009, Rent the Runway allows users to rent designer clothing at an affordable price. The clothing arrives quickly and easily, and users ship it back when they are done wearing the items, saving closet space and giving users access to items that might otherwise be out of financial reach.

Distinguishing Trait

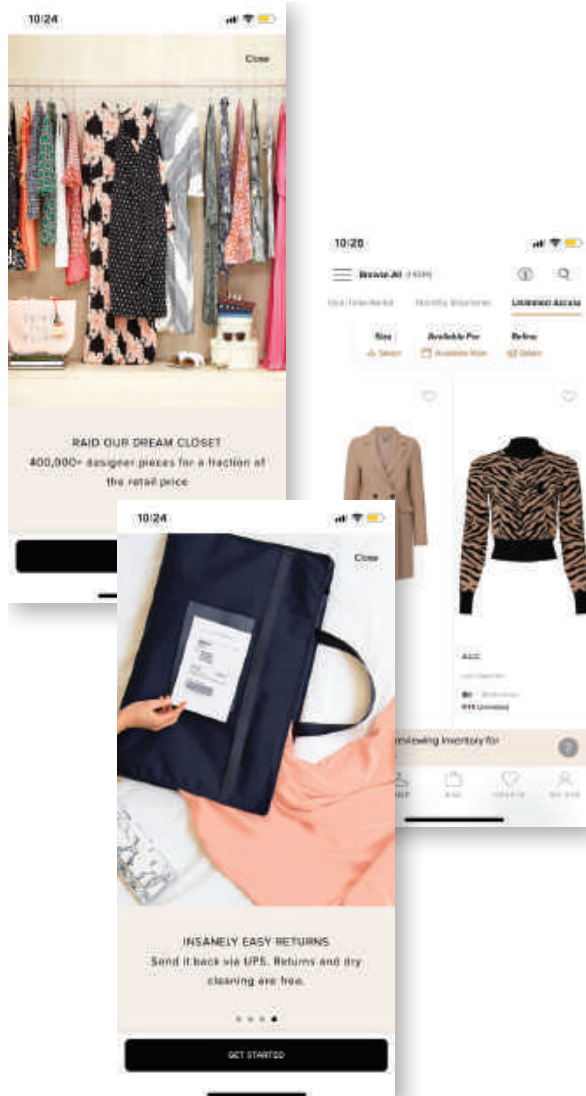
The Rent the Runway app does much to highlight the benefits of its paid subscriptions. Non-paying users are allowed to view the inventory available at a higher price-point, with the option to sign-up available on every screen. Upon conversion, customers are also provided with more options when it comes to rental terms, granting them additional flexibility — all of this information and the benefits of a paid subscription are present early in the onboarding flow for new users, encouraging conversion.

Areas for Improvement

Some of the messaging within the Rent the Runway app seems to trip over itself in an effort to secure permissions. At some points in the onboarding flow, users are faced with a split CTA, with a system-level prompt for push permissions delivered at the same time as an in-app message regarding location access. Orchestrating this kind of multi-channel messaging with greater clarity could afford Rent the Runway even more opportunities to engage customers early.

Rating

Great





Square's devices drive commerce... and they're one of the largest viral growth engines around

The biggest driver for us is the product has inherent network effects.

Jack Dorsey, Square CEO

Overview

Square is an app that allows businesses of all sizes to offer payments using smartphones and tablets. After connecting a Square module to a mobile device, users can immediately begin processing credit card payments. By integrating directly into the mobile ecosystem, Square gives businesses the freedom to process payments of all kinds, no matter where these transactions take place.

Distinguishing Trait

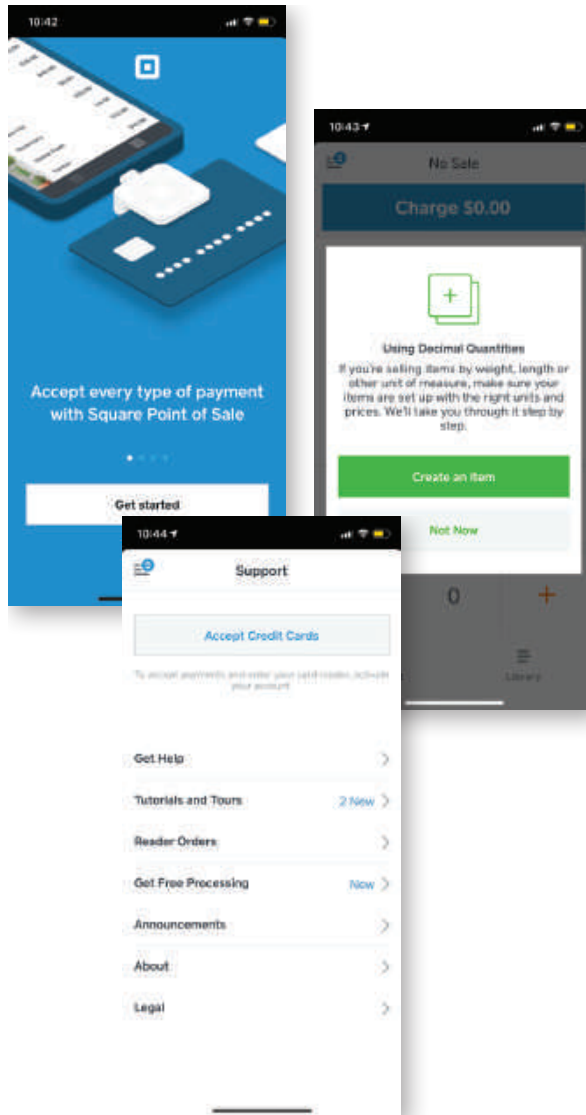
In an unusual move for B2B software, the Square app offers a referral system as part of its app. Users can qualify for up to \$1,000 worth of sales without fee processing and can offer those they refer a similar incentive. However, that's not all. These referral codes can also be built directly into receipts and invoices processed through Square, allowing for rapid viral growth within a network of businesses. This potential for growth truly sets Square apart.

Areas for Improvement

As part of the onboarding flow, Square prompts users for a multitude of permissions through a checklist. While the idea is great, the framing of the list leaves it unclear to users which options are required and which are not. More in-depth A/B testing of this functionality could allow Square to refine the permissions process and get users processing payments more quickly.

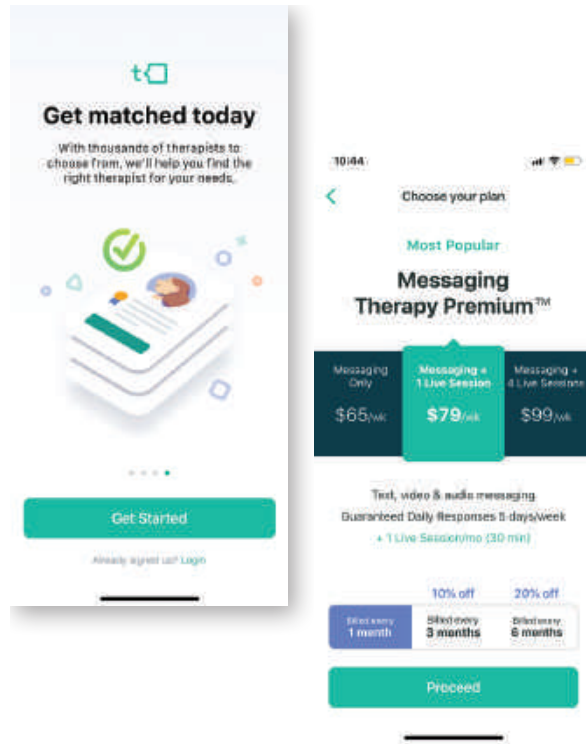
Rating

Excellent





Talkspace helps users stay on track with their mental health through a mobile-first approach to counseling



If this guy struggles with this and does something to actively counter it, maybe I should do the same.

Oren Frank, Talkspace Co-Founder & CEO

Overview

Talkspace is a unique platform where users can have 24/7 access to licensed therapists with a weekly subscription. By moving therapy into the world of 1:1 instant messaging, Talkspace gives users access to mental health resources that might otherwise be difficult to access.

Distinguishing Trait

The app has a concierge that provides easy instructions on how to use the app before any payment is requested, including a brief conversation about why customers have decided to talk with a therapist. In addition to gauging the severity of what users might be grappling with, the concierge also provides a model for the ways in which users can engage with therapists within the app itself.

Areas for Improvement

While this is certainly a major challenge when it comes to services like those offered within the app, Talkspace might consider giving users access to more free resources before guiding them toward conversion. By creating a library of free mental health resources tailored to the challenges faced by users, Talkspace could provide additional education on the value that therapy can provide before prompting users to sign up for a weekly subscription.

Rating

Excellent

Appendix Reference Links

LEGACY INNOVATORS

Dunkin'

Facts about Dunkin'
<https://nwsdy.li/2Q4gK9l>

Mobile Ordering Gets an Upgrade at Dunkin'
<https://bit.ly/2PFScVp>

Wendy's

32 Hilarious Twitter Roasts By Wendy's That Will Make You Think Twice Before Posting
<https://bit.ly/2S9Anzu>

We're Wendy's Kind Of People
<https://bit.ly/2Q6jMtA>

Fidelity Investments

App Store Preview
<https://apple.co/34AGVdb>

About Fidelity Investments
<https://bit.ly/2EyuOTe>

State Farm

Here to Help Life Go Right
<https://bit.ly/34GEKEI>

Nickelodeon

Encyclopedia Britannica: Nickelodeon
<https://bit.ly/36Q2R5s>

MGM Resorts

Who We Are
<https://bit.ly/2s3kgJb>

MGM launches digital keys, mobile check-in with new app
<https://bit.ly/2EDwwD0>

Sephora

About Us
<https://seph.me/36Oh16Y>

Sephora gives its loyalty program a makeover
<https://bit.ly/2rfVkJk>

United Airlines

About United
<https://bit.ly/2Mb2Gtw>

Delta Airlines

About Delta
<https://bit.ly/2Q2AYJj>

Ed Bastian at Code Conference: 'Digital changes the game' of customer service
<https://bit.ly/2Z7tznn>

Enterprise Rent-A-Car

About Enterprise Rent-A-Car
<https://bit.ly/34DMJCw>

National Car Rental, Enterprise Rent-A-Car Brands Rank Highest in Technology & Communication
<https://bit.ly/35HdJok>

EMERGING LEADERS

Calm

Calm Comes to Hollywood
<https://lat.ms/2QHJ41A>

About Calm
<https://bit.ly/2MPt9NQ>

car2go

Welcome to car2go
<https://bit.ly/36j2OPV>

Course Hero

About Course Hero
<https://bit.ly/2SKURPq>

Course Hero Ranked 250th
<https://bit.ly/2sJLxAy>

Grammarly

About Us
<https://bit.ly/36iMU89>

Grammarly Continues On Path Toward Communication Assistant Vision
<https://bit.ly/36k2u3i>

iHerb

About iHerb
<https://bit.ly/37uGLWn>

Jamba

About Jamba
<https://bit.ly/2SPbV6H>

Meet The New Jamba
<https://bit.ly/2ZKotxP>

Lime

About Us
<https://bit.ly/35h5Lir>

Lime president sees little value in scooter consolidation
<https://on.ft.com/39xB8IN>

Nasty Gal

About Nasty Gal
<https://bit.ly/2SN6XHW>

Poshmark

About Poshmark
<https://bit.ly/39xAzyT>

The Rise of Secondhand Retail
<https://cnet.co/39rGcyq>

Warby Parker

About Warby Parker
<https://bit.ly/2tkQFaD>

Try On Glasses Using Your iPhone
<https://bit.ly/2STJLMC>

Appendix Reference Links (continued)

REVOLUTIONARIES

Bird

Meet Birdie, Bird's New Three

Wheel Kids Scooter

<http://bit.ly/2TGtvdJ>

About Bird

<https://www.bird.co/about/>

Dollar Shave Club

How It Works

<http://bit.ly/2v0ly8Q>

Dollar Shave Club Launches

Getting Ready Campaign

<http://bit.ly/3atibYj>

Ellevest

Our Story

<http://bit.ly/38qzuHQ>

Gender Investing Gap Costs

Women in the Long Run

<http://bit.ly/2tAxBte>

Eventbrite

About Eventbrite

<http://bit.ly/30CsGnP>

Eventbrite Powers New Ticketing

Functionality for Facebook Events

<https://bwnews.pr/2TFqYQT>

Expensify

How We Got Here

<http://bit.ly/2G6CsF0>

Expensify CEO says firm is in

Portland for the long term

<http://bit.ly/38nINbf>

Grubhub

What is Grubhub

<http://bit.ly/2sHfeCq>

Order Food Delivery You'll Love

<http://bit.ly/2NLm55f>

GrubHub Inc (GRUB) Q3 2019

Earnings Call Transcript

bit.ly/38htaSS

Hotels.com

About Hotels.com

<http://bit.ly/37gKxTG>

Rent the Runway

About Rent the Runway

<http://bit.ly/2NEx4xh>

Rent the Runway and Nordstrom

Expand Partnership to Help Shape

the Future of Retail

<https://yhoo.it/37e09aq>

Square

About Us

<https://square/2RccRkw>

The Square Referral Program

<https://square/2GaCegl>

Where Will Square Be In 10 Years

<http://bit.ly/2TECU5o>

Talkspace

What is Talkspace About

<http://bit.ly/2RysxOI>

The Doctor Will Interact With

You Now

<http://bit.ly/30K3MCD>

LEANPLUM

About Leanplum

Leanplum, the leading multi-channel engagement platform helps forward-looking brands like Tesco and Zynga meet the real-time needs of their customers. By transforming data into an understanding of users' needs and wants, our platform delivers unified experiences that are timely, tested, and relevant — building customer loyalty that fuels business growth.

Founded in San Francisco, Leanplum has offices across North America, Europe, and Asia, and has received more than \$110 Million in funding from leading Silicon Valley venture capital firms. Leanplum has also been recognized as Fortune's Best Companies to Work For and Entrepreneur's Best Entrepreneurial Companies in America. Learn more at www.leanplum.com.

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