



8

Experts on How to Measure People-Based Marketing Impact

Best Practices for Embracing a People-Based Approach



FOREWORD – RETHINKING MEASUREMENT

For marketers, the battleground for customers has never been so competitive, or so complicated. Consumers now interact with your brand across a dizzying number of channels, touchpoints and devices.

Marketers must embrace a paradigm shift: They must stop targeting personas and start targeting people. People-based marketing is the ability to identify customers and prospects across channels and devices so you can deliver more relevant -- and effective -- messages.

But if you want to deliver on a people-based marketing strategy, you must use people-based measurement. People-based measurement helps companies shift from a brand-centric, top-down approach to a customer-centric, data-driven approach. It unites the unique profiles of your customers and prospects with tactical marketing performance, so you can optimize marketing and advertising performance by audience segment.

We asked eight experts why the need for people-based measurement is so great and what they would recommend for marketers who want to embrace it. I hope you use their answers as a resource to understand what people-based measurement means for marketers today and how you can use it to stay ahead of the curve.



All the best,
WAYNE ST. AMAND
Chief Marketing Officer
Visual IQ, a Nielsen Company



Visual IQ, a Nielsen company (NYSE: NLSN), is the world's leading marketing intelligence software provider. Leveraging its rich history of marketing attribution expertise, the company provides a single platform for analyzing consumer profiles in combination with tactical marketing performance across all channels and devices. By combining the power of audience and attribution, its Marketing Intelligence Platform provides the real-time insight brands and agencies need to optimize marketing and advertising performance by audience segment and drive the online and offline success metrics they care about most. Visual IQ can be reached at VIQ.info@nielsen.com or by visiting www.visualiq.com.

With today's consumers expecting personalized experiences, marketers are discovering they must focus more on people and less on devices. People-based marketing means tracking a customer across multiple devices and channels rather than relying on cookies or other device-based identifiers, but there's more to it than that. It also depends on people-based measurement, which enables marketers to see how their people-based marketing efforts affect customer value.

People-based marketing changes the way professionals in the industry work, but how are they making that transition? Thanks to a generous partnership with Visual IQ, we interviewed eight experts about their approaches to people-based marketing and measurement. We explored two key questions:

Why is the need for people-based measurement so great? And what would you recommend to marketers who want to embrace it?

We found that, although many marketing leaders understand just how important people-based marketing and measurement are, everyone is at a different stage on their implementation journey. That process presents several challenges, from selecting the right team for your business, to balancing customers' preferences with a long-term brand vision. In the following essays, experts discuss their experiences in addressing these and other implementation challenges.

I believe these perspectives will help you no matter where you are on the road to people-based marketing and measurement. This eBook provides practical insights into how people-based marketing more effectively delivers those personalized experiences consumers have come to expect.



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DAVID ROGELBERG
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SHIRLEY LIU

VP, Marketing & Digital
L'Oréal

Shirley Liu is a global marketing executive with more than 12 years of experience in strategic brand management for luxury beauty companies including L'Oréal and Estée Lauder in France, the UK, and the Asia-Pacific region. She is a firm believer of authentic leadership, benevolent people management, growth mindset in the workplace and global communities. Liu demonstrates a strong results-oriented record across both global marketing and operational marketing management with a strong capacity for building alliances between consumer insight, R&I, manufacturing, and retail stakeholders to drive innovation and market gain.



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The purchasing power of millennials and the generations that follow is growing daily. These under-35-year-old consumers seek tailored experiences they can connect with in an authentic, emotional way. By 2020, Generation Z will become the largest consumer group in the US and Europe—40% of the population according to some estimates—not to mention in Asia and the rest of the world. This means that companies who wish to connect with the next wave of consumers need to adjust how they market to them or be phased out.

“Baby Boomers and Generation Xers are very pragmatic. They tend to be focused on securing value,” explains Shirley Liu, vice president of marketing and digital at L'Oréal. “The millennials and the following generations, Generation Z and Generation Alpha, use different logic. They're true to themselves. They're driven by psychology, emotion, and authenticity. And they're more educated and tech-savvy than ever.” As a result, they expect a personalized customer experience, which makes people-based marketing and measurement a necessity. “It's not a question of whether you're relevant anymore in this landscape. It's a question of survival,” she says.

L'Oréal understands that today's young consumers will soon make up the majority of the world's growth, so building on its consumer-centric heritage, it has been further accelerating to a >>>



By 2020, Generation Z will become the largest consumer group in the US and Europe. They're driven by psychology, emotion, and authenticity. And they're more educated and tech-savvy than ever.



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people-based, customer psyche-focused strategy. This shift has, in turn, changed everything from product development to digital marketing to the retail environment.

For example, members of the marketing team used to take a top-down approach, determining which trends L'Oréal would promote before each season.

Now, the brand invites digital-native consumers to participate in the product-development process. Digital marketing and the rise of social media platforms as a new form of media channel have drastically changed the company's tools for measuring impact and media strategy. Monitoring how those campaigns succeed gives L'Oréal new insights into its customers and prospects, and aligns marketing with the growing need to personalize the customer experience.

Today, L'Oréal's marketing team sees social sharing as, in essence, one of the new currencies for people-based marketing. When consumers attend an event at a retail store and "talk" about it online by posting or sharing photos, that's a signal that Liu and her team are achieving their goals. "The more it was shared, the more that's an indicator to mature brands like us that we're speaking in the right language and we have reached the young consumer in a way that was exciting to them. Online buzz has a ROI and reach >>>

“It's critical to embrace a diverse pool of talents who bring different perspectives and are themselves global citizens of a spectrum of beliefs, cultures, interests, lifestyles, and trends.”



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that helps us tap into audiences that traditional media can no longer reach. The two complement each other, and when played correctly through precision marketing, are very powerful.”

Despite the generational shift toward a personalized customer experience, Liu sees that many marketing teams still focus their messaging on non-people based value. Companies that recognize the new, customer-focused paradigm are more likely to succeed. With a shift to people-based marketing and measurement, forward-thinking brands can begin optimizing their messages and offers to appeal to the next generation and beyond.

In fact, L’Oréal has optimized its recruiting strategy to ensure it can effectively implement people-based marketing from the core. Creating personalized and relevant experiences requires a mix of both technology and people. “It’s important to curate talents who are leading the trend and can speak the language authentically. It’s important for us to see their world through their lenses with humility,” Liu says. “It’s critical to embrace a diverse pool of talents who bring different perspectives and are themselves global citizens of a spectrum of beliefs, cultures, interests, lifestyles, and trends. That, mixed with the asset of our of seasoned Baby Boomer or Generation X executives, makes the organization better-equipped and more optimized to be successful as a people-based organization in tomorrow’s world. This spirit is the reason why L’Oreal is No. 1 in the beauty industry worldwide and has always been known as succeeding through organized chaos.” ■

KEY POINTS

- 1 Today’s young consumers will soon be wielding their purchasing power on a massive scale. They expect personalized customer experiences, making people-based marketing and measurement a necessity, not a nice-to-have.**
- 2 Measuring the impact of people-based campaigns helps brands understand how well they’re reaching young consumers in an authentic, exciting way.**



LOUISE BOUSQUET

Development Director
Agence Business

An alumni of the French business school HEC Paris, Louise Bousquet spent eight years in top marketing positions at luxury brands, including Van Cleef & Arpels (Richemont group), Balenciaga (Kering group) and Louis Vuitton (LVMH group), where she followed the complete product lifecycle, from creative brief to buying. In 2017 she decided to join the family business—the leading independent French advertising firm Agence Business. Over the years she has developed a strong ability to advise marketing teams on the most efficient and long-lasting communication strategies.



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People-based marketing creates new opportunities for brands to target individuals, but it also creates challenges for marketing teams. Brands can balance these opportunities and challenges by taking a long-term view, says Louise Bousquet, development director at Agence Business.

“Previously, for marketing it was pretty easy,” she says. “You wanted to address a very wide audience with very few segments. That’s the old-fashioned way to work as marketing people. Today, we want to target and be specific.” For example, a brand might previously have focused on women between 45 and 55 years of age with children. Now, people-based marketing makes it possible to concentrate on potential customers within that group who are about to move, change jobs, or make another lifestyle change. That ability to define and target so many individual sectors means messages and offers can be more relevant and timely than ever before.

At the same time, brands may struggle. “Let’s target, but let’s target whom? It’s such a big ocean of profiles that it can be more difficult for marketers,” Bousquet says.

People-based marketing presents another opportunity: to learn about customers’ habits and use those insights to enhance their experience. However, some brands may end up focusing too much on what customers say they want at the expense of the label’s identity. Bousquet spent many >>>



People-based measurement is a tool to help you build your brand and stay focused on your customers. Look at what your customers request, but also maintain consistency.



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BUILD A LONG-TERM BRAND VISION IN A PEOPLE-BASED WORLD

years working as a marketer for luxury firms, and a key lesson she learned was that “brands last but people pass.” That is, the brand will outlast any one leader, set of executives, or generation of customers. Indeed, many luxury labels have been around for more than a century.

To address challenges related to customer targeting and the consumer experience, Bousquet suggests brands first identify clear answers to key questions, including, “What is our brand? What does it represent? What is our DNA?” That clarity can help guide strategy while laying the foundation for success with people-based measurement. “People-based measurement is a tool to help you build your brand and stay focused on your customers. It enables you to look at what your customers request, but also maintain consistency,” she says.

With a long-term vision in place, the next step is to find the right mechanisms for defining and targeting key audience segments. “When you are using some tools, it can be, as I said, like a big ocean,” she explains. She suggests looking for tools that offer easy-to-use segmentation and profile-building features. >>>

“
If you want to use people-based measurement, you need to equip yourself, and people with good training can really enjoy using the right tools. It can be addictive to see how your data is evolving in real time.”



BUILD A LONG-TERM BRAND VISION IN A PEOPLE-BASED WORLD

When these profiles are integrated with robust measurement, marketers can understand performance against the segments that are most critical to their business. “If you want to use people-based measurement, you need to equip yourself, and people with good training can really enjoy using the right tools. It can be addictive to see how your data is evolving in real time.” ■

KEY POINTS

- 1 People-based marketing creates the opportunity to target people in new ways, but brands may struggle to identify the best segments on which to focus.
- 2 Brands embracing people-based measurement while maintaining a strong, consistent identity will enhance their chances for long-term success.



HARRIET AYOADE

Vice President, Marketing
JP Morgan Chase

Harriet Ayoade is a big-picture, consumer-centric strategist focused on long-term impacts. With eighteen years of marketing experience, she's worked in the home décor, fashion, retail, and financial industries. Using an analytical approach, Ayoade delivers rich creative user solutions and experiences that improve user-experience (UX) and increase the customer product and brand lifecycle. In a previous role in the flooring industry, Ayoade impacted the digital marketing space while, getting ahead of shifts and trends. Ayoade holds a BS and an MBA in Marketing.

“Companies want to be customer obsessed, but many of them don't have a way to look through the data and mine it in real time to understand what's going on with consumers,” says Harriet Ayoade, vice president, marketing for Chase Bank.

The gap between what companies want to achieve and what their technology enables is especially significant at large, established firms, which typically take longer to invest in new infrastructure than small firms do. As a result, larger companies could be at a disadvantage when it comes to creating seamless, personalized customer experiences. In Ayoade's view, most big companies recognize just how important people-based marketing and measurement are to the customer experience, but need to overcome two key implementation obstacles.

First, in large, complex organizations, gaining approval from all the right stakeholders can create delays. “In a smaller organization that's not highly matrixed, it might take a month to get the vendor onboarded and get things rolling and another couple of months to bring in internal resources. At a Fortune 500, it takes longer, even though everyone agrees that this is the way we should go,” she says.

Second, large organizations need to test the impact of any change in their systems. These firms have extensive customer bases, so if something goes wrong, the problem could affect >>>



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PILOT YOUR WAY TO A SUPERIOR CUSTOMER EXPERIENCE

hundreds of thousands of people or more. By contrast, companies with small customer bases can resolve potential implementation problems more quickly, potentially by contacting customers individually to correct the issue.

To overcome the first obstacle, Ayoade suggests large companies reduce the number of stakeholders in technology-investment decisions to accelerate the adoption of systems that enhance the customer experience. Senior leaders may also want to delegate decision-making to middle managers.

Pilot programs can be especially helpful in overcoming both the first and second obstacle. "When brands test technology with pilots, managers and leaders get to see interaction with consumers. The more they're able to see positive results, the more it helps companies to buy into people-based marketing," Ayoade says. One of the best features of tech pilots is that they can be small and last for just a few months, while addressing stakeholder concerns and revealing any unexpected problems. That can mean faster adoption of essential technology and more efficient testing and implementation. ■

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When brands pilot [technology], managers and leaders get to see interaction with the consumers. The more they're able to see positive results, the more it helps companies to buy into people-based marketing.”



KEY POINTS

- 1 Large, complex organizations that are less nimble are at risk of falling behind smaller firms when it comes to implementing people-based marketing and measurement.**
- 2 Big companies can leverage the power of pilot programs to determine fit, usefulness, and the impact on the customer experience prior to a full-scale technology implementation.**

PUT YOUR CUSTOMERS AND PROSPECTS IN CONTEXT TO TARGET MESSAGING EFFECTIVELY



LAURA RUECKEL

Group Director, Integrated Marketing
Coca-Cola North America

Laura Rueckel is group director, integrated marketing, at Coca-Cola North America. She is an accomplished marketing leader with expertise in brand and channel strategies, integrated marketing campaigns, digital strategy, and creating innovative plans and solutions. She is skilled in collaborating with stakeholders, upper management, franchisees, and sales teams to achieve business goals and financial objectives. Rueckel's marketing career spans project management, streamlining processes, and change-management initiatives within the restaurant and CPG industry.



Understanding how consumers make decisions on their complex journeys has never been easy, in part because the decisions change depending on someone's role. "For example, at any given time, I might be in my role as a mom looking to plan something for my kids, or I might be in my role as an executive focused on getting my work done. Or I might be taking care of another family member, such as an aging parent. We all wear different hats throughout the day, sometimes in just the course of a couple of hours," says Laura Rueckel, group director, integrated marketing, at Coca-Cola North America.

This is even more complex today because mobile devices allow us to play multiple roles simultaneously—for example, someone might shop online and text about dinner plans while waiting for the train to work. As a result, marketers need to think carefully about the context in which consumers receive messages.

People-based marketing makes it possible to tailor messaging in a more refined way, but the same message may still be appropriate in different contexts because people's lives are so dynamic. To increase the chances of getting the messaging right, Rueckel recommends marketers ask themselves the following questions about their target audiences: Where are they receiving the message? What emotional state are they in? Are they browsing calmly or are they in a rush? Then, marketers can develop targeted messages for both the person and the context. >>>



Companies underestimate how important it is to truly make that connection in whatever marketing they're doing, to show who they're serving, why, and the benefit.



PUT YOUR CUSTOMERS AND PROSPECTS IN CONTEXT TO TARGET MESSAGING EFFECTIVELY

With the rise of people-based measurement, marketers also need to rethink how they work with their organizations' technical teams. Rueckel often sees marketers asking IT departments to find ways to measure results after a campaign is developed or even deployed.

At that point, the technical team may say it's not possible to measure what marketers are interested in, or it is possible but will add costs to the project. "If you're going to target different personas and take the time to craft different messages for different contexts, then you will want the data you get back to match that," Rueckel says. She suggests the marketing and tech groups collaborate throughout the campaign-development process, starting as early as possible to ensure useful results.

But even with all the advances in people-based marketing and measurement, Rueckel believes the fundamentals of effective messaging have not changed. Companies need to understand the role their products or services play in customers' lives and the benefits they >>>

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BUILD A LONG-TERM BRAND VISION IN A PEOPLE-BASED WORLD

offer, which could include convenience, fun, or the opportunity to build relationships. “I think a lot of companies have talked about [their role] at whiteboard sessions and briefings, and most employees probably know what problem the product or service solves. But there’s a difference between knowing that on the company side and communicating it to the consumer. Companies underestimate how important it is to truly make that connection in whatever marketing they’re doing, to show who they’re serving, why, and the benefit.” ■

KEY POINTS

- 1 People-based marketing makes it possible to tailor messaging to consumers in a highly refined way, but people wear many hats in their lives such as parent, executive, and caregiver. To reach target audiences effectively, marketers must take the consumer’s context into consideration.
- 2 For people-based measurement to have the most impact, marketers should collaborate with technical teams as early as possible while developing campaigns to get the data they need.



CHRIS OSNER-HACKETT

Senior Director, Marketing Operations
Kellogg Company

Chris Osner-Hackett is senior director of marketing operations at Kellogg Company. He joined Kellogg in 2012, bringing extensive media and marketing experience from his roles at inVentiv Health, Scotts Miracle-Gro, Campbell Soup Company, and Wendy's. Over the past five years, Osner-Hackett's position has expanded to encompass strategy, global partnerships, and oversight of Kellogg's data-driven media activation and data management platform (DMP). With data at the core of Kellogg's marketing model, Osner-Hackett works to integrate and continually evolve the company's agency, partnership, and data enablement capabilities to better drive impact across the business.

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People-based marketing and measurement have the potential to increase brand growth and lower costs by helping companies target the right people through the right channels at the right frequency.

"If you think about being able to understand when and how you're reaching an actual person across devices, and not a cookie or identifier, you can better manage cross-channel reach and frequency," says Chris Osner-Hackett, senior director, marketing operations, at Kellogg Company. "Not only should that drive better reach and better outcomes from the person you're targeting, but it should also prevent you from oversaturating them with frequencies or serving messages to folks who just aren't going to purchase your products."

Kellogg began its people-based marketing journey in 2014 and is ramping up its people-based measurement efforts this year to gain deeper insights into customer behavior.

At Kellogg, understanding consumer behavior is the foundation for creating the customer experience and driving brand growth. "It's getting at what is preventing a consumer from buying more of our product," Osner-Hackett says. "What's preventing them from picking up that can of Pringles or that package of Keebler cookies? It could be a number of things." For example, the product might not be available in the package size a customer wants, it might not be available at the customer's >>>



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GAIN DEEPER CONSUMER INSIGHTS WITH PEOPLE-BASED MEASUREMENT

preferred store, or the messaging about the product might not be connecting with the consumer in a meaningful way. Different obstacles require different solutions, including product innovation, packaging design, or new messaging.

People-based measurement makes it easier for companies to understand whether messaging is impeding or facilitating brand growth by showing them how effective their marketing campaigns are. "It gives a better picture of what across the broad experience drove that purchase," Osner-Hackett says. People-based measurement also enhances understanding of the success of individual channels and messages. He added, "What in that overall marketing mix drove that offline purchase? Was it linear TV, our online video, our influencer program, a PR program, or some combination thereof? We do quite a bit of measurement at Kellogg, but from a people-based standpoint, that's what we're interested in measuring."

Most brands appear to be in the initial stages of adopting people-based marketing and measurement, and to those companies, Osner-Hackett >>>

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GAIN DEEPER CONSUMER INSIGHTS WITH PEOPLE-BASED MEASUREMENT

advises first clarifying the value of a people-based approach to the organization. Once the value has been established, he then recommends marketers look for strong partners who will support a people-based approach, offer transparency and adhere to brand guidelines. In addition, he suggests that these partners go beyond simply executing what a brand asks for and actively seek out new ideas and learning opportunities. “They [should] come to the table and say, ‘Let’s partner and learn and grow together,’” he says. ■

KEY POINTS

- 1** People-based marketing and measurement make it easier for companies to understand whether messaging is impeding or facilitating brand growth by showing them how effective their marketing campaigns are.
- 2** Brands can then improve their messaging or other aspects of the customer experience to drive growth.



JACKIE JENKINS

Director of Marketing,
Operations, and Planning
Thomson Reuters

Jackie Jenkins is director of marketing, operations, and planning at Thomson Reuters. She is a self-described “analytical numbers geek with a mind for marketing and a passion for bringing unique products to market.” Jenkins has held senior roles in product management and marketing in both B2B and B2C industries. Prior to joining Thomson Reuters, Jenkins was director of marketing operations and analytics at Bandwidth.com; senior product manager at ChannelAdvisor; and AdWords account executive at Google.



Adopting people-based marketing requires the right team, tools and tactics. Because this is a relatively new approach, companies are at very different points on the journey, but almost all of them will face one important question along the way: Is it better to have a marketing team of specialists or generalists?

That’s a question Jackie Jenkins, director of marketing, operations, and planning for Thomson Reuters, asks herself regularly. “With people-based marketing, you really start to see the value in forgoing deep expertise so you can have a team of smart and thoughtful generalists, because now you’re marketing to the whole person,” she says.

Jenkins thinks generalists are especially fitting for her team, which works in B2B, account-based marketing. “To market to an individual and really understand them, you need to know a little bit about how to effectively message through email and how to measure that, and a little bit about how to effectively message through paid search or display ads or video, and how to measure that,” she says. A team of specialists may struggle with understanding individuals, tying channels together, measuring touchpoints collectively, or all three.

At the same time, the rise of people-based data encourages marketing teams to take a more holistic view of their results. For example, a paid search channel manager may base success entirely on >>>



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SELECT THE RIGHT TEAM FOR A PEOPLE-BASED FUTURE

Cost Per Click. A generalist in a people-based environment, on the other hand, will focus on reaching goals set for a target audience segment rather than for siloed channels.

For Jenkins's team, a broad view of each account is also important. "Even though we're marketing to individuals, they're often part of one decision-making process, so you have to find a way to get your value proposition to resonate with each person at each place in the buying funnel. But you certainly also want to communicate cohesively with others at the same company," she says. For example, the ultimate decision maker could be a prospect company's CFO, who requires one type of functionality, while end users may need a different set of features. Both the CFO and end users need tailored, relevant messages.

As important as it is to have the right team, some companies may not have the right people or processes in place. In Jenkins's view, most companies understand that people-based measurement is the future. "Everyone wants to be very analytics-focused and do people-based attribution, but in the short term, it's really hard," she says. Businesses have to devote people, time, and technology to transition to a people-based approach, which could create▶▶▶▶

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SELECT THE RIGHT TEAM FOR A PEOPLE-BASED FUTURE

challenges, especially if those resources are diverted from achieving short-term goals. Ideally, organizations would set up teams who can work exclusively on the transition, knowing that it will pay off in the long term.

“Nobody would ever ask me if I could jump in and do something to help achieve a sales target for the month, because my time is carved out,” Jenkins says. “But this is the first organization I’ve been in that valued it enough to say, ‘We know adopting a people-based approach is a long path, but that’s all this team is going to do—they’re going to figure out how to get us there.’” ■

KEY POINTS

- 1 For effective people-based measurement, consider setting up a dedicated marketing team of generalists rather than specialists.
- 2 People-based measurement allows your value proposition to resonate with each person at each place in the buying funnel.



NATALIE PETOUHOFF

VP, Program Executive in
Customer Experience
Salesforce

Natalie Petouhoff is the VP, Program Executive in Customer Experience at Salesforce. Petouhoff was voted top 250 Most Influential Women & Top 50 Customer Service, Field Service, Online Communities, Social Media & CRM Professionals. Her expertise includes ROI and the business value of digital /social media, communities, human capital and employee engagement. Prior to joining Salesforce, she was chief digital and social officer at Weber Shandwick; Forrester customer service and CRM analyst; and management consultant and systems integrator at PWC. Petouhoff is a sought-after speaker, author, startup advisor and university lecturer.



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To succeed in today's competitive climate, brands must create seamless, personalized customer experiences. People-based marketing can help make this goal a reality. But first, companies need to set themselves up to measure the entire consumer journey and execute on those insights..

"In a typical organization, marketing, sales, and service operate as siloed departments that, for political or other reasons, don't communicate with each other, and their back-end systems don't talk to each other," says Natalie Petouhoff, vice president and program executive at Salesforce.

As a result, most companies don't have a holistic view of their customers -- step one for creating a seamless customer experience. Without a deep understanding of their customers' interests and behavior, these brands can't begin to implement people-based marketing. For example, when a customer calls the contact center, part of the service department, to express dissatisfaction with a product, but that information is not conveyed to the marketing team. Any efforts the team makes to engage that unhappy customer may be wasted.

Employing a director of customer experience or director of digital engagement who oversees marketing, sales, and service is a key part of the solution, believes Petouhoff. "It would be that person's job to make sure the politics are solved, that people are rewarded for collaborating, and that the systems are >>>



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SET YOUR ORGANIZATION UP FOR SUCCESS

set up to measure the entire consumer journey and all the touchpoints. Then you could see where the gaps are," she says.

Indeed, there may be more gaps than a company expects. "Companies often say they feel comfortable with their ability to provide an overall customer experience, but when you talk to customers, most of them feel companies are not even close," she stresses.

That makes listening closely to customer feedback essential to creating a seamless customer experience. "A lot of companies take feedback as people complaining," Petouhoff says. "Amazon, though, saw it as gold. They realized that to make the platform work seamlessly, they needed to listen to people. They continually iterated and pivoted and made the platform better. Today, after years of taking customer feedback, they have a really good platform and recommendation engine, and are very successful."

Organizing around the customer and a willingness to listen make the experience smoother for the consumer and more profitable for the company. However, implementing these two elements can create challenges. >>>

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Most companies are not built to be agile. That’s going to be key. Working on organizational change management is the overriding capability that makes it possible.”



SET YOUR ORGANIZATION UP FOR SUCCESS

New companies have the opportunity to regulate themselves and their systems holistically from the beginning, while established companies may need to look into new systems and consult change-management experts to ease the transition.

“Most companies are not built to be agile,” Petouhoff notes. “Agility is key, but a lot of organizations don’t know what that means or how to execute on it. I think working on organizational change management is always the overriding capability that makes it possible to iterate and pivot.” ■

KEY POINTS

- 1** Executing, measuring and optimizing people-based marketing initiatives requires breaking down silos between departments and organizing along the customer journey so that marketing, sales, and service can work together.
- 2** Listen to your customers and be agile enough to act on their feedback. You may need to call on outside expertise, especially if you run an established company, to make that happen.



KATIE MORSE

VP, Digital Marketing
Nielsen

Katie Morse is the vice president, digital marketing at Nielsen. She joined the company in 2014, previously having worked on digital marketing initiatives for brands including American Express, Radian6, and Billboard. In her role at Nielsen, she leads social media, search marketing, and analytics initiatives for the company's global marketing team, and provides guidance and counsel to marketing, communications, data-science, and operations teams around the world for proactive consumer marketing efforts and reputation management issues. Morse's comments are based on her experience as a practitioner within the digital marketing team at Nielsen and do not represent her company's position.

As sophisticated a practice as people-based marketing is, it's also a powerful reminder of a basic truth: Customers are the lifeblood of any business. That means customers should also be at the center of a brand's strategy for people-based marketing and measurement, says Katie Morse, vice president, digital marketing, at Nielsen.

"Companies have always needed to reach customers with the right message at the right time on the right platform, and they've always needed to provide a positive experience in order to create loyal customers," she says. "What's changed is that companies now have many more ways to discern the needs of their customers, and the choice of many more ways to reach them."

Many consumers today are very aware of how they can interact and share information with brands and institutions. Morse believes companies should first understand consumers' patterns and norms before setting specific goals and objectives for marketing campaigns. This will prevent a fundamental mismatch between how consumers choose to share information and what key performance indicators and supporting data points are designed to track. If goals are misaligned, then the brand will struggle—either to achieve its objectives or prove its accomplishments to leadership. By first understanding customers' preferences and how these vary among consumer groups, a company can devise a strategy that's more likely to succeed. >>>

“ Instead of considering customer preferences as a barrier, create the strategy with your customer at the center and make sure every plan follows that guiding light. ”



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CREATE LOYAL CUSTOMERS WITH PEOPLE-BASED MARKETING

“Customers will show you, based on the data you’re collecting—or the data you’re not able to collect—what their wants are with regards to privacy, and you have an obligation to stay true to them,” Morse notes. Brands that try to impose a specific type of experience on customers—one that’s based on what the brands want customers to do rather than how their consumers want to interact with their brand—risk turning customers off.

Morse recommends brands take a different approach. “Instead of considering customer preferences as a barrier, create the strategy with your customer at the center and make sure every plan follows that guiding light.”

In her more than a decade as a marketer, Morse has seen that brands have a multitude of tools for delivering high-quality experiences to consumers. Ironically, however, these solutions can also lead to new problems. “If the systems your company depends on to optimize each stage of the customer journey can’t communicate with each other, you’re only going to have a more difficult time providing a really great customer experience,” she says. After all, customers consider all aspects of their interactions with a brand to be part of one holistic experience. For example, if a company’s marketing is high quality but its post-sales service is not, the customer will ultimately be disappointed and will be more likely to turn to a competitor. Conversely, great customer support can be a marketing tool, as many brands have shown. >>>

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A key step in streamlining the customer experience, then, is understanding how customers interact with a brand at every touchpoint. “Figure out where and how the customer experience starts, as well as how you want it to start,” Morse suggests. Key questions at this stage include: How do your potential customers find out about your brand? How do they interact with your brand before their first point of purchase? What happens after that first purchase? How will customers receive support and care? Will that support and care encourage them to become loyal to your brand?

After mapping your customer experience across the entire journey back to each system that houses information about those interactions, a crucial next step is to share that information with all company leaders responsible for those touchpoints. That kind of sharing may be a new practice at some companies, but it’s essential for setting effective strategy and achieving company goals.

Ideally, companies will also have invested in technology that can tie many of these discrete systems together where possible, so that important information is passed along through the customer journey. Sharing data internally can also help brands understand how their customers are evolving and how their tastes and preferences are changing. Morse acknowledges this is never easy and that it can raise important data privacy questions. These questions must be addressed not only once, but on an ongoing basis, since the customer’s use of technology evolves over time.

Ultimately, Morse concludes, customers have always been at the center of a company’s strategy. Now, companies have more opportunity than ever before to use the information their customers share with them to ensure their brand is meeting and exceeding expectations at every stage of the customer journey. ■

KEY POINTS

- 1 Learn from the data your customers are sharing (or not sharing) with you, and use those patterns as a baseline when building your people-based marketing and measurement strategies.**
- 2 Understand the customer experience from all angles and share those learnings with every relevant team. You want each group that a consumer interacts with inside your company to understand how they contribute to the overall customer experience with your brand.**

KEY RECOMMENDATIONS

Always connected and increasingly empowered, today's consumers expect relevant and coordinated experiences from the brands they interact with, regardless of when or where those interactions occur.

The rewards are substantial for marketers who can meet these demands and enhance the consumer experience in the moments that matter. But like any new marketing strategy, effectively implementing a people-based marketing and measurement approach requires the right combination of people, process and technology.

The expert advice from the marketers featured in this eBook yielded several important recommendations:

- **Consolidate your data:** The foundation of people-based marketing and measurement is a single view of each customer, powered by aggregated data from across silos. Combining data from both online and offline sources (web, mobile, call center, in-store, etc.), as well as demographic, intent, interest, and other audience attribute data from first- and third-party data sources will provide marketers with a more complete picture of their customers and prospects.
- **Encourage collaboration:** People-based marketing and measurement isn't confined to the marketing team. To have the most impact, brands must encourage collaboration between departments and organize along the consumer journey so that marketing, sales and service can work together.
- **Invest in technology:** A people-based approach calls for more frequent analysis and optimization recommendations. To do this successfully, marketers must leverage tools that enable quick access to always-on marketing campaigns. These tools must also provide forward-looking recommendations, so marketers can optimize future customer-based campaigns in close to real time.

If you're ready to put people-based marketing and measurement to work for your business, Nielsen Visual IQ can help. Our Marketing Intelligence Platform unifies audience and attribution for real-time insights. With visibility into how specific audiences are responding to messages, offers, creatives, and other granular tactics, you can allocate your budgets more efficiently and effectively, while making the consumer journey a better experience.

Contact us to discuss your marketing intelligence needs with one of our strategists, or request your **free, no-obligation demo** of our platform today.