



# DATA-DRIVEN MARKETING

## Part 1: Determine Your Data Strategy

8 Experts Tell You How to Transform  
Your Marketing Organization

# FOREWORD

Welcome Fellow Marketer:

Every day I encounter marketers who are working to create a data-driven organization. Some are at the very early stages and just starting to scratch the surface; others are many years into the process and leveraging advanced techniques—and technologies—to help them achieve their goals.

At Visual IQ, we wanted to create a resource to which marketers could turn for advice on this process from their peers who have already done it, whether at a brand, an agency, or a solution provider. The result is *Data-Driven Marketing: 29 Experts Tell You How to Transform Your Marketing Organization*.

We asked each expert for the advice he or she would give a peer if that person were seeking to make his or her marketing organization more data driven, and I'm thrilled with the incredibly diverse advice these experts gave. The insights range from internal change management and breaking down channel/departmental silos to advice about technology and the implementation process. Underlying these topics are insights around the need for marketing attribution and a holistic view of your overall marketing ecosystem.

We think there's something useful for everyone, and we hope you'll find a few specific gems within these pages that you can use at your organization.



Regards,

**Manu Mathew**

Co-Founder & CEO, Visual IQ



As a pioneer in the space, Visual IQ has been producing the world's most powerful cross channel marketing attribution software since 2006. Its hosted IQ Intelligence Suite of products combines a user-friendly interface with advanced attribution management and predictive modeling functionality to provide clear recommendations for marketing optimization. Recognized as a leader in cross channel attribution by a leading market research firm in 2014, Visual IQ won The Drum's 2015 Digital Trading Award for Best Attribution Solution, won the 2014 ASPY Award for Best Data or Analytics Solution, and was a finalist in the Digital Analytics Association's Excellence Awards in 2013, 2014 and 2015. For more information, visit [www.visualiq.com](http://www.visualiq.com).

# INTRODUCTION

Content has long been king in marketing, but that king has now been dethroned. The new king is data. With technologies making it possible to track individual actions, from first contact to final transaction, in an omni-channel marketing environment, marketers are able to shape and personalize content in near real-time so that it drives desired business outcomes. New marketing analytics and automation tools are changing how companies use their huge stores of data. All this progress is great, but many businesses still struggle to realize the full potential of their marketing initiatives.

In this e-book, which is generously supported by Visual IQ, we have endeavored to discover how companies use data to help ensure the success of their marketing strategies. We asked marketing experts the following question:

***If you had to give someone advice on how to turn his or her marketing organization into a data-driven marketing organization, what advice would you give?***

I am confident you will find many rich and useful insights in these essays. Two key ideas are the importance of a data-driven culture within the business and management allowing the time needed for a new marketing strategy to prove itself. One cannot enter into this process expecting instant results. Given the proper time, however, data-driven marketing models can deliver impressive, game-changing results.

I hope you find these essays as informative as I have.



All the best,  
**David Rogelberg**  
Publisher



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Credible advice from top experts helps you make strong decisions. Strong decisions make you mighty.

# Determine Your Data Strategy

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# DATA-DRIVEN MARKETING: STILL A WORK IN PROGRESS



**TIM  
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Tim Bourgeois is a digital industry veteran who has been active as a founder, investor, executive, publisher, and consultant since 1999. He formally entered the business in 1999, when he launched Pixel Bridge, a full-service interactive agency that was acquired in 2009. He is currently a partner at East Coast Catalyst, a Boston-based digital consultancy, and founder and editor of ChiefDigitalOfficer.net, a resource for senior digital professionals.

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Even though many digital marketing businesses and software tools are available to support sophisticated data-driven marketing strategies, most companies operate with a mix of digital and traditional marketing channels and tactics. Newer, smaller companies tend to spend more of their marketing resources on digital, while enterprises that have established marketing organizations and practices spread their resources across a broader mix of channels.

Part of the challenge of becoming a data-driven marketing organization is balancing resources among these channels and managing the continuous internal struggle for marketing budget. As digital strategies have become more important to marketing, there has also been a trend for marketing to become more independent of the IT department.

*“Part of the challenge of becoming a data-driven marketing organization is balancing resources among channels and managing the continuous internal struggle for marketing budget.”*

## KEY LESSONS

- 1 MOST COMPANIES STILL OPERATE WITH A MIX OF DIGITAL AND TRADITIONAL MARKETING ACTIVITIES.
- 2 ATTRIBUTION CAPABILITIES THAT DETERMINE HOW ONLINE AND OFFLINE STRATEGIES AFFECT ONE ANOTHER ARE GREAT, BUT DATA-DRIVEN PROCESSES NEED TO BE IN PLACE SO THAT ACTION CAN BE TAKEN ON INSIGHTS BEFORE A COMPANY CAN HAVE THE CONVERSATION ABOUT ATTRIBUTION.

# DATA-DRIVEN MARKETING: STILL A WORK IN PROGRESS

This shift is driven in part by the availability of good marketing analytics tools and digital marketing services. Yet tensions between IT folks and marketing still arise, because these tools are not always so easy to use. They require training, ramp-up time, and support, and marketing organizations are not always in the best position to assess those aspects of the purchase.

Nevertheless, there is clear value in the insights companies can glean from digital strategies. For example, I have a client who is an early-stage tech company launching a new product. The company developed its plan based on understanding the market. When everything was ready, it rolled out all its marketing assets, including a website and digital content. The strategy involves both online and offline tactics to promote the product.

Within three to six months of launch, the company will be able to make decisions based on a lot of empirical data, which means they will rely less on anecdotal evidence. For instance, although it's useful to know what a few people who stopped by the company's booth at a trade show had to say, the new digital strategy will tell the company that there were 300,000 searches on topics in their space, 20 percent of which were directly relevant to the organization. Based on that information, the company can make specific adjustments to its marketing assets to improve performance.

To become a data-driven marketing organization, companies must identify the problem they're trying to solve, and then decide what they need to do from a budgeting, staffing, and business process perspective before jumping into the digital arms race. If they're working a multi-channel marketing strategy (as most companies are), attribution capabilities that determine how online and offline strategies affect one another are great, but data-driven processes need to be in place so that action can be taken on insights before a company can have the conversation about attribution.

“  
*There is clear value in the insights companies can glean from digital strategies.*  
”

# YOU MUST UNDERSTAND THE PERSONAS YOU'RE TRYING TO INFLUENCE



**RYAN  
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Head of Marketing,  
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Ryan Bonnici is the head of marketing at HubSpot Asia Pacific & Japan. He's an experienced digital marketing leader, having previously held roles at Salesforce, ExactTarget, Microsoft, and Qantas Airways. Being a strong advocate for inbound sales and marketing, he's incredibly passionate about educating brands on leveraging new ways to connect with their customers.



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In the world of inbound marketing, the entire strategy is based on attracting potential customers and nurturing them toward a decision. How effectively you execute this strategy depends first on what you know about your customers, and then measuring your prospects' progress toward that decision.

Therefore, the first step in developing a data-driven marketing strategy is defining buyer personas—understanding who they are, what they're interested in, what challenges them, how they work, what they do on weekends, and many other aspects of their lives. It is important to get to know them personally.

At HubSpot, we have three key personas that represent different aspects of our target market. A company should have no more personas than it can service with distinct messaging strategies. For instance, if one body of content can service two different personas, it makes sense to merge those two personas into one.

Next, you must have a good understanding of how personas move through the buyer's journey, from awareness to consideration to making a decision or taking an action. In this way, you can match content to the buyer's decision process for each persona.

*“A company should have no more personas than it can service with distinct messaging strategies.”*



## KEY LESSONS

- 1** HOW EFFECTIVELY YOU EXECUTE AN INBOUND MARKETING STRATEGY DEPENDS FIRST ON WHAT YOU KNOW ABOUT YOUR CUSTOMERS, AND THEN MEASURING THEIR PROGRESS TOWARD A DECISION.
- 2** COMPANIES NEED TO EXPERIMENT TO FIND AN ATTRIBUTION MODEL THAT GIVES THEM THE INSIGHTS THEY NEED ACROSS ALL THEIR POINTS OF ENGAGEMENT.

# YOU MUST UNDERSTAND THE PERSONAS YOU'RE TRYING TO INFLUENCE

Finally, you must align engagement and content strategies to the appropriate sales and marketing funnel. Then, you will have the essential engagement touchpoints specifically designed to move customers toward a decision or series of decisions, taking them deeper into the sales funnel.

With these key pieces of your marketing strategy in place, along with tools that measure the impact of each customer touchpoint, it becomes possible to monitor customer progress through the sales funnel. It also becomes possible to identify sticking points. Is a particular content item not resonating or moving people along as it should? Is something hanging people up on a website or is an app stopping people rather than moving them down the funnel? You can see all of this and make adjustments.

Good attribution models enable you to determine specifically whether points of engagement such as content assets, websites, and apps are doing what they're supposed to do. This information gives you insights into how to optimize them for better performance. To use attribution effectively, however, your systems must be sufficiently connected so that the data they generate give you a view of how all your channels are working together. Many companies are limited by the technology they use, which is one reason they never get past last-click attribution. Companies must experiment to find a model that gives them the insights they need.

“

*To use attribution effectively, your systems must be sufficiently connected so that the data they generate give you a view of how all your channels are working together.*

”

# TO BUILD A DATA-DRIVEN ORGANIZATION, CREATE A LONG-TERM ROAD MAP



## JONATHAN MARGULIES

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With an extensive background in strategic communications and executive-level advocacy, Jonathan Margulies leads the development of Winterberry Group's research and thought leadership initiatives. Since joining Winterberry Group in 2004, he has spearheaded the development of more than 24 high-profile research papers and led more than 100 consulting engagements, helping clients tackle an array of challenges. He also sits on the Interactive Advertising Bureau's Data Council and served as communications director for the Sergeants Benevolent Association, a 10,000-member organization of New York City police supervisors.



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When moving toward a data-driven culture, the first step is assessing the technology that you have at your disposal, the data assets available to you, and the business strategies and organizational objectives to which you're trying to be responsive. Many companies, even those that have highly data-driven operating cultures, have a tough time actually mapping, inventorying, or auditing their own data assets. If you don't know what you have to work with, it's difficult to make decisions about what you're going to do down the road. Moreover, a lot of organizations rush to launch initiatives without taking the time to tie them back to objectives that the company has laid out at the senior levels. Going through this process is really the first order of business.

The second step is to map out a series of use cases. Do you want to grow revenue? Do you want to bring more customers into the fold? Do you want to be more responsive to the needs of individual customer segments? Those are distinct priorities, and they tend to call for different kinds of data as well as different kinds of execution tactics and expertise. The secret to success comes in the sequencing of the steps and the prioritization that comes along with them.

*“Many companies, even those that have highly data-driven operating cultures, have a tough time actually mapping, inventorying, or auditing their own data assets.”*



## KEY LESSONS

- 1 TAKE THE TIME TO ENSURE THAT YOUR MARKETING INITIATIVES TIE BACK TO YOUR COMPANY'S STRATEGIC OBJECTIVES.
- 2 ATTRIBUTION IS ONE OF THE MOST CRITICAL CAPABILITIES TO ADDRESS WHEN ADOPTING A DATA-DRIVEN APPROACH TO MARKETING.

# TO BUILD A DATA-DRIVEN ORGANIZATION, CREATE A LONG-TERM ROAD MAP

When you've done that, then you can begin to build a long-term road map for using your data in a way that leverages the technology available to you as well as the supply chain partners (agencies, database management companies, management consultancies) that are bringing new ideas to the table and managing business processes for you. If you can get the senior level buy-in you need to support that transformation, your chances of success will be enhanced.

As you consider the role of data as an agent for change in marketing execution, attribution will simultaneously represent one of your most important challenges and opportunities. You'll be looking to leverage data to support a range of strategic business purposes. You'll need to know more about addressable audiences to inform product development and customer strategy. You'll need to identify and segment those audiences in order to power more relevant, engaging communications. And you'll absolutely need to understand how well your critical marketing initiatives—your investments in customer relationships—are performing relative to each other, so that you can fine-tune your performance and put your dollars where they're positioned to do the most good. All three of these elements are fundamental to data-driven marketing. All three are increasingly becoming central to the design of next-generation marketing organizations.

“  
*You'll absolutely need to understand how well your critical marketing initiatives—your investments in customer relationships—are performing relative to each other.*”



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Andy Zimmerman is chief marketing officer for Evergage, which delivers real-time personalization to more than 500 million web visitors. A frequent speaker at leading industry events, Andy has more than 20 years of experience helping software companies launch products, drive demand, improve sales productivity, and develop revenue-generating content marketing programs. You can follow Andy on Twitter at @AHZimmerman or @Evergage.

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I started playing competitive golf when I was a kid. I would read tips from the pros, observe what better players were doing, and then tinker with my swing. My goal was always to beat my own best score by adjusting and improving some part of my game. (I still do this today, by the way!)

The point is, I was always iterating. I wasn't so focused on winning tournaments—though that would happen once in a while—I just wanted to get better. This is the mindset modern marketers need to have.

What can you do to improve your conversion rates? What more can you do to attract potential customers? How might you drive a few more downloads or sign-ups per month? How could you better engage users of your app?

To steer toward the path of constant, incremental improvement, it's important to make sure that you're collecting data that are relevant, actionable, and measurable in relation to your organization's marketing objectives. To determine which data are relevant, ask yourself this question:

*What does marketing success look like, and has the management team bought into it?*

“What does marketing success look like, and has the management team bought into it?”

## KEY LESSONS

- 1 CONTINUALLY ANALYZE YOUR DATA, MAKE ADJUSTMENTS, EXPERIMENT AND TEST, AND NEVER BE SATISFIED, BECAUSE YOU CAN ALWAYS DO BETTER.
- 2 TO ENABLE CONTINUAL IMPROVEMENT, IT'S IMPORTANT TO MAKE SURE YOU'RE COLLECTING DATA THAT ARE RELEVANT, ACTIONABLE, AND MEASURABLE IN RELATION TO YOUR ORGANIZATION'S MARKETING OBJECTIVES.



# NEVER BE SATISFIED

It seems straightforward, but you need to know the answer to this before you start collecting any data. You can't keep score if you don't know what game you're playing!

Once you know what data to collect, you need to make sure you have the right processes, systems, and people in place to take prompt action—ideally, in real time. We often see marketing systems that provide predictive analytics and automated actions based on data, particularly in the cases of website and app users. Even if you have large amounts of data, like web behavioral information, you need to be in a position to respond immediately to noticeable patterns and trends. Tracking those metrics requires some level of automation—generally, from multiple systems that include reporting, filtering, and trending capabilities.

A key piece to all of this is attribution. Be sure to experiment and test different programs and approaches to find out which marketing channels and tactics drive the most and best leads (and which ones don't) as you work toward your marketing goals. For instance, if your webinars generate more sales than Google AdWords campaigns, that knowledge will affect how you invest and plan your marketing efforts.

Finally, keep iterating. Continually analyze your data, make adjustments, experiment and test, and have fun along the way. Never be satisfied, though, because you can always do better. To me, that is the secret sauce to becoming a data-driven marketing organization.

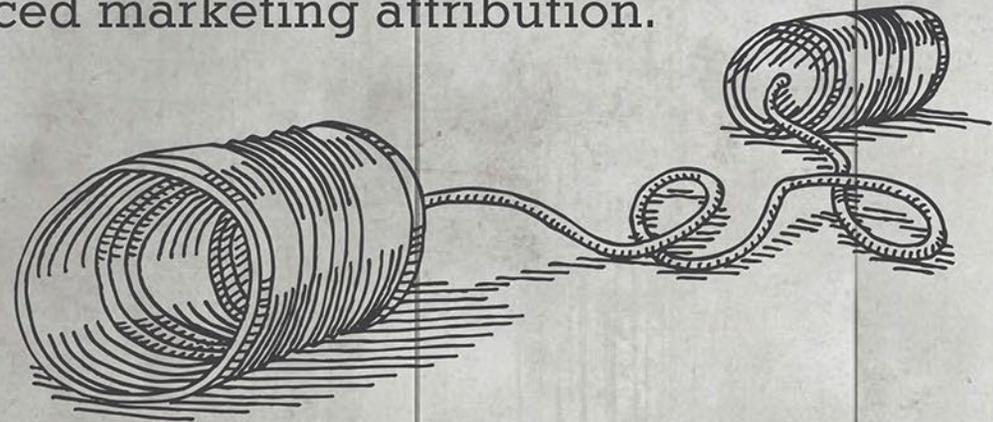
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*Even if you have large amounts of data . . . you need to be in a position to respond immediately to noticeable patterns and trends.*

”

# CONVENTIONAL MARKETING IS SO LAST CENTURY

Find out how to take your marketing performance from mind-numbing to mind-blowing with advanced marketing attribution.



SEE THE MARKETING ATTRIBUTION  
INFOGRAPHIC THAT EXPLAINS IT ALL.

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# DON'T LET THEM EAT YOUR LUNCH



**DUSTIN  
ENGEL**

Head of Analytics and  
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PMG Worldwide

Dustin Engel, the former head of product and strategy for ClearSaleing (acquired by eBay Enterprise) is an attribution thought leader. Dustin currently leads the analytics and audience science teams and serves on the executive team at PMG, one of the fastest-growing digital agencies in the United States. PMG is a 2014 Inc. 500 company (number 61 on Inc. 500 and number 5 for Advertising and Marketing) and a 2015 Advertising Age Silver Medalist for Small Agency of the Year.

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Becoming a data-driven marketing organization is a tall order if you have never really been one. Here are some suggestions for getting started:

- **Establish clear priorities.** It would be a logical first step to inventory your existing data. Then, you can prioritize data elements and move toward positive business change. Be clear about the problems you're trying to resolve before you start down the path of becoming data driven.
- **Integrate and blend.** Advertisers usually have more data on hand than they know what to do with, and the possibilities for using all these data aren't always apparent when they are first compiled. Integration helps reconnect disparate data elements so you can see what you have and how it might prove useful. I probably spend most of my time with clients on this task.
- **Invest in media.** You will always need media to realize your goals. That's why having a science-based attribution platform is crucial. It can give you complete visibility into customer paths, which will help you value your paid, earned, and owned media. That, in turn, will allow you to close the loop on your media investments.

*“A key element in switching from a last-click attribution mentality to a completely holistic measurement approach is to understand that some challenging change management issues lie ahead.”*



## KEY LESSONS

- 1** ESTABLISH CLEAR PRIORITIES, AND THEN INTEGRATE AND BLEND TO RECONNECT YOUR EXISTING DATA.
- 2** SUCCESSFULLY SWITCHING FROM A LAST-CLICK MENTALITY TO A MORE HOLISTIC ATTRIBUTION APPROACH WILL REQUIRE AN EQUALLY SUCCESSFUL CHANGE MANAGEMENT PROGRAM.

# DON'T LET THEM EAT YOUR LUNCH

A key element in switching from a last-click attribution mentality to a completely holistic measurement approach is to understand that some challenging change management issues lie ahead. Here are a few issues that I'm always warning my clients about:

- **Latency.** The true length of time from first ad exposure to purchase is a lot longer than most marketers realize. I have seen, more often than not, latency windows greater than 40 days from first ad exposure. This understanding will inevitably force you to change your game.
- **Path fragmentation.** Having true visibility into customer paths is a real eye-opener—there's a ton of fragmentation. Making your channels work together will not necessarily be a linear process, nor will it necessarily be easy. So understanding the range of paths to purchase and the most common paths help add clarity to the process.
- **Consumer behavior.** Behaviors that you may hope to exploit are often volatile and extremely difficult to decipher. You need a wide footprint from a channel and placement standpoint and you should be prepared to test channels and placements that at once appeared to be not viable. This is one reason why a robust, algorithmic model for assigning fractional value to conversion touchpoints is so essential.

I often see advertisers who decide to switch to a true, science-based attribution strategy, but then fail to stay committed. I think they underestimate how daunting the change management piece will be and they stop following through.

In other interesting situations where there has been follow-through, the dollar allocations across media sometimes prove hugely consequential. When data are available and consumer behavior behind those data is decipherable, the marketing mix tends to change radically.

If you aren't interested in a more science-based approach to marketing, ponder this: your competitors probably are. Factor in the rise of growth hacking, and you might well feel alarmed. *Growth hacking* is a complete rewrite of the marketing rules, and companies born with the growth-hacker mentality are not traditional marketers. They can afford to ignore rules of the past and simply follow the data, because they aren't wedded to marketing's past.

If you choose to remain a laggard, odds are that some disruptive competitor will eventually come along and eat your lunch.

“

*If you aren't interested in a more science-based approach to marketing, ponder this: your competitors probably are.*

”

# STAYING FOCUSED ON YOUR OUTCOMES



**CESAR  
A. BREA**

**Founder and  
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Cesar Brea is the author of *Marketing and Sales Analytics* and founder and managing partner of Force Five Partners, LLC. Force Five Partners works with leading brands across multiple industries to build their marketing analytics capabilities through hands-on solutions for real challenges and opportunities. Having received his MBA from Dartmouth University's Tuck School and his bachelor's degree from Harvard, Cesar has 30 years of business experience as a senior executive, entrepreneur, and advisor.

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Six points will help you become a data-driven marketing organization:

- **Avoid confusing means for ends.** A data-driven marketing organization is a means. A marketing organization that's driving 10 percent more qualified leads, 10 percent more efficiently (or whatever goals are most important to your business) is an end that can help galvanize and focus your journey to become data driven.
- **Work from the specific to the general.** "Becoming data driven" is general. Identifying and aligning a specific set of potential opportunities to investigate and realize with data and analysis—and managing this set as a dynamic portfolio from which you expect returns—is specific and accountable.
- **Start simple.** Manage increased sophistication (more data, more analysis) based on the incremental value it provides. For example, a marketer can start the journey toward complex attribution-based marketing by optimizing across two channels, such as search and online display. Then, he or she can add more channels and their associated touchpoints. By starting simple, not only do you avoid investing past the point of diminishing returns, but you also increase your understanding and ability to communicate.

*“Manage increased sophistication (more data, more analysis) based on the incremental value it provides.”*

## KEY LESSONS

- 1 IDENTIFY AND ALIGN A SPECIFIC SET OF POTENTIAL OPPORTUNITIES TO INVESTIGATE AND REALIZE WITH DATA AND ANALYSIS.**
- 2 WORK ITERATIVELY IN 90-DAY CYCLES.**



# STAYING FOCUSED ON YOUR OUTCOMES

- **Don't work data and analysis in isolation.** In my work with clients, I try to keep four ecosystemic conditions working harmoniously: (1) ensuring that senior executives agree on opportunities to pursue, (2) enabling practical and affordable access to data, (3) providing operational flexibility to act on insights, and (4) cultivating “analytic marketers”—that is, marketers and analysts who “get” each other and work well together rather than just lobbing things over walls.
- **Work iteratively in short cycles of no more than 90 days.** If you can't put some insight to work within 90 days to see if it pays as expected, then your analytic investments are at risk of collapsing on themselves. Reach for longer cycles only when you've got a healthy base of results powering you along. It's just like shifting up through a car's gears!
- **Don't chase unicorns.** Marketing analytics is a team sport, with lots of complementary roles, such as acquiring, organizing, and analyzing data; communicating insights; and acting on them. Good collaboration based on common understanding and accountable execution among these roles will lead to better outcomes than seeking, rarely finding, and (if you do) placing all your eggs in a rock star's basket and abdicating your executive responsibility for your business. You can hire some and partner for others, but however you proceed, stay focused on outcomes.

“

*Marketing analytics is a team sport, with lots of complementary roles.*

”

# LET THE DATA DRIVE (IT'S A LONG JOURNEY)



**PADDY  
FREEMAN**

**Digital Marketing Manager,**  
Tesco PLC

Paddy Freeman has spent more than 15 years working across marketing and technology, covering roles from programming engineer through program manager. Paddy currently manages the processes and systems required to create industry-leading programmatic advertising and personalized marketing capabilities across the Tesco Group. Paddy is a member of the Internet Advertising Bureau (UK) Display Trading Council. He graduated from Aston Business School with a BSc (Hons) degree in 1994.



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It is essential that a data-driven marketing strategy serves its company's core purpose – which at Tesco, is serving Britain's shoppers a little better, every day. We could not do that without a data-driven approach to marketing that makes us totally accountable for the money we spend and the customer loyalty we drive as a result of those expenditures.

For your marketing group to become data-driven, you must look across and beyond the business to identify quality data sources you can use for marketing purposes. Then, if you need to convert any non-believers, you must map those data against current marketing activities so that you can show how you are using the data and how they improve marketing performance. The benefits must be clear to key people throughout the organization. After all, the transition to a data-driven organization involves changing people, processes, and technologies, so it is best to start small and build on successes.

*“For your marketing group to become data-driven, you must look across and beyond the business to identify quality data sources you can use for marketing purposes.”*

## KEY LESSONS

- 1** A DATA-DRIVEN APPROACH TO MARKETING MAKES YOU ACCOUNTABLE FOR THE MONEY YOU SPEND AND THE CUSTOMER LOYALTY YOU DRIVE AS A RESULT OF THOSE EXPENDITURES.
- 2** ATTRIBUTION MODELING CAN BE USED TO UNDERSTAND THE IMPACT THAT DIFFERENT CHANNELS CAN HAVE ON CUSTOMER ACTIVITY. FOR THOSE THAT GET IT RIGHT, IT'S DATA-DRIVEN MARKETING AT ITS BEST.



# LET THE DATA DRIVE (IT'S A LONG JOURNEY)

It takes time to turn a traditional marketing organization into a data-driven organization. The work of using data to improve marketing activities never ends. For Tesco, it really began when we launched the Clubcard loyalty scheme 20 years ago—a popular program that rewards customers with points they can redeem in our stores or with our partners. The program was (and still is) a significant investment, but it provided us with great insights into our customers. Later, we launched our online store, beginning with groceries, and then expanding into clothing and general goods.

Shoppers can use their Clubcard both online and in the brick-and-mortar stores, so it provides a great bridge for data collection in those environments and has given us a rich set of individualized data that enable us to pursue – amongst other things – a customer-first programmatic advertising strategy. In programmatic advertising, we make real-time decisions about the timing and content of advertising to maximize the return on our advertising spend. This strategy places a premium on data-driven decision making, because in the time it takes for a browser to load a Web page, the advertising inventory on that page is bought and sold. We are able to bid in real time for advertising on third-party websites. The amount we bid and the message we deliver can be based on a real-time overlay of our own customer data.

Since we have marketing activities that run on a number of channels simultaneously, we also continue to explore attribution modeling to understand the impact that different channels can have on customer activity. It's not an easy thing to get right – but for those that do, it's data-driven marketing at its best.

Another area we are exploring is data discovery. We employ data scientists – people with serious smarts - to look for patterns in the data that indicate new marketing opportunities. It's incredibly important to explore the data in this way and give the data its own voice, rather than use it more-so to reinforce pre-conceived ideas. To misquote Andrew Lang, a great Scottish writer – “It can be easy to use data as a drunken man uses lamp posts – for support rather than for illumination.” When it comes to data-driven marketing, you never fully “get there” because new tools and new data sources are always becoming available. Data-driven marketing is truly an ongoing journey. To take the right path means putting the data itself in the driving seat.

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*This strategy places a premium on data-driven decision making, because in the time it takes for a browser to load a Web page, the advertising inventory on that page is bought and sold.*

”



**ALAN  
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Alan Osetek is the global president of Resolution Media and oversees the global growth of Omnicom Media Group's search, social, and digital performance media unit. Prior to joining Resolution, Alan was the managing director for iProspect/Aegis and responsible for the company's east coast operations. Before joining iProspect in 2008, he served as a board member and CRO for Visual IQ. Alan holds a bachelor's degree in economics from Skidmore College and an MBA from Babson College.

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2015 has been the year of major media agency reviews, with twelve major marketers reassessing their agencies – this accounts to a total of over \$25 billion in advertising dollars up for grabs.

Why now? As someone who has participated in numerous agency pitches recently, I have a theory – data shows consumers are more active online and new media is being created within the digital ecosystem to reach these consumers.

Marketers want to be more prevalent online to reach these consumers ahead of the curve. To do this, marketers need to reassess both their current media mix and their media agencies. Media is now more accountable and marketers are more data driven. Based on this new world digital media order, the following are three immediate actions marketers can adopt to become more digitally relevant:

- **Define how you will measure success.** This discussion often strays down a rabbit hole of features, functions and technologies, with the conversation focused on everything needed to build the digital marketing technology infrastructure. However, the real focus should be on answering a few key questions: What result are you trying to accomplish? What is the data implementation and collection strategy? How does that strategy sit with the marketing group's objectives? The answers to these questions can help you get started.
- **Form a right-brain/left-brain culture.** The ideal new hire should have a marketing background with analytical skills and a creative mindset.

*“Marketers need to reassess both their current media mix and their media agencies.”*



## KEY LESSONS

- 1** AS AN INDUSTRY, MARKETING IS MOVING CLOSER TO THE END OF THE LAST-CLICK ATTRIBUTION MODEL.
- 2** IT IS POSSIBLE TO SCORE QUICK WINS BY IMPLEMENTING DIGITAL ATTRIBUTION ACROSS A FEW CHANNELS.

# THE DIGITAL ECOSYSTEM AND DATA-BASED DECISIONING

This person should be able to analyze data and effectively tease out insights with tangible next steps on how to activate on performance. Instead, many organizations trying to become data-centric hire techies who have no marketing or creative abilities. Alternatively, more traditionally-minded agencies bring in purely creative thinkers who have no analytical chops. If you can't find individuals who wear both hats, hire teams that collectively add up to this kind of culture.

- **Challenge the status quo with data-based decisioning.** Look at your overall business goals, and leverage new media to deliver on these objectives. If your objective is to drive more revenue while focusing on in-store sales, then assess data collected from digital media activities to achieve this. If in-store sales are a key success metric, use data-based decisioning to inform new opportunities to drive success. For example, a mobile strategy can drive local awareness that funnels in foot traffic and mobile offers and couponing can all be new ways to drive in-store sales. Track marketing activities and collect data to understand who your target consumers are and what works and what doesn't with them. Then optimize—do more of what is working and invest less on what doesn't.

The good news is that cost-to-entry for digital media isn't sky-high. There are many advertising options and consumers are engaged. With a focus on data collection, marketers are moving beyond last-click attribution and marketing technologies are developing capabilities to track the consumer engagement journey not just online, but also offline. Even TV is moving towards online measurement and will eventually become fully digital and measurable. Technologies already exist that allow marketers to run TV-sync-social and TV-sync-search campaigns.

Although easy to activate, drawing insights from attribution requires building history – history that shows consumer actions from awareness to purchase. Leveraging data to solve a business problem by using a fully functional attribution platform typically takes three to six months of ongoing data collection, analysis, and optimization. It will not always be easy to get budgeting approval for this attribution investment when marketers need immediate ROI.

Attribution is key to real data-based decisioning. It is not enough to simply collect the data and act on it, attribution is necessary to truly understand the digital ecosystem. Eventually, attribution will become the center of the marketing universe. To me, the only questions are when and how.

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*Eventually, attribution will become the center of the marketing universe.*

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# YOU SHOULD BE DANCING

— ★ ★ ★ —

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MARKETING ATTRIBUTION  
TO IMPROVE MEDIA  
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