



DATA-DRIVEN MARKETING

Part 2: Get Buy-In From the Top Down

4 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.

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.

Get Buy-In From the Top Down



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NICE STATS

THE RIGHT ATTRIBUTION
PARTNER CAN HELP YOU
DELIVER CRAZY-GOOD
MARKETING RESULTS

LEARN THE
8 KEY CONSIDERATIONS
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CREATING A COMPLETE DATA VIEW THAT FITS YOUR SALES CYCLE



LAURA DEGRAFF
Vice President,
Digital Acquisitions,
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As vice president of digital acquisition at Barclaycard, Laura DeGraff manages digital strategy for online account acquisition, focusing on new innovations within the bank to deliver a best-in-class online experience to prospective customers. With more than 15 years of experience managing online marketing for agencies, brands, and as a consultant, she brings a unique perspective to campaign planning, implementation, and analysis. Her digital media expertise includes paid search, search engine optimization, affiliates, display, and creative development.



Website



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Developing a strong data-driven marketing strategy starts from the top down. There must be agreement at all levels of the organization about which data will be used for decision-making. One problem that many organizations experience is that marketers are stuck in silos: one person might be responsible for search, another for social, another for email marketing, and so on. They become focused on looking at just the perspective of their channel without seeing how all the pieces come together.

Being able to look across channels often requires organizational change. It also requires having the right tracking tools that give you a view at the placement level to see what's working and what's not. With that information, you can optimize your media mix.

Attribution is important to a data-driven strategy because it allows you to weigh the value of individual marketing initiatives. Here at Barclaycard, we primarily leverage last-click attribution, but we know it's not enough. We have many touchpoints that lead up to a conversion.

“There must be agreement at all levels of the organization about which data will be used for decision-making.”

KEY LESSONS

- 1** ATTRIBUTION IS IMPORTANT TO A DATA-DRIVEN STRATEGY BECAUSE IT ALLOWS YOU TO WEIGH THE VALUE OF TOUCHPOINTS.
- 2** A CONCERTED DATA-DRIVEN MARKETING STRATEGY MUST HAVE BUY-IN AT THE HIGHEST LEVELS OF THE ORGANIZATION.

CREATING A COMPLETE DATA VIEW THAT FITS YOUR SALES CYCLE

Unfortunately, without a more comprehensive view across channels, valuable contributions higher in the funnel, such as display or PR, are sometimes overlooked. Without the ability to analyze all your touchpoints together, you aren't getting a full sense of the customer journey. That is a disservice to all your marketing channels and your overall marketing mix.

We are currently working with our media agency to find the right kind of attribution solution, one that can work with the data we have and provide a measure of what's working and what's not within the time period of our sales cycle. This is an important point when considering attribution vendors. Some vendors require such a long time to return the results of the analysis that the data are too old to be useful.

The type of attribution strategy you select needs to fit your sales cycle. For instance, the sales cycle of a car, from first contact to purchase, is often six months to a year. The typical sales funnel for the credit card industry is around two weeks. We know that the majority of conversions will happen within that two-week window, with some conversions happening a lot faster. So, when we're looking at marketing data and doing attribution analysis, we need to be able to look at an attribution window that matches our two-week sales cycle.

There has been a lot of interest in attribution in recent years, but the industry is struggling with it, partly because there are many different attribution models but little agreement on a model that gives proper weight to the different touchpoints in a funnel. Also, when a business starts getting away from last click, it's going to change the perception of the value of certain channels, which can have major budgetary and organizational implications. That's why a concerted data-driven marketing strategy must have buy-in at the highest levels of the organization.



Without the ability to analyze all your touchpoints together, you aren't getting a full sense of the customer journey.



BOTTOMS UP



JIM
STERNE

Founder,
eMetrics Summit, and
Board Chair, Digital Analytics
Association

Jim Sterne is an international consultant who has focused on measuring the value of online marketing for creating and strengthening customer relationships since 1993. He has written seven books on using the Internet for marketing, produces the eMetrics Summit (www.emetrics.org), and is co-founder and current board chair of the Digital Analytics Association.

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Becoming a data-driven marketing organization is a culture question. If the organization likes to do things the way it always has done them, becoming data driven will not happen.

Unless we change corporate culture, there isn't much else we can do. To that end:

- **Build confidence in the validity of your marketing data.** When you're dealing with digital marketing touchpoints and attributes, you're talking about statistical analysis, not black-and-white bean counting. When upper management understands that, the organization can get on with determining *how* data are useful rather than arguing over *whether* data are useful.
- **Find out what matters to the boss.** Whatever the truth is at the front line, the generals make the decisions. If you know the problems your executives most want to solve, they will like and appreciate your data because they will trust that the data are answering their questions.

“ How do you assign fractional credit to each of these channels and tactics? What drove people to make those choices? ”

KEY LESSONS

1 WHEN IT COMES TO MEASURING MARKETING PERFORMANCE, THE OLD-SCHOOL METHOD FOCUSES ON THE MARKETING MIX—MOVING MONEY FROM ONE BUCKET TO ANOTHER.

2 THE NEW-SCHOOL IS BOTTOM UP—MEASURING BEHAVIOR AND UNDERSTANDING WHICH CHANNELS AND TACTICS ARE INFLUENCING CONSUMER RESPONSE.



BOTTOMS UP

- **Turn data into real insights.** When you have approval and confidence out of the way, you can get down to solving problems. This is where you get into which numbers help you do what and what problems you actually can solve.

There are two camps when it comes to measuring marketing performance. The old-school concentrates on the marketing mix—moving money from one bucket to another. Someone decides that the organization is going to spend more money online this year and so divides the online bucket among display, email, paid search, and social to see if there is an impact on engagements and sales. That's a traditional top-down approach.

The new-school is bottom up—measuring behavior. People are being exposed to your messaging, and they're clicking links, spending more time on your website, responding to your emails. How do you assign fractional credit to each of these channels and tactics? What drove people to make those choices?

That granular response is *attribution*. If you can figure those things out, you can build models based on, say, the last three months of experience. Then, you can run that model over the next three months to see if you were right. You can also create and test alternative models and determine which was most predictive.

A note of caution: all models are wrong, as George E. P. Box said, but some are useful. Building a predictive model is like drawing a map, a mere representation of a territory that inevitably has flaws built in it.

Predictive models are fairly mature in areas like supply chain management, but marketing is entering uncharted territory. Marketers are predicting human emotional responses to marketing stimuli.

The truth is, we marketers are getting better at it, but it's still new. To really make it work, the people at the top must have intellectual curiosity stamped into their DNA. Otherwise, we will never move forward.

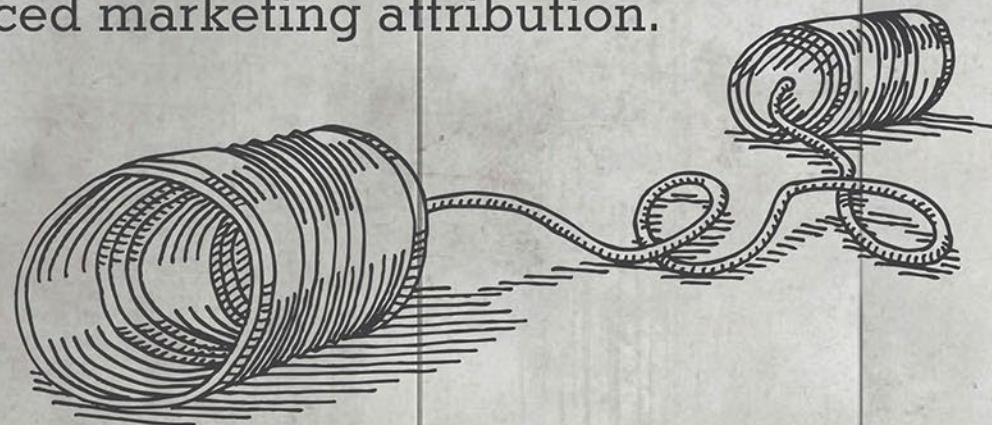


You can also create and test alternative models and determine which was most predictive.



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.

GET IT

RECOGNIZE AND ALIGN THE PARTIES INVOLVED IN A MARKETING STRATEGY



**ROLF
OLSEN**

Chief Data Officer,
Mindshare North America

As chief data officer of Mindshare North America, Rolf Olsen leads the company's Marketing Sciences group, a team of more than 70 data scientists who help the agency make real-time media investment decisions for clients. That role includes driving new tools and partnerships for The LOOP, Mindshare's adaptive marketing engine. Rolf brings more than 15 years of industry experience to his role. Prior to Mindshare, he ran the Marketing Sciences teams across iProspect, Copernicus, and Carat at Dentsu Aegis Network.

 
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Developing a truly data-driven approach to marketing is an enterprise-wide endeavor, not just one group or department adopting a solution. Every part of the organization needs to be aligned, from finance to operations to ad ops to strategy.

Building a successful digital marketing organization takes time, because a lot of work goes into aligning key areas of the business. For instance, answering even the most basic questions, such as how does pricing affect marketing outcomes, or what's the true cost of a promotion, requires breaking down traditional data silos. Different parts of the enterprise must communicate and share data in new ways, and this means dealing with legacy applications, legacy data, and different platforms within the organization. The larger the enterprise, the greater the alignment challenge. Successfully remaking the organization requires a top-down management commitment and the time to do it right. When digital marketing projects fail, they often do so in an environment where people expect results in a short period of time.

“ Building a successful digital marketing organization takes time, because a lot of work goes into aligning key areas of the business. ”

KEY LESSONS

- 1** WHEN DIGITAL MARKETING PROJECTS FAIL, IT'S OFTEN IN AN ENVIRONMENT WHERE PEOPLE EXPECT RESULTS IN A VERY SHORT TIME.
- 2** WITH A FOUNDATION IN PLACE, IT BECOMES EASIER TO CHANGE, IMPROVE, AND REFINE THE PROCESS GOING FORWARD.

RECOGNIZE AND ALIGN THE PARTIES INVOLVED IN A MARKETING STRATEGY

A good example is implementing an attribution strategy. Attribution helps marketing understand how digital assets work together. It also breaks down digital silos, so the search team, social team, display team, and website team must now work together much more closely. Attribution is really the first tool that allows marketers to look across all these activities and apply a common measurement to assess their effectiveness. It creates a digital ecosystem that helps marketing be agile in flexing its budget and respond quickly to optimize marketing performance.

Many companies struggle to implement an attribution strategy because they have not developed the internal alignment necessary for success. For example, if a company signs a contract with a digital attribution vendor, the chief marketing officer (CMO) typically drives that process. He or she signs the agreement and wants to see results immediately. The challenge is that for the strategy to succeed, marketing now has to involve the internal technology teams and start asset tagging, which can take months. There may be restrictions on what marketing can put on the website. The media agency has a lot of work to do with incremental tagging, architecture, and naming conventions. A lot of work goes into the process from many different parties, something the CMO probably did not consider when he or she signed the contract.

Once companies have completed the necessary work of aligning their internal operations, they then must build and test everything incrementally to prove what works. If marketing has a short-term view of what it hopes to get out of this process, it may not get there. It takes time to implement an attribution model that works for a given business, but if marketing takes the time up front and builds an operational process around attribution and digital marketing, that makes everything easier. With a foundation in place, it becomes easier to change, improve, and refine the process going forward. Digital becomes just another part of the marketing workflow.



Many companies struggle to implement an attribution strategy because they have not developed the internal alignment necessary for success.



BUILD INCREMENTALLY, AND TEST AS YOU GO



**SUMEET
VERMANI**

Global Head of Digital Strategy,
Symantec

Sumeet Vermani is an international marketing leader with a track record of developing innovative, customer-driven marketing strategies that combine traditional creative approaches with data science. He focuses on digital, social, content, and paid media strategies, bringing his experience to bear in such companies as Google, ESPN, Trinity Mirror, and Symantec to design and implement audience-focused, data-driven, agile digital frameworks and teams that deliver optimum returns for the organization and the customer.

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The first step in becoming a data-driven marketing organization is to fully understand the data IQ inside your business. In other words, marketing must clearly understand how effectively data is captured and stored, and how it is used at the front end of the business. At the very outset, the business needs to benchmark where it is and understand what it has to build on. When businesses assess their data IQ, perception and reality are often not in sync.

With the amount of investment, time, and senior management buy-in required to build a data-driven marketing organization, the marketing group will quickly discover whether it is achieving results that meet expectations. An important part of assessing the data IQ within an organization is managing expectations. Then, as the organization moves forward with its strategy, it must effectively deliver on those expectations. The move to more data-driven marketing can be powerful, but there will be a point when people want to quantify their return on investment.

When there is a common understanding of where the business is and where it needs to go, the next important step in building a data-driven marketing organization is proving the value of the strategy. Marketing must showcase opportunities for people to see the value of taking this new direction.

“When businesses assess their data IQ, perception and reality are often not in sync.”



KEY LESSONS

1 AN IMPORTANT PART OF ASSESSING THE DATA IQ WITHIN AN ORGANIZATION IS MANAGING EXPECTATIONS, AND THEN DELIVERING ON THEM.

2 EFFECTIVE MARKETING IN TODAY'S BUSINESS ENVIRONMENT REQUIRES EVALUATING A CAMPAIGN OR AN ASSET IN A CREATIVE LIGHT WHILE ALSO EXECUTING THAT CAMPAIGN BASED ON INSIGHTS DERIVED FROM DATA.

BUILD INCREMENTALLY, AND TEST AS YOU GO

In my journey at Symantec, my group A-B tested two marketing approaches to a campaign. The A test represented the direction the majority of the organization wanted to take—an approach centered on creative hunches that have been the underpinning of the company's traditional approach to marketing. The B test used a data- and insight-driven approach. My team was able to show that the data-driven approach was far more effective.

Attribution is key to demonstrating the success of data-driven marketing. It is also an example of the need for an incremental approach when it comes to transforming the marketing organization. No one-size-fits-all attribution model works for every business. Attribution frameworks will differ depending on business setup, organizational structure, and business goals.

One challenge of attribution is that the technology must be in place for everything to work effectively. It takes time to collect data and feed it to the attribution model so that marketing analysis and optimization can take place. The best approach is to begin with a small, simple attribution engagement; demonstrate its value; and then layer in greater complexity.

By demonstrating results, people throughout the organization will start to join this journey to data-driven marketing. At Symantec, we are seeing that skills needed in the marketing organization are changing so rapidly that it is important to train our workforce continuously. We must also change the structure and processes we use to do the work and train staff on the use of new tools. The more successful you are at accomplishing this at your organization, the greater buy-in you will gain throughout the organization to do even more.

Making data the heart of the marketing effort also requires finding a balance between creative and data-driven marketing. A creative element is still necessary to convey the business' message effectively. Effective marketing in today's business environment requires evaluating a campaign or an asset in a creative light while also executing that campaign based on insights derived from data.



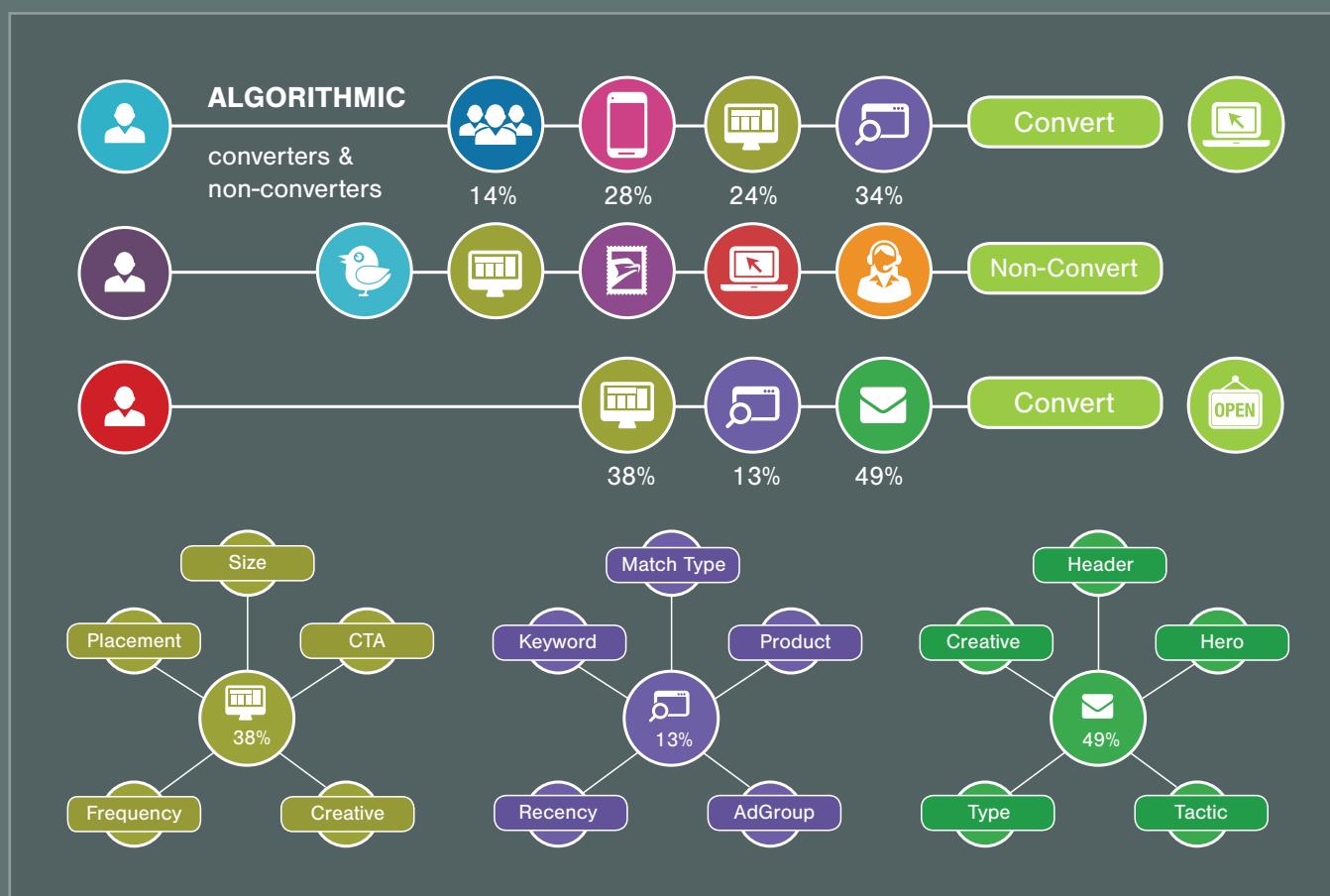
The best approach is to begin with a small, simple attribution model; demonstrate its value; and then layer in greater complexity.



ADVANCED MARKETING ATTRIBUTION DEFINED

Default marketing measurement standards rely on last click or subjective, rules-based methods that handicap marketers by giving all the conversion credit to the last touchpoint, or by arbitrarily assigning weights to each interaction based on chronology alone.

Advanced attribution offers a far superior approach. Using sophisticated mathematical models, advanced attribution scientifically calculates and fractionally assigns conversion credit to every touchpoint and attribute (ad size, placement, publisher, chronology, etc.) experienced by every converter and non-converter across all channels. The result: a truly holistic, accurate view of marketing performance.



ADVANCED ATTRIBUTION:

- Includes every available touchpoint (online, offline & across devices)
- Calculates the impact of every single touchpoint & attribute
- Measures & predicts high-value audience segments
- Delivers actionable insight, as well as tactical & strategic recommendations for optimization
- Integrates seamlessly with media buying platforms